

macys inc

macy's bloomingdale's BLUEMERCURY

Off-Season Shareholder Outreach

October 2025

Safe Harbor Statement

All forward-looking statements are subject to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. These forward-looking statements are subject to risks and uncertainties that could cause actual results to differ materially from those in the forward-looking statements. A detailed discussion of these factors and uncertainties is contained in the company's filings with the Securities and Exchange Commission.

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 can be found on the Investors section of our website and in the appendix of this presentation.

Contents

- **A Bold New Chapter**
  - Overview
    - Strengthen & Reimagine Macy's Nameplate
    - Accelerate & Differentiate Luxury Growth
    - Simplify & Modernize End-to-End Operations
  - Macy's, Inc. 2Q25 and 1H25 Financial and Capital Allocation Highlights
- **Social Purpose**
- **Governance**
- **Sustainability**
- **Compensation**
- **Diversity, Equity & Inclusion**



A Bold New Chapter

Challenging the status quo to fundamentally reposition the company, enhance the customer experience, deliver growth and unlock shareholder value.



Strengthen & Reimagine

Macy's Nameplate



Accelerate & Differentiate

Luxury



Simplify & Modernize

End-to-End Operations

Macy's, Inc.

2Q25 Performance Highlights

+1.9%

Comparable Owned-Plus-Licensed-Plus-Marketplace (O+L+M) Sales vs. 2Q24

$0.41

Adjusted Diluted Earnings Per Share (EPS)

- Top-line, bottom-line, core Adj. EBITDA exceeded guidance
- Macy's, Inc. and Macy's nameplate delivered strongest comparable sales results in 12 quarters
- Bloomingdale's achieved 4th consecutive quarter of comparable sales growth
- Bluemercury achieved 18th consecutive quarter of comparable sales growth

Business Model Advantages

- Multi-category and multi-branded model provides flexibility
- Nameplates from off-price to luxury cater to ~40M active customers*
- Strong balance sheet and limited near-term debt maturities



* As of FY2024.



Strengthen & Reimagine

Macy's Nameplate

2Q25 Performance Highlights

+1.2%

Comparable O+L+M Sales vs. 2Q24

+1.5%

Macy's Go-Forward Business[1] Comparable O+L+M Sales vs. 2Q24

- Best second quarter Net Promoter Score on record
- Creating a more focused and profitable store base
- Positioned to deliver long-term growth through:
  - Exceptional customer omni-channel experiences;
  - Improved selling;
  - Enhanced colleague development; and
  - Inspired merchandising

[1] Go-Forward Macy's business includes all Macy's Go-Forward Locations and Digital.

Strengthen & Reimagine

Macy's Nameplate

Reimagine 125 locations

- Expanded First 50 initiatives to additional 75 stores
- Improved the customer experience with focused staffing in shoes, handbags, ready-to-wear, fitting rooms and checkout; enhanced merchandising and visual presentation; and offer unique store-level activations and events
- Reimagine 125 locations 2Q25 comparable O+L+M sales +1.4%

Rationalize Store Base

- In FY24, closed 64 out of ~150 underproductive Macy's non-go-forward locations
- Focused on go-forward growth through a smaller, more productive store fleet and improving the omnichannel customer shopping experience

Merchandising

- Increasing variety and reducing redundancies to deliver more compelling merchandise assortments
- Providing a richer, product and trend driven, storytelling digital experience





Accelerate & Differentiate

Bloomingdale's

2Q25 Performance Highlights

+5.7%

Comparable O+L+M Sales vs. 2Q24

4th

Consecutive quarter of comparable O+L+M sales growth

- Strength in ready-to-wear, fine jewelry, fragrance and tabletop
- Special capsules / exclusive partnerships build brand heat
- Remain focused on growth through: new brands and partnerships; expanding distribution; growing digital; and increasing the national footprint with Bloomie's small format and Bloomingdale's the Outlet locations

Accelerate & Differentiate

Bluemercury

2Q25 Performance Highlights

+1.2%

Comparable Owned Sales vs. 2Q24

18th

Consecutive quarter of comparable owned sales growth

- Results driven by dermatological skincare and recent brand launches including Byredo, Victoria Beckham Beauty and Charlotte Tilbury
- Curated assortments and agnostic selling are strong differentiators





Simplify & Modernize

End-to-End Operations

2Q25 Performance Highlights

-0.8%
Inventory vs. 2Q24

+270 bps
Speed of delivery[1] vs. 2Q24

- Always-on approach to profit improvement
- Finding efficiencies through automation, resource optimization and streamlining of processes
- Supports ability to invest in growth ambitions, while delivering an improved return for shareholders

[1] Percent of orders delivered in five days or less.

