

A woman with long brown hair and glasses, wearing a grey blazer over a striped shirt, is smiling broadly while sitting in the back seat of a car. The interior of the car is visible, including the headrests and windows. The lighting is warm, suggesting it might be sunset or sunrise.

# ARITZIA

Q3 2026 Investor Presentation

## Forward-Looking Information

Certain statements made in this document may constitute forward-looking information under applicable securities laws. Statements containing forward-looking information are neither historical facts nor assurances of future performance, but instead, provide insights regarding management's current expectations and plans and allows investors and others to better understand the Company's anticipated business strategy, financial position, results of operations and operating environment. Readers are cautioned that such information may not be appropriate for other purposes. Although the Company believes that the forward-looking statements are based on information, assumptions and beliefs that are current, reasonable, and complete, such information is necessarily subject to a number of business, economic, competitive and other risk factors that could cause actual results to differ materially from management's expectations and plans as set forth in such forward-looking information.

Specific forward-looking information in this document include, but are not limited to, statements relating to:

- our Fiscal 2027 strategic and financial plan, and anticipated results therefrom,
- our fourth quarter Fiscal 2026 financial outlook, including our expected outlook for net revenue and related impacts, gross profit margin, and SG&A as a percentage of net revenue,
- our full Fiscal 2026 financial outlook, including our expected outlook for net revenue, expectations regarding new and repositioned boutiques and timing of openings, Adjusted EBITDA as a percentage of net revenue (including expected pressure from additional tariffs and the elimination of the de minimis exemption), capital cash expenditures (net of proceeds from lease incentives), depreciation and amortization, and foreign exchange rates
- our advancement of our eCommerce 2.0 strategy, including tailored product discovery, creative innovation and intuitive experience,
- our anticipated growth and ability to drive operating leverage and profitability over the long-term,
- our strategic investments to support the long-term growth of our business across our three strategic pillars, including geographic expansion, digital growth and increased brand awareness,
- our geographic expansion including our planned openings in Fiscal 2026, expected new boutique payback period and store economics,
- our expectations with respect to our investments in digital marketing and other tactics to increase brand awareness and the anticipated results therefrom,
- our investments in an enhanced digital experience, omni-capabilities and engaging service to drive eCommerce,
- our Impact strategies and related statements relating to our Fiscal 2027 training and pipeline targets, our Fiscal 2028 Community support goal, our commitment to increasing the use of preferred materials in our products, our development of sustainability targets and our review of our preferred materials targets in Fiscal 2026, and
- the number of subordinate voting shares which may be purchased under the 2025 NCIB.

Particularly, information regarding our expectations of future results, targets, performance achievements, intentions, prospects, opportunities or other characterizations of future events or developments or the markets in which we operate is forward-looking information. Often but not always, forward-looking statements can be identified by the use of forward-looking terminology such as "plans", "targets", "expects", "is expected", "an opportunity exists", "budget", "scheduled", "estimates", "outlook", "forecasts", "projection", "prospects", "strategy", "intends", "anticipates", "believes", or positive or negative variations of such words and phrases or state that certain actions, events or results "may", "could", "would", "might", "will", "will be taken", "occur", "continue", or "be achieved".

Forward-looking statements are based on information currently available to management and on estimates and assumptions, including assumptions about future economic conditions and courses of action. Examples of material estimates and assumptions and beliefs made by management in preparing such forward-looking statements include, but are not limited to:

- anticipated growth across our retail and eCommerce channels,
- anticipated growth in the United States and Canada,
- general economic and geopolitical conditions, including the imposition of any new, or any material changes to applicable duties, tariffs and trade restrictions or similar measures (and any retaliatory measures),
- changes in laws, rules, regulations, and global standards,
- our competitive position in our industry,
- our ability to keep pace with changing consumer preferences,
- no public-health related restrictions impacting client shopping patterns or incremental direct costs related to health and safety measures,
- our future financial outlook,
- our ability to drive ongoing development and innovation of our exclusive brands and product categories,
- our ability to realize our eCommerce 2.0 strategy and optimize our omni-channel capabilities,

#### Forward-Looking Information (continued)

- our expectations for optimized inventory composition,
- Our expectations regarding any new distribution centres,
- our ability to recruit and retain exceptional talent,
- our expectations regarding new boutique openings, repositioning of existing boutiques, and the timing thereof, and growth of our boutique network and annual square footage,
- our ability to mitigate business disruptions, including our sourcing and production activities,
- our expectations for capital expenditures,
- our ability to generate positive cash flow,
- anticipated run rate savings from our smart spending initiative,
- availability of sufficient liquidity,
- warehousing costs and expedited freight costs, and
- currency exchange and interest rates.

