

WOLVERINE | WW
worldwide

 Sweaty Betty

august 3, 2021

Forward Looking Statements

This presentation contains forward-looking statements, including statements regarding the Company's 2021 revenue and EPS outlook, Sweaty Betty's approximate 2021 revenue, the expected benefits of the acquisition, Sweaty Betty's growth opportunities, the Company's expectation that the acquisition will be accretive in the first twelve months and the expected EPS and adjusted EPS benefit of the acquisition. 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: the effects of the COVID-19 pandemic on the Company's business, operations, financial results and liquidity, including the duration and magnitude of such effects, which will depend on numerous evolving factors that the Company cannot currently accurately predict or assess, including: the duration and scope of the pandemic; the negative impact on global and regional markets, economies and economic activity, including the duration and magnitude of its impact on unemployment rates, consumer discretionary spending and levels of consumer confidence; actions governments, businesses and individuals take in response to the pandemic; the effects of the pandemic, including all of the foregoing, on the Company's distributors, manufacturers, suppliers, joint venture partners, wholesale customers and other counterparties, and how quickly economies and demand for the Company's products recover after the pandemic subsides; changes in general economic conditions, employment rates, business conditions, interest rates, tax policies 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, quality issues, price increases or other risks associated with foreign sourcing; the cost 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; the impact of seasonality and unpredictable weather conditions; changes in general economic conditions and/or the credit markets on the Company's distributors, suppliers and retailers; increases 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 potential 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 Company's success in integrating acquired businesses, and implementing new initiatives and ventures; 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.

This presentation includes non-GAAP financial measures which are indicated by footnote references. Page 20 at the end of this presentation includes reconciliations of the non-GAAP financial measures to the most comparable GAAP financial measures.



Wolverine Worldwide

A Strategic Catalyst

Sweaty Betty

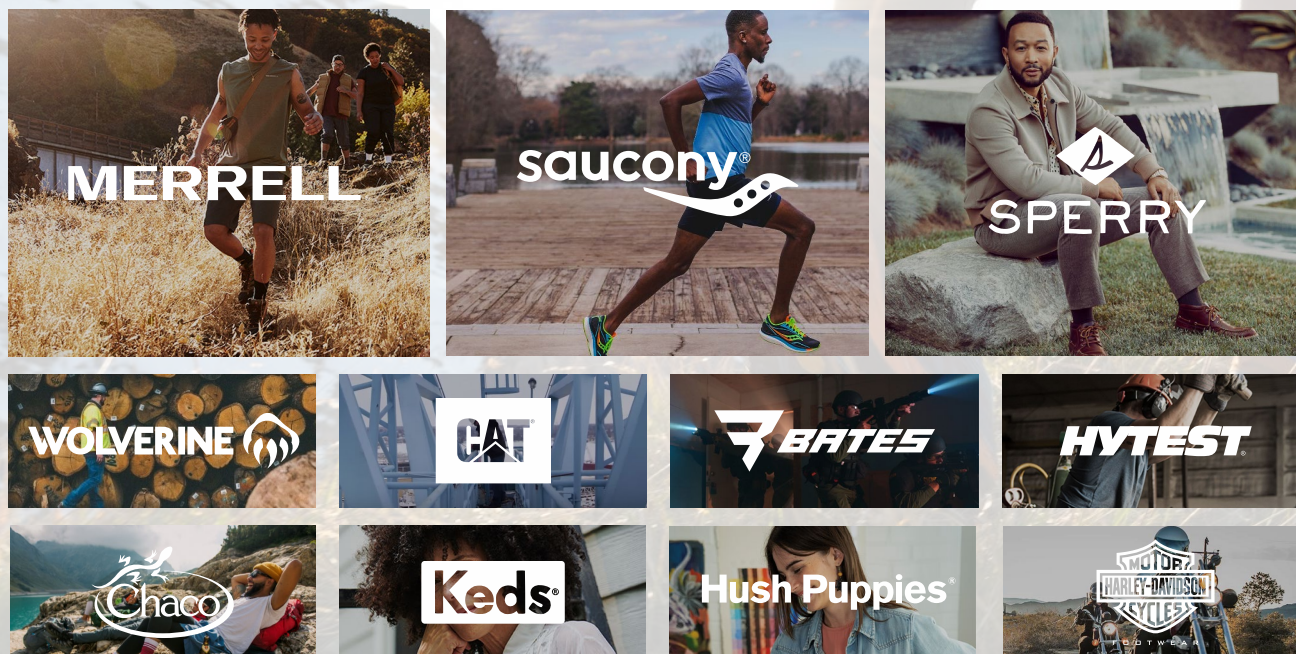
Acquisition Impact

Wolverine Worldwide Overview

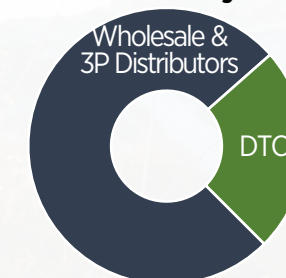
Wolverine Worldwide is a portfolio of global performance and lifestyle footwear and apparel brands focused on our consumers, digital and DTC, and product design and innovation to drive growth.