Macy's, Inc. Financial and Capital Allocation Highlights

1H25 Financial Highlights

$9.4B

Net sales -3.8% vs 1H24[1]

+0.6%

Macy's, Inc. Go-Forward Business[2]
Comparable O+L+M Sales

-0.8%

Inventories vs 1H24

$0.57

Adjusted diluted earnings per share (EPS),
-28.8% vs. 1H24



macys inc

[1] Reflects the impact of FY24 store closures, primarily Macy's nameplate locations, which contributed approximately $340 million in 1H24.
[2] Defined as Macy's, Bloomingdale's and Bluemercury Go-Forward locations and digital.


Jimmy Choo @ Bloomingdale's

1H25 Capital Allocation Highlights

$100M
Dividend Payments

$151M
Share Repurchases

Consistent Capital Allocation Priorities

- Maintain a healthy balance sheet and drive working capital efficiencies
- Strategically invest in growth while lowering capex
- Shareholder returns via dividends and share buybacks

Recent Financing Transactions Fortify Balance Sheet:

- Completed transactions resulting in a net long-term debt reduction of ~$340M[1], which extended material debt maturities by three years to 2030 and modestly reduced leverage

[1] Reflects $194M of redeemed debt that did not settle until August 28, 2025.


Social Purpose

MISSION EVERY ONE

Creating a brighter future for all and supporting the organization in delivering on A Bold New Chapter

Mission Every One, our enterprise-wide social commitment, builds on our legacy of social responsibility. This commitment defines how we invest in our people, partners, products and programs to create a brighter future for all.

Our signature commitment

$5B of the company's spend through 2025 will be directed to the people, partners, products and programs that help create a brighter future.

Our progress

Approximately **$1.7B** of spend was directed to *Mission Every One* commitments in 2024, totaling approximately $4.9B since its launch in 2022.

Our commitment pillars

PEOPLE

We recognize and reward the community of colleagues and partners that fuels our mutual growth and innovation.

PLANET

We curate and create sustainable products and services so people and planet can thrive together.

COMMUNITY

We empower the curiosity and confidence of young people on their journey to become the leaders of tomorrow.



Governance

Board Risk Oversight

Board of Directors

- Responsible for oversight of corporate strategy, enterprise risk management framework, environmental stewardship, corporate governance policies and human capital management.

Audit

- Responsible for:
  - Discussing policies with respect to the Company's risk assessment and risk management including possible risks related to data privacy, computerized information controls, cybersecurity, and to consider any recommendations for improvement of these controls.
  - Overseeing financial reporting and internal controls.

Compensation and Management Development

- Responsible for:
  - Overall strategy, design and administration of the Company's executive compensation program.
  - Overseeing the Company's strategy and initiatives in support of an inclusive corporate culture.
  - Reviewing and providing guidance on the enterprise talent and people strategies.
  - Key executive succession planning.

Finance

- Responsible for:
  - The financial policy or structure of the Company.
  - Overseeing the financial considerations relating to leases, licenses, acquisitions and divestitures.
  - Overseeing debt or equity transactions, capital projects and consolidations of operations.

Nominating and Corporate Governance

- Responsible for:
  - Overseeing the programs, policies and practices relating to charitable, political, social, environmental and human rights issues, impacts and strategies.
  - Overseeing the Company's corporate governance.

Management Key Risk Responsibilities

- Responsible for the design and execution of risk management program, including identifying, analyzing, mitigating and escalating risks.
- Responsible for evaluating and prioritizing risks into tiers, further escalating to our CEO, Committees and/or Board, as appropriate.
- Conducts ongoing engagement with Committee Chairs on areas of primary risk oversight.

Corporate Governance Highlights

- 12 of 13 directors are independent
- Annual Board and Committee evaluations
- Annual election of all directors
- Board and Committee oversight of risk
- Confidential shareholder voting policy
- Director resignation policy
- Director retirement policy
- Independent Board Committees
- Lead independent director
- Majority voting in uncontested director elections
- No shareholder rights plan
- Policy prohibiting pledging and hedging ownership of Macy's, Inc. stock
- Proxy access
- Regular executive sessions of independent directors
- Share ownership guidelines for directors and executive officers
- One share, one vote policy