In addition to the assumptions noted above, specific assumptions in support of our Fiscal 2026 outlook include:

- macroeconomic uncertainty,
- improved product assortment mix,
- anticipated benefits from product margin improvements, including IMU improvements and lower markdowns,
- estimated impacts of new and proposed tariffs and assumptions regarding the duration, scope and estimated impact of the de minimis exemption removal,
- our approach and expectations with respect to our real estate expansion strategy, including boutique payback period expectations and timing of openings, that our planned boutique openings and repositions will proceed as anticipated and on-time,
- anticipated total square footage growth of our boutiques,
- infrastructure investments including our new distribution centre in Delta, British Columbia, new and repositioned flagship boutiques, expanded support office space, and eCommerce technology to drive eCommerce 2.0,
- subsidizing transitory cost pressures, including pre-opening lease amortization for flagship boutiques and warehouse costs related to inventory management, and
- foreign exchange assumption for the fourth quarter of Fiscal 2026: USD:CAD = 1.40.

Given the current challenging operating environment, there can be no assurances regarding: (a) the macroeconomic impacts on Aritzia's business, operations, labour force, supply chain performance and growth strategies; (b) Aritzia's ability to mitigate such impacts, including ongoing measures to enhance short-term liquidity, contain costs and safeguard the business; (c) general economic conditions and impacts to consumer discretionary spending and shopping habits (including impacts from changes to interest rate environments); (d) credit, market, currency, commodity market, inflation, interest rates, global supply chains, operational, and liquidity risks generally; (e) geopolitical events including the imposition of any new, or any material changes to applicable duties, tariffs and trade restrictions or similar measures (and any retaliatory measures); (f) public health related limitations or restrictions that may be placed on servicing our clients or the duration of any such limitations or restrictions; and (g) other risks inherent to Aritzia's business and/or factors beyond its control which could have a material adverse effect on the Company.

Many factors could cause our actual results, performance, achievements or future events or developments to differ materially from those expressed or implied by the forward-looking statements, including, without limitation, the factors discussed in the "Risk Factors" section of our Q3 2026 MD&A dated January 8, 2026, Fiscal 2025 MD&A dated May 1, 2025, and annual information form for Fiscal 2025 ("Fiscal 2025 AIF") which are incorporated by reference into this document. A copy of the Q3 2026 MD&A, Fiscal 2025 MD&A and the Fiscal 2025 AIF and the Company's other publicly filed documents can be accessed under the Company's profile on the System for Electronic Data Analysis and Retrieval+ ("SEDAR+") at [www.sedarplus.com](http://www.sedarplus.com).

The Company cautions that the foregoing list of risk factors and uncertainties is not exhaustive and other factors could also adversely affect its results. We operate in a highly competitive and rapidly changing environment in which new risks often emerge. It is not possible for management to predict all risks, nor assess the impact of all risk factors on our business or the extent to which any factor, or combination of factors, may cause actual results to differ materially from those contained in any forward-looking statements. Readers are urged to consider the risks, uncertainties and assumptions carefully in evaluating the forward-looking information and are cautioned not to place undue reliance on such information. The forward-looking information contained in this document represents our expectations as of the date of this document (or as of the date they are otherwise stated to be made) and are subject to change after such date. We disclaim any intention, obligation or undertaking to update or revise any forward-looking information, whether written or oral, as a result of new information, future events or otherwise, except as required under applicable securities laws.

## Non-IFRS Financial Measures and Retail Industry Metrics

This presentation makes reference to certain non-IFRS Accounting Standards measures ("non-IFRS financial measures") and certain retail industry metrics. These measures are not recognized measures under IFRS Accounting Standards, do not have a standardized meaning prescribed by IFRS Accounting Standards and are therefore unlikely to be comparable to similar measures presented by other companies. Rather, these measures are provided as additional information to complement those IFRS Accounting Standards measures by providing further understanding of our results of operations from management's perspective. Accordingly, these measures should not be considered in isolation or as a substitute for analysis of our financial information reported under IFRS. We use non-IFRS financial measures including "EBITDA," "Adjusted EBITDA," and "Adjusted Net Income"; non-IFRS Accounting Standards ratios ("non-IFRS ratios") including "Adjusted Net Income per Diluted Share," "Adjusted EBITDA as a percentage of net revenue," and "Adjusted Net Income as a percentage of net revenue"; and capital management measures including "capital cash expenditures (net of proceeds from lease incentives)," and "free cash flow." This presentation also makes reference to "gross profit margin" and "comparable sales," which are commonly used operating metrics in the retail industry but may be calculated differently by other retailers. Gross profit margin and comparable sales are considered supplementary financial measures under applicable securities laws. These non-IFRS financial measures and retail industry metrics are used to provide investors with supplemental measures of our operating performance and thus highlight trends in our core business that may not otherwise be apparent when relying solely on IFRS measures. We believe that securities analysts, investors and other interested parties frequently use non-IFRS financial measures and retail industry metrics in the evaluation of issuers. Our management also uses non-IFRS financial measures and retail industry metrics in order to facilitate operating performance comparisons from period to period, to prepare annual operating budgets and forecasts and to determine components of management compensation.