\$2.44B to \$2.50B

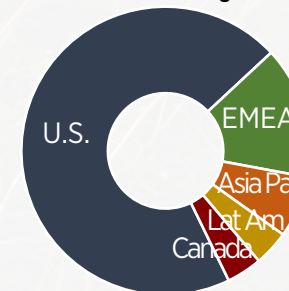
Updated 2021 Revenue Outlook¹



2020 Revenue by Channel



2020 Revenue by Region¹

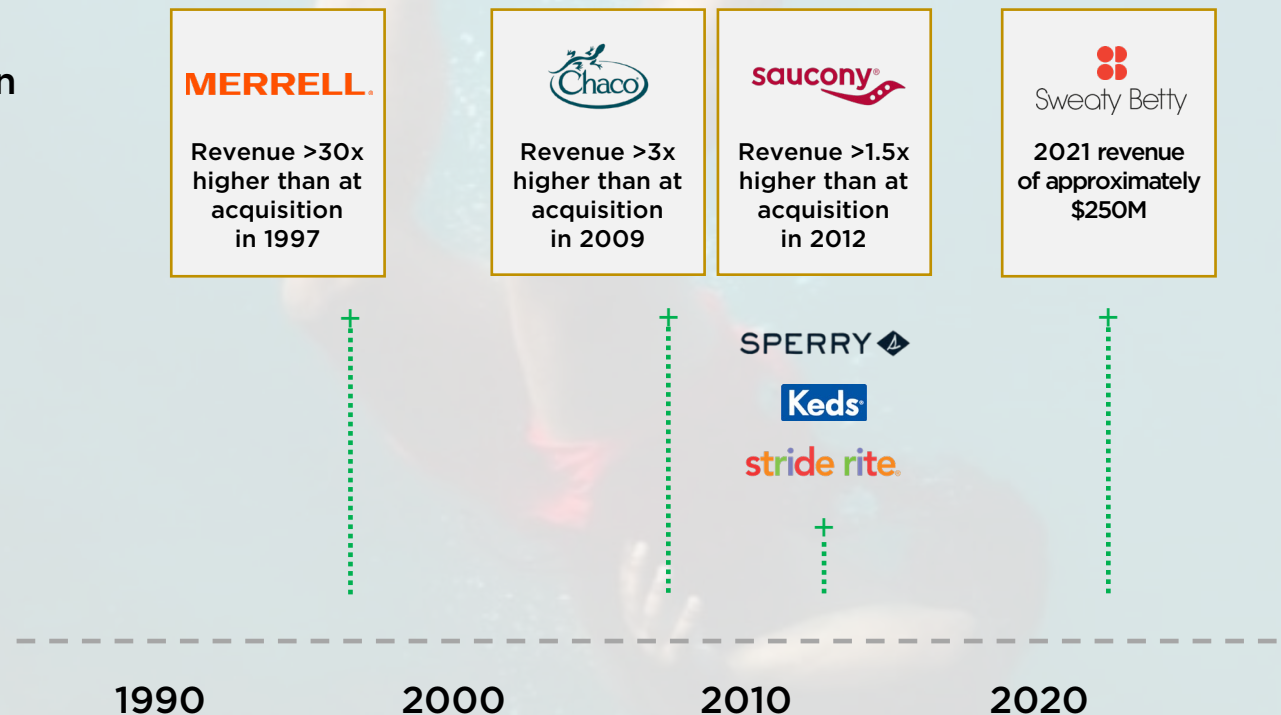


1. 50% of units are marketed outside the US

Acquisition Track Record

Wolverine Worldwide has a **track record** of successfully acquiring, integrating, and building brands – including **performance** brands

Performance
Brand Acquisition
Examples:





Wolverine Worldwide
A Strategic Catalyst
Sweaty Betty
Acquisition Impact

Strategic Fit

Sweaty Betty delivers on **all** of our strategic acquisition criteria and moves the Company toward the *future Wolverine Worldwide*



