FY23 Q1 GENESCO

Summary Results

May 26, 2022

LITTLE BURGUNDY schuh JOHNSTON & MURPHY Levi's DOCKERS Bass

GENESCO

Safe Harbor Statement

This release contains forward-looking statements, including those regarding future sales, earnings, gross margins, expenses, capital expenditures, depreciation and amortization, tax rates, stores openings and closures and all other statements not addressing solely historical facts or present conditions. Forward- looking statements are usually identified by or are associated with such words as “intend,” “expect,” “believe,” “anticipate,” “optimistic” and similar terminology. Actual results could vary materially from the expectations reflected in these statements. A number of factors could cause differences. These include adjustments to projections reflected in forward-looking statements, including those resulting from the effects of COVID-19 on the Company’s business, including COVID-19 case spikes in locations in which the Company operates, additional stores closures due to COVID-19, weakness in store and shopping mall traffic, restrictions on operations imposed by government entities and/or landlords, changes in public safety and health requirements, and limitations on the Company’s ability to adequately staff and operate stores. Differences from expectations could also result from stores closures and effects on the business as a result of civil disturbances; the level and timing of promotional activity necessary to maintain inventories at appropriate levels; our ability to pass on price increases to our customers; the imposition of tariffs on product imported by the Company or its vendors as well as the ability and costs to move production of products in response to tariffs; the Company’s ability to obtain from suppliers products that are in-demand on a timely basis and effectively manage disruptions in product supply or distribution, including disruptions as a result of COVID-19 or geopolitical events; unfavorable trends in fuel costs, foreign exchange rates, foreign labor and material costs, and other factors affecting the cost of products; the effects of the British decision to exit the European Union and other sources of market weakness in the U.K. and Republic of Ireland; the effectiveness of the Company's omnichannel initiatives; costs associated with changes in minimum wage and overtime requirements; wage pressure in the U.S. and the U.K.; weakness in the consumer economy and retail industry; competition and fashion trends in the Company's markets; risks related to the potential for terrorist events; risks related to public health and safety events; changes in buying patterns by significant wholesale customers; retained liabilities associated with divestitures of businesses including potential liabilities under leases as the prior tenant or as a guarantor; and changes in the timing of holidays or in the onset of seasonal weather affecting period-to-period sales comparisons. Additional factors that could cause differences from expectations include the ability to renew leases in existing stores and control or lower occupancy costs, and to conduct required remodeling or refurbishment on schedule and at expected expense levels; the Company’s ability to realize anticipated cost savings, including rent savings; the amount and timing of share repurchases; the Company’s ability to achieve expected digital gains and gain market share; deterioration in the performance of individual businesses or of the Company's market value relative to its book value, resulting in impairments of fixed assets, operating lease right of use assets or intangible assets or other adverse financial consequences and the timing and amount of such impairments or other consequences; unexpected changes to the market for the Company's shares or for the retail sector in general; costs and reputational harm as a result of disruptions in the Company’s business or information technology systems either by security breaches and incidents or by potential problems associated with the implementation of new or upgraded systems; the Company’s ability to realize any anticipated tax benefits; and the cost and outcome of litigation, investigations and environmental matters involving the Company. Additional factors are cited in the "Risk Factors," "Legal Proceedings" and "Management's Discussion and Analysis of Financial Condition and Results of Operations" sections of, and elsewhere in, the Company’s SEC filings, copies of which may be obtained from the SEC website, www.sec.gov, or by contacting the investor relations department of Genesco via the Company’s website, www.genesco.com. Many of the factors that will determine the outcome of the subject matter of this release are beyond Genesco's ability to control or predict. Genesco undertakes no obligation to release publicly the results of any revisions to these forward-looking statements that may be made to reflect events or circumstances after the date hereof or to reflect the occurrence of unanticipated events. Forward-looking statements reflect the expectations of the Company at the time they are made. The Company disclaims any obligation to update such statements.

NON-GAAP
Financial Measures

We report consolidated financial results in accordance with generally accepted accounting principles ("GAAP"). However, to supplement these consolidated financial results our presentation includes certain non-GAAP financial measures such as earnings and earnings per share and operating income. This supplemental information should not be considered in isolation as a substitute for related GAAP measures. We believe that disclosure of earnings and earnings per share from continuing operations and operating income adjusted for the items not reflected in the previously announced expectations will be meaningful to investors, especially in light of the impact of such items on the results. Reconciliations of the non-GAAP supplemental information to the comparable GAAP measures can be found in the Appendix.

