



macys inc

★ macys

bloomingdales

BLUEMERCURY



1Q26 Earnings

June 3, 2026



Safe Harbor Statement

All statements in this presentation that are not statements of historical fact are forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Such statements are based upon the current beliefs and expectations of Macy's management and are subject to significant risks and uncertainties. Actual results could differ materially from those expressed in or implied by the forward-looking statements contained in this presentation because of a variety of factors, including Macy's ability to successfully implement its Bold New Chapter strategy, including the ability to realize the anticipated benefits associated with the strategy, competitive pressures from specialty stores, general merchandise stores, off-price and discount stores, manufacturers' outlets, the Internet and catalogs and general consumer spending levels, including the impact of the availability and level of consumer debt, conditions to, or changes in the timing of proposed real estate and other transactions, declines in credit card revenues, possible systems failures and/or security breaches, business, legal and ethical challenges related to use of artificial intelligence, Macy's reliance on foreign sources of production, including risks related to the disruption of imports by labor disputes, regional or global health pandemics, regional political and economic conditions, the effect of potential changes to trade policies, the effect of weather, inflation, inventory shortage, and labor shortages, the potential for the incurrence of charges in connection with the impairment of tangible and intangible assets, including goodwill, the amount and timing of future dividends and share repurchases, and other factors identified in documents filed by the company with the Securities and Exchange Commission, including under the captions "Forward-Looking Statements" and "Risk Factors" in the company's Annual Report on Form 10-K for the year ended January 31, 2026. Macy's disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise, except as required by law.

This presentation includes non-GAAP financial measures that exclude the impact of certain financial statement items. Additional important information regarding these non-GAAP financial measures as well as others used in the earnings release can be found on the Investors section of our website and in the appendix of this presentation.

First Quarter 2026 Macy's, Inc.

Performance Highlights

macys inc

+3.0%

Comparable Sales¹ vs. 1Q25

\$0.13

Adjusted Diluted Earnings
Per Share (EPS)

- Net sales, comparable sales, Adj. EBITDA and Adj. EPS all exceeded guidance
- Macy's nameplate delivered 4th consecutive quarter of positive comparable sales², led by Reimagine 200 locations
- Bloomingdale's achieved double-digit comparable sales and its best first quarter sales volume on record
- Bluemercury delivered another quarter of comparable sales growth

¹ Comparable Sales and OLM sales refers to owned-plus-licensed-plus-marketplace sales.

² All reported nameplate comparable sales and OLM sales are on a go-forward basis.



Coach @ Macy's



Strengthen & Reimagine

Macy's Nameplate

First Quarter 2026

+1.6%

Comparable Sales¹ vs. 1Q25

\$4.0B

OLM Sales¹

- Reimagine locations comp sales +2.4%
 - Positive comparable sales in 8 of last 9 quarters
- Highest first quarter NPS score on record, with Reimagine locations continuing to score even higher
- Introduced Ask Macy's, AI-powered conversational shopping assistant
- Modernizing assortments and improving curation

¹ All reported nameplate comparable sales and OLM sales are on a go-forward basis.

Accelerate & Differentiate

Bloomingdale's

First Quarter 2026

+10.2% **\$929M**

Comparable Sales vs. 1Q25

OLM Sales

- Highest first quarter sales in 154-year history
- Premium contemporary to luxury positioning is unique
- Through matrix elevation, new brand additions and vibrant shopping environment, continues to provide a compelling and distinct experience
- Recent strength has been broad-based with powerful growth in each channel



Accelerate & Differentiate

Bluemercury

First Quarter 2026

+6.4%

Comparable Sales vs. 1Q25

\$69M

OLM Sales

- Results driven by makeup, dermatological skincare and fragrances
 - Including Byredo and Parfums de Marly, as well as Dr. Diamond's Metacine and Skinceuticals
- Customer appreciates:
 - Intimate, relaxing and customer-service oriented environment and knowledgeable colleagues
- New and remodeled stores remained outperformers



Simplify & Modernize

End-to-End Operations

First Quarter 2026

+4.2%

1Q26 Units Processed Per Hour¹
vs 1Q25

+5.7%

Improvement in Order-to-Ship Days²

- Supporting revenue growth and customer experience enhancements, and is delivering efficiencies
- Testing, refining and implementing initiatives, including AI
- Believe meaningful opportunity to utilize AI to better serve customers and colleagues

¹ Specific to direct-to-consumer and store replenishment network, and excludes furniture bedding and reverse logistics.