- Brands with **strategic competencies** (apparel and adjacent categories, DTC, digital, etc.)
- Brands in **fast-growing** addressable markets / categories
- Businesses that provide **value creation** and **synergy** opportunities
- Deals that are expected to be **accretive** in the first year



Strategic Competencies

Sweaty Betty brings several **exceptional key competencies** to Wolverine Worldwide in alignment with the Company's strategic focus



Digital

~70% eCom
of total revenue¹

Strong capabilities in
effectively engaging
consumers digitally



DTC

>80% DTC
of total revenue¹

Business built on DTC with
a fast-paced, consumer-
focused culture



Female Consumer

100% women's
of total revenue¹

Deep, intimate
understanding of
the female consumer



Apparel

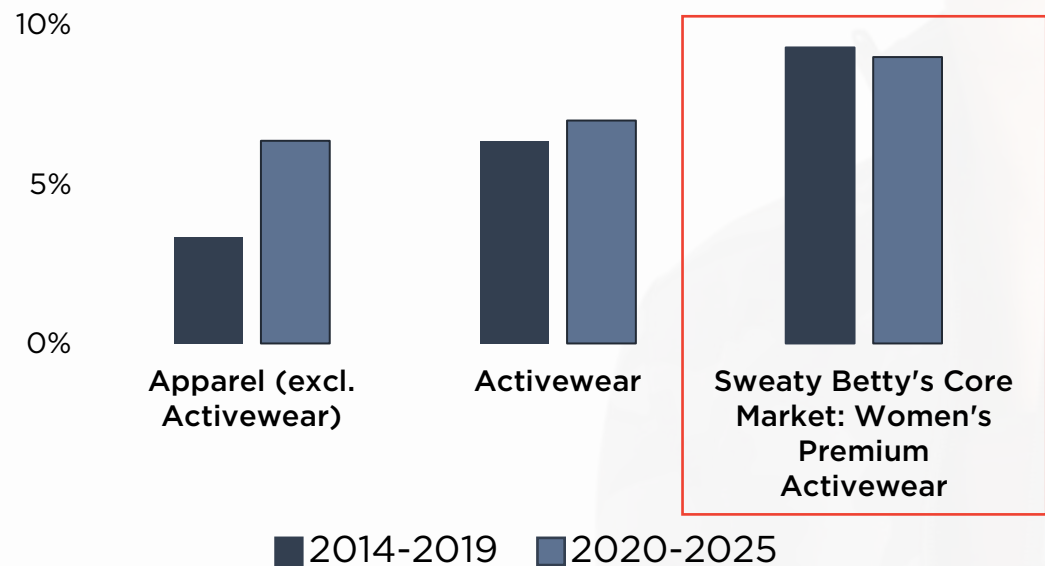
100% apparel
of total revenue¹

Proven apparel expertise
and design/development
competencies





Growing Addressable Market / Category

The global activewear market is over **\$200 billion** in revenue¹, and Sweaty Betty is well positioned within the enviable, growing **women's premium activewear** segment, propelled by several powerful **consumer trend tailwinds**

Global Revenue CAGR¹



Consumer Trend Tailwinds

-  Digitalization
-  Health & Wellness
-  Casualization
-  Premiumization

Value Creation Opportunity

Sweaty Betty's integration into Wolverine Worldwide (WWW) presents several opportunities for **value creation**



Apparel

Sweaty Betty's apparel design, development, and sourcing expertise can be leveraged by Merrell, Saucony, and others



US Market

WWW's US market and distribution resources provide support in a key growth country for Sweaty Betty



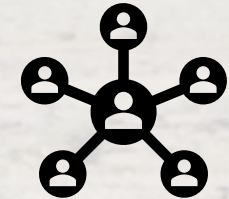
Global Distribution

WWW's regional teams and global distribution network create an opportunity for broader global expansion



Footwear

WWW's footwear capabilities enable accelerated product category expansion into footwear



Centers-of-Excellence

WWW's centers-of-excellence and back-office services allow the Sweaty Betty team to focus on driving growth



