

HANES *Brands Inc*

INVESTOR PRESENTATION

MAY 2021



SAFE HARBOR

Forward-looking Statements

These presentation slides and the related presentation contain certain forward-looking statements, as defined under U.S. federal securities laws, with respect to our long-term goals and trends associated with our business, as well as guidance or projections as to future performance. These forward-looking statements are based on our current intent, beliefs, plans and expectations. The audience is cautioned not to place any undue reliance on any forward-looking statements. Forward-looking statements necessarily involve risks and uncertainties, many of which are outside of our control, that could cause actual results to differ materially from such statements and from our historical results and experience. These risks and uncertainties include such things as:

- our ability to successfully execute our Full Potential plan to achieve the desired results;
- the potential impacts of the COVID-19 pandemic, including on consumer spending, global supply chains and the financial markets;
- the highly competitive and evolving nature of the industry in which we compete;
- the rapidly changing retail environment;
- our reliance on a relatively small number of customers for a significant portion of our sales;
- any inadequacy, interruption, integration failure or security failure with respect to our information technology;
- the impact of significant fluctuations and volatility in various input costs, such as cotton and oil-related materials, utilities, freight and wages;
- our ability to attract and retain a senior management team with the core competencies needed to support our growth in global markets;
- significant fluctuations in foreign exchange rates;
- legal, regulatory, political and economic risks related to our international operations;
- our ability to effectively manage our complex multinational tax structure; and
- other risks identified from time to time in our most recent Securities and Exchange Commission reports, including our annual report on Form 10-K and quarterly reports on Form 10-Q.

Since it is not possible to predict or identify all of the risks, uncertainties and other factors that may affect future results, the above list should not be considered a complete list. Any forward-looking statement speaks only as of the date on which such statement is made, and Hanesbrands undertakes no obligation to update or revise any forward-looking statement, whether as a result of new information, future events or otherwise, other than as required by law.

Non-GAAP Terms and Definitions

To supplement financial guidance prepared in accordance with GAAP, this presentation contains historical financial results and projections concerning certain non-GAAP financial measures, including adjusted EPS, adjusted net income, adjusted operating profit (and margin), free cash flow, EBITDA, adjusted EBITDA and net debt to EBITDA. Please see the attached Appendix for more information regarding the definition of these non-GAAP financial measures and a reconciliation to the most directly comparable GAAP financial measure. Hanesbrands is unable to reconcile projections of financial performance beyond 2021 without unreasonable efforts, because the company cannot predict, with a reasonable degree of certainty, the type and extent of certain items that would be expected to impact these figures in 2022 and beyond, such as net sales, operating profit, tax rates and action related charges.

HANESBRANDS AT A GLANCE (NYSE: HBI)

WE ARE A GLOBAL LEADER IN ICONIC BRANDED INNERWEAR AND ACTIVEWEAR.

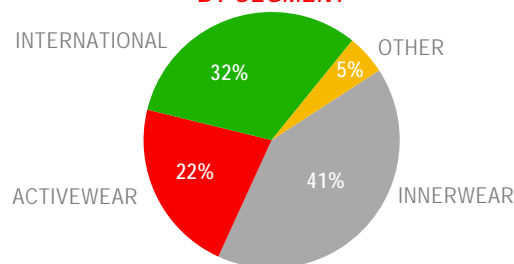
HANESBRANDS

FOUNDED: 1901
GLOBAL HQ: WINSTON-SALEM, NC
EMPLOYEES¹: ~61,000 IN 47 COUNTRIES
MARKET CAP²: \$6.8B

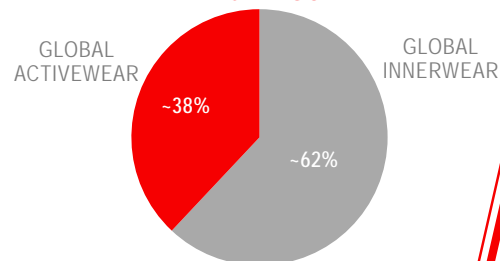
KEY FINANCIALS (\$M)	2020*	2021**
REVENUE	\$6,127	\$6,250
ADJ. OP. PROFIT ³	\$ 777	\$ 830
OP. CASH FLOW	\$ 448	\$ 525

2020 SALES BREAKDOWN⁴

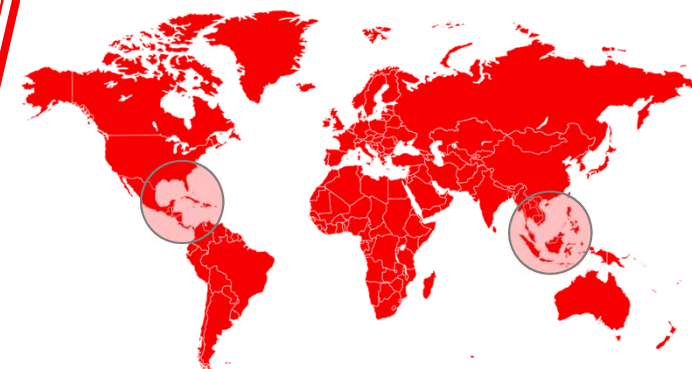
BY SEGMENT



BY CATEGORY



GLOBAL SUPPLY CHAIN



¹As of 5/10/2021. ²As of 5/12/2021. ³Continuing Operations. ⁴Midpoint of guidance as of May 11, 2021. ⁵Non-GAAP measure. See reconciliation tables in Appendix. ⁶Excludes PPE.

FOUNDATION OF COMPETITIVE ASSETS

HBI BENEFITS FROM A NUMBER OF SIGNIFICANT AND SUSTAINABLE COMPETITIVE ADVANTAGES.

ICONIC BRAND PORTFOLIO



LEADING INNERWEAR SHARE

#1 Market Share in
United States¹
Canada¹
Australia²

RAPIDLY GROWING ACTIVEWEAR BRAND

Leader in Men's Sweats³
Opportunities to Expand
Unique and Clear Global Brand
18% Revenue CAGR (3-Yr 2020)

LARGE, DIVERSE DISTRIBUTION

Retail Partners
Pure Play Online
Direct-To-Consumer

WORLD-CLASS OWNED SUPPLY CHAIN

Balanced Manufacturing –
Eastern & Western
Hemispheres
Fast and Flexible
Produced >2 Billion Units
Annually

SOLID FINANCIAL FOOTING

Balance Sheet Strength
Consistent Cash Flow
Generation
33 Consecutive Dividend
Payments*

INDUSTRY LEADER IN SUSTAINABILITY


Carbon Disclosure
Project (A list)

12 consecutive years

BARRON'S
100 Most
Sustainable
Companies

2021 Honoree

REVITALIZED LEADERSHIP AND STRONG GLOBAL CULTURE

Experienced and Revitalized
Leadership Team
61,000 Diverse, Passionate and
Committed Associates
In More Than 47 Countries

Source: ¹NPD, ²BDA Tracking, ³NPD R12 Dec 2020. *As of May 11, 2021 dividend declaration.

HANES Brands Inc
INVESTOR PRESENTATION

SUSTAINABILITY

WE CONTINUE TO TAKE BOLD ACTIONS IN SUSTAINABILITY AND HAVE LAUNCHED AGGRESSIVE GOALS FOR 2025 AND 2030. www.HBISustains.com

PLANET (2020 RESULTS)

vs. 2007
GHG ↓ 40%
Energy ↓ 26%
Water ↓ 30%



48% renewable energy
46% renewable electricity
90% landfill waste avoidance

PLANET (2030 GOALS)

vs. 2007 vs. 2020
GHG ↓ 55% ↓ 25%
Energy ↓ 44% ↓ 25%
Water ↓ 47% ↓ 25%



100% renewable electricity
Zero landfill waste by 2025
300 million consumer impressions on cold water wash by 2022
Higg (FEM): By 2025, we will only manufacture and source product from facilities that have completed the Higg vFEM.

PRODUCT (2025 GOALS)

100% recycled polyester
100% sustainably sourced cotton
Zero single-use plastics
Packaging reduced 25% by weight



PEOPLE (2030 GOALS)

Improve **ten million** lives

- Workplace Quality
- Diversity & Inclusion
- Education
- Wellness
- Philanthropy



WE HAVE ADOPTED A SCIENCE-BASED TARGETS (SBT) APPROACH TO GOAL SETTING. WE WILL SUBMIT TO SBTi BY END OF 2021.

GLOBAL INNERWEAR CATEGORY SNAPSHOT

INNERWEAR IS A LARGE, STABLE CATEGORY GLOBALLY. HBI'S GLOBAL INNERWEAR IS A PROFITABLE \$3.7 BILLION ANNUAL BUSINESS THAT ACCOUNTS FOR A LARGE PORTION OF THE OVERALL COMPANY PROFIT.

