



# TAILORED BRANDS, INC.

J.P. Morgan Leveraged Finance Conference  
Introduction to Tailored Brands

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TAILORED BRANDS

# DISCLAIMER

Tailored Brands, Inc. (the “Company”) makes, from time to time, public presentations and may provide materials, including those found on our website, that contain forward-looking information. The information in the materials and on our website do not constitute an offer to sell, a solicitation of an offer to buy, or a recommendation of any security by Tailored Brands or its subsidiaries. In those presentations and on our website, the Company uses words such as, but not limited to, “expects,” “anticipates,” “envisions,” “targets,” “goals,” “projects,” “intends,” “plans,” “believes,” “seeks,” “estimates,” “guidance,” “may,” “projections,” and “business outlook,” variations of such words and similar expressions are intended to identify such forward-looking statements. The forward-looking statements are made pursuant to the Safe Harbor provisions of the Private Securities Litigation Reform Act of 1995. Any forward-looking statements that we make are not guarantees of future performance and actual results may differ materially from those in such forward-looking statements as a result of various factors. Factors that might cause or contribute to such differences include, but are not limited to: actions or inactions by governmental entities; domestic and international macro-economic conditions; inflation or deflation; the loss of, or changes in, key employees; success, or lack thereof, in formulating or executing our internal strategies and operating plans including our e-commerce and digital strategies and new store and new market expansion plans; cost reduction initiatives and revenue enhancement strategies; changes to our capital allocation policy; changes in demand for our retail clothing or rental products, including changes in apparel trends and changing consumer preferences; market trends in the retail or rental business; customer confidence and spending patterns; changes in traffic trends in our stores; customer acceptance of our merchandise strategies; retaining the value of our brands and protecting our trademarks and other proprietary rights; performance issues with key suppliers; disruptions in our supply chain; severe weather; regional or national civil unrest or acts of civil disobedience; public health crises, including COVID-19 outbreaks; foreign currency fluctuations; government export and import policies and international trade agreements, including the enactment of duties or tariffs; advertising or marketing activities of competitors; the impact of cybersecurity threats or data breaches; legal proceedings and the impact of climate change and other corporate responsibility issues.

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## **Non-GAAP Financial Measures**

In addition to the Company’s results determined in accordance with GAAP, we believe the following non-GAAP financial measures are useful in evaluating our performance. We use EBITDA, Adjusted EBITDA, and free cash flow to monitor and evaluate the performance of our business and believe the presentation of these measures enhances investors’ ability to analyze trends in our business and evaluate our performance relative to other companies in our industry. These non-GAAP financial measures are not meant to be considered as indicators of our financial performance in isolation from or as a substitute for our financial information prepared in accordance with GAAP and should be read only in conjunction with financial information presented on a GAAP basis.

# Our Purpose & Values

**We help people love the way they look and feel for their most important moments.**

## Customer-First

We put customers at the center of every decision



## Win Together

We win as a team and make a difference in our communities



## Better Every Day

We strive for excellence and continuous improvement



## Everyone is Welcome

We value differences and know they make us better



## Act with Integrity

We show up with courage to always do the right thing



# Tailored Brands at a Glance

## Profitability at Scale

**\$2.6bn**

FY 2023 Total Revenue

**15.5%**

FY 2023 Adjusted EBITDA Margin

**1,013**

Stores in the US and Canada<sup>1</sup>

**~8%**

E-Commerce Penetration  
up ~200 bps since FY19<sup>2</sup>

## Brand Strength

**#1**

Position in Tailored Clothing<sup>3</sup>

**#1**

Position in Dress Shirts<sup>4</sup>

**#1**

Position in Rental Market<sup>3,5</sup>

**76%**

Men's Wearhouse (TMW) Brand  
Awareness<sup>1</sup>

## Our Customer<sup>6</sup>

**35-64**

Age Demographic

**\$125K**

Median HH Income

**\$282**


Average Annual Spend

**1.5x**

Average Customer Trips per  
Year



# Portfolio of Leading Banners – Dominate Position in Menswear with Unrivaled Scale



**M|W MEN'S WEARHOUSE®**

- ✓ 64% of total revenue
- Largest specialty retailer of men's apparel in the U.S.
- Portfolio of brands
- A unique combination of retail, rental and custom with legendary service
- 636 stores nationwide
- Integrated E-Commerce offering



**JOS. A. BANK**

- ✓ 15% of total revenue
- Vertical specialty menswear store
- Single (Owned) Brand
- Offers upscale and classic professional apparel at a reasonable price
- 188 stores nationwide
- Integrated E-Commerce offering



**Moore's®**

- ✓ 7% of total revenue
- Our Canadian specialty retailer of men's apparel
- Portfolio of Brands
- A unique combination of retail, rental and custom
- 108 stores throughout Canada
- Integrated E-Commerce offering