For additional information regarding measures, please see the "How We Assess the Performance of Our Business" and "Selected Financial Information" sections of our Q3 2026 MD&A (for the 13-week and 39-week periods ended November 30, 2025), available on SEDAR+ at [www.sedarplus.com](http://www.sedarplus.com), which is incorporated herein by reference.

A quantitative reconciliation of Adjusted EBITDA and Adjusted Net Income to Net Income for Q3, 2026, Q2 2026, Q1 2026 and Fiscal 2025 to Fiscal 2016, respectively, can be found on page 7 of our Q3 2026 MD&A dated January 8, 2026, page 7 of our Q2 2026 MD&A dated October 9, 2025, page 6 of our Q1 2026 MD&A dated July 10, 2025, page 8 of our Fiscal 2025 MD&A dated May 1, 2025, page 8 of our annual MD&A for Fiscal 2024 dated May 2, 2024, page 8 of our annual MD&A for Fiscal 2023 dated May 2, 2023, page 8 of our annual MD&A for Fiscal 2022 dated May 5, 2022, page 7 of our annual MD&A for Fiscal 2021 dated May 11, 2021, page 15 of our annual MD&A for Fiscal 2020 dated May 28, 2020, page 12 of our annual MD&A for Fiscal 2019 dated May 9, 2019, page 13 of our annual MD&A for Fiscal 2018 dated May 10, 2018 and page 11 of our annual MD&A for Fiscal 2017 dated May 10, 2017, in each case filed on SEDAR+ at [www.sedarplus.com](http://www.sedarplus.com), which reconciliations are incorporated herein by reference.

## Certain Other Matters

All dollar amounts included in this presentation refer to Canadian dollars unless otherwise indicated. Note that calculated figures may not add up precisely due to rounding. Unless otherwise expressly stated herein, all information provided in this presentation is presented as of January 8, 2026. Any graphs, tables or other information demonstrating our historical performance, or any other entity contained in this presentation, are intended only to illustrate past performance of such entities and are not necessarily indicative of our future performance or such entities.



Aritzia is a design house with an innovative global platform offering Everyday Luxury™ online and in its boutiques.

We believe in high-quality, beautifully designed product.  
We believe in aspirational environments and experiences.  
We believe in personalized and engaging client service.  
And we believe that all of this should be attainable.

We call this Everyday Luxury™.



We are strategically positioned in the global fashion landscape.

# Overview

Founded in 1984, Aritzia is a design house with an innovative global platform offering Everyday Luxury™ online and in its boutiques through:

- Beautiful product
- Aspirational environments
- Engaging service
- Captivating communications

We are a multi-channel retailer focused on growing our brand awareness in the United States by increasing our geographical footprint and accelerating our eCommerce growth.

We have a high-performance culture led by a talented and experienced management team.

Our proven record of profitable, organic growth and free cash flow<sup>1</sup> generation underpins our strong financial foundation.

We are focused on investing in infrastructure to support the long-term growth of our business across our three strategic pillars:

- Geographic expansion
- Digital growth
- Increased brand awareness

<sup>1</sup>Free Cash Flow is a capital management measure, see "Non-IFRS Financial Measures and Retail Industry Metrics" on page 4 of this presentation for additional information.

See "Forward-Looking Information" starting on page 2 of this presentation.





# Beautiful Product

We conceive, create, develop and retail fashion brands, each with its own vision, distinct aesthetic point of view and a depth of design and quality that provides compelling value. As a group, they are united by an effortless appeal and an of-the-moment point of view. All of our products feature high-quality fabrics, considered detailing, sophisticated construction and superior fit.

We expanded into menswear in 2021 with the acquisition of Reigning Champ, a leading designer and manufacturer of premium athletic wear and sportswear.

