

CALERES

★ 5 ★

Fourth Quarter Earnings

March 15, 2022

Safe Harbor Statement

Under the private securities litigation reform act of 1995

This presentation contains certain forward-looking statements and expectations regarding the company's future performance and the performance of its brands. Such statements are subject to various risks and uncertainties that could cause actual results to differ materially. These risks include (i) the coronavirus pandemic and its adverse impact on our business operations, store traffic and financial condition (ii) changing consumer demands, which may be influenced by consumers' disposable income, which in turn can be influenced by general economic conditions and other factors; (iii) rapidly changing consumer preferences and purchasing patterns and fashion trends; (iv) intense competition within the footwear industry; (v) customer concentration and increased consolidation in the retail industry; (vi) foreign currency fluctuations; (vii) impairment charges resulting from a long-term decline in our stock price; (viii) political and economic conditions or other threats to the continued and uninterrupted flow of inventory from China and other countries, where the company relies heavily on third-party manufacturing facilities for a significant amount of its inventory; (ix) cybersecurity threats or other major disruption to the company's information technology systems; (x) the ability to accurately forecast sales and manage inventory levels; (xi) a disruption in the company's distribution centers; (xii) the ability to recruit and retain senior management and other key associates; (xiii) the ability to maintain relationships with current suppliers; (xiv) the ability to secure/exit leases on favorable terms; (xv) transitional challenges with acquisitions and divestitures; (xvi) changes to tax laws, policies and treaties; (xvii) compliance with applicable laws and standards with respect to labor, trade and product safety issues; and (xviii) the ability to attract, retain, and maintain good relationships with licensors and protect our intellectual property rights.

The company's reports to the Securities and Exchange Commission contain detailed information relating to such factors, including, without limitation, the information under the caption Risk Factors in Item 1A of the company's Annual Report on Form 10-K for the year ended January 30, 2021, which information is incorporated by reference herein and updated by the company's Quarterly Reports on Form 10-Q. The company does not undertake any obligation or plan to update these forward-looking statements, even though its situation may change.

