

# RALPH LAUREN

*The Next Great Chapter: Accelerate*



Joey Burquest  
Chief Executive Officer



Gunjan Patil  
Chief Operating Officer



Akhilesh Khadse  
Chief Strategy Analyst



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Chief People Officer



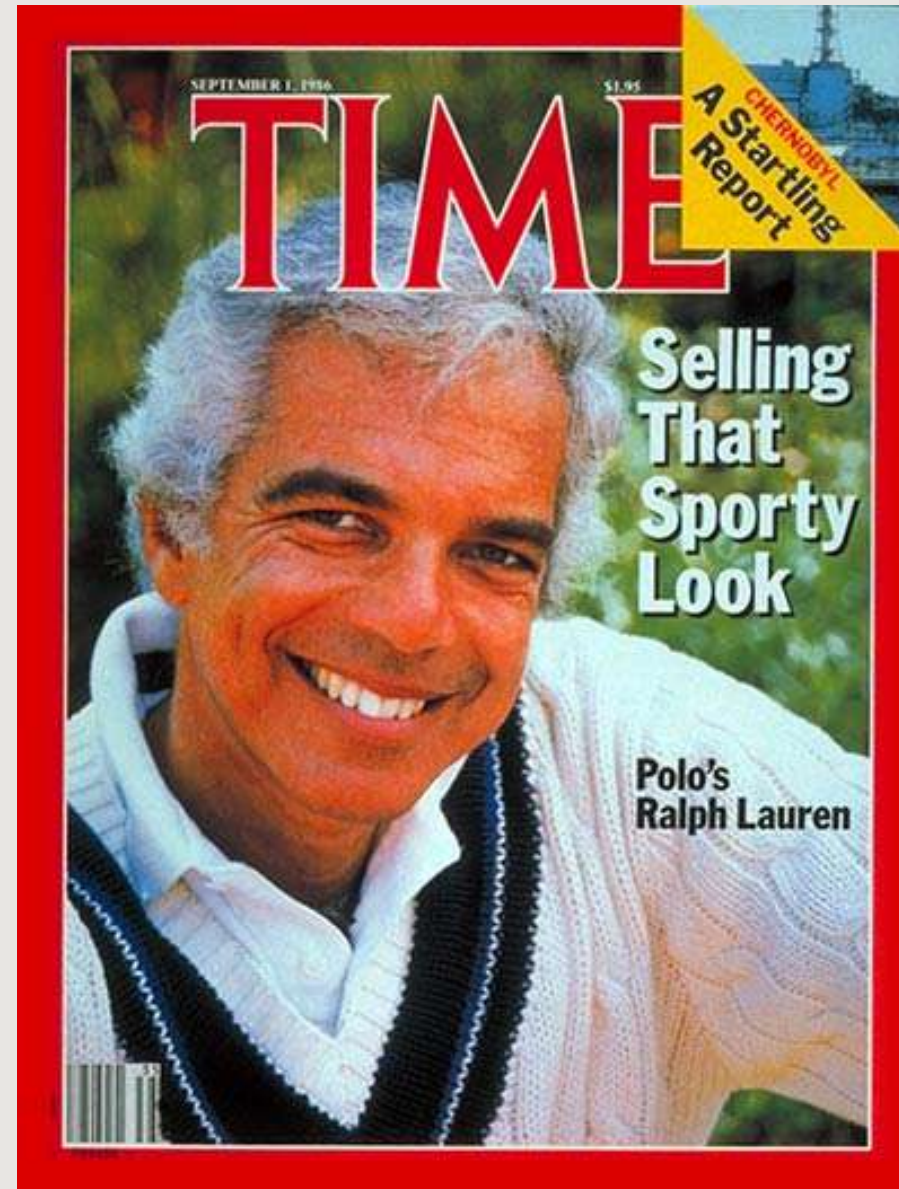
Mark Swiler  
Chief Financial Officer



# THE INTIMACY & POWER OF FASHION



1967



1986



2015

*“It’s not about fabric, it’s about dreams: how Ralph Lauren created an empire.” -The Gaurdian, 2015*