Wolverine Worldwide
A Strategic Catalyst

Sweaty Betty

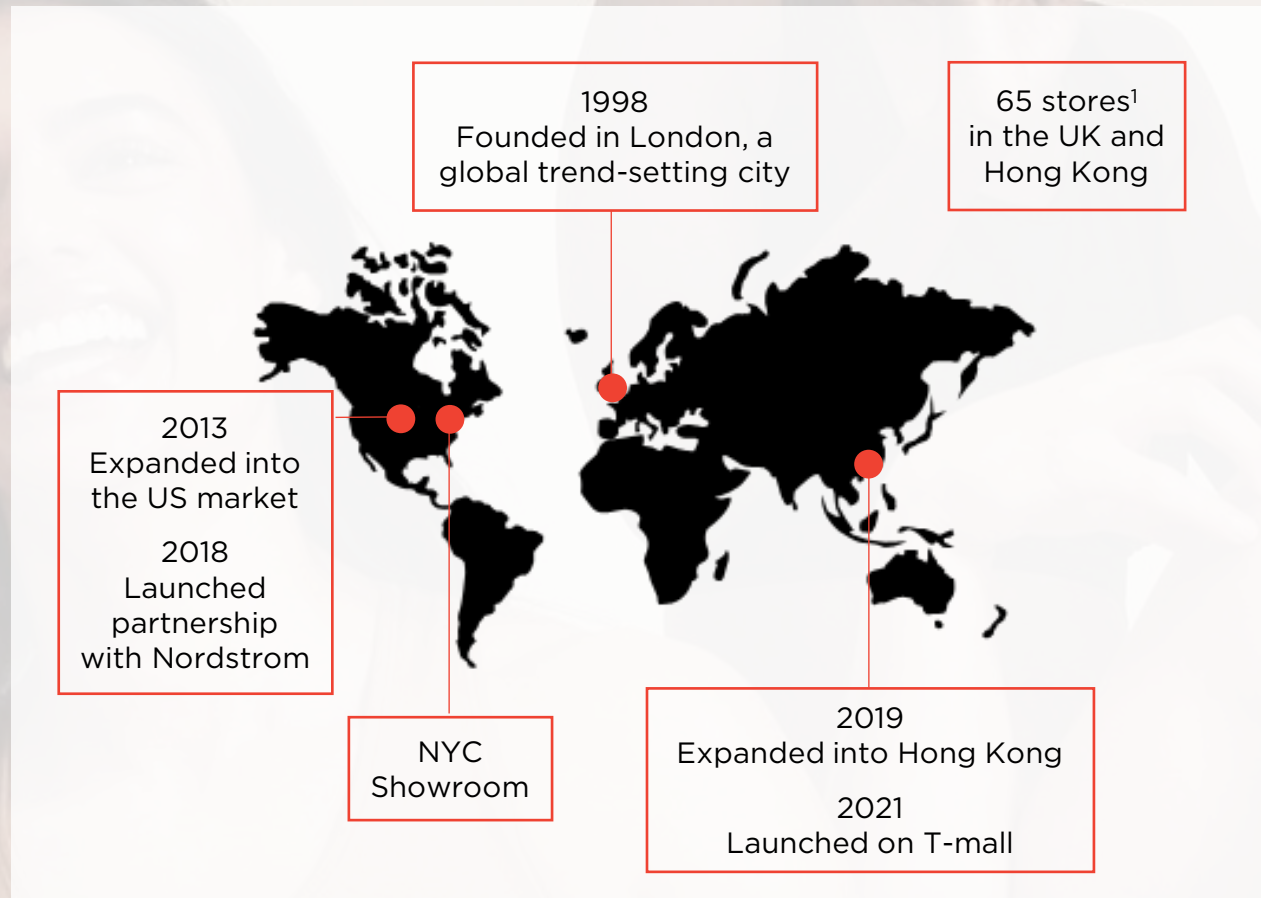
Acquisition Impact



Sweaty Betty

High-Growth.
Purpose-Driven.
Consumer Passion.
Digital.
DTC.
Women's.
Premium.
Activewear.