² Days between an order placed and shipped.



China Grove Distribution Center

A Bold New Chapter

Will build on what has been working, including our go-forward fleet, product and brand relevancy, and improved omni-channel experiences and messaging



Strengthen & Reimagine

Macy's Nameplate



Accelerate & Differentiate

Luxury



Simplify & Modernize

End-to-End Operations



A Bold New
Chapter

First Quarter 2026

Financial Results & Capital Allocation

First Quarter 2026 Financial Results & Capital Allocation

Sales Highlights

macys inc

+3.0%

Comparable Sales vs. 1Q25

+3.1%

Go-forward Business¹ Comparable Sales vs. 1Q25

\$4.7B

Net sales² +1.8% vs. 1Q25

\$5.2B

OLM Sales vs. \$5B in 1Q25

Note: 1Q26 digital penetration of net sales: 34%; owned comparable average unit retail (AUR): +8.3% vs. 1Q25.

¹ Defined as Macy's, Bloomingdale's and Bluemercury go-forward locations and digital.

² Reflects the impact of FY25 store closures, primarily Macy's nameplate locations, which contributed approximately \$40 million in 1Q25. Excluding these locations, Macy's, Inc. net sales was +2.7% vs. 1Q25.



Sydney Evan @ Bloomingdale's



First Quarter 2026 Financial Results & Capital Allocation

Nameplate Highlights

Results versus 1Q25

★macy's

Comparable Sales

+1.6%

Reimagine 200 Locations Comparable Sales

+2.4%

OLM Sales

\$4.0B

blōomingdales

Comparable Sales

+10.2%

OLM Sales

\$929M

BLUEMERCURY

Comparable Sales

+6.4%

OLM Sales

\$69M

First Quarter 2026 Financial Results & Capital Allocation

Profitability & Productivity Highlights

macys inc	Actuals	Change
		vs. 1Q25
Other Revenue	\$210	+8.2%
Credit Card Revenue	\$172	+11.7%
Macy's Media Network	\$38	-5.0%
Total Revenue	\$4,892	+2.1%
Go-Forward Total Revenue	\$4,776	+2.9%
Gross Margin	\$1,822	+1.0%
Gross Margin Rate^{1, 2}	38.9%	-30 bps
SG&A Expense	\$1,952	+2.0%
SG&A Expense Rate³	39.9%	Flat
Adjusted EBITDA	\$290	-4.6%
Adjusted EBITDA Margin Rate³	5.9%	-40 bps
Diluted EPS	\$0.23	+76.9%
Adjusted Diluted EPS	\$0.13	+18.2%

NOTE: In millions, except per share figures & percentages.

¹% of net sales.

²Gross margin rate would have been flat excluding a ~30 bps tariff impact.

³% of total revenue.



Prada @ Bloomingdale's

Capital Allocation Highlights

macys inc

\$292M

Operating Cash Inflow, vs. outflow of \$64M in 1Q25

\$140M

Free Cash Flow, vs. outflow of \$203M in 1Q25¹

\$177M

Capital Expenditures, in line with 1Q25

\$100M

Shareholder Returns, \$50M Dividend Payments, \$50M Share Repurchases



A Bold New
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Looking Ahead

Second Quarter 2026 Guidance

For more information, refer to the appendix section of this presentation

\$4.75B to \$4.80B

Net Sales

Flat to +1.0%

Comparable Sales

6.9% to 7.2%

Adjusted EBITDA Rate^{1, 2}

\$0.29 to \$0.34

Adjusted Diluted EPS^{2, 3}

¹ % of total revenue.

² Based on the company's non-GAAP definitions as described in its 8-K filing on February 18, 2026. For further information, see the appendix of this presentation regarding Updated Disclosure Metrics, or the 8-K filing.

³ The impact of any potential future share repurchase associated with the company's current share repurchase authorization is excluded.