Vision

What We Aspire To Do

Create and curate leading footwear brands that represent style, innovation and self-expression; be the destination for our consumers' favorite fashion footwear

How We Will Achieve Our Aspiration

Build enduring relationships with our target customers, grounded in unparalleled consumer and market insights

Excite and constantly exceed expectations by delivering distinctive experiences and products, using our deep direct-to-consumer expertise across digital and physical

Our Footwear Focused Vision & Strategy

Strategic Initiatives/Pillars

Footwear focused strategy spans six strategic growth pillars aimed at accelerating Genesco's transformation and leveraging synergies to drive growth and sustainable profitability

1. *Accelerate digital to grow direct-to-consumer*
2. *Maximize the relationship between physical and digital*
3. *Build deeper consumer insights to strengthen customer relationships and brand equity*
4. *Intensify product innovation and trend insight efforts*
5. *Reshape the cost base to reinvest for future growth*
6. *Pursue synergistic acquisitions to add to growth*

Values, organization, culture and ESG stewardship

Retail Platform

Journeys

schuh

The destination for young adult and teen fashion footwear and partner of choice for leading global brands

Branded Platform

JOHNSTON & MURPHY
SINCE 1850

Levi's
DOCKERS
EST. Bass 1876

Licensed Brands

Portfolio of leading owned and licensed brands

Strong Strategic Positioning	#1 omnichannel retailer of teen fashion footwear	#1 omnichannel retailer of youth fashion footwear	Deep brand heritage and reputation for quality product	Deep brand heritage since 1853 for Levi's

Q1 FY23

FY23 compared to FY22

- The year ago period poses difficult comparisons as expected due to government stimulus-fueled consumer spending, especially for our Journeys business, as well as a number of one time expense benefits related to pandemic relief.
- Revenue decreased 3% and adjusted operating income was down 50% from $18.8 million to $9.5 million.
- Digital sales were down 29%, now representing 19% of total retail sales versus 25% in FY22; while wholesale and store sales increased over the same time as stores were open this year and shoppers resumed more normal activities.
- Gross margins continue to show strength, up 50 bps versus last year, due to reduced shipping costs as a result of lower digital penetration and continued full-price selling and limited markdown activity.
- Adjusted SG&A expense was up 220 bps versus last year driven in part by significant Covid rent credits and government relief in the prior year. Excluding the impact of the prior year credits, SG&A expense would have been 30 bps better as lower incentive-based compensation expense offset deleverage in selling salaries and other expenses.
- Adjusted EPS was $0.44 compared to $0.79 last year.
- Our business accelerated through the quarter this year with sequential improvement in both store and online in April and May to date versus last year, as inventory levels improved and tax refunds caught up with prior years' levels.

Q1 FY23

FY23 compared to FY20

- Compared with pre-pandemic Q1 FY20, revenue was up 5% despite having 90 fewer stores, and adjusted operating income was up 14%, from $8.4 million to $9.5 million.
- Digital sales were up almost 75% versus FY20, now representing 19% of total retail sales versus 11% in FY20; while wholesale sales increased meaningfully over the same time.
- Gross margins were down 110 bps reflecting a channel mix shift to more digital and wholesale sales as well as increased freight and logistics costs only partially offset by lower markdowns.
- Adjusted SG&A expense was down 120 basis points reflecting the channel mix shift and lower incentive-based compensation.
- Adjusted EPS was $0.44 compared to $0.33 in Q1 FY20.
- Our business accelerated through the quarter into May with sequential monthly improvement in both store and online compared to pre-pandemic levels, as inventory levels improved and tax refunds caught up with prior years' levels.
- We continued to strengthen our business model with the more efficient use of capital to drive these results.

