26th Annual ICR Conference // January 9, 2024

CALERES

EST ✦ 1878

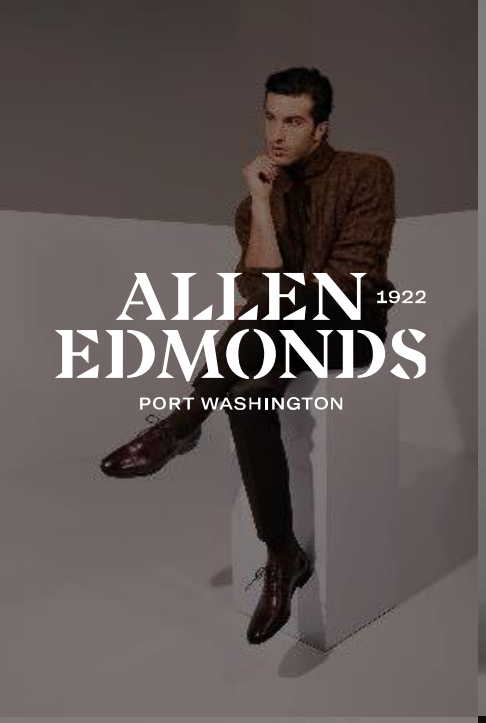
Famous Footwear | Sam Edelman | Allen Edmonds | Naturalizer | Vionic | Dr Scholls | Franco Sarto | LifeStride | Veronica Beard | Vince | Blowfish | Rykä

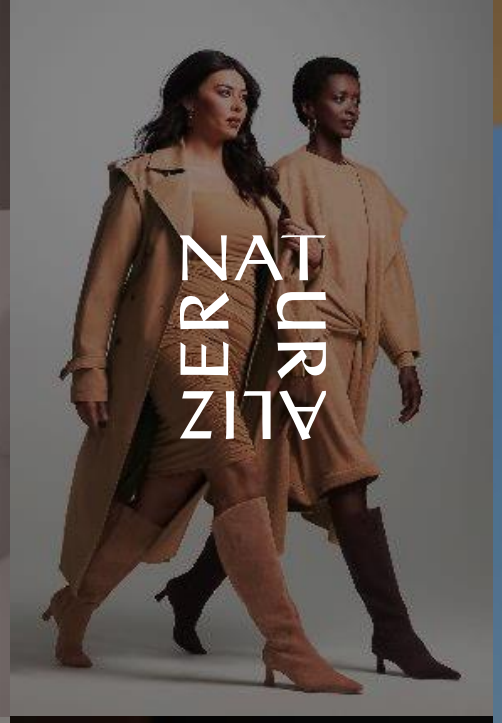
Safe Harbor

UNDER THE PRIVATE SECURITIES LITIGATION REFORM ACT OF 1995

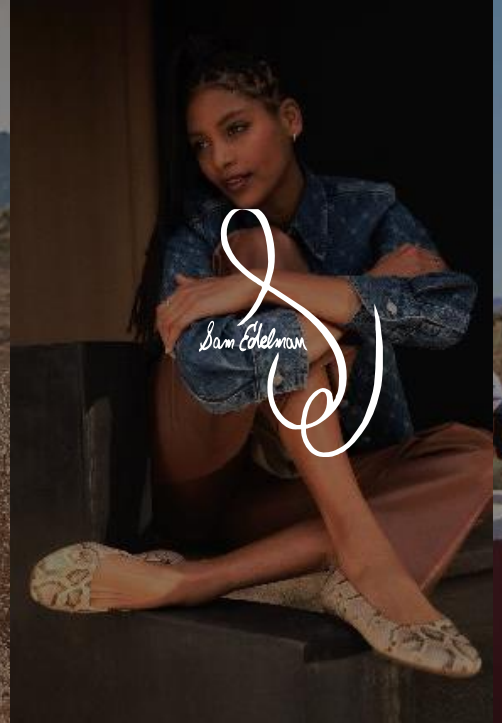
This presentation contains certain forward-looking statements and expectations regarding the company's future performance and the performance of its brands. Such statements are subject to various risks and uncertainties that could cause actual results to differ materially. These risks include (i) changing consumer demands, which may be influenced by general economic conditions and other factors; (ii) inflationary pressures (iii) supply chain disruptions (iv) rapidly changing consumer preferences and purchasing patterns and fashion trends; (v) customer concentration and increased consolidation in the retail industry; (vi) intense competition within the footwear industry; (vii) foreign currency fluctuations; (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 secure/exit leases on favorable terms; (xiv) the ability to maintain relationships with current suppliers; (xv) transitional challenges with acquisitions and divestitures; (xvi) changes to tax laws, policies and treaties; (xvii) our commitments and shareholder expectations related to environmental, social and governance considerations; (xviii) compliance with applicable laws and standards with respect to labor, trade and product safety issues; and (xix) 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 28, 2023, 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.