# MAXIMIZING MOMENTUM

Winning in  
Key Cities

Investing in  
Online Presence

Today

Expand Online  
and DTC

Promote &  
Encourage  
Ecosystem

Standard of living  
increases driving  
demand

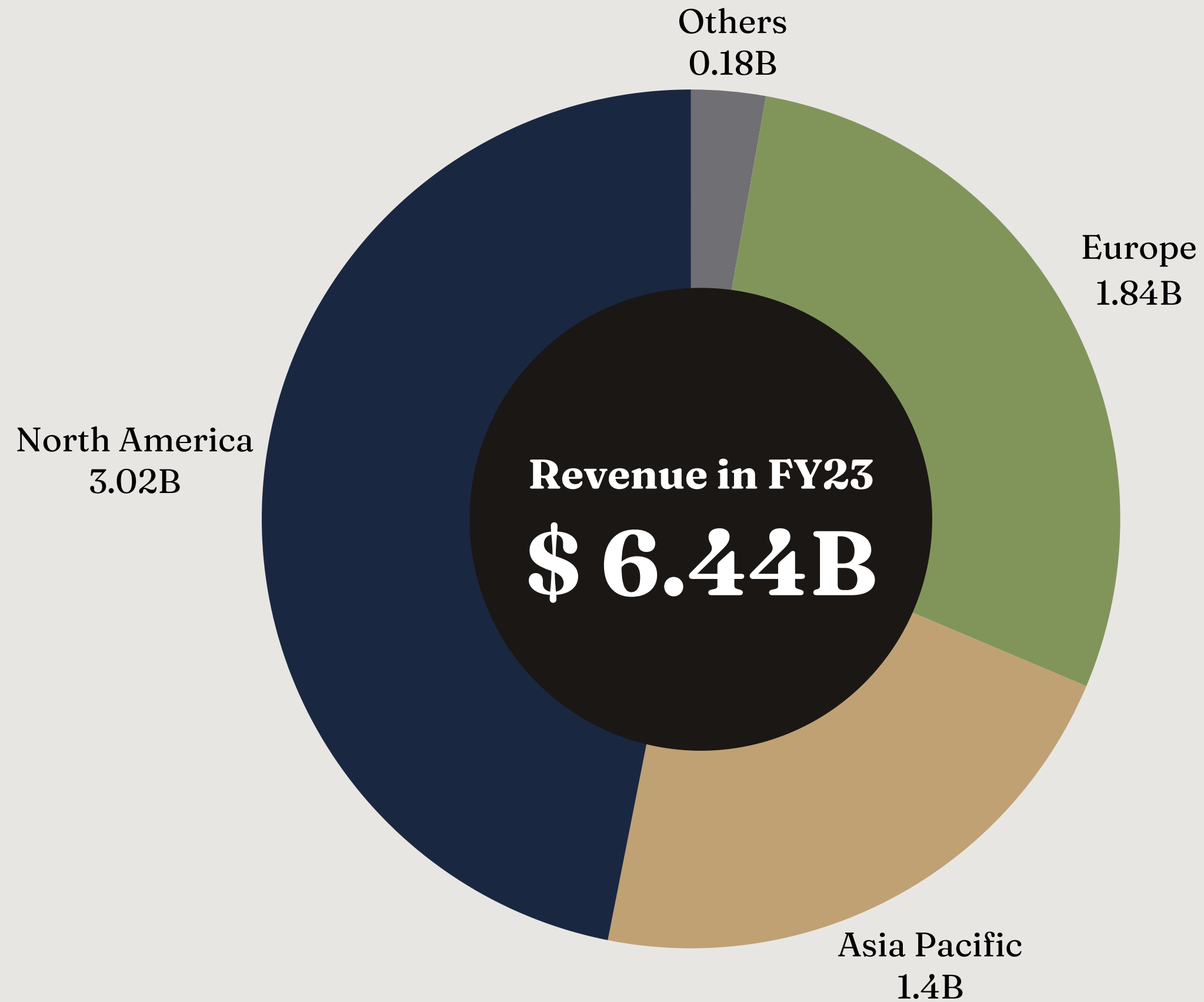
Emerging  
partnerships

Flagship websites,  
social media, and  
gaming presence

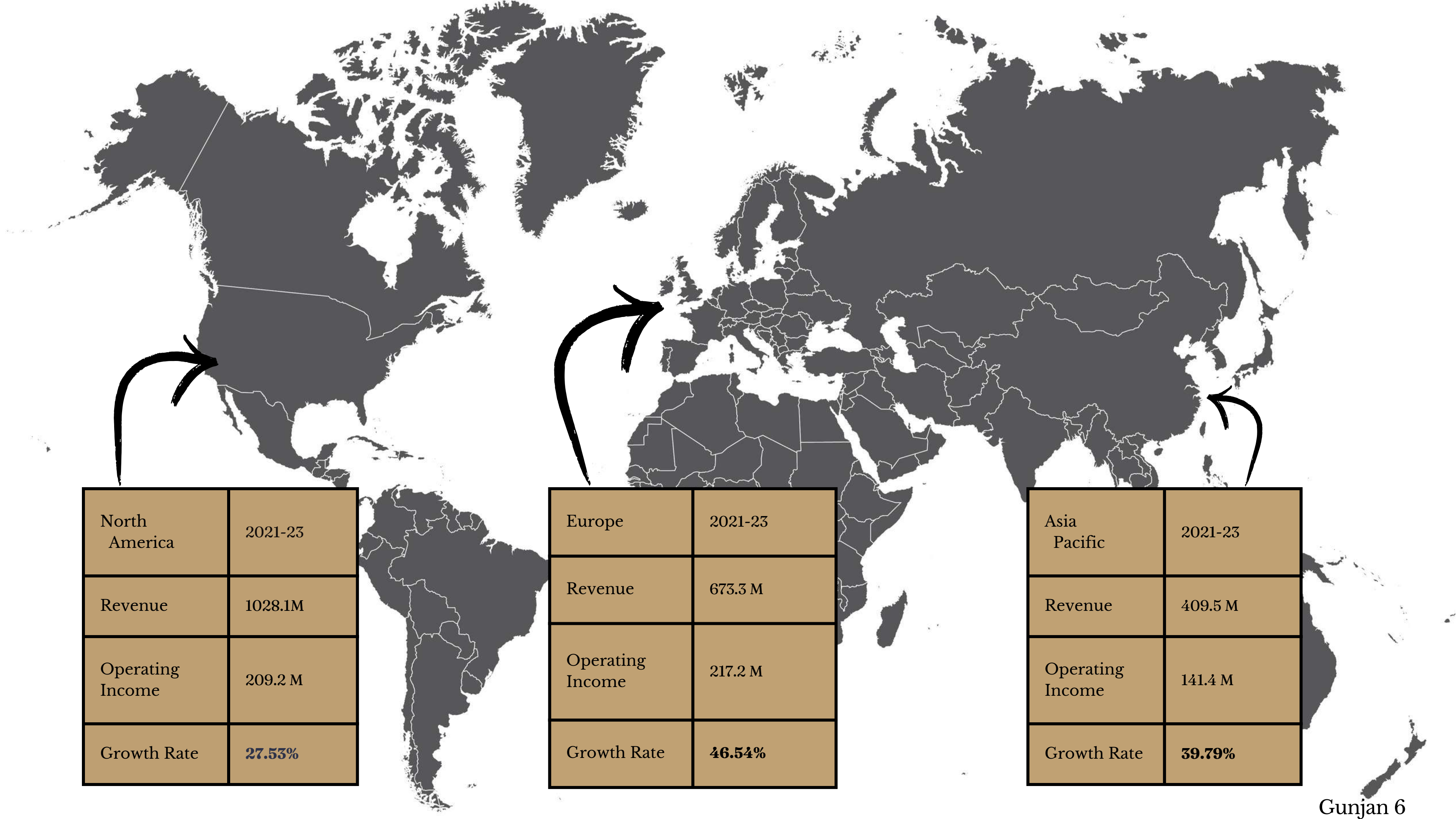
Dominate critical  
geographic areas  
with our complete  
consumer ecosystem

BUILDING ON CURRENT WINS TO ACCELERATE DIGITAL AND INTERNATIONAL SUCCESS

# A STRONG GLOBALLY DIVERSIFIED FOOTPRINT







North America	2021-23
Revenue	1028.1M
Operating Income	209.2 M
Growth Rate	<b>27.53%</b>

Europe	2021-23
Revenue	673.3 M
Operating Income	217.2 M
Growth Rate	<b>46.54%</b>

Asia Pacific	2021-23
Revenue	409.5 M
Operating Income	141.4 M
Growth Rate	<b>39.79%</b>

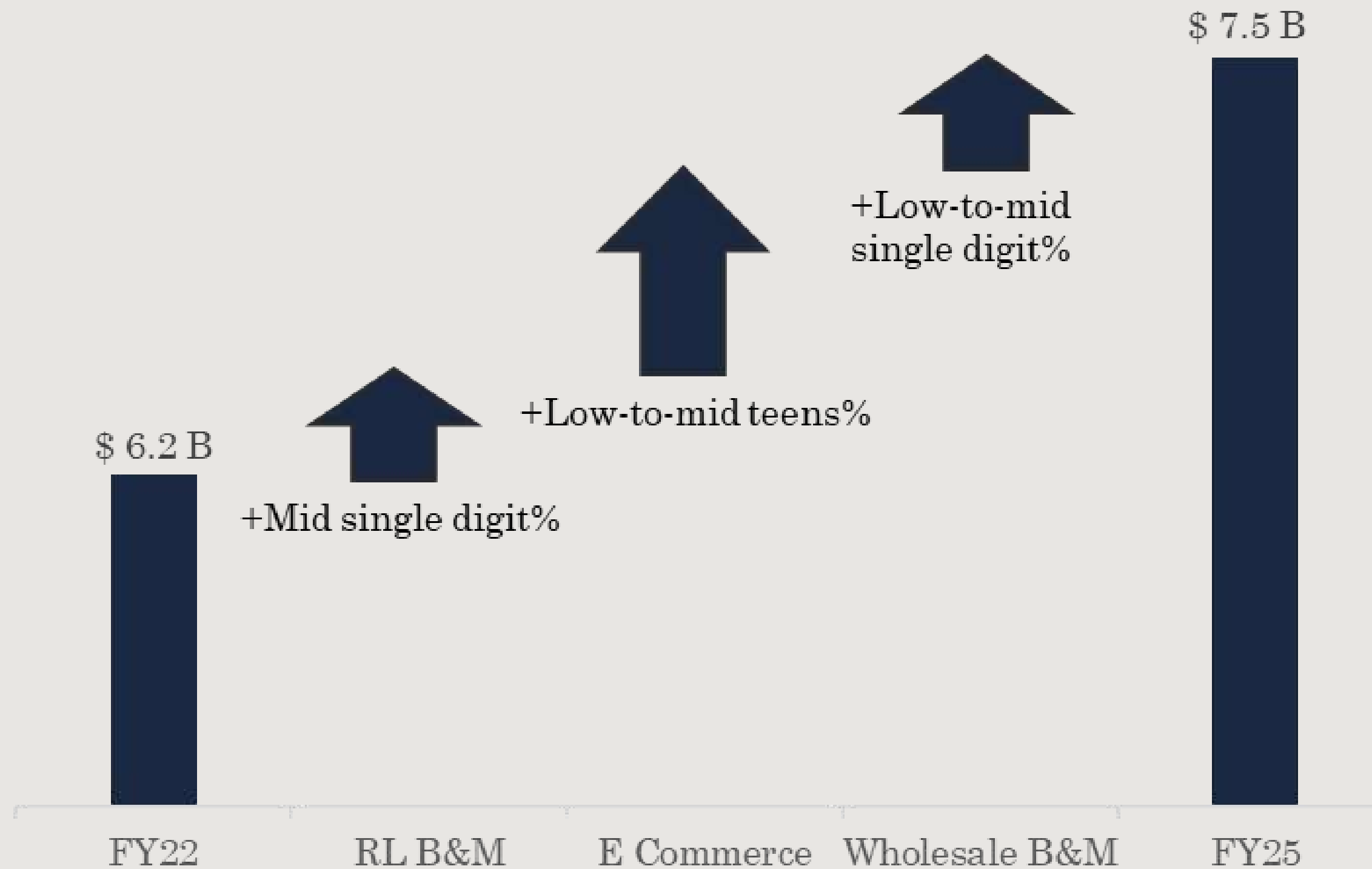
A dark blue world map with orange location pins. The pins are concentrated in North America, Europe, and East Asia. Three semi-transparent dark circles are overlaid on the map, each containing white text. The first circle is over North America, the second over Europe, and the third over East Asia.