Q1 FY23
Key Earnings Highlights

$521
MILLION IN SALES
+5% vs. Q1 FY2020

+74%
GROWTH IN
E-COMMERCE SALES
vs. Q1 FY2020

GROSS MARGIN
+50 bps
vs. FY2022

$0.37 GAAP EPS
vs. $0.36 Q1 FY2020

$0.44 Non-GAAP EPS
vs. $0.33 Q1 FY2020

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Q1 FY23

Key Earnings Highlights

	Quarter 1 April 30, 2022	Quarter 1 May 1, 2021	Quarter 1 May 4, 2019
Total Sales Change	**-3%**	93%	2%
% Days Operating	**100%**	89%	NA
Comparable Direct Sales [1]	**-26%**	43%	15%
Gross Margin %	**48.3%**	47.8%	49.4%
Selling and Admin. Expenses % [2] and [3]			
GAAP	**46.8%**	44.5%	47.7%
Non-GAAP	**46.5%**	44.3%	47.7%
Operating Income % [3]			
GAAP	**1.6%**	2.9%	1.8%
Non-GAAP	**1.8%**	3.5%	1.7%
Earnings per Diluted Share [3]			
GAAP	**$ 0.37**	$ 0.60	$ 0.36
Non-GAAP	**$ 0.44**	$ 0.79	$ 0.33

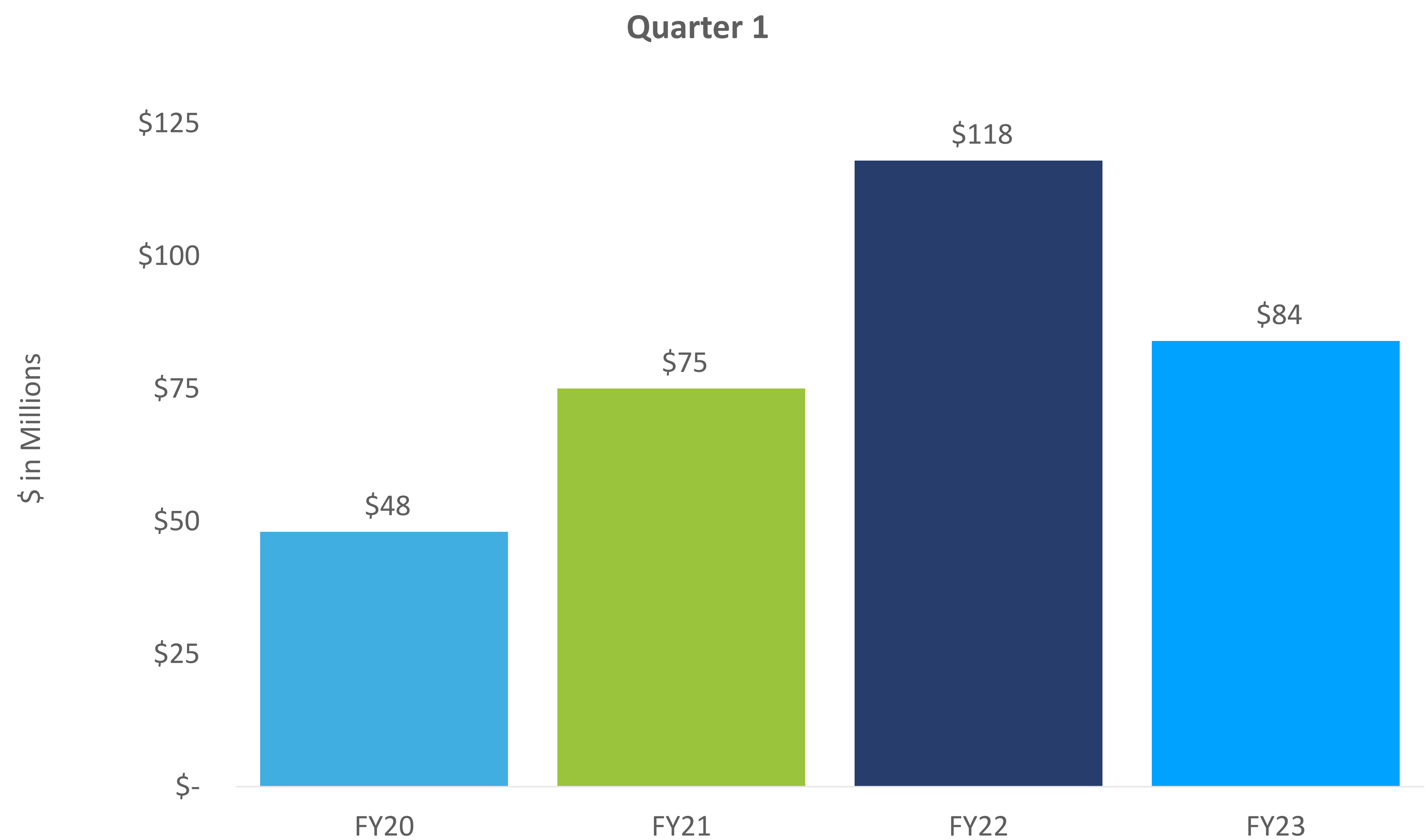
[1] As a result of store closures in response to the COVID-19 pandemic during the first quarter of Fiscal 2022, and the Company's policy of removing any store closed for seven consecutive days from comparable sales, the Company has not included comparable sales for both the first quarter this year and last year, except for comparable direct sales, as it felt that overall sales is a more meaningful metric during these periods.

