

# CORE STRENGTHS

GIL: TSX and NYSE / Market Cap: US\$3.93B / Common shares: 198.2M / September 16, 2020

## MANUFACTURING EXCELLENCE

Large scale vertically integrated manufacturing

YARN SPINNING  
United States

TEXTILE & SEWING  
Central America | Caribbean | Bangladesh

WORLDWIDE DISTRIBUTION  
TO +60 COUNTRIES

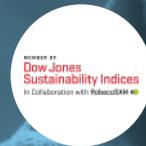
## LEADING CORPORATE SOCIAL RESPONSIBILITY PRACTICES

Our vertical integration provides us with a level of visibility and control that sets us apart in our industry.

## LEADING BRANDS, PRODUCTS & CUSTOMER RELATIONSHIPS

## STRONG BALANCE SHEET

## THE TALENT OF OUR PEOPLE



A- rating

AAA rating

## ESG HIGHLIGHTS

44%

of Gildan's total energy was powered from renewable sources

96%

of Gildan employees globally are represented by formal health & safety committees

Effective, independent and diverse Board, with oversight of ESG and commitment to transparency.

## BACK TO BASICS

## FOCUSING ON SIMPLIFYING OUR PRODUCT PORTFOLIO AND REMOVING COMPLEXITY FROM OUR BUSINESS

### SIMPLIFYING PRODUCT PORTFOLIO

Significantly reducing our SKU base by eliminating redundancy and complexity in our product offering to drive inventory productivity and efficiencies in manufacturing and distribution.

### DRIVING MANUFACTURING COST ADVANTAGE AND SCALE

Consolidating higher-cost textile, sock and sewing facilities within our existing manufacturing base.

Optimizing our production capabilities.

Developing large-scale manufacturing complex in Bangladesh<sup>1</sup>.

### OPTIMIZING OUR DISTRIBUTION NETWORK AND INFRASTRUCTURE

Simplifying our infrastructure by leveraging our global imprintables distributor network and the distribution capabilities of our retail and e-commerce partners.

## DRIVING TOWARDS 30% GROSS MARGIN AND 12% SG&A TARGETS

## GROWTH DRIVERS

### IMPRINTABLE BRANDS

Driving market leadership for higher value ring-spun products, reinforcing our core brands, and growing in under-penetrated categories.

Leveraging the breadth of our North American product line to further develop and broaden our international product offering.



### RETAIL BRANDS

Leveraging the Gildan® brand to grow our retail sales.

Benefiting from the reach and strength of our retail customers' e-commerce and distribution capabilities.



### PRIVATE BRANDS

Partnering with select retailers and leading global athletic and lifestyle brands seeking low-cost, large-scale manufacturers that can meet rigorous quality and ESG requirements.

Focusing on large-scale basic underwear, sock and activewear programs.



## CAPITAL ALLOCATION FRAMEWORK<sup>1</sup>

### CAPEX

Investing in capacity expansion, technological improvement and sustainable solutions in our manufacturing

### DIVIDENDS

Progressive dividend framework  
8th consecutive annual dividend increase

### M&A

Free cash flow and balance sheet to execute on value creating acquisitions

### SHARE REPURCHASES

Discretionary return of capital, while maintaining 1-2x year-end leverage

### MID TO LONG TERM FINANCIAL TARGETS

GROSS MARGIN 30%

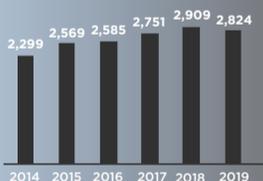
SG&A 12%

RONA 20%

(1) Due to the uncertainty related to the impacts of COVID-19 on our business, we withdrew our financial guidance on March 17, 2020. Further, in order to maintain ample liquidity to manage through the current environment, we are deferring non-critical capital spend and have suspended share repurchases, as well as our quarterly cash dividend, until further notice. The Company expects to resume the programs when the environment normalizes.

### SALES IN \$M

4%  
5 YR CAGR  
(2014-19)

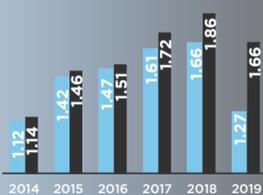


### DILUTED EPS IN US\$

10%  
5 YR CAGR  
(2014-19)

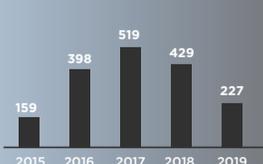
DILUTED EPS

ADJUSTED DILUTED EPS<sup>1</sup>



### FREE CASH FLOW<sup>1</sup> IN \$M

\$1.7  
BILLION  
(2015-19)



<sup>1</sup> See Definition and reconciliation of non-GAAP financial measures in Gildan's 2019 Report to Shareholders

This document contains certain forward-looking statements that are based on expectations, estimates, assumptions and projections as of the date hereof. Information in this document has been furnished for your information only, is accurate as at the date hereof, and may be superseded by more current information. Except as required by applicable law, we do not undertake any obligation to update the information contained in this document, whether as a result of new information, future events or otherwise. Forward-looking information involves assumptions, risks and uncertainties that could cause actual results to differ materially from future results expressed or implied by such forward-looking statements. We refer you to the Company's filings with the U.S. and Canadian securities regulatory authorities, including the Company's most recent MD&A, which contains a discussion of the various risks, uncertainties and other factors that may affect the Company's future results. Unless otherwise stated, the forward-looking statements contained in this document are made as of September 16, 2020.