TOTAL GLOBAL INNERWEAR MARKET¹

~\$178B



UNDERWEAR

INTIMATES

SOCKS

GLOBAL INNERWEAR CATEGORY GROWTH

2017-2019 CAGR	Key Mkts ^{1,2,3}	-1.0%
2017-2019 CAGR	U.S. ²	+0.6%
2Q18-4Q19	Australia ³	(0.8%)

LEADING MARKET SHARE POSITIONS

U.S.²

#1 UW
#1 Socks
#2 Intimates

CANADA²

#1 Intimates
#1 Men's UW

MEXICO¹

#2 Men's UW
#3 Women's UW

AUSTRALIA³

#1 UW
#1 Socks
#1 Intimates



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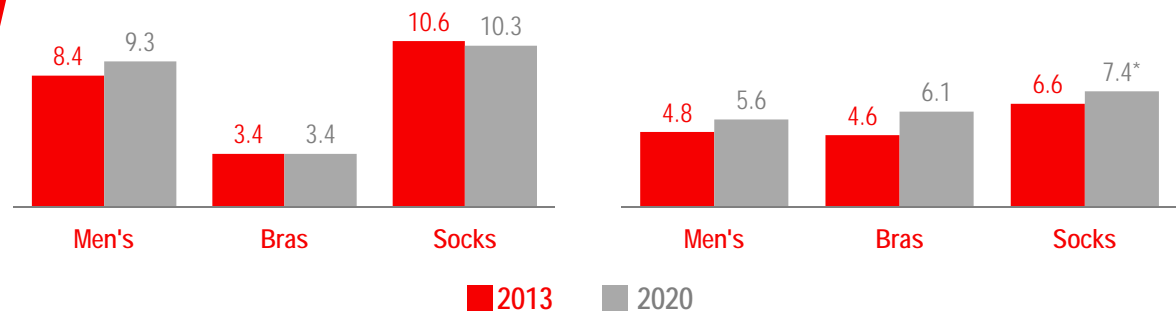


bras.Nthings

PER CAPITA CONSUMPTION (UNITS)

US²

Australia/NZ³



Source: ¹Euromonitor, ²NPD, ³BDA Market Tracking YTD420, *Estimated.

GLOBAL ACTIVEWEAR CATEGORY SNAPSHOT

THIS IS A FAST-GROWING GLOBAL CATEGORY WITH INCREASING CONSUMPTION AND CONSUMER USAGE OCCASIONS. THE CHAMPION BRAND IS UNIQUELY POSITIONED TO CAPTURE GROWTH AT THE INTERSECTION OF SPORTS AND LIFESTYLE.

TOTAL GLOBAL ACTIVEWEAR MARKET¹

~\$215B

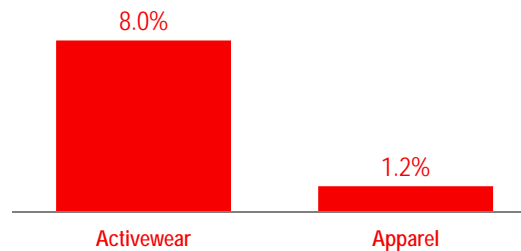
Champion

Hanes

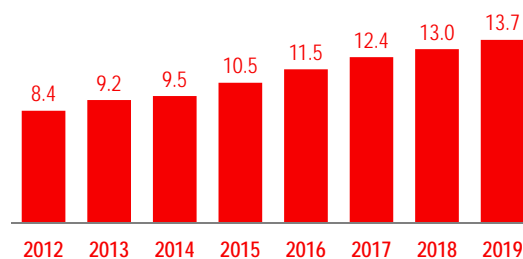
W&W ALTERNATIVE.

U.S. MARKET GROWTH²

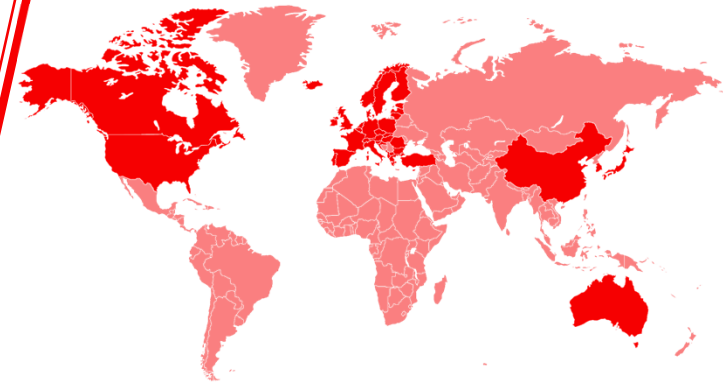
2017-2019 CAGR



PER CAPITA CONSUMPTION¹ (UNITS)



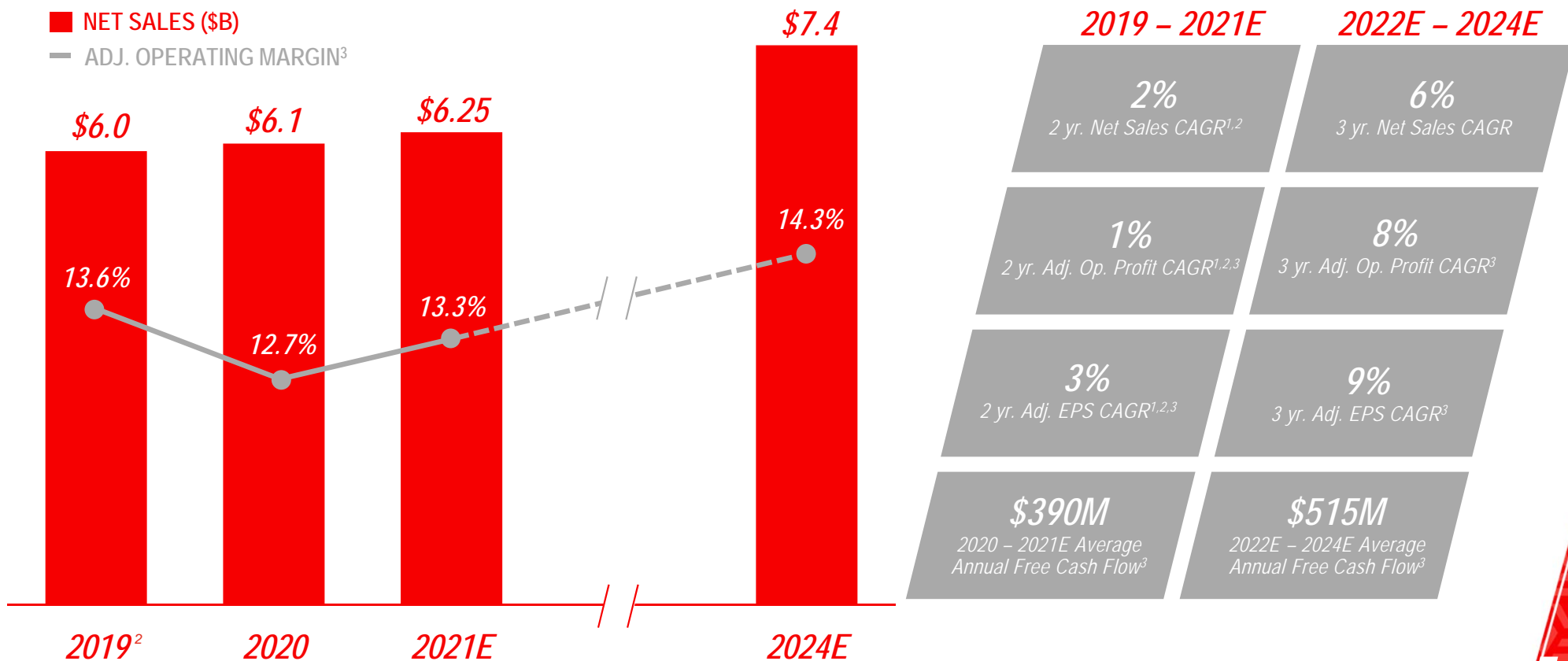
KEY MARKETS



Source: ¹Euroonitor, ²NPD.

FINANCIAL PERFORMANCE – PIVOTING TO GROWTH

UNDERINVESTMENT AND BUSINESS COMPLEXITY HAVE LIMITED FINANCIAL PERFORMANCE. FULL POTENTIAL PLAN IS OUR ROADMAP TO DRIVE SUSTAINABLE REVENUE AND PROFIT GROWTH.



¹2-year CAGR through 2021 is midpoint of guidance (as of 5/11/2021), ²2019 is rebased to exclude C9 mass and DKNY Intimates license, ³Non-GAAP measure. See reconciliation tables in Appendix.

HANES Brands

FULL POTENTIAL

PILLARS



**GROW
GLOBAL
CHAMPION**



**RE-IGNITE
INNERWEAR
GROWTH**



**DRIVE
CONSUMER-
CENTRICITY**



**FOCUS
OUR
PORTFOLIO**

INITIATIVES

**WINNING
BRANDS AND
PRODUCTS**

**SUPPLY CHAIN
SEGMENTATION**

SIMPLICITY

**TECHNOLOGY
MODERNIZATION**

**WINNING
ORGANIZATION
AND CULTURE**

BY 2024: **~\$1.2 BILLION** INCREMENTAL REVENUE • **6%** REVENUE CAGR • **14%+** OPERATING MARGIN



GROW GLOBAL CHAMPION

OUR GOAL IS TO GROW THE CHAMPION BRAND GLOBALLY TO \$3 BILLION DOLLARS BY THE END OF 2024, REPRESENTING A 14% REVENUE CAGR AND AN INCREMENTAL \$1.0 BILLION DOLLARS IN SALES.