We are CALERES

★ 5 ★

We Are Customer Focused

We Put the Consumer
at the Center of
Everything
We Do



We Are Diversified & Relevant

We Have a Portfolio of
Footwear Brands that are
Authentic and Differentiated



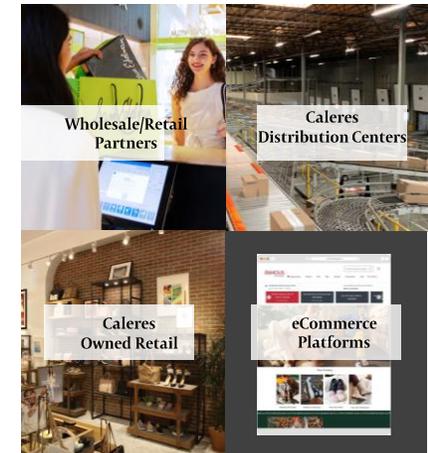
We Are Footwear Experts

We Have Unmatched
Commitment to Continued
Innovation

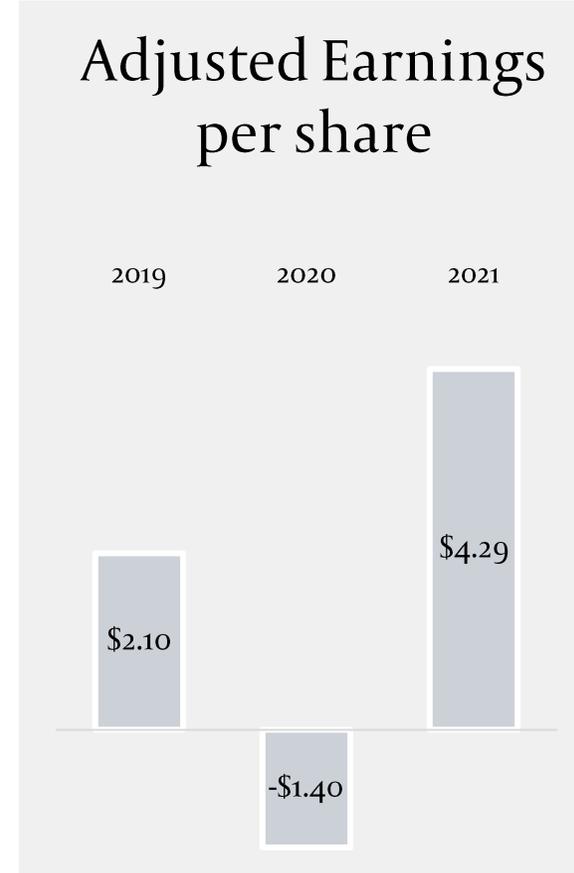
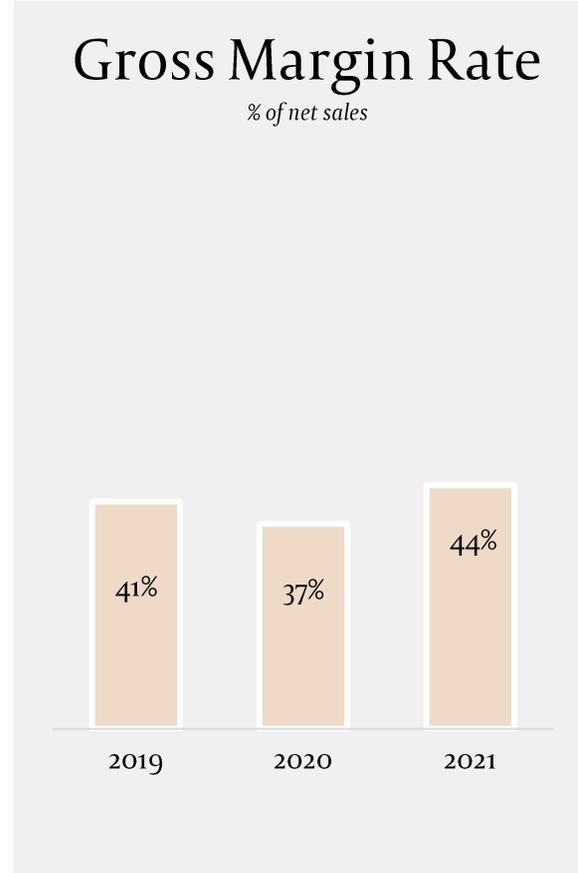
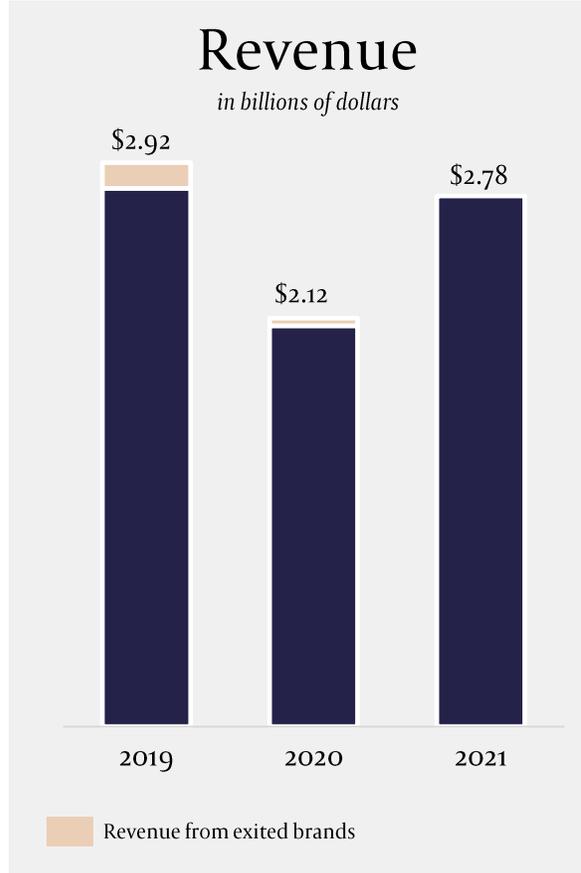


