

# Wolverine Worldwide

Investor Presentation | First Quarter 2024 Ending March 30<sup>th</sup>, 2024



# Forward-Looking Statements

This presentation contains forward-looking statements, including statements regarding: the commercial drivers, competitive advantages and efficiencies of the Company's global platforms; the pace and urgency of the Company's strategic turnaround; the opportunity for inventory improvement; the Company's transformation and inflection to growth; future profitability; enhance brand building capability; anticipated benefits of the Company's proactive initiatives in 2023; 2024 supply chain costs; investment in brand-building; the Company's goals, including its aspirational financial, EPS growth, dividend yield and TSR goals; revenue outlook for the second quarter of 2024; and guidance for fiscal year 2024 and future periods. In addition, words such as "estimates," "anticipates," "believes," "forecasts," "step," "plans," "predicts," "focused," "projects," "outlook," "is likely," "expects," "intends," "should," "will," "confident," variations of such words, and similar expressions are intended to identify forward-looking statements. These statements are not guarantees of future performance and involve certain risks, uncertainties, and assumptions ("Risk Factors") that are difficult to predict with regard to timing, extent, likelihood, and degree of occurrence. Risk Factors include, among others: changes in general economic conditions, employment rates, business conditions, interest rates, tax policies, inflationary pressures and other factors affecting consumer spending in the markets and regions in which the Company's products are sold; the inability for any reason to effectively compete in global footwear, apparel and consumer-direct markets; the inability to maintain positive brand images and anticipate, understand and respond to changing footwear and apparel trends and consumer preferences; the inability to effectively manage inventory levels; increases or changes in duties, tariffs, quotas or applicable assessments in countries of import and export; foreign currency exchange rate fluctuations; currency restrictions; supply chain or other capacity constraints, production disruptions, including reduction in operating hours, labor shortages, and facility closures resulting in production delays at the Company's manufactures, quality issues, price increases or other risks associated with foreign sourcing; the cost, including the effect of inflationary pressures, and availability of raw materials, inventories, services and labor for contract manufacturers; labor disruptions; changes in relationships with, including the loss of, significant wholesale customers; risks related to the significant investment in, and performance of, the Company's consumer direct operations; risks related to expansion into new markets and complementary product categories as well as consumer direct operations; the impact of seasonality and unpredictable weather conditions; the impact of changes in general economic conditions and/or the credit markets on the Company's manufacturers, distributors, suppliers, joint venture partners and wholesale customers; changes in the Company's effective tax rates; failure of licensees or distributors to meet planned annual sales goals or to make timely payments to the Company; the risks of doing business in developing countries, and politically or economically volatile areas; the ability to secure and protect owned intellectual property or use licensed intellectual property; the impact of regulation, regulatory and legal proceedings and legal compliance risks, including compliance with federal, state and local laws and regulations relating to the protection of the environment, environmental remediation and other related costs, and litigation or other legal proceedings relating to the protection of the environment or environmental effects on human health; the risks of breach of the Company's databases or other systems, or those of its vendors, which contain certain personal information, payment card data or proprietary information, due to cyberattack or other similar events; problems affecting the Company's supply chain or distribution system, including service interruptions at shipping and receiving ports; strategic actions, including new initiatives and ventures, acquisitions and dispositions, and the new operating model for Merrell and Saucony businesses in China, and the Company's success in integrating acquired businesses, and implementing new initiatives and ventures; risks related to stockholder activism; the potential effects of outbreaks of COVID-19 or future health crises on the Company's business, operations, financial results and liquidity; the risk of impairment to goodwill and other intangibles; changes in future pension funding requirements and pension expenses; and additional factors discussed in the Company's reports filed with the Securities and Exchange Commission and exhibits thereto. The foregoing Risk Factors, as well as other existing Risk Factors and new Risk Factors that emerge from time to time, may cause actual results to differ materially from those contained in any forward-looking statements. Given these or other risks and uncertainties, investors should not place undue reliance on forward-looking statements as a prediction of actual results. Furthermore, the Company undertakes no obligation to update, amend, or clarify forward-looking statements.

## Non-GAAP Information

Measures referred to in this release as "adjusted" financial results and the financial results of the "ongoing business" are non-GAAP measures. Adjusted financial results exclude environmental and other related costs net of recoveries, non-cash impairment of long-lived assets, reorganization costs, and gain on the sale of businesses, trademarks and long-lived assets. The financial results of the ongoing business exclude financial results from the Sperry business, Keds business and Wolverine Leathers business. The Company also presents constant currency information, which is a non-GAAP measure that excludes the impact of fluctuations in foreign currency exchange rates. The Company calculates constant currency basis by converting the current-period local currency financial results using the prior period exchange rates and comparing these adjusted amounts to the Company's current period reported results. The Company believes providing each of these non-GAAP measures provides valuable supplemental information regarding its results of operations, consistent with how the Company evaluates performance. The Company has provided a reconciliation of each of the above non-GAAP financial measures to the most directly comparable GAAP financial measure. The Company believes these non-GAAP measures provide useful information to both management and investors because they increase the comparability of current period results to prior period results by adjusting for certain items that may not be indicative of core operating results and enable better identification of trends in our business. The adjusted financial results are used by management to, and allow investors to, evaluate the operating performance of the Company on a comparable basis. Management does not, nor should investors, consider such non-GAAP financial measures in isolation from, or as a substitute for, financial information prepared in accordance with GAAP.

# Vision: Consumer-Obsessed, Global Brand Builders

## Portfolio of Authentic & Innovative Brands

Focused on helping our consumers live healthier and more productive lives through product innovation and design



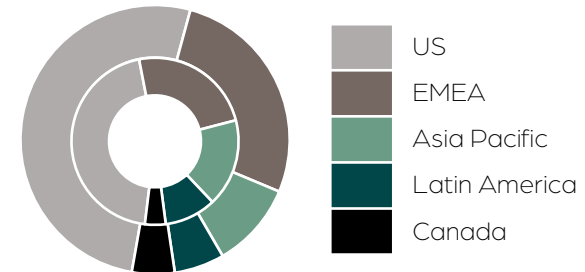
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## Global Distribution Network & Powerful Platforms

Enabling our brands to focus on consumers, products, and marketing and creating competitive advantages for key strategic capabilities

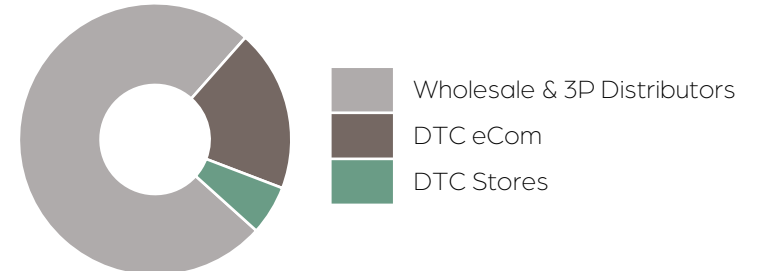
### Regions

FY23 Revenue<sup>1</sup> (Outer) | FY23 Pairs<sup>1</sup> (Inner)



