PVH
EXECUTIVE DEVELOPMENT

LORI BRADLEY, PH.D.
SENIOR VICE PRESIDENT
GLOBAL TALENT MANAGEMENT AND INCLUSION & DIVERSITY
## THREE DISTINCT BUSINESSES, ALL POSITIONED FOR GROWTH

### Calvin Klein

<table>
<thead>
<tr>
<th>2015</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Retail Sales:</td>
<td>$8.2 BN</td>
</tr>
<tr>
<td>Revenues:</td>
<td>$2.9 BN</td>
</tr>
<tr>
<td>EBIT Margin*:</td>
<td>14.9%</td>
</tr>
<tr>
<td>Constant Currency</td>
<td></td>
</tr>
<tr>
<td>EBIT Margin*:</td>
<td>15.3%</td>
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### Tommy Hilfiger

<table>
<thead>
<tr>
<th>2015</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Retail Sales:</td>
<td>$6.5 BN</td>
</tr>
<tr>
<td>Revenues:</td>
<td>$3.4 BN</td>
</tr>
<tr>
<td>EBIT Margin*:</td>
<td>11.9%</td>
</tr>
<tr>
<td>Constant Currency</td>
<td></td>
</tr>
<tr>
<td>EBIT Margin*:</td>
<td>12.8%</td>
</tr>
</tbody>
</table>

### Heritage Brands

<table>
<thead>
<tr>
<th>2015</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Global Retail Sales:</td>
<td>$3.6 BN</td>
</tr>
<tr>
<td>Revenues:</td>
<td>$1.7 BN</td>
</tr>
<tr>
<td>EBIT Margin*:</td>
<td>7.1%</td>
</tr>
</tbody>
</table>

* Figures exclude non-recurring and one-time items. Refer to Appendix for GAAP reconciliations.
<table>
<thead>
<tr>
<th>PVH HISTORY ESTABLISHED IN</th>
<th>30,000+ ASSOCIATES GLOBALLY</th>
<th>PVH FOUNDATION (THE COMPANY’S PHILANTHROPIC DIVISION) HAS BEEN IN EXISTENCE FOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>1881</td>
<td>700,000+ PEOPLE REACHED THROUGH OUR SUPPLY CHAIN</td>
<td>30+ YEARS</td>
</tr>
<tr>
<td>OUR 2015 REPORTED REVENUES WERE OVER</td>
<td>45% REVENUES GENERATED OUTSIDE OF THE U.S.</td>
<td></td>
</tr>
<tr>
<td>$8.0 BILLION</td>
<td>20,000+ POINTS OF SALE</td>
<td></td>
</tr>
<tr>
<td>WE OPERATE IN OVER 40 COUNTRIES</td>
<td></td>
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Key Business Priorities

1. Drive consumer engagement – Invest in our product, presentation, marketing and in-store experiences.

2. Expand across Asia Pacific and Latin America, the largest growth markets for Tommy Hilfiger and Calvin Klein.

3. Assume more direct control over Calvin Klein and Tommy Hilfiger licensed businesses where we believe that we can maximize our core competencies to increase sales and profitability.

4. Execute against our Calvin Klein European strategy to achieve target operating results.

5. Invest strategically in our global operating platforms to support our growth initiatives.

6. Grow our digital commerce presence by enhancing and expanding our directly operated sites and our online penetration with wholesale partners.

7. Invest in talent, develop our people and expand their career development opportunities while providing an inclusive environment where every individual is valued.

8. Generate solid free cash flow, which we will use strategically to drive sustainable long-term growth and stockholder returns.
OUR PURPOSE

We exist to ensure that the associates of PVH reach their full potential in an inclusive environment where every individual is valued. We do this through:

• Offering impactful and thought-provoking learning opportunities
• Enabling anytime/anywhere learning through PVH University OnDemand
• Engaging our executive leaders as faculty members
PVH University has branches in Canada, Mexico, Brazil, Europe, and Asia.