We Are Fulfillment Leaders

We Deliver Footwear
Any Way
You Want to Shop



Caleres in brief – fiscal year



2021 Notable Accomplishments:

*Record annual earnings // Record consolidated gross margins // Record Adjusted EBITDA
 Extinguished long-term debt // Brand perception metrics improve // Record year for Famous
 Digital business accelerates // Acquisitions contribute to higher profits // Nationally recognized ESG report*

Fourth Quarter 2021 Accomplishments

\$679.3

million
in total revenue

+351

basis point improvement in
consolidated gross margin vs. 4Q19

~\$33.9

million
in net earnings

\$0.91

Adjusted earning per share—
a record for the fourth quarter

74%

total direct-to-consumer
business

3.5%

decline in total inventory
levels from 4Q19 with an
~134% percent increase in in-
transit inventory levels over
the same time period

~36% growth in owned ecommerce

vs. 4Q19



Famous Footwear

Fourth Quarter 2021

Record quarterly net sales of \$401.9 million, representing a ~9 percent improvement over 4Q19

Fourth quarter record gross margin of 48.9 percent, 641 basis points higher than 4Q19

Record quarterly operating earnings of \$55.7 million, representing a \$48.8 million increase over 4Q19

Most profitable holiday season in brand history

Inventory down ~21.9 percent when compared to 4Q19

Fiscal Year 2021

Best-ever annual financial performance

Record annual net sales of \$1.75 billion - up 10.1 percent over fiscal year 2019

Record annual gross margin of 48.0 percent, or 641 basis points higher than 4Q19 -- reflecting robust consumer demand and ongoing full price

Record annual operating earnings of \$276.4 million

Record annual ROS of 15.8 percent – a 1,097-basis point improvement over fiscal year 2019

A photograph of a woman's legs wearing light-colored, high-heeled shoes with ankle straps, sitting on a chair. The background is dark and out of focus.

Brand Portfolio

Fourth Quarter 2021

Ongoing improvement in the segment with net sales up 24.4 percent vs. 4Q20 and down ~8 percent vs. 4Q19, excluding exited brands

Operating earnings of \$10.8 million

Key leadership brands – Sam Edelman, Allen Edmonds, Vionic and Blowfish surpassed 4Q19 earnings

Operated during the quarter with 20 percent less inventory when compared to 4Q19 -- excluding in-transit inventory which was nearly twice as high