[2] Expenses in Q1 FY22 include $13 million of credits primarily related to rent concessions, UK property tax relief and other UK and ROI government relief.

[3] See GAAP to Non-GAAP adjustments in appendix.

Q1 FY23

E-Commerce Sales Highlights



	FY20	FY21	FY22	FY23
% of Retail Sales [1]	11%	31%	25%	19%

[1] Retail sales represent combined store sales and e-commerce sales

Q1 FY23

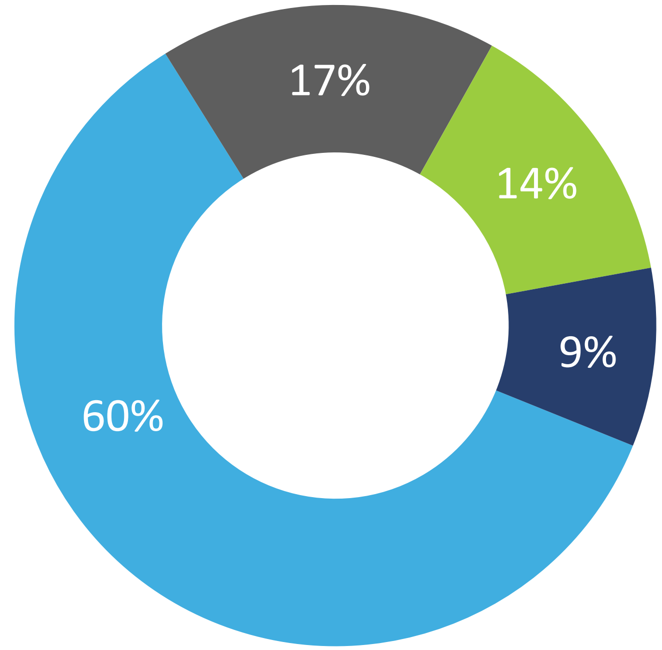
Total Sales

	Quarter 1		
	Total Sales Change		
	FY23 vs FY22	FY22 vs FY21	FY23 vs FY20
Journeys Group	-16%	123%	-3%
Schuh Group	28%	46%	15%
Johnston & Murphy Group	46%	26%	-5%
Licensed Brands	5%	84%	135%
Total Sales Change	-3%	93%	5%