### Channels

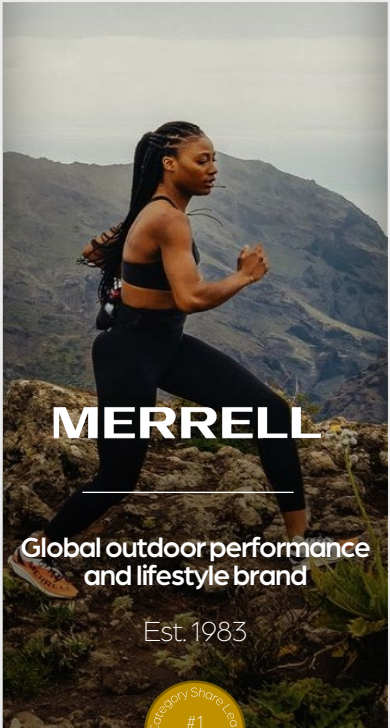
FY23 Revenue<sup>1</sup>



1. Ongoing business which excludes Keds, which was sold in February 2023, the U.S. Wolverine Leathers business, which was sold in August 2023, the non-U.S. Wolverine Leathers business, which was sold in December 2023, Sperry, which was sold in January 2024.



# Authentic & Innovative Brands

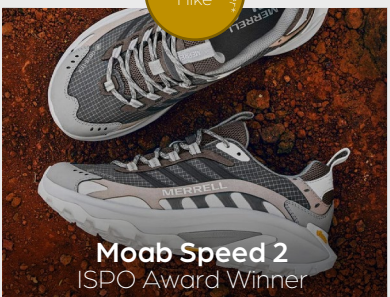


**MERRELL**


Global outdoor performance and lifestyle brand

Est. 1983

Category Share Leader  
#1 Hike



**Moab Speed 2**  
ISPO Award Winner



**saucony**

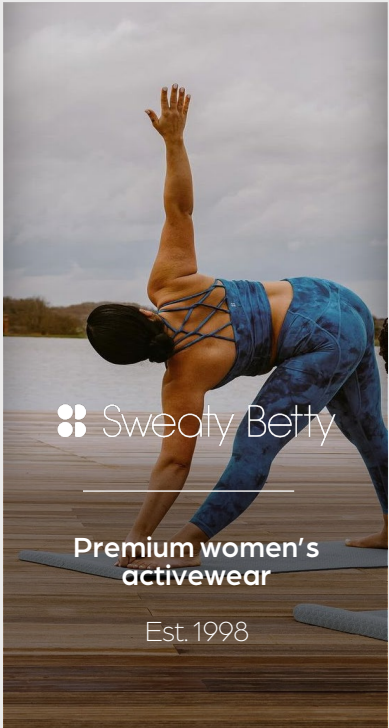
Category-leading running innovation

Est. 1898

Category Share Leader  
Top 10 Run



**Triumph 22**  
PWRRUN PB Cushioning



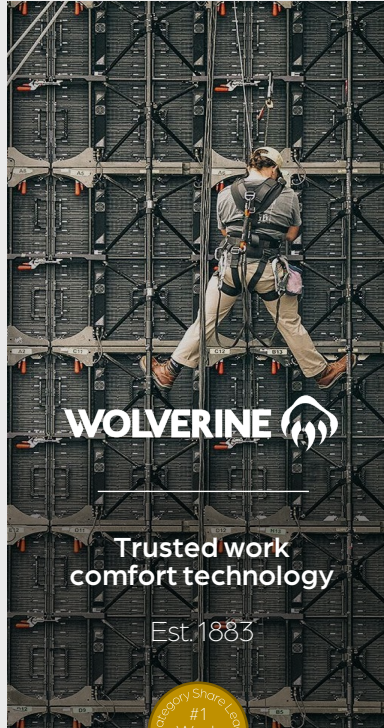
**Sweaty Betty**

Premium women's activewear

Est. 1998



**Power Icon Bra Collection**  
Personalized Fit + Air-light

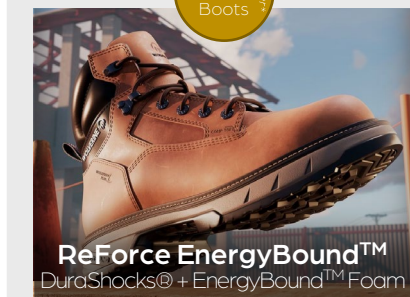


**WOLVERINE**

Trusted work comfort technology

Est. 1883

Category Share Leader  
#1 Work Boots



**ReForce EnergyBound™**  
DuraShocks® + EnergyBound™ Foam

Additional Brands:



Hush Puppies®

stride rite.

1. US category share data for the trailing year ending March 2024

# Global Platforms Enabling Consumer Focus

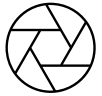
- Commercial Drivers
- Competitive Advantage Enabler
- Lean Corporate Functions



# Strategic Turnaround Unleashing Profitable Growth

The Company is executing its turnaround with great pace and urgency in three chapters:

## 1. Stabilization



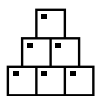
### Simplified and focused the business

Portfolio focused on performance brands after significant rationalization, which generated approximately \$385 million of proceeds 1Q23-1Q24, including the divestiture of the Sperry and Keds brands



### Paid down debt

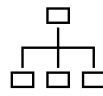
Net debt \$55 million lower at quarter-end 2024 compared to year-end 2023



### Reduced inventory<sup>1</sup>

Over 40% less inventory year-over-year, with an opportunity to drive further improvement through new integrated planning processes and SKU optimization

## 2. Transformation



### Redesigning the organization

A more efficient organization focused on becoming a consumer-obsessed, global brand-building company



### Expanding profitability

Line of sight to approximately \$215 million of annual run rate savings and 7.0% operating margin in FY24, an increase of 310 basis points compared to FY23, resulting from comprehensive profit improvement initiatives



### Strengthening key capabilities

New talent in many of the key brand leadership roles, establishment of the Collective (consumer insights, innovation, etc.), and investment in key platforms

## 3. Inflection to Growth



### Investment in brand building

Committed to expanding gross margins and increasing marketing supporting our biggest growth opportunities



### Awesome product design & innovation

Bolstering product pipeline with on-trend, innovative product that addresses consumers' biggest needs and style preferences



### A Healthier Marketplace

Optimizing distribution and inventory levels at retail and building new distribution to reach right consumers

1. Adjusted to reflect the exclusion of the Sperry business and consolidated China joint ventures. For reconciliations to the most comparable GAAP measures, see pages 19 – 25.