ALLEN EDMONDS
1922
PORT WASHINGTON


NATURALIZER


VIONIC


Sam Edelman

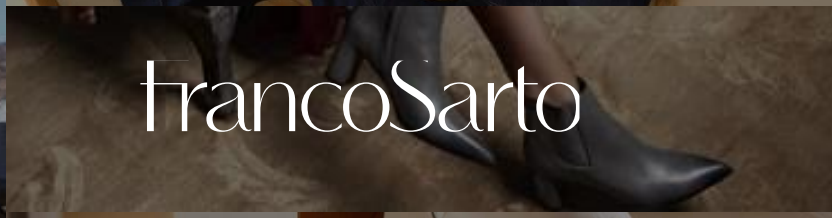

FAMOUS
footwear


VERONICA BEARD


VINCE.


Blowfish
MALIBU


Dr Scholl's
SHOES


FrancoSarto


LifeStride


ryka



CALERES REITERATES FULL YEAR 2023 OUTLOOK

Consolidated net sales down 4.5% to 5.5%
(including the 53rd week)

Diluted earnings per share of $3.96 to $4.06

Adjusted diluted earnings per share of $4.10 to $4.20

Consolidated operating margin of 7.3% to 7.5%

Interest expense of about $18 million

Effective tax rate of about 25%

Weighted average shares outstanding of 34.3 million

Capital expenditures of about $50 million

CALERES IS UNIQUELY POSITIONED TO DRIVE LONG-TERM SHAREHOLDER VALUE

Merchant driven organization with powerful brand assets

Exceptional capabilities in sourcing & logistics, digital, marketing and analytics, and technology

Unique and synergistic structure

Passionate and ambitious team in a value-driving culture

Strong financial foundation with increased financial flexibility

Structural transformation has resulted in a higher annual baseline level of earnings of more than $4.00 per share

