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Investor Presentation
June 2026

Forward-Looking and Cautionary Statements

This presentation contains, and oral statements made from time to time by our representatives may contain, “forward-looking statements.” All statements other than statements of historical facts contained in this presentation, including statements regarding our strategy, future operations, future financial position, future revenue, projected costs, prospects, plans, objectives of management, expected market growth and any activities, events or developments that we intend, expect or believe may occur in the future are forward-looking statements. Such statements are often identified by words such as “could,” “may,” “might,” “will,” “likely,” “anticipates,” “intends,” “plans,” “seeks,” “believes,” “estimates,” “expects,” “continues,” “on-going,” “remain,” “on track,” “projects,” “goal,” “target” (although not all forward-looking statements contain these identifying words) and similar references to future periods, or by the inclusion of forecasts or projections.

Forward-looking statements are based on our current expectations and assumptions regarding capital market conditions, our business, the economy and other future conditions and are not guarantees of future performance. Because forward-looking statements relate to the future, by their nature, they are inherently subject to a number of risks, uncertainties, potentially inaccurate assumptions and changes in circumstances that are difficult to predict. As a result, our actual results may differ materially from those contemplated by the forward-looking statements. Important factors that could cause actual results to differ materially from those in any forward-looking statements include regional, national or global political, economic, business, competitive, market and regulatory conditions, including risks regarding: (1) our sensitivity to changes in economic conditions and discretionary consumer spending; (2) the material adverse impact of pandemics, other health crises or natural disasters on our operations, business and financial results; (3) our ability to anticipate and respond to changing customer preferences, shifts in fashion and industry trends in a timely manner; (4) our ability to maintain our brand image, engage new and existing customers and gain market share; (5) the impact of operating in a highly competitive industry with increased competition; (6) our ability to successfully optimize our omnichannel operations, including our ability to enhance our marketing efforts and successfully realize the benefits from our investments in new technology, for example our new predictive AI-powered inventory forecasting model and other AI tools, our upgraded point-of-sale system and recently implemented order management system; (7) our ability to use effective marketing strategies and increase existing and new customer traffic; (8) any interruptions in our foreign sourcing operations and the relationships with our suppliers and agents; (9) any increases in the demand for, or the price of, raw materials used to manufacture our merchandise and other fluctuations in sourcing and distribution costs; (10) any material damage or interruptions to our information systems; (11) our ability to protect our trademarks and other intellectual property rights; (12) our indebtedness restricting our operational and financial flexibility; (13) our ability to manage our inventory levels, size assortments and merchandise mix; (14) the fact that we are no longer a controlled company; (15) the impact of any new or increased tariffs; (16) our management succession plan; and (17) other factors that may be described in our filings with the Securities and Exchange Commission (the “SEC”), including the factors set forth under “Risk Factors” in our Annual Report on Form 10-K for the fiscal year ended January 31, 2026. You are encouraged to read our filings with the SEC, available at www.sec.gov, for a discussion of these and other risks and uncertainties. We caution investors, potential investors and others not to place considerable reliance on the forward-looking statements in this presentation and in the oral statements made by our representatives. Any such forward-looking statement speaks only as of the date on which it is made. J.Jill undertakes no obligation to publicly update or revise any forward-looking statement, whether as a result of new information, future developments or otherwise.

Non-GAAP Financial Measures

This presentation includes financial information determined by methods other than in accordance with U.S. generally accepted accounting principles (“GAAP”). Our management uses these non-GAAP measures in its analysis of our performance. These non-GAAP disclosures should not be viewed as a substitute for operating results determined in accordance with GAAP, nor are they necessarily comparable to non-GAAP performance measures that may be presented by other companies. Reconciliations of these non-GAAP measures to the most comparable GAAP measures are included in the Appendix to this presentation.

High-Margin, Cash Generative Business Supported by Balanced Omni-Channel Model

- FY25 Net Sales: \$596.5M
- FY25 Gross Margin Rate: 68.7%
- FY25 Adjusted EBITDA⁽¹⁾/Margin⁽¹⁾: \$84.3M/14.1%
- FY25 Net Sales Channel Split: 52% Retail / 48% Direct
- Store Count⁽²⁾: 256

Industry Leading Customer Loyalty

- >10 Year Avg. Customer Tenure⁽³⁾
- 59% Retention Rate

Strong Leadership Team with Deep Retail Experience

- Current executive team has on average 20+ years of retail experience
- Deep bench of tenured executives and new leaders with fresh perspectives
- Focused on execution and positioning business for next chapter of growth



(1) Non-GAAP financial measures; see Appendix for reconciliation to GAAP financial measures
(2) Reflects store count as of year-end fiscal 2025
(3) Reflects average tenure of existing customer base (>1 year with J. Jill). Source: J.Jill Customer Database year-end fiscal 2025

Our Customer – Attractive Demographics



45+ Years Old

We target one of the largest segments of the female population

Target customer is 45-65, with new customers moving towards the younger end of the range

Significant Discretionary Income

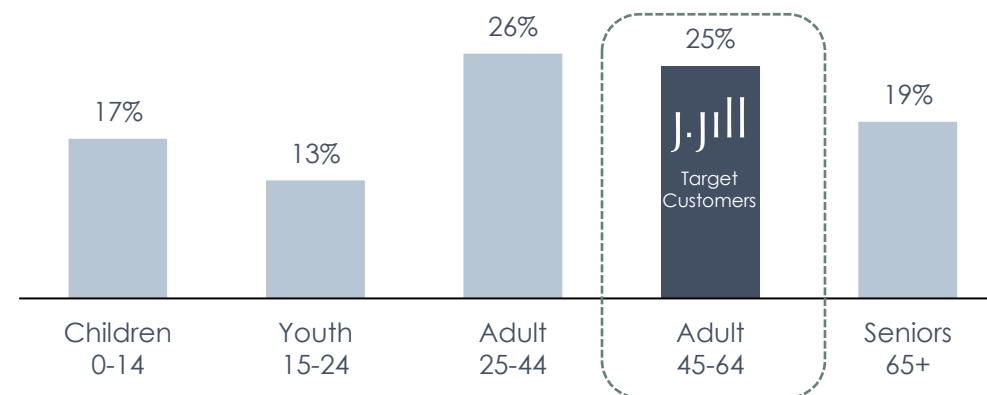
Approximately 45% of customers have an income of \$150K+(¹)