# Stabilization



## Simplified & Focused the Business

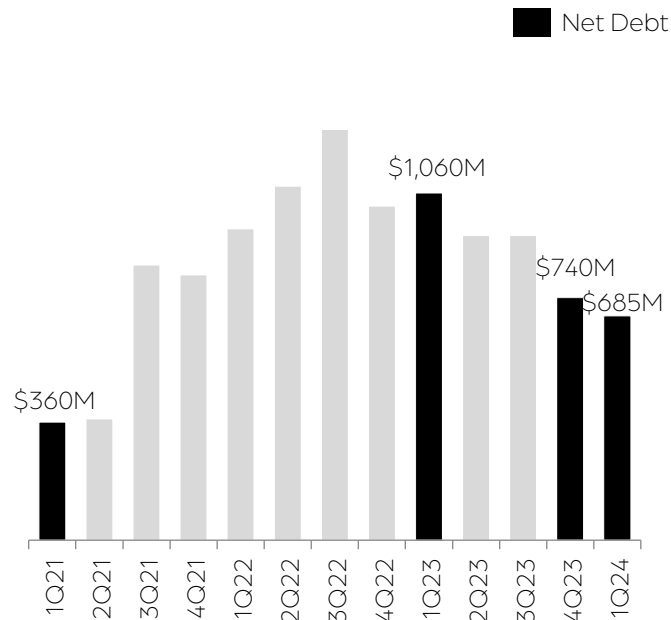
\$385 million in proceeds generated since the start of 2023 through May 2024 from the following transactions:

- Sperry brand divestiture
- Keds brand divestiture
- Hush Puppies IP sale in Greater China
- US & Asia Leathers business divestiture
- Merrell & Saucony new operating model in China
- Louisville distribution facility sale
- Licensing partnerships for Merrell and Saucony Kids and Merrell apparel and accessories



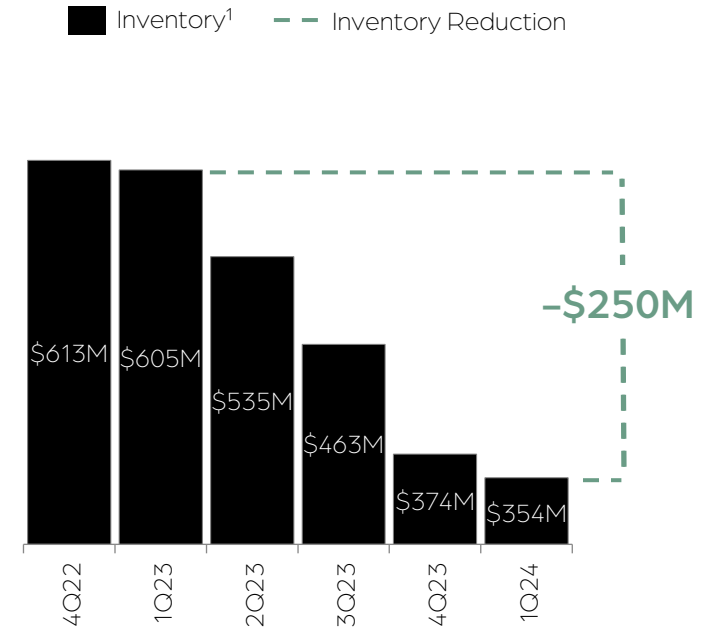
## Paid Down Debt

Net debt \$55 million lower at quarter-end 2024 compared to year-end 2023



## Reduced Inventory

Inventory ended 1Q24 approximately \$250 million lower than 1Q23



1. Adjusted to reflect the exclusion of the Sperry business and consolidated China joint ventures. For reconciliations to the most comparable GAAP measures, see pages 19 – 25.

# Transformation



## Redesigning the Organization

Establishing a cost structure that enables improved profitability and enhanced capabilities aimed at building brands

*Examples of Capability Building:*

*The Collective*

**THE LAB**

Consumer insights, market intelligence, and innovation

**The Agency**

Creative and PR services

**THE DEN**

In-house creative studio



*Global Licensing Team*



## Expand Profitability

Proactive initiatives in 2023 will enable expanded future profitability, improve operating cash flow, and provide capacity for investment to support the transformation. Key highlights include:

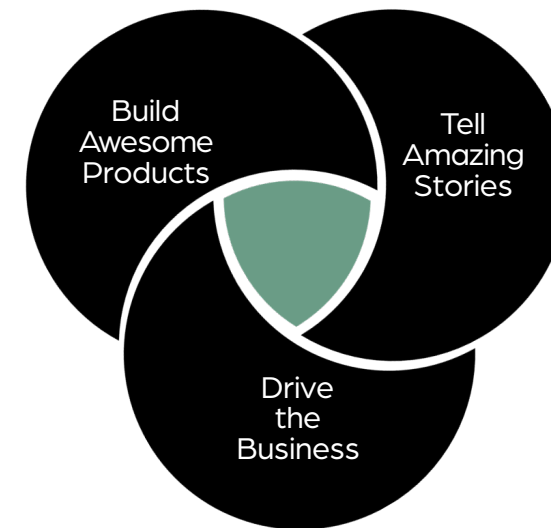
- Annual run rate of gross savings from profit improvement initiatives of approximately \$215 million (\$73 million recognized in 2023) from organizational restructuring, streamlined supply chain, operating group synergies, and other indirect cost savings initiatives
- Lower supply chain costs in 2024 due to lack of 2023 transitory costs



## Investing in Brand Building

This new cost structure also allows for investment to drive the growth of our brands through our brand building model

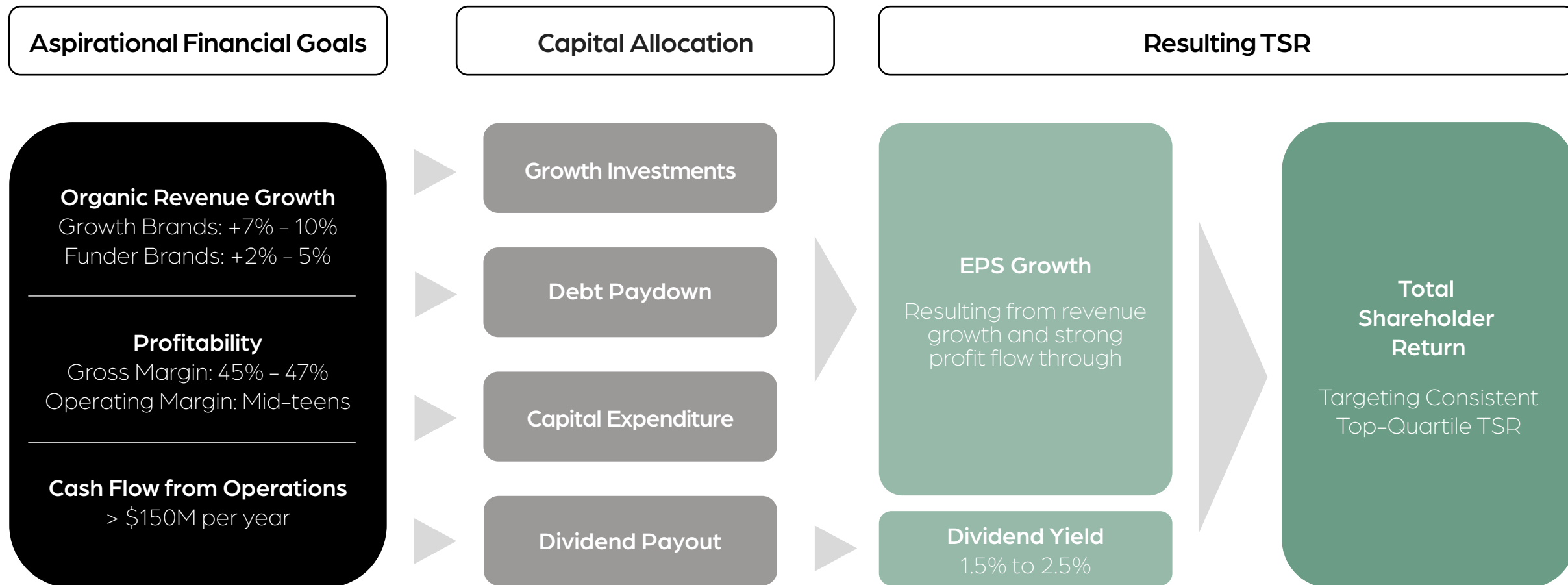
*Brand-Building Model*





# Shareholder Value Creation

The Company aspires to deliver top-quartile TSR over time as follows:



# 1Q24 Financial Results & FY24 Outlook

# 2024 First Quarter Financial Results

Financial results for 2024, and comparable results from 2023, in each case, for our ongoing business exclude the impact of Keds, which was sold in February 2023, the U.S. Wolverine Leathers business, which was sold in August 2023, the non-U.S. Wolverine Leathers business, which was sold in December 2023, and the Sperry business, which was sold in January 2024. Tables have been provided in the back of this release showing the impact of these adjustments on financial results for 2024 and 2023.

Prior to the fourth quarter of 2023, Sperry®, Keds®, and Hush Puppies® financial results were reported in the Lifestyle Group. The Lifestyle Group is no longer a reportable segment and the financial results for Sperry®, Keds®, and Hush Puppies® are included in Other. Prior period disclosures have been adjusted.

# 1Q24 Results

Financial results for ongoing business<sup>1</sup> as of March 30, 2024:

## 1Q24 Results

Adjusted  
Revenue<sup>3</sup>

**\$391 million**

Y/Y: -24.5% // C\$ -25.1%

Adjusted  
Gross Margin<sup>3</sup>

**46.5%**

Y/Y: +540 bps

Adjusted  
Operating Margin<sup>3</sup>

**5.0%**

Y/Y: -110 bps

Adjusted  
EPS<sup>3</sup>

**\$0.05**

Y/Y: -54.5% // C\$ -18.2%

## 1Q24 Guidance<sup>2</sup>

**\$360 million**

**Approximately 46%**

**Approximately 3.5%**

**\$0.00**

<sup>1</sup> Ongoing business which excludes the impact of Keds, which was sold in February 2023, the U.S. Wolverine Leathers business, which was sold in August 2023, the non-U.S. Wolverine Leathers business, which was sold in December 2023, and Sperry sold in January 2024. The Company has provided a reconciliation of the non-GAAP revenue financial measure to the directly comparable GAAP financial measure at the end of the presentation.

<sup>2</sup> Guidance as of February 2024

<sup>3</sup> Adjusted Revenue, Adjusted Gross Margin, Adjusted Operating Margin, Adjusted EPS, and constant currency change are non-GAAP measures. For reconciliations to the most comparable GAAP measures, see pages 19 – 25

# Revenue Performance & Outlook by Group

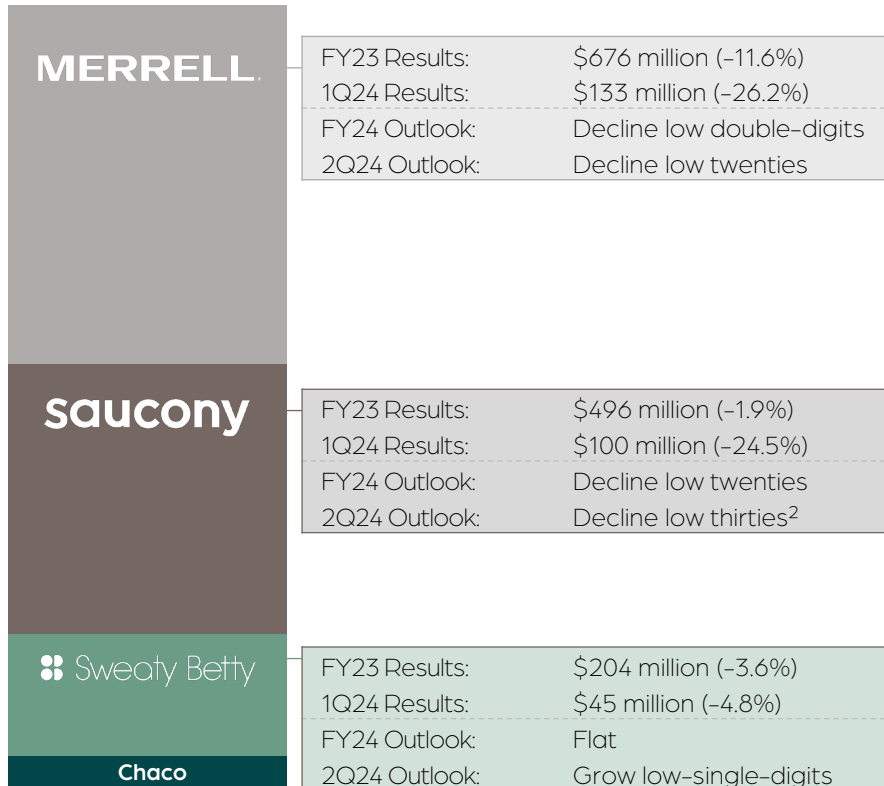
## Active Group

**FY23 Results:** \$1,439 million (-8.3%)  
**1Q24 Results:** \$290 million (-24.9%)  
**FY24 Outlook:** Decline mid-teens  
**2Q24 Outlook:** Decline low twenties

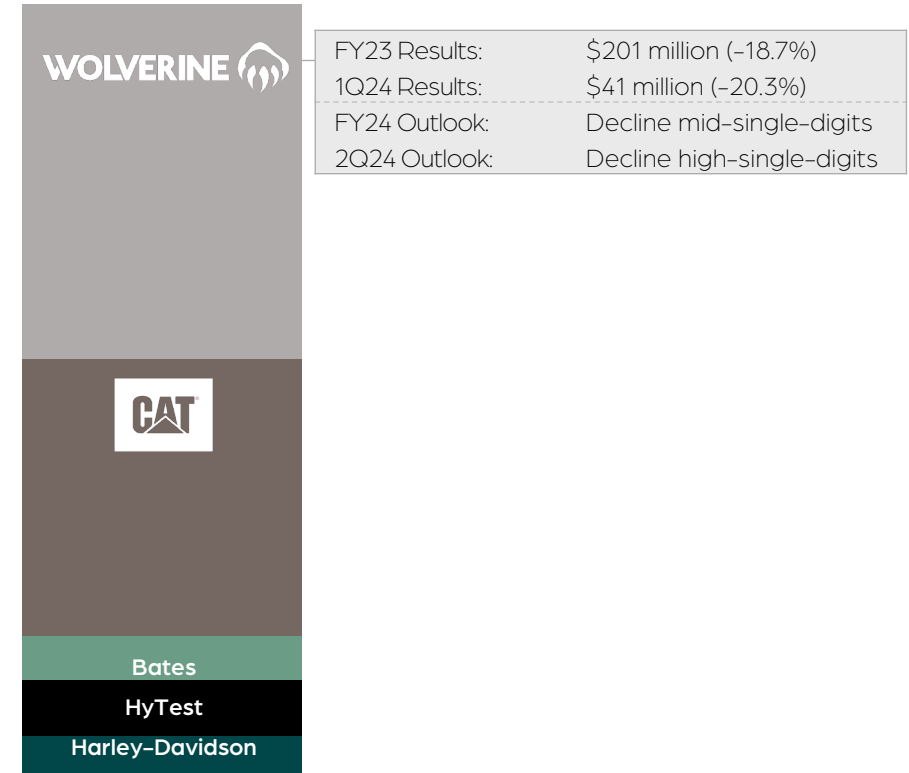
## Work Group

**FY23 Results:** \$481 million (-18.6%)  
**1Q24 Results:** \$90 million (-21.3%)  
**FY24 Outlook:** Decline high-single-digits  
**2Q24 Outlook:** Decline mid-teens

