Kohl’s Reinvention is Driving Growth for the Future

March 7, 2022
Cautionary Statement Regarding Forward-Looking Information

This presentation contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. Words such as "believes,” “anticipates,” “plans,” “may,” “intends,” “will,” “should,” “expects,” and similar expressions are intended to identify forward-looking statements. Forward-looking statements include, but are not limited to, comments about Kohl’s future financial plans, capital generation, management and deployment strategies, adequacy of capital resources and the competitive environment. Such statements are subject to certain risks and uncertainties, which could cause Kohl’s actual results to differ materially from those anticipated by the forward looking statements. These risks and uncertainties include, but are not limited to, those described in Item 1A in Kohl’s Annual Report on Form 10-K, which is expressly incorporated herein by reference, and other factors as may periodically be described in Kohl’s filings with the SEC. Any number of risks and uncertainties could cause actual results to differ materially from those Kohl’s expresses in its forward-looking statements, including the short and long-term impact of COVID-19 on the economy and the pace of recovery thereafter. Forward-looking statements speak as of the date they are made, and Kohl’s undertakes no obligation to update them.

Non-GAAP Financial Measures

In addition, this presentation contains non-GAAP financial measures, including Adjusted EPS, Adjusted Net Income, Adjusted Operating Margin, Adjusted EBITDA, Leverage Ratio, and Free Cash Flow. Reconciliations of all non-GAAP measures to the most directly comparable GAAP measures are included in the Appendix of this presentation.
Today’s Agenda

Kohl’s Strategy and Path Forward
Michelle Gass, Chief Executive Officer

Active & Casual Portfolio to Power the Future
Doug Howe, Chief Merchandising Officer

Engaging Customers in New and Impactful Ways
Greg Revelle, Chief Marketing Officer

Innovating through our Leading Omnichannel Platform
Paul Gaffney, Chief Technology and Supply Chain Officer

Financial Framework & Capital Allocation Strategy
Jill Timm, Chief Financial Officer

Environmental, Social, Governance (ESG)
Michelle Gass, Chief Executive Officer

Q&A
Key Investment Highlights

Differentiated Position in Retail
- Evolving to a focused active and casual lifestyle concept
- Enhancing omnichannel leadership
- Leveraging strong off-mall footprint

Compelling Partnerships
- Growing Sephora to a $2 billion business
- Acquiring millions of new customers with Amazon
- Leading destination for iconic national brands

Expanding Our Reach
- Opening 100+ new stores in smaller markets
- Injecting discovery and introducing new initiatives to broaden Kohl’s customer reach

Leveraging Data Science
- Increasing everyday value through industry-leading rewards program
- Using data science to accelerate personalization and localization

Delivering Shareholder Value
- Driving +LSD% sales growth
- Growing EPS at +MSD% to +HSD% rate ¹
- Returning significant capital to shareholders

¹ Mid-to-High single digits EPS growth off of FY22 base
Committed to Creating Value

Kohl’s Financial Framework

**SALES GROWTH**

Low-Single Digits %

**OPERATING MARGIN**

7% to 8%

**EPS GROWTH**

Mid-to-High Single Digits %

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Capitol Allocation Principles

- Strong Balance Sheet
- Invest in Growth
- Significant Capital Returns

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1 Mid-to-High single digits EPS growth off of FY22 base
With 60 years of experience, Kohl’s has evolved into a leading omnichannel retailer serving the next generation of customers
Kohl’s is a powerful brand, innovator and employer

- 65M+ Customers
- ~100,000 Associates
- Strong Omnichannel Reach with 1,150+ Stores
- Differentiated Brand Portfolio
- History of Innovation
- Recognized ESG Stewardship

*All figures based on fiscal 2021 results*
The strategic transformation is a reinvention of Kohl’s. We’re pivoting from a department store to a focused lifestyle concept.
INTRODUCED OCTOBER 2020

The most trusted retailer of choice for the Active & Casual lifestyle
Being the Active & Casual destination fills a unique need for how people live today …

• 86% of consumers regularly wear Athleisure during the work week

• 69% of adults describe their wardrobe as “casual” or “comfortable”

• 49% of consumers plan to dress more comfortably when they return to the office

*Data sourced from NPD Future of Style Event May 2021
... and for how people will live tomorrow
Kohl’s delivers a differentiated position in retail

- Compelling Product Portfolio
- Convenient & Inspiring Experience
- Industry-Leading Value Proposition
Creating Long-term Shareholder Value

- Destination for Active & Casual Lifestyle
- Leading with Loyalty & Value
- Differentiated Omnichannel Experience
- Operating Margin Goal of 7% to 8%
- Maintain Strong Balance Sheet
- Agile, Accountable & Inclusive Culture