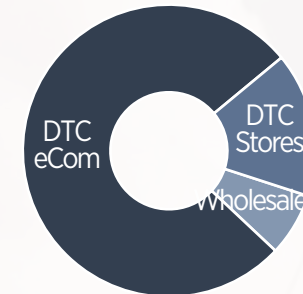
Sweaty Betty



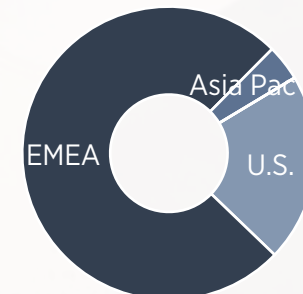
\$250M

Approximate 2021 Revenue

Sweaty Betty 2020 Revenue by Channel



Sweaty Betty 2020 Revenue by Region

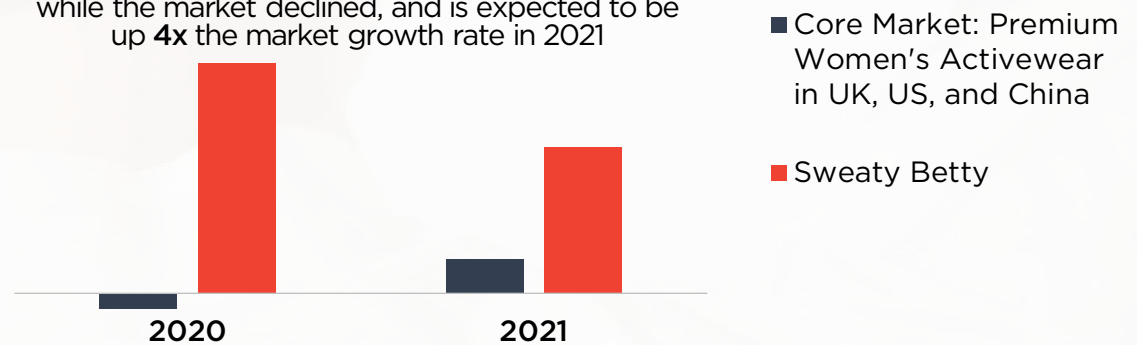


Sweaty Betty

Sweaty Betty is growing at an accelerated pace and **taking market share** with a **differentiated brand position** and **distinctive product offering** in the **premium women's activewear** market and over **80%** of its business in **DTC**

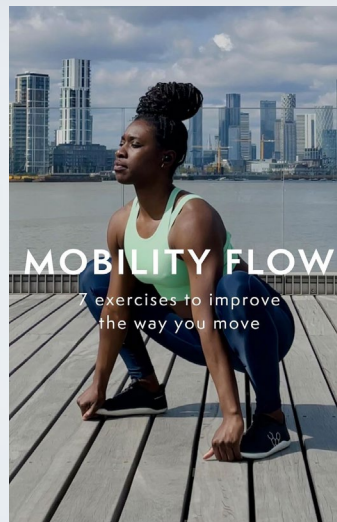
Sweaty Betty Is Taking Market Share Revenue Growth % Change YoY¹

Sweaty Betty revenue was up **significantly** in 2020, while the market declined, and is expected to be up **4x** the market growth rate in 2021

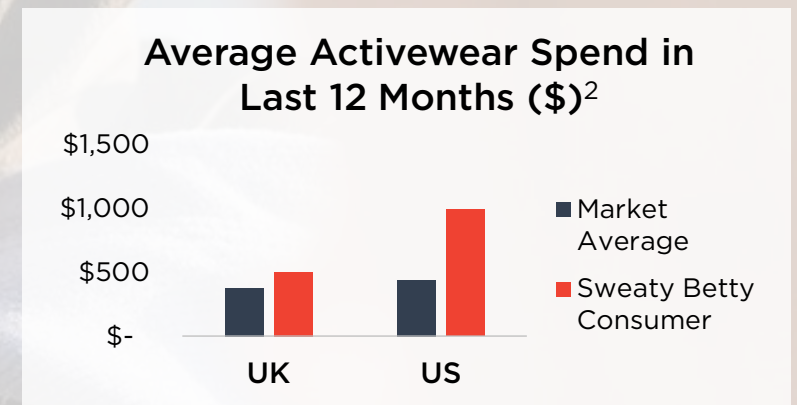
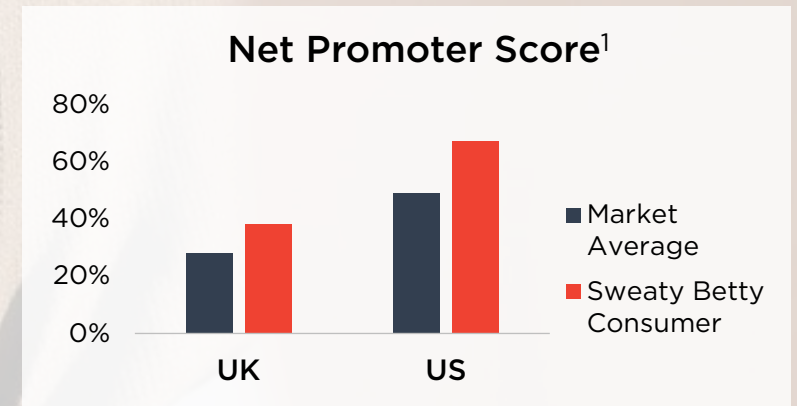
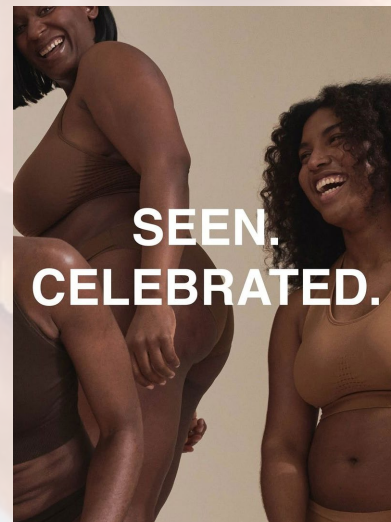