Percent of Total Group Revenue<sup>1</sup>



Percent of Total Group Revenue<sup>1</sup>



1. Charts reflect 1Q24 revenue

2. As announced earlier this year, we are closing our Louisville distribution center and moving our Saucony inventory to our California distribution center in the second quarter. We expect this to result in a shift in revenue and profit from Q2 to Q3.



# 1Q24 Performance Table

<i>(in millions)</i>	March 30, 2024	April 1, 2023	Y/Y Change	Constant Currency Change
<b>Reported Segment Revenue Results:</b>				
Active Group	\$289.8	\$385.9	(24.9%)	(25.6%)
Work Group	\$90.1	\$114.5	(21.3%)	(21.7%)
Other	\$15.0	\$99.0	(84.8%)	(84.8%)
<b>Total Revenue</b>	<b>\$394.9</b>	<b>\$599.4</b>	<b>(34.1%)</b>	<b>(34.6%)</b>
<b>Ongoing Total Revenue<sup>1</sup></b>	<b>\$390.8</b>	<b>\$517.5</b>	<b>(24.5%)</b>	<b>(25.1%)</b>
<b>Reported:</b>				
Gross Margin	45.9%	39.4%	650 bps	
Operating Margin	(0.8%)	7.6%	(840) bps	
Diluted Earnings Per Share	(\$0.19)	\$0.23	182.6%	
<b>Non-GAAP and Ongoing business<sup>1</sup>:</b>				
Adjusted Gross Margin	46.5%	41.1%	540 bps	
Adjusted Operating Margin	5.0%	6.1%	(110) bps	
Adjusted Diluted Earnings Per Share	\$0.05	\$0.11	(54.5%)	
Constant Currency Earnings Per Share	\$0.09	\$0.11	(18.2%)	

1. Ongoing business which excludes the impact of Keds, which was sold in February 2023, the U.S. Wolverine Leathers business, which was sold in August 2023, the non-U.S. Wolverine Leathers business, which was sold in December 2023, and Sperry sold in January 2024. The Company has provided a reconciliation of the non-GAAP revenue financial measure to the directly comparable GAAP financial measure at the end of the presentation.

# FY24 Guidance for Ongoing<sup>1</sup> Business

The outlook for 2024, and comparable results from 2023, in each case, for our ongoing business now also exclude the impact of Sperry, which was sold in January 2024, and reflects the new licensing model recently announced on May 1 for our Merrell and Saucony kids business:

**\$1.68B – \$1.73B**

Revenue<sup>(2)</sup>  
-14.4% vs. FY23  
(at mid-point of guidance)

Our return to growth will lag our significant profit improvements. Encouragingly, we expect the business to be more profitable and again generate strong cash flow in 2024, with an inflection to top-line growth in the second half of the year and acceleration into 2025.

Approximately  
**44.5%**

Adjusted  
Gross Margin<sup>(2)</sup>

Meaningful gross margin expansion and profit improvement initiatives delivering significant cost reductions will enable us to invest in our brands, demand creation, modernization of systems, and building important organizational capabilities.

Approximately  
**7.0%**

Adjusted<sup>(1)</sup>  
Operating Margin<sup>(2)</sup>

We remain keenly focused on working capital and cash flow optimization in 2024. We expect inventory to improve by at least \$75 million during the year as we continue to work through specific areas of excess inventory.

**\$0.65 – \$0.85**

Adjusted EPS<sup>(2)</sup>  
\$0.15 Pro Forma EPS in 2023

Operating free cash flow is expected in the range of \$110 million to \$130 million – including approximately \$40 million of capital expenditures – and we expect year-end net debt to improve by nearly \$175 million to \$565 million.

1. Ongoing business which excludes the impact of Keds, which was sold in February 2023, the U.S. Wolverine Leathers business, which was sold in August 2023, the non-U.S. Wolverine Leathers business, which was sold in December 2023, and Sperry sold in January 2024. The Company has provided a reconciliation of the non-GAAP revenue financial measure to the directly comparable GAAP financial measure at the end of the presentation.  
2. Adjusted Gross Margin, Adjusted Operating Margin and Adjusted EPS are non-GAAP measures. See Pages 19 – 25 for reconciliations to the most comparable GAAP measure

# Supplemental & Non-GAAP Reconciliation Tables

## 2023 Transitory Supply Chain Expenses

The supplemental information included below about estimated transitory supply chain expenses are intended to show the quarterly timing of the impact of these items. The transitory costs are more prominent in the first half of the year.

### BELOW ESTIMATES NOW EXCLUDE SPERRY WHICH WAS SOLD IN JANUARY 2024

#### TRANSITORY SUPPLY CHAIN AND EXCESS INVENTORY EXPENSES – 2023 IMPACT

(Unaudited)

(In millions)

	<u>Total Impact on 2023</u>	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Q4</u>
Gross Profit Impact	\$ 50.0	\$ 19.0	\$ 15.5	\$ 7.0	\$ 8.5
Selling, general and administrative Impact	\$ 5.0	\$ 2.0	\$ 1.0	\$ 1.0	\$ 1.0
Operating Profit Impact	\$ 55.0	\$ 21.0	\$ 16.5	\$ 8.0	\$ 9.5

# Non-GAAP Reconciliations

## RECONCILIATION OF REPORTED REVENUE TO ADJUSTED REVENUE\* (Unaudited) (In millions)

	GAAP Basis	Divestiture <sup>(1)</sup>	As Adjusted
<b>Revenue – Fiscal 2024 Q1</b>	<b>\$394.9</b>	<b>\$4.1</b>	<b>\$390.8</b>
<b>Revenue – Fiscal 2023 Q1</b>	<b>\$599.4</b>	<b>\$81.9</b>	<b>\$517.5</b>

(1) Q1 2024 adjustments reflect the Sperry business results included in the consolidated condensed statement of operations. Q1 2023 adjustments reflect results for the Sperry business, Keds business and Wolverine Leathers business included in the consolidated condensed statement of operations.