Creating

- Return to growth
- Expand operating margin
- Solid cash flow generation
- Maintain strong balance sheet
- Return capital to shareholders

Our Strategy
Introduced Oct. 2020

The most trusted retailer of choice for the Active and Casual lifestyle
A strong, experienced and diverse leadership team is driving Kohl’s strategy

Michelle Gass
Chief Executive Officer

Michelle A. Banks
Chief Diversity & Inclusion Officer

Marc Chini
Chief People Officer

Paul Gaffney
Chief Technology & Supply Chain Officer

Doug Howe
Chief Merchandising Officer

Jason Kelroy
General Counsel & Corporate Secretary

Greg Revelle
Chief Marketing Officer

Jill Timm
Chief Financial Officer

Vivien Yeung
Chief Strategy Officer
We have already made significant progress since launching our strategy

- Successfully launched major strategic partnership with Sephora in 2021
- Grew Active business by 40% in 2021, increasing penetration to 24%
- Introduced several iconic national brands, including Tommy Hilfiger, Calvin Klein and Eddie Bauer
- Achieved 2023 financial targets in 2021, two years ahead of plan
- Reinforced commitment to delivering shareholder value through significant capital returns
The majority of our strategic benefits are still ahead of us

- Sephora rolling out to 850 stores by 2023
- Amplify active and casual while scaling new brands
- Building a pipeline of newness and innovation
- New store growth and experiences
Modernizing the store experience to deliver discovery, inspiration and convenience
And testing new experiences in smaller format stores
And testing new experiences in smaller format stores
Drive top line growth

Powering the Future with our Active & Casual Portfolio
Doug Howe
Chief Merchandising Officer

Engaging Customers in New and Impactful Ways
Greg Revelle
Chief Marketing Officer

Innovating through our Leading Omnichannel Platform
Paul Gaffney
Chief Technology & Supply Chain Officer
Proven ability to navigate through uncertainties

Macro Environment
- Global pandemic
- Inflation
- Supply chain disruption
- Tight labor market

Kohl’s Strategic Advantages
- Strong balance sheet
- Large and loyal customer base
- Agile & responsive operating model
Kohl’s strategy is improving profitability and increasing shareholder value

- 2021 operating margin of 8.6% highest since 2014
- All-time record Adj. EPS of $7.33 in 2021
- Returned more than $1.5 billion in capital to shareholders in 2021

*Adjusted diluted earnings per share is a non-GAAP financial measure. Please refer to the reconciliation in the Appendix for more information.*
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1 Mid-to-High single digits EPS growth off of FY22 base
Active & Casual Portfolio to Power the Future

Kohl's has a strong and differentiated brand portfolio

Grow Sephora to a $2 billion business

Drive continued growth in Active

Reignite Women's
Kohl’s is positioned to drive growth in the active and casual market.

- **Accelerate Growth**
  - Active
- **Build Adjacent Categories**
  - Outdoor
  - Inclusive Sizing
- **Reignite**
  - Beauty
- **Maintain Strength**
  - Women’s
  - Men’s
  - Kids’
We are a top retailer of some of the most iconic brands in the world.
Kohl’s has a strong track record of launching and growing national brands.

2017-2020

- Under Armour
- NINE WEST
- Lands’ End

New in 2021

- Sephora
- Calvin Klein
- Tommy Hilfiger
- Eddie Bauer

- Koolaburra by UGG
Our private brands play a key role in driving value and relevance.

34% Private Brand Penetration

$1B+ Brand

So on path to $1B+

*All figures based on fiscal 2021 results
Our balanced portfolio delivers clear differentiation

National Brands
- Sought-after brands and products
- Engage new customers
- Build confidence through high awareness and familiarity
- Drive traffic
- Extend brand reach to millions of customers

Private Brands
- Differentiated and exclusive products
- Provide opening price point offerings with incredible quality
- Address gaps in the portfolio
- Deliver strong key items
- Build customer loyalty
We have established key product growth initiatives to become the active and casual lifestyle destination for every family.

