



FY22 Q4 GENESCO Summary Results

March 10, 2022



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Safe Harbor Statement

This presentation contains forward-looking statements, including those regarding future sales, earnings, gross margins, expenses, capital expenditures, depreciation and amortization, tax rates, store 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; 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; our ability to pass on price increases to our customers; 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.



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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.



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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



Retail Platform



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

Branded Platform



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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



- Grew revenue 14% over last year and 7% over fiscal 20. Remarkably we achieved this despite overall inventory being down almost 20% versus last year and down by one-third compared with the fourth quarter two years ago during the key holiday period.
- Increased gross margin by 310 basis points versus last year and 200 basis points compared to two years ago.
- Higher sales and better than expected gross margin resulted in double-digit operating income expansion over pre-pandemic levels and adjusted earnings per share of \$3.48, an increase of more than 25% compared to last year's holiday season and 13% compared to two years ago.
- Increased store revenues almost 20% from last year and held on to almost 90% of last year's digital revenue.



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Q4 FY22

Key Earnings Highlights

\$728

MILLION IN SALES
+7% vs. FY20

+36%

GROWTH IN E-COMMERCE
SALES VS FY20

\$4.41 GAAP EPS
vs. \$2.49 FY20

\$3.48 Non-GAAP EPS
vs. \$3.09 FY20

+12%

GROWTH IN NON-
GAAP OPERATING
INCOME VS FY20

GROSS MARGIN

+310 basis points
vs. FY21

+200 basis points
vs. FY20

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Q4 FY22

Key Earnings Highlights

	Quarter 4 January 29, 2022	Quarter 4 January 30, 2021	Quarter 4 February 1, 2020
Total Sales Change	14%	-6%	0%
% Days Operating	98%	90%	NA
Comparable Sales ⁽¹⁾	3%	1%	1%
Comparable Direct Sales	-12%	55%	19%
Gross Margin %	48.9%	45.8%	46.9%
Selling and Admin. Expenses % ⁽²⁾			
GAAP	39.9%	35.6%	38.5%
Non-GAAP	39.8%	35.7%	38.1%
Operating Income % ⁽²⁾			
GAAP	11.5%	9.8%	6.7%
Non-GAAP	9.1%	10.2%	8.8%
Earnings per Diluted Share ⁽²⁾			
GAAP	\$ 4.41	\$ 6.20	\$ 2.49
Non-GAAP	\$ 3.48	\$ 2.76	\$ 3.09

⁽¹⁾ Although the Company has disclosed comparable sales for the fourth quarters of Fiscal 2022 and 2021, it believes that overall sales is a more meaningful metric during these periods due to the impact of COVID -19.

⁽²⁾ See GAAP to Non-GAAP adjustments in appendix.



- Grew revenue more than 35% over last year and 10% over fiscal 20.
- Gross margin expansion and meaningful expense leverage drove record operating income for our footwear businesses, as we achieved an operating margin above 6%.
- Generated \$240 million of operating cash flow, putting us in a great position to further invest in our business and return over \$80 million to shareholders through share repurchases equal to 9% of outstanding shares.
- Delivered record adjusted EPS of \$7.62, an increase of more than 65% over fiscal 20.
- Capitalized on the accelerated shift to online spending and held on to last year's almost 75% gain to reach almost a half a billion dollars of digital sales.
- Grew our branded wholesale business by almost \$90 million versus two years ago while improving profitability, adding new licenses and strengthening retail partnerships.
- Increased store revenues over 40% from last year and nearly achieved fiscal 20 levels despite having 55 fewer stores.



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FY22

Key Earnings Highlights



	<u>Fiscal Year Ended January 29, 2022</u>	<u>Fiscal Year Ended January 30, 2021</u>	<u>Fiscal Year Ended February 1, 2020</u>
Total Sales Change	36%	-19%	0%
% Days Operating	96%	76%	NA
Comparable Sales ⁽¹⁾	NA	NA	3%
Comparable Direct Sales	-2%	74%	18%
Gross Margin %	48.8%	45.0%	48.4%
Selling and Admin. Expenses % ⁽²⁾			
GAAP	42.7%	45.6%	44.0%
Non-GAAP	42.5%	45.7%	43.9%
Operating Income (Loss) % ⁽²⁾			
GAAP	6.4%	-6.0%	3.8%
Non-GAAP	6.3%	-0.7%	4.5%
Earnings (Loss) per Diluted Share ⁽²⁾			
GAAP	\$ 7.92	\$ (3.94)	\$ 3.94
Non-GAAP	\$ 7.62	\$ (1.18)	\$ 4.58

⁽¹⁾ As a result of store closures in response to the COVID-19 pandemic 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 Fiscal 2022 or Fiscal 2021, except for comparable direct sales, as it felt that overall sales was a more meaningful metric during these periods.

⁽²⁾ See GAAP to Non-GAAP adjustments in appendix.