## RECONCILIATION OF REPORTED REVENUE TO ADJUSTED REVENUE ON A CONSTANT CURRENCY BASIS\* (Unaudited) (In millions)

	GAAP Basis 2024-Q1	Foreign Exchange Impact	Constant Currency Basis 2024-Q1	GAAP Basis 2023-Q1	Reported Change	Constant Currency Change
<b>REVENUE</b>						
Active Group	\$289.8	(\$2.6)	\$287.2	\$385.9	(24.9%)	(25.6%)
Work Group	90.1	(0.5)	89.6	114.5	(21.3%)	(21.7%)
Other	15.0	–	15.0	99.0	(84.8%)	(84.8%)
<b>Total</b>	<b>\$394.9</b>	<b>(\$3.1)</b>	<b>\$391.8</b>	<b>\$599.4</b>	<b>(34.1%)</b>	<b>(34.6%)</b>



# Non-GAAP Reconciliations

## RECONCILIATION OF REPORTED GROSS MARGIN TO ADJUSTED GROSS MARGIN \*

(Unaudited)  
(In millions)

	GAAP Basis	Divestiture (2)	As Adjusted
Gross Profit – Fiscal 2024 Q1	\$181.4	\$0.2	\$181.6
<i>Gross margin</i>	<i>45.9%</i>		<i>46.5%</i>
Gross Profit – Fiscal 2023 Q1	\$236.3	(\$23.7)	\$212.6
<i>Gross margin</i>	<i>39.4%</i>		<i>41.1%</i>

(1) Q1 2024 adjustments reflect the Sperry business results included in the consolidated condensed statement of operations.

Q1 2023 adjustments reflect results for the Sperry business, Keds business and Wolverine Leathers business included in the consolidated condensed statement of operations.

## RECONCILIATION OF REPORTED OPERATING MARGIN TO ADJUSTED OPERATING MARGIN

(Unaudited)  
(In millions)

	GAAP Basis	Adjustments <sup>(1)</sup>	Divestiture <sup>(2)</sup>	As Adjusted
Operating Profit – Fiscal 2024 Q1	(\$3.1)	\$13.7	\$8.8	\$19.4
<i>Operating margin</i>	<i>-0.8%</i>			<i>5.0%</i>
Operating Profit – Fiscal 2023 Q1	\$45.3	(\$16.3)	\$2.8	\$31.8
<i>Operating margin</i>	<i>7.6%</i>			<i>6.1%</i>

(1) Q1 2024 adjustments reflect \$6.1 million for impairments of long-lived assets, \$6.0 million of reorganization costs and \$1.6 million of environmental and other related costs net of recoveries. Q1 2023 adjustments reflect the \$20.1 million gain on the divestiture of the Keds business and \$0.9 million of environmental and other related costs net of recoveries, partially offset by \$4.7 million of reorganization costs.

(2) Q1 2024 adjustments reflect the Sperry business and Wolverine Leathers business results included in the consolidated condensed statement of operations. Q1 2023 adjustments reflect results for the Sperry business, Keds business and Wolverine Leathers business included in the consolidated condensed statement of operations.

# Non-GAAP Reconciliations

## RECONCILIATION OF REPORTED INVENTORY TO ADJUSTED INVENTORY\*

(Unaudited)

(In millions)

	<u>GAAP Basis</u>	<u>Divestiture <sup>(1)</sup></u>	<u>As Adjusted</u>
Inventory - 2024 Q1	\$354.3	\$ —	\$354.3
Inventory - 2023 Q4	\$373.6	\$ —	\$373.6
Inventory - 2023 Q3	\$563.8	\$100.6	\$463.2
Inventory - 2023 Q2	\$647.9	\$113.3	\$534.6
Inventory - 2023 Q1	\$725.9	\$120.5	\$605.4

(1) Adjustments reflect the Sperry business and consolidated China joint ventures inventory included in the consolidated condensed balance sheet.

# Non-GAAP Reconciliations

## RECONCILIATION OF 2023 REPORTED REVENUE TO ADJUSTED REVENUE FOR COMPARISON TO 2024 GUIDANCE\*

(Unaudited)  
(In millions)

	GAAP Basis	Keds and Leathers Divestiture <sup>(1)</sup>	Sperry Divestiture <sup>(2)</sup>	As Adjusted
Revenue – Fiscal 2023	\$ 2,242.9	\$ 43.6	\$ 207.2	\$ 1,992.1

(1) Adjustments reflect the Keds business and Wolverine Leathers business results included in the consolidated condensed statement of operations.

(2) Adjustments reflect the Sperry business results included in the consolidated condensed statement of operations.

## RECONCILIATION OF REPORTED 2023 OPERATING MARGIN TO ADJUSTED OPERATING MARGIN FOR COMPARISON TO 2024 GUIDANCE\*

(Unaudited)  
(In millions)

	GAAP Basis	Adjustments <sup>(1)</sup>	Keds and Leathers Divestiture <sup>(2)</sup>	Sperry Divestiture <sup>(3)</sup>	As Adjusted
Operating Profit (Loss) – Fiscal 2023	\$ (68.2)	\$ 137.1	\$ (1.4)	\$ 10.3	\$ 77.8

**Operating Margin** (3.0)% **3.9%**

(1) Adjustments reflect \$185.3million for a non-cash impairment of long-lived assets, \$47.1 million of reorganization costs, \$5.5 million of costs associated with divestitures, partially offset by \$90.4 million gain on the sale of businesses, trademarks and long-lived assets and \$10.4 million of environmental and other related costs net of recoveries.

(2) Adjustments reflect the Keds business and Wolverine Leathers business results included in the consolidated condensed statement of operations.

(3) Adjustments reflect the Sperry business results included in the consolidated condensed statement of operations.

## RECONCILIATION OF REPORTED 2023 DILUTED EPS TO ADJUSTED DILUTED EPS FOR COMPARISON TO 2024 GUIDANCE\*

(Unaudited)

	GAAP Basis	Adjustments <sup>(1)</sup>	Keds and Leathers Divestiture <sup>(2)</sup>	Sperry Divestiture <sup>(3)</sup>	As Adjusted
EPS – Fiscal 2023	\$ (0.51)	\$ 0.57	\$ (0.01)	\$ 0.10	\$ 0.15

(1) Adjustments reflect non-cash impairment of long-lived assets, reorganization costs, costs associated with divestitures, debt modification costs, partially offset by gain on the sale of businesses, trademarks and long-lived assets, environmental and other related costs net of recoveries, and SERP curtailment gain.

(2) Adjustments reflect the Keds business and Wolverine Leathers business results included in the consolidated condensed statement of operations.

(3) Adjustments reflect the Sperry business results included in the consolidated condensed statement of operations.

# Non-GAAP Reconciliations

## RECONCILIATION OF REPORTED DILUTED EPS TO ADJUSTED DILUTED EPS ON A CONSTANT CURRENCY BASIS\* (Unaudited)

	GAAP Basis	Adjustments <sup>(1)</sup>	Divestiture <sup>(2)</sup>	As Adjusted	Foreign Exchange Impact	As Adjusted EPS On a Constant Currency Basis
EPS – Fiscal 2024 Q1	(\$0.19)	\$0.14	\$0.10	\$0.05	\$0.04	\$0.09
EPS – Fiscal 2023 Q1	\$0.23	(\$0.15)	\$0.03	\$0.11		

(1) Q1 2024 adjustments reflect impairments of long-lived assets, reorganization costs and environmental and other related costs net of recoveries. Q1 2023 adjustment reflects the gain on the divestiture of the Keds business and environmental and other related costs net of recoveries, partially offset by reorganization costs.