- Build a sizable beauty business
- Continued growth in Active
- Reignite Women's
- Create a destination for perpetual innovation & discovery
Grow Sephora to a $2 billion business

- Prestige assortment + elevated experience
- Attracting new, younger customers
- Delivering a halo effect to the entire business
- Scaling to majority of chain

* Sephora sales target by 2025
We have momentum and a huge runway ahead

Mid-Single Digits % Sales Lift
to overall store sales, where we have launched

25% New Customers
Customers are younger and more diverse

50% Cross-shopping
Attaching at least one other category across all lines of business

DECEMBER 2020
Announcement

AUGUST 2021
Kohls.com launch + 200 doors

SPRING 2022
600 doors

Spring 2023
850 doors

2023 & Beyond
Continued Innovation

*All figures based on fiscal 2021 results
Innovating and testing to drive growth and engagement

- Incremental impulse merchandising
- Amazon Returns Incentive
- Smaller footprint
- Sephora Gift Cards
- Cross-Company Buy Online Pick Up in Store
Drive Continued Growth in Active

Sales
Penetration

2016
14%

2021
24%

Active Sales
$ in billions

$2.7B

$4.4B

+10% CAGR

Growth in Active Sales

- 2016
- 2021

- $2.7B
- $4.4B

- 14% Penetration
- 24% Penetration
Our mission is to be the active lifestyle authority for every family.

Expand Active Leadership
Elevate Athleisure
Grow Outdoor

More productive and faster turning than company average.
Reignite Women’s

• Large, $5B business
• Top 5 market share position

*Based on NPD Data (January - December 2021)
Our strategic initiatives will return women’s to growth

1. A leader in women’s casual apparel
2. Significantly grow our dress business
3. Expand outerwear and swim
4. Amplify inclusivity opportunity
A Leader in Women’s Casual Apparel
Significantly Grow our Dress Business
Expand Outerwear and Swim
Amplify
Inclusivity
Opportunity
Taking an integrated approach to deliver an active and casual portfolio
Leverage our leading omnichannel platform for innovation and discovery
Greg Revelle
Chief Marketing Officer
Engaging Customers in New & Impactful Ways

Kohl’s has a Large, Growing and Loyal Customer Base

Leveraging Better Data and Technology to Improve Marketing Effectiveness

Enhancing Everyday Value through Increasing Kohl’s Card Rewards to 7.5%

Expanding Customer Opportunity Through Launch of Co-Branded Credit Card
The Power of our Customers

65M+
Active Customers

30M+
Rewards Members

*All figures based on fiscal 2021 results
The customer experience

Consistently deliver the right message, at the right time, in the right channels for each of our customers.
Personalization Experience with Kohl’s Cash

Experiences across channels will be tailored based on actions we want to drive and recognize.
Constantly Connecting with our Existing Customer Base
Reaching Younger and More Diverse Customers

25% Sephora Customers are New to Kohl’s
Reaching Younger and More Diverse Customers
Acquiring Millions of New Customers with Amazon
Modernized, More Efficient Marketing Strategy

Focused on personalized digital and social media

50% More efficient marketing on social media
Modernized, More Efficient Marketing Strategy

Focused on personalized digital and social media
Kohl’s is a leader in loyalty
Always Advancing Value and Rewards

#1 Rank for Customer Incentives

## 2021 Customer Perceptions Tracker
A proprietary study managed by Morning Consult compares customer rankings among 12 competitive retailers based on: coupons and discounts, loyalty program, and credit card program.
Always Advancing Value and Rewards

2021 Customer Perceptions Tracker, a proprietary study managed by Morning Consult, compares customer rankings among 12 competitive retailers based on: coupons and discounts, loyalty program, and credit card program.
Deeper engagement with Kohl’s loyalty assets drives growth in customer spend

*All figures based on fiscal 2021 results
Driving Revenue and Profitability for the Future

Enhancing Kohl’s Loyalty Proposition

Kohl’s Rewards 5%

Kohl’s Card Increasing Rewards to 7.5%

Co-Branded Credit Card
Paul Gaffney
Chief Technology & Supply Chain Officer
Innovating through our Leading Omnichannel Platform

Kohl’s has a strong omnichannel foundation

Technology plays a critical role in our transformation

Better data and better science leads to better decisions

Supply chain initiatives to drive further efficiencies
Kohl’s has a strong omnichannel foundation

Stores
- 1,165 stores
- 95% off-mall locations

Omnichannel
- Drive traffic to stores
- Leverage omni capabilities
- Stores as network

Digital
- 1.7B website visits per year
- 18M active app users
- +13% Sales CAGR past 5 years

→ 4X Omnichannel customer productivity vs. store-only

← 6X Omnichannel customer productivity vs. digital-only
Technology plays a critical role in our transformation.
Kohl’s has a healthy and productive store base that can evolve with customer expectations and demand.
Future of Self Service

Launching self-serve BOPUS in all stores in 2022
Piloting self-serve returns in over 100 stores
Testing self-serve check-out
Digital continues to grow, and we’re investing in an even easier and more productive experience.
Continue to drive growth with Digital

- Optimize Digital Assortment
- Enhance Discovery and Shopability
- Convert More Omnichannel Customers
- Acquire New Customers
Better data and better science leads to better decisions
Better data and better science come together to enable us to deliver more relevancy.
Product Hyperlocalization