## ARITZIA

wilfred

BABATON

TNA®

wilfred free

THE GROUP  
BY BABATON

GOLDEN  
BY TNA

THE SUPER PUFF

BY ARITZIA

DENIM FORUM

Sunday Best

Little Moon

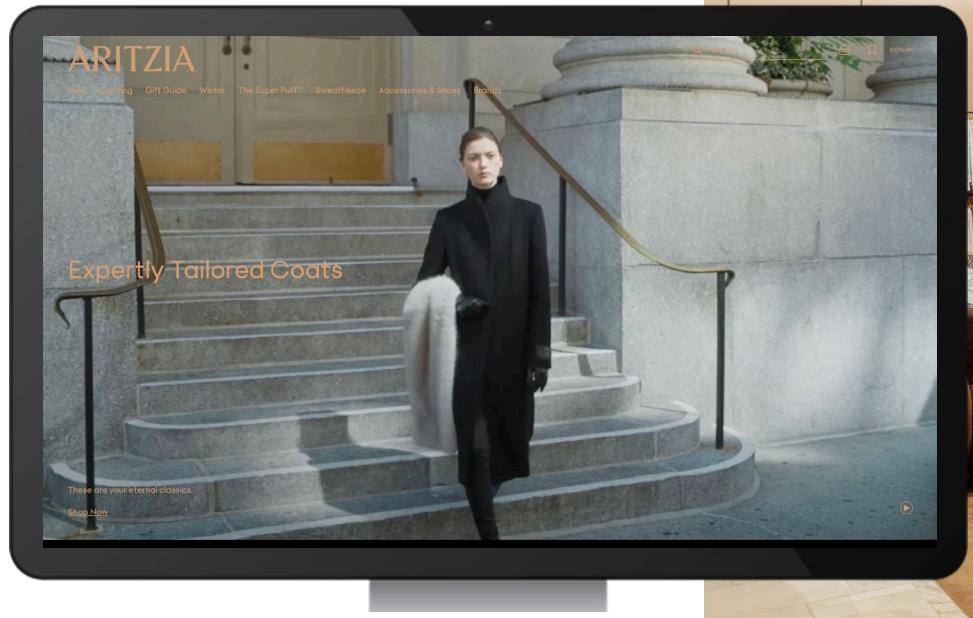
SWEATFLEECE

REIGNING  
CHAMP

ARITZIA

# Aspirational Environments

Each Aritzia destination – physical or digital – is carefully considered. We pride ourselves on creating immersive, human and highly personal shopping experiences.





# Captivating Communications & Engaging Service

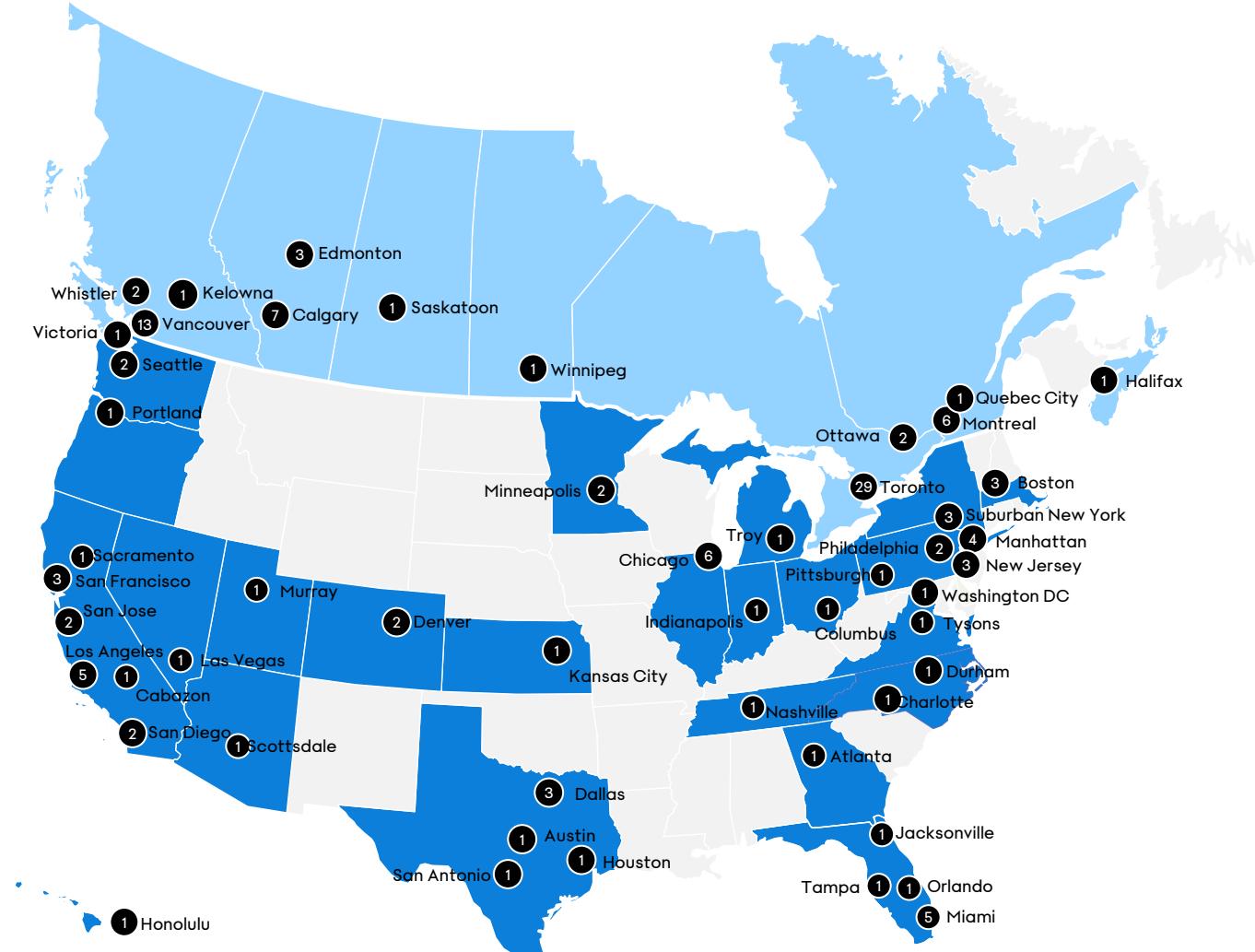
Captivating communications seamlessly span across our eCommerce, retail and social media platforms as our outstanding boutique and concierge teams deliver world-class experiences to delight our clients, resulting in loyal, enduring relationships.