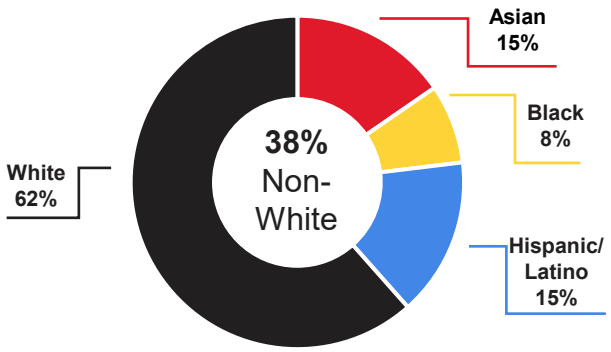
Corporate Governance Highlights

Directors provide an effective mix of experience, perspectives, and backgrounds

Director Skills Matrix

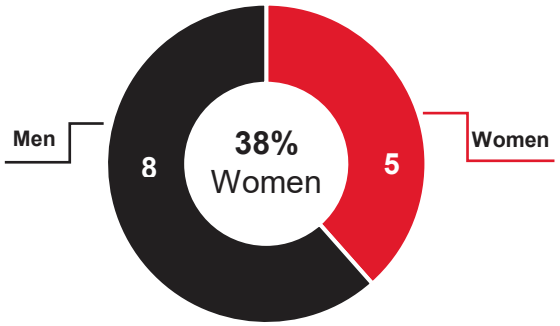
Skill/Experience	Count of Directors
Leadership	13 / 13
ESG	12 / 13
Financial	8 / 13
Industry Knowledge	11 / 13
Real Estate	3 / 13
Sales & Marketing	11 / 13
Technology	8 / 13

Racial / Ethnic Diversity

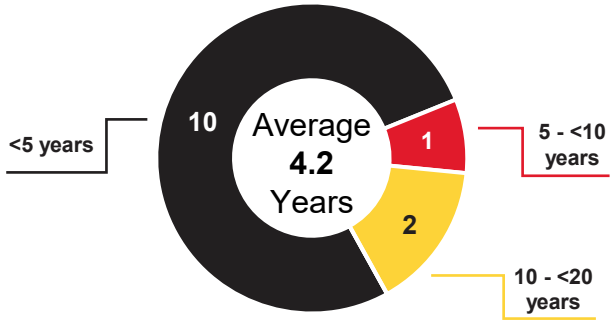


Average age of Board members is **60 years**

Gender Diversity



Director Tenure



macys inc



Sustainability

Embedding Sustainability Throughout the Organization

Our guiding principles

Macy's, Inc., is supporting future profitable sales growth strategies while improving its environmental, social and governance performance.

Our sustainability program is anchored on two primary commitments: **(1) caring for the people making our products; and (2) managing our environmental impact.** We curate and create sustainable products and services so people and planet can thrive together.

- **Caring for People and Planet:** We collaborate with organizations like RISE: Reimagining Industry to Support Equality to positively impact the well-being of workers, their communities, and World Wildlife Foundation and Planet Water to support water stewardship in areas of high-water stress
- **Reducing Emissions:** We aim to reduce Macy's, Inc. emissions across Scopes 1 & 2 in line with the IPCC 1.5°C trajectory* and Scope 3 Purchased Goods & Services in line with the IPCC well below 2°C trajectory* vs. 2021 baseline
- **Managing Operational Waste:** We leverage programs in our stores, distribution centers and offices to help reduce, reuse, and repurpose materials to eliminate waste.
- **Increasing Use of Sustainable Materials:** We strive to have our private brand products managed by Macy's sourcing team incorporate preferred materials and durable quality standards.

Notable ESG Rankings^

MSCI

AAA

SUSTAINALYTICS

20.2

CDP

Climate

B

macys inc

*The IPCC (Intergovernmental Panel on Climate Change) provides scientific assessments on climate change to guide global action. Climate scenarios, such as the 1.5°C and well-below 2°C pathways, outline emissions reductions required to limit global warming in line with Paris Agreement goals

^Rankings as of July 2025

Sustainability Pillars

Three pillars are key to our approach and supported by our governance structure and processes

Environment

We are committed to minimizing the environmental impact of our business operations.

Maintain adherence to environmental regulatory requirements

Manage environmental impacts, including greenhouse gas emissions (GHG) accounting across Scopes 1, 2 and 3

Establish policies and practices to manage energy usage to lower greenhouse gas emissions, divert operational waste from landfills, and support water stewardship in our value chain

Align climate risk management approach to TCFD standards*

Human Rights

We prioritize the human rights and social compliance policies and practices with our private brand suppliers and their factories.

Monitor social compliance across Macy's, Bloomingdale's and Bluemercury private label sourcing suppliers

Provide supply chain transparency of strategic private brand tier 1 and 2 suppliers

Invest in mechanisms to identify and mitigate potential risks, including supply chain mapping

Support worker well-being programs at factories producing private brand products

Products

We are committed to providing sustainable and ethically produced brands, products and services for our customers.

Maintain guidelines and parameters that support product designation of "sustainable"^

Curate products that meets our customers' dynamic, category-driven expectations and demands

Maintain 40% penetration of preferred materials^ within private brands products managed by the Macy's Sourcing team

*Task Force on Climate-Related Financial Disclosures (TCFD) Index available on page 62 of our 2024 Corporate Responsibility Report
^Generally required to be authenticated by at least one third-party certification or other traceable means

Progress on Sustainability Ambitions through 2024

→ Ongoing
✓ Complete

We have continuously evolved our sustainability ambitions to ensure we support our strategic initiatives, improve sustainability performance and reflect evolving stakeholder expectations. Based on the evolving regulatory landscape and broader industry practices, some of our initial ambitions have become standardized and will continue to be carried forward in our normal course of operations. In 2024, we identified the opportunity to streamline our ambitions to create stronger alignment with our business strategy, A Bold New Chapter.