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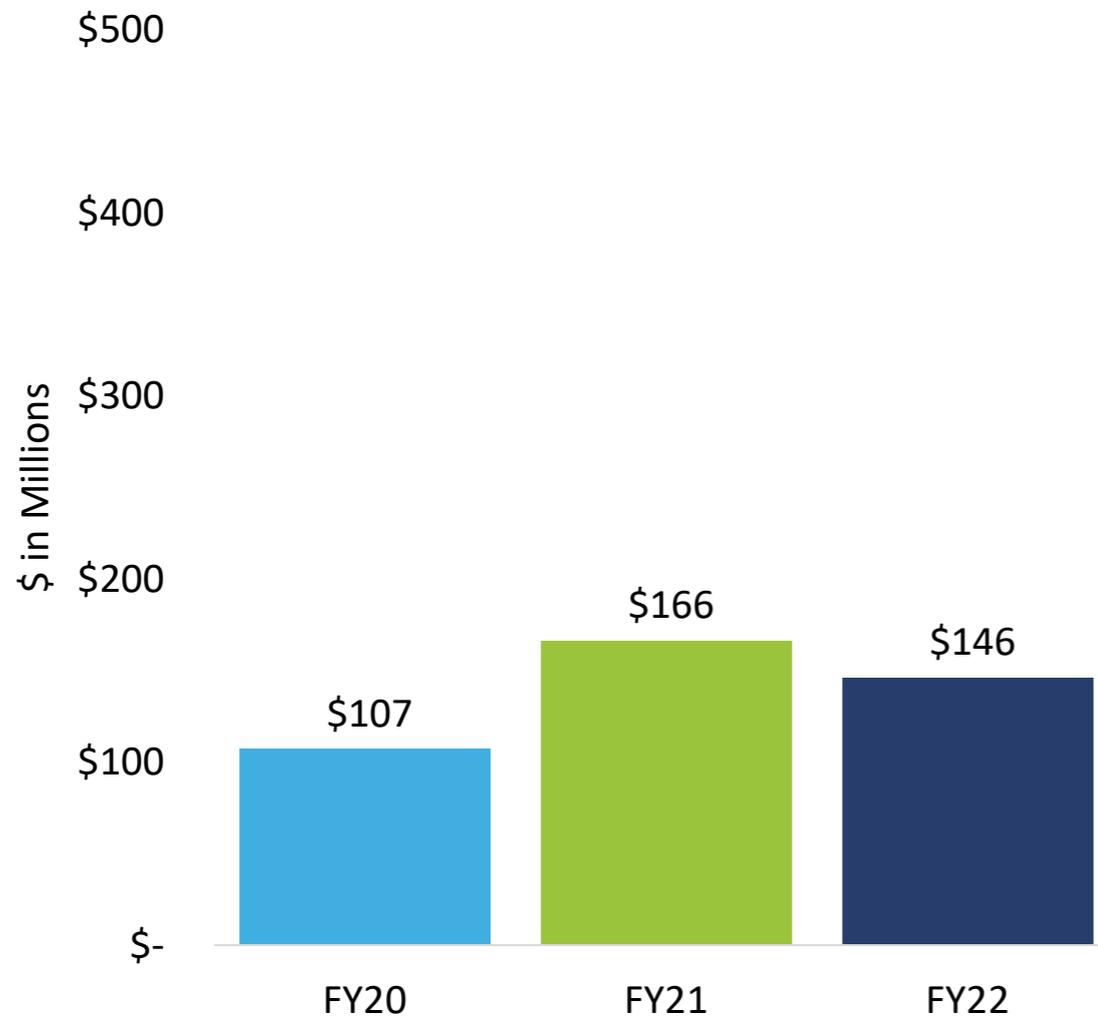
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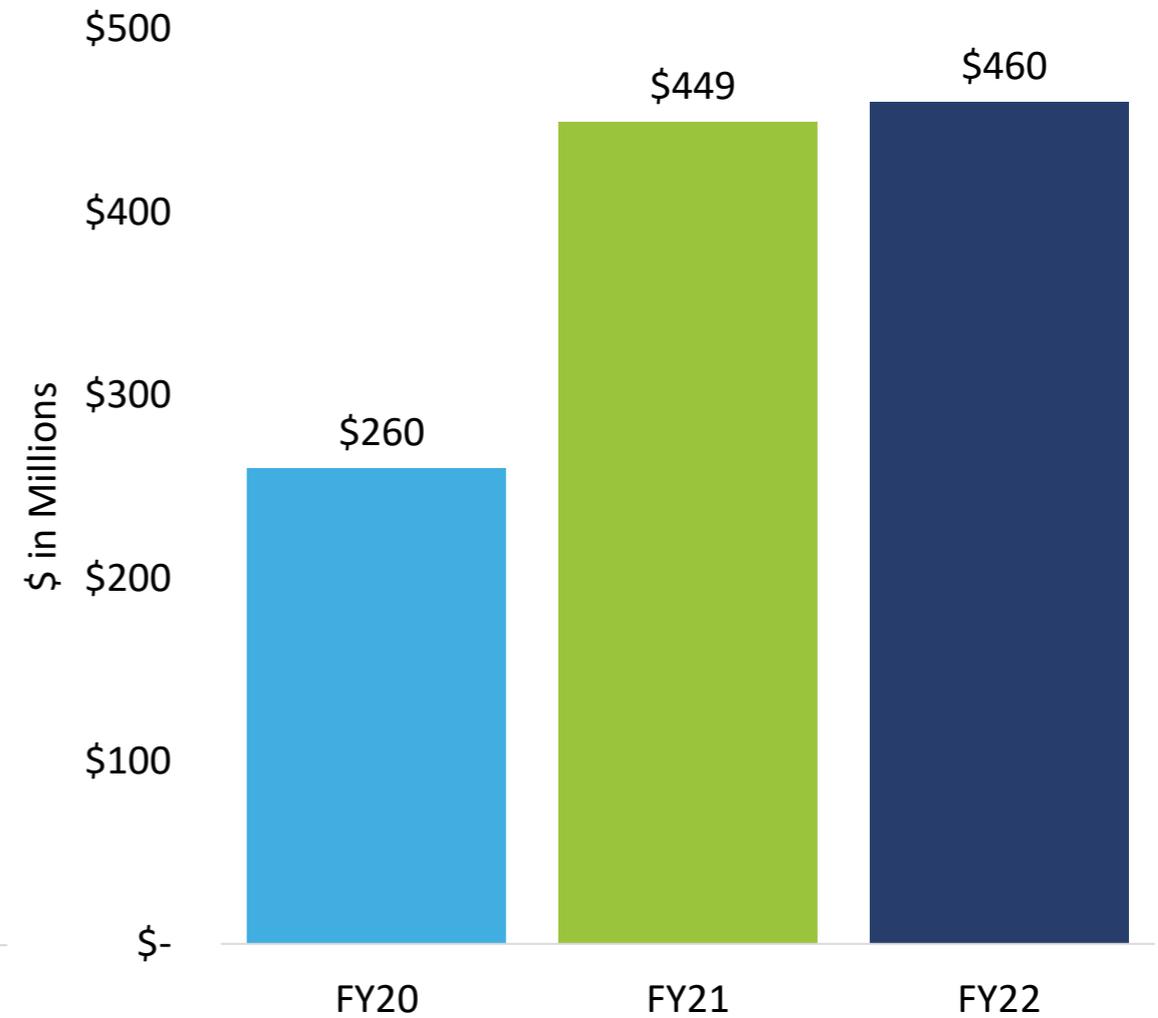
Q4 FY22