(2) Q1 2024 adjustments reflect the Sperry business and Wolverine Leathers business results included in the consolidated condensed statement of operations. Q1 2023 adjustments reflect results for the Sperry business, Keds business and Wolverine Leathers business included in the consolidated condensed statement of operations.

## 2024 GUIDANCE RECONCILIATION TABLES RECONCILIATION OF REPORTED GUIDANCE TO ADJUSTED TO GUIDANCE, REPORTED DILUTED EPS GUIDANCE TO ADJUSTED DILUTED EPS GUIDANCE AND SUPPLEMENTAL INFORMATION\* (Unaudited) (In millions, except earnings per share)

	GAAP Basis	Divestiture Adjustments (1)	Other Adjustments (2)	As Adjusted
Revenue – Fiscal 2024 Full Year	\$1,708 – \$1,758	(\$8.0)		\$1,700 – \$1,750
Gross Margin – Fiscal 2024 Full Year	\$0.4	– %		\$0.4
Operating Margin – Fiscal 2024 Full Year	\$0.1	\$0.0	\$0.0	\$0.1
Dilutive EPS – Fiscal 2024 Full Year	\$0.45 – \$0.65	\$0.0	\$0.2	\$0.65 – \$0.85
Fiscal 2024 Full Year Supplemental information:				
Net Earnings	\$37 – \$53	\$2.0	\$14.0	\$53 – \$69
Net Earnings used to calculate diluted earnings per share	\$36 – \$52	\$2.0	\$14.0	\$52 – \$68
Shares used to calculate diluted earnings per share	\$79.9			\$79.9

<sup>(1)</sup> 2024 adjustments reflect financial results for the Sperry® business and Sperry® stores that were not divested which the Company is closing in 2024.

<sup>(2)</sup> 2024 adjustments reflect estimated environmental and other related costs net of recoveries, impairment of long-lived assets and reorganization costs.

\*To supplement the consolidated condensed financial statements presented in accordance with Generally Accepted Accounting Principles ("GAAP"), the Company describes what certain financial measures would have been if environmental and other related costs net of recoveries, non-cash impairment of long-lived assets and reorganization costs. The financial results of the ongoing business for 2023 and the first quarter of 2024 exclude financial results from the Sperry business, the Keds business and Wolverine Leathers business. Adjusted inventory excludes the Sperry business and the Company's China joint ventures. The adjusted 2024 outlook excludes financial results from the Sperry business and Sperry® stores that were not divested, which the Company is closing in 2024. The Company believes these non-GAAP measures provide useful information to both management and investors by increasing comparability to the prior period by adjusting for certain items that may not be indicative of the Company's core ongoing operating business results and to better identify trends in the Company's ongoing business. The adjusted financial results are used by management to, and allow investors to, evaluate the operating performance of the Company on a comparable basis.

The constant currency presentation, which is a non-GAAP measure, excludes the impact of fluctuations in foreign currency exchange rates. The Company believes providing constant currency information provides valuable supplemental information regarding results of operations, consistent with how the Company evaluates performance. The Company calculates constant currency by converting the current-period local currency financial results using the prior period exchange rates and comparing these adjusted amounts to the Company's current period reported results.

Management does not, nor should investors, consider such non-GAAP financial measures in isolation from, or as a substitution for, financial information prepared in accordance with GAAP. A reconciliation of all non-GAAP measures included in this press release, to the most directly comparable GAAP measures are found in the financial tables above.

# Divestiture and Business Model Changes

## Impact on Consolidated Revenue for 2022 and 2023

<b>Consolidated</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>FY</b>
<b>2022 Revenue</b>					
Reported	\$614.8	\$713.6	\$691.4	\$665.0	\$2,684.8
Adjustment for divestitures <sup>(1)</sup> :					
Leathers	(\$18.5)	(\$17.7)	(\$14.0)	(\$8.4)	(\$58.6)
Keds	(\$20.4)	(\$24.0)	(\$21.3)	(\$17.2)	(\$82.8)
Sperry	(\$72.3)	(\$74.9)	(\$78.9)	(\$68.0)	(\$294.2)
<b>Ongoing business<sup>(2)</sup></b>	<b>\$503.7</b>	<b>\$597.0</b>	<b>\$577.2</b>	<b>\$571.4</b>	<b>\$2,249.3</b>
Adjustments for 2023 business model changes <sup>(3)</sup> :	(\$6.3)	(\$9.3)	(\$8.9)	(\$14.9)	(\$39.5)
Adjustments for 2024 business model changes <sup>(4)</sup> :		(\$4.6)	(\$7.5)	(\$8.1)	(\$20.2)
<i>Ongoing business adjusted for business model changes</i>	\$497.4	\$583.0	\$560.8	\$548.4	\$2,189.6
<b>2023 Revenue</b>					
Reported	\$599.4	\$589.1	\$527.7	\$526.7	\$2,242.9
Adjustment for divestitures <sup>(1)</sup> :					
Leathers	(\$12.5)	(\$10.9)	(\$8.2)	(\$5.5)	(\$37.1)
Keds	(\$6.5)				(\$6.5)
Sperry	(\$62.9)	(\$57.4)	(\$46.2)	(\$40.6)	(\$207.2)
<b>Ongoing business<sup>(2)</sup></b>	<b>\$517.5</b>	<b>\$520.8</b>	<b>\$473.3</b>	<b>\$480.5</b>	<b>\$1,992.1</b>
Adjustments for 2023 business model changes <sup>(3)</sup> :	(\$13.0)	(\$13.5)	(\$16.9)	(\$13.9)	(\$57.3)
Adjustments for 2024 business model changes <sup>(4)</sup> :		(\$6.7)	(\$7.5)	(\$3.3)	(\$17.5)
<i>Ongoing business adjusted for business model changes</i>	\$504.5	\$500.6	\$448.9	\$463.3	\$1,917.3

1. Divestitures: Keds sold in February 2023; Leathers US sold in August 2023; Leathers Non-US sold in December 2023; Sperry sold in January 2024

2. Ongoing Business excludes the impact of Wolverine Leathers, Keds, and Sperry. This represents a non-GAAP measure.

3. 2023 Business Model Changes, provided for enhanced comparability, include the impact of Hush Puppies North America transition to licensing model, Hush Puppies China IP sale, and China joint venture converted to distributor model. This represents a non-GAAP measure.

4. 2024 Business Model Changes provided for enhanced comparability, include the impact of Merrell and Saucony Kids transition to licensing model. This represents a non-GAAP measure.