# Multi-Channel Retailer with an Expanding Geographic Footprint

Capitalizing on the availability of premier real estate, we are growing our boutique network across North America with a focus on the United States.



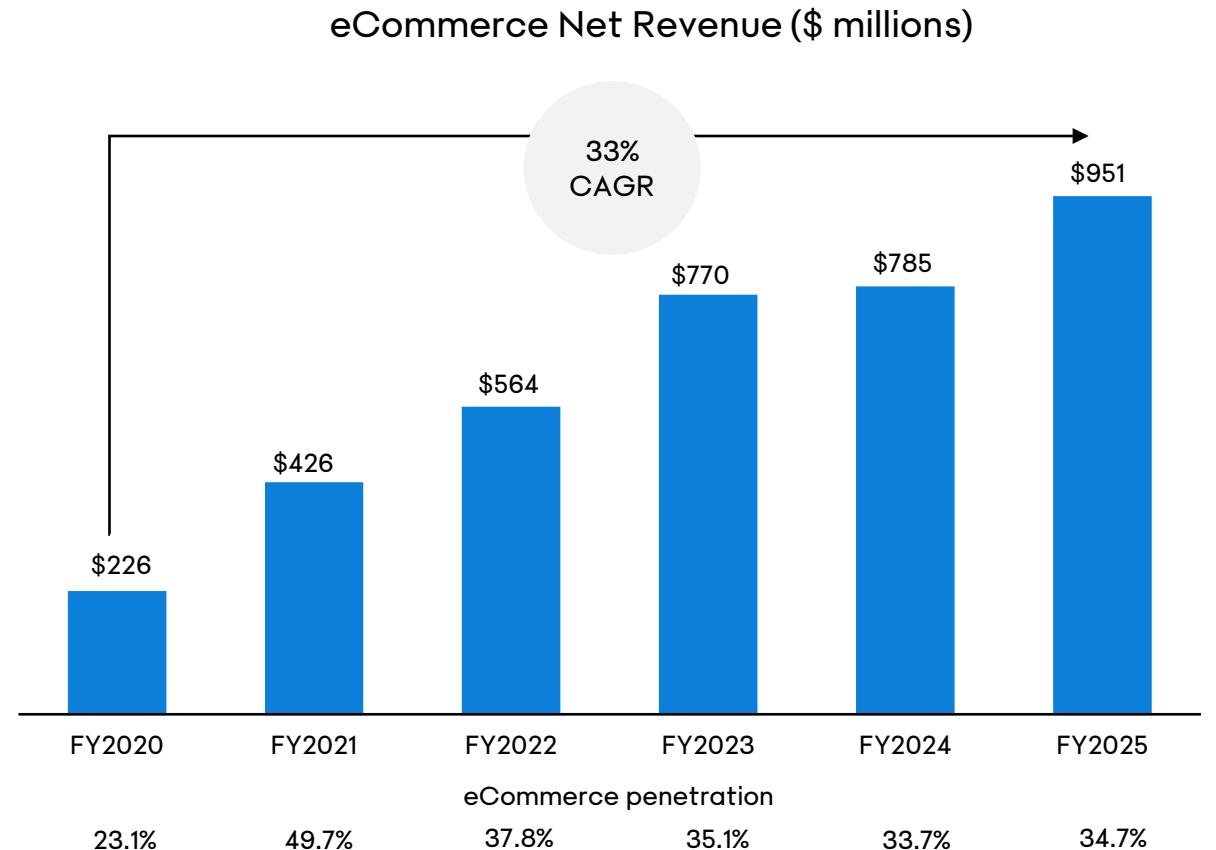
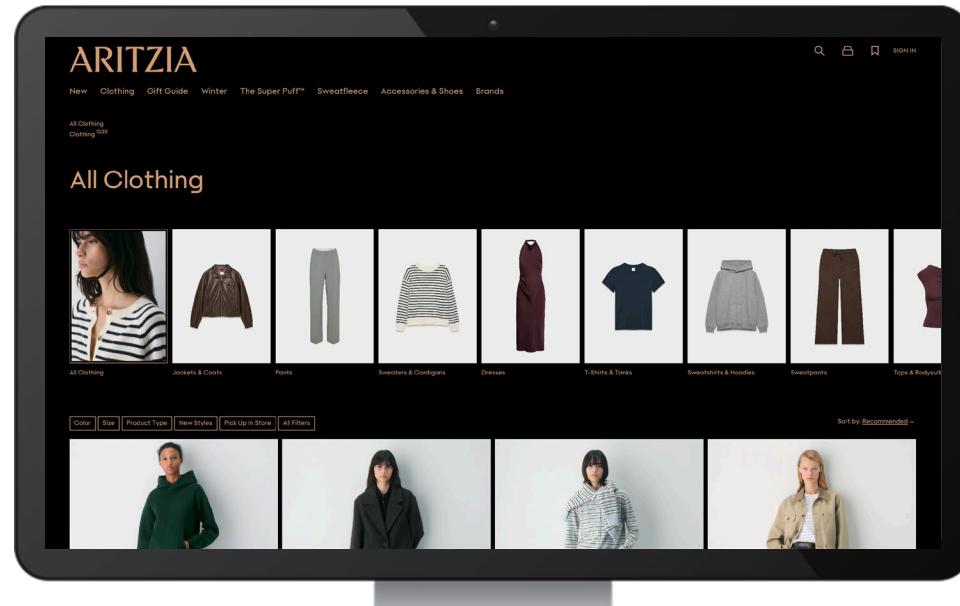
We deliver Everyday Luxury™ to clients in 180+ countries through [aritzia.com](http://aritzia.com).