A Differentiated Brand Position

Sweaty Betty is an **authentic, purpose-driven** brand focused on *empowering women through fitness and beyond* through strong engagement with an **aspirational consumer**



ONLY
10%
OF GIRLS DO ENOUGH PHYSICAL ACTIVITY A DAY.
OUR NEW FOUNDATION PLANS TO CHANGE THAT.



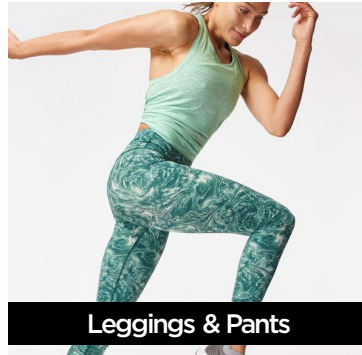
1. Source: McKinsey & Co consumer survey of those who have purchased a brand in last 12 months, November of 2020; Market includes Sweaty Betty, lululemon, Alo Yoga, Gymshark, Adidas, Nike, Fabletics, Under Armour, Puma, Asics, Reebok, and Stella McCartney

2. Source: Sweaty Betty consumer survey, November of 2020; Market includes Sweaty Betty, lululemon, Alo Yoga, Athleta, Gymshark, Adidas, Nike, Fabletics, Under Armour, plus 22 other brands in US and plus 20 other brands in the UK
 3. Exchange rate as of 7/27/21 (GBP:USD: 1.38)

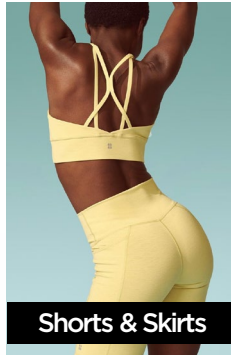
Compelling, Trend-Right Product

Sweaty Betty leverages deep insight on its consumer to design **high-quality, innovative, fashion-forward activewear** with a **disruptive mix of performance and style** for women