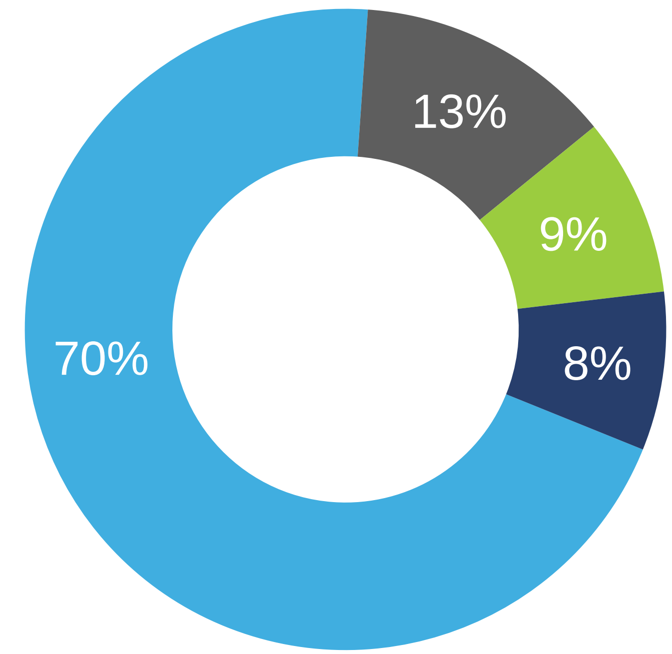
Q1 FY23

Sales by Segment

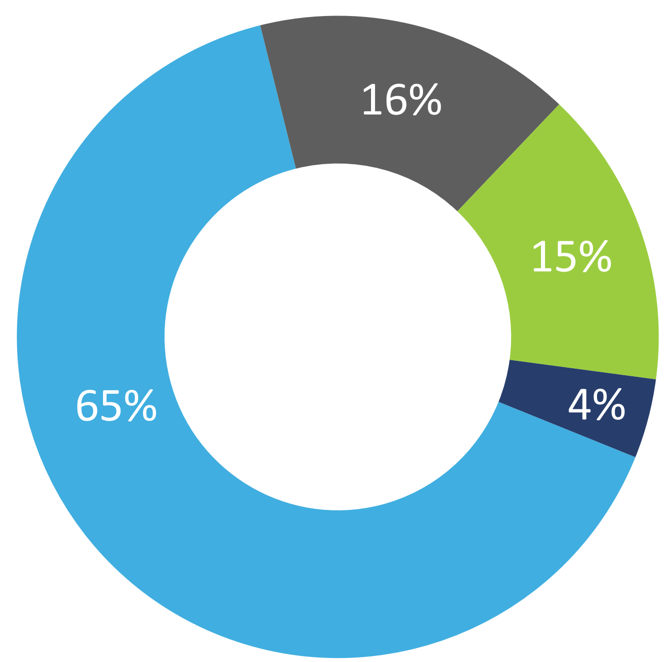
- Journeys Group
- Schuh
- Johnston & Murphy Group
- Licensed Brands



FY23
Net Sales
$520.7 Million



FY22
Net Sales
$538.7 Million



FY20
Net Sales
$495.7 Million

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Q1 FY23

Adjusted Operating Income by Segment [1]

	Quarter 1								
	April 30, 2022			May 1, 2021			May 4, 2019		
($ in millions)	**Oper Inc (Loss)**	**Adjust**	**Adj Oper Inc (Loss)**	Oper Inc (Loss)	Adjust	Adj Oper Inc (Loss)	Oper Inc (Loss)	Adjust	Adj Oper Inc (Loss)
Journeys Group	**$ 14.9**	**$ -**	**$ 14.9**	$ 33.1	$ -	$ 33.1	$ 19.0	$ -	$ 19.0
Schuh Group	**(2.7)**	**-**	**(2.7)**	(3.8)	-	(3.8)	(5.4)	-	(5.4)
Johnston & Murphy Group	**0.6**	**-**	**0.6**	(3.2)	-	(3.2)	5.1	-	5.1
Licensed Brands	**3.8**	**-**	**3.8**	2.6	-	2.6	0.4	-	0.4
Corporate and Other	**(8.3)**	**1.2**	**(7.0)**	(13.1)	3.3	(9.9)	(10.0)	(0.7)	(10.7)
Total Operating Income	**$ 8.2**	**$ 1.2**	**$ 9.5**	$ 15.5	$ 3.3	$ 18.8	$ 9.1	$ (0.7)	$ 8.4
% of sales	**1.6%**		**1.8%**	2.9%		3.5%	1.8%		1.7%

[1] See GAAP to Non-GAAP adjustments in appendix.

Q1 FY23

Inventory/Sales Change by Segment

($ in millions)	Inventory		Sales [1]	
	Change from			
	May 1, 2021	May 4, 2019	Q1 FY22	Q1 FY20
Journeys Group	47%	24%	-16%	-3%
Schuh Group [2]	4%	-3%	35%	14%
Johnston & Murphy Group	13%	-27%	46%	-5%
Licensed Brands	114%	38%	5%	135%
Total for Q1 FY23	$ 401		$ 521	
% Change Total GCO	33%	9%	-3%	5%

[1] Rolling 3-month sales change.

[2] On a constant currency basis.