FORGE DEEPER CONNECTIONS¹

STYLISH ATHLETES



\$400 PER CAPITA

TREND LOVERS



\$360 PER CAPITA

CULTURE CURATORS



\$450 PER CAPITA

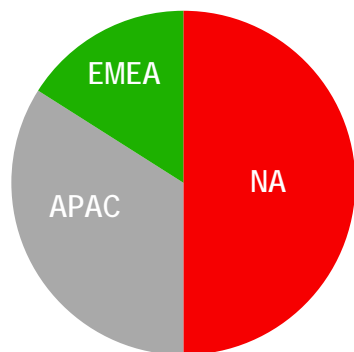
70% OF CATEGORY SPEND

CREATE COMPELLING PRODUCTS



FOCUS ON KEY GEOGRAPHIES

\$1B GROWTH



KEY MARKETS

- North America
- China
- South Korea
- Japan
- Europe

EXPAND OUR CHANNELS

CHAMPION.COM 2020 GROWTH

U.S. 85%

EUROPE 65%

MEET CONSUMERS WHERE, WHEN & HOW THEY WANT TO SHOP

FOCUSING ON GROWING IN-STORE AND ONLINE

IMPROVING PRODUCT MERCHANDISING AND BRANDING

BE YOUR OWN Champion

2024 GOAL: CHAMPION.COM TO REPRESENT 25% OF U.S. CHAMPION BUSINESS

¹Source: HBI Proprietary Research 2020.



RE-IGNITE INNERWEAR GROWTH

WE HAVE A FOCUSED GROWTH STRATEGY – PIVOTING TO 2% REVENUE CAGR,
LEVERAGING OUR STRONG BRAND PORTFOLIO AND ROUTE-TO-MARKET SCALE.

2021E HBI GLOBAL INNERWEAR REVENUE

\$3.7B

PIVOT TO REVENUE GROWTH

2017-2019

-3%

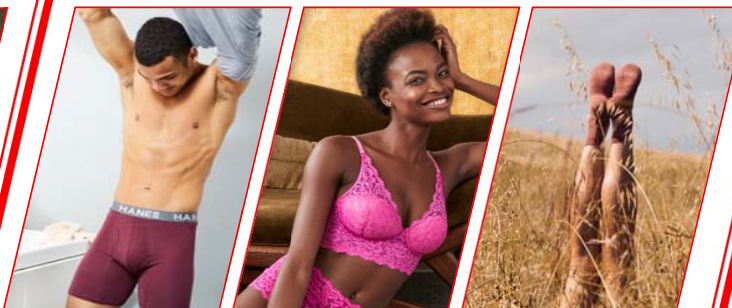
2022-2024 GOAL

+2%

APPEAL TO YOUNGER CONSUMERS



REVITALIZE THE CORE



CONTINUED GROWTH IN AUSTRALIA



CONSUMER-CENTRIC
CAPABILITIES

GLOBAL PRODUCT
DESIGN & INNOVATION

INCREASED INVESTMENT
FOR GROWTH

CHANNEL DIVERSITY &
WIN WITH E-COMMERCE

SPEED TO MARKET



BALI



BERLEI

HANES Brands Inc
INVESTOR PRESENTATION



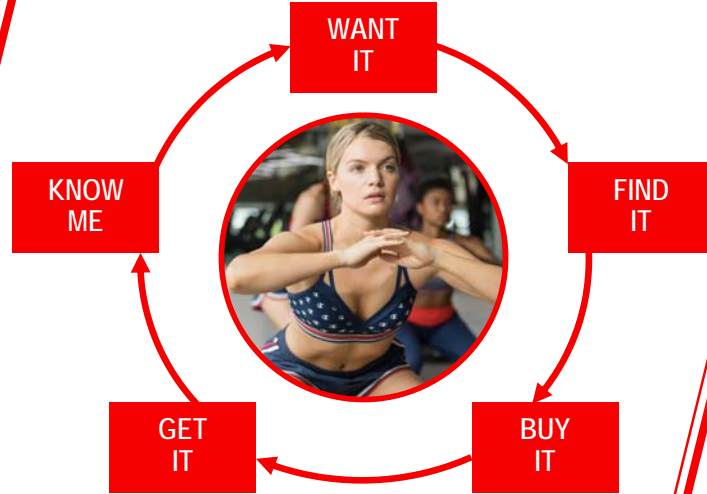
DRIVE CONSUMER-CENTRICITY

WE HAVE A CONSUMER-CENTRIC STRATEGY TO STRENGTHEN OUR BRANDS, IMPROVE THE CONSUMER EXPERIENCE AND DRIVE PROFITABLE GROWTH.

INSIGHT DRIVEN PRODUCT INNOVATION



IMPROVE CONSUMER JOURNEY TO EMPOWER SHOPPING WHEN, WHERE & HOW THEY WANT



IMPROVE BRAND AWARENESS, DIGITAL CAPABILITIES & DTC EXPERIENCE

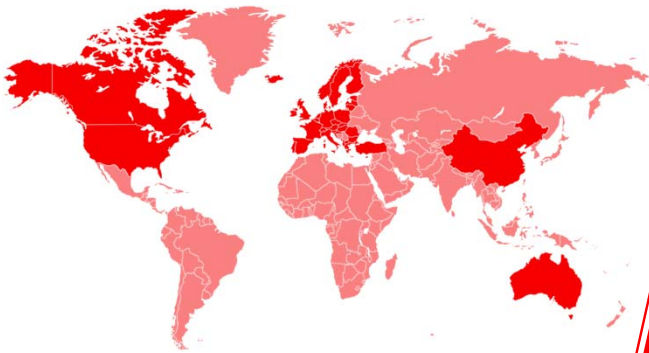




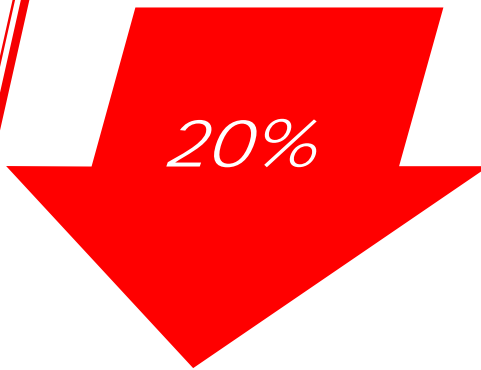
**FOCUS
OUR
PORTFOLIO**

*WE ARE SIMPLIFYING OUR BUSINESS TO FREE UP RESOURCES
AND ENABLE INVESTMENT IN KEY GLOBAL GROWTH MARKETS.*

INVESTING IN KEY GLOBAL BRANDS & MARKETS

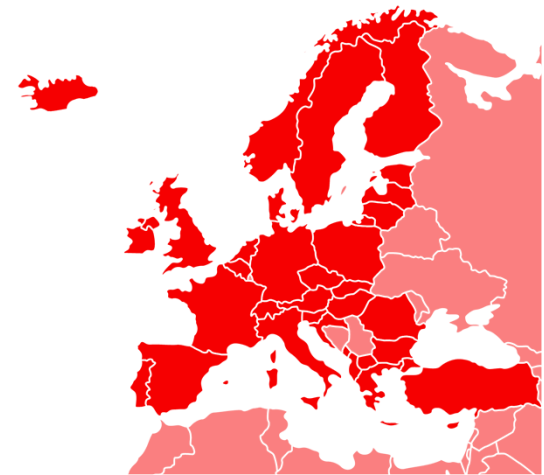


SKU REDUCTION INITIATIVE



*STREAMLINES OFFERINGS,
WHICH LOWERS COST
AND DRIVES SALES OF
HIGHER VOLUME, HIGHER
MARGIN SKUS*

EUROPEAN INNERWEAR MOVED TO DISC OPS



Source: 1NPD

INITIATIVES

WE ARE IMPLEMENTING A NUMBER OF INITIATIVES DRIVEN BY OUR FULL POTENTIAL PLAN THAT ARE DESIGNED TO ENABLE AND UNLOCK GROWTH AND IMPROVE PRODUCTIVITY.



WIN WITH BRANDS AND PRODUCTS

- Global Product Capabilities
- Better Design
- More Innovation
- Meet the Needs of Both Current and New Consumer Segments



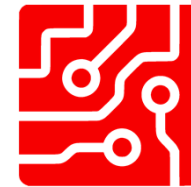
SUPPLY CHAIN SEGMENTATION

- Meet Evolving Customer Needs
- Increases Speed to Market
- Enhances DTC Capabilities
- Lowers Operating Costs and Improves Efficiencies



SIMPLICITY

- Faster Decision Making
- Simply Our Process and Approach
- Simplify Organization



TECHNOLOGY MODERIZATION

- Invest in Data Analytics
- Gain Consumer and Business Insights
- Streamline Our Systems
- Build a Seamless Online Customer Experience



BUILDING A WINNING ORGANIZATION AND CULTURE

- More Focused, Flatter Organization
- Blending Tenured HBI Leaders and New Talent
- Setting a New Pace