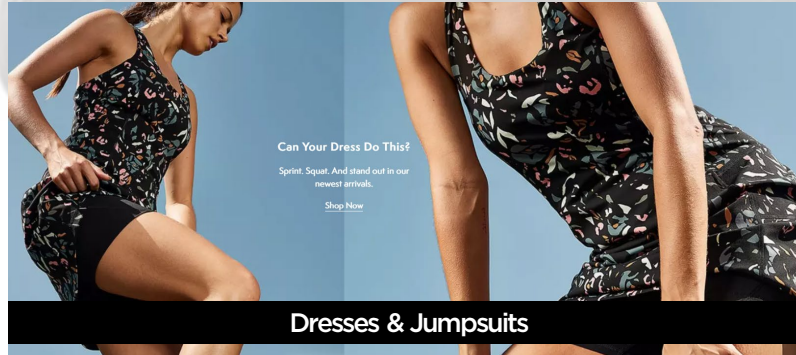
Performance



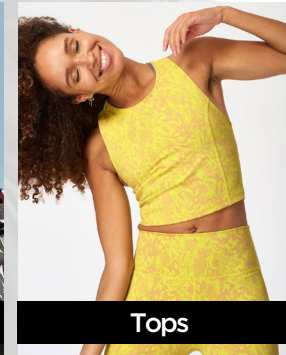
Leggings & Pants



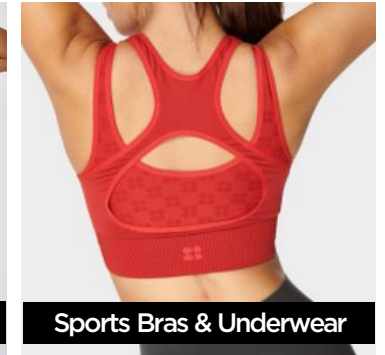
Shorts & Skirts



Dresses & Jumpsuits



Tops

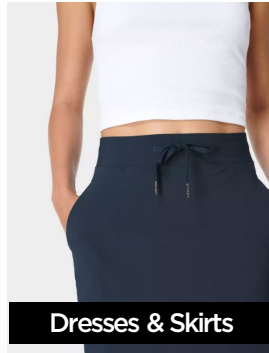


Sports Bras & Underwear

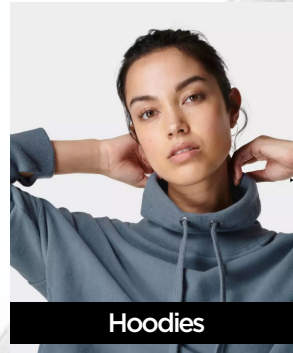
Lifestyle



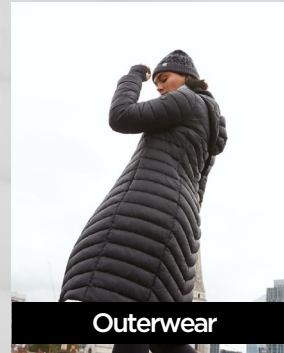
Bottoms



Dresses & Skirts

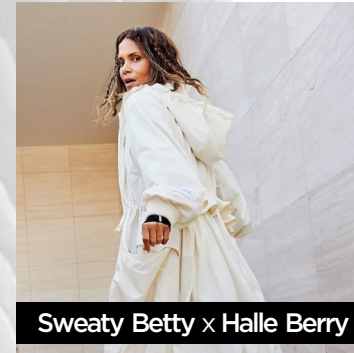


Hoodies



Outerwear

Collabs



Sweaty Betty x Halle Berry

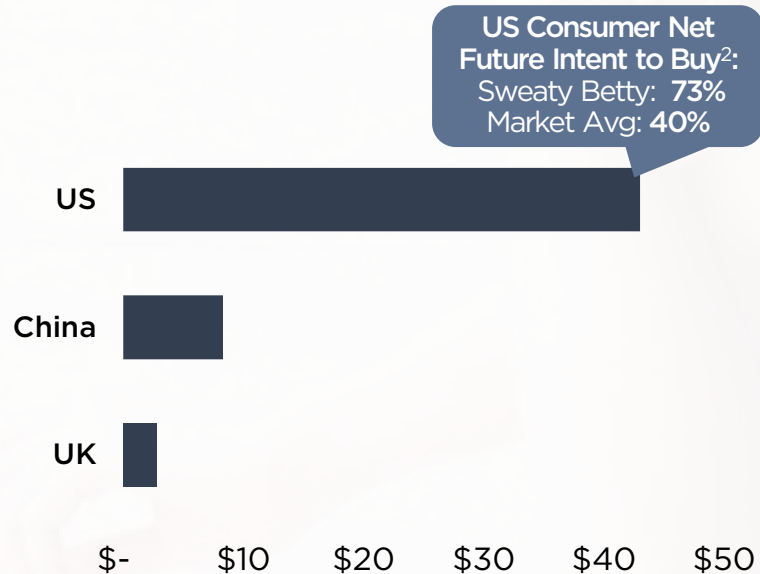


Sweaty Betty x Merrell

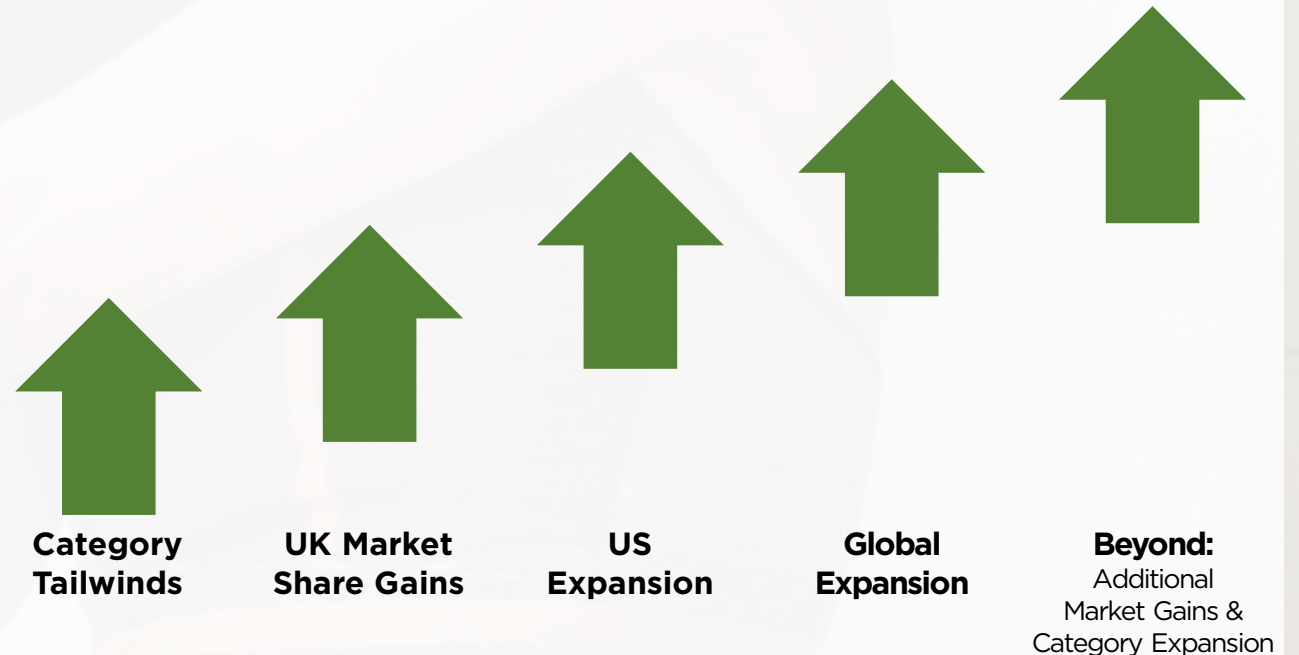
Growth Opportunities

Sweaty Betty is growing at an accelerated pace with several **near-term growth drivers** and a **long runway** for continued **double-digit growth**

Women's Activewear
Market Size (\$B)¹



Key Growth Drivers



1. Source: Euromonitor estimates for 2021

2. Source: McKinsey consumer survey, November 2020; share of purchasers of a brand who state they plan to buy the brand again; market includes lululemon, Gymshark, Fabletics, Alo Yoga, PE Nation, and Zella



Wolverine Worldwide
A Strategic Catalyst
Sweaty Betty
Acquisition Impact

Transaction Summary

Enterprise Value	\$410 million
Valuation Multiple	16.0x EV/EBITDA ¹
Management Retention	Talented leadership team will be retained.
Closing Date	August 2, 2021
Financing	Financed through a combination of existing cash and borrowing under the Company's revolving credit facility. Post-acquisition, year-end net leverage, as defined by the Company's credit facility, is expected to be less than 2.2x.
Accretion	Expected to be accretive in Year 1. Adjusted EPS benefit in fiscal 2021 of \$0.04. ²
