MICHAEL KORS

RUNWAY 2020

FORWARD LOOKING STATEMENTS

This presentation contains forward-looking statements. You should not place undue reliance on such statements because they are subject to numerous uncertainties and factors relating to the Company's operations and business environment, all of which are difficult to predict and many of which are beyond the Company's control. Forward-looking statements include information concerning the Company's possible or assumed future results of operations, including descriptions of its business strategy. These statements often include words such as "may," "will," "should," "believe," "expect," "seek," "anticipate," "intend," "plan," "estimate" or similar expressions. The forward-looking statements contained in this press release are based on assumptions that the Company has made in light of management's experience in the industry as well as its perceptions of historical trends, current conditions, expected future developments and other factors that it believes are appropriate under the circumstances. You should understand that these statements are not guarantees of performance or results. They involve known and unknown risks, uncertainties and assumptions. Although the Company believes that these forward-looking statements are based on reasonable assumptions, you should be aware that many factors could affect its actual financial results or results of operations and could cause actual results to differ materially from those in these forward-looking statements. These factors include, but are not limited to, the Company's ability to successfully execute its business and transformation strategies, the Company's ability to achieve the anticipated cost savings, efficiencies and other benefits related to its retail fleet optimization, the Company's ability to control costs, the seasonal and quarterly fluctuations in the Company's sales or operating results and such other risks factors that are more fully discussed in the "Risk Factors" section and elsewhere in the Company's Annual Report on Form 10-K for the fiscal year ended April 1, 2017(File No. 001-35368), filed on May 31, 2017 with the U.S. Securities and Exchange Commission.

AGENDA

HISTORY & THE BRAND

BRAND STRENGTH

FASHION & WATCH INDUSTRY OVERVIEW

CHALLENGES & OPPORTUNITIES

RUNWAY 2020 PLAN

- BRAND VISION
- PRODUCT & DESIGN VISION
- MARKETING & BRAND COMMUNICATION VISION
- GLOBAL CUSTOMER EXPERIENCE VISION

RUNWAY 2020 FINANCIAL PLAN

Q&A



SPEAKERS

JOHN IDOL
Chairman & CEO

JARYN BLOOM
Group President, Retail

SCOTT ZALAZNIK
SVP of Digital & Ecommerce

CEDRIC WILMOTTE
President, EMEA

PATRICK LEE
President, Greater China and Southeast Asia

DON WITKOWSKI
President, Men's

PHILIPPA NEWMAN
President, Collection and MMK Accessories/Footwear

JILL FISHMAN
SVP, Global Licensing

DINESH KANDIAH
VP, Global Communications

TOM EDWARDS
Chief Financial and Chief Operating Officer



MICHAEL KORS
VISION

PRODUCT & DESIGN

MICHAEL KORS FASHION LEADERSHIP
PRODUCT INNOVATION
REBALANCE PRODUCT MIX
CUSTOMIZATION

BRAND COMMUNICATION

MICHAEL'S VOICE
RUNWAY
JET SET LIFESTYLE
STYLE EXPERIENCE

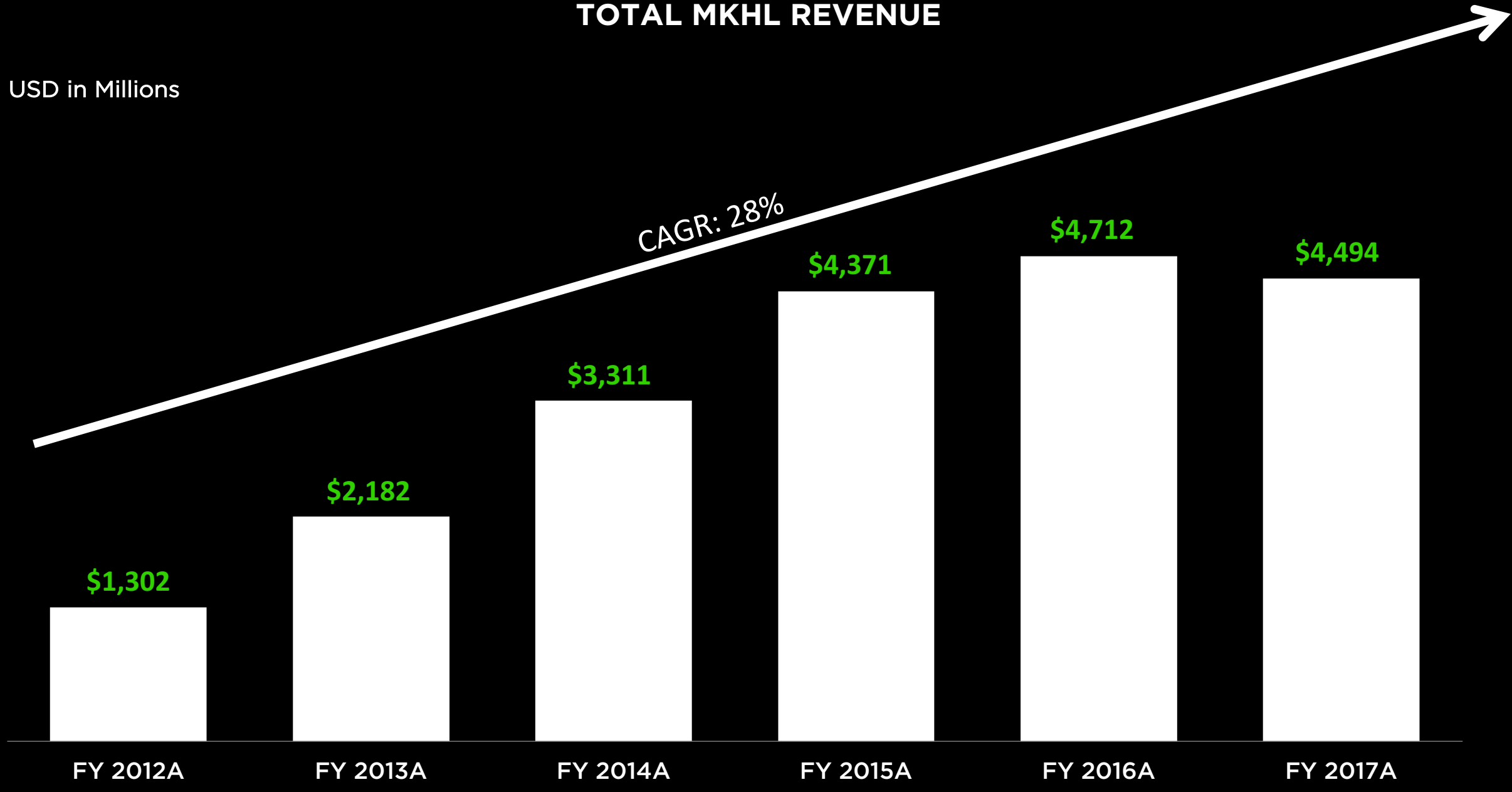
CUSTOMER EXPERIENCE

DIGITAL FLAGSHIPS
FLAGSHIP MODEL
NEW FLEET CONCEPT
LUXURY SERVICE
LOYALTY



TOTAL MKHL REVENUE

USD in Millions



MICHAEL KORS

HISTORY

1981

Michael Kors launches his business



1999

Michael receives CFDA Womenswear Designer of the Year award



2000

First Michael Kors store



Michael Kors Signature fragrance launches



2002

Michael Kors Mens



2003

Michael receives CFDA Menswear Designer of the Year Award

2004

MICHAEL Michael Kors accessories, footwear and apparel collections

First ad campaign with photographer Mario Testino



Michael joins Project Runway



Michael Kors Watches launch



2006

First Lifestyle store



MichaelKors.com



Michael wins the Accessory Council's ACE Award for Designer of the Year

2010

Michael wins CFDA Lifetime Achievement Award



2011

IPO is completed



2013

Michael Kors launches "Watch Hunger Stop"



Michael is named to the 2013 Time 100 most influential people list

Michael Kors is the first advertiser on Instagram

2015

Michael is named Global Ambassador Against Hunger

First "Glamour Games" video



One of the first major fashion houses to bring runway show to Snapchat

2016

Michael Kors Access line of wearable technology launches



EMEA lifestyle partnership with McLaren-Honda Formula One



1981 2016

UNIQUE BRAND POSITIONING

JET SET LIFESTYLE

A FAST-PACED, 24/7 LIFE
FILLED WITH GLAMOUR, TRAVEL AND ADVENTURE.
















N717MK



THE MICHAEL KORS BRANDS







MICHAEL KORS
COLLECTION

A GLAMOROUS, SOPHISTICATED COLLECTION
FOR THE CONSUMMATE LUXURY JET SETTER.















MICHAEL
MICHAEL KORS

SHE IS SUBTLY SEXY, IMPOSSIBLY POLISHED.
AND ABOVE ALL, GLAMOROUS 24/7.















MICHAEL KORS

MENS

HE IS CONFIDENT, CONNECTED, ADVENTUROUS,
AND HAS EFFORTLESS STYLE WITH A MODERN EDGE.








10:24





MICHAEL KORS

BRAND STRENGTH

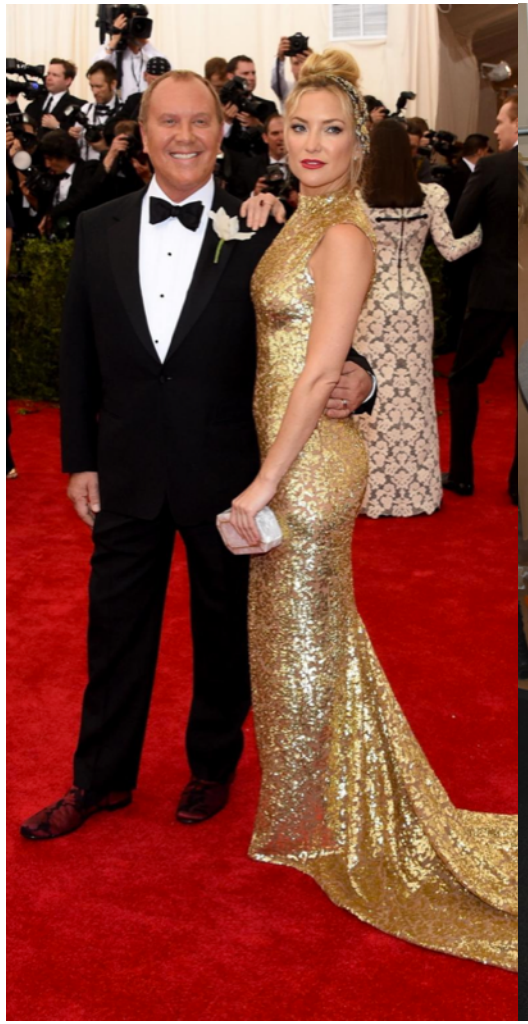


OUR BRAND IDENTITY STARTS WITH

MICHAEL'S VISION


35 YEARS OF RUNWAY
FASHION AND LUXURY
LEADERSHIP

MICHAEL KORS IS *RED CARPET GLAMOUR*



KATE HUDSON



MING XI



ROSIE HUNTINGTON WHITELEY



MIRANDA KERR



YANG MI

MICHAEL KORS IS *A-LIST*



OLIVIA WILDE



HEIDI KLUM



VIOLA DAVIS



LILY ALDRIDGE



MICHELLE OBAMA



CATHERINE
DUCHESS OF
CAMBRIDGE



JENNIFER LOPEZ

MICHAEL KORS IS *VIP*



GWENETH PALTROW



EMMA STONE



MELANIA TRUMP



KATE HUDSON



LIU WEN



NATASHA POLY



GIGI HADID

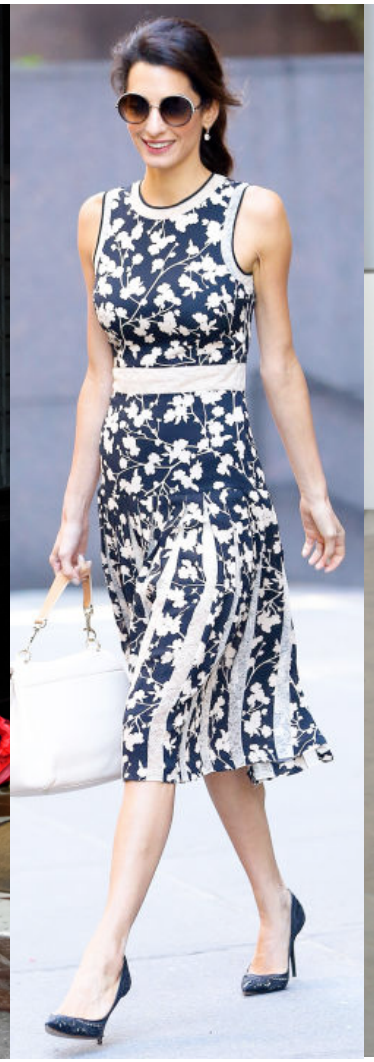
MICHAEL KORS IS *STREET STYLE*



JENNIFER LAWRENCE



BLAKE LIVELY



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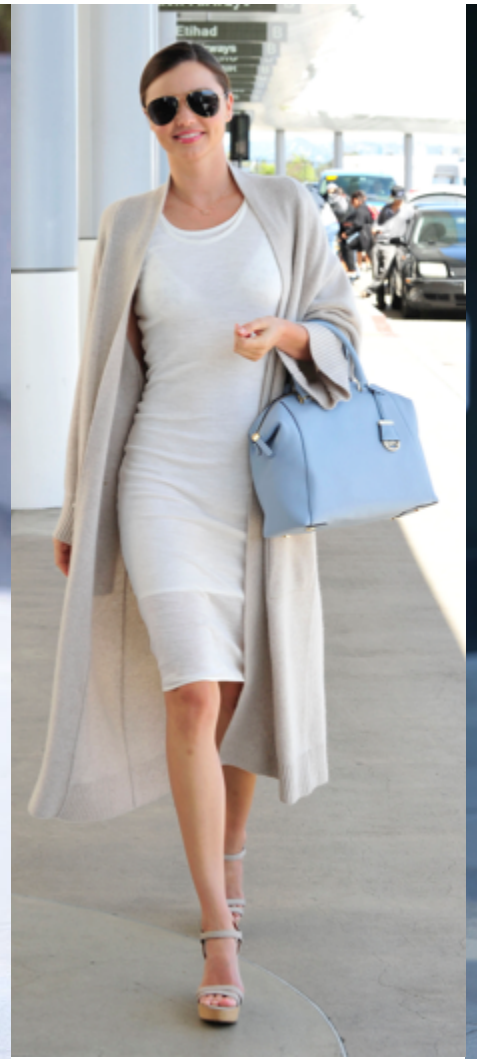


MIRANDA KERR



GIGI HADID



TAYLOR SWIFT

MICHAEL KORS IS *ENTERTAINMENT*




GLAMOUR
· GAMES ·
FACT OR FICTION

MICHAEL KORS IS *PHILANTHROPY*

#WATCHHUNGERSTOP

15,423,894 MEALS DELIVERED

1 WATCH EQUALS 100 MEALS

OVER 25B PR EDITORIAL & SOCIAL IMPRESSIONS





MICHAEL KORS IS *PHILANTHROPY*





















MICHAEL KORS IS A *GLOBAL* LUXURY FASHION BRAND



10+ *GLOBAL FLAGSHIPS*

100+ *COUNTRIES*

26 *GLOBAL OFFICES*

3747 *SHOPS & SHOP-in-SHOPS*

13,00+ *EMPLOYEES*

MICHAEL KORS IS *GLOBAL*

28.2 B TOTAL GLOBAL PRESS IMPRESSIONS

REGENT STREET
LONDON

JUNE 2015



GWENETH PALTROW, JESSICA CHASTAIN



YOUNG KOREA
SEOUL

NOVEMBER 2016



SOO JOO PARK



MANDARIN GALLERY
SINGAPORE

NOVEMBER 2016



KATE HUDSON



STRONG GLOBAL *BRAND AWARENESS*

US	92%
CANADA	87%
UK	86%
GERMANY	79%
SOUTH KOREA	68%
FRANCE	58%
CHINA	54%
JAPAN	46%

*2016 BRAND AWARENESS STUDY

MICHAEL KORS IS A FAVORITE AMONG *MILLENNIALS*

"MICHAEL KORS IS A FAVORITE FOR HANDBAGS AMONG MILLENNIAL IT GIRLS"

GOLDMAN SACHS MILLENNIAL INSIGHTS

"MICHAEL KORS OWNS THE LARGEST SHARE OF ANY HANDBAG BRANDS AMONGST TEENS"

PIPER JAFFRAY TEEN REPORT



April 17, 2017

Millennial Insights

A new fashion consumer takes shape

Goldman Sachs

Equity Research

The Conde Nast-GS Love List: Consumer insights across fashion and beauty

Growing up beautifully

The Millennial consumer is one of the most significant forces impacting fashion today, a function of a large and growing pool of spending dollars, as well as their influence up the age curve. Our survey in partnership with Conde Nast identifies new shopping behaviors emerging with this next-generation consumer, and the brands and retailers that she loves across Clothing, Beauty, Handbags, Athletic, Lingerie, and Shoes.

Evolving away from existing models

A sturdy macro backdrop has not translated to good performance among traditional retailers in large part due to new shopping behaviors. Our respondents highlight shopping more online as the single biggest change in their shopping behavior. They are also gravitating towards emerging platforms, like pre-sale market places in **Poshmark** and **Mercari**, direct-to-factory buying from **Wish**, and loyalty/cash back sites like **Ibotta** and **Ebates**.

Amazon leads in mainstream fashion

Our respondents singled out Amazon more frequently than any other retailer as their favorite place to shop key fashion categories.

It Girls more tethered to traditional retail

It Girls are more inclined than our national sample of women to shop for fashion product in stores, and broadly gave higher marks to traditional retailers than Amazon or discounters. We believe this reflects the greater value she puts on the things traditional retailers do best: brands, curation, and promotions.

Our top hits

The top 10 names on our LOVE LIST are **Victoria's Secret**, **Sephora**, **Nike**, **Coach**, **Kate Spade**, **Michael Kors**, **Ulta**, **lululemon**, **DSW**, and **Nordstrom**. Brands on the NEXT LIST include **Fabletics**, **Too Faced**, **Kylie Jenner**, **ColourPop**, and **Glossier**. ICONIC MOVERS include **Adidas**, **Nike**, **lululemon**, **Urban Decay**, and **NYX**.

Don't miss...

GS DATA WORKS 0100011101010011 INSIDE

Lindsay Drucker Mann, CFA
(212) 357-4993 lindsay.druckermann@gs.com
Goldman, Sachs & Co.

Jason English
(212) 902-3293 jason.english@gs.com
Goldman, Sachs & Co.

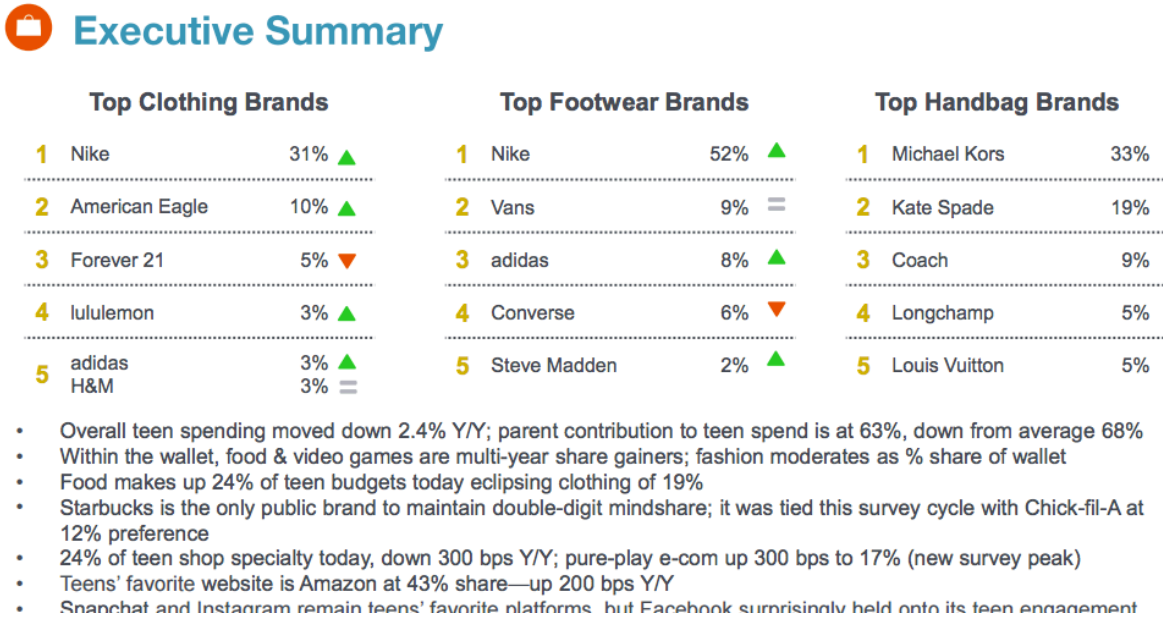
Heath P.Terry, CFA
(212) 357-1849 heath.terry@gs.com
Goldman, Sachs & Co.

Matthew J. Fassler
(212) 902-6740 matt.fassler@gs.com
Goldman, Sachs & Co.

Richard Edwards
+44(20)7051-6016 richard.edwards@gs.com
Goldman Sachs International

MILLENNIALS

This report is the latest in our series exploring the growing influence and impact of the Millennial generation. See inside for more.