Q2 AND FY 2021 GUIDANCE¹

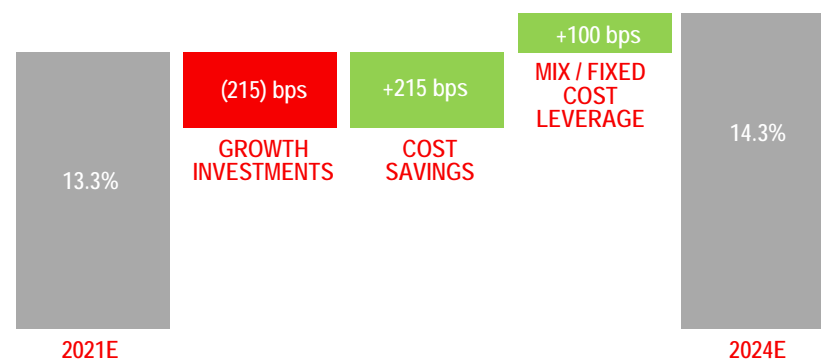
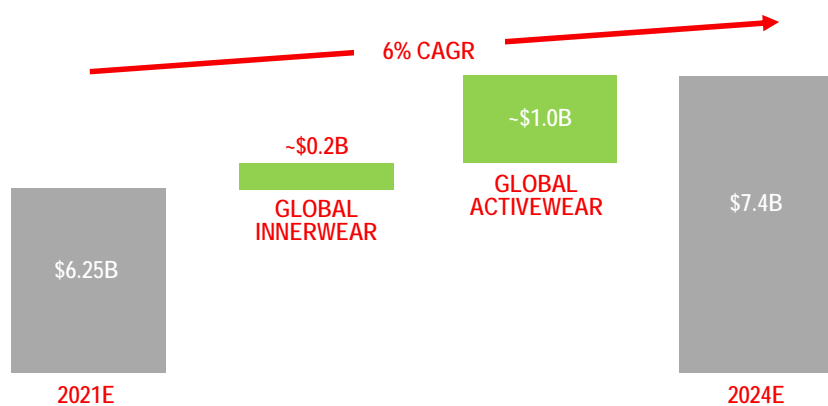
2021 IS EXPECTED TO BE ANOTHER ABNORMAL YEAR. HOWEVER, SOLID UNDERLYING PERFORMANCE POSITIONS US TO TAKE ADVANTAGE OF MARKET DISRUPTIONS AND DRIVE ADDITIONAL SHARE GAINS. WE EXPECT TO END THIS YEAR ABOVE 2019 REVENUE AND OPERATING PROFIT LEVELS WITH SIMILAR OPERATING MARGINS.

	Q2	FY	FY21
NET SALES GROWTH	2%	2%	FULL POTENTIAL INVESTMENTS: \$50M of Capex and \$50M of Brand Marketing ANOTHER ABNORMAL YEAR: Lingering COVID-19 Headwinds in Certain Markets Short-term Pressure from Higher Shipping Costs Globally One-time Benefits from Gov't Stimulus, Retailer Restocking
EXCL. PPE	69%	18%	
vs. 2019 ²	4%	4%	
ADJ. OPERATING MARGIN ³	13.0%	13.3%	
ADJ. EPS GROWTH ³	(17%)	11%	
OPERATING CASH FLOW		\$525M	
CAPEX		\$140M	

Source: ¹Assumes midpoint of guidance issued on May 11, 2021. ²2019 is rebased to exclude C9 mass and DKNY Intimates license. ³Non-GAAP measure. See reconciliation tables in Appendix.

2021 – 2024 GROWTH FRAMEWORK

OUR FULL POTENTIAL PLAN IS DESIGNED TO GENERATE HIGHER AND MORE CONSISTENT REVENUE GROWTH WHILE INCREASING OVERALL PROFITABILITY. WE EXPECT TO FULLY OFFSET GROWTH-RELATED INVESTMENTS THROUGH TARGETED COST SAVINGS INITIATIVES.



ADJUSTED EARNINGS PER SHARE¹

9% CAGR

OPERATING CASH FLOW

~\$700M AVG/YR

¹Source: Non-GAAP measure, based on continuing ops.

2022 – 2024 CAPITAL ALLOCATION

WE ARE CREATING SIGNIFICANT SHAREHOLDER VALUE THROUGH A DISCIPLINED RETURN-CENTRIC APPROACH TO INVESTING OUR STRONG CASH FLOW.

CAPITAL EXPENDITURES

PRIORITY IS INVESTING IN ORGANIC GROWTH OF THE BUSINESS

\$300MM OF INCREMENTAL GROWTH-RELATED CAPEX INVESTMENT

DIVIDEND PAYOUT RATIO

25% – 30%

CURRENT DIVIDENDS: 33 CONSECUTIVE

TARGETED LEVERAGE RANGE

2-3x NET DEBT-TO-EBITDA

CURRENT LEVERAGE: 3.1X
EXPECT TO RETURN TO RANGE IN 2022

EXCESS FREE CASH FLOW

RETURN-CENTRIC APPROACH

NEAR-TERM:
Additional Investment in Organic Growth, Pay Down Debt, Share Repurchases

LONG-TERM (*beyond 2024*):
Potential bolt-on M&A with Focus on Buying Capabilities That Profitably Accelerate Long-term Revenue Growth

HANES Brands

FULL POTENTIAL

PILLARS



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APPENDIX



TABLE 1

HANESBRANDS INC. INCLUDING EUROPEAN INNERWEAR BUSINESS AS DISCONTINUED OPERATIONS
CONDENSED CONSOLIDATED STATEMENTS OF INCOME - AS REPORTED
(IN THOUSANDS, EXCEPT PER SHARE DATA) (UNAUDITED)

	Quarters Ended				Year Ended	Quarters Ended				Year Ended
	March 30, 2019	June 29, 2019	September 28, 2019	December 28, 2019	December 28, 2019	March 28, 2020	June 27, 2020	September 26, 2020	January 2, 2021	January 2, 2021
Net sales	\$ 1,449,687	\$ 1,636,709	\$ 1,729,308	\$ 1,610,012	\$ 6,425,716	\$ 1,203,070	\$ 1,543,083	\$ 1,691,863	\$ 1,689,145	\$ 6,127,161
Cost of sales	904,765	1,032,527	1,082,839	976,883	3,997,014	784,902	1,029,221	1,120,392	1,589,946	4,524,461
Gross profit	544,922	604,182	646,469	633,129	2,428,702	418,168	513,862	571,471	99,199	1,602,700
As a % of net sales	37.6 %	36.9 %	37.4 %	39.3 %	37.8 %	34.8 %	33.3 %	33.8 %	5.9 %	26.2 %
Selling, general and administrative expenses	405,314	384,289	385,291	403,123	1,578,017	370,215	311,729	382,384	495,706	1,560,034
As a % of net sales	28.0 %	23.5 %	22.3 %	25.0 %	24.6 %	30.8 %	20.2 %	22.6 %	29.3 %	25.5 %
Operating profit (loss)	139,608	219,893	261,178	230,006	850,685	47,953	202,133	189,087	(396,507)	42,666
As a % of net sales	9.6 %	13.4 %	15.1 %	14.3 %	13.2 %	4.0 %	13.1 %	11.2 %	(23.5)%	0.7 %
Other expenses	7,166	7,952	7,772	7,311	30,201	6,101	4,653	4,898	5,003	20,655
Interest expense, net	47,803	46,296	42,272	40,553	176,924	36,027	41,075	43,500	43,636	164,238
Income (loss) from continuing operations before income tax expense	84,639	165,645	211,134	182,142	643,560	5,825	156,405	140,689	(445,146)	(142,227)
Income tax expense (benefit)	8,984	15,595	22,129	23,528	70,236	707	19,837	22,464	(152,948)	(109,940)
Income (loss) from continuing operations	75,655	150,050	189,005	158,614	573,324	5,118	136,568	118,225	(292,198)	(32,287)
Income (loss) from discontinued operations, net of tax	5,433	(495)	(3,914)	26,372	27,396	(12,992)	24,613	(14,947)	(39,966)	(43,292)
Net income (loss)	\$ 81,088	\$ 149,555	\$ 185,091	\$ 184,986	\$ 600,720	\$ (7,874)	\$ 161,181	\$ 103,278	\$ (332,164)	\$ (75,579)
Earnings (loss) per share - basic:										
Continuing operations	\$ 0.21	\$ 0.41	\$ 0.52	\$ 0.43	\$ 1.57	\$ 0.01	\$ 0.39	\$ 0.34	\$ (0.83)	\$ (0.09)
Discontinued operations	0.01	0.00	(0.01)	0.07	0.08	(0.04)	0.07	(0.04)	(0.11)	(0.12)
Net income (loss)	\$ 0.22	\$ 0.41	\$ 0.51	\$ 0.51	\$ 1.65	\$ (0.02)	\$ 0.46	\$ 0.29	\$ (0.95)	\$ (0.21)
Earnings (loss) per share - diluted:										
Continuing operations	\$ 0.21	\$ 0.41	\$ 0.52	\$ 0.43	\$ 1.57	\$ 0.01	\$ 0.39	\$ 0.34	\$ (0.83)	\$ (0.09)
Discontinued operations	0.01	0.00	(0.01)	0.07	0.07	(0.04)	0.07	(0.04)	(0.11)	(0.12)
Net income (loss)	\$ 0.22	\$ 0.41	\$ 0.51	\$ 0.51	\$ 1.64	\$ (0.02)	\$ 0.46	\$ 0.29	\$ (0.95)	\$ (0.21)
Weighted average shares outstanding:										
Basic	364,570	364,637	364,743	364,885	364,709	359,017	350,538	350,703	350,807	352,766
Diluted	365,299	365,537	365,597	365,644	365,519	359,436	350,829	351,604	350,807	352,766

TABLE 2

HANESBRANDS INC. INCLUDING EUROPEAN INNERWEAR BUSINESS AS DISCONTINUED OPERATIONS
CONDENSED CONSOLIDATED STATEMENTS OF INCOME - AS ADJUSTED
(IN THOUSANDS, EXCEPT PER SHARE DATA) (UNAUDITED)