Just 21% have children in their household, allowing for more discretionary spend on herself (¹)

Educated

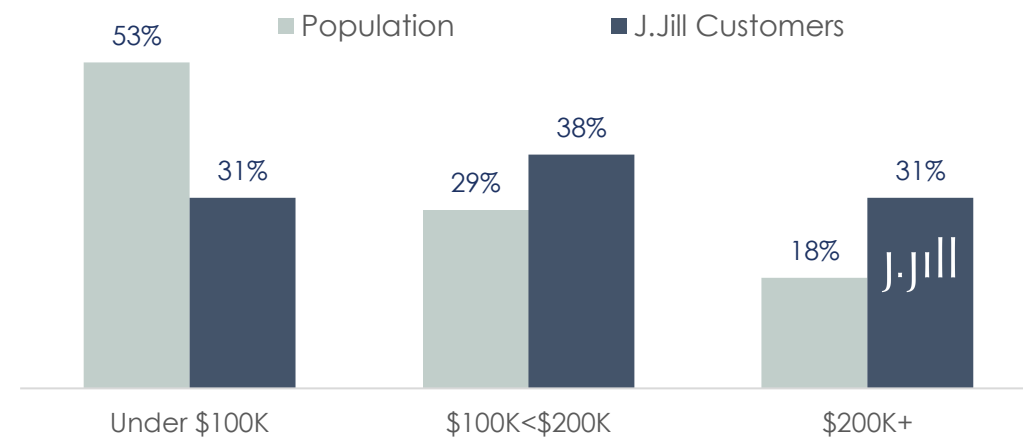
72% are college graduates compared to the total population at 39% (^{1, 2})

U.S. Female Population Breakdown by Age⁽³⁾



(3) U.S. Census Bureau, Population Division. Annual Estimates of the Resident Population for Selected Age Groups by Sex for the United States: July 1, 2024 Vintage (NC-EST2024-AGESEX). April 2025 Release

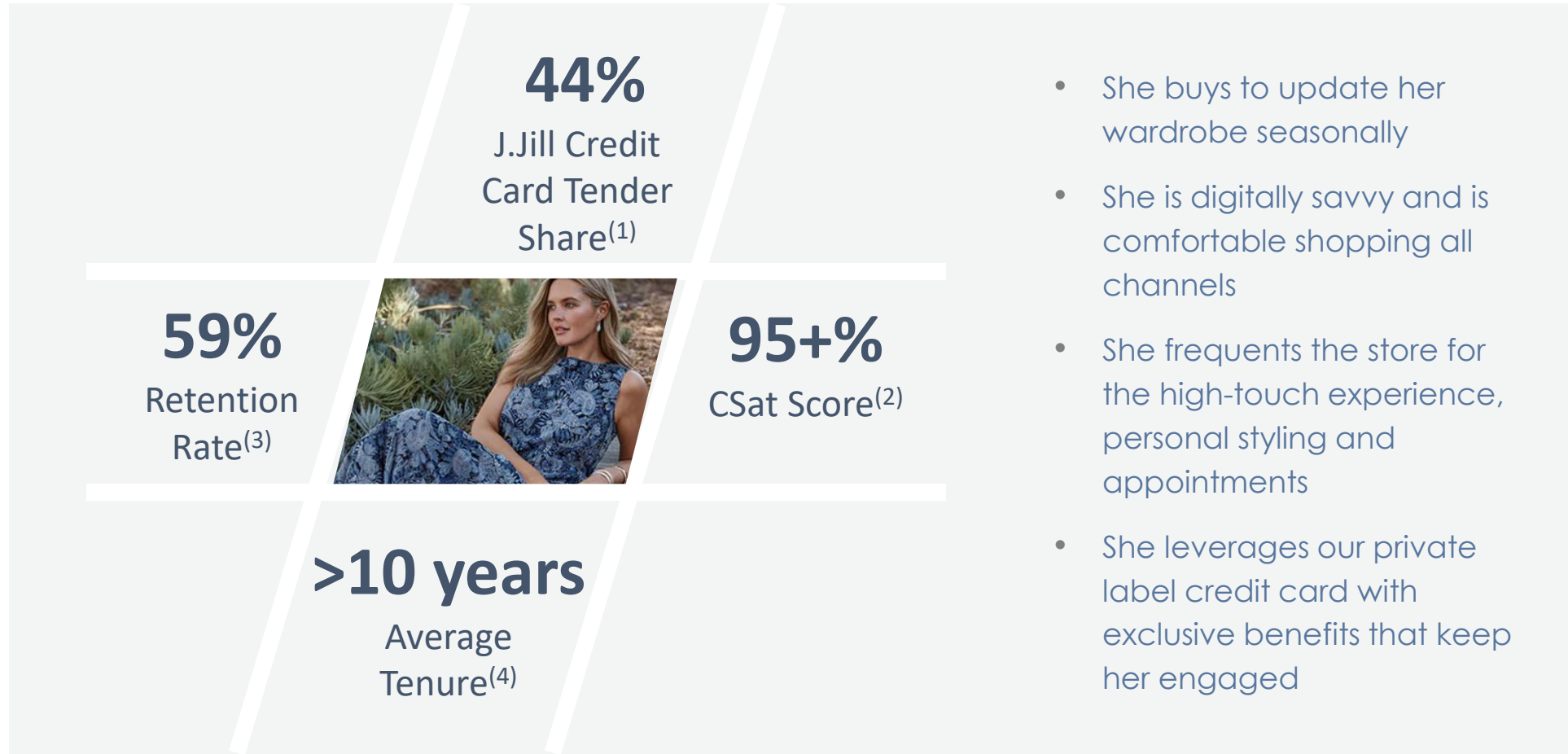
Household Income Distribution: Population vs. J.Jill Customer^(4, 5)