- Less-Cross-Shop, Young Men’s Apparel Purchasing North
- Cross-Shop, Blue-Collar North
- Less-Cross-Shop, Rural North
Personalized Messaging

Jess

Trips: shops at Kohl’s 4 times per year
Spend: $350
Programs: Kohl’s Rewards
Categories: Active, Home, Kid’s Apparel

Rachel

Trips: shops at Kohl’s 4 times per year
Spend: $350
Programs: Kohl’s Rewards
Categories: Active, Home, Kid’s Apparel

Additional data to enhance personalized experience

The majority of Jess’s share of wallet is spent at Kohl’s
She is also a frequent spender at other beauty stores
Jess has interests in Cooking and Beauty

Kohl’s captures a small % of Rachel’s share of wallet
She shops at other value-based retailers for her apparel needs
Rachel is interested in Exercise and Women’s Apparel
### Personalized Messaging

<table>
<thead>
<tr>
<th>Jess</th>
<th>Email</th>
<th>Kohls.com</th>
<th>Social Media</th>
<th>Product Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1.jpg" alt="Jess Image" /></td>
<td><img src="image2.jpg" alt="Email Example" /></td>
<td><img src="image3.jpg" alt="Kohls.com Example" /></td>
<td><img src="image4.jpg" alt="Social Media Example" /></td>
<td><img src="image5.jpg" alt="Product Recommendations Example" /></td>
</tr>
</tbody>
</table>

**VS**

| Rachel | ![Rachel Image](image6.jpg) | ![Email Example](image2.jpg) | ![Kohls.com Example](image3.jpg) | ![Social Media Example](image4.jpg) | ![Product Recommendations Example](image5.jpg) |

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We have a strong and agile supply chain and have initiatives underway to drive further efficiencies.
Jill Timm
Chief Financial Officer
Financial Framework & Capital Allocation Strategy

Kohl’s is in a strong financial position and focused on delivering shareholder value.

Driving towards low-single digits sales growth and mid-to-high single digits percent EPS growth.

Investing in growth through Sephora partnership and new store expansion into smaller markets.

Committed to returning capital to shareholders while maintaining strong balance sheet and Investment Grade rating.

1 Mid-to-High single digits EPS growth off of FY22 base.
Kohl’s is a vibrant retailer with a profitable store portfolio and strong digital and technology capabilities.

$19.4B
Total Revenue
2021

$2.5B
Adj EBITDA*
2021

$1.6B
Free cash flow*
2021

*Adjusted EBITDA and Free cash flow are non-GAAP financial measures. Please refer to the reconciliations in the Appendix for more information.
Strong Progress Against Strategy in 2021

2021 Results
- Launched game changing partnerships and iconic national brands
- Achieved our key 2023 financial targets in 2021
- Returned balance sheet to pre-pandemic health
- Reinstated dividend and significantly increased share repurchases

Path to Future Success
- Drive top line growth
- Committed to delivering strong margins
- Sustain Investment Grade rating
- Return capital to shareholders
Committed to Creating Value

Kohl’s Financial Framework

<table>
<thead>
<tr>
<th>SALES GROWTH</th>
<th>OPERATING MARGIN</th>
<th>EPS GROWTH ¹</th>
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<td>Low-Single Digits %</td>
<td>7% to 8%</td>
<td>Mid-to-High Single Digits %</td>
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</table>

¹ Mid-to-High single digits EPS growth off of FY22 base

Capital Allocation Principles

- Strong Balance Sheet
- Invest in Growth
- Significant Capital Returns
Key Initiatives to Drive Low-Single Digits Sales Growth

- Sephora
- Enhanced Brand Portfolio
- New Stores
- Loyalty & Personalization
- Digital Growth

+LSD% Annual Growth Rate

2021 Sales

Future

*This chart is an illustration and not an accurate depiction of the scale of each initiative's sales growth opportunity*
Grow Sephora to be a $2 Billion Business

- 850+ Stores and Digital Experience
- New Customer Acquisition
- Cross-selling Opportunity
- Favorable Economics

*Sephora sales target by 2025*
Enhanced Brand Portfolio

- Active & Outdoor
- New Brands
- Women’s
- Partnerships

Driving relevance and productivity both in stores and digitally
Kohl’s healthy and profitable off-mall store base serves as the foundation of our omnichannel platform.