E-Commerce Sales Highlights

Quarter 4



Fiscal Year Ended



% of Retail Sales ⁽¹⁾

17%

27%

22%

13%

27%

21%

⁽¹⁾ Retail sales represent combined store sales and e-commerce sales



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Q4 FY22

Total Sales

	Quarter 4	
	Total Sales Change Compared to	
	FY21	FY20
Journeys Group	2%	2%
Schuh Group	33%	15%
Johnston & Murphy Group	51%	-12%
Licensed Brands	98%	263%
Total Sales Change	14%	7%



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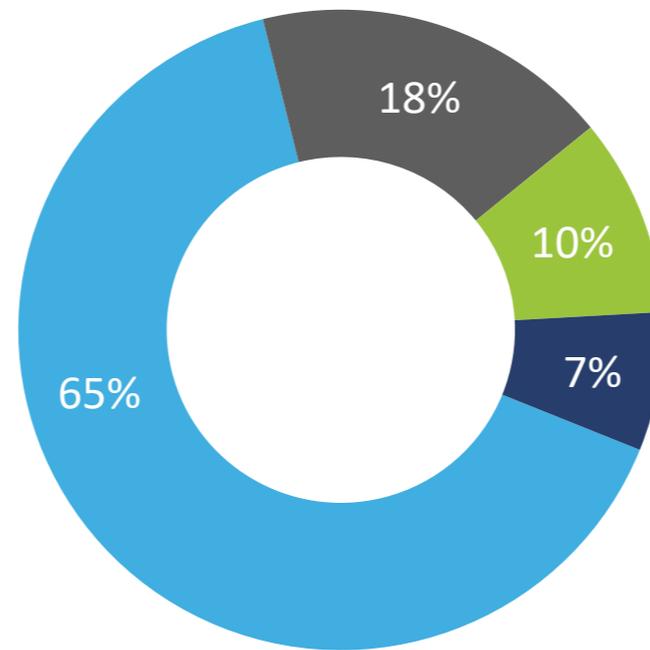
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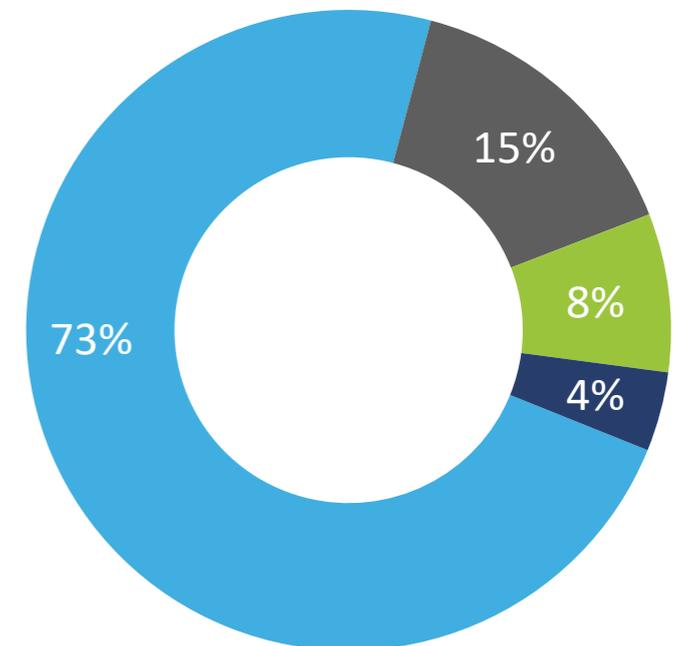
Q4 FY22