Clear and actionable three-year growth plan

THREE-YEAR PLAN TARGETS*

3% - 5%

Revenue Growth CAGR

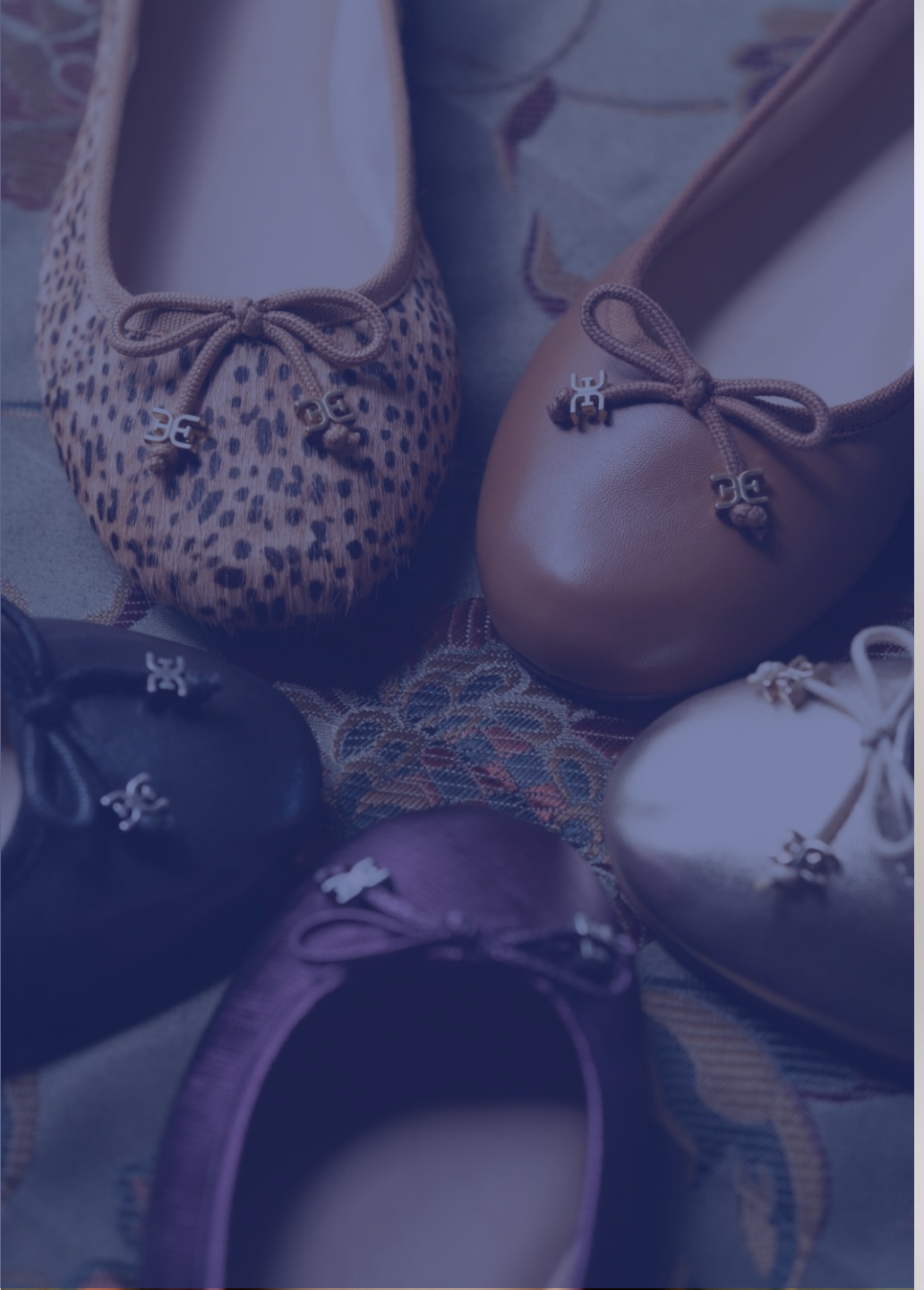
11% - 13%

EPS Growth CAGR

Low-to-Mid **teens**

Annual TSR Target

*3-year plan targets as of 10/5/23



BRAND PORTFOLIO

ACCELERATES

GROWTH

Caleres expects **double-digit** operating margins in 2023 and beyond with 50% of our revenue to come from our Brand Portfolio by 2026