	Ambition	Year	FY24 Update	Progress
ENVIRONMENT	**Greenhouse Gas Emissions**			
	Aim to reduce Macy's, Inc. emissions across Scopes 1 & 2 in line with the IPCC 1.5°C trajectory and Scope 3 Purchased Goods & Services in line with the IPCC well below 2°C trajectory vs. 2021 baseline	2030	Set a company-wide emissions reduction ambition. Completed climate-related risk and opportunity assessment	→
	Waste			
	Divert 80% waste from direct operations (packaging, hangers, advertising assets, etc.) from landfills	2030	67% diverted	→
	Water			
	Actively support our partners to scale collective action in communities facing high water stress that is locally relevant and drives positive outcomes through 2030	2030	Installed five Aqua Towers at government schools near our factory sites	→
HUMAN RIGHTS	**Worker Well-Being**			
	100% of Strategic & Core private brand supplier facilities* will have participated in a worker well-being program to support women, families and their communities	2030	Implemented in 28% of factories in 2024	→
PRODUCTS	**Fibers & Material Sourcing**			
	Maintain 40% of private brand products managed by Macy s Sourcing team made with preferred sustainable fibers, focusing on cotton, polyester and man-made cellulosic fibers as defined by preferred materials policy by 2030	2030	Achieved 41%	✓
	Restricted Ingredient List			
	Develop and implement a restricted ingredient list for conscious beauty by the end of 2025	2025	Update will be provided in 2025 Corporate Responsibility Report	→

macys inc

*Of products managed by the Macy's Sourcing team.



Compensation

Total Reward Strategies for Colleague Attraction, Retention and Engagement

We offer a comprehensive rewards strategy, designed to recognize performance and develop talent

Highlights:

- **Colleague Development**: At Macy's, Inc., we encourage colleagues to pursue career journeys that serve their passion and career goals, broaden their skill sets and drive the business. We provide cross-functional experiences and other resources for colleagues and people leaders, such as career events, our "Career Hub" website and other dedicated tools and resources on our "My Career" website for professional and frontline colleagues.
- **Ongoing Learning:** In 2024, we launched LinkedIn Learning for professional colleagues, which offers courses on key skills, as another way for colleagues to invest in their growth and development.
- **Well-being:** Macy's Employee Assistance Program (EAP) offers all colleagues and household members free access to self-care tools. In 2024, for the fourth consecutive year, Macy's, Inc. sponsored enterprise-wide virtual step challenges twice during the year to promote better physical and mental health.
- **Minimum wage:** $15/hour for all colleagues, companywide
- **Incentives & Recognition:**
  - We have various cash incentives to reward company, team and individual performance.
  - We also recognize colleagues with cash awards like spot bonuses, service milestone recognition and annual recognition events.
  - Our long-term incentives reward eligible colleagues with equity and cash grants.
- **Pay Transparency:** All colleagues have access to view their role's pay zone and salary range, ensuring colleagues understand their earning potential. Pay ranges are viewable on all job postings nationwide.

*Minimum wage established in May 2022 for all colleagues.

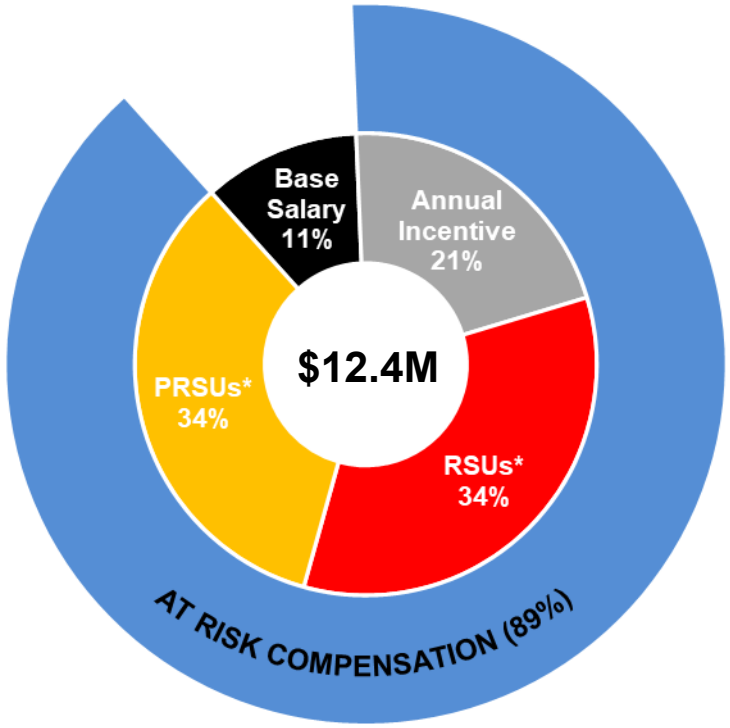
Compensation Programs Grounded in Strong Governance Practices