Executive Summary

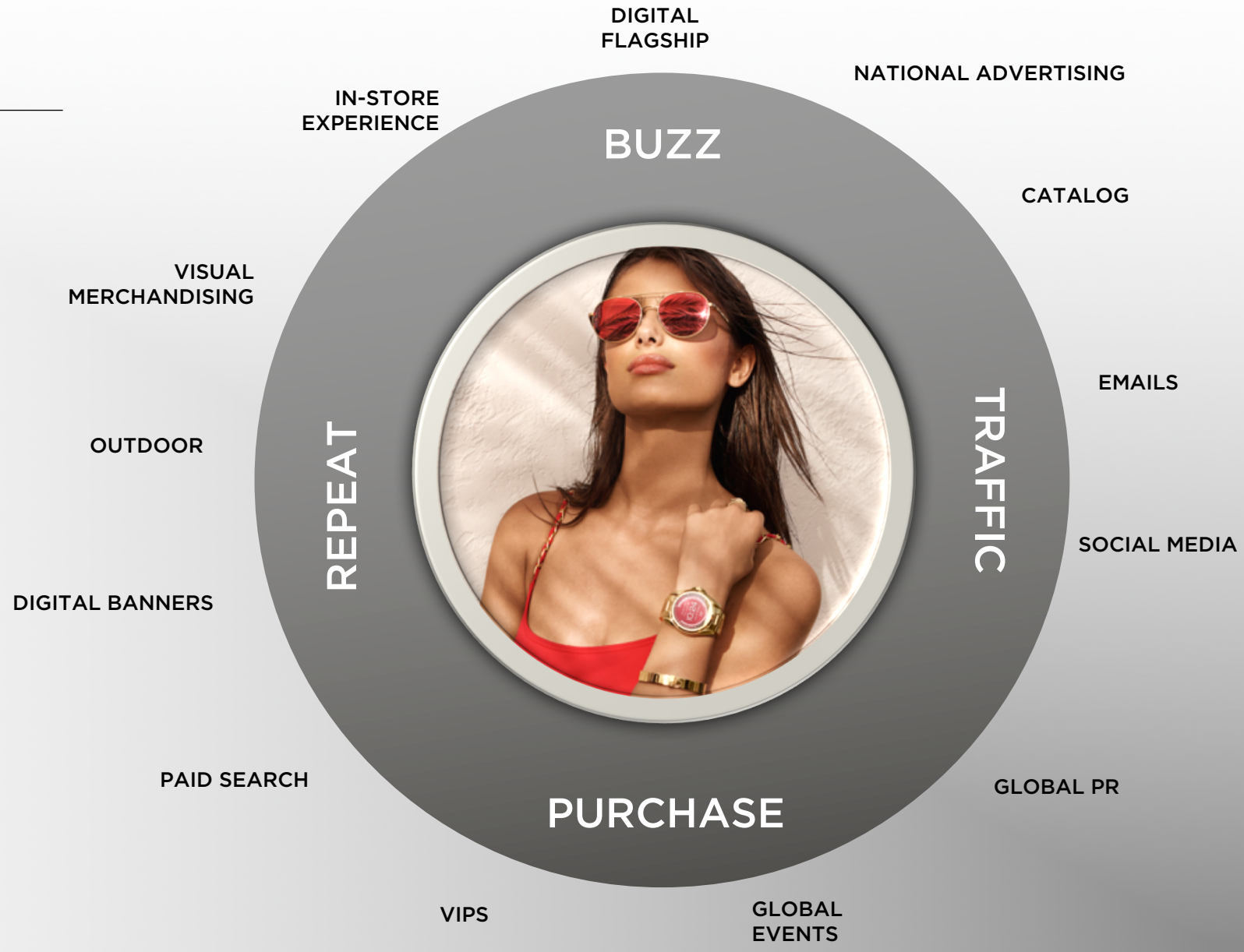
Top Clothing Brands			Top Footwear Brands			Top Handbag Brands	
1	Nike	31% ▲	1	Nike	52% ▲	1 Michael Kors	33%
2	American Eagle	10% ▲	2	Vans	9% =	2 Kate Spade	19%
3	Forever 21	5% ▼	3	adidas	8% ▲	3 Coach	9%
4	lululemon	3% ▲	4	Converse	6% ▼	4 Longchamp	5%
5	adidas H&M	3% ▲ 3% =	5	Steve Madden	2% ▲	5 Louis Vuitton	5%

- Overall teen spending moved down 2.4% Y/Y; parent contribution to teen spend is at 63%, down from average 68%
- Within the wallet, food & video games are multi-year share gainers; fashion moderates as % share of wallet
- Food makes up 24% of teen budgets today eclipsing clothing of 19%
- Starbucks is the only public brand to maintain double-digit mindshare; it was tied this survey cycle with Chick-fil-A at 12% preference
- 24% of teen shop specialty today, down 300 bps Y/Y; pure-play e-com up 300 bps to 17% (new survey peak)
- Teens' favorite website is Amazon at 43% share—up 200 bps Y/Y
- Snapchat and Instagram remain teens' favorite platforms, but Facebook surprisingly held onto its teen engagement

MICHAEL KORS IS A 360 MARKETING LEADER

CUSTOMER-CENTRIC

CONTINUOUSLY ENGAGED ACROSS ALL CHANNELS



360 CAMPAIGN: MICHAEL KORS ACCESS LAUNCH

360 SUMMARY



SOCIAL LEADERSHIP
With a global audience[1] of 35.8 million ENGAGED fans (+25% vs. LY)

FACEBOOK	TWITTER	INSTAGRAM	WEIBO	YOUTUBE	LINE
MOST ENGAGED BRAND	TOP LIVING DESIGNER	TOP LUXURY FASHION BRAND	CHINESE SOCIAL PLATFORM	BEAUTIFUL VIDEO CONTENT	JAPANESE SOCIAL PLATFORM
17M	3.5M	10M	604K	52K	3.7M






MICHAEL KORS



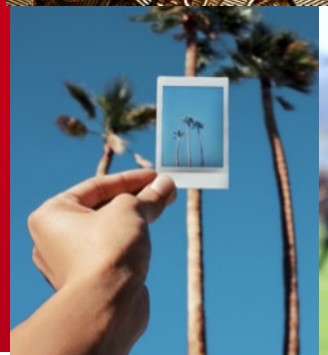




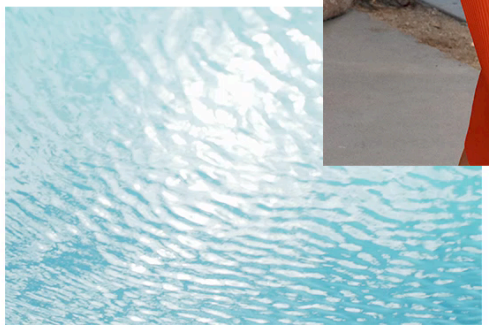













MICHAEL KORS
the Walk
HANDBAG CAMPAIGN



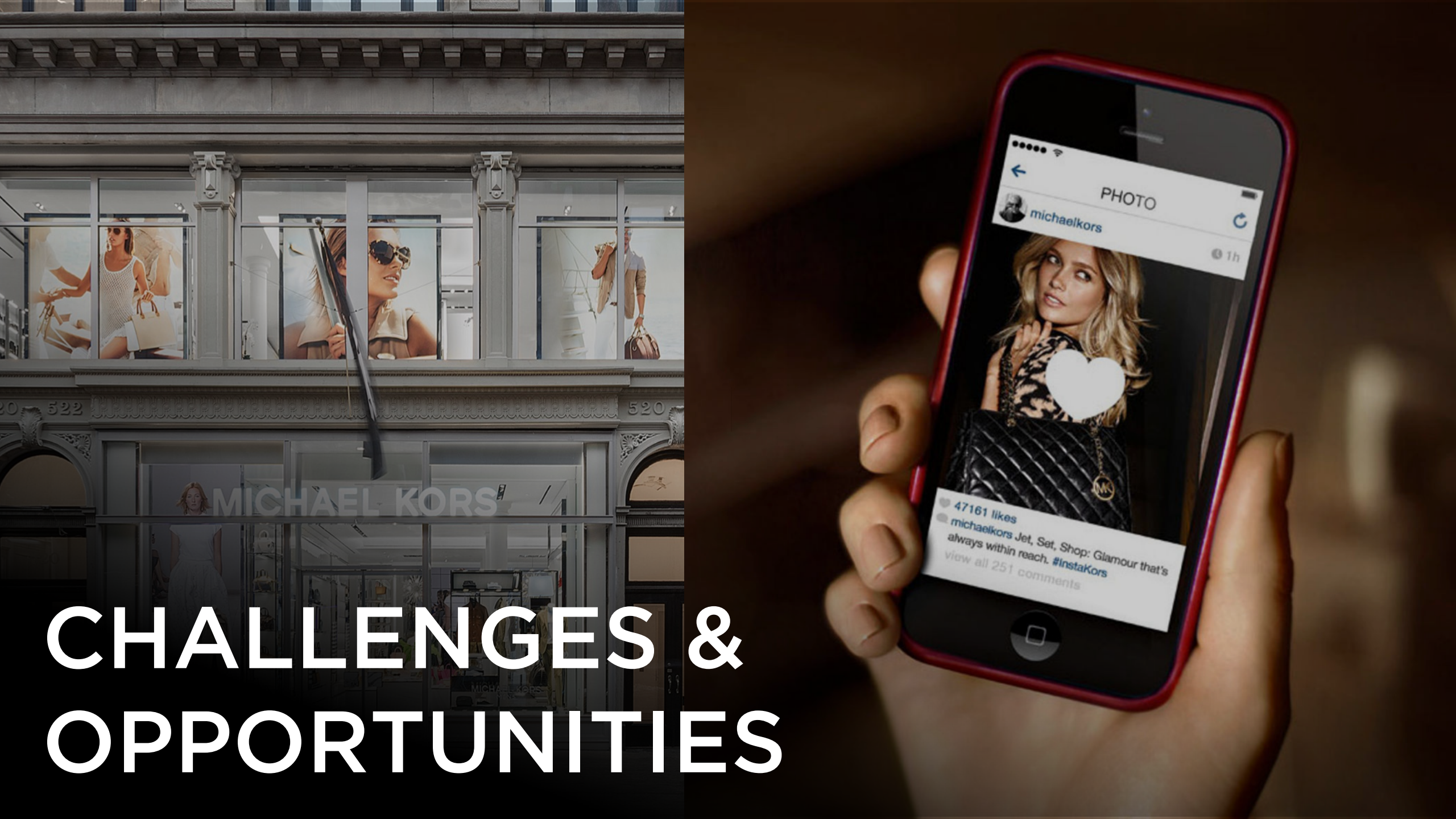
FASHION & WATCH INDUSTRY OVERVIEW

CATEGORY GROWTH TO 2020

CAGR (2017-2020)

HANDBAGS	FLAT TO LOW-SINGLE DIGITS
FOOTWEAR	LOW-SINGLE DIGITS
WATCHES	NEGATIVE LOW-SINGLE DIGITS
WOMEN'S APPAREL	LOW-SINGLE DIGITS
MEN'S APPAREL	LOW-SINGLE DIGITS

*Source: Alta Gamma & Euromonitor



CHALLENGES & OPPORTUNITIES

MACRO CHALLENGES

CHALLENGE 1

PHYSICAL TO DIGITAL CHANNEL SHIFT





CHALLENGE 2

WATCH MARKET IN SECULAR DECLINE



CHALLENGE 3

GLOBAL LUXURY HANDBAG MARKET MATURING



CHALLENGE 4

INCREASED COMPETITION (IN LUXURY HANDBAGS)



CHALLENGE 5

PROMOTIONAL ENVIRONMENT



CHALLENGE 6

SHIFTING MACROECONOMIC & GEOPOLITICAL IMPACT





WHAT MAKES MICHAEL KORS GREAT TODAY

STRENGTH 1

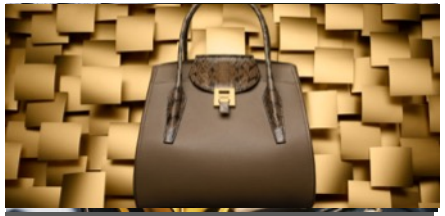
POWERFUL ICONIC BRAND WITH DEEP ROOTS IN FASHION



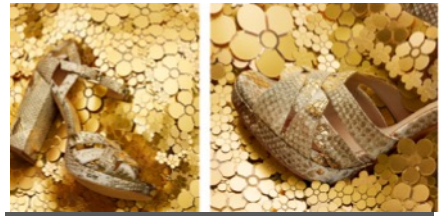
STRENGTH 2

PRODUCT & TREND LEADERSHIP

STRONG LEADERSHIP POSITION IN:



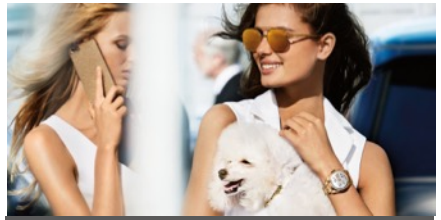
ACCESSORIES



FOOTWEAR



READY TO WEAR



WATCHES

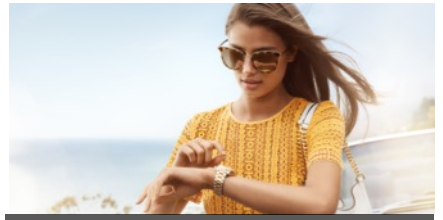
GROWING LEADERSHIP POSITION IN:



MENS
SPORTSWEAR



MENS
LEATHER GOODS



WEARABLE
TECHNOLOGY

STRENGTH 3

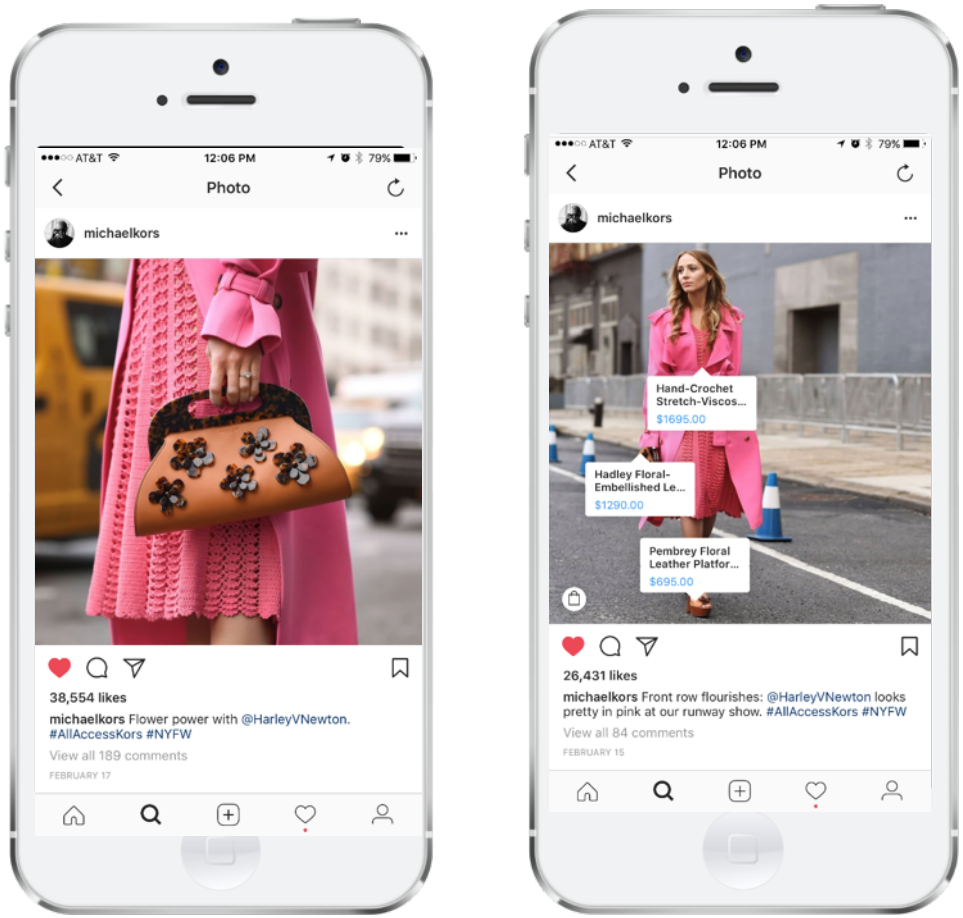
GLOBAL PRESENCE

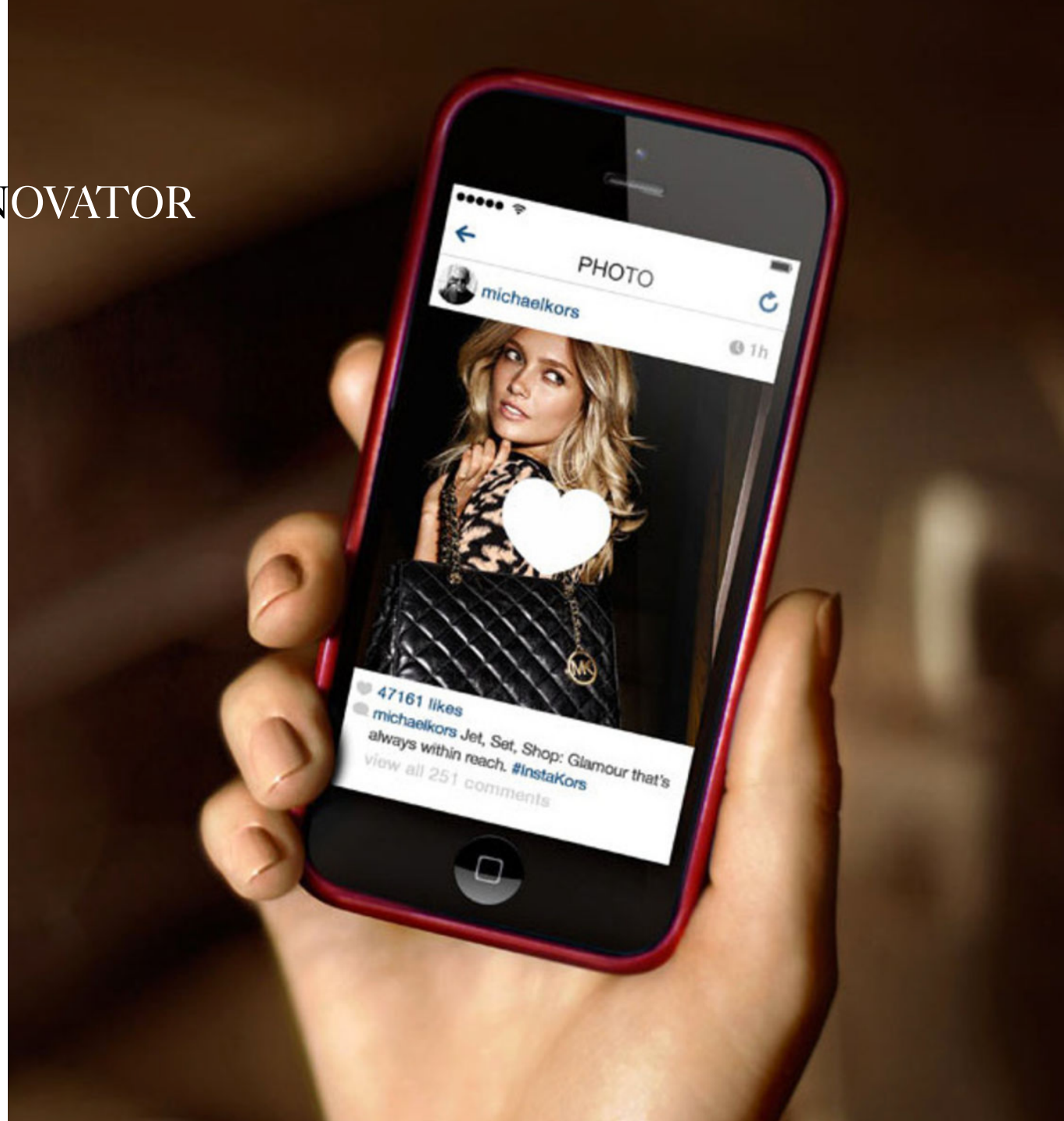




STRENGTH 4

MARKETING, SOCIAL, & DIGITAL INNOVATOR





STRENGTH 5

BEST TALENT ACROSS THE INDUSTRY



STRENGTH 6

STRONG BALANCE SHEET & CASH GENERATION



MACRO CHALLENGES	OPPORTUNITIES
CHANNEL SHIFT: RISE OF ECOMMERCE; CHANGING CONSUMER BEHAVIOR	• ENHANCE DIGITAL PRESENCE, CAPABILITIES AND MARKETING • OPTIMIZE STORE FOOTPRINT • INCREASE AUR
WATCH MARKET IN SECULAR DECLINE	• GROW SMARTWATCH AND WEARABLE TECHNOLOGY BUSINESS
GLOBAL LUXURY HANDBAG MARKET MATURING	• REBALANCE PRODUCT PENETRATION • MEN'S, FOOTWEAR, WOMEN'S RTW, WEARABLES
INCREASED COMPETITION IN THE LUXURY HANDBAG CATEGORY	• LEAD IN FASHION INNOVATION
PROMOTIONAL ENVIRONMENT	• NEW PROMOTIONAL CADENCE
GLOBAL MACRO & GEOPOLITICAL IMPACT	• GROW GLOBAL PRESENCE – BOTH DIGITALLY AND PHYSICALLY