We work with local learning & development teams to align and build out curricula.
In the US, PVH University includes the following academies, with others to be added in the future:

- Leadership Academy
- Inclusion & Diversity Academy
- Professional Skills Academy
- Retail Academy (Future)
- Other Academies (Future)

Each Academy offers a variety of learning methods:

- Structured Development Programs
- Classroom Courses
- eLearning (WBT, videos, job aids)
- Other Learning Resources (varies)
  - Speaker Series
  - Leaders as Teachers
  - Certificate Programs
PVH GLOBAL LEADERSHIP PROGRAM
The objective of the Global Leadership Program is to develop stronger PVH leaders, by providing them:

- Enhanced Leadership Skills (driving collaboration, managing change, inspiring others)
- A Better Understanding of PVH (developing a global/enterprise mindset)
- Enhanced Business & Strategy Skills (financial metrics, strategic thinking, decision making, business ethics)
- Opportunities to build stronger cross-functional partnerships
## GLOBAL CROSS-FUNCTIONAL PARTICIPANTS

<table>
<thead>
<tr>
<th>TH NA</th>
<th>PVH EU</th>
<th>Calvin Klein</th>
<th>NA Wholesale</th>
<th>Heritage</th>
<th>Corporate</th>
</tr>
</thead>
<tbody>
<tr>
<td>EVP &amp; Chief Merchandising Officer</td>
<td>President, PVH Europe, Country Management</td>
<td>EVP, Planning &amp; Allocation</td>
<td>EVP, Wisl Finance, Izod Men’s</td>
<td>Pres., Van Heusen Retail</td>
<td>EVP, CIO</td>
</tr>
<tr>
<td>SVP, Finance</td>
<td>EVP, PVH Footwear &amp; Accessories</td>
<td>EVP, Go-to-Market &amp; Retail Ops, CK – Asia Pac</td>
<td>SVP, Global Sourcing</td>
<td>EVP, Neckwear Ops</td>
<td>EVP Logistic Services</td>
</tr>
<tr>
<td>EVP, Planning &amp; Allocation</td>
<td>SVP, PVH Underwear</td>
<td>COO, Asia Pac</td>
<td>Country Dir. – Mexico</td>
<td>President, Sportswear</td>
<td>SVP, Chief Risk Officer</td>
</tr>
<tr>
<td>EVP, Global Marketing &amp; Communications</td>
<td>EVP, Global Marketing &amp; Communications</td>
<td>EVP, Finance, Calvin Klein</td>
<td>President, Core Intimates</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EVP, PVH Denim</td>
<td>Global Creative Director – Men’s &amp; Women’s</td>
<td>EVP, Wholesale, Canada</td>
<td>EVP, Wholesale, Canada</td>
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**KEY SUCCESS FACTOR: MANAGER SUPPORT**

- Pre-program briefings
- Periodic updates with executive coaches
- Manager guides/discussion guides
- Progress updates
Highest rated components:

- *Global Trends* with Mauro Guillen
- Rowing experience with Dan Lyons
What participants found most valuable (post-hoc interview data):

- Networking and building relationships with other senior leaders across the globe
- Provocative and business-relevant sessions at Wharton
- PVH-Specific Case Study

94% Felt case study should be included in future programs

100% Felt it was important to have executive leadership at Forum
**EVALUATION & IMPACT**

- **Participants attended**: 44
- **Participant Retention Rate**: 98%
- **Promoted or given additional responsibilities**: 54%

**OUTCOMES (SOME INTENDED, SOME NOT)...**

- Greater commitment to their own on-going learning
- Stronger developers of talent
- Feeling of being valued; deep appreciation
- Silo busting and increased interaction
- Deeper insight into our talent (some surprises)
“It was one of the most profound experiences of my career.”

“The time with the other PVH folks was tremendous – hearing their challenges, understanding their areas, and seeing how we at PVH need to really collaborate more across the brands, regions, and functions.”

“I am sharing this because ONE YEAR AGO, very few of us knew each other and certainly few of us were meeting to share our concerns and opportunities for 2016…let alone having a fun evening as friends. This, in a nutshell, is the power of the GLP. This group was not on the same project, not in the same “boat”, but developed an amazing friendship – a bond - that has lasted beyond the two weeks at Wharton.”

“I know sometimes it’s hard to quantify the worth of an experience like the leadership program, but when a former planning leader and the creative director of Calvin Klein get together months later to discuss denim – that’s a pretty powerful moment. I just wanted to share…wanted to say thank you!!!”
NEXT STEPS

• Track key metrics
  » Further refine measurement strategy
  » T1, T2, T3 surveys of direct reports and managers
• Provide opportunities for additional time with cohort through follow-up sessions:
  » Sessions with thought leaders on current topics
  » Reunion events
  » GLP app to enable ongoing collaboration
• Continue to support individual growth
• Use alumni as mentors for future programs