Sales by Segment

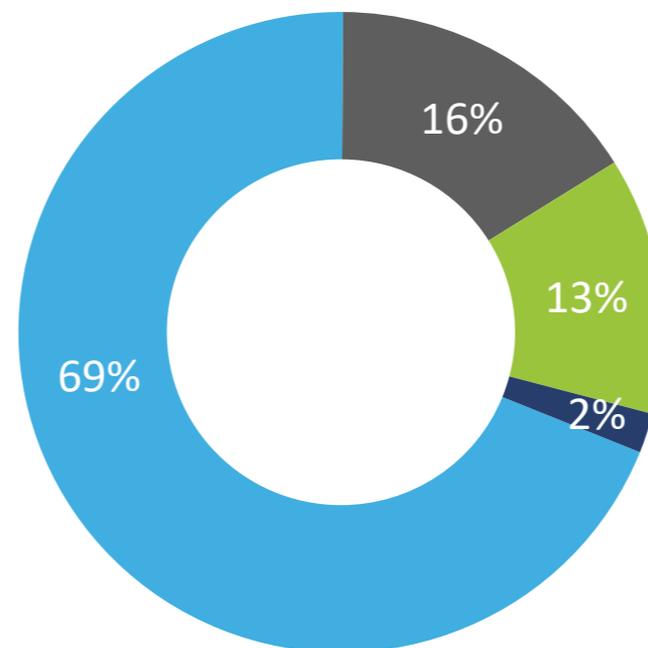


FY22
Net Sales
\$727.7 Million

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



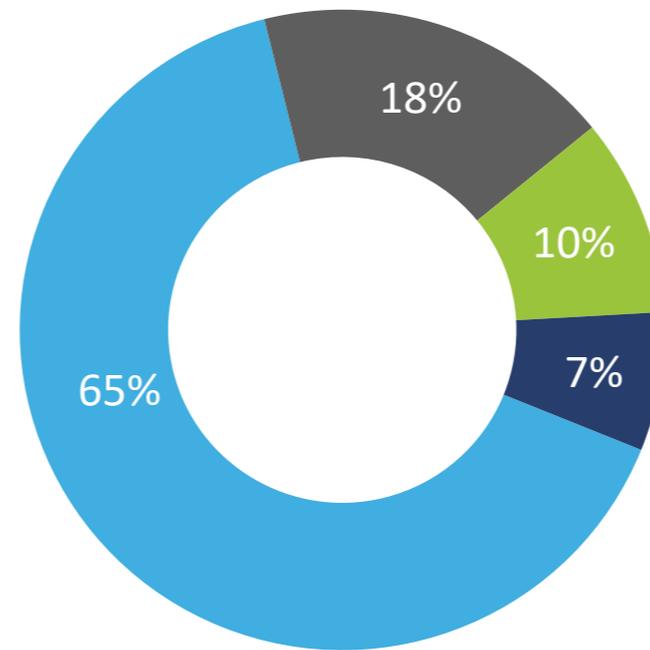
FY21
Net Sales
\$636.8 Million



FY20
Net Sales
\$677.6 Million

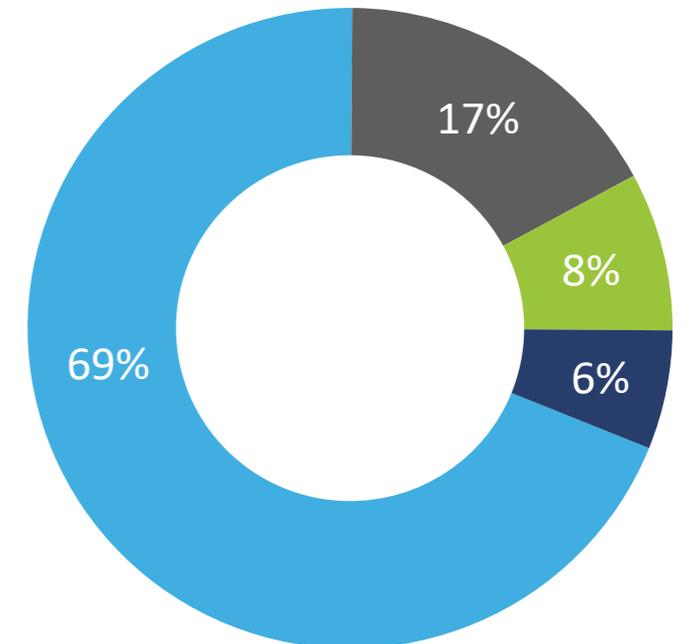
YTD FY22

Sales by Segment

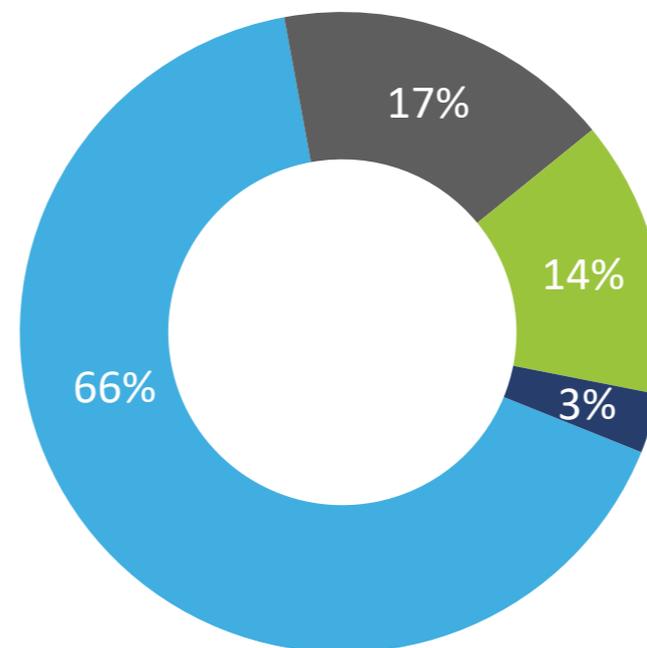


FY22
Net Sales
\$2.4 Billion

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



FY21
Net Sales
\$1.8 Billion



FY20
Net Sales
\$2.2 Billion

Q4 FY22

Adjusted Operating Income by Segment⁽¹⁾

(\$ in millions)	Quarter 4								
	January 29, 2022			January 30, 2021			February 1, 2020		
	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	\$ 58.4	\$ -	\$ 58.4	\$ 79.8	\$ (0.3)	\$ 79.5	\$ 55.7	\$ -	\$ 55.7
Schuh Group	9.8	-	9.8	3.6	-	3.6	5.7	-	5.7
Johnston & Murphy Group	4.6	-	4.6	(8.7)	(0.1)	(8.8)	7.4	-	7.4
Licensed Brands	3.2	-	3.2	(2.5)	-	(2.5)	(0.8)	-	(0.8)
Corporate and Other	7.4	(17.0)	(9.6)	(9.6)	2.5	(7.1)	(22.5)	14.0	(8.5)
Total Operating Income	\$ 83.4	\$ (17.0)	\$ 66.4	\$ 62.6	\$ 2.1	\$ 64.7	\$ 45.3	\$ 14.0	\$ 59.3
% of sales	11.5%		9.1%	9.8%		10.2%	6.7%		8.8%

⁽¹⁾ See GAAP to Non-GAAP adjustments in appendix.



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YTD FY22

Adjusted Operating Income (Loss) by Segment⁽¹⁾