<sup>1</sup> Boutique count at the end of Q3 2026, excluding three Reigning Champ boutiques.

# Multi-Channel Retailer with Track Record of Strong eCommerce Growth

We take an omni-channel approach to our business, seamlessly mirroring our Everyday Luxury™ boutique experience online at Aritzia.com and on the Aritzia App.



# Flatiron, NYC

Opened November 21, 2025

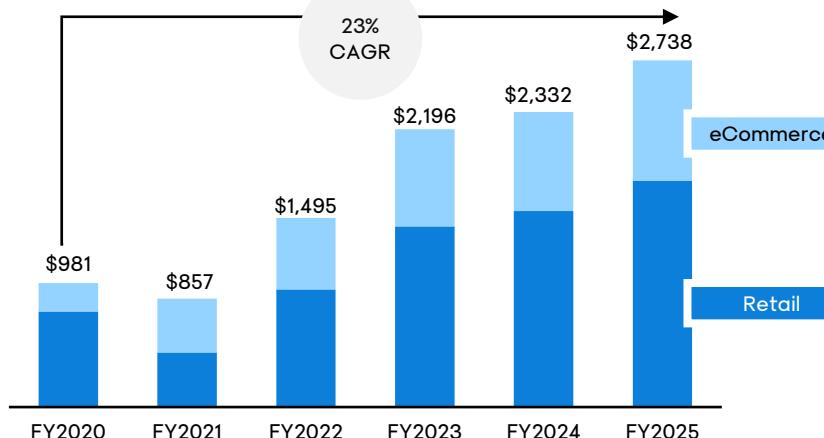


# Proven Results<sup>1</sup>

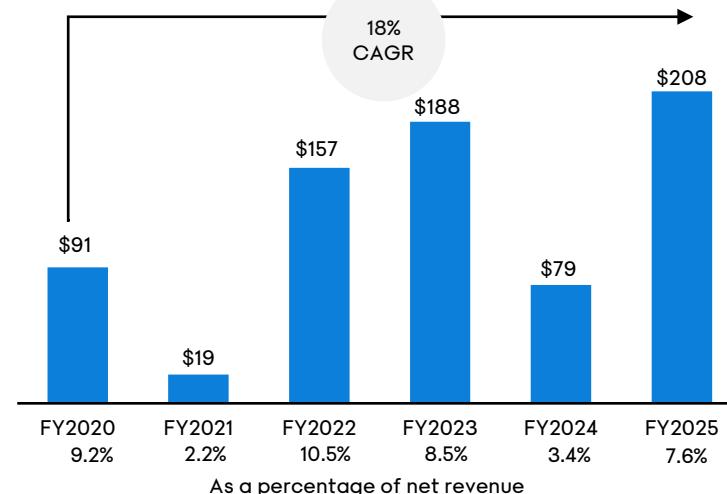
## Comparable Sales<sup>1,2</sup> Growth (Decline)