Fiscal 2021

Established an exceptionally strong foundation on which to build

Net sales of \$1.08 billion – 19.8% better than fiscal 2020

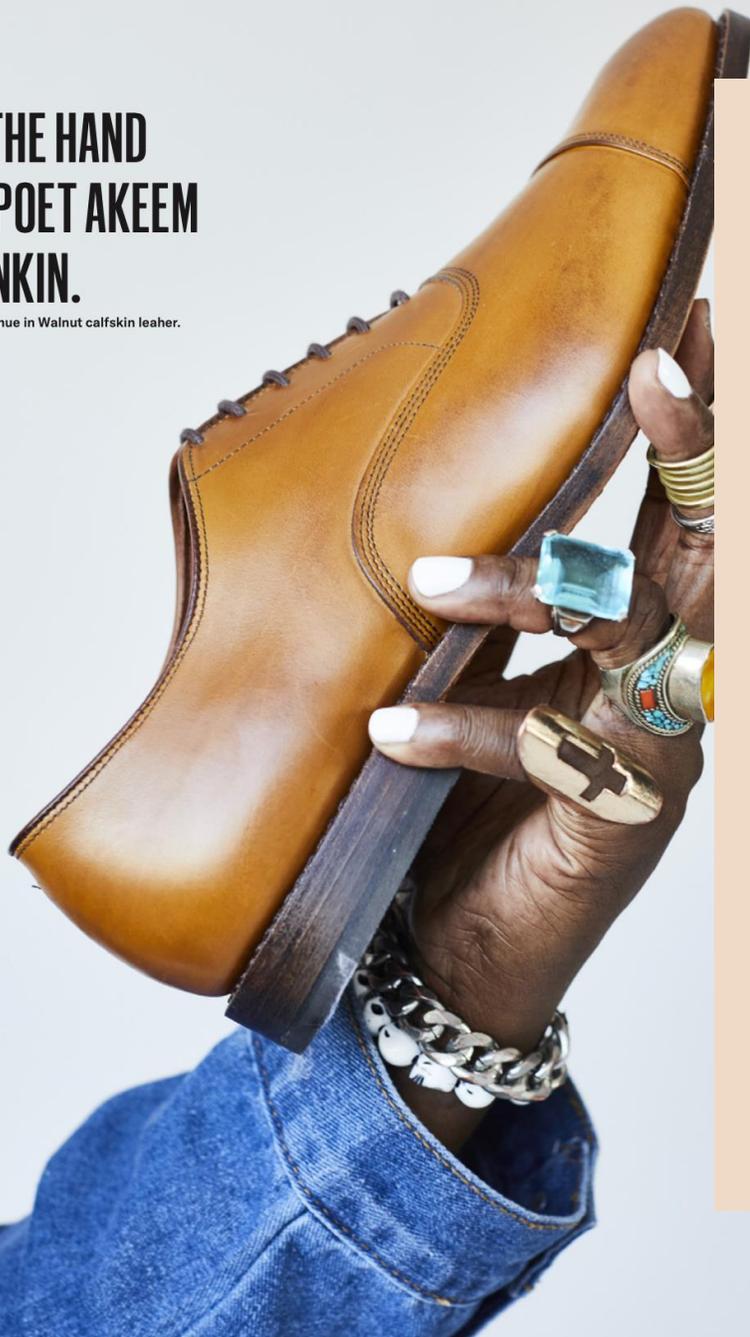
Adjusted operating earnings of \$49.4 million

Improving performances from key leadership brands including, Sam Edelman, Allen Edmonds, Vionic and Blowfish

30% improvement in its owned ecommerce business vs. 4Q20

**IN THE HAND
OF POET AKEEM
DUNKIN.**

Park Avenue in Walnut calfskin leather.



2022 Outlook

FY21 expectations

- ★ Consolidated sales, flat-to-up three percent vs. fiscal 2021
- ★ Earnings per share of between \$3.75 and \$4.00

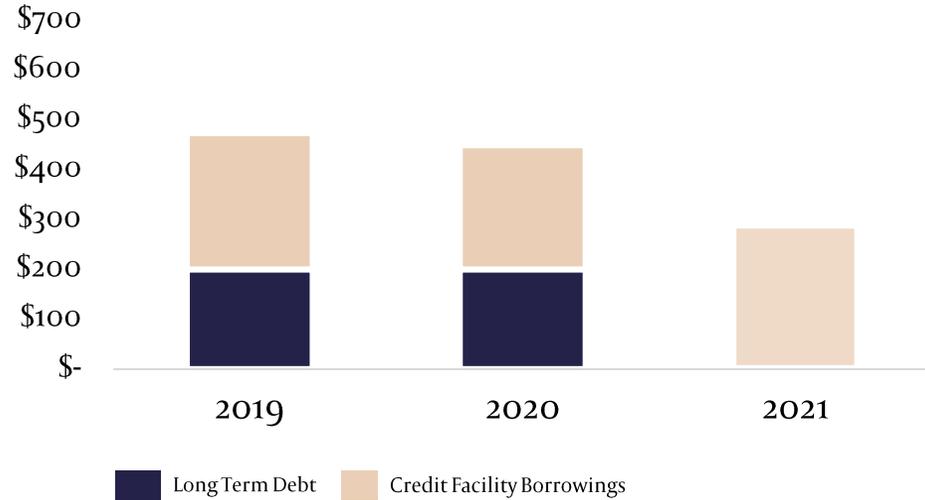
Quarterly considerations

- ★ We expect a change as it relates to the quarterly distribution of our earnings in 2022
- ★ Given the strong momentum coming out of the fourth quarter of 2021, and the ongoing uncertainties in the macro environment, the company expects 50 percent of its earnings to be in the first half of the year