Full Year 2026 Guidance

*Macy's, Inc. raises outlook to incorporate better-than-expected 1Q26 results.
For more information, refer to the appendix section of this presentation*

\$21.5B to \$21.75B

Net Sales

+0.5% to +1.2%

Comparable Sales

7.7% to 7.9%

Adjusted EBITDA Rate^{1, 2}

\$2.00 to \$2.20

Adjusted Diluted EPS^{2, 3}

¹ % of total revenue.

² Based on the company's non-GAAP definitions as described in its 8-K filing on February 18, 2026. For further information, see the appendix of this presentation regarding Updated Disclosure Metrics, or the 8-K filing.

³ The impact of any potential future share repurchase associated with the company's current share repurchase authorization is excluded.



A Bold New Chapter

Q&A



A Bold New
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Appendix

Appendix

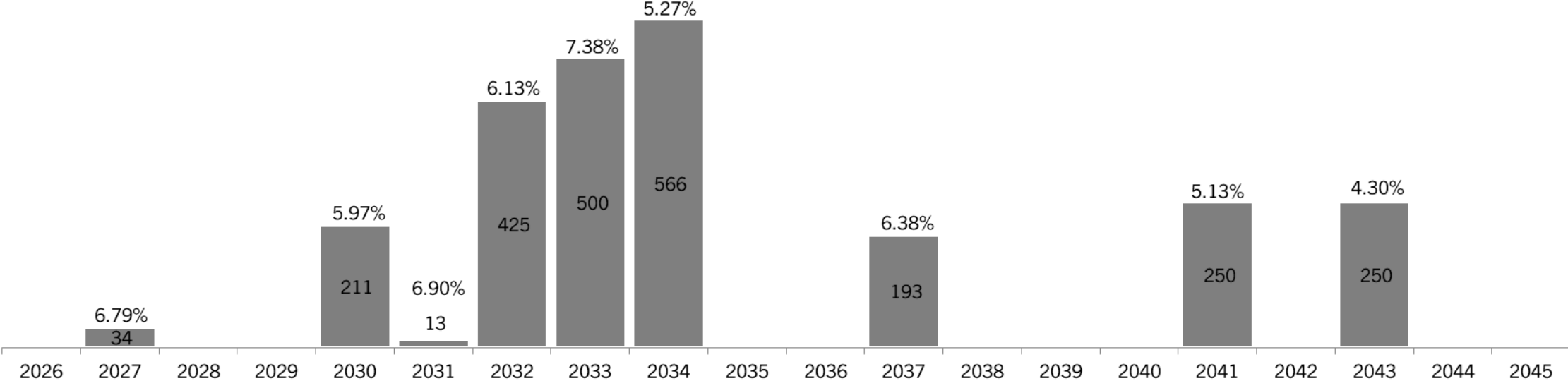
Store Count as of 5/2/2026

	End of 1Q26	Change In Locations from FY25
	Locations	
Macy's Department Stores	378	—
Macy's Small Format	20	—
Macy's Furniture	30	—
Freestanding Backstage	4	—
Total Macy's	432	—
Bloomingdale's Department Stores	31	—
Bloomies	4	—
Bloomingdale's Furniture/Other	1	—
Bloomingdale's The Outlet	25	—
Total Bloomingdale's	61	—
Bluemercury	170	-2
Total Macy's, Inc.	663	-2

NOTE: Using store locations combines multi-box stores into a single location provides a more accurate count of the store fleet. Excluded in the count above is 288 Macy's Store Within Store Backstage locations located within Macy's stores.

Appendix

Long-term Debt Maturities as of 5/2/2026



Note: % represents weighted average interest rate. All outstanding long-term debt is unsecured.

Appendix

Full Year 2026 Guidance as of 6/3/2026

The company is providing the following estimates for certain FY26 financial statement items. Refer to the following guidance assumptions slide for more details.