(4) U.S. Census Bureau, Current Population Survey, 2025 Annual Social and Economic Supplement (CPS ASEC)
(5) Epsilon Total Source Plus

(1) J.Jill Customer Database year-end fiscal 2025
(2) U.S. Census Bureau Release of New Educational Attainment Data September 2025

Industry-Leading Customer Loyalty



(1) Source: J.Jill Financials fiscal 2025

(2) The percent of customers who say they are highly satisfied or satisfied with their most recent in-store purchase. Source: J.Jill CSAT Tracker

(3) For two consecutive twelve-month timeframes, Retention Rate is the # of Customers who shopped in both timeframes divided by the # of Customers who shopped in the previous timeframe. Source J.Jill Customer Database y/e fiscal 2025

(4) Reflects average tenure of existing customer base (>1 year with J. Jill). Source: J.Jill Customer Database year-end fiscal 2025

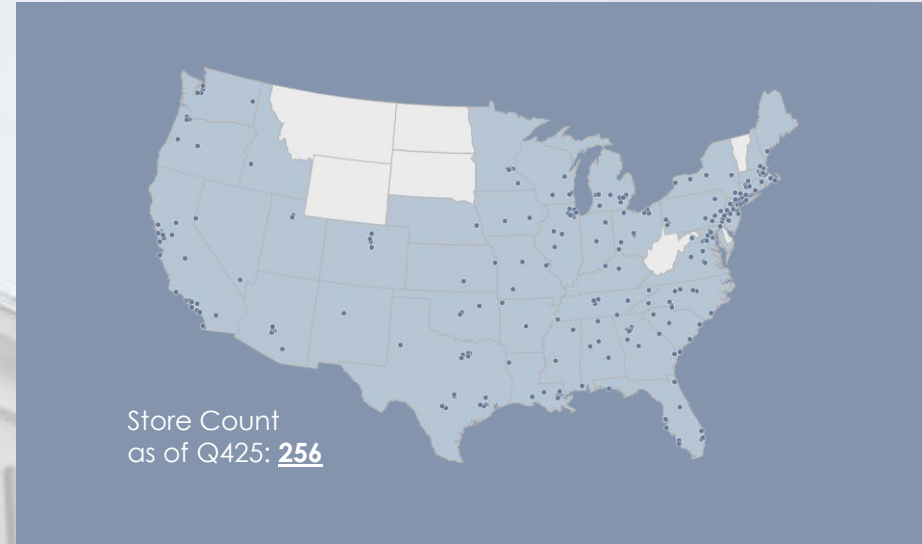
Profitable Retail Store Base with Room for Expansion



The J.Jill retail platform is a highly efficient and profitable model that combines an unmatched shopping experience with attractive economics in only the best locations.

Optimized fleet with consistent, powerful unit economics

- Streamlined store fleet in premium malls (46% of units) and lifestyle centers (54% of units)
- Underpenetrated relative to the competition. Strategically opening new locations in select markets
- 94% of the store fleet was profitable as of fiscal 2025
- Attractive return on initial net investment of \$1M, representing a cash-on-cash return of about 30%