	Fiscal Year Ended								
	January 29, 2022			January 30, 2021			February 1, 2020		
	Oper Inc (Loss)	Adjust	Adj Oper Inc (Loss)	Oper Inc (Loss)	Adjust	Adj Oper Inc (Loss)	Oper Inc (Loss)	Adjust	Adj Oper Inc (Loss)
(\$ in millions)									
Journeys Group	\$165.3	\$ -	\$ 165.3	\$ 76.9	\$ (1.1)	\$ 75.8	\$114.9	\$ -	\$ 114.9
Schuh Group	19.3	-	19.3	(11.6)	-	(11.6)	4.7	-	4.7
Johnston & Murphy Group	7.0	-	7.0	(47.6)	(0.4)	(48.0)	17.7	-	17.7
Licensed Brands	6.6	-	6.6	(5.4)	(0.2)	(5.6)	(0.7)	-	(0.7)
Goodwill Impairment	-	-	-	(79.3)	79.3	-	-	-	-
Corporate and Other	(42.6)	(4.1)	(46.7)	(40.2)	17.8	(22.4)	(53.3)	15.8	(37.4)
Total Operating Income (Loss)	\$ 155.6	\$ (4.1)	\$ 151.5	\$ (107.2)	\$ 95.5	\$ (11.8)	\$ 83.3	\$ 15.8	\$ 99.2
% of sales	6.4%		6.3%	-6.0%		-0.7%	3.8%		4.5%

⁽¹⁾ See GAAP to Non-GAAP adjustments in appendix.



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Q4 FY22

Inventory/Sales Change by Segment



(\$ in millions)	Inventory		Sales ⁽¹⁾	
	Change from			
	January 30, 2021	February 1, 2020	Q4 FY21	Q4 FY20
Journeys Group	2%	-20%	2%	2%
Schuh Group ⁽²⁾	5%	-19%	33%	12%
Johnston & Murphy Group	-28%	-39%	51%	-12%
Licensed Brands	5%	-29%	98%	263%
Total for Q4 FY22	\$ 278		\$ 728	
% Change Total GCO	-4%	-24%	14%	7%

⁽¹⁾ Rolling 3-month sales change.