Q1 FY23
Retail Stores Summary

	January 29, 2022	Open	Close	**April 30, 2022**
Journeys Group	1,135	3	8	**1,130**
Journeys stores (U.S.)	822	3	7	**818**
Journeys stores (Canada)	47	-	-	**47**
Journeys Kidz stores	229	-	-	**229**
Little Burgundy	37	-	1	**36**
Schuh Group	123	1	2	**122**
Johnston & Murphy Group	167	-	5	**162**
Total Stores	1,425	4	15	**1,414**

Q1 FY23 vs Q1 FY22
Retail Square Footage

(in thousands)	May 1, 2021	Net Change	**April 30, 2022**	**% Change**
Journeys Group	2,273	(18)	**2,255**	**-0.8%**
Schuh Group	594	(16)	**578**	**-2.8%**
Johnston & Murphy Group	340	(27)	**313**	**-7.9%**
Total Square Footage	3,207	(61)	**3,146**	**-1.9%**
Year over year change in retail inventory per square foot	-17%		**26%**	

FY23 Outlook[1]

Note: See earnings call transcript for important details regarding guidance assumptions.

Non-GAAP EPS	\$7.00 - \$7.75 per share, expectations near mid-point
Total Sales	1% to 3% increase
Gross Margin	60 to 80 basis points lower
SG&A Expenses	10 basis point leverage to 10 basis point deleverage
Tax Rate	~ 27%
CapEx [2]	~ \$50 - \$55 million
Depreciation & Amortization	~ \$45 million
Avg Shares Outstanding	13.4 million *(assumes no further repurchases)*

Additional Commentary:

- Expect back half to be stronger than first half
- Q2 FY23 expect operating income similar to FY20

[1] On a Non-GAAP basis
[2] Excludes projected spend for the new corporate headquarters building.