Total Stores Worldwide  
553

Concession Based Shops  
722

Wholesale  
Distribution Channels  
9275

# EQUIPPED FOR GROWTH



ACCELERATE TO \$7.5 BILLION



A photograph of a Ralph Lauren storefront. The building features large glass windows and a dark blue entrance canopy. The name "RALPH LAUREN" is displayed in gold lettering on the canopy. Four black, dome-shaped outdoor lights are mounted above the entrance. The windows show reflections of trees and buildings, and some interior displays are visible, including a plaid jacket and a red bow. The overall aesthetic is classic and sophisticated.

*“Our product strategy is rooted in our purpose - to inspire the dream of a better life through authenticity and timeless style.”*



# EXPANDING AMIDST UNCERTAINTY

1.3M+  
DTC  
growth in FY23

35M  
virtual  
Consumers

4X  
spend by  
multi-channel  
consumers

50%  
AUR  
vs Q2' 20

# SUPPLY CHAIN BUILT FOR INTEGRITY, AGILITY, & SCALE

- By 2025, 80% of our business will be with suppliers that meet key & strategic supplier criteria
- Achieve net zero by 2040



- Developing agile and resilient global network
- Robust citizenship and sustainable integration
- Successfully implemented data-driven value chain with digital capabilities.





Digital  
ecosystem

Flagships

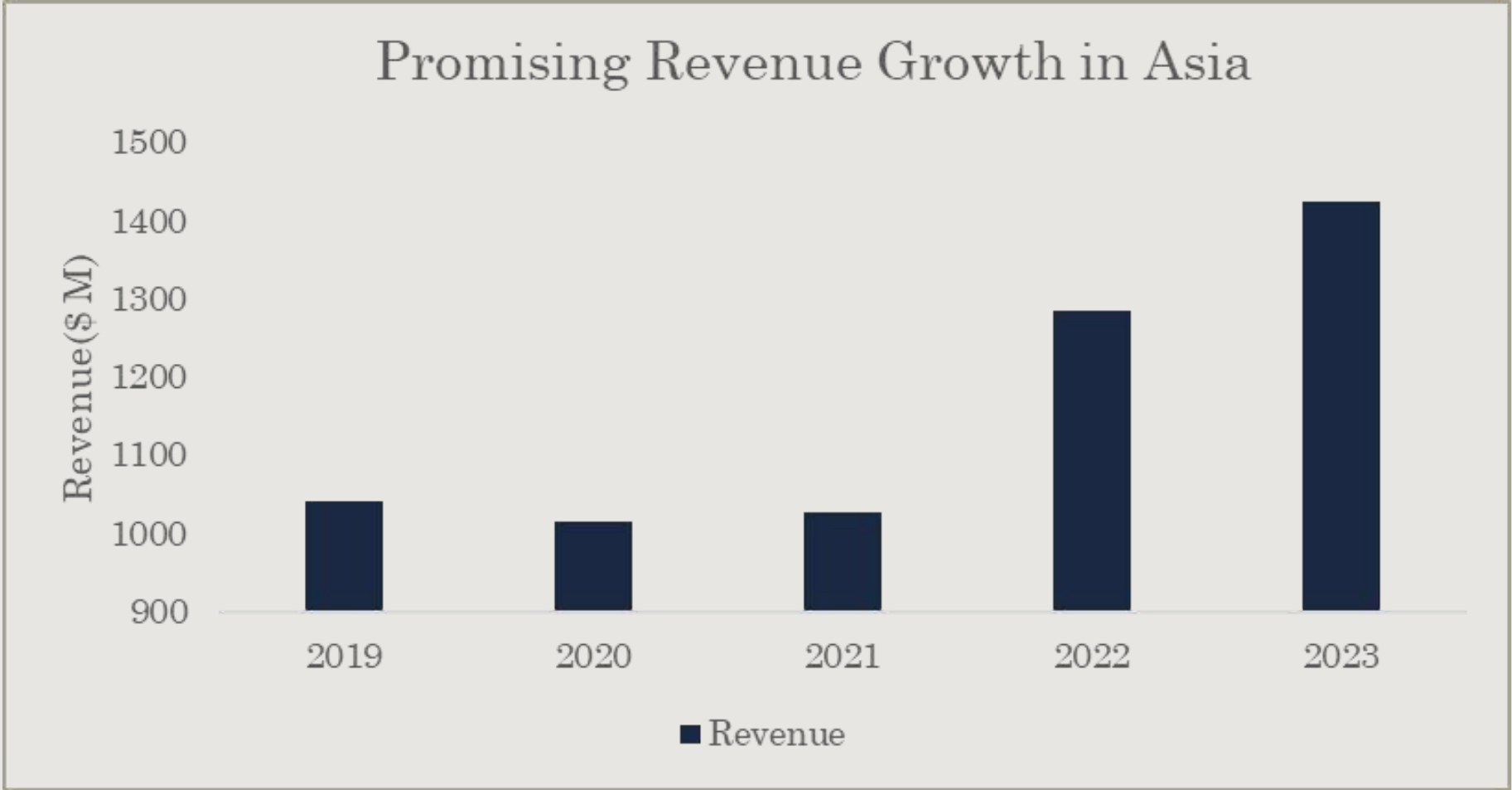
Smaller  
format full-  
price stores

Outlets

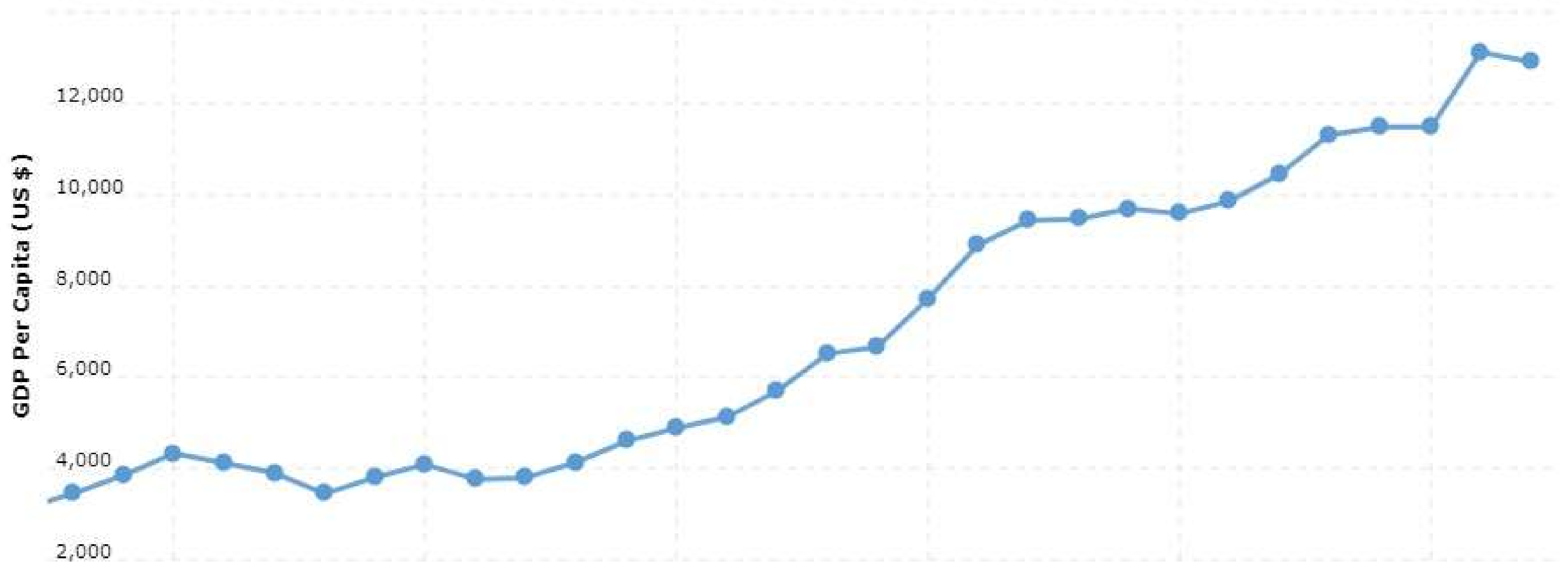
STRENGTHENING  
DIRECT-TO- CONSUMER  
PRESENCE