	Quarters Ended				Year Ended	Quarters Ended				Year Ended
	March 30, 2019 ¹	June 29, 2019 ¹	September 28, 2019 ¹	December 28, 2019 ¹	December 28, 2019 ¹	March 28, 2020	June 27, 2020	September 26, 2020	January 2, 2021	January 2, 2021
Net sales, as adjusted	\$ 1,355,583	\$ 1,517,999	\$ 1,610,610	\$ 1,522,077	\$ 6,006,269	\$ 1,203,070	\$ 1,543,083	\$ 1,691,863	\$ 1,689,145	\$ 6,127,161
Cost of sales, as adjusted	823,076	936,557	991,123	901,224	3,651,980	763,091	1,010,803	1,072,793	1,007,156	3,853,843
Gross profit, as adjusted	532,507	581,442	619,487	620,853	2,354,289	439,979	532,280	619,070	681,989	2,273,318
As a % of net sales	39.3 %	38.3 %	38.5 %	40.8 %	39.2 %	36.6 %	34.5 %	36.6 %	40.4 %	37.1 %
Selling, general and administrative expenses, as adjusted	392,646	374,577	375,738	392,987	1,535,948	367,702	297,868	377,726	453,160	1,496,456
As a % of net sales	29.0 %	24.7 %	23.3 %	25.8 %	25.6 %	30.6 %	19.3 %	22.3 %	26.8 %	24.4 %
Operating profit, as adjusted	139,861	206,865	243,749	227,866	818,341	72,277	234,412	241,344	228,829	776,862
As a % of net sales	10.3 %	13.6 %	15.1 %	15.0 %	13.6 %	6.0 %	15.2 %	14.3 %	13.5 %	12.7 %
Other expenses	7,166	7,952	7,772	7,311	30,201	6,101	4,653	4,898	5,003	20,655
Interest expense, net	47,803	46,296	42,272	40,553	176,924	36,027	41,075	43,500	43,636	164,238
Income from continuing operations before income tax expense, as adjusted	84,892	152,617	193,705	180,002	611,216	30,149	188,684	192,946	180,190	591,969
Income tax expense, as adjusted	9,019	13,758	19,670	38,319	80,766	4,233	26,532	32,937	31,700	95,402
Income from continuing operations, as adjusted	\$ 75,873	\$ 138,859	\$ 174,035	\$ 141,683	\$ 530,450	\$ 25,916	\$ 162,152	\$ 160,009	\$ 148,490	\$ 496,567
Earnings per share - basic:										
Continuing operations, as adjusted	\$ 0.21	\$ 0.38	\$ 0.48	\$ 0.39	\$ 1.45	\$ 0.07	\$ 0.46	\$ 0.46	\$ 0.42	\$ 1.41
Earnings per share - diluted:										
Continuing operations, as adjusted	\$ 0.21	\$ 0.38	\$ 0.48	\$ 0.39	\$ 1.45	\$ 0.07	\$ 0.46	\$ 0.46	\$ 0.42	\$ 1.40
Weighted average shares outstanding:										
Basic	364,570	364,637	364,743	364,885	364,709	359,017	350,538	350,703	350,807	352,766
Diluted	365,299	365,537	365,597	365,644	365,519	359,436	350,829	351,604	351,933	353,451

¹Results for the quarters ended March 30, 2019, June 29, 2019, September 28, 2019, December 28, 2019 and year ended December 28, 2019 reflect adjustments for the exited C9 Champion mass program and DKNY intimate apparel license.

TABLE 3

HANESBRANDS INC. INCLUDING EUROPEAN INNERWEAR BUSINESS AS DISCONTINUED OPERATIONS
RECONCILIATION OF SELECT GAAP MEASURES TO NON-GAAP MEASURES AND SUPPLEMENTAL FINANCIAL INFORMATION
(IN THOUSANDS, EXCEPT PER SHARE DATA) (UNAUDITED)

Quarter Ended March 28, 2020								
	Gross Profit	Selling, General and Administrative Expenses	Operating Profit	Income From Continuing Operations Before Income Tax Expense	Income Tax Expense	Income From Continuing Operations	Diluted Earnings Per Share From Continuing Operations ¹	
As reported	\$ 418,168	\$ (370,215)	\$ 47,953	\$ 5,825	\$ (707)	\$ 5,118	\$ 0.01	
As a percentage of net sales	34.8 %	30.8 %	4.0 %					
Restructuring and other action-related charges:								
Supply chain actions	14,065	—	14,065	14,065	—	14,065	0.04	
Program exit costs	7,746	467	8,213	8,213	—	8,213	0.02	
Other restructuring costs	—	2,046	2,046	2,046	—	2,046	0.01	
Tax effect on actions	—	—	—	—	(3,526)	(3,526)	(0.01)	
Total restructuring and other action-related charges	21,811	2,513	24,324	24,324	(3,526)	20,798	0.06	
As adjusted	<u>\$ 439,979</u>	<u>\$ (367,702)</u>	<u>\$ 72,277</u>	<u>\$ 30,149</u>	<u>\$ (4,233)</u>	<u>\$ 25,916</u>	<u>\$ 0.07</u>	
As a percentage of net sales	36.6 %	30.6 %	6.0 %					
Quarter Ended March 30, 2019								
	Net Sales	Gross Profit	Selling, General and Administrative Expenses	Operating Profit	Income From Continuing Operations Before Income Tax Expense	Income Tax Expense	Income From Continuing Operations	Diluted Earnings Per Share From Continuing Operations ¹
As reported	\$ 1,449,687	\$ 544,922	\$ (405,314)	\$ 139,608	\$ 84,639	\$ (8,984)	\$ 75,655	\$ 0.21
Less exited programs ²	(94,104)	(29,888)	8,965	(20,923)	(20,923)	2,950	(17,973)	(0.05)
As rebased	1,355,583	515,034	(396,349)	118,685	63,716	(6,034)	57,682	0.16
As a percentage of net sales		38.0 %	29.2 %	8.8 %				
Restructuring and other action-related charges:								
Supply chain actions	—	17,473	—	17,473	17,473	—	17,473	0.05
Other restructuring costs	—	—	3,703	3,703	3,703	—	3,703	0.01
Tax effect on actions	—	—	—	—	—	(2,985)	(2,985)	(0.01)
Total restructuring and other action-related charges	—	17,473	3,703	21,176	21,176	(2,985)	18,191	0.05
As adjusted	<u>\$ 1,355,583</u>	<u>\$ 532,507</u>	<u>\$ (392,646)</u>	<u>\$ 139,861</u>	<u>\$ 84,892</u>	<u>\$ (9,019)</u>	<u>\$ 75,873</u>	<u>\$ 0.21</u>
As a percentage of net sales		39.3 %	29.0 %	10.3 %				

¹Amounts may not be additive due to rounding.

²Includes the results for the exited C9 Champion mass program and the DKNY intimate apparel license.

TABLE 3

HANESBRANDS INC. INCLUDING EUROPEAN INNERWEAR BUSINESS AS DISCONTINUED OPERATIONS RECONCILIATION OF SELECT GAAP MEASURES TO NON-GAAP MEASURES AND SUPPLEMENTAL FINANCIAL INFORMATION (IN THOUSANDS, EXCEPT PER SHARE DATA) (UNAUDITED)

	Quarter Ended June 27, 2020						
	Gross Profit	Selling, General and Administrative Expenses	Operating Profit	Income From Continuing Operations Before Income Tax Expense	Income Tax Expense	Income From Continuing Operations	Diluted Earnings Per Share From Continuing Operations ¹
As reported	\$ 513,862	\$ (311,729)	\$ 202,133	\$ 156,405	\$ (19,837)	\$ 136,568	\$ 0.39
As a percentage of net sales	33.3 %	20.2 %	13.1 %				
Restructuring and other action-related charges:							
Supply chain actions	2,637	—	2,637	2,637	—	2,637	0.01
Program exit costs	1,285	—	1,285	1,285	—	1,285	0.00
Other restructuring costs	(373)	4,443	4,070	4,070	—	4,070	0.01
COVID-19 related charges:							
Bad debt	—	9,418	9,418	9,418	—	9,418	0.03
Inventory	14,869	—	14,869	14,869	—	14,869	0.04
Tax effect on actions	—	—	—	—	(6,695)	(6,695)	(0.02)
Total restructuring and other action-related charges	18,418	13,861	32,279	32,279	(6,695)	25,584	0.07
As adjusted	\$ 532,280	\$ (297,868)	\$ 234,412	\$ 188,684	\$ (26,532)	\$ 162,152	\$ 0.46
As a percentage of net sales	34.5 %	19.3 %	15.2 %				

	Quarter Ended June 29, 2019							
	Net Sales	Gross Profit	Selling, General and Administrative Expenses	Operating Profit	Income From Continuing Operations Before Income Tax Expense	Income Tax Expense	Income From Continuing Operations	Diluted Earnings Per Share From Continuing Operations ¹
As reported	\$ 1,636,709	\$ 604,182	\$ (384,289)	\$ 219,893	\$ 165,645	\$ (15,595)	\$ 150,050	\$ 0.41
Less exited programs ²	(118,710)	(35,169)	9,712	(25,457)	(25,457)	3,590	(21,867)	(0.06)
As rebased	1,517,999	569,013	(374,577)	194,436	140,188	(12,005)	128,183	0.35
As a percentage of net sales		37.5 %	24.7 %	12.8 %				
Restructuring and other action-related charges:								
Supply chain actions	—	12,429	—	12,429	12,429	—	12,429	0.03
Tax effect on actions	—	—	—	—	—	(1,753)	(1,753)	0.00
Total restructuring and other action-related charges	—	12,429	—	12,429	12,429	(1,753)	10,676	0.03
As adjusted	\$ 1,517,999	\$ 581,442	\$ (374,577)	\$ 206,865	\$ 152,617	\$ (13,758)	\$ 138,859	\$ 0.38
As a percentage of net sales		38.3 %	24.7 %	13.6 %				

¹Amounts may not be additive due to rounding.