RUNWAY 2020



MICHAEL KORS' GLOBAL COMPANY-WIDE VISION FOR THE FUTURE, ELEVATING THE BRAND FOR THE MODERN DAY JET SETTER

RUNWAY2020
VISION

PRODUCT & DESIGN

MICHAEL KORS FASHION LEADERSHIP
PRODUCT INNOVATION
REBALANCE PRODUCT MIX
PRODUCT PERSONALIZATION

BRAND COMMUNICATION

MICHAEL'S VOICE
RUNWAY LEADERSHIP
JET SET LIFESTYLE
STYLE EXPERIENCE

CUSTOMER EXPERIENCE

DIGITAL FLAGSHIPS
FLAGSHIP MODEL
NEW FLEET CONCEPT
LUXURY SERVICE
LOYALTY



RUNWAY2020
PRODUCT

MICHAEL KORS FASHION LEADERSHIP

PRODUCT INNOVATION & NOVELTY

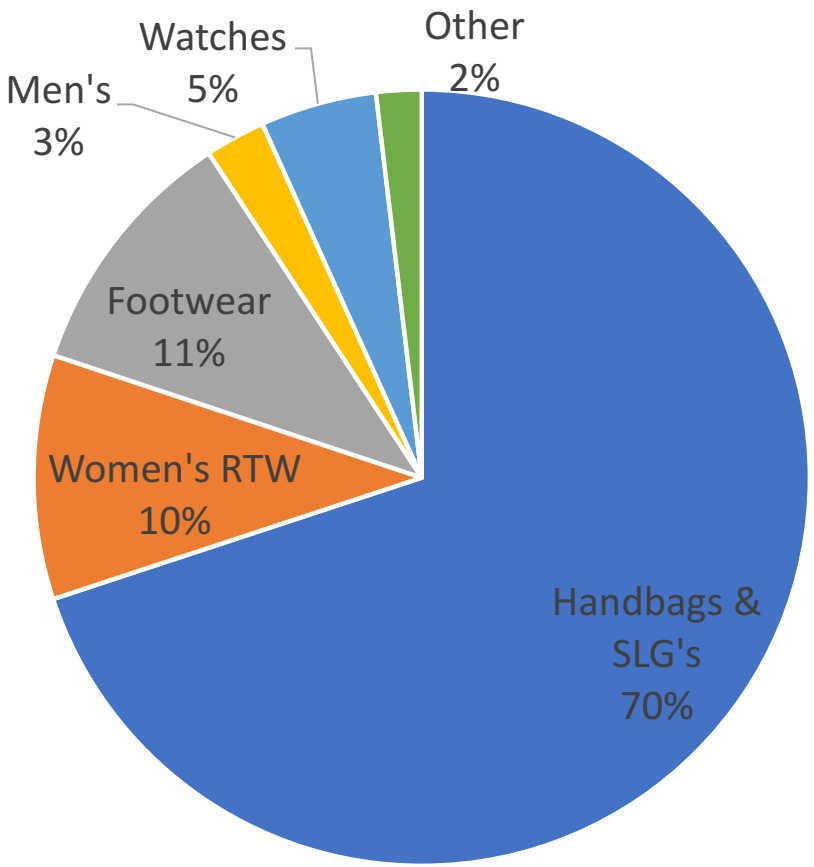
DIVERSIFY PRODUCT MIX



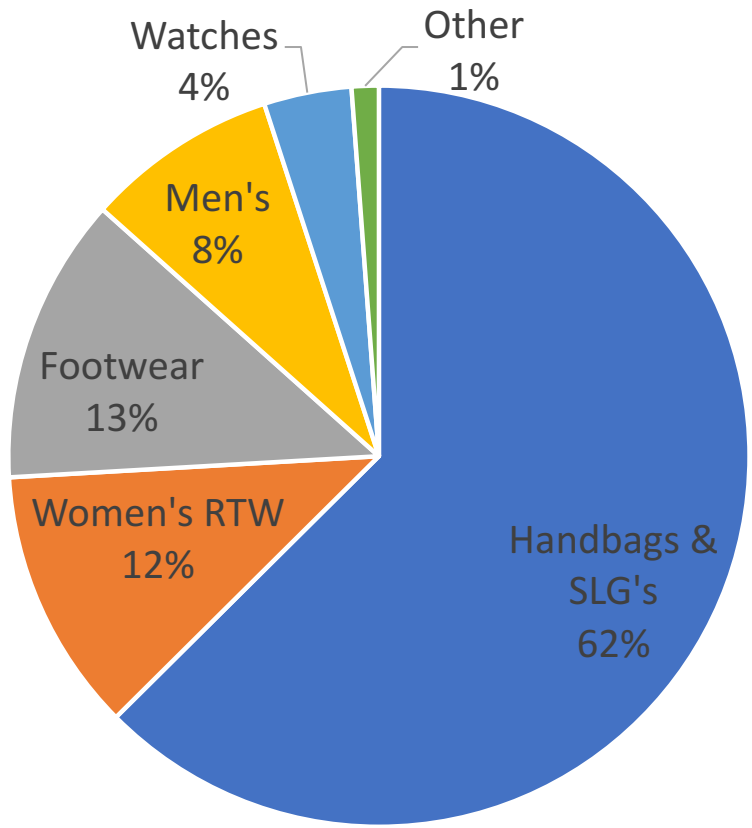
BANCROFT COLLECTION

DIVERSIFY THE PRODUCT MIX

FY17



FY20



RUNWAY2020

BRAND COMMUNICATION

MICHAEL'S VOICE

360 MARKETING STRATEGY

DIGITAL FLAGSHIPS



RUNWAY2020

CUSTOMER EXPERIENCE

ELEVATE FLAGSHIPS

RIGHT SIZE & FLEET OPTIMIZATION

RENOVATE STORES GLOBALLY



RUNWAY 2020

PRODUCT INNOVATION

COLLECTION


MICHAEL KORS

PRODUCT INNOVATION

HANDBAGS

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MICHAEL KORS





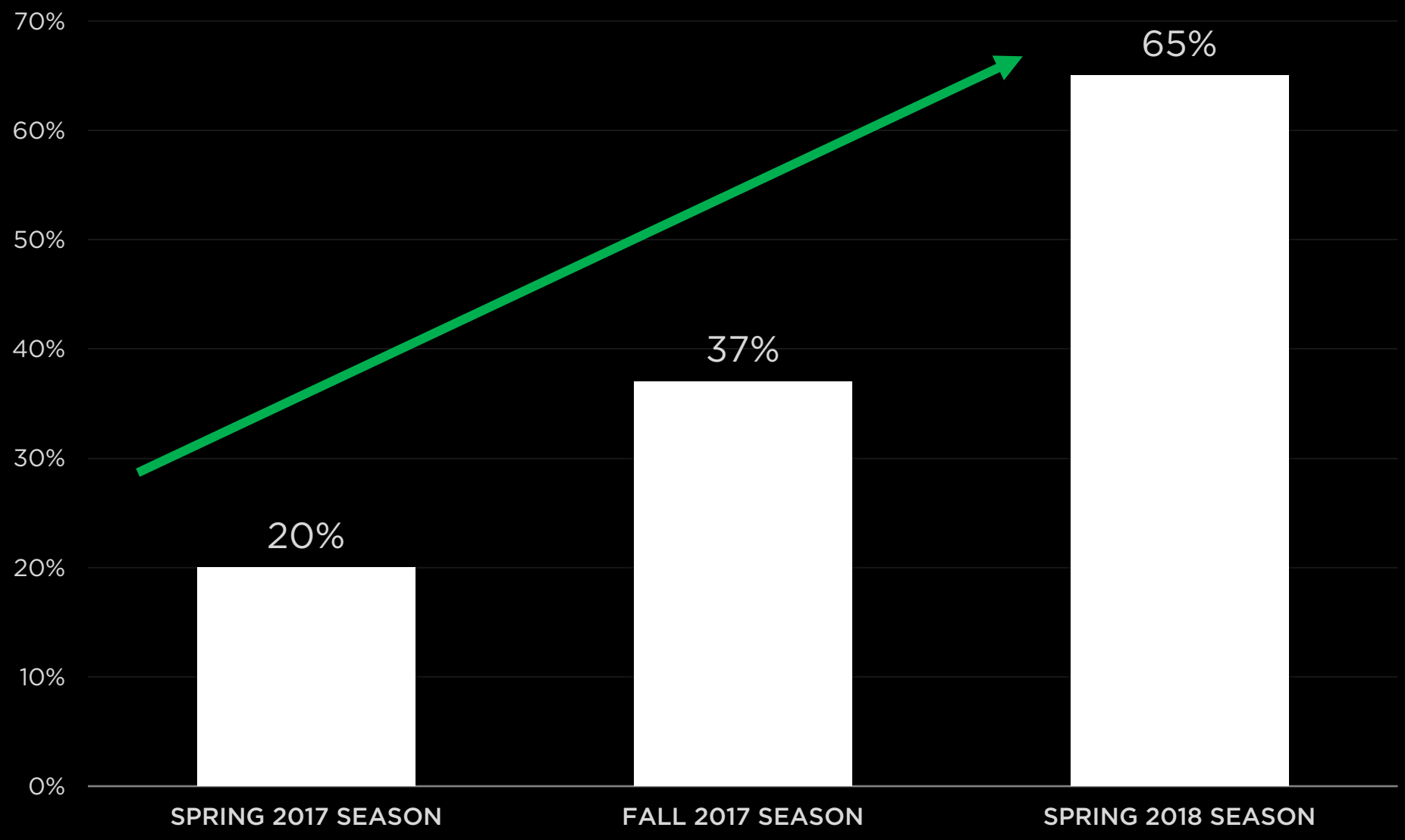


PERSONALIZATION





BY NEXT YEAR, PENETRATION OF NEW COLLECTIONS IN ACCESSORIES TO GROW 3X



PRODUCT INNOVATION

FOOTWEAR














MICHAEL KORS





PRODUCT INNOVATION

WOMEN'S READY TO WEAR

COLLECTION







MMK









PRODUCT INNOVATION

MICHAEL KORS ACCESS

WEARABLE TECHNOLOGY


FASHION & TECHNOLOGY
ARE MERGING



MICHAEL KORS ACCESS

FASHION-FORWARD DESIGN

CUSTOMIZABLE FACES & STRAPS

SOCIAL CONNECTIVITY

APP NOTIFICATIONS

ACTIVITY TRACKING



MICHAEL KORS

IS THE LEADING

FASHION

WEARABLES BRAND

IN THE WORLD.



BEST OF TECH

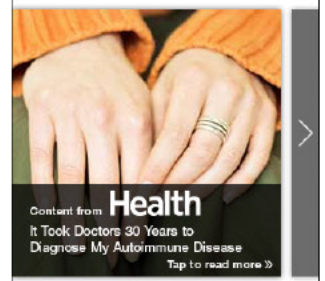
Best Smartwatch for Android Users: Michael Kors Access

7 SHARES

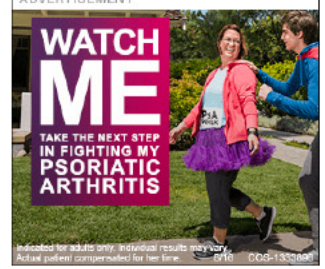


COURTESY

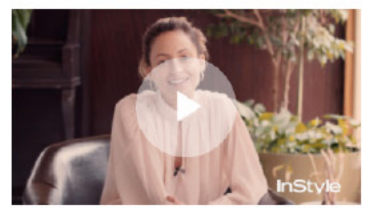
CONTENT FROM HEALTH



ADVERTISEMENT



THE LATEST IN VIDEO



Nicole Richie Plays Never Have I Ever

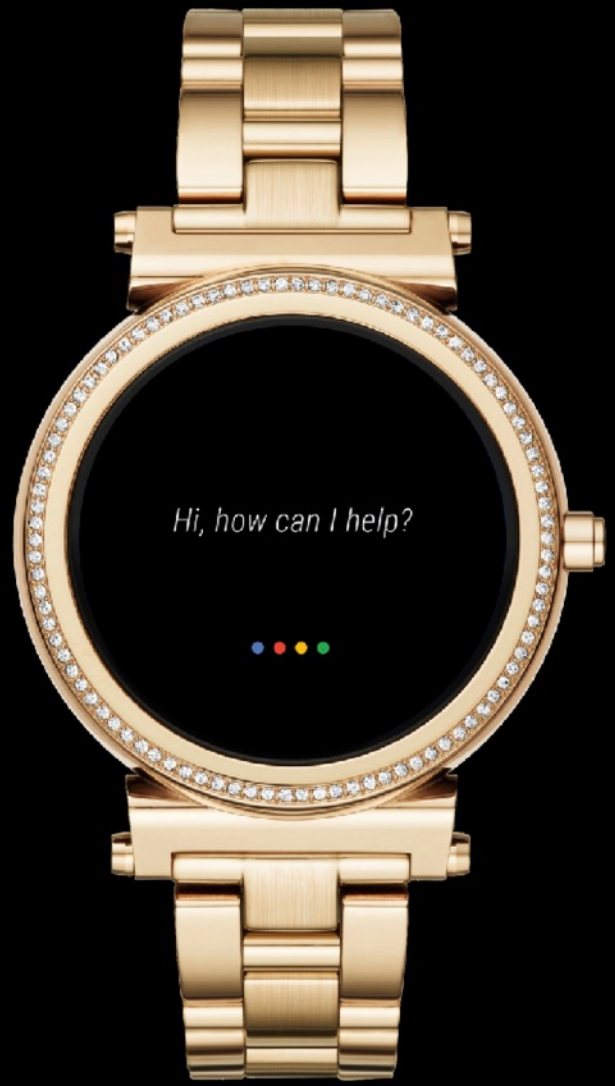
SEE MORE VIDEOS

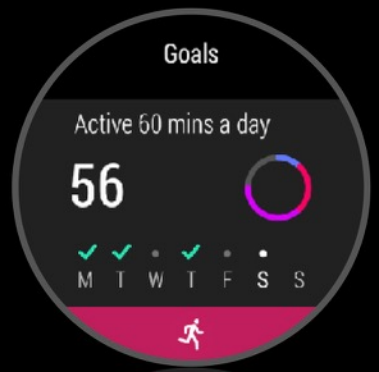
MORE TECH

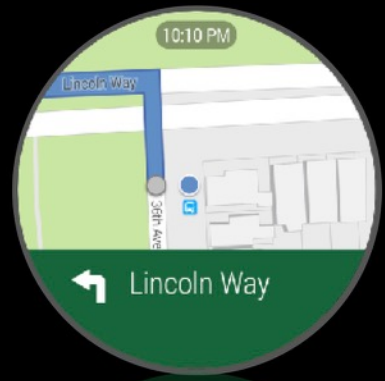
androidwear™











Android Wear is a trademark of Google, Inc.

introducing
SOFIE


5ANS621



MICHAEL KORS ACCESS

SOFIE

androidwear™

Google Assistant built-in

Android Wear and Google are trademarks of Google, Inc.


25 AUG
10:24
MICHAEL KORS
17 DAYS
MICHAEL KORS ACCESS
GLAMOUR IS ONLY A TOUCH AWAY
STAY CONNECTED WITH OUR NEXT GENERATION OF SMARTWATCHES.
MICHAELKORS.COM/ACCESS

introducing
GRAYSON





MICHAEL KORS ACCESS

GRAYSON

androidwear™

Google Assistant built-in

Android Wear and Google are trademarks of Google, Inc.



MICHAEL KORS
ACCESS



MICHAEL KORS
ACCESS




MICHAEL KORS
THU, AUG 25
10:24
PARIS 4:24 pm
72°
LONDON +5
PARIS +6
L.A. -3
TOKYO +13
You're next event is at 11am
WED 24
10:24 72°
THU 25
MK
WED, JAN 27
WED 24


MICHAEL KORS
10:24
MK

MK MICRO APPS



introducing

MYSOCIAL



MICHAEL KORS ACCESS

androidwear™

Google Assistant built-in

FASHION-FORWARD DESIGN™

CUSTOMIZABLE FACES & STRAPS

GLANCEABLE FACES

MICRO-APPS & PARTNERSHIPS

Android Wear and Google are trademarks of Google, Inc.

PRODUCT INNOVATION

MEN'S SPORTSWEAR







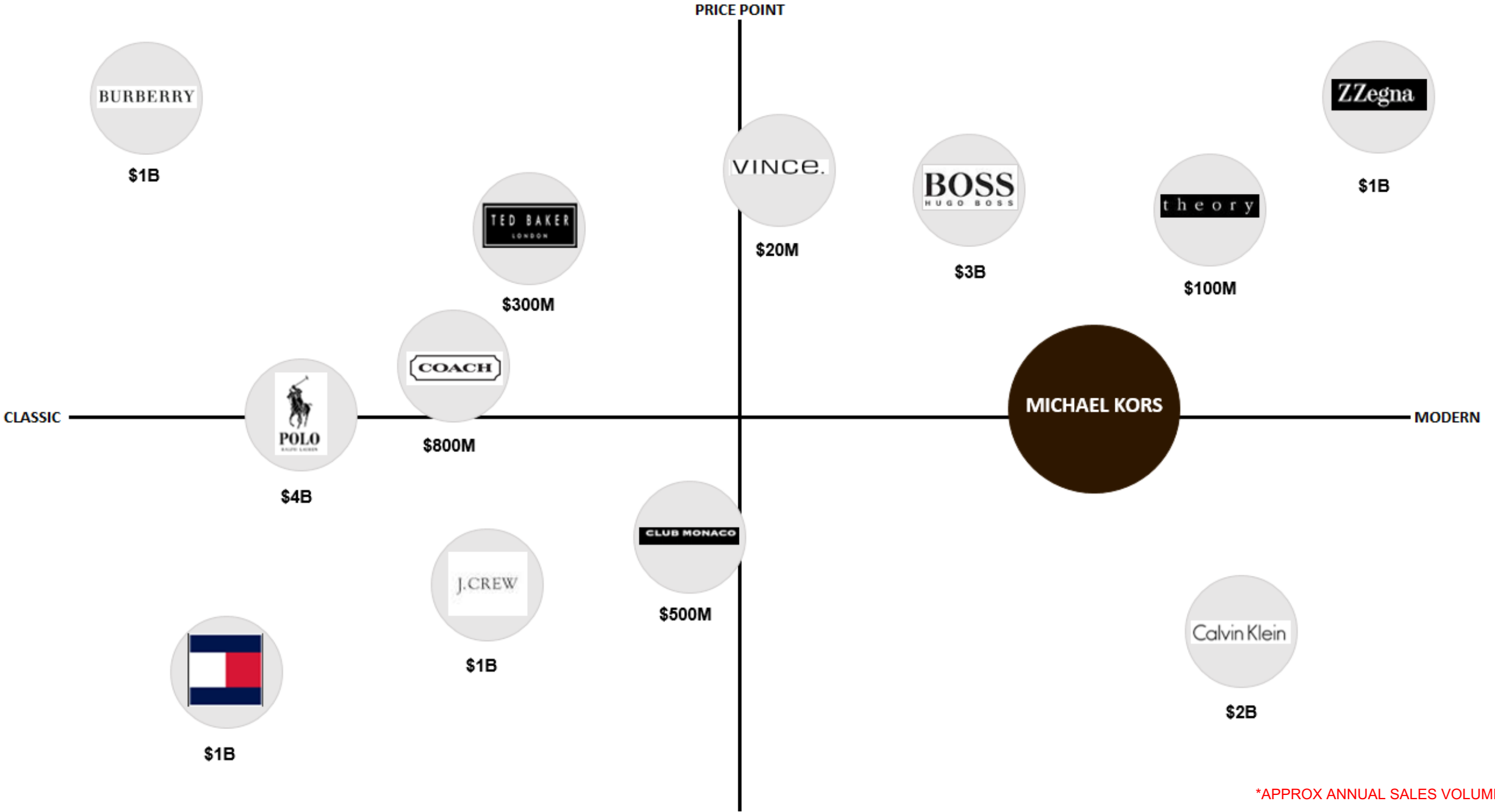












*APPROX ANNUAL SALES VOLUME

PRODUCT INNOVATION

MEN'S LEATHERGOODS




MICHAEL KORS
EST. 1981
WJP





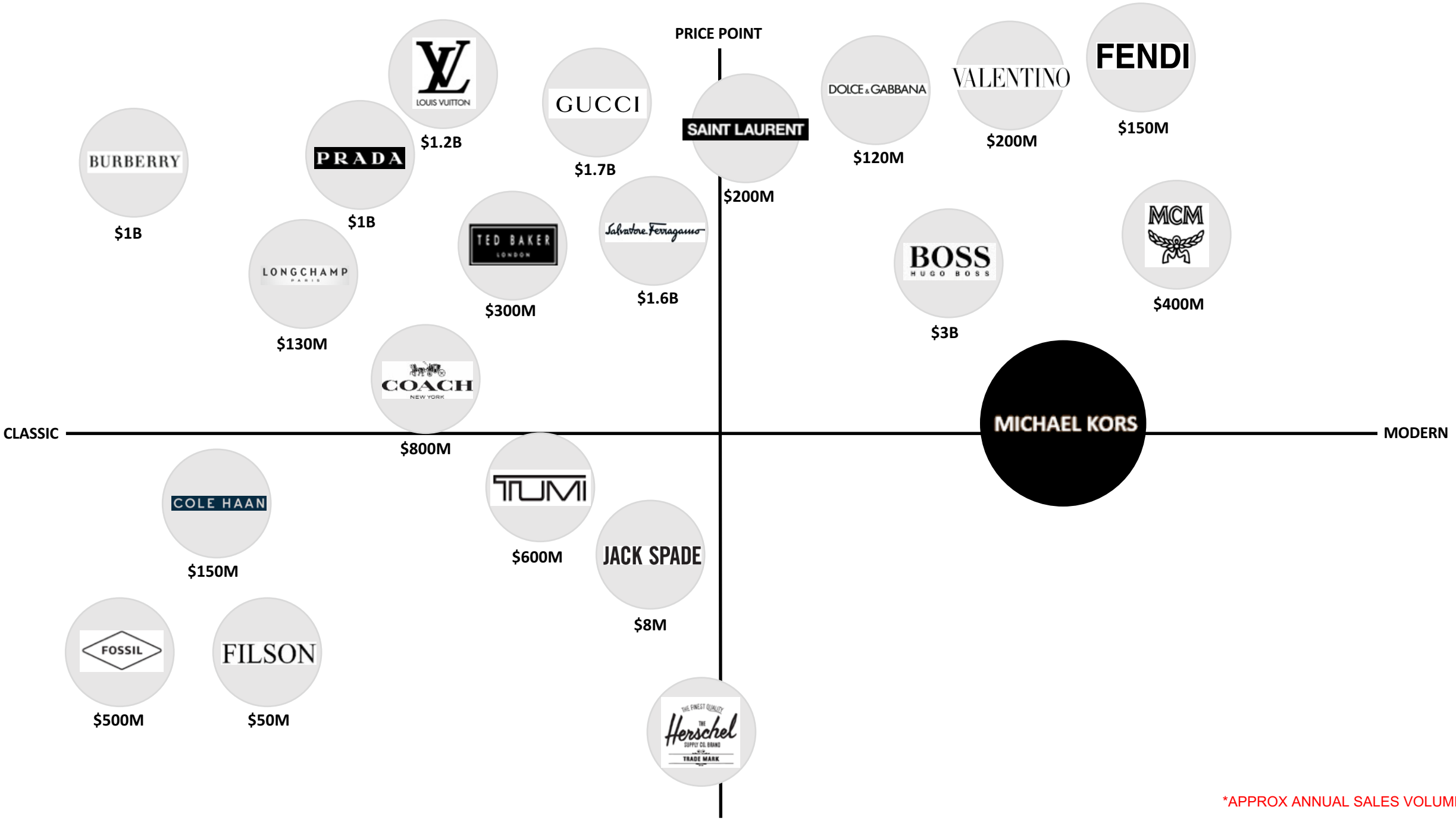





MICHAEL KORS
EST. 1981

MICHAEL KORS
EST 1981


MICHAEL KORS
EST. 1981
CHASE
TWJ



*APPROX ANNUAL SALES VOLUME

MICHAEL KORS 520 BROADWAY, NEW YORK



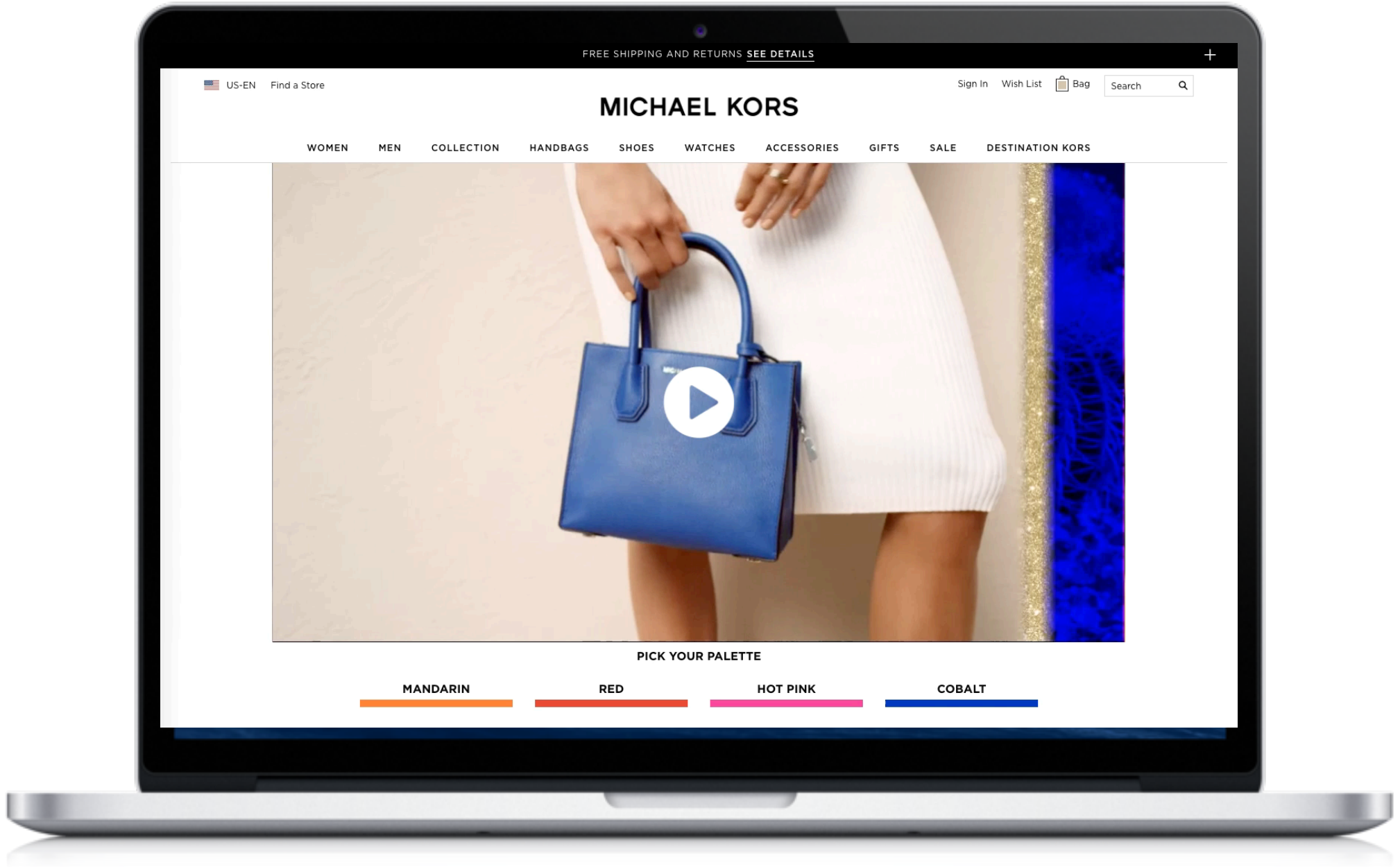
MICHAEL KORS MACY'S HSQ




MICHAEL KORS
MICHAEL KORS
LOVE

RUNWAY 2020

MARKETING & DIGITAL VISION


FREE SHIPPING AND RETURNS SEE DETAILS
US-EN
Find a Store
Sign In
Wish List
Bag
Search
MICHAEL KORS
WOMEN
MEN
COLLECTION
HANDBAGS
SHOES
WATCHES
ACCESSORIES
GIFTS
SALE
DESTINATION KORS
PICK YOUR PALETTE
MANDARIN
RED
HOT PINK
COBALT

OUR BRANDING FUNNEL



THE HALO = AWARENESS

- Mario Testino Ad Campaign
- Social Media
- PR, Media & Events
- Influencer & VIP Celebrity

THE PUSH = CONSIDERATION

- CRM Database + Targeted Communications
- Email + Personalization
- Performance Digital + Social Marketing
- Direct Mail + Catalogs (Collection)

DIGITAL FLAGSHIPS & RETAIL STORES = CONVERSION

- Global Ecommerce Flagships
- Windows / In-store Display

LOYALTY = RETENTION & ADVOCACY

- Retargeting
- Loyalty Program
- Styling as a Service

360 MARKETING - SEASONAL AD CAMPAIGN



360 MARKETING - SEASONAL AD CAMPAIGN



360 MARKETING - SEASONAL AD CAMPAIGN



360 MARKETING – PR AND EDITORIALS









360 MARKETING – VIPS



Michelle Monaghan
(USA)



Zendaya Coleman
(USA)



Lily Aldridge
(USA)



Kate Hudson
(USA)



Emma Stone
(USA)