- Align pay with company performance
- Incentive plans use multiple metrics to reward performance for driving company strategy and strengthening stock valuation
- Leverage relative total shareholder return metric within our long-term incentive (LTI) Plan, with a cap at target if company performance is not positive and a maximum-value cap that limits payout to 400% of the target grant date value
- No dividend equivalents on unvested performance-based or time-based restricted stock (PRSUs or RSUs)
- Stock ownership guidelines
- Recoupment policy
- Double trigger vesting of equity awards
- No excise tax gross ups
- No option repricing/cash buyouts without shareholder approval
- Anti-pledging and hedging policies

Executive Compensation Philosophy

2024 Program Design

CEO



- Our executive compensation structure is designed to attract, motivate, and retain executives with the skills required to formulate and implement our strategic business objectives and deliver on our commitment to build long-term shareholder value.
- The 2024 executive compensation program was designed to align with our financial objectives and key priorities for the year, consistent with the focus areas outlined in our Bold New Chapter strategy and our continued emphasis on absolute and relative stock price appreciation. The program's framework and goals reflect our commitment to a pay-for-performance compensation philosophy; while accounting for the anticipated macroeconomic uncertainty and potential headwinds in 2024 at the time the program and plans were set.
    - The incentive plans were designed to motivate and engage the organization and leadership with a link to our strategy, business plan and financial performance.
    - Plan design focused on Growth, Profit and Customer which support key business priorities, enhance customer experiences and promote strong financial performance.

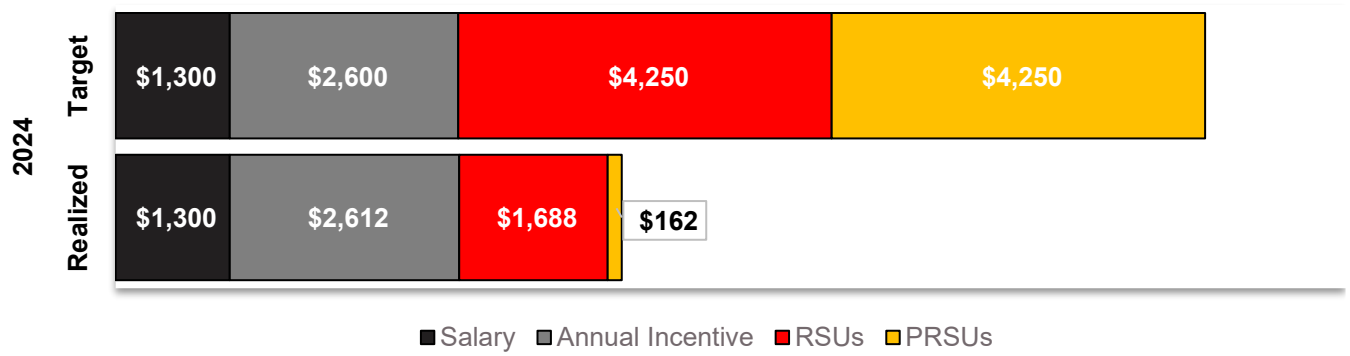
*Reflect Long-Term Incentives..

Strong Alignment between Pay and Performance is at the Core of Macy's, Inc. Compensation Program

- We believe our executive compensation program is competitive, strongly focused on pay-for-performance principles and appropriately balanced between risk and rewards
- Realized compensation each year is largely dependent on performance results and/or changes in the stock price
    - Mr. Spring's realized 2024 compensation was $5,762,386
        - This realized pay is consistent with target performance in the 2024 STI plan and below target performance in the 2022 – 2024 PRSU plan.
- CEO fiscal 2024 target compensation was positioned at approximately the median of the peer group* CEOs

Demonstrated in the outcome of our programs

CEO Target vs. Realized Compensation ('000s)



macys inc

*See peer group list within Macy's, Inc. 2025 Proxy Statement.
Note: One year of compensation reflected above to align with tenure of Tony Spring, who became CEO at the beginning of 2024.



Diversity, Equity and Inclusion

Our mission is to embed Diversity, Equity and Inclusion (DE&I) into how we think, act and operate.

We believe diversity, equity and inclusion **enhances our company culture and improves our ability to deliver on our Bold New Chapter strategy.**

We are focused on **cultivating an inclusive and welcoming environment** for all our customers, colleagues, suppliers, and communities to make meaningful connections and drive long-term growth and value.