Updated 2021 Outlook	Revenue of \$2.44B to \$2.50B Adjusted EPS of \$2.24 to \$2.34 ² Reported EPS of \$1.85 to \$1.95

GAAP to Non-GAAP Adjustments

RECONCILIATION OF REPORTED DILUTED EPS TO ADJUSTED DILUTED EPS* (Unaudited) (In millions)

	<u>GAAP Basis</u>	<u>Adjustments</u>	<u>As Adjusted</u>
Pre-Acquisition EPS Outlook - Fiscal 2021	\$1.85 - \$1.95	\$ 0.35	\$2.20 - \$2.30
Acquisition EPS Impact - Fiscal 2021	\$0.00 - \$0.00	\$ 0.04	\$0.04 - \$0.04
Post-Acquisition EPS Outlook - Fiscal 2021	\$1.85 - \$1.95	\$ 0.39	\$2.24 - \$2.34

2021 adjustments reflect estimated environmental and other related costs net of recoveries, acquisition-related costs and certain other costs caused by the COVID-19 pandemic.

*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, acquisition-related costs, costs related to the COVID-19 pandemic including air freight costs, credit loss expenses, severance expenses, and other related costs and reorganization expenses and debt extinguishment costs were excluded. The Company believes these non-GAAP measures provide useful information to both management and investors to increase comparability to the prior period by adjusting for certain items that may not be indicative of core operating measures and to better identify 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 substitution for, financial information prepared in accordance with GAAP. A reconciliation of all non-GAAP measures included in this presentation, to the most directly comparable GAAP measures are found in the financial tables above.

A woman with braided hair is shown from the chest up, wearing a floral-patterned sports bra. The bra has a central zipper and is set against a dark blue background. A white 'W' logo and a four-dot icon are overlaid on the image.

W ●●