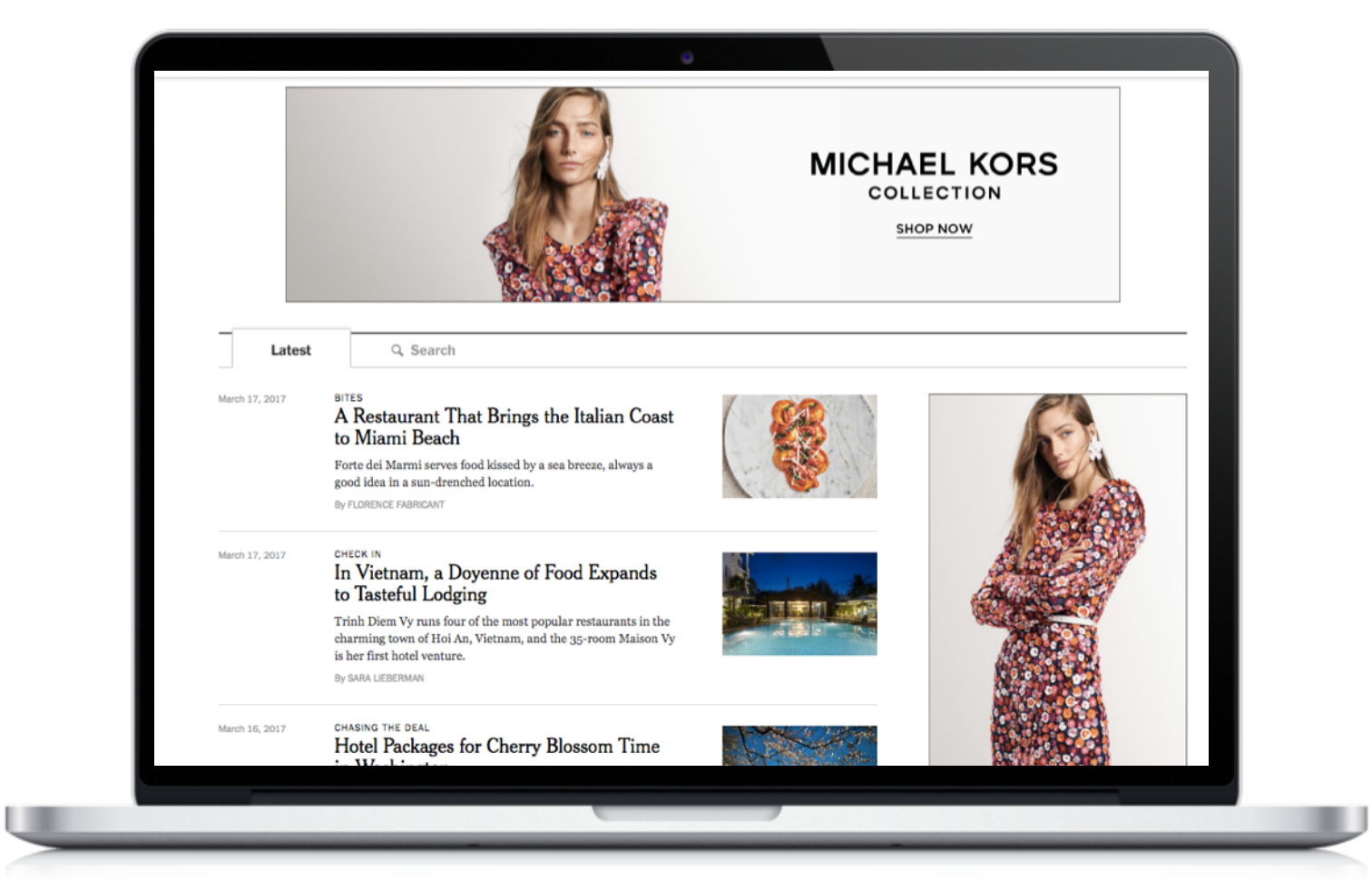


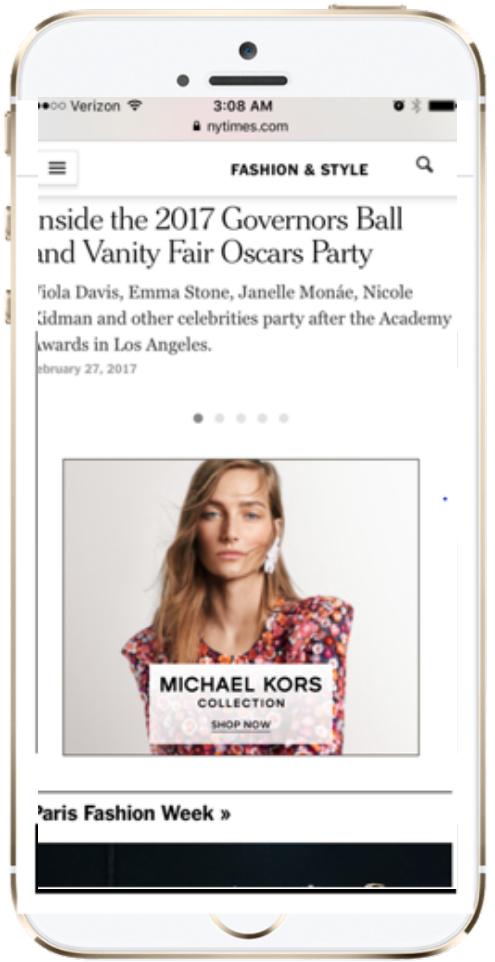
Soo Joo Park
(Korea)

360 MARKETING – SOCIAL MEDIA



360 MARKETING – DIGITAL BANNERS





360 MARKETING – STORE WINDOWS & DISPLAYS







360 MARKETING – DIGITAL FLAGSHIP



ENGAGEMENT DRIVES A BIGGER CUSTOMER DATABASE



NORTH AMERICA
77%
(+19%)



EU
14%
(+25%)



JAPAN
3%
(+89%)



S.KOREA & ASIAN TOURIST**
2%
(+72%)



OTHER
4%
(+21%)



MK CHINA DATABASE*
(+49%)

Source: CRM Database, MK China. Excludes Employees.

Updated as of 5/25/2017

DIGITAL FLAGSHIP

www.MICHAELKORS.com

DATABASE DRIVES TRAFFIC TO OUR DIGITAL FLAGSHIP

OUR DIGITAL FLAGSHIP IS BUILT

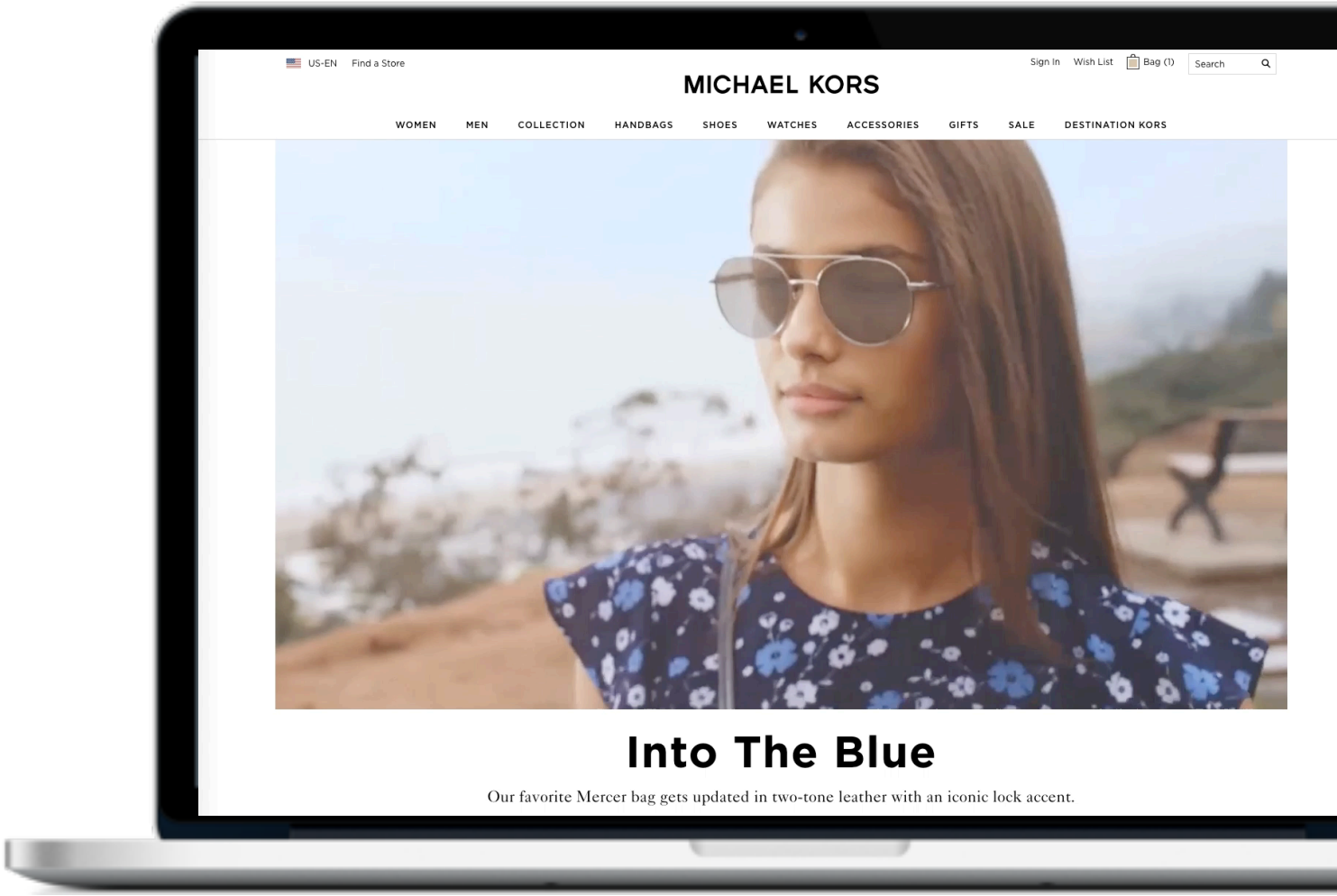
AROUND STYLE EXPERIENCES TO DRIVE

HIGHER CROSS-CATEGORY SALES.