Caleres has significantly reduced and strategically repositioned its debt profile

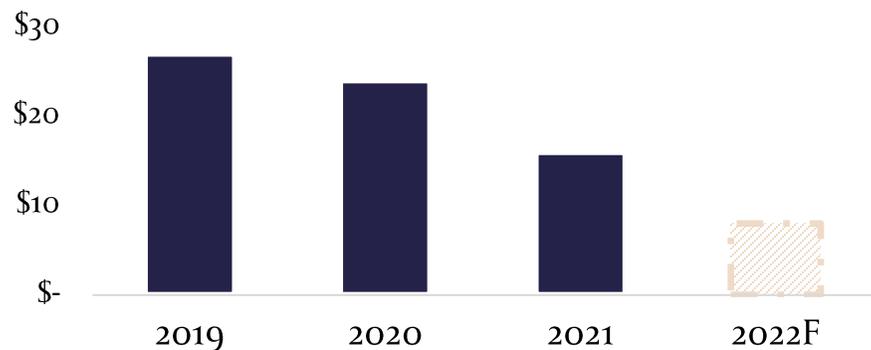
Caleres Debt Profile

in millions of dollars



Caleres Interest Expense

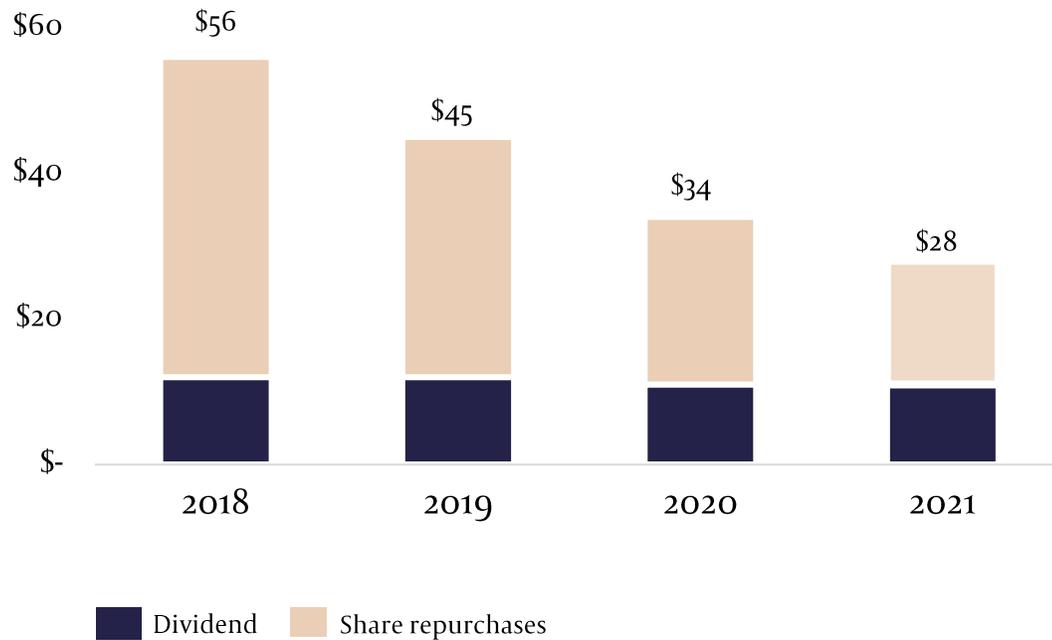
in millions of dollars



- ★ Called all senior notes – effectively extinguishing its long-term debt
- ★ Renegotiated more advantageous terms on its credit facility
- ★ These actions should reduce annual interest expense by approximately \$20 million versus 2019
- ★ Going forward, we will selectively reduce debt further – while at the same time strategically utilizing our ABL for working capital needs – driving toward the long-term goal of zero net debt