# Divestiture and Business Model Changes

## Impact on Brand and Segment Revenue for 2022 and 2023

Active Group	Q1	Q2	Q3	Q4	FY	Other	Q1	Q2	Q3	Q4	FY
<b>2022 Revenue</b>						<b>2022 Revenue</b>					
<b>Reported</b>	<b>\$346.1</b>	<b>\$428.3</b>	<b>\$398.2</b>	<b>\$397.6</b>	<b>\$1,570.2</b>	<b>Reported</b>	\$22.1	\$24.7	\$17.7	\$12.2	\$76.6
Adjustments for 2023 business model changes <sup>(3)</sup> :	(\$1.8)	(\$1.7)	(\$0.5)	(\$8.9)	(\$12.8)	Lifestyle Group Revenue moved to Other	\$108.1	\$121.1	\$117.7	\$100.7	\$447.5
Adjustments for 2024 business model changes <sup>(4)</sup> :		(\$4.6)	(\$7.5)	(\$8.1)	(\$20.2)	<b>Reported – adjusted for segment change</b>	<b>\$130.2</b>	<b>\$145.8</b>	<b>\$135.4</b>	<b>\$112.9</b>	<b>\$524.1</b>
Ongoing business adjusted for business model changes	\$344.3	\$422.0	\$390.2	\$380.7	\$1,537.2	Adjustment for divestitures <sup>(1)</sup> :					
						Leathers	(\$18.5)	(\$17.7)	(\$14.0)	(\$8.4)	(\$58.6)
<b>2023 Revenue</b>						Sperry	(\$72.3)	(\$74.9)	(\$78.9)	(\$68.0)	(\$294.2)
<b>Reported</b>	<b>\$385.9</b>	<b>\$383.3</b>	<b>\$328.6</b>	<b>\$341.3</b>	<b>\$1,439.1</b>	Keds	(\$20.4)	(\$24.0)	(\$21.3)	(\$17.2)	(\$82.8)
Adjustments for 2023 business model changes <sup>(3)</sup> :	(\$5.5)	(\$7.1)	(\$8.8)	(\$13.2)	(\$34.5)	<b>Ongoing business<sup>(2)</sup></b>	<b>\$19.1</b>	<b>\$29.2</b>	<b>\$21.2</b>	<b>\$19.3</b>	<b>\$88.7</b>
Adjustments for 2024 business model changes <sup>(4)</sup> :		(\$6.7)	(\$7.5)	(\$3.3)	(\$17.5)	Adjustments for 2023 business model changes <sup>(5)</sup> :	(\$4.5)	(\$7.6)	(\$8.4)	(\$6.1)	(\$26.7)
Ongoing business adjusted for business model changes	\$380.4	\$369.5	\$312.3	\$324.9	\$1,387.1	Ongoing business adjusted for business model changes	\$14.5	\$21.5	\$12.8	\$13.2	\$62.1
						<b>2023 Revenue</b>					
<b>Merrell</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>FY</b>	<b>Reported</b>	\$13.7	\$13.1	\$13.3	\$60.1	\$100.2
<b>2022 Revenue</b>						Lifestyle Group Revenue moved to Other	\$85.3	\$74.9	\$62.8		\$223.0
<b>Reported</b>	<b>\$153.3</b>	<b>\$209.7</b>	<b>\$207.3</b>	<b>\$193.9</b>	<b>\$764.2</b>	<b>Reported – adjusted for segment change</b>	<b>\$99.0</b>	<b>\$88.0</b>	<b>\$76.1</b>	<b>\$60.1</b>	<b>\$323.2</b>
Adjustments for 2023 business model changes <sup>(3)</sup> :	(\$0.2)	(\$0.5)	(\$0.6)	(\$1.7)	(\$3.1)	Adjustment for divestitures <sup>(1)</sup> :					
Adjustments for 2024 business model changes <sup>(4)</sup> :		(\$3.0)	(\$4.9)	(\$4.3)	(\$12.3)	Leathers	(\$12.5)	(\$10.9)	(\$8.2)	(\$5.5)	(\$37.1)
Ongoing business adjusted for business model changes	\$153.1	\$206.2	\$201.8	\$187.8	\$748.9	Sperry	(\$62.9)	(\$57.4)	(\$46.2)	(\$40.6)	(\$207.2)
						Keds	(\$6.5)				(\$6.5)
<b>2023 Revenue</b>						<b>Ongoing business<sup>(2)</sup></b>	<b>\$17.1</b>	<b>\$19.7</b>	<b>\$21.7</b>	<b>\$14.0</b>	<b>\$72.5</b>
<b>Reported</b>	<b>\$180.3</b>	<b>\$176.7</b>	<b>\$157.0</b>	<b>\$161.8</b>	<b>\$675.8</b>	Adjustments for 2023 business model changes <sup>(5)</sup> :	(\$7.5)	(\$6.4)	(\$8.2)	(\$0.7)	(\$22.8)
Adjustments for 2023 business model changes <sup>(3)</sup> :	(\$0.8)	(\$0.9)	(\$1.0)	(\$1.8)	(\$4.5)	Ongoing business adjusted for business model changes	\$9.6	\$13.3	\$13.6	\$13.3	\$49.8
Adjustments for 2024 business model changes <sup>(4)</sup> :		(\$2.5)	(\$4.2)	(\$2.2)	(\$9.0)						
Ongoing business adjusted for business model changes	\$179.5	\$173.2	\$151.8	\$157.7	\$662.3						
<b>Saucony</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>FY</b>						
<b>2022 Revenue</b>											
<b>Reported</b>	<b>\$109.4</b>	<b>\$139.4</b>	<b>\$135.3</b>	<b>\$121.3</b>	<b>\$505.3</b>						
Adjustments for 2023 business model changes <sup>(3)</sup> :	(\$1.5)	(\$1.2)	\$0.1	(\$7.1)	(\$9.8)						
Adjustments for 2024 business model changes <sup>(4)</sup> :		(\$1.6)	(\$2.6)	(\$3.8)	(\$7.9)						
Ongoing business adjusted for business model changes	\$107.9	\$136.6	\$132.8	\$110.4	\$487.6						
<b>2023 Revenue</b>											
<b>Reported</b>	<b>\$132.6</b>	<b>\$141.7</b>	<b>\$116.4</b>	<b>\$105.1</b>	<b>\$495.8</b>						
Adjustments for 2023 business model changes <sup>(3)</sup> :	(\$4.7)	(\$6.2)	(\$7.8)	(\$11.3)	(\$30.0)						
Adjustments for 2024 business model changes <sup>(4)</sup> :		(\$4.1)	(\$3.3)	(\$1.1)	(\$8.5)						
Ongoing business adjusted for business model changes	\$127.9	\$131.4	\$105.3	\$92.7	\$457.2						

1. Divestitures: Keds sold in February 2023; Leathers US sold in August 2023; Leathers Non-US sold in December 2023; Sperry sold in January 2024

2. Ongoing Business excludes the impact of Wolverine Leathers, Keds, and Sperry. This represents a non-GAAP measure.

3. 2023 Business Model Changes, provided for enhanced comparability, include the impact of China joint venture converted to distributor model. This represents a non-GAAP measure.

4. 2024 Business Model Changes provided for enhanced comparability, include the impact of Merrell and Saucony Kids transition to licensing model. This represents a non-GAAP measure.

5. 2023 Business Model Changes, provided for enhanced comparability, include the impact of Hush Puppies North America transition to licensing model and Hush Puppies China IP sale. This represents a non-GAAP measure.

Thank you.

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# Wolverine Worldwide

Investor Presentation | First Quarter 2024 Ending March 30<sup>th</sup>, 2024