- 1,165 stores in 49 states
- 80% of Americans live within 15 miles of a Kohl’s store
- ~95% of stores generated $1M+ in 4-wall cash flow in 2021
- ~40% of digital sales fulfilled by stores
- ~40% of stores were 4-wall cash flow positive in 2021
- 99% leases up for renewal annually
- 50-70 stores owned (an additional 21% ground leased)

35% stores owned (an additional 21% ground leased)
New Store Growth Represents Solid Revenue Opportunity

• Plan to open 100+ new smaller format stores over next four years

• Reaching more customers in new smaller markets

• $500M+ sales opportunity

• Expansion follows successful pilot

• 15%+ targeted return on investment
Engage Customers with Best in Class Loyalty and Greater Personalization

65M+ Customers

Best-in-Class Loyalty
- Rewards Program ranks #1 for Loyalty
- 30+ Million members spend 2x
- Kohl’s Cash flywheel

Kohl’s Card Engagement
- 7.5% Rewards drive higher sales and enrollment
- Launching Co-Branded Card
Continue to Drive Growth with Digital

Key Initiatives

New Customer Acquisition
Converting More Omnichannel Customers
Enhancing Discovery and Shopability
Optimizing Digital Assortment
Kohl's Media Network
Enabling Omnichannel Capabilities

Stores are an integral part of the digital business — Better Together
Committed to Delivering a 7% to 8% Operating Margin

**Drivers**
- Inventory management
- Sourcing cost savings
- Optimizing price / promotion strategies
- Store automation
- Marketing & distribution efficiency
- Kohl's Media Network

**Pressures**
- Cost inflation / freight
- Wage investments
- Digital penetration
Gross Margin Drivers

Inventory Management
- Drive inventory turn of 4.0x+
- Dynamic inventory allocation
- Strategic focus on more productive categories

Sourcing Cost Savings
- Continue to leverage out centralized sourcing and direct factory negotiations
- Developing strategies to further reduce reliance on third party agents in future

Optimizing Price / Promotion Strategies
- Simplified pricing with reduced stackable offers
- Greater deployment of targeted and personalized offers

Gross Margin 36% to 37%
SG&A Expense Management Initiatives

Long history of disciplined expense management

Transform labor across stores and fulfillment centers to mitigate wage inflation
  • Scale self-service across chain
  • Drive productivity across fulfillment centers

Build on initial success in improving marketing efficiency
  • Reduced marketing expenses by more than $130M since 2019
  • Goal to lower spend ratio to 4.0% or below of sales

Focused on maintaining technology efficiency
  • Reduced technology expenses by more than $100M since 2019

SG&A Expense Ratio 27% to 28%
Drive EPS Growth

Combination of sales growth and solid margins, coupled with commitment to share repurchases leads to mid-to-high single digits EPS growth.

2019 Actuals*  $4.86
2022 Guidance  $7.00 to $7.50
Future

*Adjusted diluted earnings per share is a non-GAAP financial measure. Please refer to the reconciliation in the Appendix for more information.
Kohl’s is financially strong and committed to disciplined capital management

2.3x Leverage
More than two decades rated Investment Grade

$2.3B Operating Cash Flow

$1.5B Capital Returned to Shareholders

*Leverage Ratio is a non-GAAP financial measure. Please refer to the reconciliation in the Appendix for more information.*
Capital Allocation Strategy

Maintain strong balance sheet
Long-term objective of maintaining Investment Grade rating

1. Invest in the business
2. Dividend
3. Share Repurchases
Committed to Balance Sheet Strength

- More than two decades of maintaining Investment Grade rating
- Plan to further strengthen balance sheet by addressing 2023 maturities

Long-term Debt Outstanding

<table>
<thead>
<tr>
<th>Year</th>
<th>Debt (in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>$2,797</td>
</tr>
<tr>
<td>2018</td>
<td>$1,861</td>
</tr>
<tr>
<td>2019</td>
<td>$1,856</td>
</tr>
<tr>
<td>2020</td>
<td>$2,451</td>
</tr>
<tr>
<td>2021</td>
<td>$1,910</td>
</tr>
</tbody>
</table>

Leverage Ratio*

- 2017: 2.5x
- 2018: 2.2x
- 2019: 2.5x
- 2020: 7.7x
- 2021: 2.3x

*Leverage Ratio is a non-GAAP financial measure. Please refer to the reconciliation in the Appendix for more information.
History of Strong Cash Flow Generation

$ in billions

- **Operating Cash Flow**
  - 2017: $1.7
  - 2018: $2.1
  - 2019: $1.7
  - 2020: $1.3
  - 2021: $2.3

- **Free Cash Flow**
  - 2017: $0.9
  - 2018: $1.4
  - 2019: $0.7
  - 2020: $0.9
  - 2021: $1.6

**Future Outlook**

- **Operating Cash Flow**
  - $5.5B+
  - 2022-2024E

- **Free Cash Flow**
  - ~$2.5B
  - 2022-2024E

*Free cash flow is a non-GAAP financial measure. Please refer to the reconciliation in the Appendix for more information.*
Investing in High ROI Growth Driving Initiatives