Our diversity, equity and inclusion work is organized into **five interconnected focus areas.**



Key Accomplishments

2018 - 2019
- Established Center of Excellence and reinstated the DEIBC* with published goals externally to drive accountability

2020- 2021
- Refocused strategy to address current climate (CEO Action for Racial Equity, 15% Pledge)

2022 - 2023
- Launched social purpose platform, *Mission Every One and S.P.U.R. Pathways* for greater access to capital, education, and customer

2024 - 2025+
- Launched A Bold New Chapter, developed 3-year DE&I Roadmap to support with a focus on inclusivity
- Championed a business diversity ecosystem to engage, grow and scale suppliers

macys inc

*The Macy's, Inc. Diversity, Equity & Inclusion Business Council (DEIBC) drives collaboration among senior leaders from all areas of the business to advance DE&I efforts, with leadership guiding its initiatives.

Diversity, Equity & Inclusion

Key Accomplishments

CUSTOMER

Conducted in-depth consumer research to identify areas of potential growth with our Hispanic/Latino customer embedding this work in our local market strategies aligned with **A Bold New Chapter.**

Enhanced visibility and resolution of Customer Bill of Rights submissions across Macy's and Bloomingdale's stores to identify opportunities for improving customer experience, fostering deeper engagement and loyalty, and ensuring an inclusive and welcoming environment for all.

Collaborated with industry experts and community partners to support development of a Disability Inclusion strategy.

COLLEAGUE

Culture launch in 2025 for all colleagues focused on a statement and values that align the entire organization.

Launched new enterprise-wide engagements designed to provide a forum for open dialogue that leads to greater allyship, community building and innovation. The 8-part series is called "A Better Understanding"

Upskilled Colleague Resource Group co-leads by providing them with education and tools to further build, advance and engage their populations in the areas of career, community, commerce and culture.

SUPPLIER

Increased sourcing pipelines through strategic partnerships with small or diverse suppliers.

Facilitated informational sessions focused on access to education, customers and capital for diverse-owned and underrepresented businesses.

Incorporated **program enhancements for S.P.U.R. Pathways**[1] to increase capital deployment.

Continued to **award business grants** to The Workshop at Macy's program graduates for 2025.

COMMUNITY

Continued $1M funding commitment to organizations **advancing social justice.**

Expanded The Divine Nine® apparel collection at Macy's[2]**; donated $3.0M to date** towards education and research foundations aligned with *Mission Every One*.

Broadened partnership portfolio to include nonprofit organizations focused on Social Justice, Environment Justice, People with Disabilities/ Neurodivergence and the Hispanic/Latino community.

MARKETING

Continued efforts to feature **diverse representation within casting and ensure media impressions** reach ethnically diverse audiences.

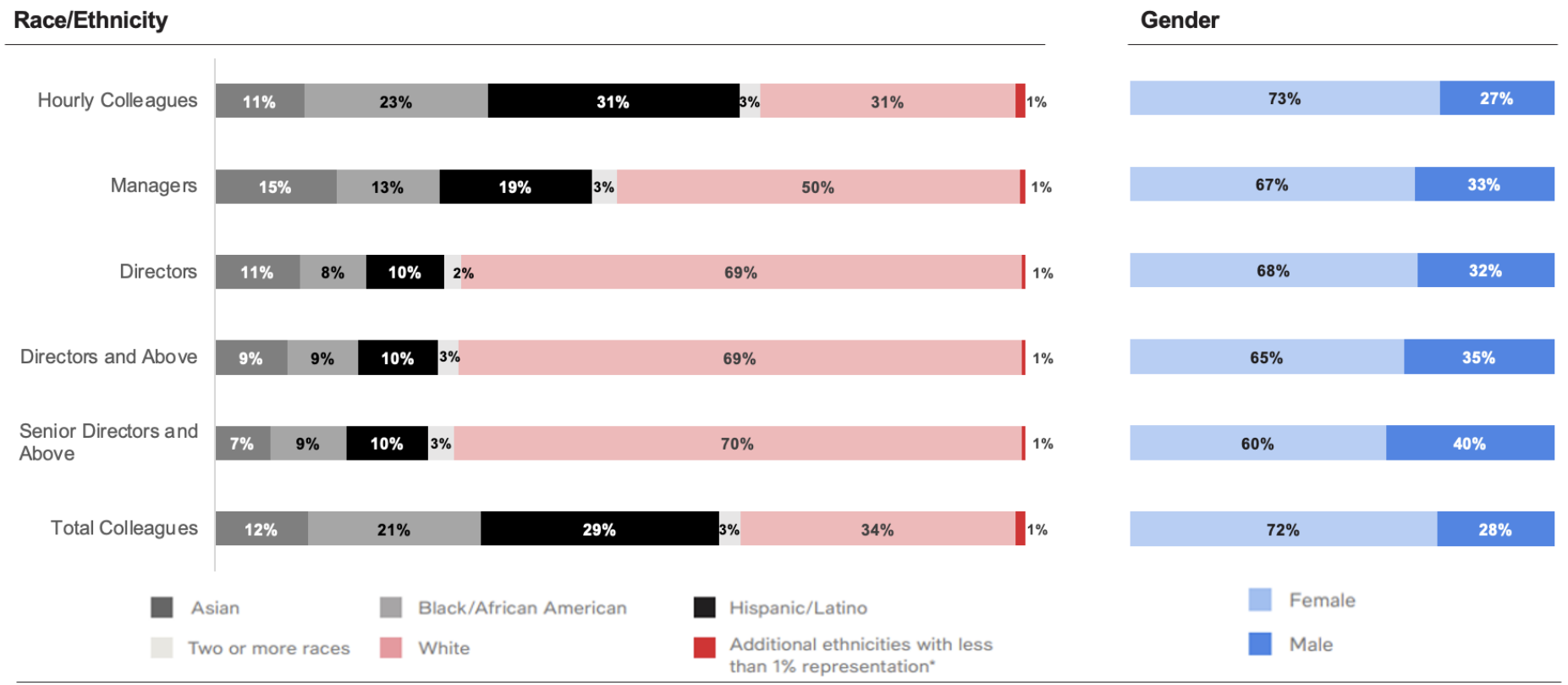
Continued communication in external channels to **communicate our DE&I journey and progress**, including 2024 Corporate Responsibility Report, 10-K, and sizzle videos at signature events, etc.