DRIVE ENGAGEMENT

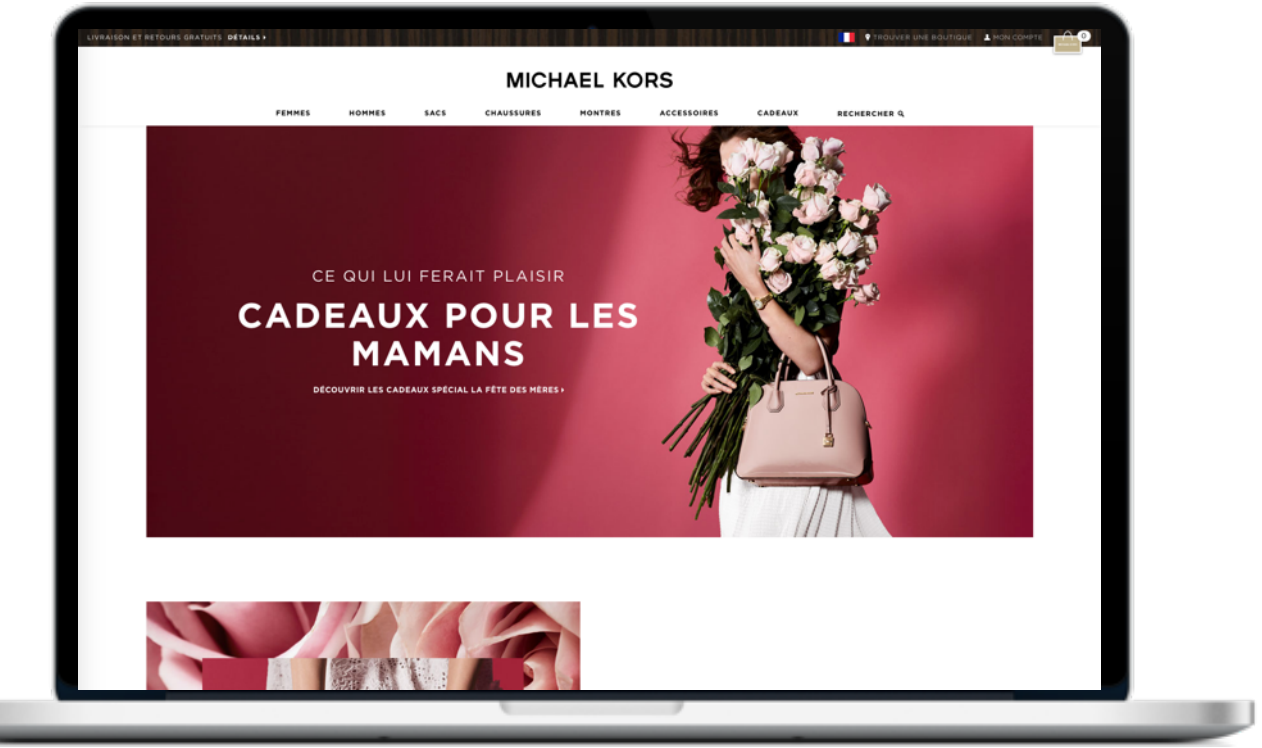
REPEAT TRAFFIC

INCREASE CONVERSION



OUR DIGITAL FLAGSHIP

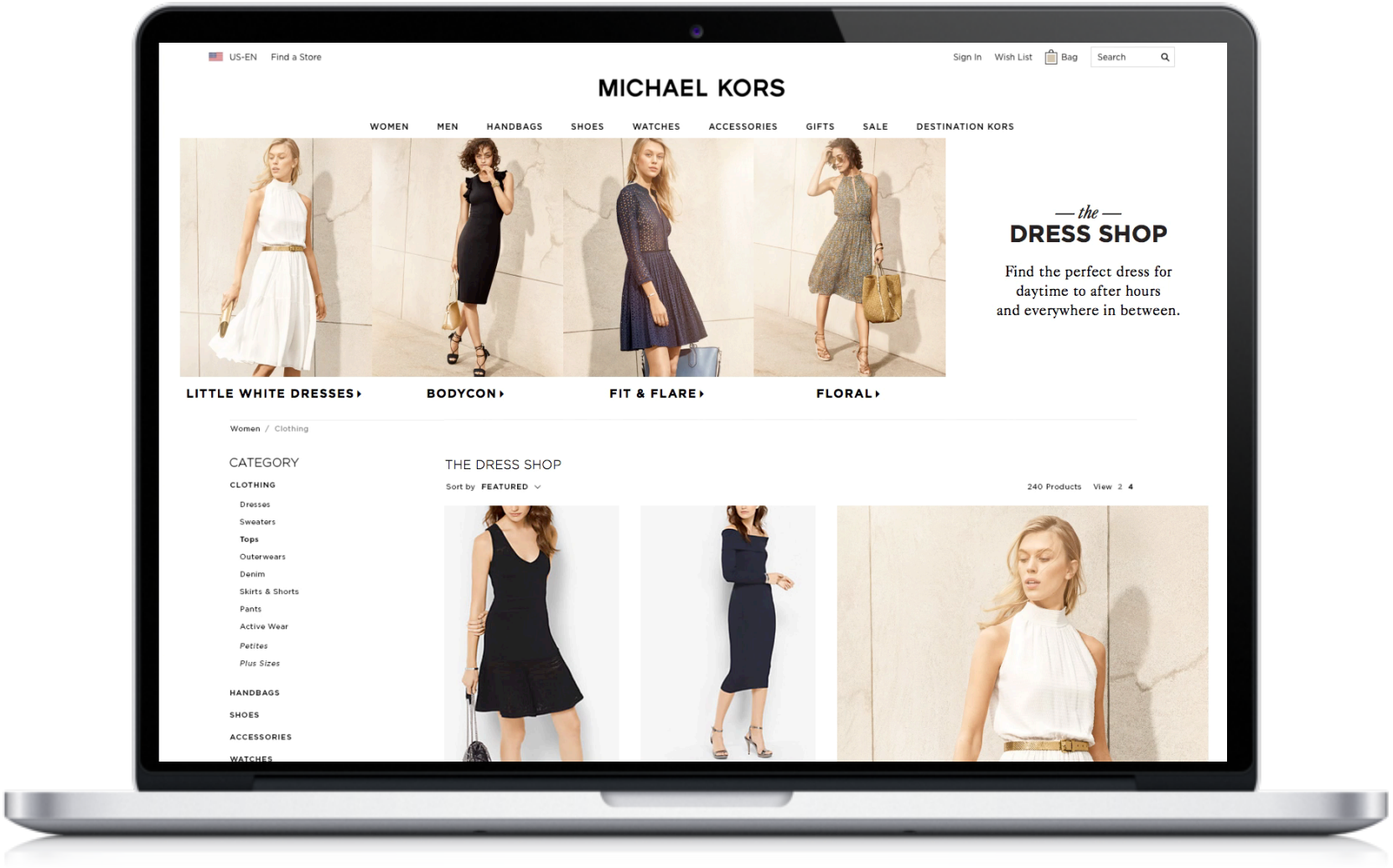
GLOBAL & LOCALIZED





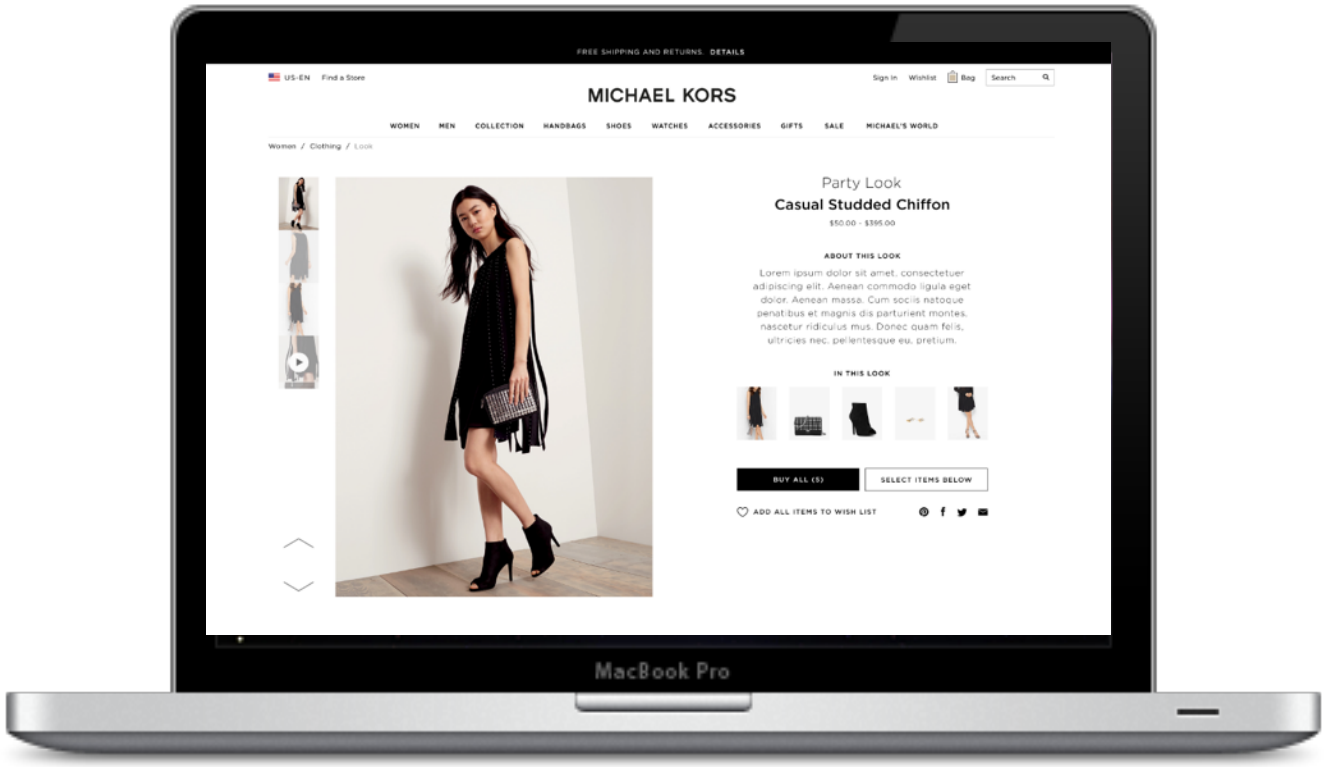
OUR DIGITAL FLAGSHIP

THE DRESS SHOP



OUR DIGITAL FLAGSHIP

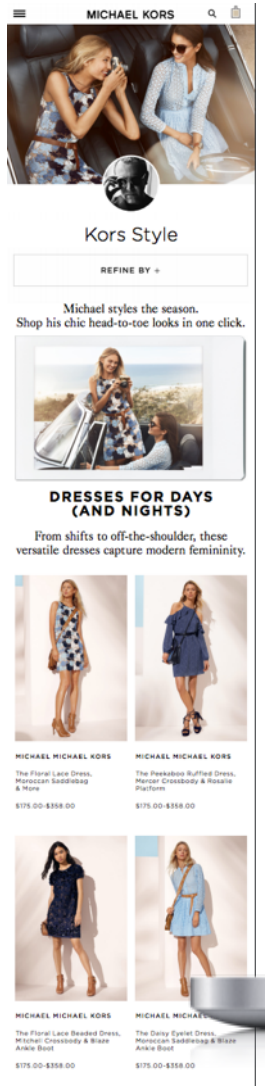
PRODUCT VIDEOS

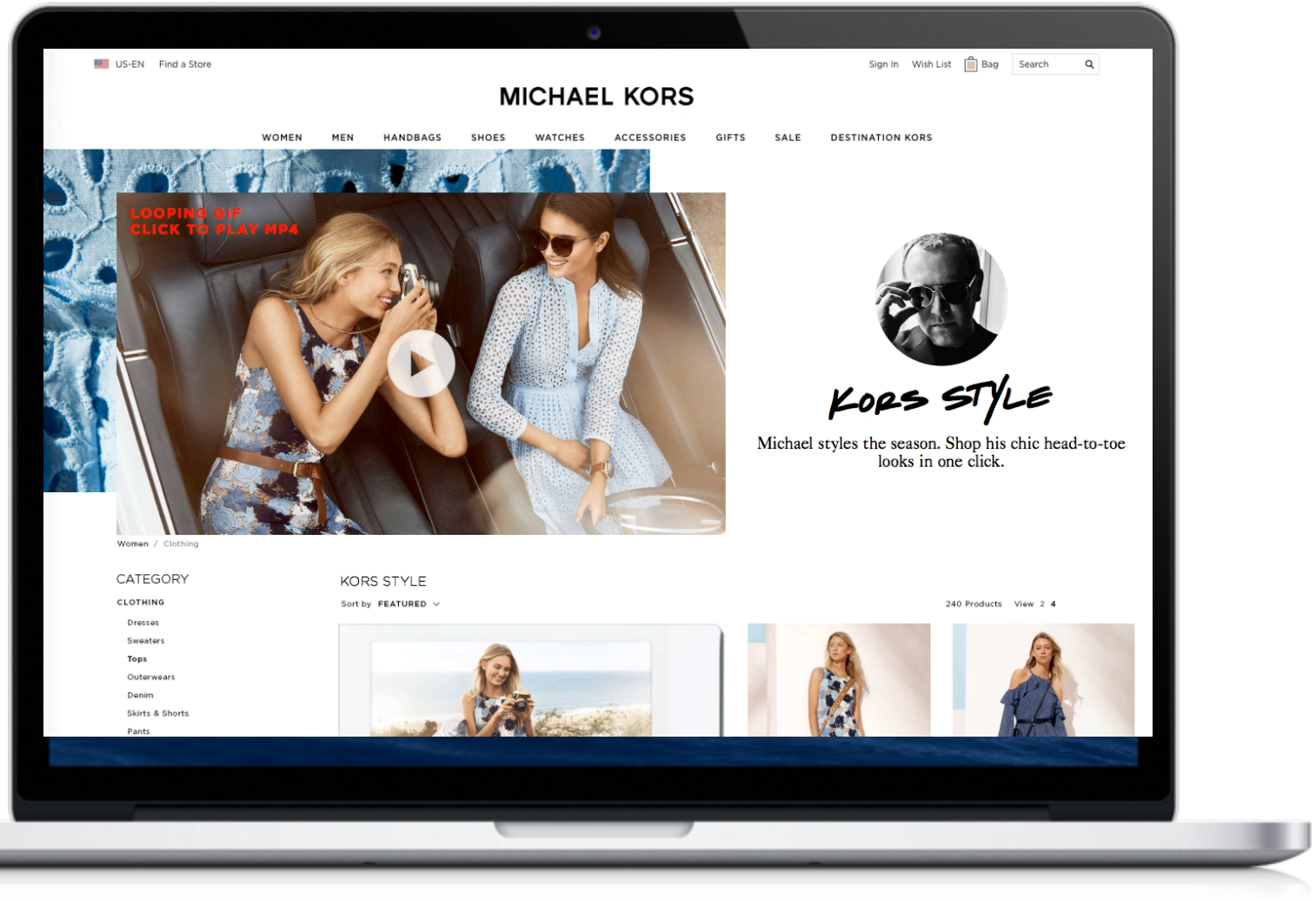




OUR DIGITAL FLAGSHIP

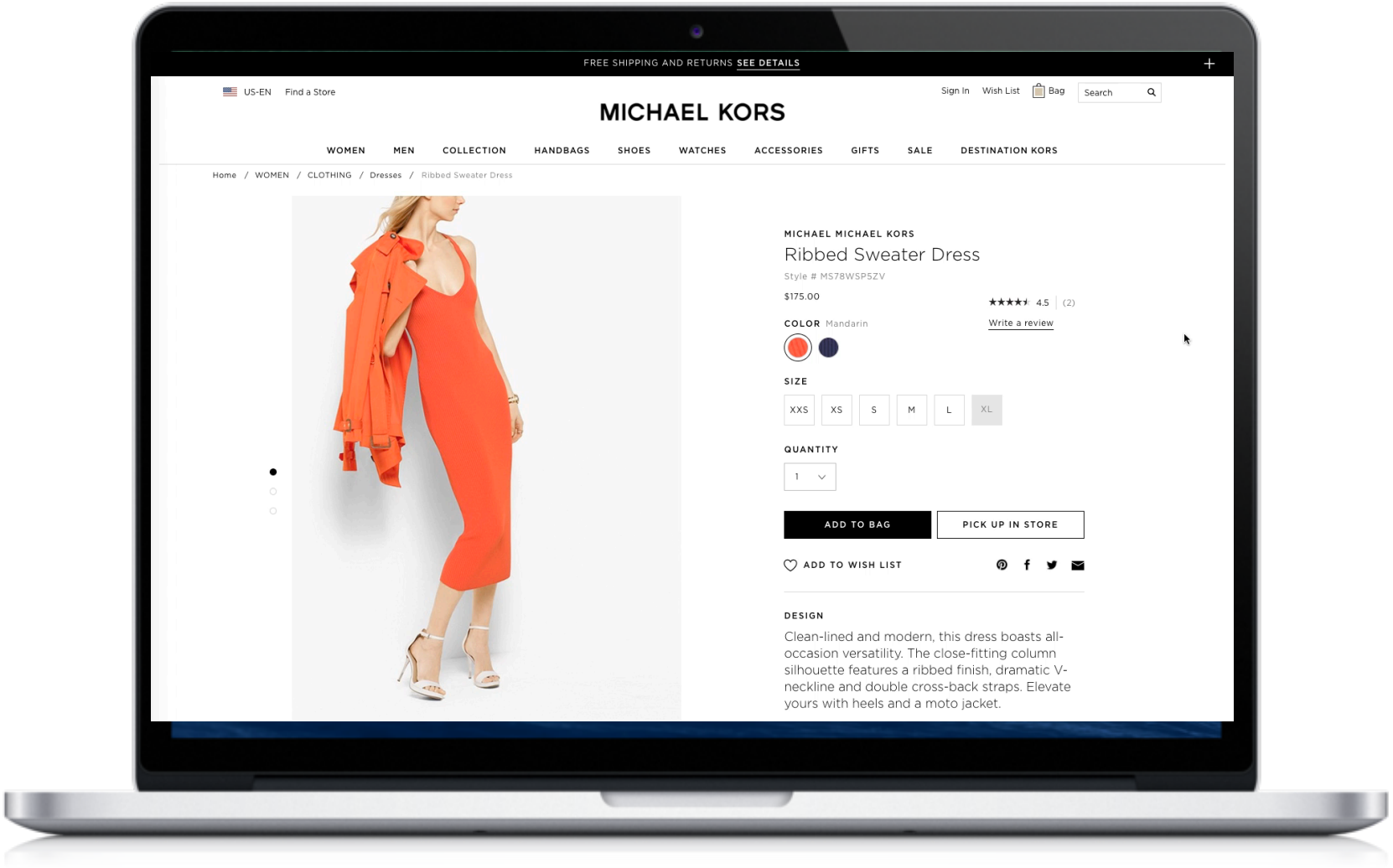
KORSSTYLE – MICHAEL'S VOICE





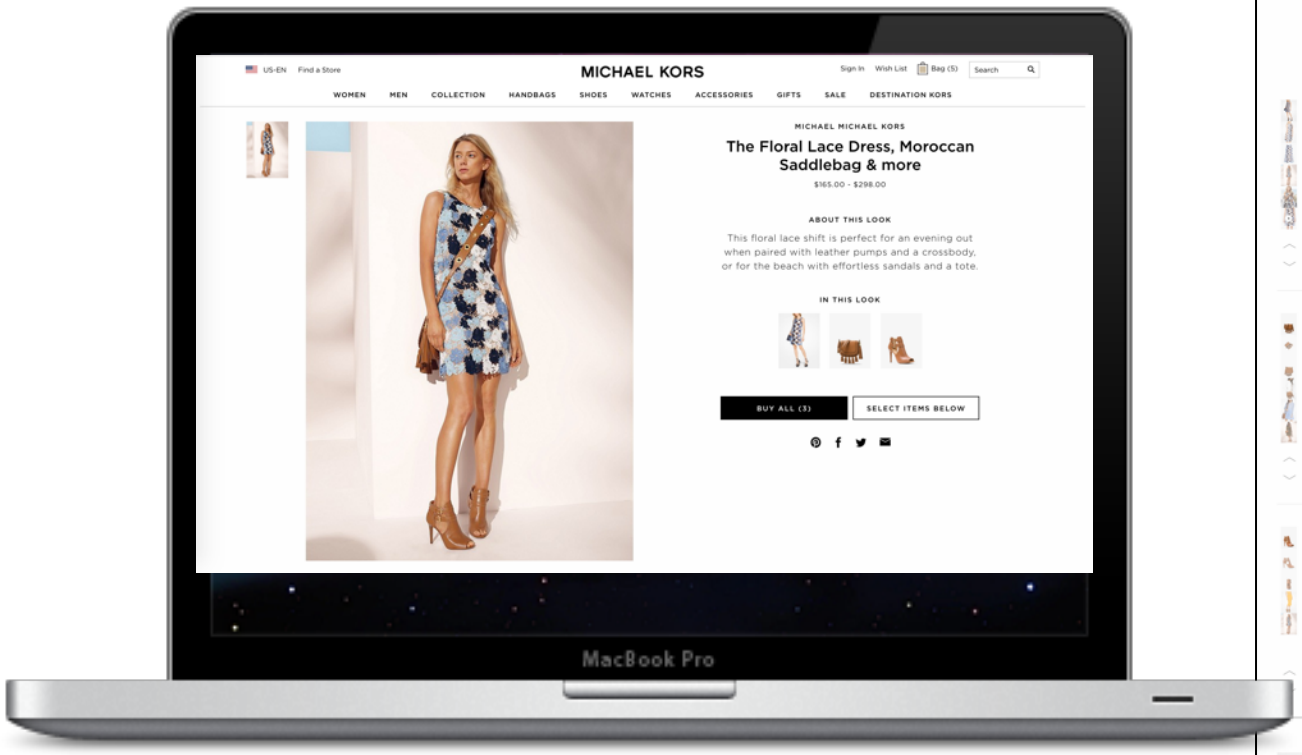
OUR DIGITAL FLAGSHIP

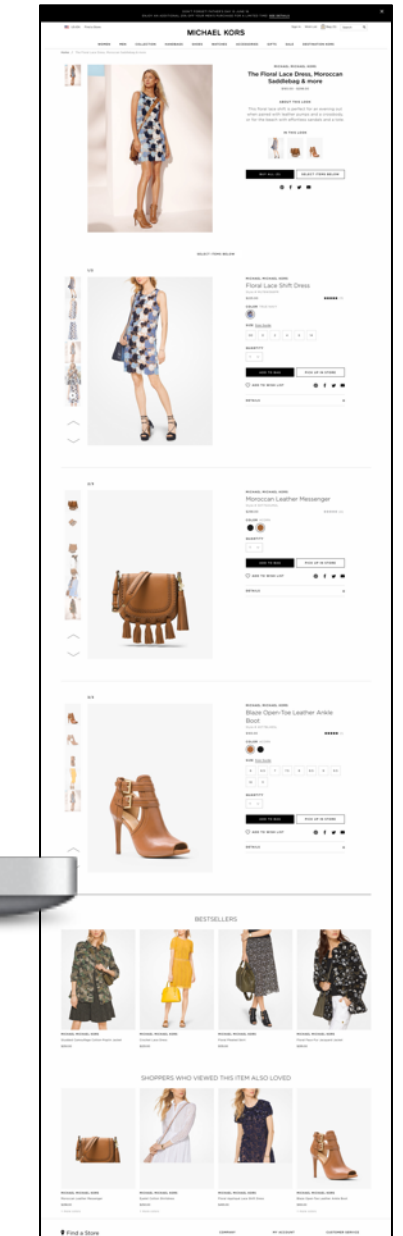
PRODUCT DETAILS & RECOMMENDATIONS



OUR DIGITAL FLAGSHIP

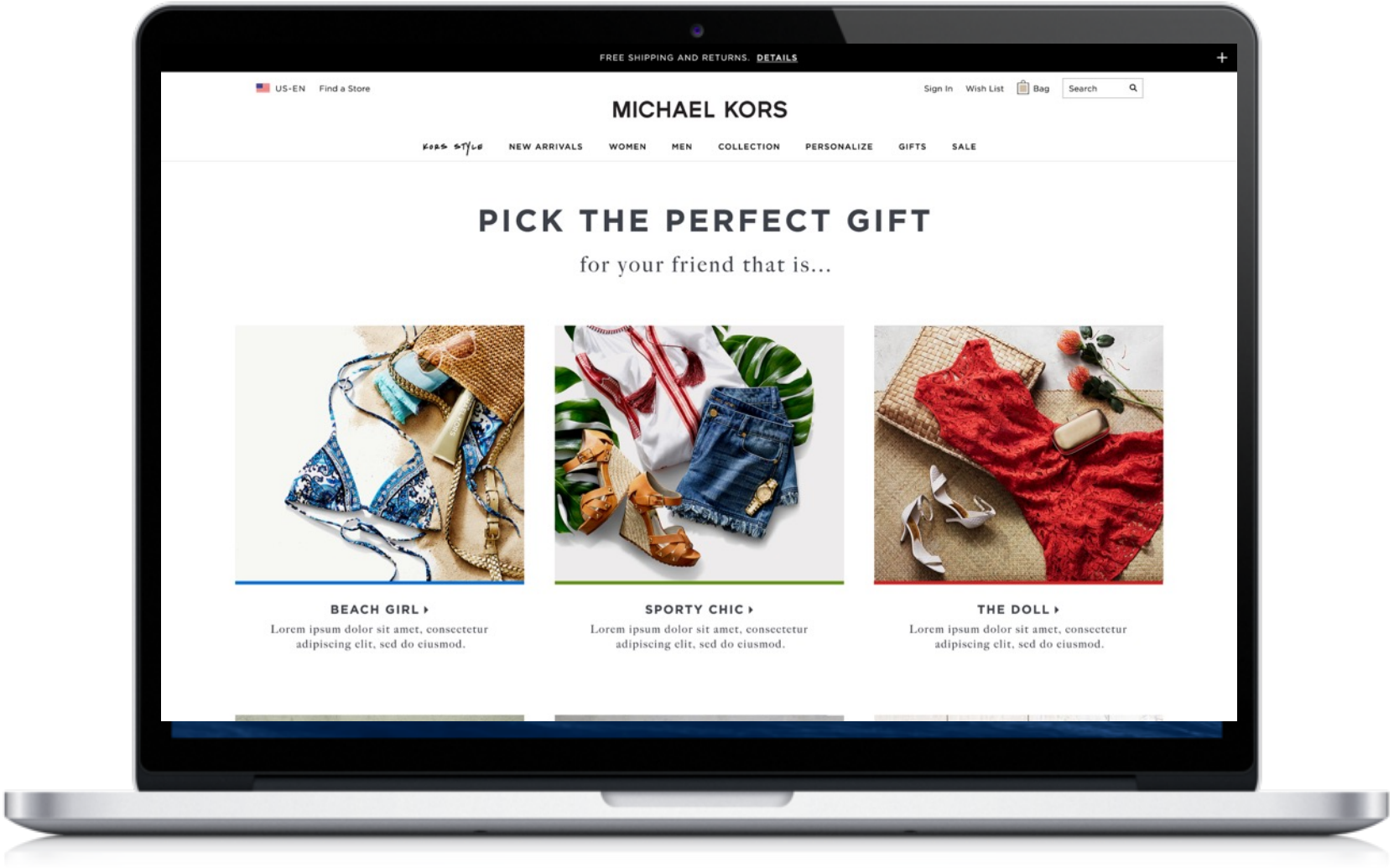
SHOP THE LOOK





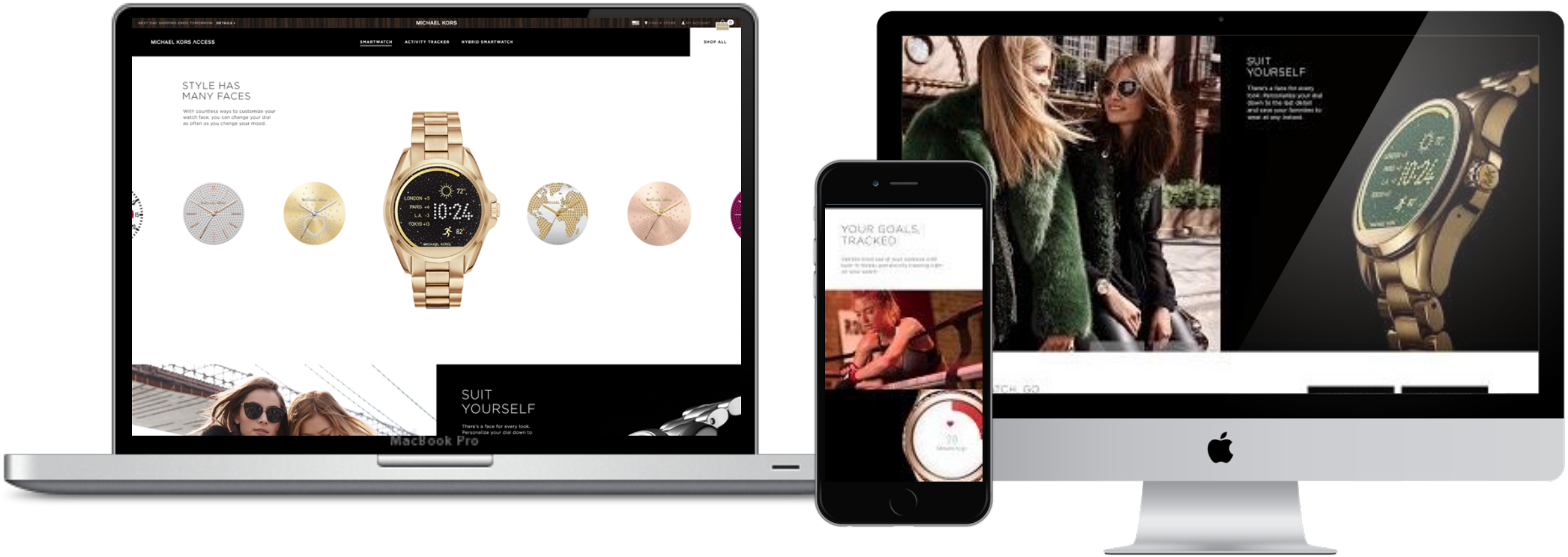
OUR DIGITAL FLAGSHIP

365 GIFTING DESTINATION



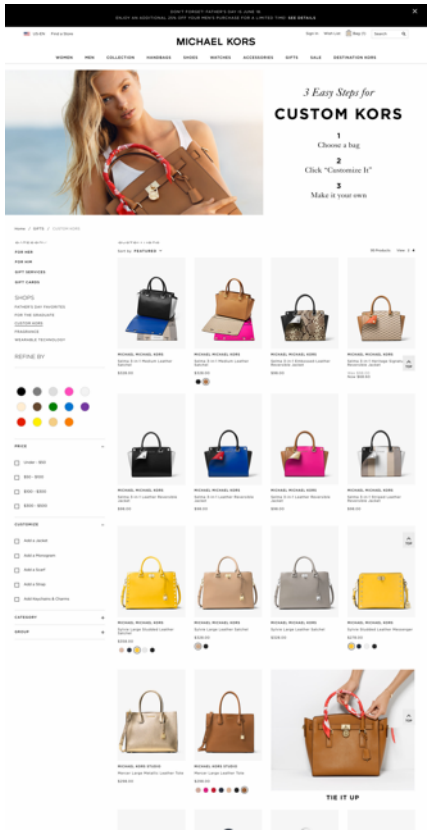
OUR DIGITAL FLAGSHIP

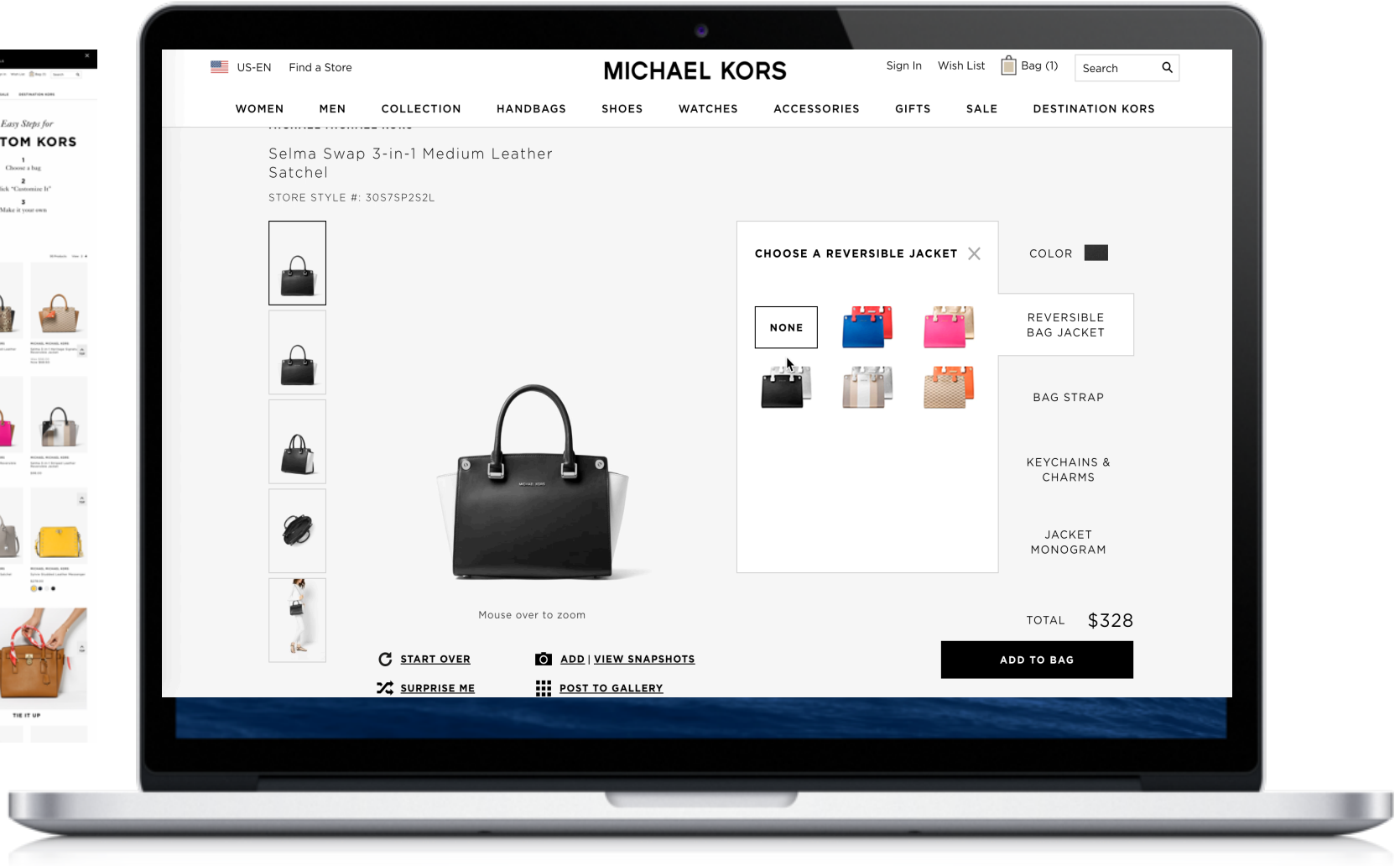
MICHAEL KORS ACCESS



OUR DIGITAL FLAGSHIP

CUSTOM*KORS*

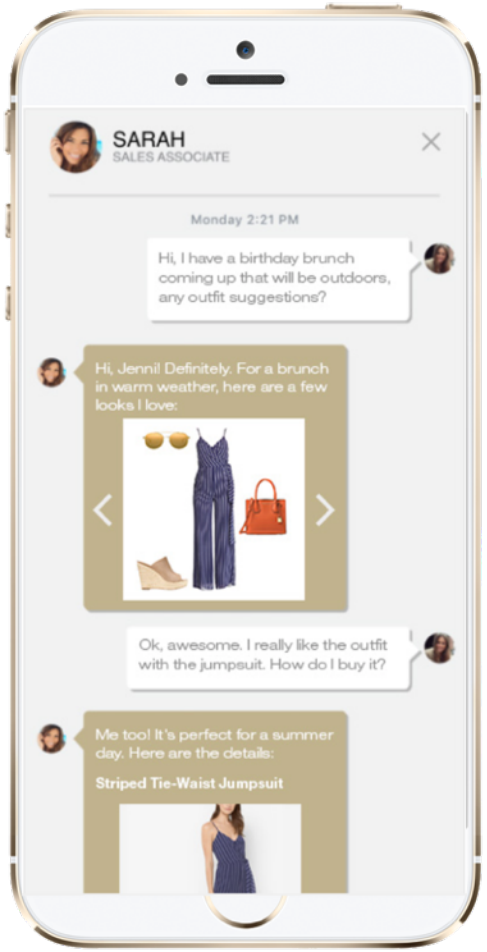




FUTURE

STYLING SERVICE & PERSONALIZATION

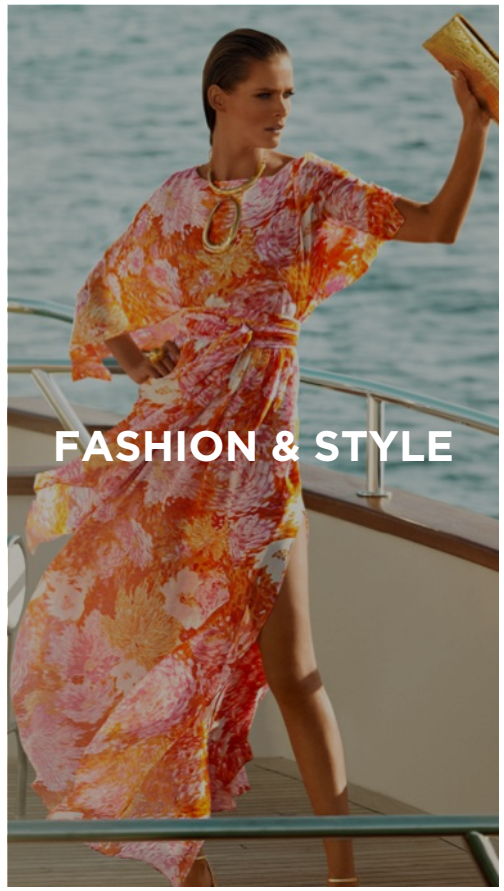


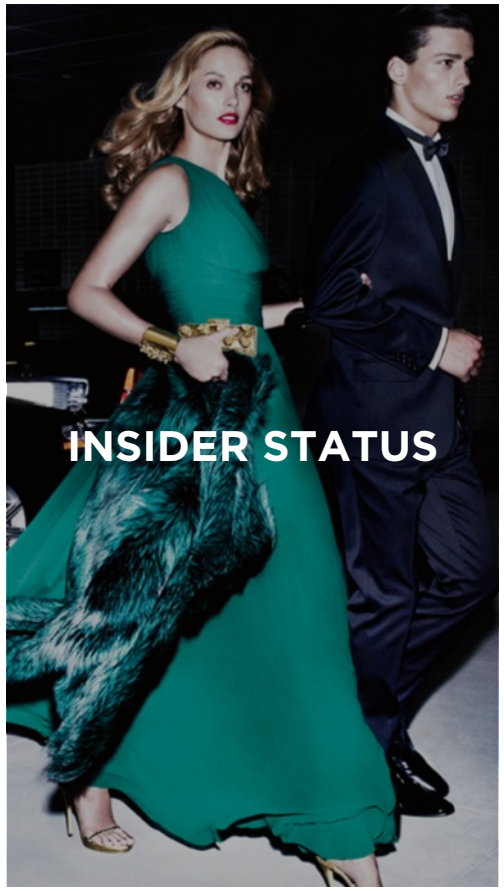


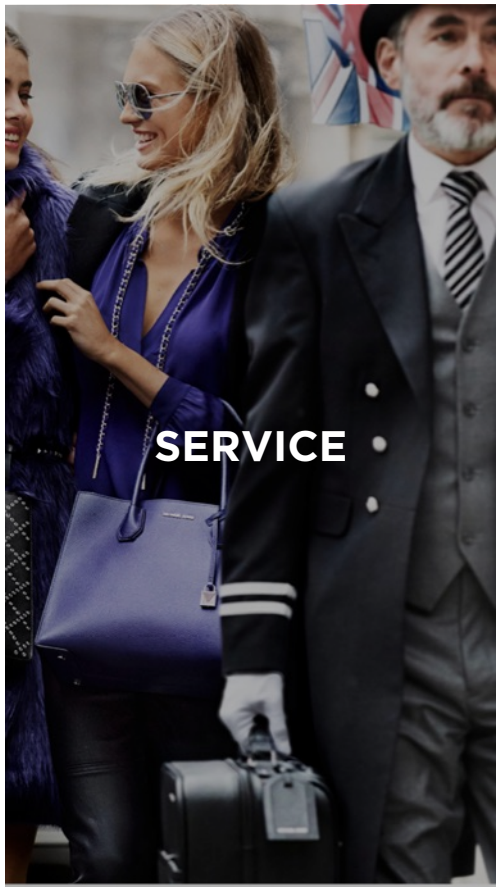


LOYALTY

KORS*VIP*







RUNWAY 2020

RETAIL VISION

RETAIL VISION

ELEVATE PRODUCT



ELEVATE FLEET



ELEVATE SERVICE



RETAIL VISION

ELEVATE PRODUCT

ELEVATE PRODUCT

1. LEAD WITH MICHAEL KORS FASHION DESIGN

2. DIVERSIFY THE PRODUCT MIX

3. EXPAND OUR COLLECTION BUSINESS

4. INCREASE OUR AUR



1. LEAD WITH MICHAEL KORS FASHION DESIGN

- MICHAEL KORS FASHION ICON
- ACCELERATE FASHION INNOVATION
- ELEVATED NOVELTY OFFERINGS
- PERSONALIZATION & COLLABORATION
- EXCITING PRODUCT PRESENTATIONS TO DRESS HIM AND HER HEAD TO TOE



MICHAEL KORS

HANDBAGS



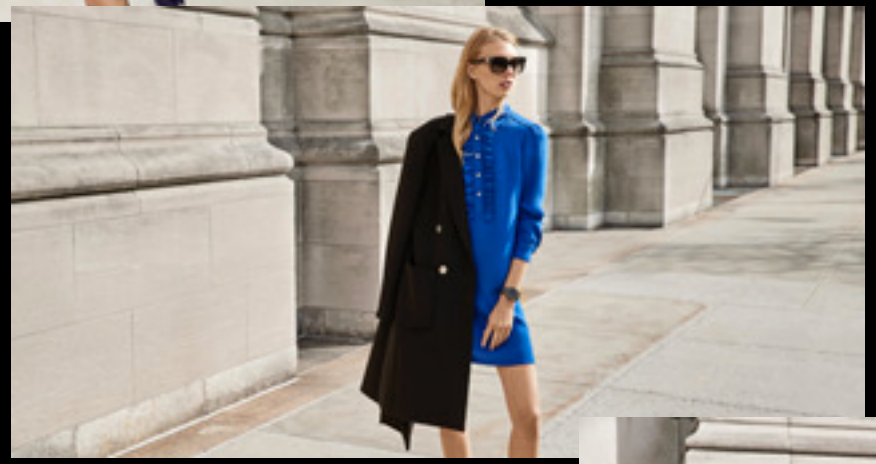
MICHAEL KORS

CUSTOM BARS



MICHAEL KORS





DRESS

DESTINATION



MICHAEL KORS

WATCHES



MICHAEL KORS ACCESS





MICHAEL KORS

FOOTWEAR



MICHAEL KORS 520 BROADWAY, NEW YORK

MEN'S

SHOPS



2. EXPAND OUR COLLECTION BUSINESS

- RE-ENVISIONING WHAT COLLECTION MEANS TO OUR LIFESTYLE BUSINESS
- EXPANDING COLLECTION RUNWAY RTW TO FLAGSHIP DOORS GLOBALLY
- COLLECTION HANDBAG SHOPS
- COLLECTION FOOTWEAR SALONS



COLLECTION IN STORES



3. INCREASE OUR AUR

- FOCUS ON FULL PRICE SELLING
- NEW PROMOTIONAL CADENCE



RETAIL VISION

ELEVATE FLEET

ELEVATE: NEW FLEET CONCEPT

- ELEVATED FLAGSHIP MODEL
- RENOVATE TOP 100 DOORS GLOBALLY



MICHAEL KORS REGENT STREET, LONDON

MULTI-LEVEL

ENVIRONMENT

FLAGSHIP



MICHAEL KORS REGENT STREET, LONDON



MICHAEL KORS REGENT STREET, LONDON



MICHAEL KORS REGENT STREET, LONDON



MICHAEL KORS REGENT STREET, LONDON



MICHAEL KORS REGENT STREET, LONDON

MULTI-LEVEL

ENVIRONMENT

FLAGSHIP



MICHAEL KORS REGENT STREET, LONDON



MICHAEL KORS REGENT STREET, LONDON



MICHAEL KORS REGENT STREET, LONDON



MICHAEL KORS REGENT STREET, LONDON



SINGLE-LEVEL

ENVIRONMENT

FLAGSHIP



MICHAEL KORS SHORT HILLS, NEW JERSEY



WINDOWS



MICHAEL KORS ROCKEFELLER CENTER – THE WALK, NEW YORK