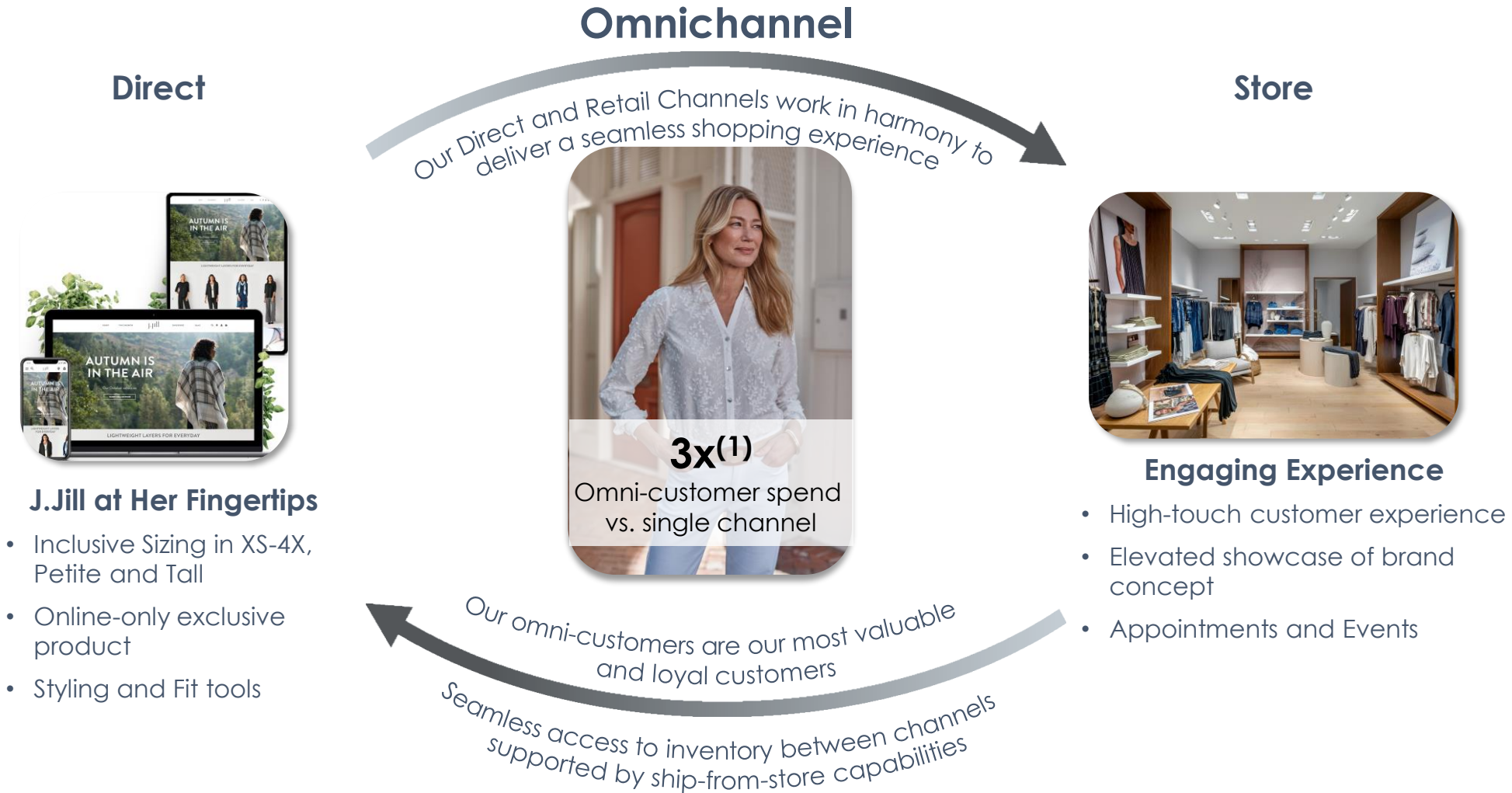


Performance + Efficiency

Approx \$1.2 million Average Unit Volume	Approx \$323 Sales per Gross Sq. Ft.
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~54%
of New Customers Make Their First Purchase Through a Store⁽¹⁾

(1) J.Jill Customer Database year-end fiscal 2025



Next Chapter for Growth

Realize the untapped potential to **expand the customer file** by executing on a strategic framework focused on three key areas:

Evolve Our Product Assortment

Deliver newness that is relevant and versatile to widen our appeal

Unlock opportunities with strategic category expansion and creating a more cohesive offering

Enhance the Customer Journey

Strike the right balance across our marketing mix to maximize impact and reach

Activate our store fleet – one of our greatest marketing vehicles – to better tell our product story to new & existing customers

Advance the Way We Work

Work smarter, faster, and more effectively through the integration of enhanced technology capabilities

Accelerate growth, gain efficiencies and improve the customer experience through a strategic technology roadmap

Capital Deployment Priorities



Invest in Growth Initiatives

- 4 Net New Store Openings in FY25
- 1-5 Net New Store Openings Planned for FY26; Long-term target for an ultimate fleet size of approximately 300 stores

Invest in Systems

- Successfully implemented new OMS system in FY25
- Planned investment for new planning and allocation system in FY26

Optimize Capital Structure

- Refinanced \$75M term loan in FY25 resulting in ~\$2M in annualized cash interest expense savings

Execute Total Shareholder Return Strategies

- Paid ~\$5M in ordinary dividends in FY25; Announced quarterly dividend of \$0.09 per share on June 3, 2026
- Repurchased 637.7 thousand shares for ~\$10.4 million in FY25; \$13.3 million remaining under authorization as of May 2, 2026

Evaluate Accretive M&A Opportunities



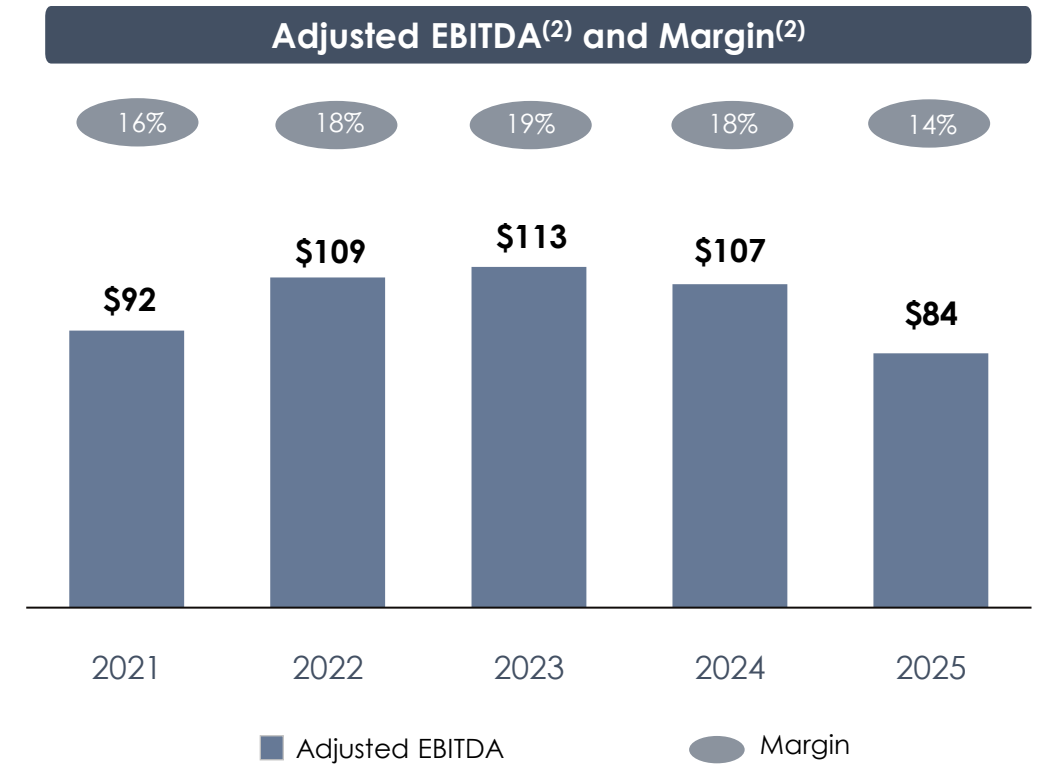
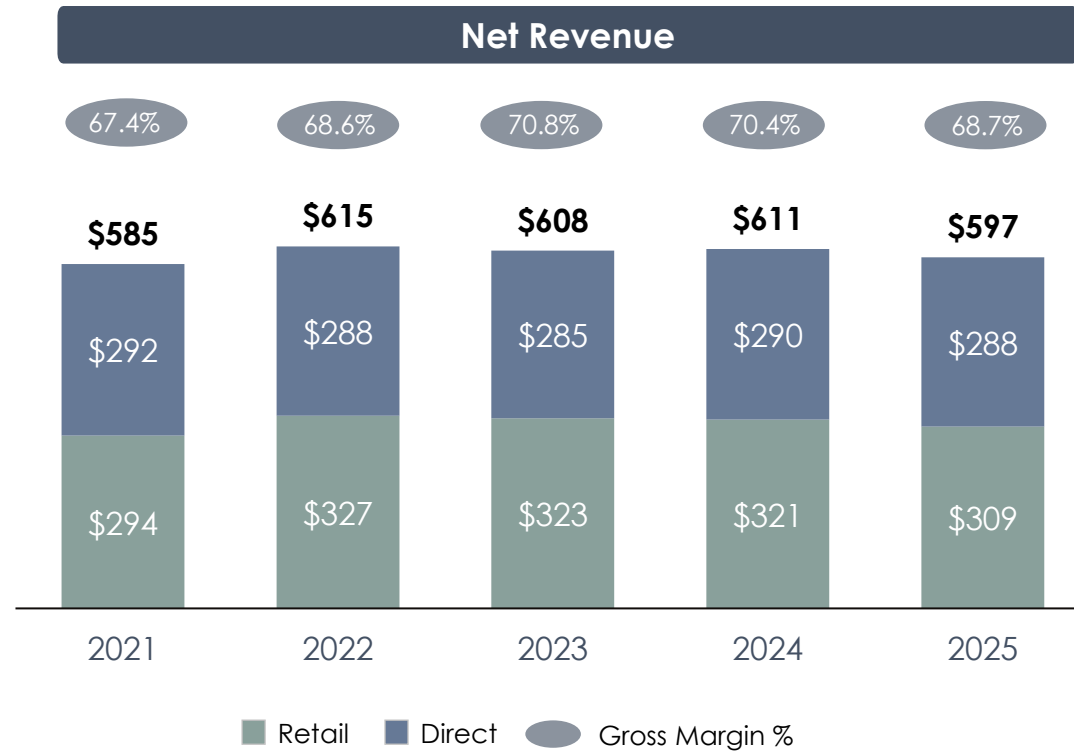
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Financial Overview