Caleres carefully and constantly evaluates the most value-enhancing avenue for its free cash flow

Caleres Shareholder Return History
in millions of dollars



CAL is committed to a flexible approach to capital allocation including:

1. Returning cash to shareholders
 2. Investing in organic growth
 3. Funding strategic bolt-on or add in opportunities
 4. Selective debt reduction
- ★ Caleres Board of Directors approved an incremental 7 million shares to the company's repurchase program
 - ★ With this increase, Caleres has approximately 9 million shares left under its current authorization
 - ★ Recently announced it will pay its 396th consecutive quarterly dividend on April 8 to shareholders of record on March 24, 2022

CALERES

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Appendix

March 15, 2022



Park Avenue Oxford



Park Avenue Sneaker



Park Avenue Lug-Sole



Why Invest Now?

We have clearly defined capital allocation strategy built around returning a significant percentage of free cash flow to shareholders

We believe that the Brand Portfolio is well-positioned to exceed our pre-pandemic earnings levels in 2022

We are targeting another strong earnings year for Famous Footwear

We are leveraging our customer file – a differentiating strategic asset – to strengthen our customer acquisition and retention to drive incremental omnichannel growth

We are sharply focused on expanding margins by increasing our direct-to-consumer sales, particularly through our owned websites

We will continue to manage our expenses and control the variables within our control to maintain our SG&A rate



Caleres Value Proposition

We leverage our powerful portfolio of trusted brands to generate strong and durable margins – enterprise-wide

We operate a large and successful direct-to-consumer business, anchored by Famous Footwear

We generate significant amounts of free cash flow throughout the market cycle

We have knowledge of, expertise in and visibility across the entire footwear landscape

We are well-positioned to capitalize on market opportunities by leveraging our diversified portfolio of brands, well-developed retail network, well-capitalized digital presence, extensive consumer database and enhanced operating capabilities

The Brand Portfolio is poised for a strong earnings performance in 2022



The Brand Portfolio is well positioned to exceed pre-pandemic earnings levels in 2022

Ongoing strong performances from Sam Edelman, Vionic and Blowfish and improving performances from Allen Edmonds, Naturalizer, and Dr. Scholl's will lead the rebound

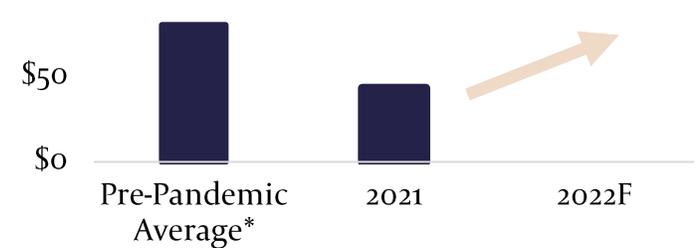
Diversified portfolio can pivot to meet evolving consumer trends

Aligning inventory with consumer demand

Digital acceleration through branded websites driving increased web traffic and conversion and higher AURs

Caleres Brand Portfolio Operating Earnings

(in millions of \$)