MICHAEL KORS MADISON AVENUE – MOTHER'S DAY, NEW YORK



MICHAEL KORS MADISON AVENUE – MOTHER'S DAY, NEW YORK



MICHAEL KORS ACCESS SMARTWATCHES



MICHAEL KORS ACCESS SMARTWATCHES



STORE FLEET OPTIMIZATION

- MODERNIZE 100 STORES
- RIGHT SIZE GLOBAL FLEET
- CLOSE 100-125 STORES OVER TWO YEAR PERIOD
- INCREASE PROFITABILITY; ULTIMATELY ANNUALIZED PICK UP OF $60M



WHOLESALE FLEET

- MODERNIZE KEY SHOP LOCATIONS
- FOCUS ON FASHION WITH NOVELTY LAYERS
- REINVIGORATING OUR MK SIGNATURE LOGO ACCESSORIES BUSINESS
- REDUCED PROMOTIONAL ACTIVITY



MICHAEL KORS MACY'S HERALD SQUARE, NEW YORK



MICHAEL KORS MACY'S HERALD SQUARE, NEW YORK



MICHAEL KORS MACY'S HERALD SQUARE, NEW YORK



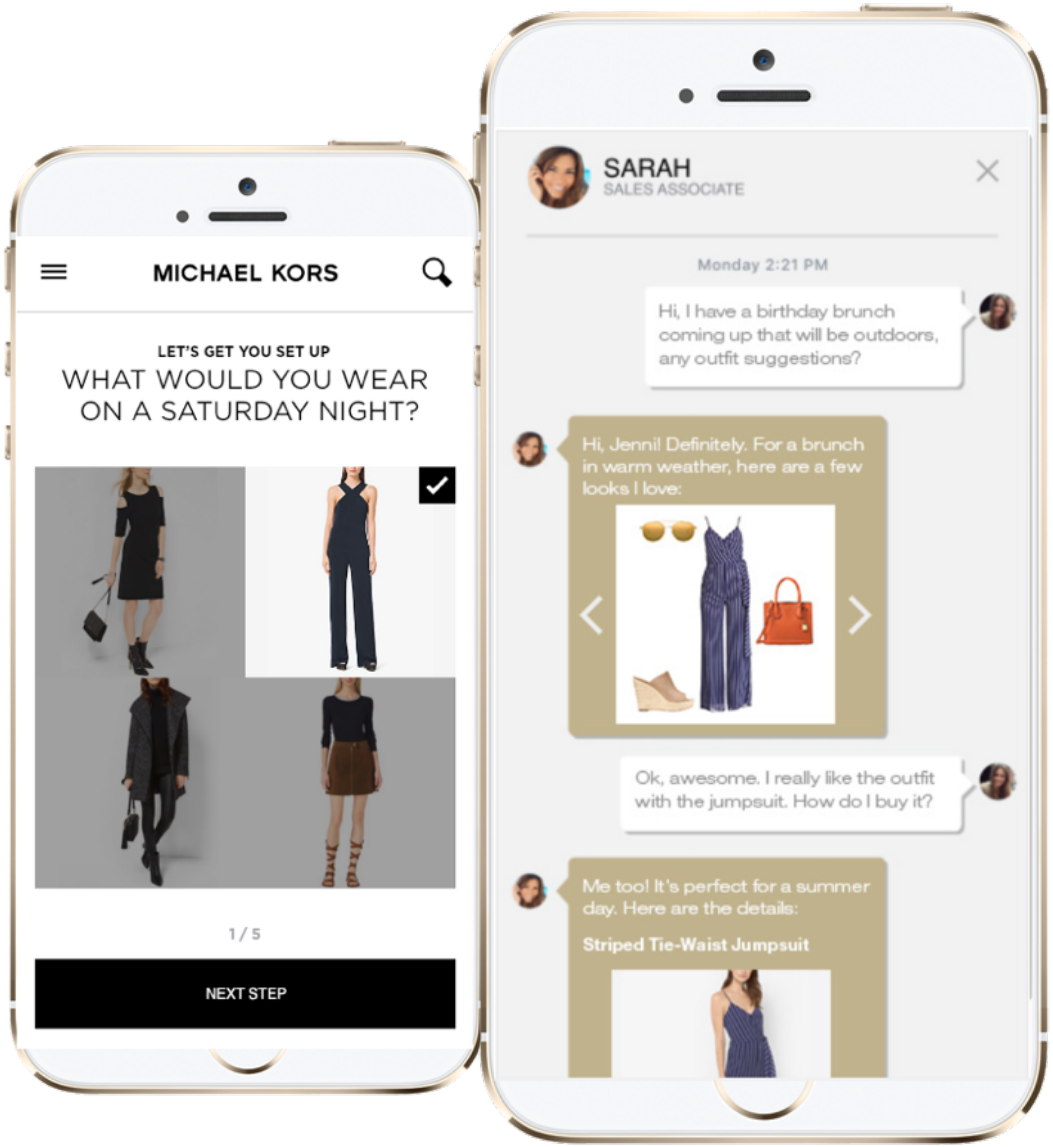
RETAIL VISION

ELEVATE SERVICE

LOYALTY, STYLING & SERVICE

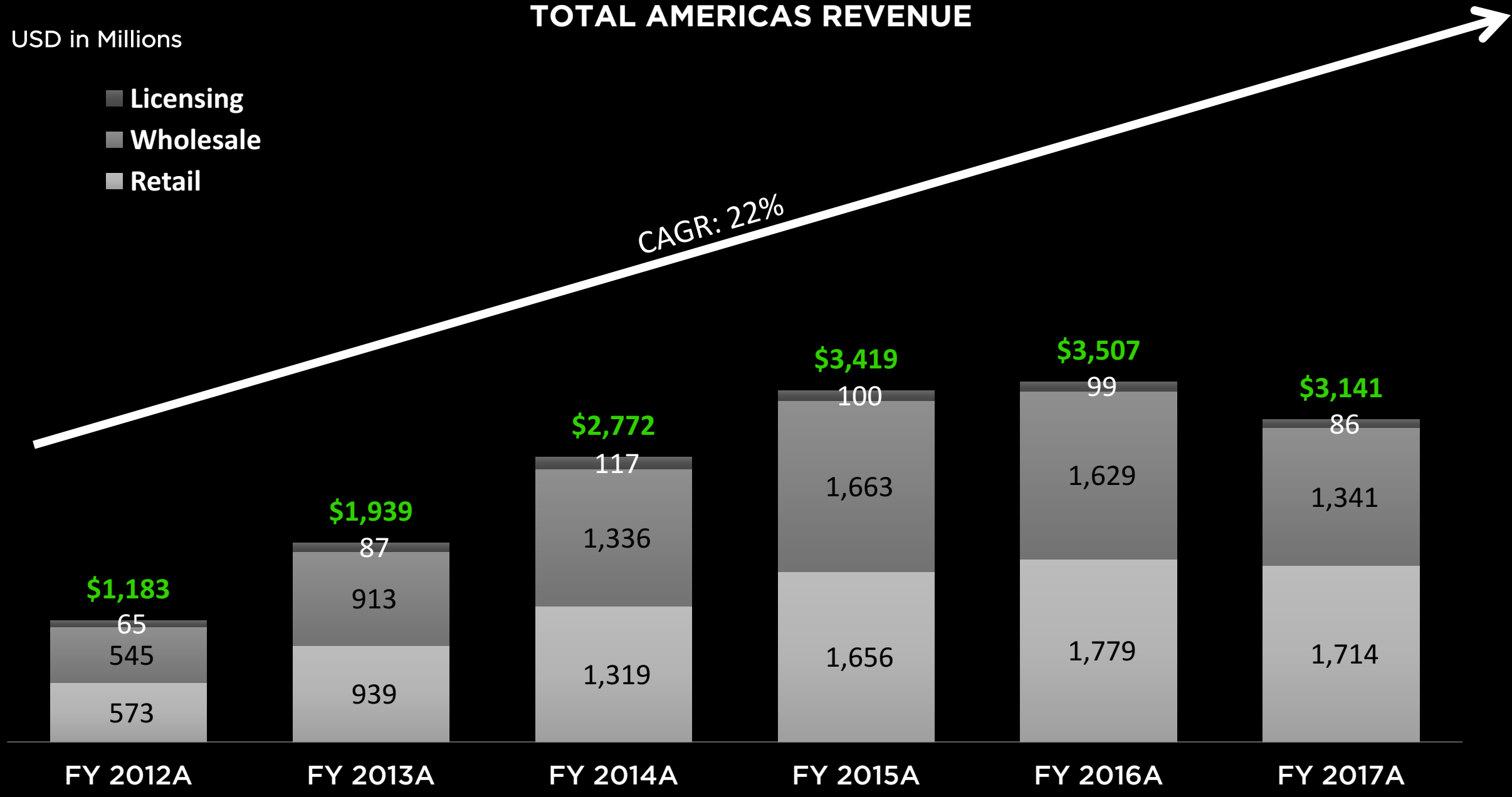
- LOYALTY PROGRAM: KORS*VIP*
  - FASHION/STYLE
  - INSIDER ACCESS
  - SERVICE

- KORS*VIP* APP
  - STYLE CHAT
  - BOOK APPOINTMENTS
  - VIP SERVICES & REWARDS
  - LUXURY SERVICE IN STORE
  - SAME DAY DELIVERY & OMNI SERVICES



TOTAL AMERICAS REVENUE

USD in Millions



RETAIL VISION

GLOBAL EXPANSION - EMEA

RETAIL STRATEGY

- NEW, ELEVATED AND EXCITING STORE DESIGN CONCEPT
- BRING MICHAEL'S NEW VISION TO LIFE BY CREATING A UNIQUE ENVIRONMENT FOR EACH PRODUCT CATEGORY
- FOCUS ON FLAGSHIP CITIES WITH APPROXIMATELY 20 TO 25 STORES TO BE IMPACTED IN EMEA
- <u>STRATEGY 1: FLEET MODERNIZATION</u>
- <u>STRATEGY 2: EXPANDING SELECTED DOORS TO ADD MEN'S</u>



BEST RETAIL LUXURY NETWORK IN EUROPE

	TOTAL
Austria	5
Belgium	5
Switzerland	4
Czech Republic	2
Germany	21
Denmark	1
Finland	1
France	13
Hungary	3
Ireland	1
Italy	25
Latvia	1
Lithuania	1
Luxemburg	1
Netherlands	7
Norway	2
Poland	9
Portugal	3
Romania	2
Sweden	3
Spain	12
United Kingdom	26
Total Europe Retail	148



MICHAEL KORS REGENT STREET, LONDON

MULTI-LEVEL

ENVIRONMENT

FLAGSHIP



MICHAEL KORS REGENT STREET, LONDON



MICHAEL KORS REGENT STREET, LONDON



MICHAEL KORS REGENT STREET, LONDON



MICHAEL KORS KARL JOHANS GATE, OSLO



MICHAEL KORS KARL JOHANS GATE, OSLO



MICHAEL KORS KARL JOHANS GATE, OSLO



MICHAEL KORS KARL JOHANS GATE, OSLO



MICHAEL KORS BRUSSELS, BELGIUM



MICHAEL KORS BRUSSELS, BELGIUM



MICHAEL KORS PARIS, FRANCE



MICHAEL KORS PARIS, FRANCE



MICHAEL KORS CANNES, FRANCE



MICHAEL KORS CANNES, FRANCE



MICHAEL KORS FRANKFURT, GERMANY



MICHAEL KORS FRANKFURT, GERMANY



MICHAEL KORS MILAN, ITALY



MICHAEL KORS MILAN, ITALY



MICHAEL KORS BERLIN, GERMANY



MICHAEL KORS BERLIN, GERMANY



MICHAEL KORS DUSSELDORF, GERMANY



MICHAEL KORS DUSSELDORF, GERMANY



MICHAEL KORS KOHLMARKT, VIENNA



MICHAEL KORS DUSSELDORF, GERMANY



MICHAEL KORS ZURICH, SWITZERLAND



MICHAEL KORS ZURICH, SWITZERLAND



WHOLESALE STRATEGY

- ENHANCE THE CONSUMER EXPERIENCE THROUGH A MORE ELEVATED PRODUCT AND SHOP DESIGN
- RENOVATE FLAGSHIP SHOPS WITH THE NEW REGENT STREET CONCEPT
- OPTIMIZE THE NETWORK OF SHOP-IN-SHOPS IN EUROPE
- DIVERSIFY THE PRODUCT MIX WITH WOMEN'S RTW, FOOTWEAR AND MENSWEAR
- FOCUS ON FULL PRICE