Historical Financials ⁽¹⁾



(\$Millions)



Total Company Comparable Sales				
23%	7%	(1%)	1%	(3%)

Total Store Count				
253	243	244	252	256

(1) Fiscal 2023 was a 53-week year and reflects immaterial corrections and revised addbacks. 2021-2022 is unchanged.

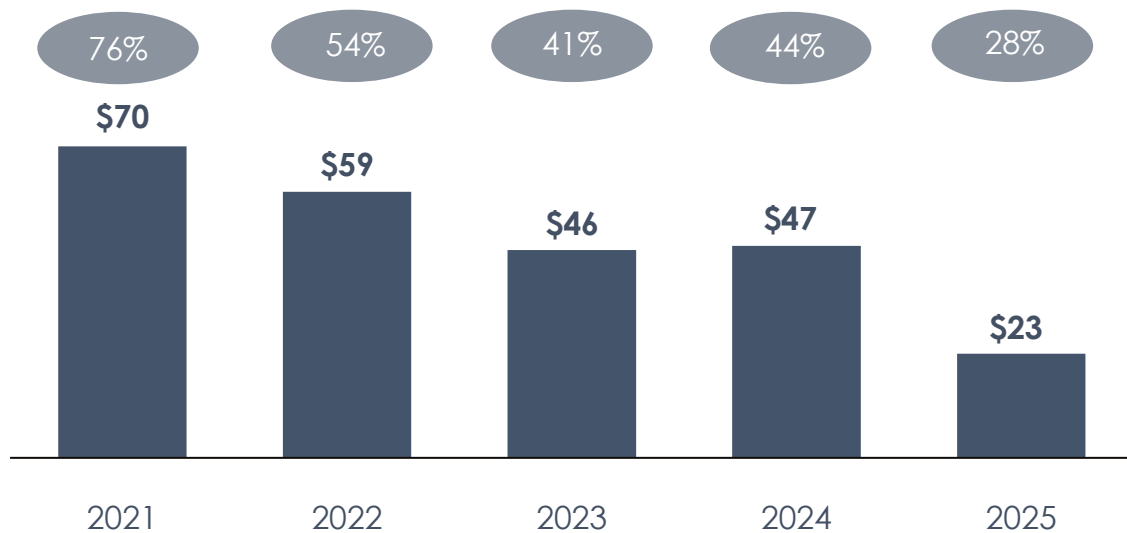
(2) Non-GAAP financial measures; see Appendix for reconciliation to GAAP financial measures

Historical Financials ⁽¹⁾



(\$Millions)