~$1.3B

2023F Revenue

~11%

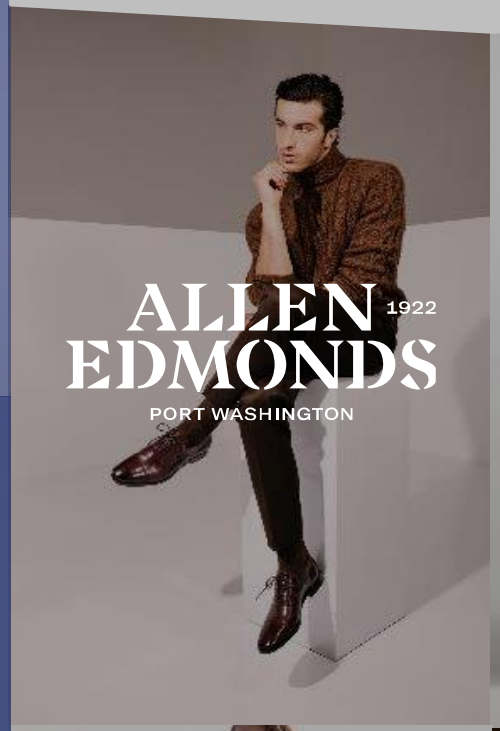
2023F
Operating Margin

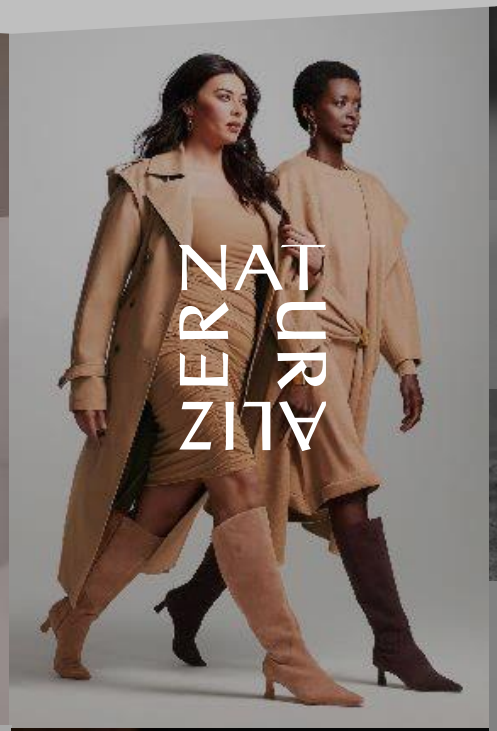
>7%

U.S. Market Share*
WOMENS FASHION
footwear

*Per Circana

LEAD BRANDS
55% of Revenue







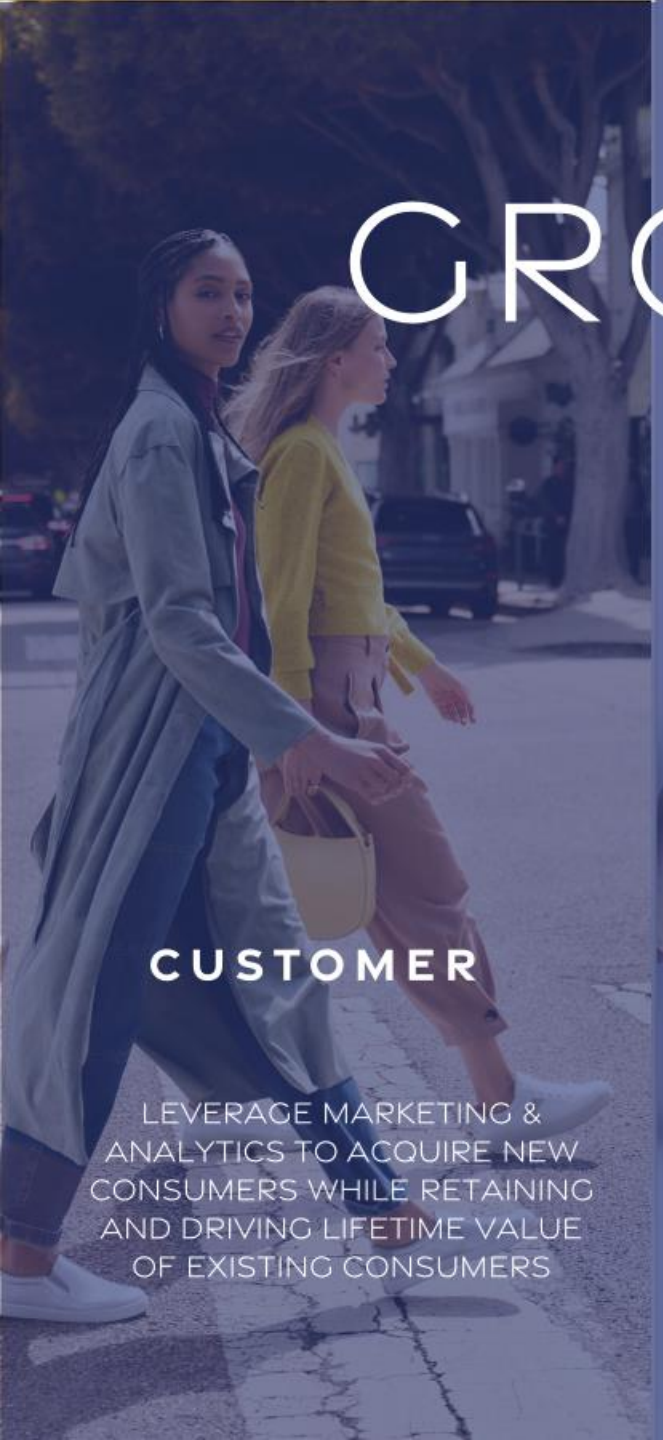


PORTFOLIO BRANDS
45% of Revenue



BRAND PORTFOLIO

GROWTH VECTORS



CUSTOMER

LEVERAGE MARKETING & ANALYTICS TO ACQUIRE NEW CONSUMERS WHILE RETAINING AND DRIVING LIFETIME VALUE OF EXISTING CONSUMERS

CATEGORY

UTILIZING DESIGN & INNOVATION CAPABILITIES TO EXPAND PRODUCT CATEGORIES:
SAM EDELMAN IN SNEAKERS,
ALLEN EDMONDS GROWING CASUAL
VIONIC EXPANDING ATHLEISURE

CHANNEL

LEVERAGE OUR DTC CAPABILITIES TO ACCELERATE GROWTH IN OWNED ECOMMERCE AND RETAIL WHILE GROWING OUR PENETRATION WITH STRATEGIC WHOLESALE PARTNERS

GEOGRAPHY

EXPAND ACROSS GEOGRAPHIES WITH FASTER GROWTH IN OUR INTERNATIONAL BUSINESS – PARTICULARLY WITH SAM EDELMAN IN ASIA



FAMOUS FOOTWEAR

GROWS

WITH THE MILLENNIAL FAMILY

Caleres will gain share with the **Millennial family and kids** to **drive profitable growth** and **generate strong cash flow**

FAMOUS FOOTWEAR

GROWTH VECTORS



KIDS AND FAMILY STRATEGY



FASHION PENETRATION INCLUDING VERTICAL BRANDS



ENGAGING OMNICHANNEL EXPERIENCES

OUR STRUCTURE

ACCELERANT TO GROWTH

CALERES

EST ✦ 1878

OUR COMPETITIVE ADVANTAGE

lead brands

Sam Edelman

NATURALIZER

ALLEN EDMONDS 1922 PORT WASHINGTON

VIONIC

FAMOUS FOOTWEAR

portfolio brands

Dr Scholl's SHOES

Blowfish MALIBU

ryka

VINCE.