²Includes the results for the exited C9 Champion mass program and the DKNY intimate apparel license.

TABLE 3

HANESBRANDS INC. INCLUDING EUROPEAN INNERWEAR BUSINESS AS DISCONTINUED OPERATIONS RECONCILIATION OF SELECT GAAP MEASURES TO NON-GAAP MEASURES AND SUPPLEMENTAL FINANCIAL INFORMATION (IN THOUSANDS, EXCEPT PER SHARE DATA) (UNAUDITED)

	Quarter Ended September 26, 2020						
	Gross Profit	Selling, General and Administrative Expenses	Operating Profit	Income From Continuing Operations Before Income Tax Expense	Income Tax Expense	Income From Continuing Operations	Diluted Earnings Per Share From Continuing Operations ¹
As reported	\$ 571,471	\$ (382,384)	\$ 189,087	\$ 140,689	\$ (22,464)	\$ 118,225	\$ 0.34
As a percentage of net sales	33.8 %	22.6 %	11.2 %				
Restructuring and other action-related charges:							
Supply chain actions	2,098	—	2,098	2,098	—	2,098	0.01
Program exit costs	356	—	356	356	—	356	0.00
Other restructuring costs	(4)	1,199	1,195	1,195	—	1,195	0.00
COVID-19 related charges:							
Supply chain re-startup	45,149	3,459	48,608	48,608	—	48,608	0.14
Discrete tax benefits	—	—	—	—	(3,113)	(3,113)	(0.01)
Tax effect on actions	—	—	—	—	(7,360)	(7,360)	(0.02)
Total restructuring and other action-related charges	47,599	4,658	52,257	52,257	(10,473)	41,784	\$ 0.12
As adjusted	\$ 619,070	\$ (377,726)	\$ 241,344	\$ 192,946	\$ (32,937)	\$ 160,009	\$ 0.46
As a percentage of net sales	36.6 %	22.3 %	14.3 %				

	Quarter Ended September 28, 2019							
	Net Sales	Gross Profit	Selling, General and Administrative Expenses	Operating Profit	Income From Continuing Operations Before Income Tax Expense	Income Tax Expense	Income From Continuing Operations	Diluted Earnings Per Share From Continuing Operations ¹
As reported	\$ 1,729,308	\$ 646,469	\$ (385,291)	\$ 261,178	\$ 211,134	\$ (22,129)	\$ 189,005	\$ 0.52
Less exited programs ²	(118,698)	(36,290)	9,018	(27,272)	(27,272)	3,848	(23,424)	(0.06)
As rebased	1,610,610	610,179	(376,273)	233,906	183,862	(18,281)	165,581	0.45
As a percentage of net sales		37.9 %	23.4 %	14.5 %				
Restructuring and other action-related charges:								
Supply chain actions	—	9,308	—	9,308	9,308	—	9,308	0.03
Other restructuring costs	—	—	535	535	535	—	535	0.00
Tax effect on actions	—	—	—	—	—	(1,389)	(1,389)	0.00
Total restructuring and other action-related charges	—	9,308	535	9,843	9,843	(1,389)	8,454	0.02
As adjusted	\$ 1,610,610	\$ 619,487	\$ (375,738)	\$ 243,749	\$ 193,705	\$ (19,670)	\$ 174,035	\$ 0.48
As a percentage of net sales		38.5 %	23.3 %	15.1 %				

¹Amounts may not be additive due to rounding.

²Includes the results for the exited C9 Champion mass program and the DKNY intimate apparel license.

TABLE 3

HANESBRANDS INC. INCLUDING EUROPEAN INNERWEAR BUSINESS AS DISCONTINUED OPERATIONS RECONCILIATION OF SELECT GAAP MEASURES TO NON-GAAP MEASURES AND SUPPLEMENTAL FINANCIAL INFORMATION (IN THOUSANDS, EXCEPT PER SHARE DATA) (UNAUDITED)

Quarter Ended January 2, 2021								
	Gross Profit	Selling, General and Administrative Expenses	Operating Profit (Loss)	Income (Loss) From Continuing Operations Before Income Tax Expense	Income Tax Benefit (Expense)	Income (Loss) From Continuing Operations	Diluted Earnings (Loss) Per Share From Continuing Operations ¹	
As reported	\$ 99,199	\$ (495,706)	\$ (396,507)	\$ (445,146)	\$ 152,948	\$ (292,198)	\$ (0.83)	
As a percentage of net sales	5.9 %	29.3 %	(23.5)%					
Restructuring and other action-related charges:								
Supply chain actions	836	—	836	836	—	836	0.00	
Other restructuring costs	(63)	515	452	452	—	452	0.00	
COVID-19 related charges:								
Intangibles assets and goodwill	—	25,173	25,173	25,173	—	25,173	0.07	
Full Potential plan:								
Inventory SKU rationalization	192,704	—	192,704	192,704	—	192,704	0.55	
PPE inventory write-off	362,913	—	362,913	362,913	—	362,913	1.03	
PPE vendor commitments	26,400	—	26,400	26,400	—	26,400	0.08	
Write-off of acquisition tax asset	—	16,858	16,858	16,858	—	16,858	0.05	
Discrete tax benefits	—	—	—	—	(66,515)	(66,515)	(0.19)	
Tax effect on actions	—	—	—	—	(118,133)	(118,133)	(0.34)	
Total restructuring and other action-related charges	582,790	42,546	625,336	625,336	(184,648)	440,688	1.25	
As adjusted	\$ 681,989	\$ (453,160)	\$ 228,829	\$ 180,190	\$ (31,700)	\$ 148,490	\$ 0.42	
As a percentage of net sales	40.4 %	26.8 %	13.5 %					
Quarter Ended December 28, 2019								
	Net Sales	Gross Profit	Selling, General and Administrative Expenses	Operating Profit	Income From Continuing Operations Before Income Tax Expense	Income Tax Expense	Income From Continuing Operations	Diluted Earnings Per Share From Continuing Operations ¹
As reported	\$ 1,610,012	\$ 633,129	\$ (403,123)	\$ 230,006	\$ 182,142	\$ (23,528)	\$ 158,614	\$ 0.43
Less exited programs ²	(87,935)	(30,514)	9,307	(21,207)	(21,207)	1,241	(19,966)	(0.05)
As rebased	1,522,077	602,615	(393,816)	208,799	160,935	(22,287)	138,648	0.38
As a percentage of net sales		39.6 %	25.9 %	13.7 %				
Restructuring and other action-related charges:								
Supply chain actions	—	13,622	—	13,622	13,622	—	13,622	0.04
Program exit costs	—	4,616	—	4,616	4,616	—	4,616	0.01
Other restructuring costs	—	—	829	829	829	—	829	0.00
Tax effect on actions	—	—	—	—	—	(16,032)	(16,032)	(0.04)
Total restructuring and other action-related charges	—	18,238	829	19,067	19,067	(16,032)	3,035	0.01
As adjusted	\$ 1,522,077	\$ 620,853	\$ (392,987)	\$ 227,866	\$ 180,002	\$ (38,319)	\$ 141,683	\$ 0.39
As a percentage of net sales		40.8 %	25.8 %	15.0 %				

¹Amounts may not be additive due to rounding.

²Includes the results for the exited C9 Champion mass program and the DKNY intimate apparel license.

TABLE 3

HANESBRANDS INC. INCLUDING EUROPEAN INNERWEAR BUSINESS AS DISCONTINUED OPERATIONS RECONCILIATION OF SELECT GAAP MEASURES TO NON-GAAP MEASURES AND SUPPLEMENTAL FINANCIAL INFORMATION (IN THOUSANDS, EXCEPT PER SHARE DATA) (UNAUDITED)

	Year Ended January 2, 2021						
	Gross Profit	Selling, General and Administrative Expenses	Operating Profit	Income (Loss) From Continuing Operations Before Income Tax Expense	Income Tax Benefit (Expense)	Income (Loss) From Continuing Operations	Diluted Earnings (Loss) Per Share From Continuing Operations ¹
As reported	\$ 1,602,700	\$ (1,560,034)	\$ 42,666	\$ (142,227)	\$ 109,940	\$ (32,287)	\$ (0.09)
As a percentage of net sales	26.2 %	25.5 %	0.7 %				
Restructuring and other action-related charges:							
Supply chain actions	19,636	—	19,636	19,636	—	19,636	0.06
Program exit costs	9,387	467	9,854	9,854	—	9,854	0.03
Other restructuring costs	(440)	8,203	7,763	7,763	—	7,763	0.02
COVID-19 related charges:							
Supply chain re-startup	45,149	3,459	48,608	48,608	—	48,608	0.14
Bad debt	—	9,418	9,418	9,418	—	9,418	0.03
Inventory	14,869	—	14,869	14,869	—	14,869	0.04
Intangibles assets and goodwill	—	25,173	25,173	25,173	—	25,173	0.07
Full Potential plan:							
Inventory SKU rationalization	192,704	—	192,704	192,704	—	192,704	0.55
PPE inventory write-off	362,913	—	362,913	362,913	—	362,913	1.03
PPE vendor commitments	26,400	—	26,400	26,400	—	26,400	0.07
Write-off of acquisition tax asset	—	16,858	16,858	16,858	—	16,858	0.05
Discrete tax benefits	—	—	—	—	(69,628)	(69,628)	(0.20)
Tax effect on actions	—	—	—	—	(135,714)	(135,714)	(0.38)
Total restructuring and other action-related charges	670,618	63,578	734,196	734,196	(205,342)	528,854	1.50
As adjusted	\$ 2,273,318	\$ (1,496,456)	\$ 776,862	\$ 591,969	\$ (95,402)	\$ 496,567	\$ 1.40
As a percentage of net sales	37.1 %	24.4 %	12.7 %				