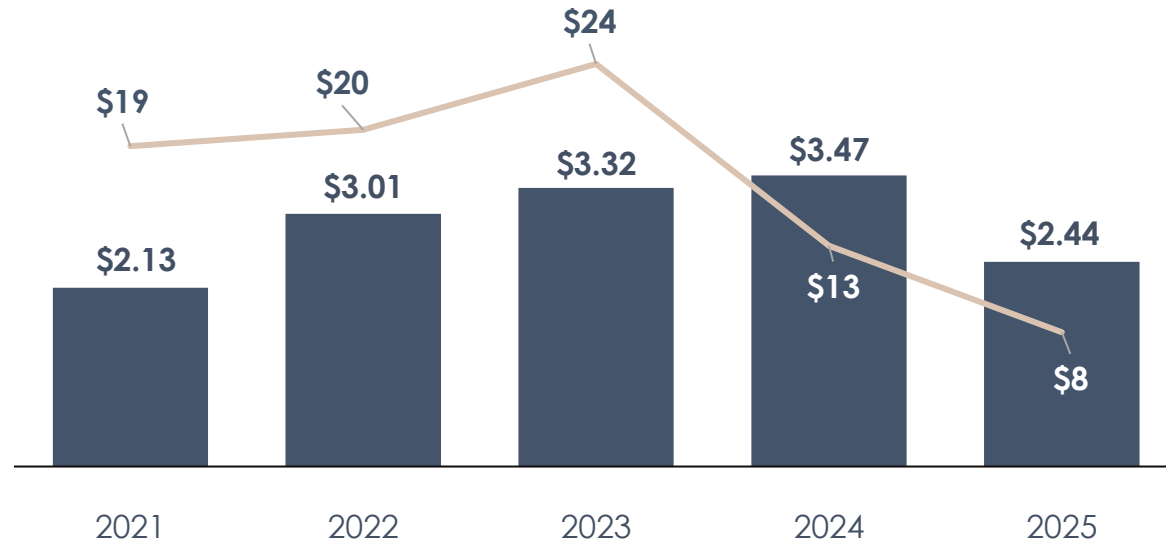
Free Cash Flow^{(2) (3)} and Cash Conversion^{(2) (3)}



■ FCF

● FCF Conversion

Adjusted EPS ^{(2) (4)} and Net Interest



■ Adjusted EPS

— Net Interest

(1) Fiscal 2023, a 53-week year, reflects immaterial corrections and revised addbacks. 2021-2022 is unchanged.

(2) Non-GAAP financial measures; see Appendix for reconciliation to GAAP financial measures

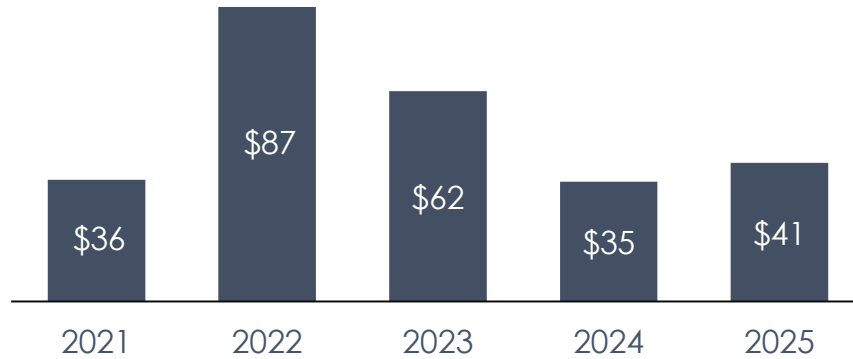
(3) Free Cash Flow is defined as Cash from Operations less Gross Capital Expenditures. Cash Conversion is defined as Free Cash Flow as a percentage of Adjusted EBITDA.

(4) Adjusted EPS reflects equity-based comp and write-off of prop & equip as an adjustment as of fiscal 2023. 2021-2022 is shown as reported. See Appendix for full reconciliation of Adjusted Net Income

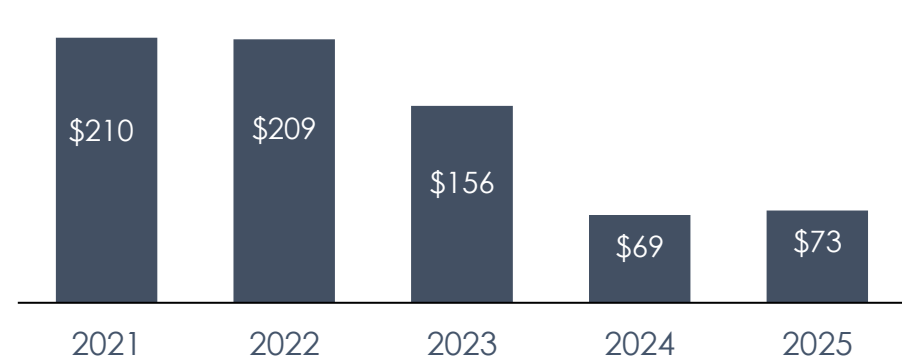
Historical Financials (1)

(\$Millions)