FY23

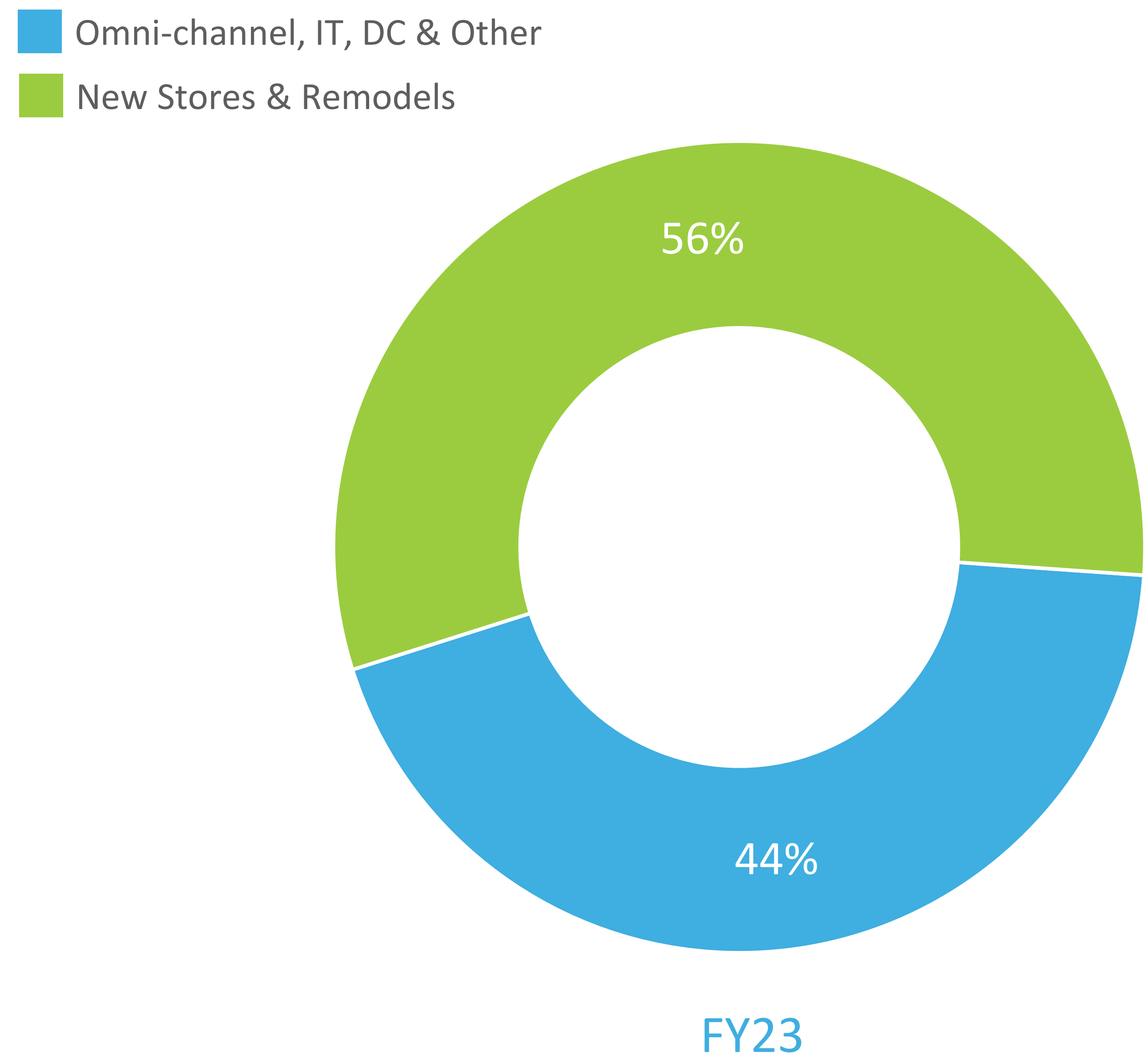
Projected Retail Store Count

	Actual 2022	Proj Open	Proj Close	**Proj 2023**
Journeys Group	1,135	32	34	**1,133**
Journeys stores (U.S.)	822	27	30	**819**
Journeys stores (Canada)	47	1	-	**48**
Journeys Kidz stores	229	3	3	**229**
Little Burgundy	37	1	1	**37**
Schuh Group	123	5	7	**121**
Johnston & Murphy Group	167	3	8	**162**
Total Stores	1,425	40	49	**1,416**

Estimated change in square feet **-1%**

FY23
Projected Capital Spending

Projected FY23 CapEx $50-$55 Million[1]



Projected Depreciation & Amortization = $45 Million

[1] Excludes projected spend for the new corporate headquarters building. The projected capex for the new HQ in FY23 is approximately $11 million.

Appendix

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Q1 FY23

Non-GAAP Reconciliation

In Thousands (except per share amounts)	Quarter 1								
	April 30, 2022			May 1, 2021			May 4, 2019		
	Pretax	**Net of Tax**	**Per Share Amounts**	Pretax	Net of Tax	Per Share Amounts	Pretax	Net of Tax	Per Share Amounts
Earnings from continuing operations, as reported		**$ 4,969**	**$ 0.37**		$ 8,894	$0.60		$ 6,470	$0.36
Asset impairments and other adjustments:									
Retail store asset impairment charges	**$ 412**	**359**	**0.03**	$ 414	326	0.02	$ 307	212	0.01
Gain on pension termination	**(695)**	**(511)**	**(0.04)**	-	-	0.00	-	-	0.00
Fees related to shareholder activist	**-**	**-**	**0.00**	2,256	1,600	0.11	-	-	0.00
Expenses related to new HQ building	**1,526**	**1,122**	**0.08**	597	424	0.03	-	-	0.00
Gain on lease termination	**-**	**-**	**0.00**	-	-	0.00	(1,000)	(689)	(0.04)
Gain on Hurricane Maria	**-**	**-**	**0.00**	-	-	0.00	(38)	(26)	0.00
Total asset impairments and other adjustments	**$ 1,243**	**970**	**0.07**	$3,267	2,350	0.16	$ (731)	(503)	(0.03)
Income tax expense adjustments:									
Other tax items		**(3)**	**(0.00)**		400	0.03		(58)	0.00
Total income tax expense adjustments		**(3)**	**(0.00)**		400	0.03		(58)	0.00
Adjusted earnings from continuing operations (1) and (2)		**$ 5,936**	**$ 0.44**		$ 11,644	$0.79		$ 5,909	$0.33

(1) The adjusted tax rate for the first quarter of Fiscal 2023, 2022 and 2020 is 34.7%, 35.7% and 31.3%, respectively.

(2) EPS reflects 13.4 million, 14.7 million and 17.9 million share count for the first quarter of Fiscal 2023, 2022 and 2020, respectively, which includes common stock equivalents in all periods.

Q1 FY23

Adjusted Selling and Administrative Expenses

In Thousands	Quarter 1		
	April 30, 2022	May 1, 2021	May 4, 2019
Selling and administrative expenses, as reported	**$ 243,481**	$ 239,465	$ 236,555
Expenses related to new HQ building	**(1,526)**	(597)	-
Total adjustments	**(1,526)**	(597)	-
Adjusted selling and administrative expenses	**$ 241,955**	$ 238,868	$ 236,555
% of sales	**46.5%**	44.3%	47.7%

FY23 Q1 GENESCO

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