# ASIAN ASCENT: SURGING GROWTH SPARKS OPTIMISM



12.5% Profit, 6.5% Revenue 5- Year CAGR



Wealth

# China Will More Than Double Millionaires by 2025: HSBC





# WINNING INTERNATIONALLY: 2027-2029

- Asia 13% revenue increase last quarter
- 130 new stores in Asian Pacific 2023
- Hong Kong website launch
- Strengthening distribution channels
- Target ads to diversified followers



# ENGAGING CUSTOMERS INTERNATIONALLY THROUGH KEY BRAND MOMENTS IN 2023:



NY FASHION WEEK, CELEBRITY DRESSINGS, GOLDEN WEEK, 618 FESTIVAL, 56M FOLLOWERS



# GOING VIRTUAL: 2024-2027



FUTURE PARTNERS: EA GAMES





# ADDRESSING RISKS

Economic Downturn

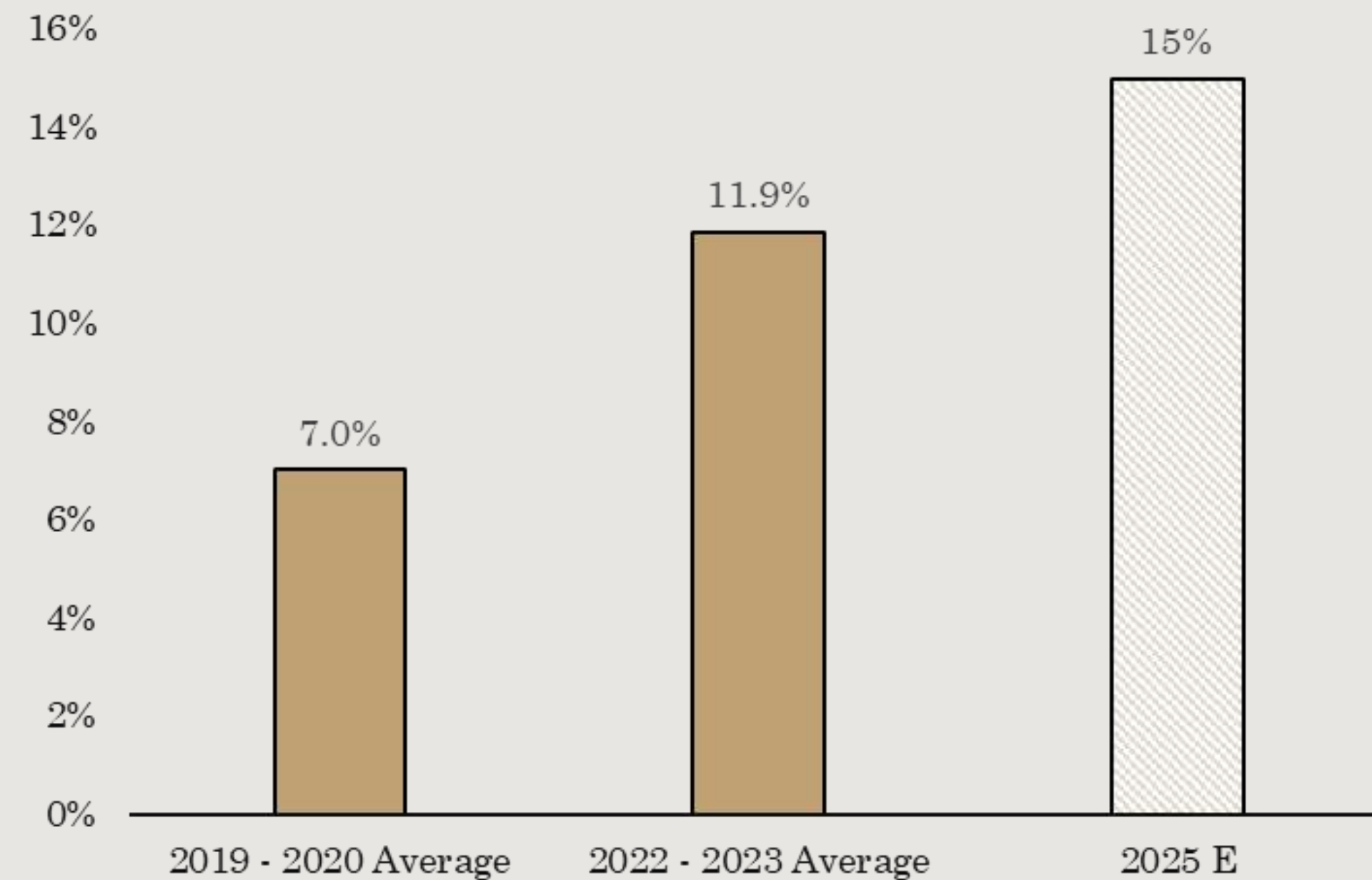