	As of 6/3/2026 (bold captions indicate a change)	As of 3/18/2026
Net sales	\$21.5 billion to \$21.75 billion	\$21.4 billion to \$21.65 billion
Comparable sales	0.5% to 1.2%	(0.5%) to 0.5%
Other revenues	\$920 million	\$920 million
Gross margin rate	38.4% to 38.6%	38.3% to 38.6%
SG&A Dollars	Up 1% to 2%	Up 1% to 2.0%
Adjusted EBITDA margin rate ¹	7.7% to 7.9%	7.7% to 7.9%
Interest expense, net	\$100 million	\$110 million
Adjusted tax rate	24.3%	24.4%
Diluted shares outstanding ²	274 million	276 million
Adjusted diluted EPS ^{1, 2}	\$2.00 to \$2.20	\$1.90 to \$2.10
Capital expenditures	~\$800 million	~\$800 million

¹ Based on new definitions as of the 8-K filing on February 18, 2026. For further information, see the appendix of this presentation regarding Updated Disclosure Metrics, or the 8-K filing.

² The impact of any potential future share repurchase associated with the company's current share repurchase authorization is excluded.

Appendix

Full Year 2026 Guidance Assumptions as of 6/3/2026

General Considerations

- Consistent with past practice, the company is taking a prudent approach to quarterly and annual guidance, giving itself the flexibility to respond to changes in the competitive landscape, and macroeconomic and ongoing geopolitical unknowns.
- 2Q26 and FY26 guidance assume a mid-20's tax rate.
- 2Q26 and FY26 guidance assume tariff rates and fuel costs remain at current levels for the rest of the year. Relative to prior assumptions, current tariff rates are lower and fuel costs are higher. The positive impact of lower tariff rates on gross margin and EPS outlook is offset by higher fuel costs.
- While the company is seeking tariff refunds, timing and amounts remain uncertain, and the potential benefit is not incorporated into the company's outlook. In FY25, ~90% of product was from partner brands, and the company would not receive any tariff refunds for those items.
- In FY26, the company expects digital penetration to be slightly over a third of net sales and depreciation & amortization to be ~\$900 million compared to the prior expectation of ~\$915 million.

Comparable Sales

- The company expects Macy's Reimagine 200 location and digital performance to be partially offset by the go-forward Macy's locations that have not yet received initiatives and the stores the company has planned for closures in 2026 and beyond.

FY26 Store Closure Impacts

- Store closures contributed ~\$145 million of net sales in FY25, equating to ~\$40 million in 1Q25, ~\$35 million in 2Q25, ~\$30 million in 3Q25 and ~\$40 million in 4Q25.

Cost Savings

- All future savings the company anticipates to achieve are contemplated within its guidance.

Additional Considerations

- The company continues to expect cash proceeds for all closures of approximately \$650 million to \$700 million. Of this, company has approximately \$250 million to \$300 million expected in FY26 and beyond, representing about \$1.00 per share of value.



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Reconciliation of GAAP to Non-GAAP Financial Measures

Appendix

Updated Disclosure Metrics (Updated Financial Reporting Metrics)

On February 18, 2026, Macy's, Inc. filed a Form 8-K announcing updates to certain financial disclosure metrics. These changes are intended to simplify Macy's, Inc.'s disclosures for its go-forward business comparable sales and provide increased clarity on key metrics that support Macy's, Inc. growth profile and operating performance.