macys inc

1: Shared Purpose, Unlimited Reach: An innovative funding program to advance entrepreneurial growth, close wealth gaps and shatter systemic barriers faced by underrepresented businesses and underserved communities, launched in 2022.
2: Apparel collection reflects the signature colors of various historically Black-founded sororities and fraternities, as well an inclusive size scale.

Diversity, Equity & Inclusion

Colleague diversity, across all organizational levels, helps us better engage all customers and achieve our business goals



At Macy's, Inc., we believe better business decisions and greater innovation come from respecting and empowering individuals, which strengthens our ability to deliver on our Bold New Chapter strategy, serve our broad customer base and continue to develop untapped and emerging markets. Ethnic and gender diversity at the leadership levels (Director+) is relatively stable vs. FY23.

macys inc

Ethnic diversity defined as Asian, Black, Hispanic/Latino, Native American, American Indian or Alaska Native, Native Hawaiian or other Pacific Islander, 2+ races.
Reflects percentages of colleague diversity and female representation as of the end of the fiscal year 2024.
Overall results reflective of all hourly and professional colleagues across Macy's, Inc., excluding Bluemercury.
Leadership levels are defined as Director and above

Diversity, Equity & Inclusion

News, Features & Recognition through July 2025

HUMAN RIGHTS CAMPAIGN FOUNDATION
EQUALITY 100
2025
Leader in LGBTQ+ Workplace Inclusion

NMSDC | National Minority Supplier Development Council

THE FOREFRONT 50
TOP CORPORATIONS FOR MINORITY BUSINESSES

2023 NBIC BEST OF THE BEST
CORPORATIONS FOR INCLUSION
NATIONAL BUSINESS INCLUSION CONSORTIUM

America's TOP CORPORATIONS
WBENC
FOR WOMEN'S BUSINESS ENTERPRISES

nglcc
National LGBT Chamber of Commerce

2024 Corporation of the Year, *Finalist*

macys inc

Alpha Phi Alpha Fraternity, Inc;
2025 Alpha Award of Honor

Kappa Alpha Psi Fraternity, Inc.;
2025 LEAD Kappa Champion Award

Delta Sigma Theta Sorority, Inc;
2025 Strategic Partnership Recognition

Phi Beta Sigma Fraternity, Inc;
2025 Philanthropic Partner of the Year





Additional Resources

Quarterly Results

Annual Reports and Proxy Statements

Corporate Responsibility Report

Additional Resources and Reports

Policies and Commitments, including:

- Macy's Private Brand Preferred Materials Policy
- Animal Derived Materials Policy
- Fur Policy
- Exotic Skins Policy
- Macy's Private Brand Chemical Policy
- Macy's Private Brand Water Policy



Appendix

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 providing supplemental changes in comparable sales on an owned-plus-licensed-plus-marketplace basis, which includes adjusting for the impact of comparable sales of departments licensed to third parties and marketplace sales, assists in evaluating the company's ability to generate sales growth, whether through owned businesses, departments licensed to third parties or marketplace sales, and in evaluating the impact of changes in the manner in which certain departments are operated. Earnings before interest, taxes, depreciation and amortization (EBITDA) is a non-GAAP financial measure which the company believes 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 from EBITDA, net income and diluted earnings per share that are not associated with the company’s core operations and that may vary substantially in frequency and magnitude from period-to-period provides useful supplemental measures that assist in evaluating the company's ability to generate earnings and to more readily compare these metrics between past and future periods.