	Year Ended December 28, 2019							
	Net Sales	Gross Profit	Selling, General and Administrative Expenses	Operating Profit	Income From Continuing Operations Before Income Tax Expense	Income Tax Expense	Income From Continuing Operations	Diluted Earnings Per Share From Continuing Operations ¹
As reported	\$ 6,425,716	\$ 2,428,702	\$ (1,578,017)	\$ 850,685	\$ 643,560	\$ (70,236)	\$ 573,324	\$ 1.57
Less exited programs ²	(419,447)	(131,861)	37,002	(94,859)	(94,859)	11,629	(83,230)	(0.23)
As rebased	6,006,269	2,296,841	(1,541,015)	755,826	548,701	(58,607)	490,094	1.34
As a percentage of net sales		38.2 %	25.7 %	12.6 %				
Restructuring and other action-related charges:								
Supply chain actions	—	52,832	—	52,832	52,832	—	52,832	0.14
Program exit costs	—	4,616	—	4,616	4,616	—	4,616	0.01
Other restructuring costs	—	—	5,067	5,067	5,067	—	5,067	0.01
Tax effect on actions	—	—	—	—	—	(22,159)	(22,159)	(0.06)
Total restructuring and other action-related charges	—	57,448	5,067	62,515	62,515	(22,159)	40,356	0.11
As adjusted	\$ 6,006,269	\$ 2,354,289	\$ (1,535,948)	\$ 818,341	\$ 611,216	\$ (80,766)	\$ 530,450	\$ 1.45
As a percentage of net sales		39.2 %	25.6 %	13.6 %				

¹Amounts may not be additive due to rounding.

²Includes the results for the exited C9 Champion mass program and the DKNY intimate apparel license.

TABLE 3

HANESBRANDS INC.
RECONCILIATION OF SELECT GAAP MEASURES TO NON-GAAP MEASURES AND SUPPLEMENTAL FINANCIAL INFORMATION
(IN THOUSANDS, EXCEPT PER SHARE DATA) (UNAUDITED)

The key components from discontinued operations related to the European Innerwear business are as follows:

	Quarters Ended				Year Ended	Quarters Ended				Year Ended
	March 30, 2019	June 29, 2019	September 28, 2019	December 28, 2019	December 28, 2019	March 28, 2020	June 27, 2020	September 26, 2020	January 2, 2021	January 2, 2021
Net sales	\$ 155,351	\$ 138,044	\$ 150,143	\$ 155,010	\$ 598,548	\$ 127,671	\$ 205,591	\$ 125,913	\$ 139,147	\$ 598,322
Operating profit (loss), as calculated under GAAP	\$ 10,036	\$ 9,707	\$ 5,893	\$ 13,409	\$ 39,045	\$ (13,823)	\$ 39,403	\$ (14,516)	\$ (47,229)	\$ (36,165)
Restructuring and other action-related charges	197	180	94	500	971	4,875	31,017	312	35,387	71,591
Operating profit (loss), as adjusted	\$ 10,233	\$ 9,887	\$ 5,987	\$ 13,909	\$ 40,016	\$ (8,948)	\$ 70,420	\$ (14,204)	\$ (11,842)	\$ 35,426
Income (loss) from discontinued operations, net of tax, as reported	\$ 5,433	\$ (495)	\$ (3,914)	\$ 26,372	\$ 27,396	\$ (12,992)	\$ 24,613	\$ (14,947)	\$ (39,966)	\$ (43,292)
Restructuring and other action-related charges	197	180	94	500	971	4,875	31,017	312	35,387	71,591
Tax effect on actions	(28)	(25)	(13)	(277)	(343)	(708)	(5,720)	1,736	(8,978)	(13,670)
Income (loss) from discontinued operations, net of tax, as adjusted	\$ 5,602	\$ (340)	\$ (3,833)	\$ 26,595	\$ 28,024	\$ (8,825)	\$ 49,910	\$ (12,899)	\$ (13,557)	\$ 14,629
Diluted earnings (loss) per share from discontinued operations, as reported ¹	\$ 0.01	\$ 0.00	\$ (0.01)	\$ 0.07	\$ 0.07	\$ (0.04)	\$ 0.07	\$ (0.04)	\$ (0.11)	\$ (0.12)
Restructuring and other action-related charges	0.00	0.00	0.00	0.00	0.00	0.01	0.07	0.01	0.08	0.16
Diluted earnings (loss) per share from discontinued operations, as adjusted	\$ 0.02	\$ 0.00	\$ (0.01)	\$ 0.07	\$ 0.08	\$ (0.02)	\$ 0.14	\$ (0.04)	\$ (0.04)	\$ 0.04

¹Amounts may not be additive due to rounding.

TABLE 3

HANESBRANDS INC.
INCLUDING EUROPEAN INNERWEAR BUSINESS AS DISCONTINUED OPERATIONS SUPPLEMENTAL
FINANCIAL INFORMATION – AS REPORTED (IN THOUSANDS) (UNAUDITED)

	Quarters Ended				Year Ended
	March 28, 2020	June 27, 2020	September 26, 2020	January 2, 2021	January 2, 2021
Segment net sales:					
Innerwear	\$ 422,402	\$ 1,094,814	\$ 792,600	\$ 668,193	\$ 2,978,009
Activewear	288,000	168,379	324,921	403,113	1,184,413
International	428,230	251,285	506,203	525,714	1,711,432
Other	64,438	28,605	68,139	92,125	253,307
Total net sales	\$ 1,203,070	\$ 1,543,083	\$ 1,691,863	\$ 1,689,145	\$ 6,127,161
Segment operating profit (loss):					
Innerwear	\$ 81,551	\$ 304,524	\$ 172,000	\$ 160,848	\$ 718,923
Activewear	8,108	(5,751)	29,568	35,718	67,643
International	50,745	5,162	101,029	92,782	249,718
Other	(3,393)	(11,929)	3,059	2,123	(10,140)
General corporate expenses/other	(64,734)	(57,594)	(64,312)	(62,642)	(249,282)
Total operating profit before restructuring and other action-related charges	72,277	234,412	241,344	228,829	776,862
Restructuring and other action-related charges	(24,324)	(32,279)	(52,257)	(625,336)	(734,196)
Total operating profit (loss)	\$ 47,953	\$ 202,133	\$ 189,087	\$ (396,507)	\$ 42,666

	Quarters Ended				Year Ended
	March 30, 2019	June 29, 2019	September 28, 2019	December 28, 2019	December 28, 2019
Segment net sales:					
Innerwear	\$ 475,945	\$ 678,604	\$ 578,453	\$ 569,630	\$ 2,302,632
Activewear	405,340	448,277	548,117	452,970	1,854,704
International	490,829	430,819	513,382	495,798	1,930,828
Other	77,573	79,009	89,356	91,614	337,552
Total net sales	\$ 1,449,687	\$ 1,636,709	\$ 1,729,308	\$ 1,610,012	\$ 6,425,716
Segment operating profit:					
Innerwear	\$ 104,626	\$ 149,530	\$ 121,467	\$ 140,368	\$ 515,991
Activewear	43,393	68,779	97,314	71,633	281,319
International	84,776	66,490	94,908	85,148	331,322
Other	2,435	7,994	12,898	10,112	33,439
General corporate expenses/other	(74,646)	(60,471)	(55,566)	(58,188)	(248,871)
Total operating profit before restructuring and other action-related charges	160,784	232,322	271,021	249,073	913,200
Restructuring and other action-related charges	(21,176)	(12,429)	(9,843)	(19,067)	(62,515)
Total operating profit	\$ 139,608	\$ 219,893	\$ 261,178	\$ 230,006	\$ 850,685

TABLE 3

HANESBRANDS INC.
INCLUDING EUROPEAN INNERWEAR BUSINESS AS DISCONTINUED OPERATIONS SUPPLEMENTAL
FINANCIAL INFORMATION - AS ADJUSTED (IN THOUSANDS) (UNAUDITED)