<i>In millions except for percentages</i>	<u>1Q25</u>	<u>2Q25</u>	<u>3Q25</u>	<u>4Q25</u>	<u>FY25</u>	<u>1Q26</u>
Macy's, Inc. Comparable OLM Sales	(1.2)%	1.9 %	3.2 %	1.8 %	1.5 %	3.0 %
Macy's, Inc. Go-Forward Business Comparable OLM Sales	(0.9)%	2.2 %	3.4 %	2.0 %	1.7 %	3.1 %
Macy's Go-Forward Business Comparable OLM Sales	(1.9)%	1.5 %	2.3 %	0.6 %	0.6 %	1.6 %
Bloomingdale's Go-Forward Business Comparable OLM Sales	3.8 %	5.7 %	9.0 %	9.9 %	7.4 %	10.2 %
Bluemercury Go-Forward Comparable OLM Sales	1.5 %	1.2 %	1.1 %	1.3 %	1.6 %	6.4 %
Macy's, Inc. OLM Sales	\$5,047	\$5,182	\$5,160	\$8,198	\$23,587	\$5,164
Macy's, Inc. Go-Forward Business OLM Sales	\$4,886	\$5,016	\$5,000	\$7,968	\$22,871	\$5,040
Macy's Go-Forward Business OLM Sales	\$3,980	\$4,118	\$4,037	\$6,622	\$18,757	\$4,042
Bloomingdale's Go-Forward Business OLM Sales	\$840	\$826	\$894	\$1,256	\$3,816	\$929
Bluemercury Go-Forward OLM Sales	\$66	\$73	\$69	\$90	\$298	\$69
Macy's, Inc. Go-Forward Total Revenue	\$4,640	\$4,843	\$4,762	\$7,696	\$21,940	\$4,776
Percent change vs. prior year	-0.9%	+1.6%	+3.9%	+1.8%	+1.6%	+2.9%
Net income	\$38	\$87	\$11	\$507	\$642	\$63
Federal, state and local income tax (benefit) expense	30	28	(6)	155	207	30
Interest expense, net	27	25	25	20	97	25
Loss on extinguishment of debt	3	13	16	—	33	—
Benefit plan income, net	(4)	(4)	(4)	(4)	(16)	(6)
Pension settlement charges	—	—	—	67	67	—
Impairment, restructuring and other costs	7	22	4	196	230	(17)
Interchange fee settlement, net	—	—	—	(328)	(328)	—
Gains on sale of real estate	(16)	(16)	(12)	(3)	(48)	(15)
Adjusted EBIT	\$85	\$155	\$34	\$610	\$884	\$80
Depreciation and amortization	219	218	235	223	894	210
Adjusted EBITDA	\$304	\$373	\$269	\$833	\$1,778	\$290

Appendix

Updated Disclosure Metrics (Updated Financial Reporting Metrics, continued)

On February 18, 2026, Macy's, Inc. filed a Form 8-K announcing updates to certain financial disclosure metrics. These changes are intended to simplify Macy's, Inc.'s disclosures for its go-forward business comparable sales and provide increased clarity on key metrics that support Macy's, Inc. growth profile and operating performance.

	1Q26	
	Net Income	Diluted EPS
As Reported	\$ 63	\$0.23
Loss on extinguishment of debt	—	—
Benefit plan income, net	(6)	(0.02)
Pension settlement charges	—	—
Impairment, restructuring and other costs	(17)	(0.06)
Interchange fee settlement, net	—	—
Gains on sale of real estate	(15)	(0.05)
Income tax impact of items identified above	10	0.03
As adjusted to exclude items above	\$ 35	\$0.13

	1Q25		2Q25		3Q25		4Q25		FY25	
	Net Income	Diluted EPS	Net Income	Diluted EPS	Net Income	Diluted EPS	Net Income	Diluted EPS	Net Income	Diluted EPS
As Reported	\$ 38	\$0.13	\$ 87	\$0.31	\$ 11	\$0.04	\$ 507	\$1.84	\$ 642	\$2.32
Loss on extinguishment of debt	3	0.01	13	0.05	16	0.06	—	0.00	33	0.12
Benefit plan income, net	(4)	(0.01)	(4)	(0.01)	(4)	(0.02)	(4)	(0.02)	(16)	(0.06)
Pension settlement charges	—	0.00	—	0.00	—	0.00	67	0.24	67	0.24
Impairment, restructuring and other costs	7	0.03	22	0.08	4	0.01	196	0.71	230	0.83
Interchange fee settlement, net	—	0.00	—	0.00	—	0.00	(328)	(1.19)	(328)	(1.19)
Gains on sale of real estate	(16)	(0.06)	(16)	(0.06)	(12)	(0.04)	(3)	(0.01)	(48)	(0.17)
Income tax impact of items identified above	3	0.01	(4)	(0.02)	(1)	0.00	18	0.07	15	0.06
As adjusted to exclude items above	\$ 31	\$0.11	\$ 98	\$0.35	\$ 14	\$0.05	\$ 453	\$1.64	\$ 595	\$2.15