Chinese Relations

Brand Confusion

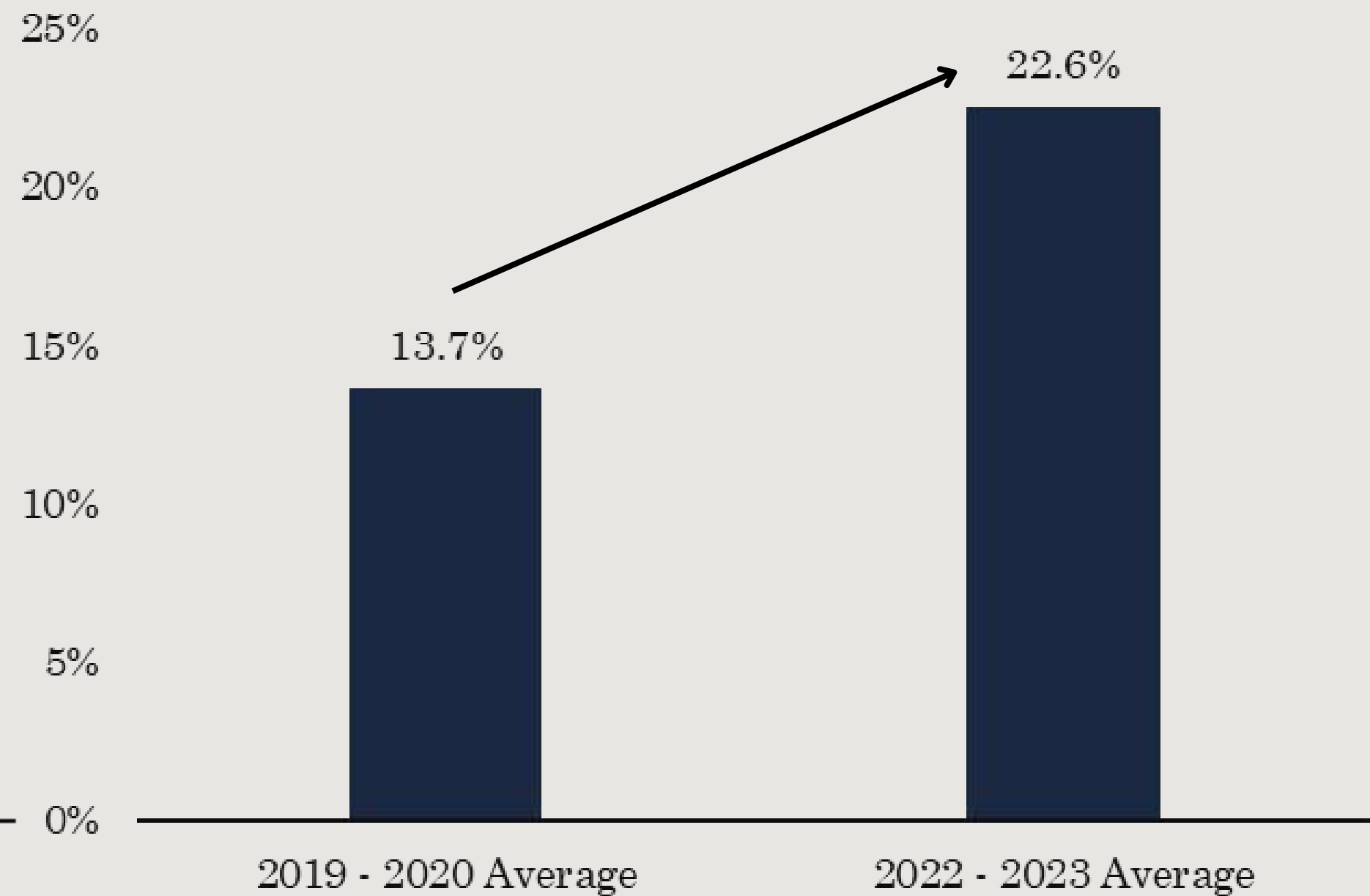
Competition

# DELIVERING ON EFFICIENTLY GROWING PROFITABILITY

## Improved Gross Margin



## Improved Return on Equity



# FORTRESS BALANCE SHEET READY TO REINVEST

## Agile and Asset - Light

**2.1**

**Inventory Turnover**  
vs 1.82 peer median

**> 1/2**

**Current/Total Assets**

## Plentiful Liquidity

**1.78**

**Avg Quick Ratio**  
vs 0.83 peer median

**2.24**

**Avg Current Ratio**  
vs 1.41 peer median

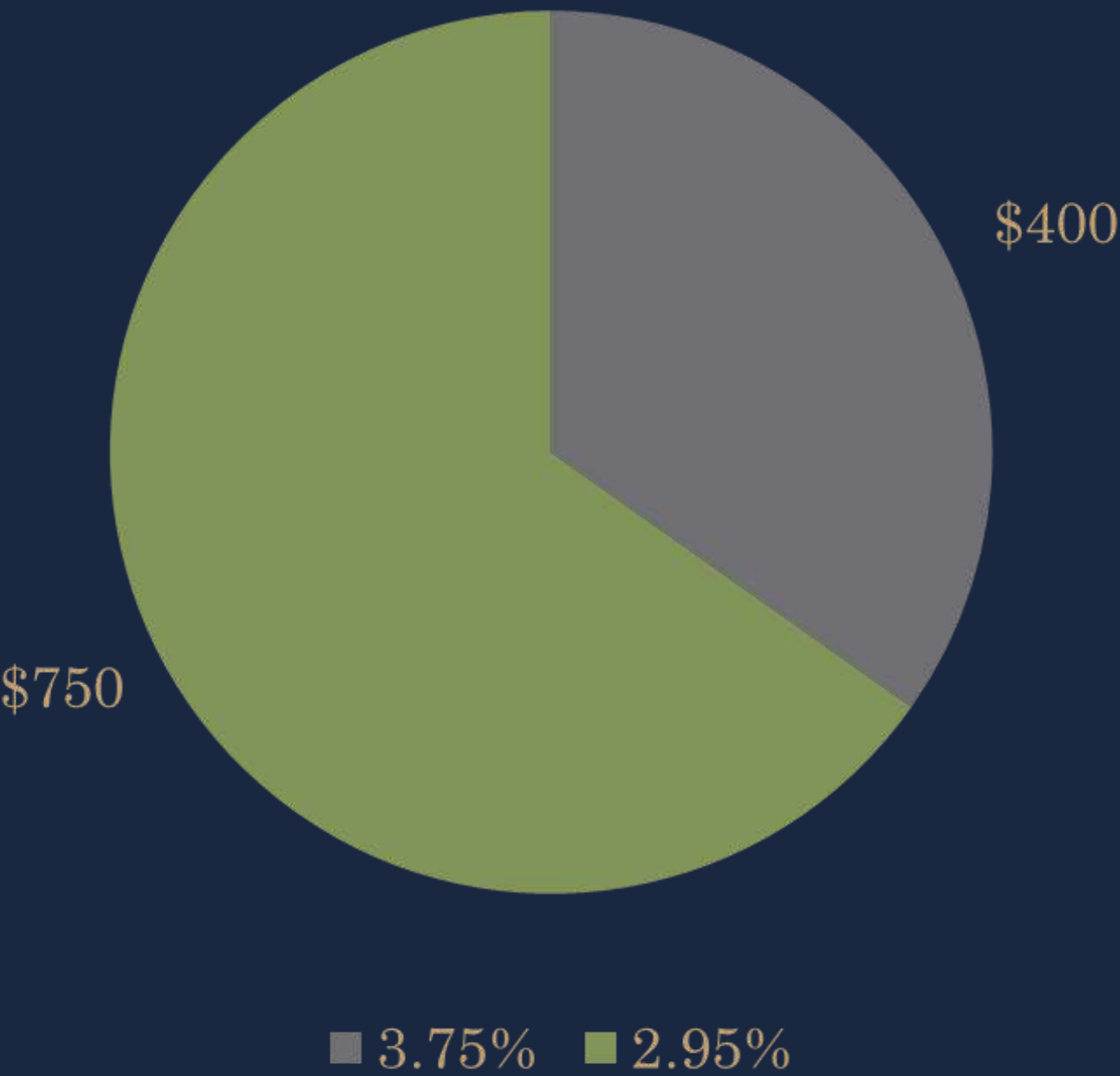


# UTILIZE LEVERAGE OPPORTUNISTICALLY

Net Cash Position\*:  
**\$327 Million**

No maturities until  
late 2025

Structure of Long- Term Debt (millions USD)