**COMMITTED TO INVESTING IN THE BUSINESS**

- **$2.1B**
  - 2017-2019 Pre-Pandemic
  - Base Capital
  - Store Strategies

- **~$2.5B**
  - 2022-2024E Post-Pandemic
  - Omnichannel
  - Technology

**-$2.5B TOTAL INVESTMENT** (3-Year 2022-2024)

- **Sephora & New Store Growth**
  - ~65%

- **Omnichannel**
  - ~15%
  - DC/EFC Optimization

- **Technology**
  - 15-20%
  - Kohl's Media Network, hyperlocalization, store automation
Committed to returning Capital to shareholders

STRONG TRACK RECORD OF CAPITAL RETURNS

<table>
<thead>
<tr>
<th>Year</th>
<th>Dividends Paid</th>
<th>Share Repurchases</th>
</tr>
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<tbody>
<tr>
<td>2012</td>
<td>$1,584M</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>$1,101M</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>$994M</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>$1,350M</td>
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<td>2016</td>
<td>$915M</td>
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<td>2017</td>
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<td>2018</td>
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<tr>
<td>2019</td>
<td>$915M</td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>$116M</td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td>$1,502M</td>
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DELIVERING SHAREHOLDER VALUE

- Increased dividend by 100% in 2022
- Board authorized $3B share repurchase program
- Plan to repurchase at least $1B in 2022

1 Kohl’s Board of Directors approved its dividend and authorized a $3B share repurchase authorization on February 28, 2022.
Committed to Driving Performance and Delivering Shareholder Value

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3-Year Operating Cash Flow

- Investing in & Strengthening the Business
  - CAPEX
  - ~$2.5B

- Returning Capital to Shareholders
  - $2.00 Annual Dividend in 2022 ²
  - $3B Share Repurchase Authorization ²
  - $1B Share Repurchases in 2022 ²

¹ Mid-to-High single digit EPS growth off of FY22 base
² Kohl’s Board of Directors approved a 100% increase in its dividend, equating to an annual dividend of $2.00 per share, and authorized a $3B share repurchase authorization on February 28, 2022.
Michelle Gass
Chief Executive Officer
Long-standing focus on ESG stewardship

- Strong environmental platform, recognized by leading third parties
- Committed to Diversity & Inclusion and long history of giving back to our communities through Kohl’s Cares
- Best-in-class governance
Help fight climate change

Net Zero by 2050

Committed to expanding renewable energy platforms

More recycling + less waste

Divert 85% of Kohl's U.S. operational waste from landfills

Accelerate sustainable sourcing

Reduce water and chemical usage and increase recycled materials in Kohl’s private brands
• Donated over $800 million and volunteered more than 5.5 million hours since program inception

• Committed to health and wellness
Kohl’s is committed to Diversity and Inclusion across the business

**Our People**
Increase diversity across our associate population

**Our Customers**
Increase relevancy among Black and Hispanic customers

**Our Community**
Triple our spending among diverse suppliers by 2025
Invest in supporting diverse communities
Creating and maintaining stakeholder value through Board governance and risk oversight

Key Statistics

- Independence: 93%
- Average Age: 61 years
- Gender Diversity: 43%

Balanced Board Tenure
8 new independent directors added in the last 5 years

- Average of 7 Years
- 0-3 Years: 3
- 3-10 Years: 4
- 10+ Years: 7

Chief Executive Officer: Michelle Gass
Joined 2018

Incoming Chair effective May 2022:
H. Charles Floyd
Joined 2017

New Independent Directors
- Margaret Jenkins
  Joined 2021
- Yael Cosset
  Joined 2020
- Christine Day
  Joined 2021
- Thomas Kingsbury
  Joined 2021
- Robbin Mitchell
  Joined 2021
- Jonas Prising
  Joined 2015
- Adrianne Shapira
  Joined 2016
- Frank V. Sica
  Independent Chairman
  Joined 1988, Chair since 2018
  Announced retirement, effective May 2022
- Stephanie A. Streeter
  Joined 2007