	Quarters Ended				Year Ended
	March 28, 2020	June 27, 2020	September 26, 2020	January 2, 2021	January 2, 2021
Segment net sales:					
Innerwear	\$ 422,402	\$ 1,094,814	\$ 792,600	\$ 668,193	\$ 2,978,009
Activewear	288,000	168,379	324,921	403,113	1,184,413
International	428,230	251,285	506,203	525,714	1,711,432
Other	64,438	28,605	68,139	92,125	253,307
Total net sales	<u>\$ 1,203,070</u>	<u>\$ 1,543,083</u>	<u>\$ 1,691,863</u>	<u>\$ 1,689,145</u>	<u>\$ 6,127,161</u>
Segment operating profit (loss):					
Innerwear	\$ 81,551	\$ 304,524	\$ 172,000	\$ 160,848	\$ 718,923
Activewear	8,108	(5,751)	29,568	35,718	67,643
International	50,745	5,162	101,029	92,782	249,718
Other	(3,393)	(11,929)	3,059	2,123	(10,140)
General corporate expenses/other	(64,734)	(57,594)	(64,312)	(62,642)	(249,282)
Total operating profit, as adjusted	<u>\$ 72,277</u>	<u>\$ 234,412</u>	<u>\$ 241,344</u>	<u>\$ 228,829</u>	<u>\$ 776,862</u>

	Quarters Ended				Year Ended
	March 30, 2019 ¹	June 29, 2019 ¹	September 28, 2019 ¹	December 28, 2019 ¹	December 28, 2019 ¹
Segment net sales:					
Innerwear	\$ 466,414	\$ 657,477	\$ 562,285	\$ 558,302	\$ 2,244,478
Activewear	320,767	350,694	445,587	376,363	1,493,411
International	490,829	430,819	513,382	495,798	1,930,828
Other	77,573	79,009	89,356	91,614	337,552
Total net sales, as adjusted	<u>\$ 1,355,583</u>	<u>\$ 1,517,999</u>	<u>\$ 1,610,610</u>	<u>\$ 1,522,077</u>	<u>\$ 6,006,269</u>
Segment operating profit:					
Innerwear	\$ 103,126	\$ 146,997	\$ 117,771	\$ 137,945	\$ 505,839
Activewear	24,170	45,855	73,738	52,849	196,612
International	84,776	66,490	94,908	85,148	331,322
Other	2,435	7,994	12,898	10,112	33,439
General corporate expenses/other	(74,646)	(60,471)	(55,566)	(58,188)	(248,871)
Total operating profit, as adjusted	<u>\$ 139,861</u>	<u>\$ 206,865</u>	<u>\$ 243,749</u>	<u>\$ 227,866</u>	<u>\$ 818,341</u>

¹ Results for the quarters ended March 30, 2019, June 29, 2019, September 28, 2019, December 28, 2019 and year ended December 28, 2019 reflect adjustments for the exited C9 Champion mass program and the DKNY intimate apparel license.

TABLE 4

HANESBRANDS INC.
SUPPLEMENTAL FINANCIAL INFORMATION
RECONCILIATION OF GAAP OUTLOOK TO ADJUSTED OUTLOOK (IN MILLIONS, EXCEPT PER SHARE DATA) (UNAUDITED)

	HBI Continuing Operations - Adjusted	European Innerwear - Adjusted ¹	HBI Adjusted incl. European Innerwear ²	Company Guidance Adjusted ³	Charges - Continuing Operations	European Innerwear - Discontinued Operations	HBI GAAP	Company Guidance - GAAP
First Quarter 2021								
Net sales	\$ 1,508	\$ 125	\$ 1,633	\$1,485 to \$1,515	\$ —	\$ (125)	\$ 1,508	\$1,485 to \$1,515
Operating profit (loss)	\$ 210	\$ (7)	\$ 203	\$150 to \$160	\$ (19)	\$ 7	\$ 190	\$140 to \$150
Diluted earnings (loss) per share	\$ 0.39	\$ (0.02)	\$ 0.37	\$0.24 to \$0.27	\$ (0.02)	\$ (1.11)	\$ (0.75)	\$0.24 to \$0.27

¹Includes elimination of intercompany supply chain sales to the European Innerwear business of \$11 million included in net sales from continuing operations.

²Comparable to February 9, 2021 guidance and May 10, 2021 consensus estimates.

³Provided February 9, 2021, first quarter 2021 only.

	Quarter Ended July 3, 2021	Year Ended January 1, 2022
Operating profit outlook, as calculated under GAAP	\$179 to \$189	\$730 to \$760
Restructuring and other action-related charges	\$21	\$85
Operating profit outlook, as adjusted	\$200 to \$210	\$815 to \$845
Diluted earnings per share from continuing operations, as calculated under GAAP ¹	\$0.32 to \$0.35	\$1.33 to \$1.41
Restructuring and other action-related charges	\$0.05	\$0.18
Diluted earnings per share from continuing operations, as adjusted	\$0.37 to \$0.40	\$1.51 to \$1.59

¹The company expects approximately 352 million diluted weighted average shares outstanding for the quarter ended July 3, 2021 and approximately 353 million diluted weighted average shares outstanding for the year ended January 1, 2022.

TABLE 5

HANESBRANDS INC. INCLUDING EUROPEAN INNERWEAR BUSINESS AS DISCONTINUED OPERATIONS SUPPLEMENTAL FINANCIAL INFORMATION RECONCILIATION OF SELECT GAAP MEASURES TO NON-GAAP MEASURES (IN THOUSANDS, EXCEPT PER SHARE DATA) (UNAUDITED)

The following table presents a reconciliation of International reported net sales on a constant currency basis for the quarter ended April 3, 2021 and a comparison to prior year:

	Quarter Ended April 3, 2021			Quarter Ended March 28, 2020	% Change, As Reported	% Change, Constant Currency
	As Reported	Impact from Foreign Currency ¹	Constant Currency			
As reported under GAAP:						
International segment net sales	\$ 506,261	\$ 43,073	\$ 463,188	\$ 428,230	18.2 %	8.2 %

The following tables present a reconciliation of reported results to adjusted results for the quarters ended April 3, 2021 and March 28, 2020:

	Quarter Ended April 3, 2021						
	Gross Profit	Selling, General and Administrative Expenses	Operating Profit	Income From Continuing Operations Before Income Tax Expense	Income Tax Expense	Income From Continuing Operations	Diluted Earnings Per Share From Continuing Operations ²
As reported	\$ 602,681	\$ (412,559)	\$ 190,122	\$ 143,101	\$ (14,697)	\$ 128,404	\$ 0.37
As a percentage of net sales	40.0 %	27.4 %	12.6 %				
Restructuring and other action-related charges:							
Full Potential Plan:							
Professional services	—	11,706	11,706	11,706	—	11,706	0.03
Impairment of intangible assets	—	7,302	7,302	7,302	—	7,302	0.02
Other	2,807	(2,422)	385	385	—	385	—
Discrete tax benefit	—	—	—	—	(7,295)	(7,295)	(0.02)
Tax effect on actions	—	—	—	—	(4,007)	(4,007)	(0.01)
Total restructuring and other action-related charges	2,807	16,586	19,393	19,393	(11,302)	8,091	0.02
As adjusted	\$ 605,488	\$ (395,973)	\$ 209,515	\$ 162,494	\$ (25,999)	\$ 136,495	\$ 0.39
As a percentage of net sales	40.2 %	26.3 %	13.9 %				

	Quarter Ended March 28, 2020						
	Gross Profit	Selling, General and Administrative Expenses	Operating Profit	Income From Continuing Operations Before Income Tax Expense	Income Tax Expense	Income From Continuing Operations	Diluted Earnings Per Share From Continuing Operations ²
As reported	\$ 418,168	\$ (370,215)	\$ 47,953	\$ 5,825	\$ (707)	\$ 5,118	\$ 0.01
As a percentage of net sales	34.8 %	30.8 %	4.0 %				
Restructuring and other action-related charges:							
Supply chain actions	14,065	—	14,065	14,065	—	14,065	0.04
Program exit costs	7,746	467	8,213	8,213	—	8,213	0.02
Other restructuring costs	—	2,046	2,046	2,046	—	2,046	0.01
Tax effect on actions	—	—	—	—	(3,526)	(3,526)	(0.01)
Total restructuring and other action-related charges	21,811	2,513	24,324	24,324	(3,526)	20,798	0.06
As adjusted	\$ 439,979	\$ (367,702)	\$ 72,277	\$ 30,149	\$ (4,233)	\$ 25,916	\$ 0.07
As a percentage of net sales	36.6 %	30.6 %	6.0 %				

¹Amounts may not be additive due to rounding.

TABLE 5**HANESBRANDS INC. INCLUDING EUROPEAN INNERWEAR BUSINESS AS DISCONTINUED OPERATIONS SUPPLEMENTAL FINANCIAL INFORMATION
RECONCILIATION OF SELECT GAAP MEASURES TO NON-GAAP MEASURES
(IN THOUSANDS, EXCEPT PER SHARE DATA) (UNAUDITED)**

	Years Ended	
	January 2, 2021 ¹	January 1, 2022 ²
Free cash flow:		
Net cash from operating activities	\$ 448,469	\$ 525,000
Capital expenditures	(53,735)	(140,000)
Free cash flow	<u>\$ 394,734</u>	<u>\$ 385,000</u>

¹Free cash flow includes the results from continuing and discontinued operations.

²Represents the 2021 outlook for free cash flow.

Hanesbrands is unable to reconcile projections of financial performance beyond 2021 without unreasonable efforts, because the company cannot predict, with a reasonable degree of certainty, the type and extent of certain items that would be expected to impact these figures in 2022 and beyond, such as net sales, operating profit, tax rates and action related charges.

HANES *Brands Inc*

INVESTOR PRESENTATION

MAY 2021