⁽²⁾ On a constant currency basis.



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Q4 FY22

Retail Stores Summary

	October 30, 2021	Open	Close	January 29, 2022
Journeys Group	1,137	2	4	1,135
Journeys stores (U.S.)	824	2	4	822
Journeys stores (Canada)	47	-	-	47
Journeys Kidz stores	229	-	-	229
Little Burgundy	37	-	-	37
Schuh Group	123	-	-	123
Johnston & Murphy Group	174	-	7	167
Total Stores	1,434	2	11	1,425



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FY22

Retail Square Footage



(in thousands)	January 30, 2021	Net Change	January 29, 2022	% Change
Journeys Group	2,300	(38)	2,262	-1.7%
Schuh Group	594	-	594	0.0%
Johnston & Murphy Group	339	(19)	320	-5.6%
Total Square Footage	3,233	(57)	3,176	-1.8%
Year over year change in retail inventory per square foot	-19%		-4%	



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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	2% to 4% increase
Gross Margin	40 to 50 basis point decrease
SG&A Expenses	10 to 40 basis point deleverage
Tax Rate	~ 27% to 28%
CapEx ⁽²⁾	~ \$55 million
Depreciation & Amortization	~ \$48 million
Avg Shares Outstanding	13.4 million <i>(assumes no further repurchases)</i>

Additional Commentary:

- Expect back half to be stronger than first half
- Q1 FY23 expect a small loss

⁽¹⁾ On a Non-GAAP basis, see GAAP to Non-GAAP adjustments in appendix

⁽²⁾ Excludes projected spend for the new corporate headquarters building.



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FY23

Projected Retail Store Count



	Actual 2022	Proj Open	Proj Close	Proj 2023
Journeys Group	1,135	32	33	1,134
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	-	38
Schuh Group	123	5	7	121
Johnston & Murphy Group	167	4	6	165
Total Stores	1,425	41	46	1,420
Estimated change in square feet				-1%



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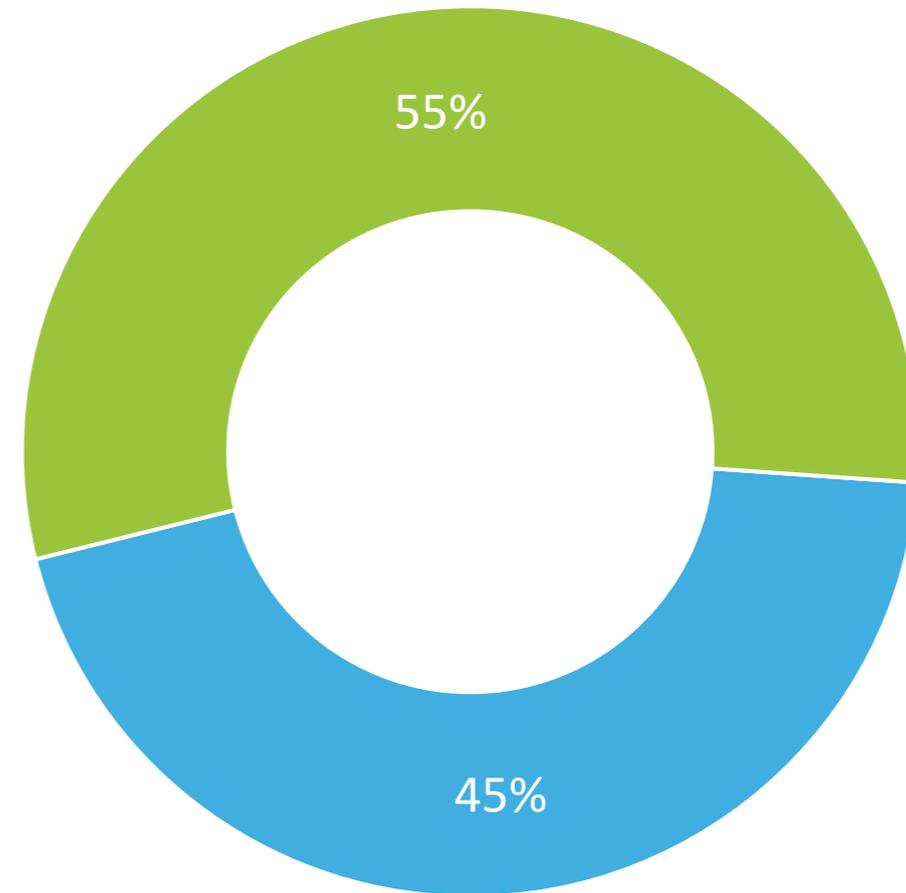
FY23