Board Members
- Michael Bender
  Joined 2019
- Peter Boneparth
  Joined 2008
  Incoming Chair effective May 2022
- Christine Day
  Joined 2021
- H. Charles Floyd
  Joined 2017
- John E. Schlifske
  Joined 2011
- Adrianne Shapira
  Joined 2016
- Frank V. Sica
  Independent Chairman
  Joined 1988, Chair since 2018
  Announced retirement, effective May 2022
- Stephanie A. Streeter
  Joined 2007
- Michelle Gass
  Chief Executive Officer
  Joined 2018
- Margaret Jenkins
  Joined 2021
- Thomas Kingsbury
  Joined 2021
- Robbin Mitchell
  Joined 2021
- Jonas Prising
  Joined 2015
- John E. Schlifske
  Joined 2011
- Adrianne Shapira
  Joined 2016
- Frank V. Sica
  Independent Chairman
  Joined 1988, Chair since 2018
  Announced retirement, effective May 2022
- Stephanie A. Streeter
  Joined 2007

*Announced retirement, effective May 2022*
Key Investment Highlights

**Differentiated Position in Retail**
- Evolving to a focused active and casual lifestyle concept
- Enhancing omnichannel leadership
- Leveraging strong off-mall footprint

**Compelling Partnerships**
- Growing Sephora to a $2 billion business
- Acquiring millions of new customers with Amazon
- Leading destination for iconic national brands

**Expanding Our Reach**
- Opening 100+ new stores in smaller markets
- Injecting discovery and introducing new initiatives to broaden Kohl’s customer reach

**Leveraging Data Science**
- Increasing everyday value through industry-leading rewards program
- Using data science to accelerate personalization and localization

**Delivering Shareholder Value**
- Driving +LSD% sales growth
- Growing EPS at +MSD% to +HSD% rate
- Returning significant capital to shareholders

1 Mid-to-High single digits EPS growth off of FY22 base
Appendix
# Reconciliations

## 2021 EBITDA
($ in millions)

<table>
<thead>
<tr>
<th></th>
<th>January 29, 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Income</td>
<td>1,680</td>
</tr>
<tr>
<td>Depreciation and Amortization</td>
<td>38</td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td><strong>2,518</strong></td>
</tr>
</tbody>
</table>

## Free Cash Flow
($ in millions)

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net cash provided by operating activities</td>
<td>1,691</td>
<td>2,107</td>
<td>1,657</td>
<td>1,338</td>
<td>2,271</td>
</tr>
<tr>
<td>Acquisition of property and equipment</td>
<td>(672)</td>
<td>(578)</td>
<td>(855)</td>
<td>(334)</td>
<td>(605)</td>
</tr>
<tr>
<td>Finance lease and financing obligation payments</td>
<td>(138)</td>
<td>(126)</td>
<td>(113)</td>
<td>(105)</td>
<td>(125)</td>
</tr>
<tr>
<td>Proceeds from financing obligations</td>
<td>0</td>
<td>0</td>
<td>11</td>
<td>9</td>
<td>15</td>
</tr>
<tr>
<td><strong>Free Cash Flow</strong></td>
<td><strong>881</strong></td>
<td><strong>1,403</strong></td>
<td><strong>700</strong></td>
<td><strong>908</strong></td>
<td><strong>1,556</strong></td>
</tr>
</tbody>
</table>
## Reconciliations

### Adjusted EPS (2021 and 2019)

<table>
<thead>
<tr>
<th></th>
<th>Twelve Months Ended</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>January 29, 2022</td>
</tr>
<tr>
<td>GAAP</td>
<td>$6.32</td>
</tr>
<tr>
<td>Impairments, store closing, and other</td>
<td>—</td>
</tr>
<tr>
<td>(Gain) on sale of real estate</td>
<td>—</td>
</tr>
<tr>
<td>Loss on extinguishment of debt</td>
<td>1.35</td>
</tr>
<tr>
<td>Income tax impact of items noted above</td>
<td>(0.34)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$7.33</strong></td>
</tr>
</tbody>
</table>
Reconciliations

Leverage Ratio

(Dollars in Millions)