MICHAEL KORS SELFRIDGES, LONDON



MICHAEL KORS SELFRIDGES, LONDON



MICHAEL KORS SELFRIDGES, LONDON



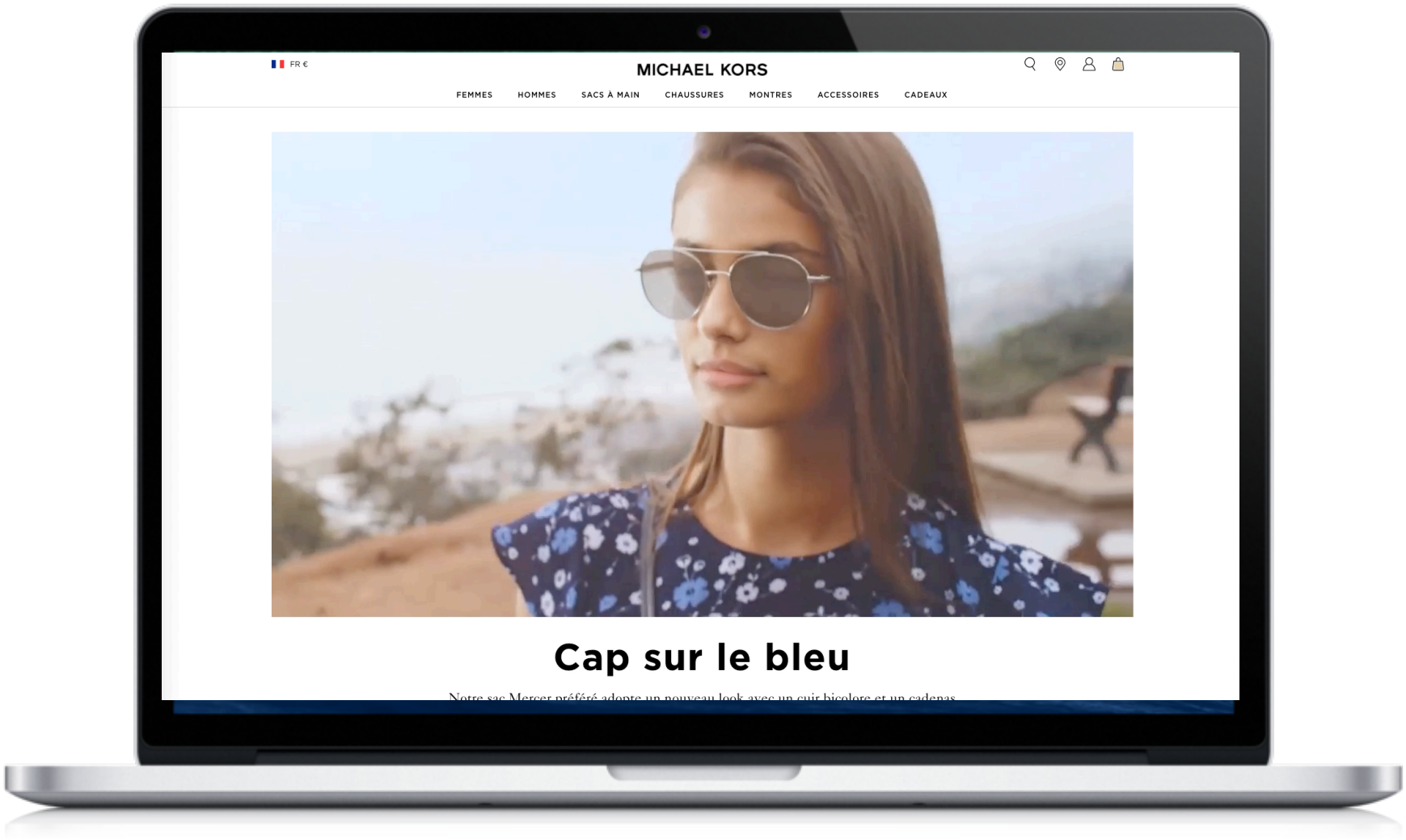
MICHAEL KORS DE BIJENKJORF, AMSTERDAM



MICHAEL KORS DE BIJENKJORF, AMSTERDAM

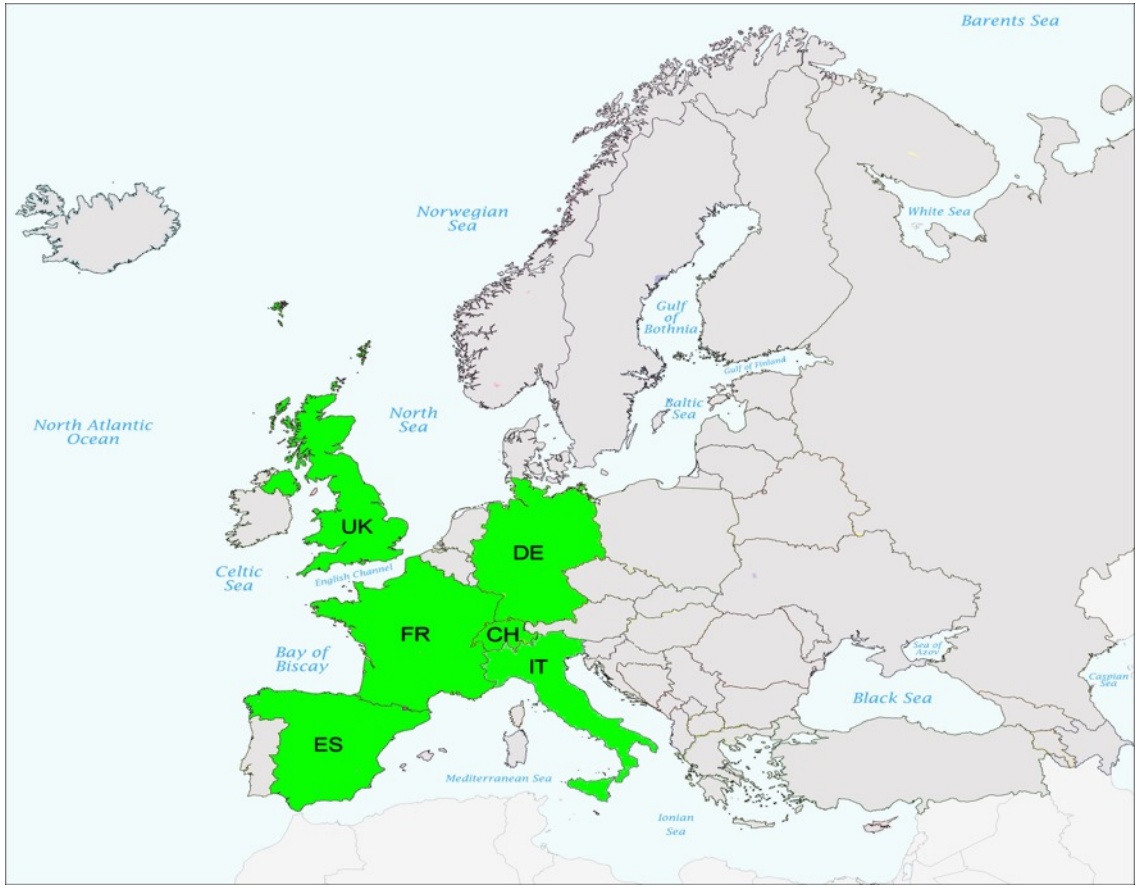


EMEA STRATEGY: DIGITAL EXPANSION

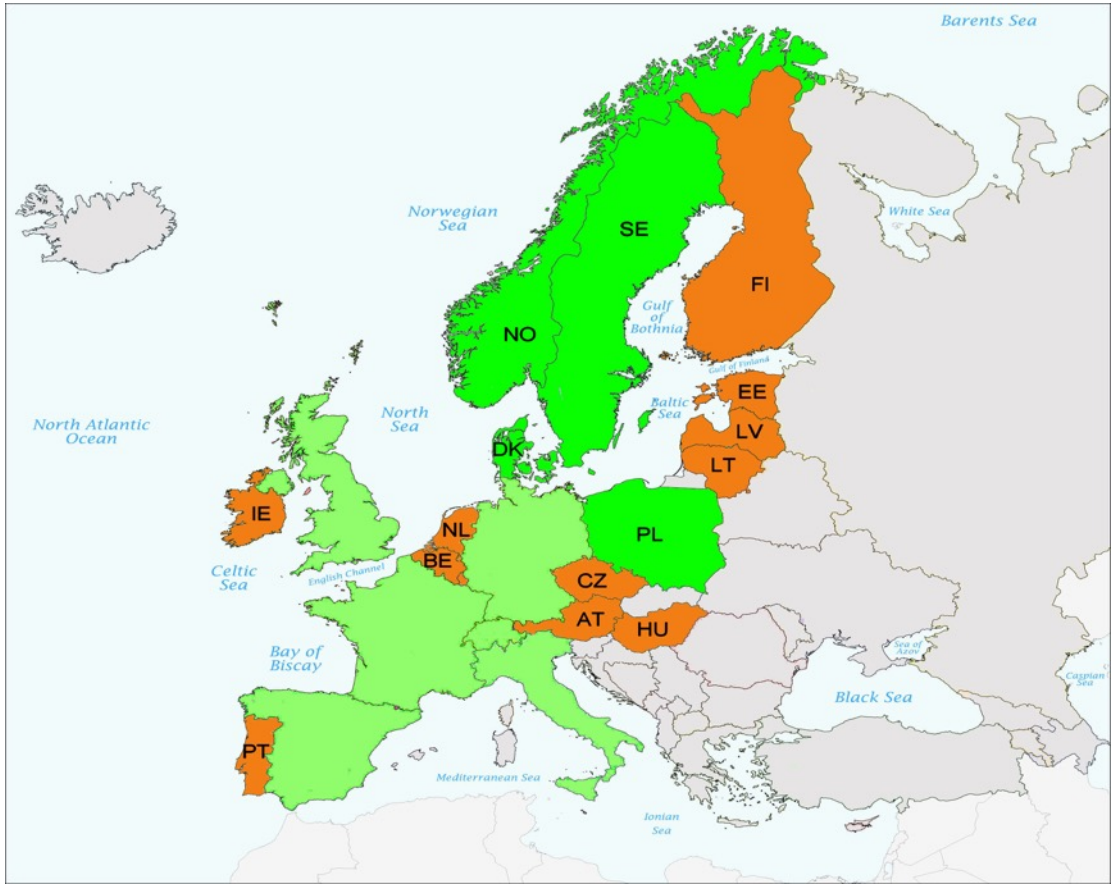


EMEA STRATEGY: DIGITAL EXPANSION

PHASE ONE: 6 COUNTRIES

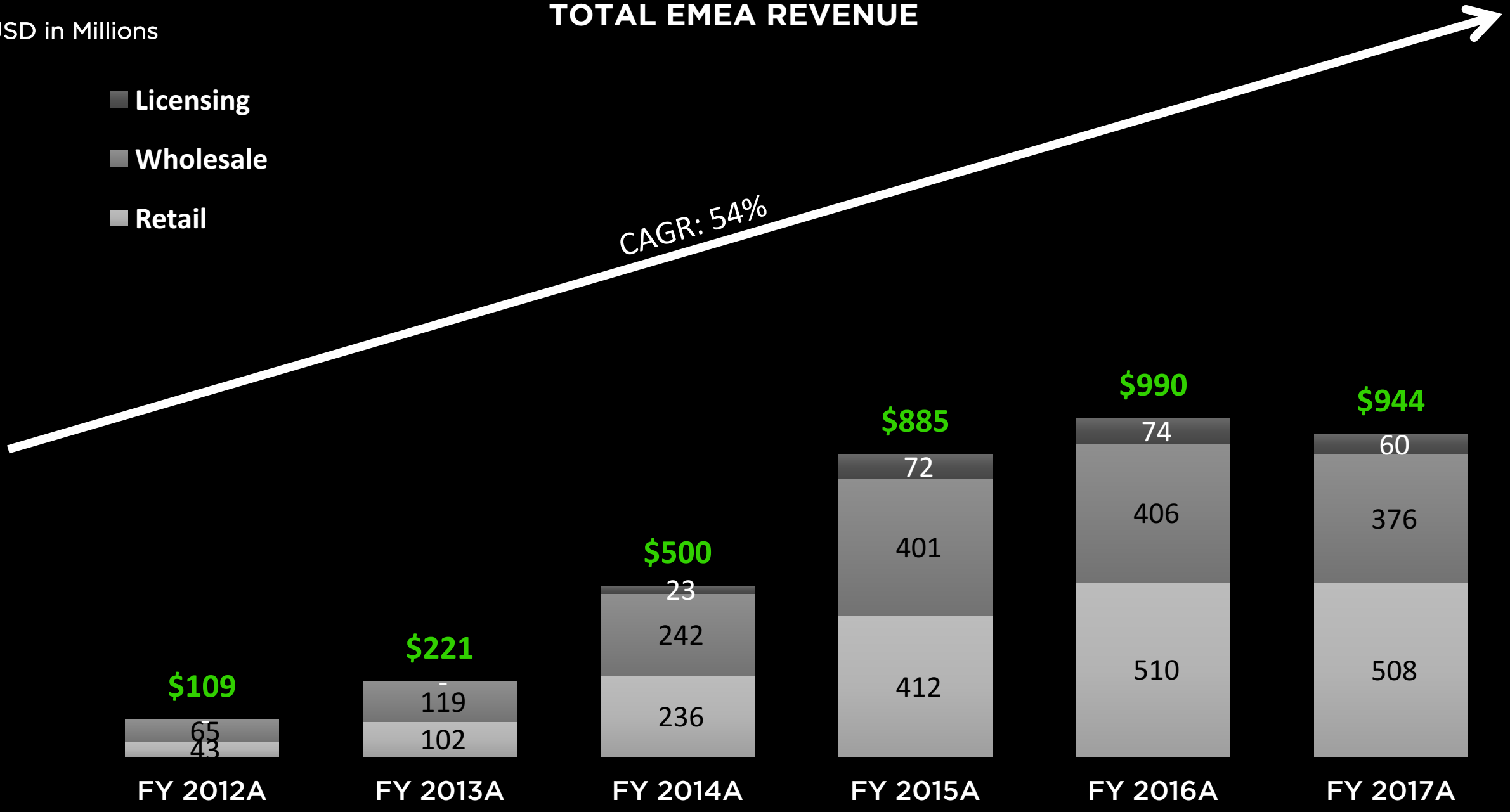


PHASE TWO: 15 MORE COUNTRIES



TOTAL EMEA REVENUE

USD in Millions

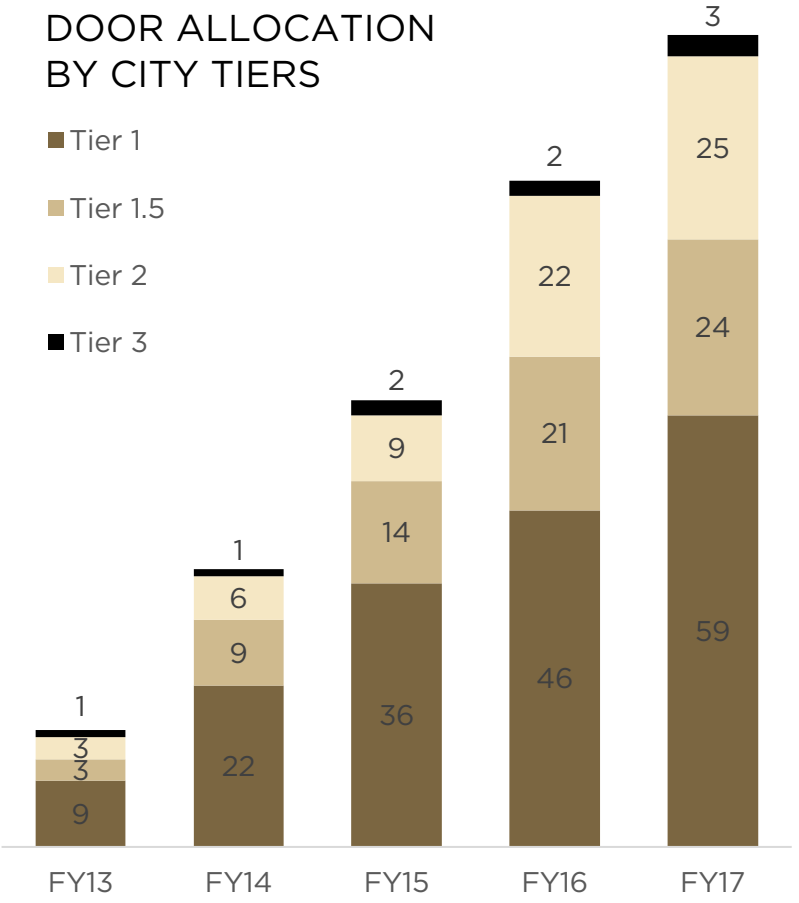


RETAIL VISION

GLOBAL EXPANSION – APAC

GREATER CHINA – STORE EXPANSION





Total Doors	16	38	61	91	111

MICHAEL KORS SHANGHAI KERRY CENTRE FLAGSHIP



MICHAEL KORS SHANGHAI KERRY CENTRE FLAGSHIP



MICHAEL KORS SHANGHAI KERRY CENTRE FLAGSHIP



MICHAEL KORS SHANGHAI KERRY CENTRE FLAGSHIP



MICHAEL KORS BEIJING HUAMAO FLAGSHIP



MICHAEL KORS BEIJING HUAMAO FLAGSHIP



MICHAEL KORS BEIJING HUAMAO FLAGSHIP



MICHAEL KORS BEIJING HUAMAO FLAGSHIP



MICHAEL KORS CHENGDU TAIKOO LI FLAGSHIP



MICHAEL KORS CHENGDU TAIKOO LI FLAGSHIP



MICHAEL KORS CHENGDU TAIKOO LI FLAGSHIP



MICHAEL KORS HONG KONG ELEMENTS FLAGSHIP



MICHAEL KORS HONG KONG ELEMENTS FLAGSHIP



MICHAEL KORS HONG KONG ELEMENTS FLAGSHIP



MICHAEL KORS TAIPEI 101 FLAGSHIP



MICHAEL KORS TAIPEI 101 FLAGSHIP



MICHAEL KORS TAIPEI 101 FLAGSHIP



MICHAEL KORS TAIPEI 101 FLAGSHIP



MICHAEL KORS TAIPEI 101 FLAGSHIP



MICHAEL KORS TAIPEI 101 FLAGSHIP



MICHAEL KORS MANDARIN GALLERY, SINGAPORE



MICHAEL KORS MANDARIN GALLERY, SINGAPORE



MICHAEL KORS MANDARIN GALLERY, SINGAPORE



MICHAEL KORS MANDARIN GALLERY, SINGAPORE



MICHAEL KORS MANDARIN GALLERY, SINGAPORE



MICHAEL KORS MANDARIN GALLERY, SINGAPORE



MICHAEL KORS SOGO, HONG KONG



MICHAEL KORS SOGO, HONG KONG



MICHAEL KORS SOGO, HONG KONG



MICHAEL KORS GINZA, TOKYO



MICHAEL KORS GINZA, TOKYO



MICHAEL KORS KOBE, JAPAN



MICHAEL KORS KOBE, JAPAN



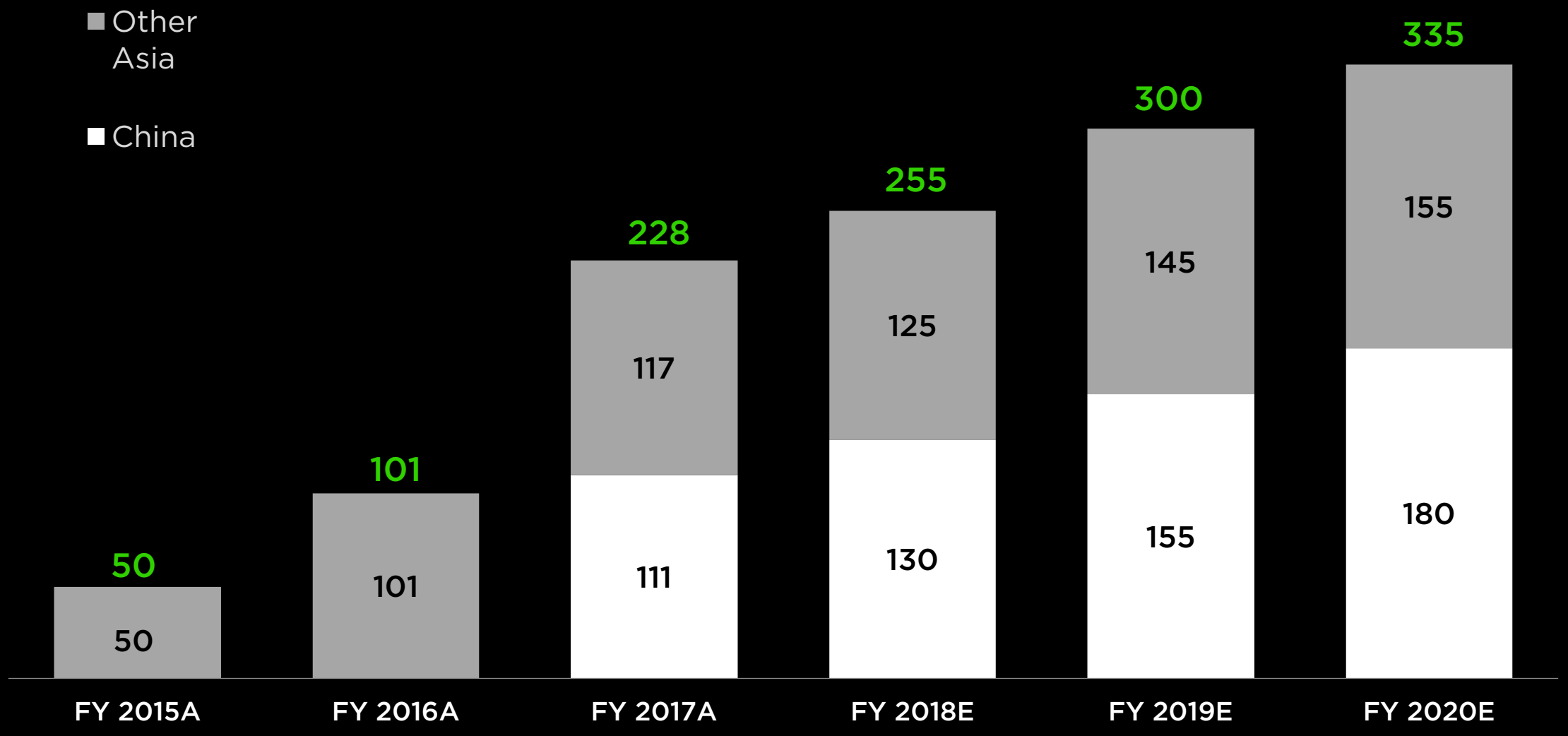
MICHAEL KORS CHUNGDAM, KOREA



MICHAEL KORS CHUNGDAM, KOREA

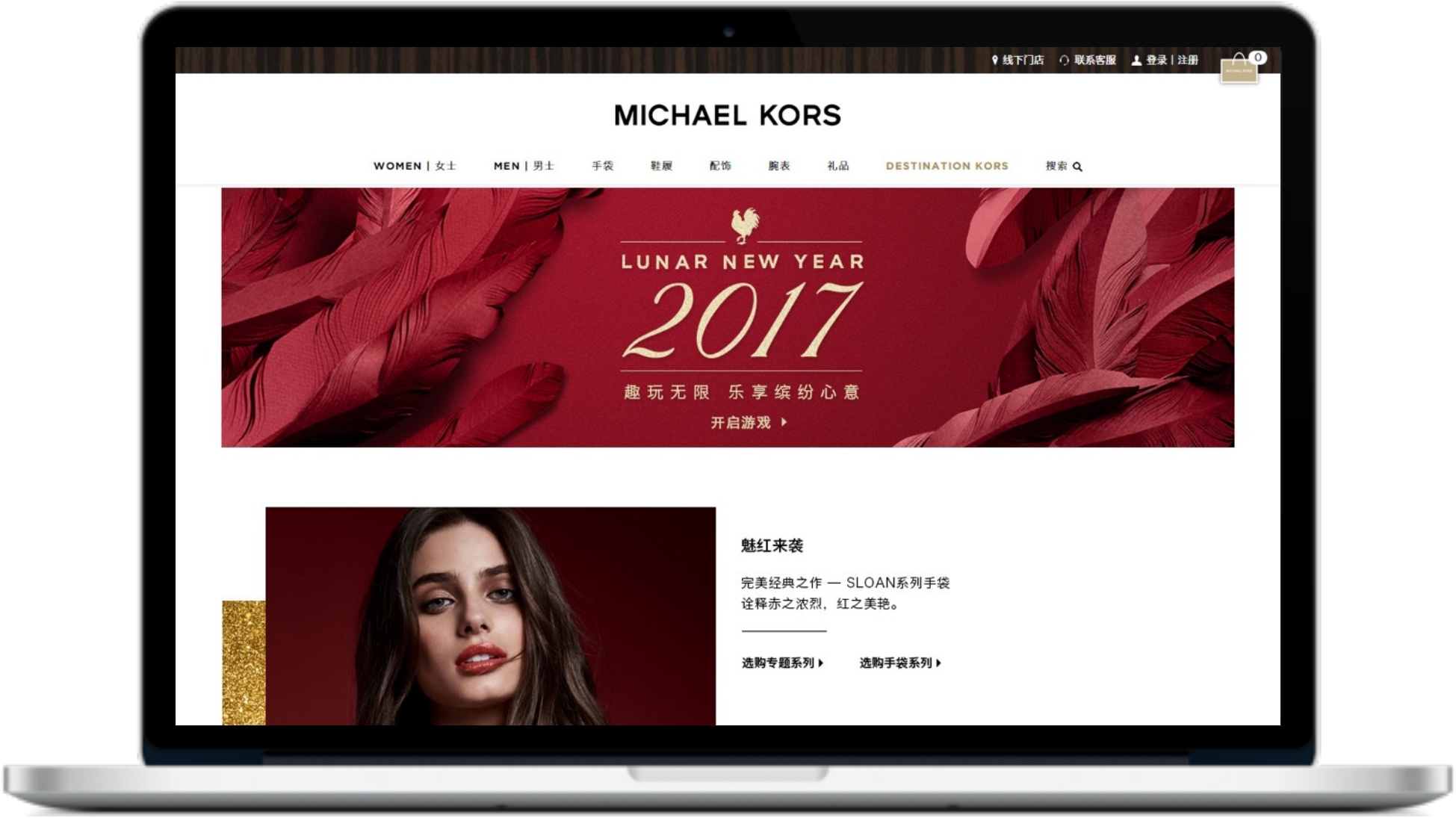


ASIA STORE COUNT



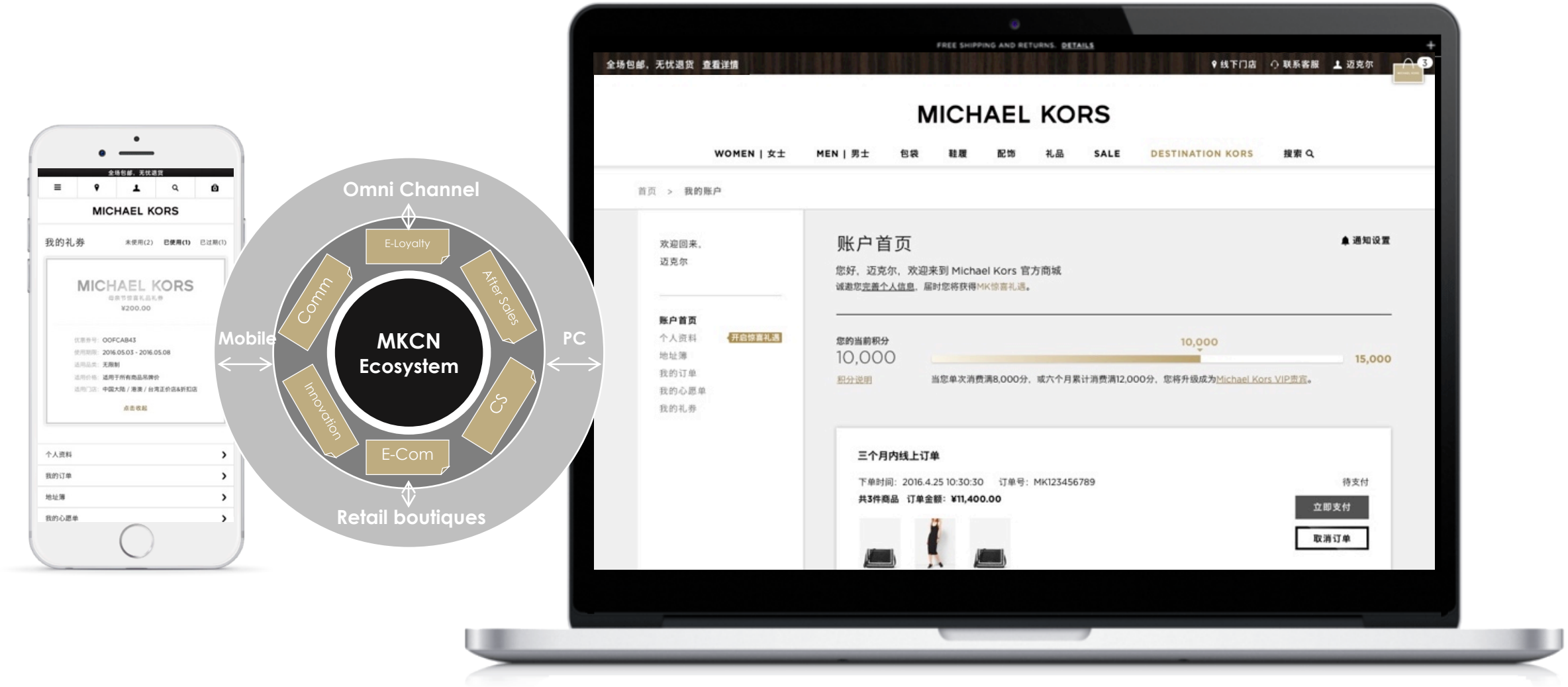
DIGITAL FLAGSHIP: WWW.MICHAELKORS.CN

CHINA ECOMMERCE



DIGITAL FLAGSHIP: WWW.MICHAELKORS.CN

INCORPORATED WITH LOYALTY PROGRAM / O2O



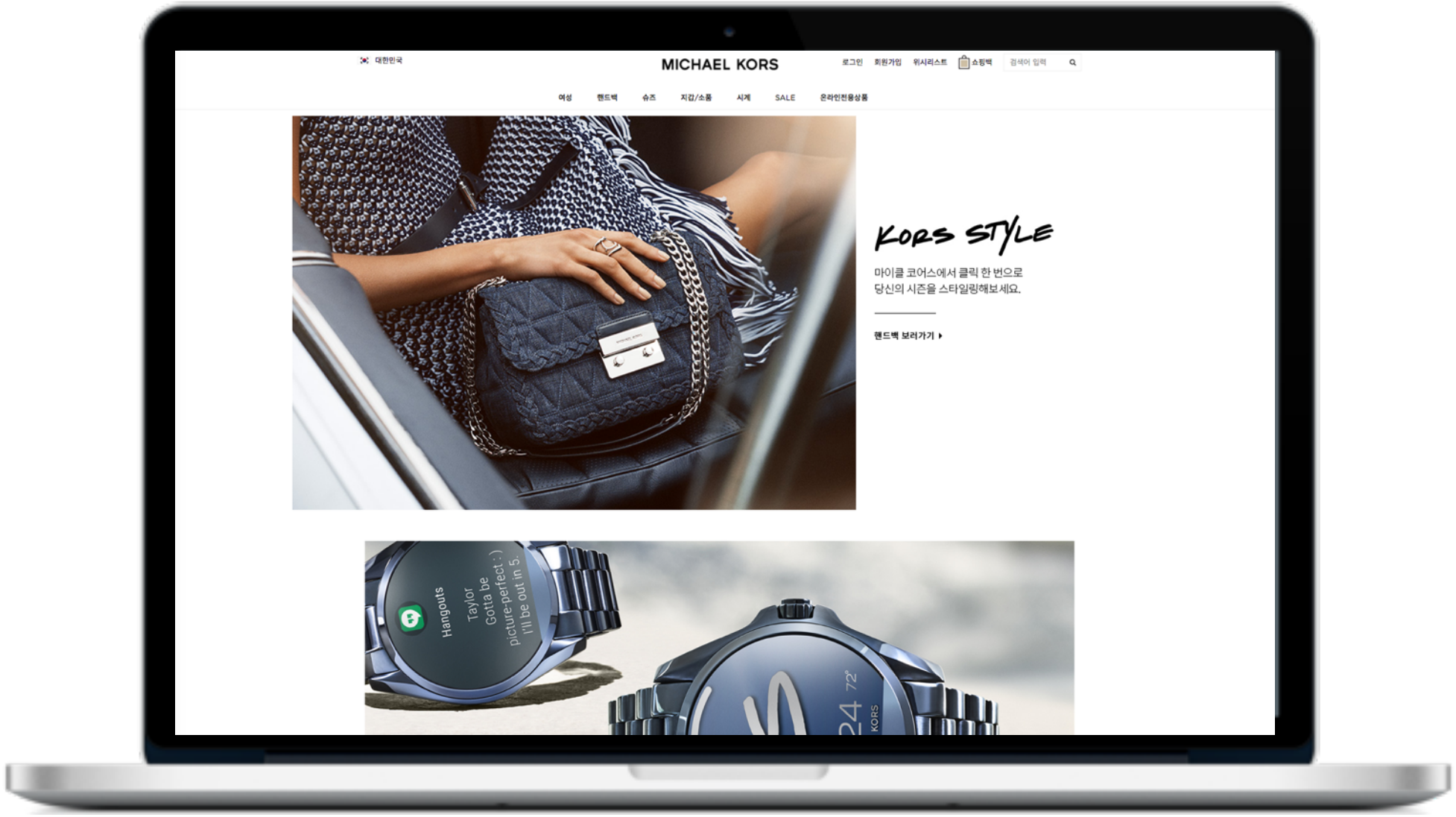
DIGITAL FLAGSHIP: WWW.MICHAELKORS.JP

JAPAN ECOMMERCE



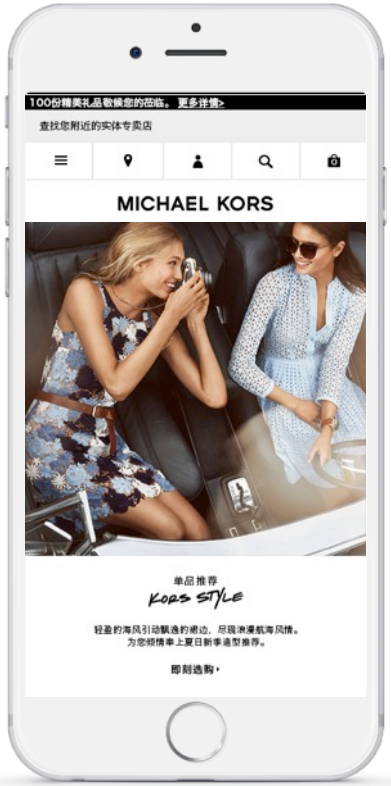
DIGITAL FLAGSHIP: WWW.MICHAELKORS.CO.KR

KOREA ECOMMERCE



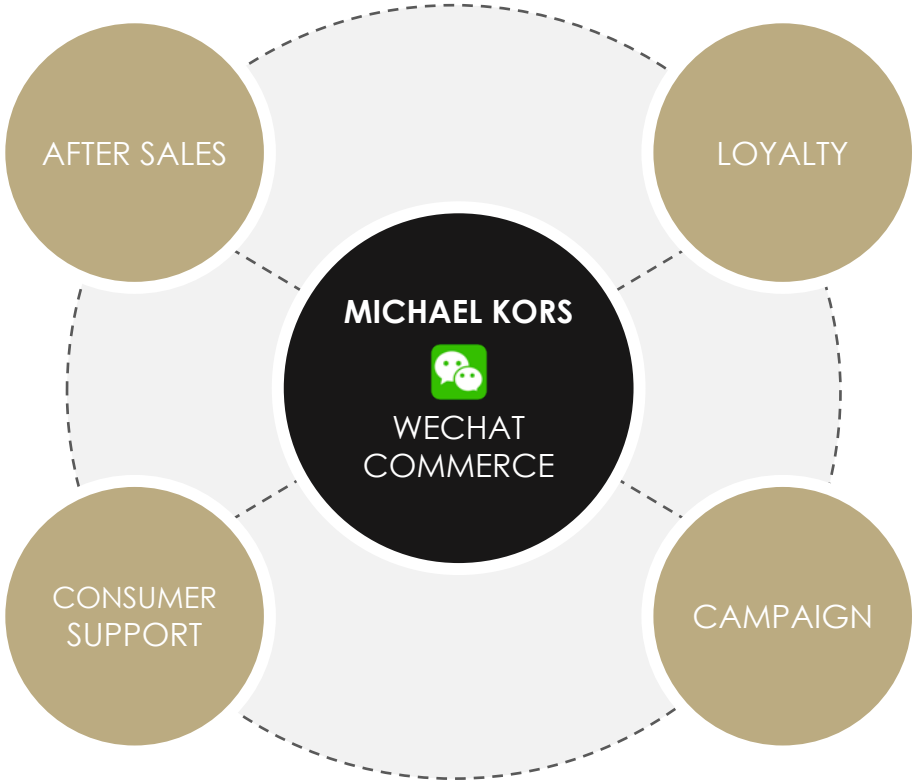
DIGITAL MARKETING: SOCIAL MEDIA

WECHAT ECOSYSTEM (COMMERCE/CLIENTELE/ENGAGEMENT/AFTER SALES)







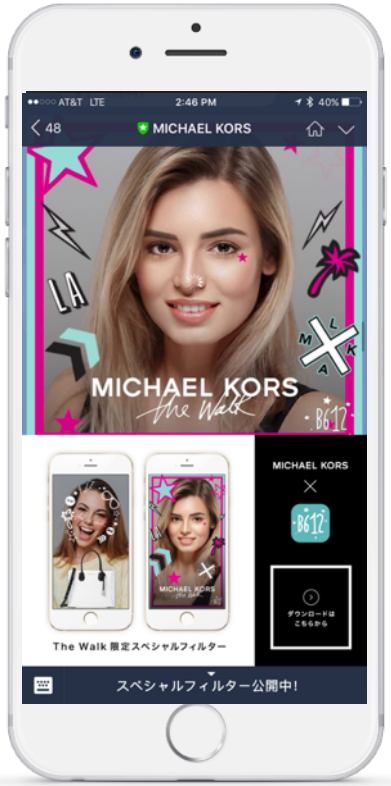


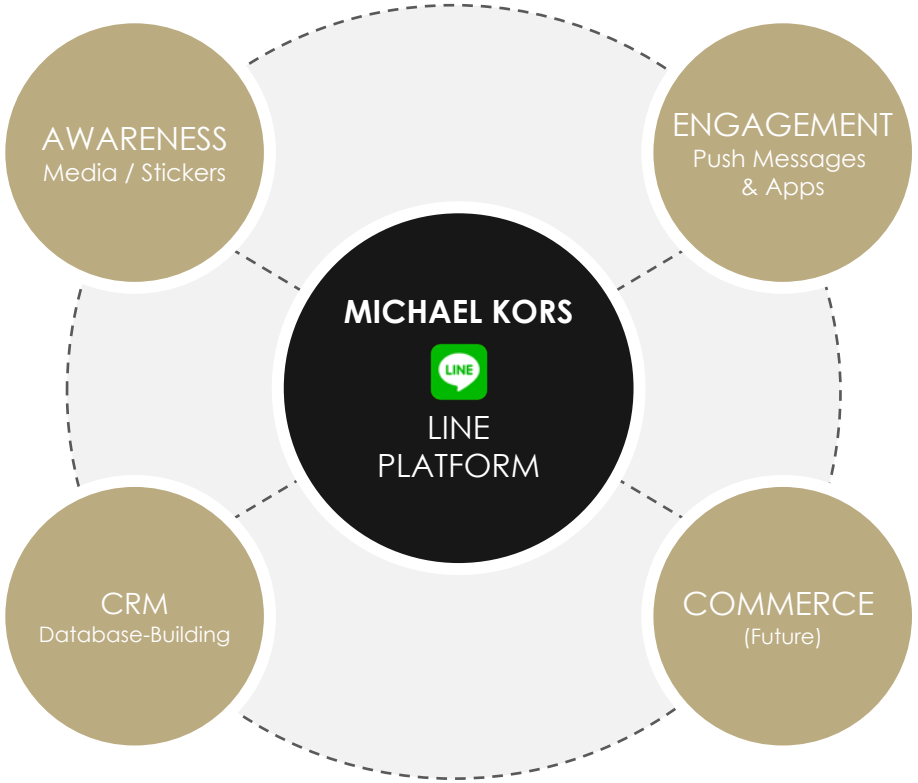
DIGITAL MARKETING: SOCIAL MEDIA