Reconciliation of GAAP to Non-GAAP Financial Measures

The company reports its financial results in accordance with U.S. generally accepted accounting principles (“GAAP”). However, management believes that certain non-GAAP financial measures provide users of the company's financial information with additional useful information in evaluating operating performance. Management believes that earnings before interest and taxes (“EBIT”) and earnings before interest, taxes, depreciation and amortization (“EBITDA”), which are non-GAAP financial measures, provides meaningful information about its operational efficiency by excluding the impact of changes in tax law and structure, debt levels and capital investment. In addition, management believes that excluding certain items that are not associated with the company's core operations and that may vary substantially in frequency and magnitude from period-to-period net income, diluted earnings per share and EBITDA provides useful supplemental measures that assist in evaluating the company's ability to generate earnings and leverage sales, respectively, and to more readily compare these metrics between past and future periods. Management also believes that Adjusted EBIT and Adjusted EBITDA are frequently used by investors and securities analysts in their evaluations of companies, and that such supplemental measures facilitate comparisons between companies that have different capital and financing structures and/or tax rates. Management also believes free cash flow provides a better indication of the ongoing cash being generated that is ultimately available for both debt and equity holders as well as other investment opportunities. Unlike cash flow provided by operating activities, free cash flow includes the impact of capital expenditures and proceeds from the disposition of property and equipment, providing a more complete picture of cash generation. Free cash flow has certain limitations, including that it does not reflect adjustment for certain non-discretionary cash flows such as mandatory debt repayments. The Company uses certain non-GAAP financial measures as performance measures for components of executive compensation.

The company does not provide reconciliations of the forward-looking non-GAAP measures of Adjusted EBITDA as a percent of total revenue and adjusted diluted earnings per share to the most directly comparable forward-looking GAAP measures, and is unable to address the probable significance to future results of any items excluded from these measures, because the timing and amount of excluded items are unreasonably difficult to fully and accurately estimate.

Non-GAAP financial measures should be viewed as supplementing, and not as an alternative or substitute for, the company's financial results prepared in accordance with GAAP. Certain of the items that may be excluded or included in non-GAAP financial measures may be significant items that could impact the company's financial position, results of operations or cash flows and should therefore be considered in assessing the company's actual and future financial condition and performance. The methods used by the company to calculate its non-GAAP financial measures may differ significantly from methods used by other companies to compute similar measures. As a result, any non-GAAP financial measures presented herein may not be comparable to similar measures provided by other companies.

Earnings Before Interest, Taxes, Depreciation, and Amortization Excluding Certain Items

<i>Millions, except percentages</i>	13 weeks ended May 2, 2026	13 weeks ended May 3, 2025
Most comparable GAAP measure:		
Total revenue	\$4,892	\$4,793
Net income	\$63	\$38
Net income as a percent to total revenue	1.3%	0.8%
Non-GAAP measure:		
Net income	\$63	\$38
Federal, state and local income tax expense	30	30
Interest expense, net	25	27
Loss on extinguishment of debt	—	3
Benefit plan income, net	(6)	(4)
Impairment, restructuring and other (benefits) costs	(17)	7
Gains on sale of real estate	(15)	(16)
Adjusted earnings before interest and taxes (EBIT)	<u>\$80</u>	<u>\$85</u>
Depreciation and amortization	<u>210</u>	<u>219</u>
Adjusted earnings before interest, taxes, depreciation and amortization (EBITDA)	<u>\$290</u>	<u>\$304</u>
Adjusted EBIT as a percent to total revenue	1.6%	1.8%
Adjusted EBITDA as a percent to total revenue	5.9%	6.3%

Net Income and Diluted Earnings Per Share, Excluding Certain Items

<i>Millions, except per share figures</i>	13 weeks ended May 2, 2026		13 weeks ended May 3, 2025	
	Net Income	Diluted Earnings Per Share	Net Income	Diluted Earnings Per Share
As reported	\$63	\$0.23	\$38	\$0.13
Loss on extinguishment of debt	—	—	3	0.01
Benefit plan income, net	(6)	(0.02)	(4)	(0.01)
Impairment, restructuring and other (benefits) costs	(17)	(0.06)	7	0.03
Gains on sale of real estate	(15)	(0.05)	(16)	(0.06)
Income tax impact of items identified above	10	0.03	3	0.01
As adjusted to exclude items above	\$35	\$0.13	\$31	\$0.11

Free Cash Flow

<i>Millions</i>	13 weeks ended May 2, 2026	13 weeks ended May 3, 2025
Net cash provided by operating activities	\$292	\$(64)
Purchase of property and equipment	(88)	(100)
Capitalized software	(89)	(77)
Proceeds from disposition of assets, net	25	38
Free Cash Flow	\$140	\$(203)