\*Cash and short-term investments less long-term debt

# EXCEPTIONAL HISTORY OF SHAREHOLDER RETURNS

Capital Returns

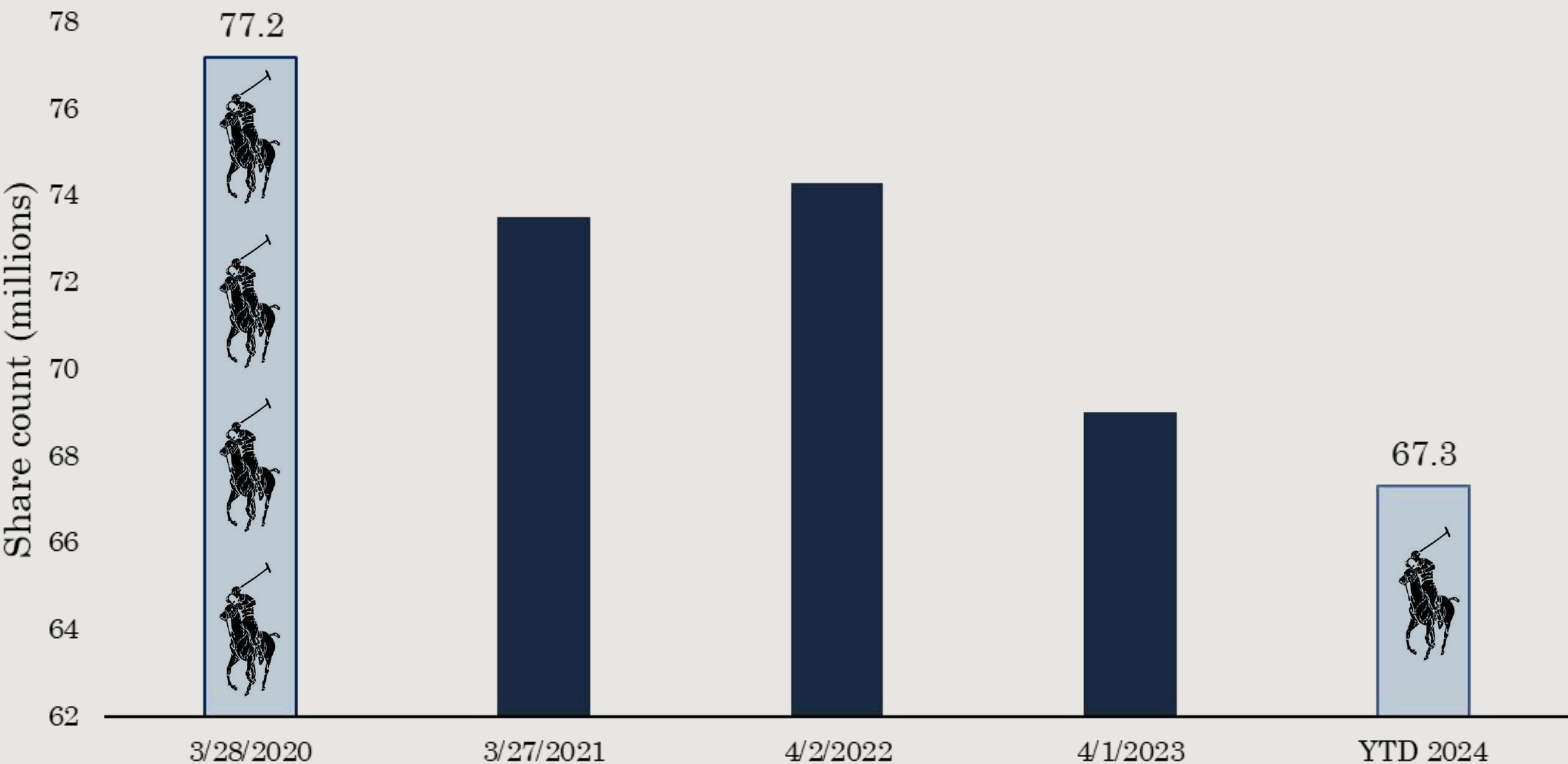


Time Period	Historical Growth Rate
Previous 3 Years	3.4%
Previous 5 Years	8.4%
Previous 10 Years	7.9%



# BOOSTING YOUR OWNERSHIP IN THE BUSINESS

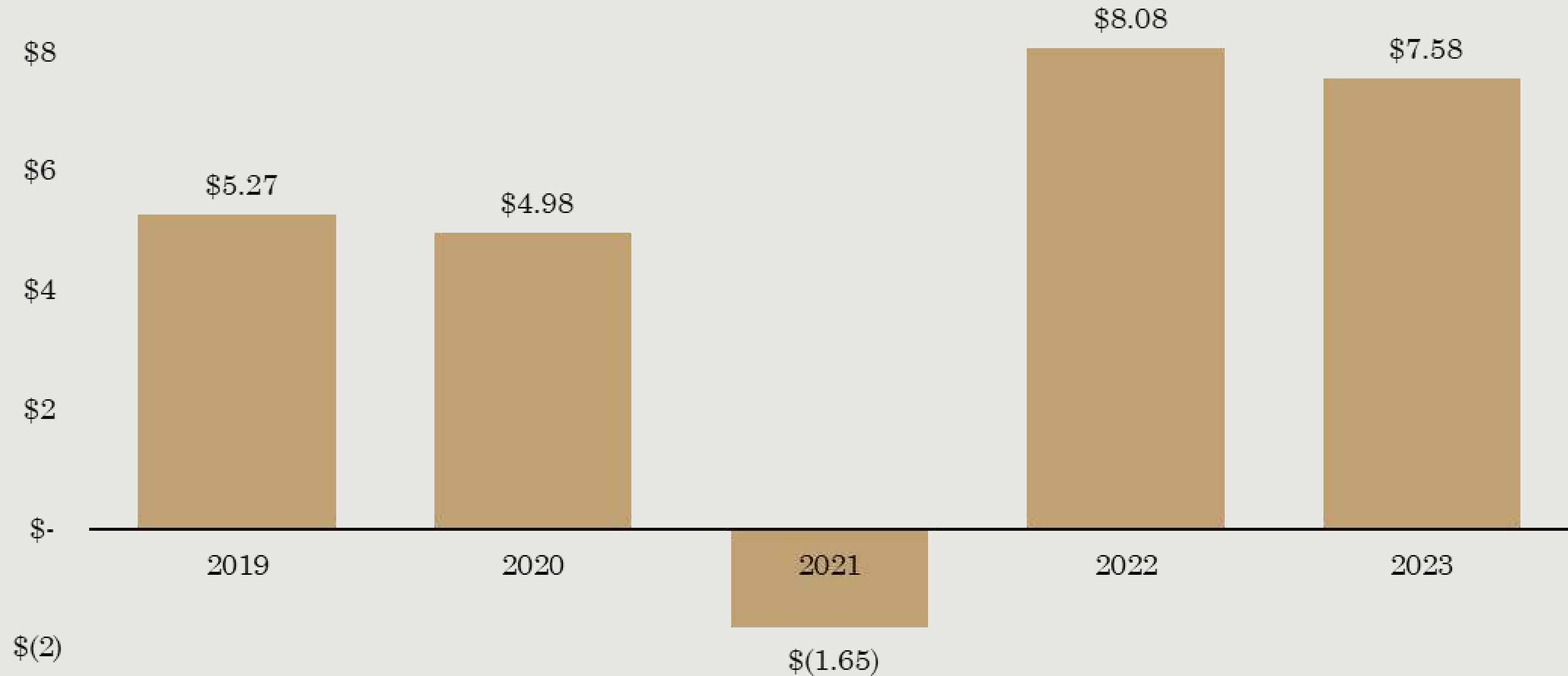
## Shares Outstanding



~13% REDUCTION SINCE 2020

# CULMINATING IN AN IMPROVED BOTTOM LINE

## Earnings per Share (USD)



7.5% 5 -YEAR CAGR



# THE IDEAL TIME TO INVEST IN RALPH LAUREN? NOW.

Asia is primed for  
explosive growth over  
the next decade

The digital space is just  
beginning to see the  
financial rewards of its  
true potential





A photograph of a Ralph Lauren storefront. A dark blue awning with the brand name in gold letters is positioned over the entrance. The entrance features glass doors with gold handles, flanked by two large terracotta pots containing spherical green bushes. The building's facade is made of light-colored stone with vertical fluting. A semi-transparent dark blue horizontal band is centered over the image, containing the text 'THANK YOU' in a gold serif font.