LifeStride

FrancoSarto

VERONICA BEARD

ONE CALERES:

CAPABILITIES

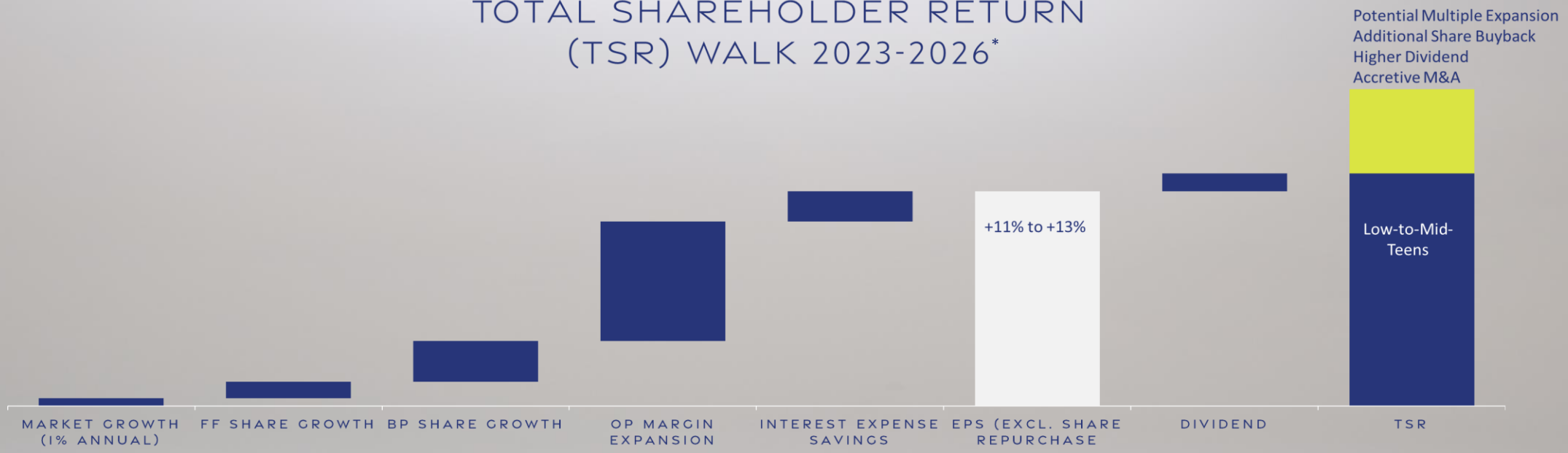
SYNERGIES

TEAM & CULTURE

STRONG FINANCIAL PERFORMANCE

GENERATES LONG-TERM VALUE

TOTAL SHAREHOLDER RETURN (TSR) WALK 2023-2026*



11% - 13%

EPS Growth CAGR*

LOW-TO-MID TEENS

Annual TSR Target*

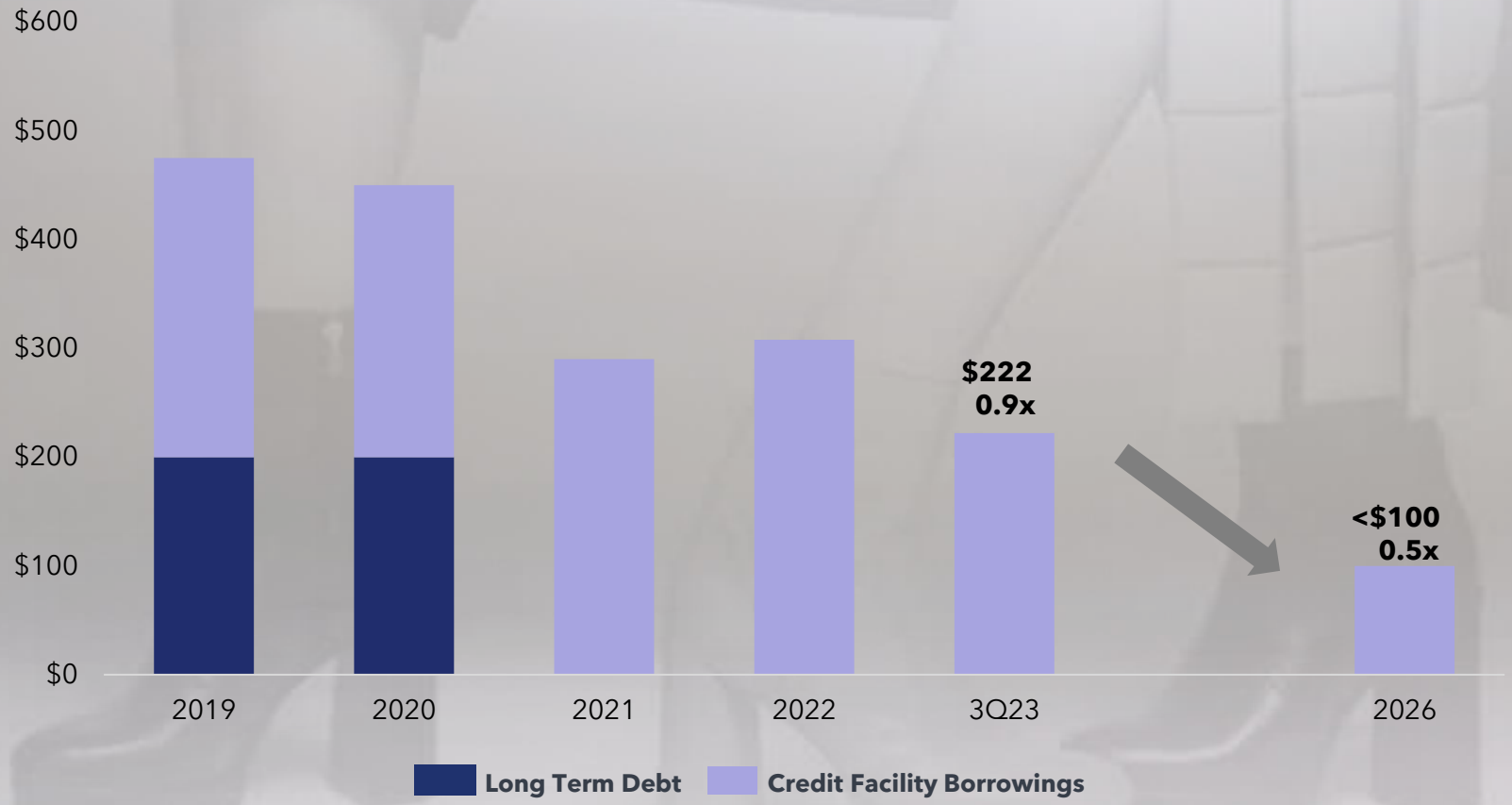
*3-year plan targets as of 10/5/23

STRONG FINANCIAL PERFORMANCE

DEBT REDUCTION PROGRESS

CALERES DEBT PROFILE

in millions of dollars



THREE-YEAR PLAN TARGETS*

< $100M in total debt

< 0.5x Debt / EBITDA Ratio

*3-year plan targets as of 10/5/23

THREE-YEAR PLAN

CAPITAL ALLOCATION PRIORITES



Invest for Organic Growth	Make targeted investments in brands and capabilities with the greatest opportunity for profitable growth
Pay Dividend	Continue to fund our long-standing dividend
Debt Reduction	Reduce debt to below $100M
Share Repurchases	Opportunistically repurchase shares
M&A	Consider opportunistic M&A in white spaces (Men's, Gen Z and International)

APPENDIX

GAAP to Non-GAAP RECONCILIATION

SCHEDULE 9

CALERES, INC.
RECONCILIATION OF DILUTED EARNINGS PER SHARE (GAAP BASIS) TO ADJUSTED DILUTED EARNINGS PER SHARE (NON-GAAP BASIS) – FISCAL 2023 GUIDANCE

	Fiscal 2023 Guidance	
	Low	High
GAAP diluted earnings per share	$ 3.96	$ 4.06
Charges/other items:		
Expense reduction initiatives	0.14	0.14
Adjusted diluted earnings per share	$ 4.10	$ 4.20