*average of Brand Portfolio earnings for 2016-2019

We are targeting another strong earnings year for Famous Footwear



Famous Footwear 2022 Priorities

Disrupt big brands
and explore new and
emerging brands

Maintain inventory
turn levels above
historical averages

Continue full-price
selling

Continued growth of
FamousFootwear.com

Elevate consumer
experience with new
store prototype

Leverage nationwide
store network



Famous is expected to achieve 2022 earnings in excess of historical levels

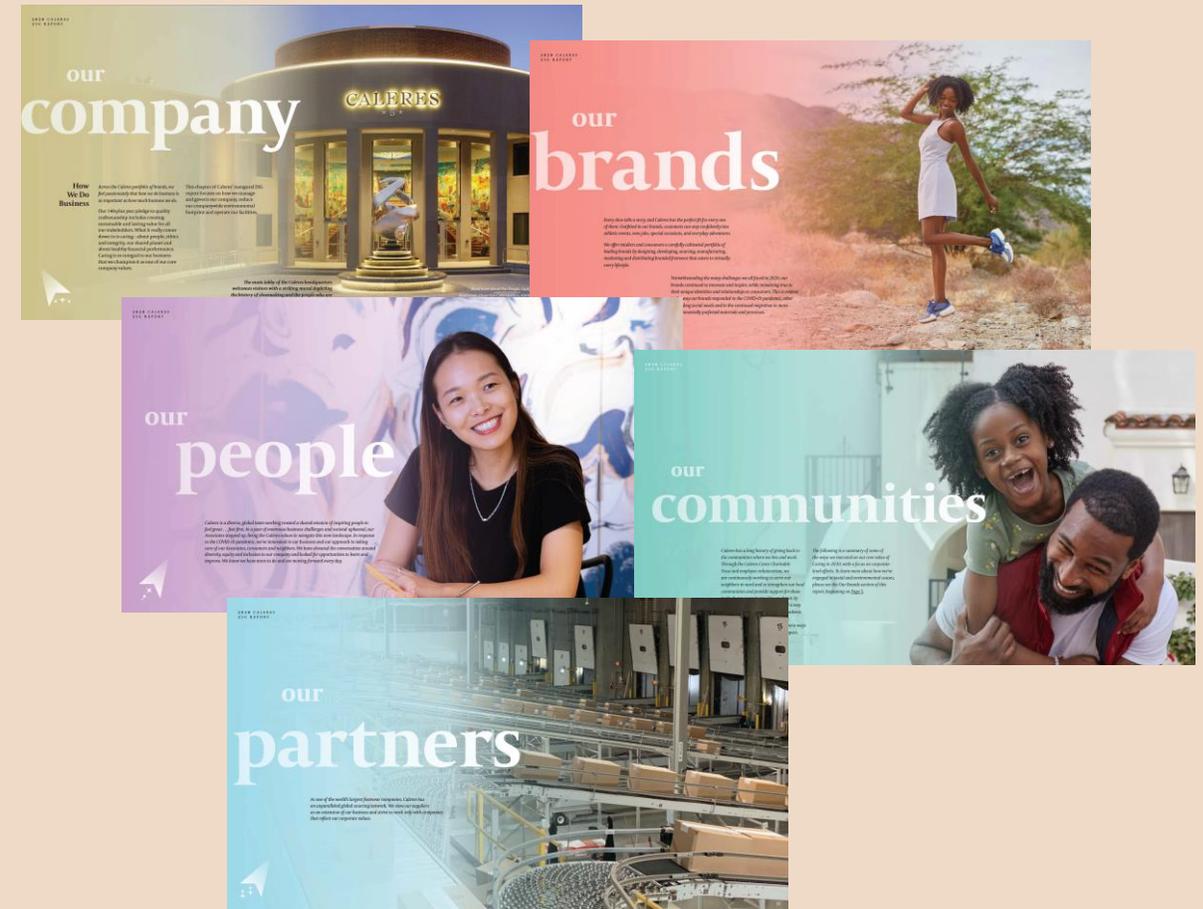
Over the long-term responsible companies are the most profitable companies

Across our portfolio of brands, we feel passionately that how we do business is as important as how much business we do

Published our inaugural environmental, social and governmental (ESG) report in April 2021

This first ESG report is the result of our broader efforts to formalize our approach to ESG, complete a materiality assessment, and establish a strategic ESG framework that will be used to track our progress in future years

Caleres was honored by Newsweek as the 68th most responsible company and the top footwear and fashion organization in the U.S.



Learn more about our 2025 ESG commitments [here](#)