RALPH LAUREN

THANK YOU



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GUESS



TOM FORD

DIOR



# PASSING THE COMPETITION

PRADA



D&G

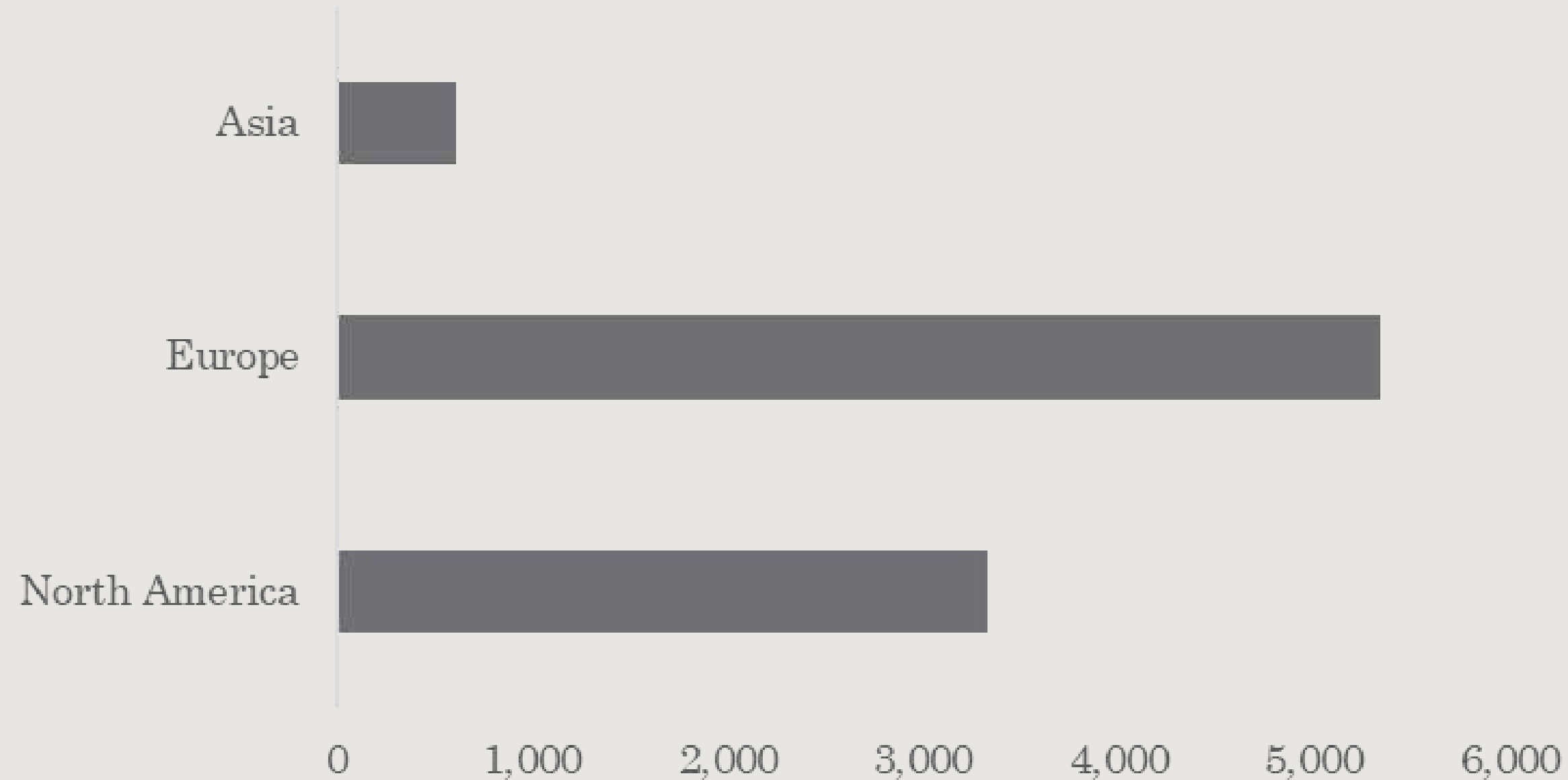
BOSS  
HUGO BOSS

Chloé



MONT  
BLANC

# CURRENT DISTRIBUTION CHANNELS WORLDWIDE







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PRADA



D&G

BOSS  