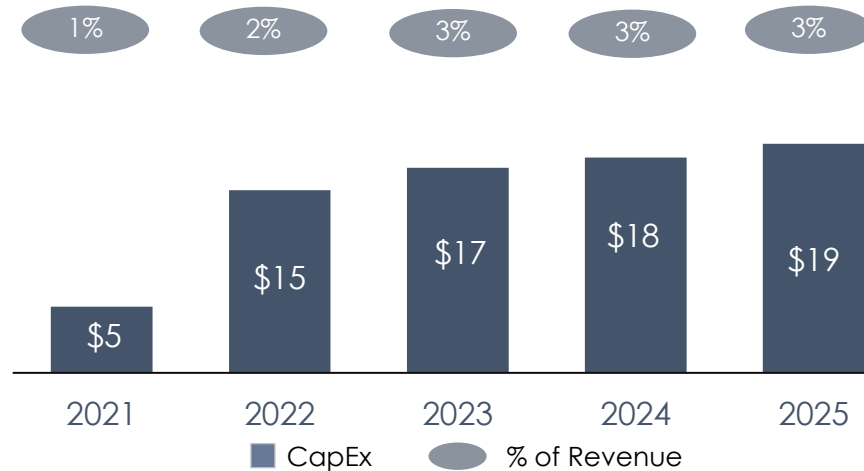
Cash



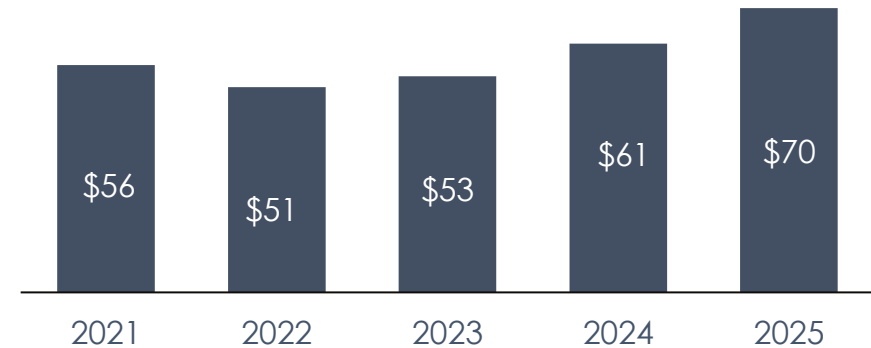
Debt



Capital Expenditures⁽²⁾



Inventory



■ CapEx ● % of Revenue

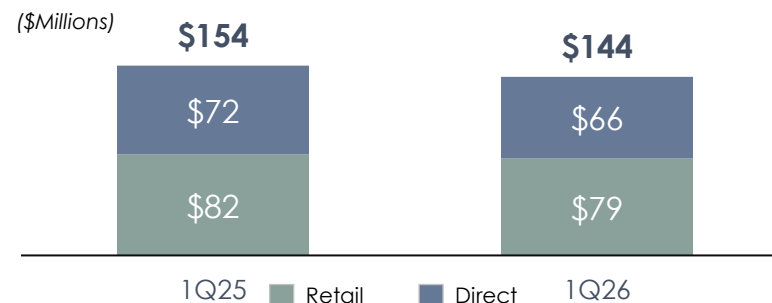
(1) Fiscal 2023 was a 53-week year
 (2) Capital Expenditures presented excluding tenant allowances as reported on the statement of cash flows.

Q1 2026 Financial Results

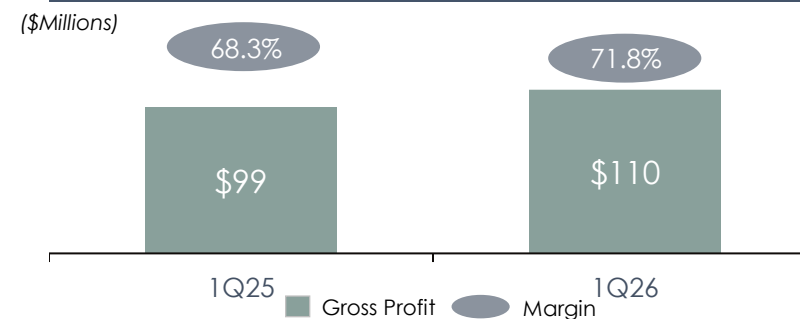
Commentary

- **Net Sales decreased by 6.0% compared to Q1 2025**
- **Total Company comparable sales**, which includes comparable store and direct to consumer sales, **decreased by 8.7% year-over-year**
- **Gross Margin declined 350 bps year-over-year** driven by approximately \$4.7 million of incremental tariff costs, net of vendor mitigation
- **Adjusted EBITDA⁽¹⁾ was \$16.7 million compared to \$27.3 million in Q1 2025**
- **Net cash provided by operating activities was \$1.7 million in Q1 2026, ending the quarter with \$36.3 million of cash**
- **The Company opened one store and closed two stores in Q1 resulting in a quarter-end store count of 255, compared to 249 stores to end Q1 2025.**

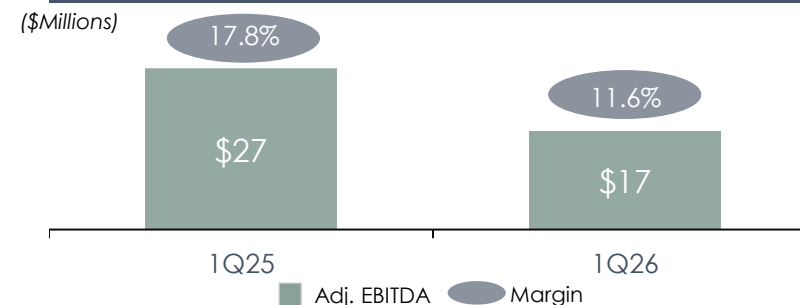
Net Revenue



Gross Profit and Margin



Adjusted EBITDA⁽¹⁾ and Margin⁽¹⁾



(1) Non-GAAP financial measures; see Appendix for reconciliation to GAAP financial measures



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Appendix

Adjusted EBITDA and FCF Reconciliation⁽¹⁾



\$ in millions ²	2021	2022	2023	2024	2025	Q1 '26
Net Sales	\$ 585	\$ 615	\$ 608	\$ 611	\$ 597	\$ 144
Net Income	\$ (28)	\$ 42	\$ 36	\$ 39	\$ 28	\$ 5
Interest Expense	19	20	24	13	8	2
Income Tax Provision	8	16	13	14	11	3
Depreciation & Amort	29	26	23	21	21	5
SaaS Amortization (a)	-	-	1	1	2	1
Equity Based Comp (b)	3	4	4	7	5	1
Write-off of Prop & Equip	1	0	0	0	0	0
Adj for Exited Retail Stores	(2)	(0)	(1)	(1)	(0)	(0)
G/L due to Hurricane (c)	-	-	-	0	(1)	-
Impairments (d)	-	1	0	1	1	0
Fair Market Value Adj (e)	60	-	-	-	-	-
Debt Costs (f)	-	-	13	9	3	-
Non-Recurring (g)	2	0	0	3	5	1
Adjusted EBITDA	\$ 92	\$ 109	\$ 113	\$ 107	\$ 84	\$ 17
Margin %	16%	18%	19%	18%	14%	12%