LINE ECOSYSTEM (AWARENESS/ENGAGEMENT/CRM/COMMERCE)









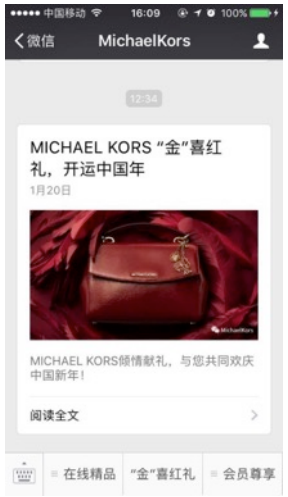
DIGITAL MARKETING: 360 APPROACH

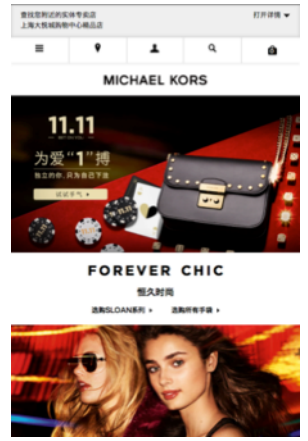
INTEGRATED MARKETING CAMPAIGN



















DIGITAL MARKETING: CELEBRITIES

CHINA TOP INFLUENCERS/CELEBRITIES (WEIBO/WECHAT)





YANG MI, 72M FOLLOWERS



DIGITAL MARKETING: CELEBRITIES

CHINA TOP INFLUENCERS/CELEBRITIES (WEIBO/WECHAT)



GAO YUANYUAN, 48M FOLLOWERS



DILRABA, 25M FOLLOWERS



NAZHA, 12M FOLLOWERS

DIGITAL MARKETING: CELEBRITIES

JAPANESE INFLUENCERS/CELEBRITIES



HIKARI MORI, 895K FOLLOWERS



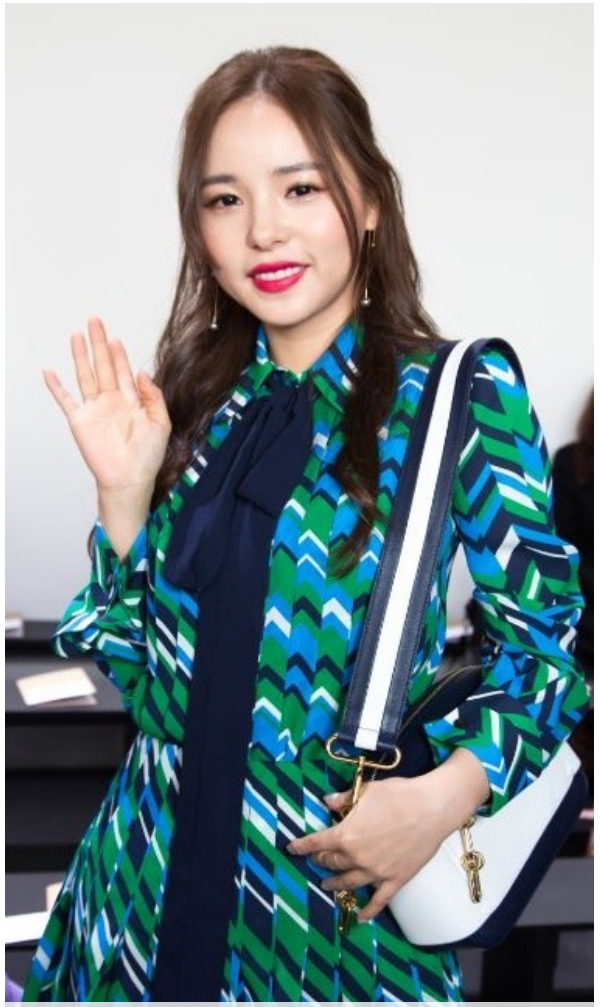
ROLA, 4.6M FOLLOWERS



TAO OKAMOTO, 110K FOLLOWERS

DIGITAL MARKETING: CELEBRITIES

KOREAN INFLUENCERS/CELEBRITIES



MIN HYO-RIN, 1.7M FOLLOWERS

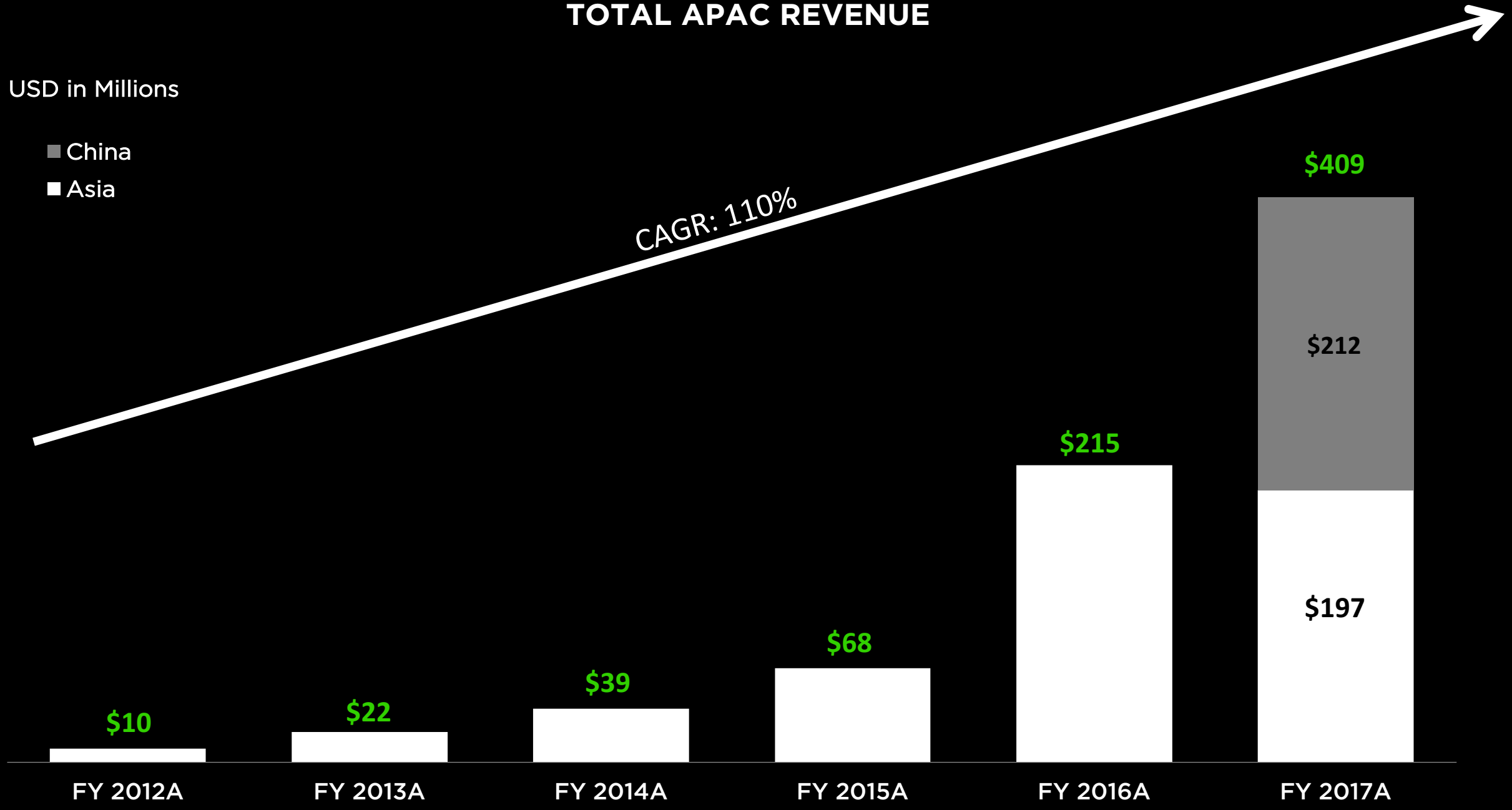


IRENE KIM, 909K FOLLOWERS



SOO JOO PARK, 507K FOLLOWERS

TOTAL APAC REVENUE

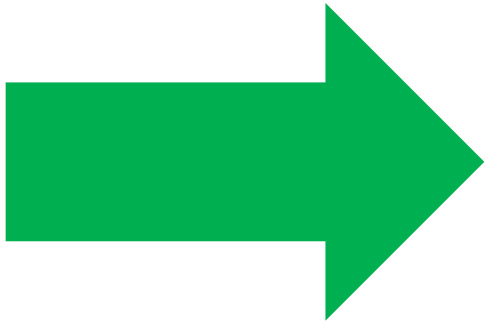


RUNWAY 2020

FINANCIAL PLAN

RUNWAY2020 EXPECTED TO DRIVE IMPROVED FINANCIAL PERFORMANCE

- **PRODUCT & DESIGN**
  - MICHAEL KORS FASHION LEADERSHIP
  - PRODUCT INNOVATION
  - REBALANCE PRODUCT MIX
  - CUSTOMIZATION
  - COLLABORATIONS
- **BRAND COMMUNICATION**
  - MICHAEL'S VOICE
  - RUNWAY
  - JET SET LIFESTYLE
  - STYLE EXPERIENCE
- **CUSTOMER EXPERIENCE**
  - DIGITAL FLAGSHIPS
  - FLAGSHIP MODEL
  - NEW FLEET CONCEPT
  - LUXURY SERVICE
  - LOYALTY



RETURN TO REVENUE GROWTH

- PRODUCT INNOVATION AND EXPANSION
- STABILIZE THE BASE
- GLOBAL EXPANSION

IMPROVING OPERATING MARGIN

- SEGMENT MIX
- GEOGRAPHIC MIX
- BETTER MANAGE PROMOTIONS & MARKDOWNS

STRONG FREE CASH FLOW

- EBITDA GROWTH
- WORKING CAPITAL MANAGEMENT

FINANCIAL OUTLOOK

	FY 2018	FY 2019	FY 2020
REVENUE	APPROXIMATELY $4.25B	LOW SINGLE DIGIT GROWTH	LOW SINGLE DIGIT GROWTH
COMPARABLE SALES	HIGH SINGLE DIGIT DECLINE	EVEN	POSITIVE
GROSS MARGIN	APPROXIMATELY 60%	STABLE	IMPROVING
OPERATING EXPENSE PERCENT*	APPROXIMATELY 44%	STABLE	STABLE
OPERATING MARGIN*	APPROXIMATELY 16%	STABLE	IMPROVING
NET INCOME*	DECLINING	IN LINE WITH SALES	GROWING
EPS*	$3.57 - $3.67	LOW TO MID SINGLE DIGIT GROWTH	MID TO HIGH SINGLE DIGIT GROWTH
CAP EX	APPROXIMATELY $200M	$200M - $250M	$200M - $250M

*US GAAP RESULTS ADJUSTED FOR NON-RECURRING & SPECIAL ITEMS

EFFICIENT CAPITAL DEPLOYMENT

BUILD ON OUR STRONG FINANCIAL FOUNDATION:

- SIGNIFICANT FREE CASH FLOW
- SOLID BALANCE SHEET

CAPITAL ALLOCATION PRIORITIES:

- INVEST IN THE BUSINESS
- SHARE REPURCHASE
- OPPORTUNISTIC M&A



MICHAEL KORS
VISION

PRODUCT & DESIGN

MICHAEL KORS FASHION LEADERSHIP
PRODUCT INNOVATION
REBALANCE PRODUCT MIX
CUSTOMIZATION

BRAND COMMUNICATION

MICHAEL'S VOICE
RUNWAY
JET SET LIFESTYLE
STYLE EXPERIENCE

CUSTOMER EXPERIENCE

DIGITAL FLAGSHIPS
FLAGSHIP MODEL
NEW FLEET CONCEPT
LUXURY SERVICE
LOYALTY



Q & A