Projected Capital Spending



Projected FY23 CapEx approx. \$55 Million⁽¹⁾

- Omni-channel, IT, DC & Other
- New Stores & Remodels



FY23

Projected Depreciation & Amortization = \$48 Million

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



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Appendix



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Q4 FY22

Non-GAAP Reconciliation

In Thousands (except per share amounts)	Quarter 4								
	January 29, 2022			January 30, 2021			February 1, 2020		
	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		\$ 62,198	\$ 4.41		\$ 90,044	\$6.20		\$ 35,515	\$2.49
Asset impairments and other adjustments:									
Retail store and intangible asset impairment charges	\$ -	6	0.00	\$ 2,729	4,014	0.28	\$ 1,258	965	0.07
Fees related to shareholder activist	(25)	23	0.00	-	-	0.00	-	-	0.00
Expenses related to new HQ building	1,093	794	0.05	-	-	0.00	-	-	0.00
Gain on sale of warehouse	(18,085)	(12,893)	(0.91)	-	-	0.00	-	-	0.00
Insurance gain	-	(3)	0.00	-	-	0.00	-	-	0.00
Trademark impairment	-	-	0.00	-	24	0.00	-	-	0.00
Pension settlement	-	-	0.00	-	-	0.00	11,510	8,409	0.59
Gain on lease terminations	-	-	0.00	-	-	0.00	(502)	(366)	(0.03)
Acquisition expenses	-	-	0.00	-	-	0.00	2,474	1,808	0.13
Gain on sale of Lids building	-	-	0.00	-	-	0.00	(586)	(428)	(0.03)
Release Togast earnout	-	-	0.00	-	(25)	0.00	-	-	0.00
Change in vacation policy	-	-	0.00	(616)	(639)	(0.04)	-	-	0.00
Gain on Hurricane Maria	-	-	0.00	-	-	0.00	(149)	(110)	(0.01)
Total asset impairments and other adjustments	\$ (17,017)	(12,073)	(0.86)	\$ 2,113	3,374	0.24	\$ 14,005	10,278	0.72
Income tax expense adjustments:									
Discrete tax items provided by the CARES Act	-	-	0.00	-	(41,678)	(2.87)	-	-	0.00
IRC Section 165 (g) 3 deduction for an outside basis difference for GCO Canada	-	-	0.00	-	(12,811)	(0.88)	-	-	0.00
Other tax items	-	(998)	(0.07)	-	1,058	0.07	-	(1,719)	(0.12)
Total income tax expense adjustments	-	(998)	(0.07)	-	(53,431)	(3.68)	-	(1,719)	(0.12)
Adjusted earnings from continuing operations ^{(1) and (2)}		\$ 49,127	\$ 3.48		\$ 39,987	\$2.76		\$ 44,074	\$3.09

(1) The adjusted tax rate for the fourth quarter of Fiscal 2022, 2021 and 2020 is 25.3%, 37.5% and 25.3%, respectively.

(2) EPS reflects 14.1 million, 14.5 million and 14.3 million share count for the fourth quarter of Fiscal 2022, 2021 and 2020, respectively, which includes common stock equivalents in each period.



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YTD FY22

Non-GAAP Reconciliation

In Thousands (except per share amounts)	Fiscal Year Ended								
	January 29, 2022			January 30, 2021			February 1, 2020		
	Pretax	Net of Tax	Per Share Amounts	Pretax	Net of Tax	Per Share Amounts	Pretax	Net of Tax	Per Share Amounts
Earnings (loss) from continuing operations, as reported		\$ 114,947	\$ 7.92		\$ (56,028)	(\$3.94)		\$ 61,757	\$3.94
Asset impairments and other adjustments:									
Retail store and intangible asset impairment charges	\$ 2,049	1,694	0.12	\$ 13,863	11,892	0.84	\$ 3,095	2,261	0.14
Fees related to shareholder activist	8,558	6,101	0.42	-	-	0.00	-	-	0.00
Expenses related to new HQ building	4,004	2,855	0.20	-	-	0.00	-	-	0.00
Gain on sale of warehouse	(18,085)	(12,893)	(0.89)	-	-	0.00	-	-	0.00
Insurance gain	(578)	(412)	(0.03)	-	-	0.00	-	-	0.00
Trademark impairment	-	-	0.00	5,260	5,177	0.36	-	-	0.00
Goodwill impairment	-	-	0.00	79,259	79,259	5.58	-	-	0.00
Release Togast earnout	-	-	0.00	(441)	(348)	(0.03)	-	-	0.00
Change in vacation policy	-	-	0.00	(2,464)	(1,947)	(0.14)	-	-	0.00
Pension settlement	-	-	0.00	-	-	0.00	11,510	8,409	0.54
Acquisition expenses	-	-	0.00	-	-	0.00	2,474	1,808	0.12
Gain on sale of Lids building	-	-	0.00	-	-	0.00	(586)	(428)	(0.03)
Gain on lease terminations	-	-	0.00	-	-	0.00	(458)	(335)	(0.02)
Gain on Hurricane Maria	-	-	0.00	-	-	0.00	(187)	(137)	(0.01)
Total asset impairments and other adjustments	\$ (4,052)	(2,655)	(0.18)	\$ 95,477	94,033	6.61	\$ 15,848	11,578	0.74
Income tax expense adjustments:									
Tax impact share based awards		(1,747)	(0.12)		1,129	0.08		(54)	0.00
Discrete tax items provided by the CARES Act		-	0.00		(46,379)	(3.26)		-	0.00
IRC Section 165 (g) 3 deduction for an outside basis difference for GCO Canada		-	0.00		(12,811)	(0.90)		-	0.00
Other tax items		17	0.00		3,326	0.23		(1,475)	(0.10)
Total income tax expense adjustments		(1,730)	(0.12)		(54,735)	(3.85)		(1,529)	(0.10)
Adjusted earnings (loss) from continuing operations ^{(1) and (2)}		\$ 110,562	\$ 7.62		\$ (16,730)	(\$1.18)		\$ 71,806	\$4.58

⁽¹⁾ The adjusted tax rate for Fiscal 2022, 2021 and 2020 is 25.8%, -3.3% and 26.9%, respectively.