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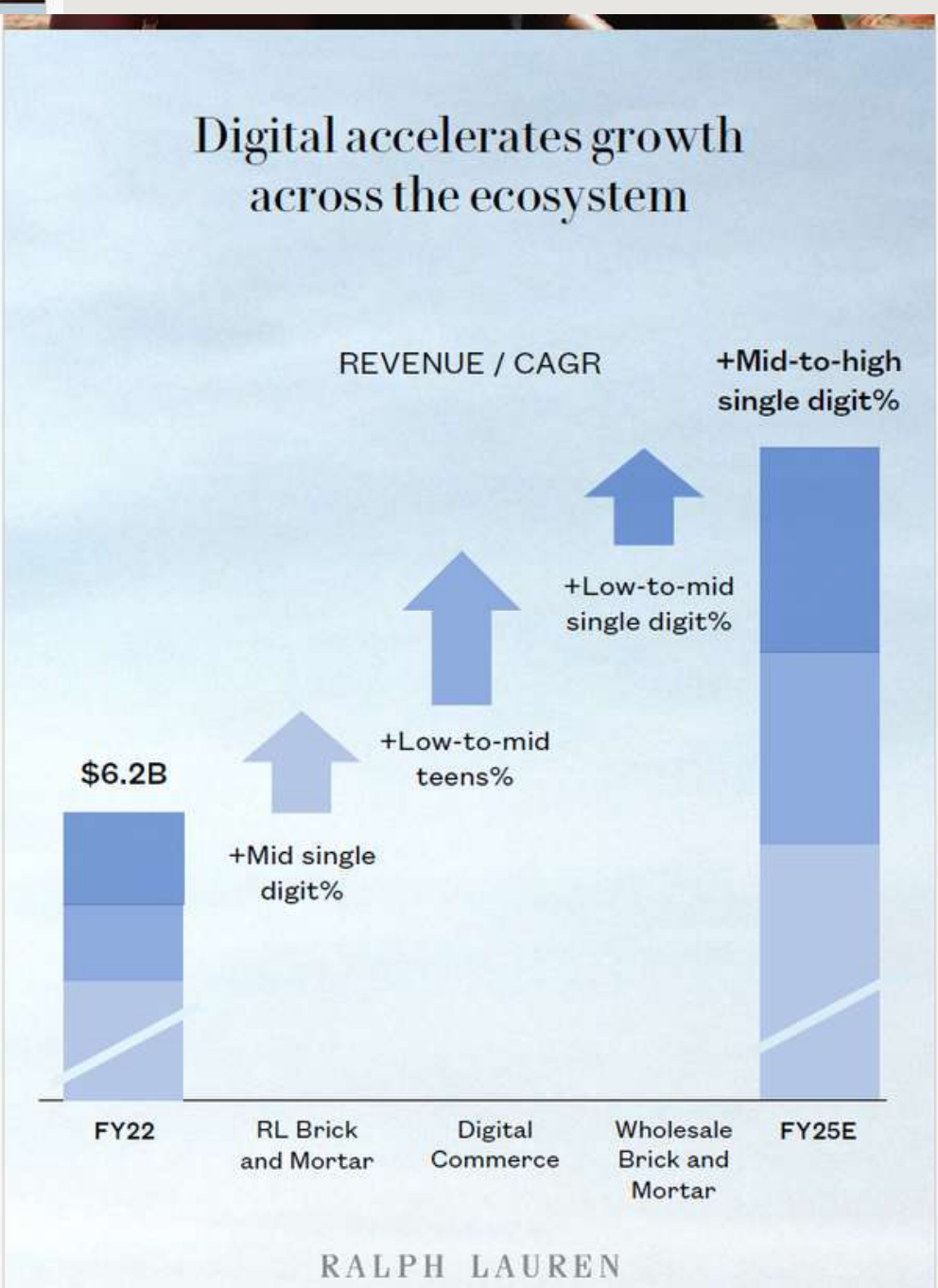
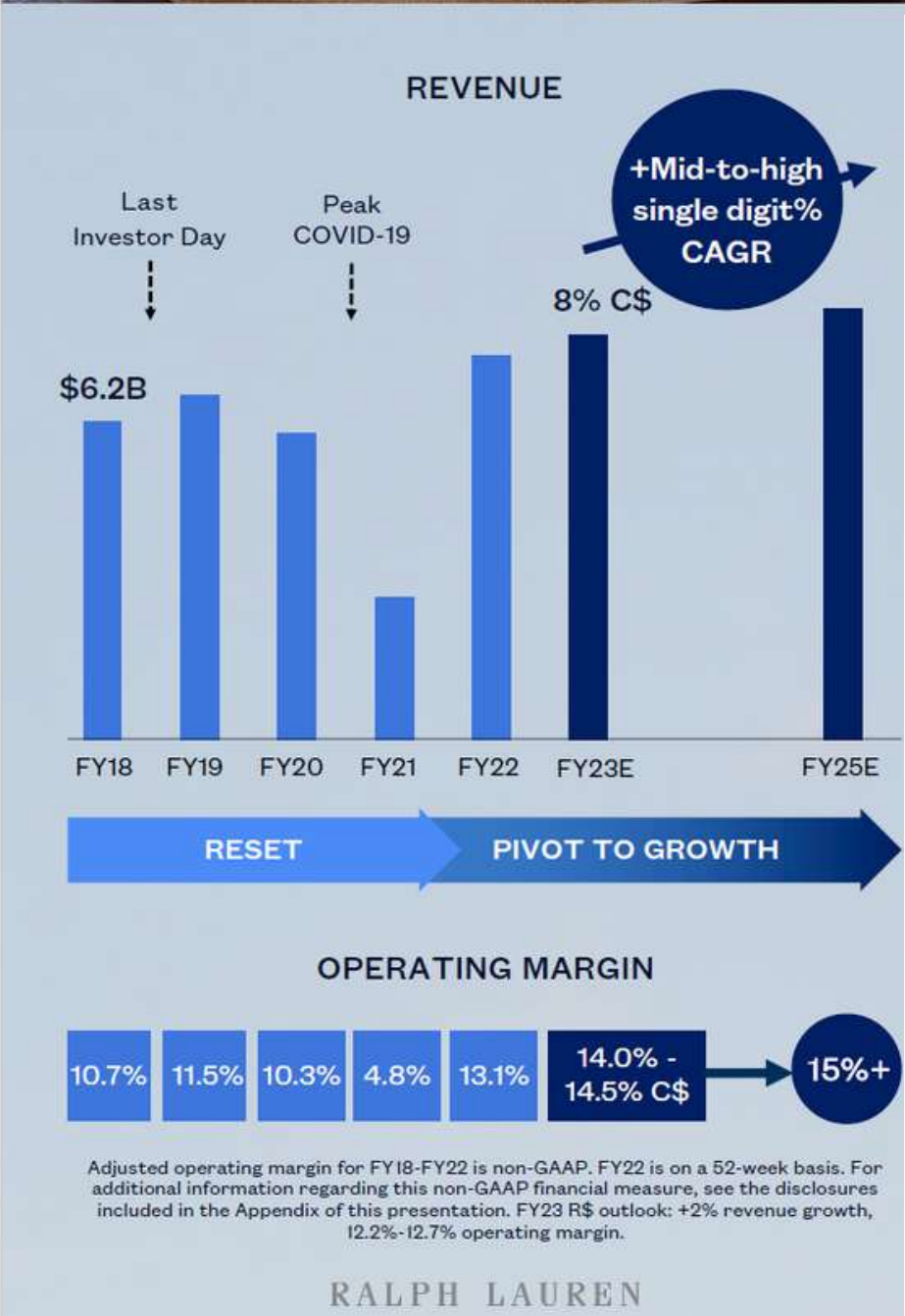
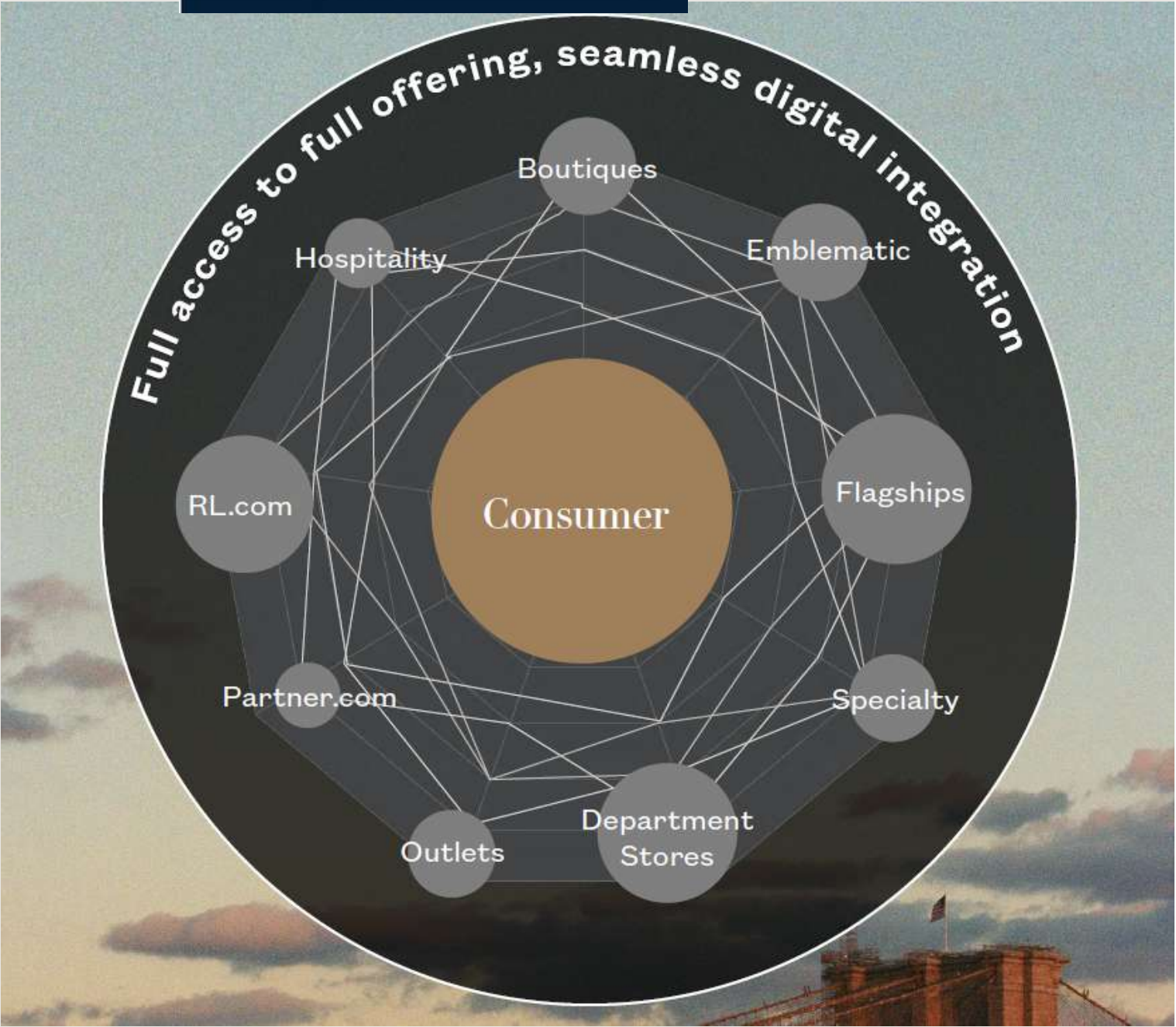
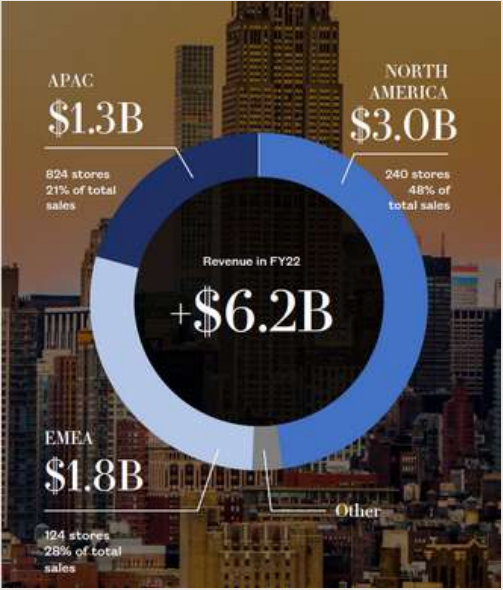
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NEXT GREAT CHAPTER:  
ACCELERATE





# RALPH LAUREN

INVESTOR DAY PRESENTATION



# THE ASIAN GROWTH STORY