**K&G**

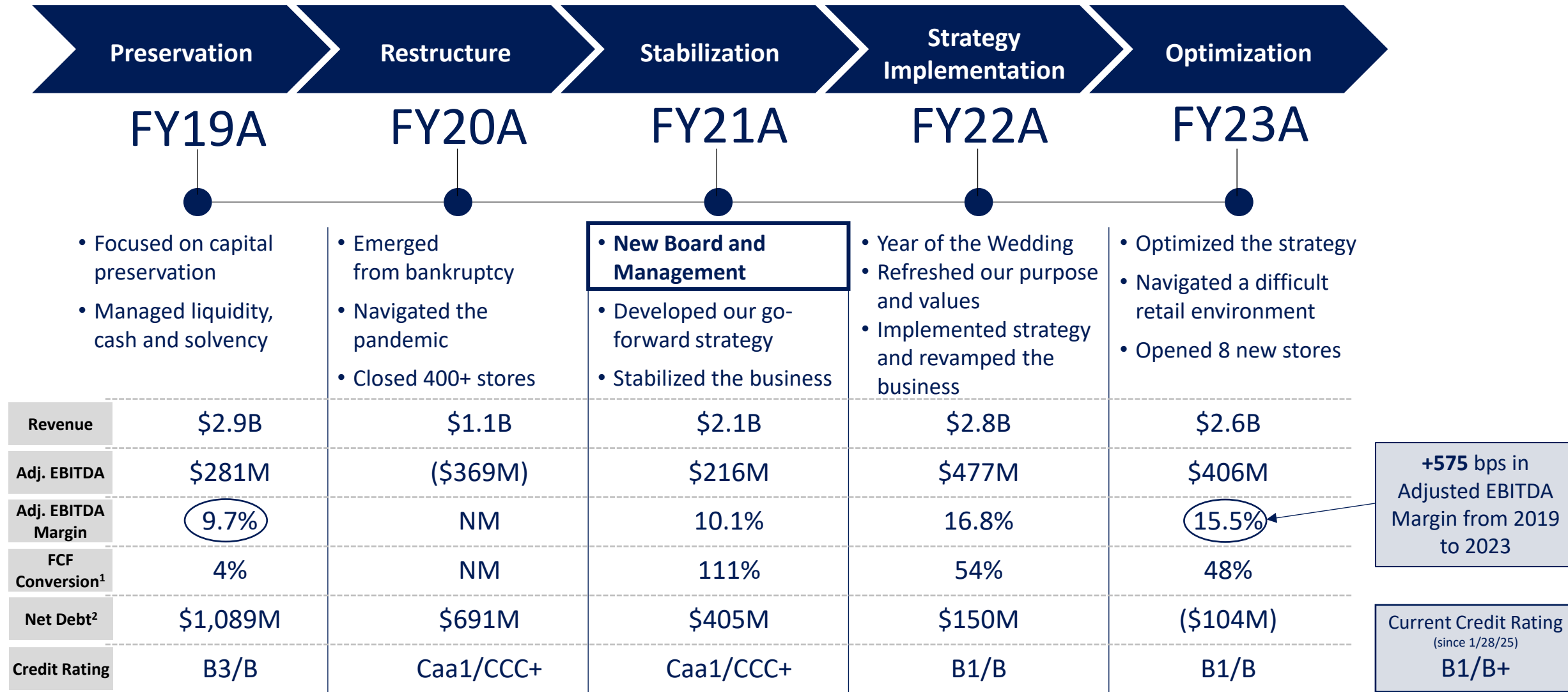
- ✓ 14% of total revenue
- One-stop affordable shop for men, women and kids
- Designer Discount
- Offers a wide selection of designer brands offered at compelling price points
- 81 stores with strength in the Southeast region

# The Menswear Solutions Provider



- ✓ 1,000+ convenient locations and integrated omni-channel capabilities
- ✓ Customer-first service and tailors in every store
- ✓ Broad assortment highlighted by size and style
- ✓ Market leader for Tailored and Rental
- ✓ Trusted menswear destination with 76% brand awareness<sup>1</sup>
- ✓ Exclusive brands and agile direct sourcing capabilities
- ✓ Vertically integrated rental business available in all locations<sup>2</sup>

# Our Journey to Legendary



<sup>1</sup> Free Cash Flow Conversion = (Cash Flow from Operations + proceeds from Sales of Property and Equipment – Capex) / Adjusted EBITDA

<sup>2</sup> Net Debt = Total Debt (excluding Convertible Notes) - Cash and Cash Equivalents;

Note: Adjusted Non-GAAP view excludes certain items, such as non-cash stock compensation expense. These adjustments eliminate certain items that are not indicative of core business results. FY23 includes a 53<sup>rd</sup> week

# Our Strategy House

## PEOPLE AND CULTURE

We will evolve and innovate to ensure our people are the fabric of our success

## CUSTOMER-OBSESSED

We will evolve and innovate to know and inspire our customers better than anyone else

## RETAIL REVOLUTION

We will evolve and innovate to serve as the best menswear retailer in North America

## OPERATIONAL EXCELLENCE

We will evolve and innovate to deliver value through continuous improvement

## TECHNOLOGY FOUNDATION

We will evolve and innovate to deliver value for our customers through exceptional application of technology

# Our Growth Strategy: 'Art of the Possible'

## FIVE STRATEGIC IMPERATIVES

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- 1 Build a world-class marketing engine
- 2 Expand share in tailored and rental while accelerating 'every wear'
- 3 Ignite our digital capabilities
- 4 Hyper-localize the customer experience
- 5 Evolve to legendary customer service

- ✓ Drive repeat purchases
- ✓ Exponentially grow 'every wear' while maintaining leadership in tailored
- ✓ Grow E-Commerce and strengthen omni-channel
- ✓ Localization at scale



TAILORED BRANDS



MEN'S WEARHOUSE®

JOS.A.BANK

Moores