⁽²⁾ EPS reflects 14.5 million, 14.2 million and 15.7 million share count for Fiscal 2022, 2021 and 2020, respectively, which includes common stock equivalents in Fiscal 2022 and Fiscal 2020 and excludes common stock equivalents in Fiscal 2021 due to the loss from continuing operations.



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Q4 FY22

Adjusted Selling and Administrative Expenses

In Thousands	Quarter 4		
	January 29, 2022	January 30, 2021	February 1, 2020
Selling and administrative expenses, as reported	\$ 290,478	\$ 226,511	\$ 260,612
Expenses related to new HQ building	(1,093)	-	-
Change in vacation policy	-	616	-
Acquisition Expenses	-	-	(2,474)
Total adjustments	(1,093)	616	(2,474)
Adjusted selling and administrative expenses	\$ 289,385	\$ 227,127	\$ 258,138
% of sales	39.8%	35.7%	38.1%



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YTD FY22

Adjusted Selling and Administrative Expenses

In Thousands	Fiscal Year Ended		
	January 29, 2022	January 30, 2021	February 1, 2020
Selling and administrative expenses, as reported	\$ 1,033,625	\$ 813,775	\$ 966,423
Expenses related to new HQ building	(4,004)	-	-
Change in vacation policy	-	2,464	-
Acquisition Expenses	-	-	(2,474)
Total adjustments	(4,004)	2,464	(2,474)
Adjusted selling and administrative expenses	\$ 1,029,621	\$ 816,239	\$ 963,949
% of sales	42.5%	45.7%	43.9%



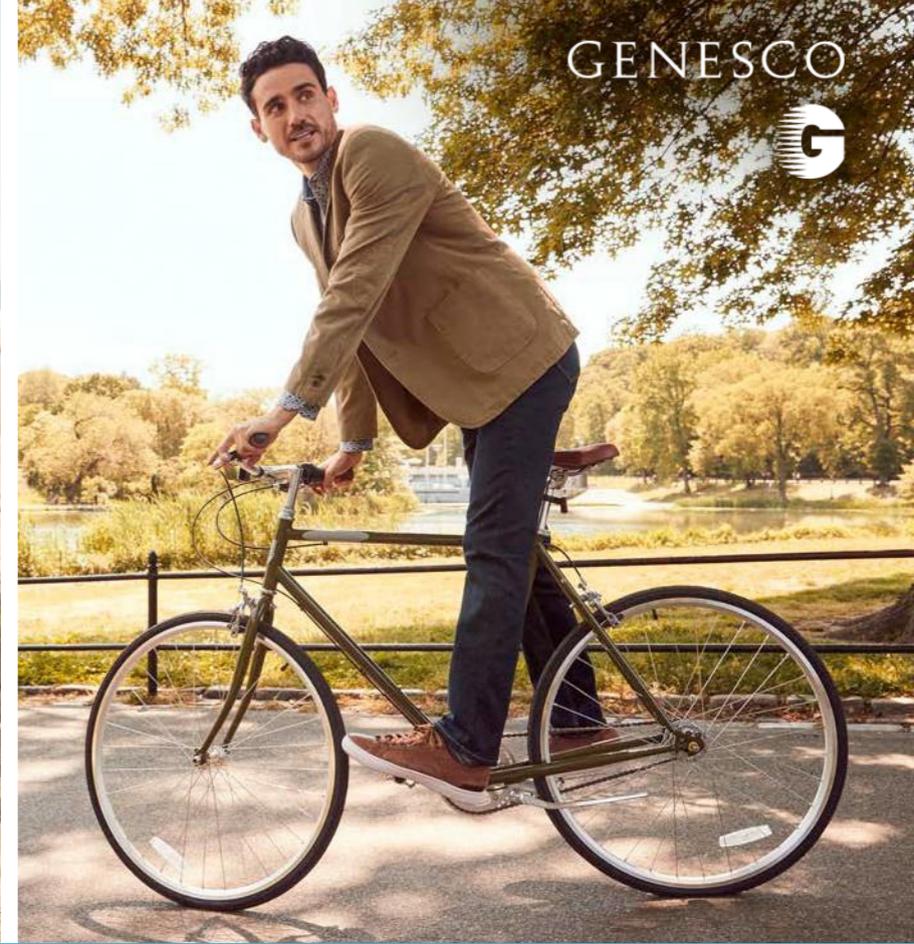
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FY22 Q4 GENESCO Summary Results

March 10, 2022