	Q1	Q2	Q3	Q4	Annual
FY2016	25.8%	20.8%	15.4%	9.2%	16.7%
FY2017	12.8%	16.4%	15.1%	12.3%	14.1%
FY2018	9.3%	5.4%	6.3%	6.0%	6.6%
FY2019	10.9%	11.5%	12.9%	5.5%	9.8%
FY2020	7.9%	8.4%	5.1%	8.9%	7.6%
FY2021	n/a	n/a	n/a	n/a	n/a
FY2022	n/a	n/a	n/a	n/a	n/a
FY2023	29.4%	28.3%	22.8%	32.2%	28.2%
FY2024	4.1%	(4.3)%	0.5%	(3.0)%	(1.0)%
FY2025	2.0%	6.5%	6.6%	26.0%	11.0%
FY2026	19.3%	21.6%	34.3%		

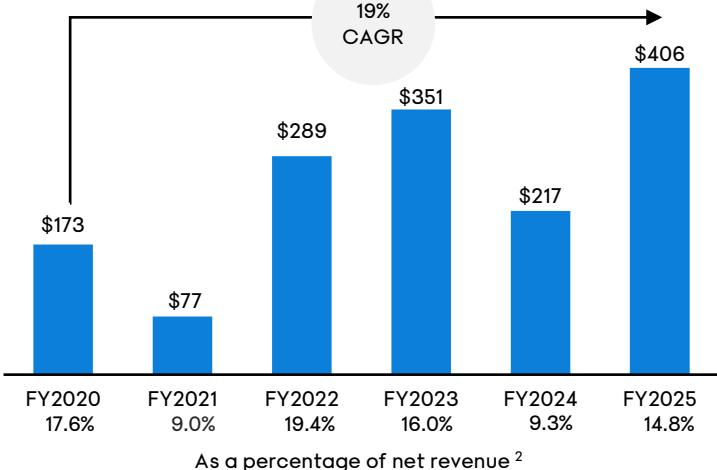
Net Revenue (\$ millions)



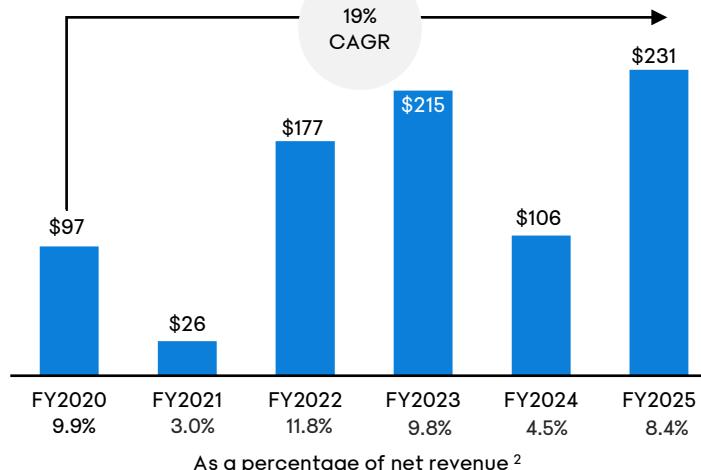
Net Income (\$ millions)



Adjusted EBITDA<sup>2</sup> (\$ millions)



Adjusted Net Income<sup>2</sup> (\$ millions)



<sup>1</sup> Results in FY2021 and FY2022 reflect temporary boutique closures and severe occupancy restrictions due to the COVID-19 pandemic. As temporary boutique closures in FY2021 and FY2022 resulted in all boutiques being removed from our comparable store base, we believe total comparable sales was not representative of the underlying trends of our business. We do not believe this metric is useful to investors in understanding performance and therefore have not reported this metric for FY2021 or FY2022.

<sup>2</sup> Adjusted EBITDA and Adjusted Net Income are non-IFRS financial measures. Adjusted EBITDA as a percentage of net revenue and Adjusted Net Income as a percentage of net revenue are non-IFRS ratios and comparable sales is a retail operating metric. See "Non-IFRS Financial Measures and Retail Industry Metrics" for additional information on page 4 of this presentation.

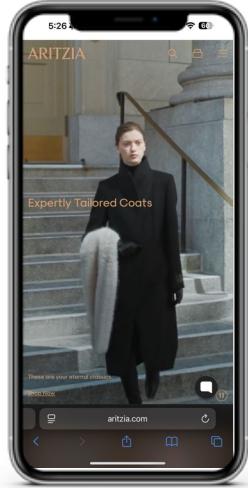
# Future Growth

Our strategic growth drivers have propelled our business in the past, and we expect to build upon them to fuel our growth in the future.



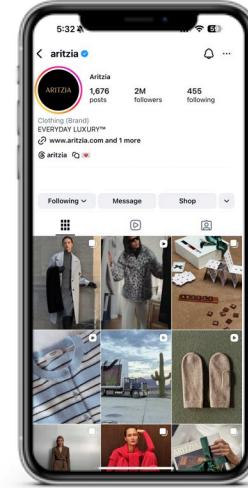
1

Geographic  
Expansion



2

Digital Growth\*



3

Increased  
Brand Awareness

We continue to make strategic investments across our people, technology, supply chain and marketing to help capitalize on the exciting growth opportunities ahead.