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020*</th>
<th>2021*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance lease and financing obligations</td>
<td>1,717</td>
<td>1,638</td>
<td>1,491</td>
<td>1,502</td>
<td>2,251</td>
</tr>
<tr>
<td>Long-term debt</td>
<td>2,797</td>
<td>1,861</td>
<td>1,856</td>
<td>2,451</td>
<td>1,910</td>
</tr>
<tr>
<td><strong>Total Debt</strong></td>
<td>4,514</td>
<td>3,499</td>
<td>3,347</td>
<td>3,953</td>
<td>4,161</td>
</tr>
<tr>
<td>Operating leases</td>
<td>0</td>
<td>0</td>
<td>2,777</td>
<td>2,786</td>
<td>2,624</td>
</tr>
<tr>
<td>Rent x 8</td>
<td>2,344</td>
<td>2,408</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total debt (including operating leases)</td>
<td>6,858</td>
<td>5,907</td>
<td>6,124</td>
<td>6,739</td>
<td>6,785</td>
</tr>
<tr>
<td>Less: operating lease, finance lease, and financing obligation leases</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>(4,288)</td>
<td>(4,875)</td>
</tr>
<tr>
<td>Add: Cash-based lease equivalent debt</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>4,383</td>
<td>4,650</td>
</tr>
<tr>
<td><strong>Adjusted debt</strong></td>
<td>6,858</td>
<td>5,907</td>
<td>6,124</td>
<td>6,834</td>
<td>6,560</td>
</tr>
<tr>
<td>Operating income</td>
<td>1,416</td>
<td>1,361</td>
<td>1,099</td>
<td>(262)</td>
<td>1,680</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>991</td>
<td>964</td>
<td>917</td>
<td>874</td>
<td>838</td>
</tr>
<tr>
<td>Rent expense</td>
<td>293</td>
<td>301</td>
<td>314</td>
<td>314</td>
<td>298</td>
</tr>
<tr>
<td><strong>EBITDAR</strong></td>
<td>2,700</td>
<td>2,626</td>
<td>2,330</td>
<td>926</td>
<td>2,816</td>
</tr>
<tr>
<td>Impairments, store closing and other costs</td>
<td>0</td>
<td>104</td>
<td>113</td>
<td>89</td>
<td>0</td>
</tr>
<tr>
<td>(Gain) on sale of real estate</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>(127)</td>
<td>0</td>
</tr>
<tr>
<td><strong>Adjusted EBITDAR</strong></td>
<td>2,700</td>
<td>2,730</td>
<td>2,443</td>
<td>888</td>
<td>2,816</td>
</tr>
<tr>
<td>Adjusted debt to adjusted EBITDAR</td>
<td>2.54</td>
<td>2.16</td>
<td>2.51</td>
<td>7.70</td>
<td>2.33</td>
</tr>
</tbody>
</table>

*2017-2019 adjusted debt to adjusted EBITDAR is consistent with figures previously filed Form 10-Ks. We have revised our calculation of Adjusted Debt in our Adjusted debt to adjusted EBITDAR calculation to replace the lease obligations presented under US GAAP with eight times cash rent for operating leases, finance leases, and financial obligations. Management believes this normalizes for timing within the lease term and the impact of lease amendments triggered by our investment in the Sephora shop-in-shops. This results in a 2020 adjusted debt to adjusted EBITDAR of 7.70 versus the previous reported 7.59.*
Important Shareholder Information and Where You Can Find It

Kohl’s intends to file a proxy statement and BLUE proxy card with the SEC in connection with the solicitation of proxies for Kohl’s 2022 Annual Meeting of Shareholders (the “Proxy Statement” and such meeting the “2022 Annual Meeting”). Kohl’s, its directors and certain of its executive officers will be participants in the solicitation of proxies from shareholders in respect of the 2022 Annual Meeting. Information regarding the names of Kohl’s directors and executive officers and their respective interests in Kohl’s by security holdings or otherwise is set forth in Kohl’s proxy statement for the 2021 Annual Meeting of Shareholders, filed with the SEC on March 19, 2021 (the “2021 Proxy Statement”) and in Kohl’s Current Report on Form 8-K, filed with the SEC on April 14, 2021 (together with the 2021 Proxy Statement, the “2021 Filings”). To the extent holdings of such participants in Kohl’s securities have changed since the amounts described in the 2021 Filings or were otherwise not included, such changes or amounts have been reflected on Initial Statements of Beneficial Ownership on Form 3 or Statements of Change in Ownership on Form 4 filed with the SEC or will be filed within the time period specified by Section 16 of the Securities Exchange Act of 1934, as amended, and the regulations thereunder. Additional information is available in Kohl’s Quarterly Reports on Form 10-Q for the first three quarters of the fiscal year ended January 29, 2022 filed with the SEC on June 3, 2021, September 2, 2021 and December 2, 2021, respectively. Details concerning the nominees of Kohl’s Board of Directors for election at the 2022 Annual Meeting will be included in the Proxy Statement. BEFORE MAKING ANY VOTING DECISION, INVESTORS AND SHAREHOLDERS OF KOHL’S ARE URGED TO READ ALL RELEVANT DOCUMENTS FILED WITH OR FURNISHED TO THE SEC, INCLUDING KOHL’S DEFINITIVE PROXY STATEMENT, ANY SUPPLEMENTS THERETO AND THE ACCOMPANYING BLUE proxy card because THEY WILL CONTAIN IMPORTANT INFORMATION. Investors and shareholders will be able to obtain a copy of the definitive Proxy Statement and other documents filed by Kohl’s free of charge from the SEC’s website, www.sec.gov. Copies will also be available at no charge on the Kohl’s website at investors.kohls.com.