\$ in millions	2021	2022	2023	2024	2025	Q1 '26
Net Income	\$ (28)	\$ 42	\$ 36	\$ 39	\$ 28	\$ 5
Non-Cash Expense	91	35	43	36	36	8
Change in Working Capital	12	(3)	(16)	(11)	(22)	(11)
Cash from Operations	75	74	63	65	42	2
Less: Capital Expenditures	5	15	17	18	19	3
Free Cash Flow	\$ 70	\$ 59	\$ 46	\$ 47	\$ 23	\$ (1)

Commentary

- SaaS Amortization:** Represents amortization of capitalized implementation costs related to cloud-based software arrangements that are included within Selling, general and administrative expenses.
- Equity Based Compensation:** Represents expenses associated with equity incentive instruments granted to our management and Board of Directors (the "Board"). Incentive instruments are accounted for as equity-classified awards with the related compensation expense recognized based on fair value at the date of the grant.
- Gain/Loss due to Hurricane:** represents loss on write-off of property and equipment and inventory at one store location due to hurricane and insurance recovery received to date.
- Impairments:** adds back impairment of goodwill, intangibles, and long-lived assets expensed through the P&L.
- Fair Market Value Adj:** primarily consists of non-cash fair value adjustments of-warrants issued with the September 2020 refinancing.
- Debt Costs:** represents costs associated with debt refinancing transactions completed in April 2023 and December 2025, and voluntary prepayments in Q2 2024.
- Non-Recurring Items:** Represents items management believes are not indicative of ongoing operating performance, including CEO transition costs, severance expense, non-ordinary course legal and professional fees, non-employee share-based payments, and legal settlements and fees.

(1) Fiscal 2023 was a 53-week year and reflects immaterial corrections and revised addbacks. 2021-2022 is unchanged.

(2) Amounts shown as 0 round to less than \$1 million

Adjusted Net Income and Adjusted EPS Reconciliation⁽¹⁾



\$ in millions ²	2021	2022	2023	2024	2025	Q1 '26
Net Income	\$ (28)	\$ 42	\$ 36	\$ 39	\$ 28	\$ 5
Income Tax Provision	8	16	13	14	11	3
Equity Based Comp (a)	-	-	4	7	5	1
Write-off of Prop & Equip	-	-	0	0	0	0
Adj for Exited Retail Stores	(2)	(0)	(1)	(1)	(0)	(0)
G/L due to Hurricane (b)	-	-	-	0	(1)	-
Impairments (c)	-	1	0	1	1	0
Fair Market Value Adj (d)	60	-	-	-	-	-
Debt Costs (e)	-	-	13	9	3	-
Non-Recurring (f)	2	0	0	3	5	1
Adjusted Tax Provision	(10)	(17)	(17)	(19)	(15)	(3)
Adjusted Net Income	\$ 30	\$ 43	\$ 48	\$ 52	\$ 37	\$ 7
Diluted Shares	14.1	14.3	14.4	15.1	15.3	15.0
Adjusted EPS	\$ 2.13	\$ 3.01	\$ 3.32	\$ 3.47	\$ 2.44	\$ 0.45

Commentary
<p>a. Equity Based Compensation: Represents expenses associated with equity incentive instruments granted to our management and Board of Directors (the "Board"). Incentive instruments are accounted for as equity-classified awards with the related compensation expense recognized based on fair value at the date of the grant.</p> <p>b. Gain/Loss due to Hurricane: represents loss on write-off of property and equipment and inventory at one store location due to hurricane and insurance recovery received to date.</p> <p>c. Impairments: adds back impairment of goodwill, intangibles, and long-lived assets expensed through the P&L.</p> <p>d. Fair Market Value Adj: primarily consists of non-cash fair value adjustments of warrants issued with the September 2020 refinancing.</p> <p>e. Debt Costs: represents costs associated with debt refinancing transactions completed in April 2023 and December 2025, and voluntary prepayments in Q2 2024.</p> <p>f. Non-Recurring Items: Represents items management believes are not indicative of ongoing operating performance, including CEO transition costs, severance expense, non-ordinary course legal and professional fees, non-employee share-based payments, and legal settlements and fees.</p>

(1) Fiscal 2023 was a 53-week year and reflects restatement for Equity Based Comp and Write-off of Prop & Equip as add-backs. 2021-2022 is shown as reported and does not add back those items.

(2) Amounts shown as 0 round to less than \$1 million

Fiscal 2023 Immaterial Corrections and Revised Addbacks ⁽¹⁾

	Fiscal 2023					
(\$ in millions) ⁽²⁾	Q1	Q2	Q3	Q4		Full Year
Net Sales	\$ 149	\$ 156	\$ 150	\$ 149		\$ 605
<i>Adjustment</i>	1	1	1	1		3
Corrected Net Sales	\$ 150	\$ 157	\$ 151	\$ 150		\$ 608
Gross Profit	\$ 108	\$ 111	\$ 108	\$ 101		\$ 427
<i>% of sales</i>	72.0%	71.6%	71.8%	67.3%		70.7%
<i>Adjustment</i>	1	1	1	1		3
Corrected Gross Profit	\$ 108	\$ 112	\$ 109	\$ 101		\$ 431
<i>% of sales</i>	72.1%	71.7%	72.0%	67.5%		70.8%
SG&A Expense	\$ 82	\$ 83	\$ 86	\$ 90		\$ 341
<i>Adjustment</i>	1	1	1	1		3
Corrected SG&A Expense	\$ 83	\$ 84	\$ 86	\$ 91		\$ 345
OTHER NON-GAAP INFORMATION:						
Adjusted EBITDA	\$ 32	\$ 35	\$ 28	\$ 18		\$ 112
<i>% of sales</i>	21.3%	22.2%	18.8%	11.8%		18.6%
<i>Adjustment</i>	0	0	0	0		1
Corrected Adj EBITDA	\$ 32	\$ 35	\$ 29	\$ 18		\$ 113
<i>% of sales</i>	21.2%	22.1%	18.9%	11.8%		18.6%

(1) Fiscal 2023 was a 53-week year

(2) Amounts shown as 0 round to less than \$1 million