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. Additionally, the amounts received by the company on account of sales of departments licensed to third parties and marketplace sales are limited to commissions received on such sales. 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.

Changes in Comparable Sales

	13 weeks ended August 2, 2025	
	Macy's, Inc.	Macy's
Increase in comparable sales on an owned basis (Note 1)	0.8%	0.4%
Impact of departments licensed to third parties and marketplace sales (Note 2)	1.1%	0.8%
Increase in comparable sales on an owned-plus-licensed-plus-marketplace basis	1.9%	1.2%

Notes:

1. Represents the period-to-period percentage change in net sales from stores in operation for one full fiscal year for the 13 and 26 weeks ended August 2, 2025 and August 3, 2024. Such calculation includes all digital sales and excludes commissions from departments licensed to third parties and marketplace. Stores impacted by a natural disaster or undergoing significant expansion or shrinkage remain in the comparable sales calculation unless the store, or material portion of the store, is closed for a significant period of time. Definitions and calculations of comparable sales may differ among companies in the retail industry.

2. Represents the impact of including the sales of departments licensed to third parties occurring in stores in operation throughout the year presented and the immediately preceding year and all online sales, including marketplace sales, in the calculation of comparable sales. Macy’s and Bloomingdale’s license third parties to operate certain departments in its stores and online and receive commissions from these third parties based on a percentage of their net sales, while Bluemercury does not participate in licensed or marketplace businesses. In its financial statements prepared in conformity with GAAP, the company includes these commissions (rather than sales of the departments licensed to third parties and marketplace) in its net sales. The company does not, however, include any amounts in respect of licensed department or marketplace sales (or any commissions earned on such sales) in its comparable sales in accordance with GAAP (i.e., on an owned basis). The amounts of commissions earned on sales of departments licensed to third parties and from the digital marketplace are not material to its net sales for the periods presented.

Changes in Comparable Sales

	13 weeks ended August 2, 2025			
	Macy's, Inc. Go-Forward business	Macy's Go-Forward business	Bloomingdale's[1]	Bluemercury
Increase in comparable sales on an owned basis (Note 1)	1.1%	0.7%	3.6%	1.2%
Impact of departments licensed to third parties and marketplace sales (Note 2)	1.1%	0.8%	2.1%	—%
Increase in comparable sales on an owned-plus-licensed-plus-marketplace basis	2.2%	1.5%	5.7%	1.2%

	13 weeks ended August 2, 2025
	Macy's Reimagine 125 locations
Increase (decrease) in comparable sales on an owned basis (Note 1)	1.1%
Impact of departments licensed to third parties (Note 2)	0.3%
Increase (decrease) in comparable sales on an owned-plus-licensed basis	1.4%

[1] Licensed and marketplace reflects licensed strength in handbags / small leather goods and contemporary apparel, as well as strong digital performance.

Changes in Comparable Sales

	26 weeks ended August 2, 2025	
	Macy's, Inc.	Macy's, Inc. Go-Forward business
Decrease in comparable sales on an owned basis (Note 1)	(0.6)%	(0.4%)
Impact of departments licensed to third parties and marketplace sales (Note 2)	0.9%	1.0%
Increase in comparable sales on an owned-plus-licensed-plus-marketplace basis	0.3%	0.6%

Net Income and Diluted Earnings Per Share, Excluding Certain Items

Millions, except per share figures	**13 weeks ended August 2, 2025**		**13 weeks ended August 3, 2024**	
	Net Income	Diluted Earnings Per Share	Net Income	Diluted Earnings Per Share
As reported	$87	$0.31	$150	$0.53
Impairment, restructuring and other costs (benefits)	22	0.08	(1)	—
Loss on extinguishment of debt	13	0.05	—	—
Income tax impact of certain items identified above	(9)	(0.03)	—	—
As adjusted to exclude certain items above	$113	$0.41	$149	$0.53

Millions, except per share figures	**26 weeks ended August 2, 2025**		**26 weeks ended August 3, 2024**	
	Net Income	Diluted Earnings Per Share	Net Income	Diluted Earnings Per Share
As reported	$124	$0.44	$212	$0.75
Impairment, restructuring and other costs	30	0.11	19	0.07
Loss on extinguishment of debt	17	0.06	—	—
Income tax impact of certain items identified above	(12)	(0.04)	(5)	(0.02)
As adjusted to exclude certain items above	$159	$0.57	$226	$0.80