\* In FY2025 our eCommerce, Omni Channel, Performance Marketing, and Concierge business units evolved into one broader and cohesive Digital business.

See "Forward-Looking Information" starting on page 2 of this presentation.

# Geographic Expansion

As a key component of our growth strategy, our boutiques:

- Drive sales and meaningful profits
- Build brand awareness
- Propel significant client acquisition
- Fuel our Digital business

Expected  
New Boutique  
Payback  
12-18  
Months

We take a measured approach to boutique expansion. Our planned openings in Fiscal 2026<sup>1</sup> are as follows:

- 13 new boutiques, all except one located in the US
- 4 boutique repositions across Canada and the US

With 71<sup>2</sup> boutiques in the US, we believe we have significant runway to grow:

- We have identified the opportunity for 150+ locations in the US that meet our exacting criteria
- We plan to open a minimum of 10 new US boutiques annually through FY2027 and reposition 3-5 boutiques annually, growing our total boutique count to approximately 150+ and increasing our total retail square footage by up to 60% by FY2027<sup>1</sup>

<sup>1</sup> Subject to delays and market conditions resulting in timing of openings shifting and outlook changing.

<sup>2</sup> Boutique count at the end of Q3 2026.

See "Forward-Looking Information" starting on page 2 of this presentation.



# Compelling Store Economics<sup>1</sup>

New Stores		In local currency
	Sales per Sq. Ft.	\$1,000
Estimated Revenue Contribution	Total Sq. Ft.	10,000
	Revenue	\$10 million
Estimated Net Investment		\$4 million
Expected Payback Period		12–18 Months

<sup>1</sup> Store economics for new stores are based on historical averages of recently opened stores and expected future performance.

See "Forward-Looking Information" starting on page 2 of this presentation.

# Digital Drivers

We are further investing in our multi-channel relationships to service and delight our clients — whenever, wherever.

## Enhanced Digital Experience

Reduce friction and drive conversion.

- Digital Selling Tools
- Fit Analytics
- Site Optimization
- Convenient Payment Solutions
- Personalization
- Enhanced International eCommerce Site
- Mobile App

## Omni-Channel Capabilities

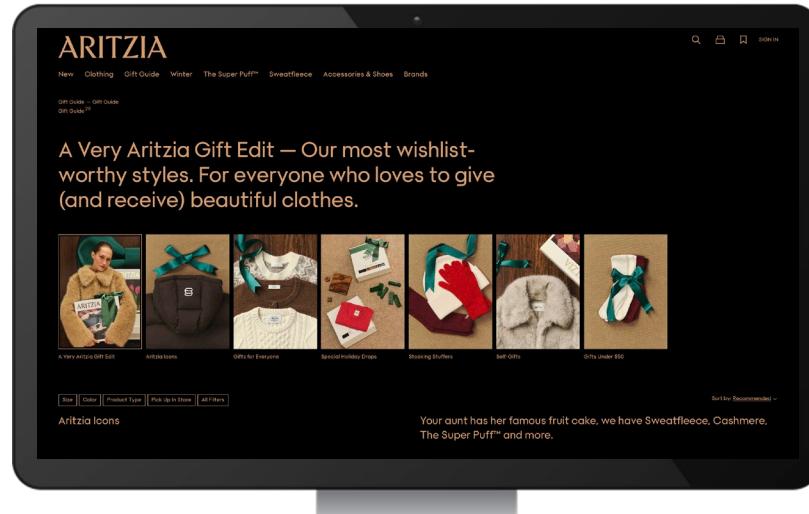
Seamlessly integrate our boutiques online.

- View Online, Shop in Store
- Buy Online, Ship from Store
- Buy Online, Pickup in Store

## Engaging Service

Delight our clients.

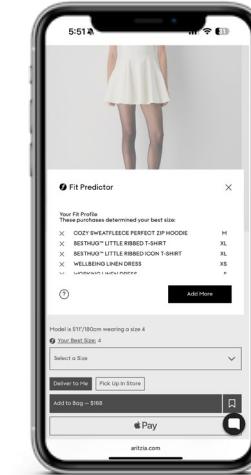
- Exceptional Concierge Services



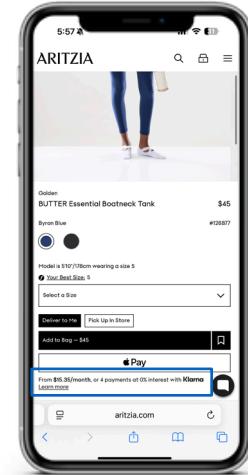
Brand-Propelling and Relevant Features



Improved Shoppability  
across Product Categories



Fit Analytics



Buy Now, Pay Later

See "Forward-Looking Information" starting on page 2 of this presentation.

# eCommerce 2.0

We aspire to connect our clients to Everyday Luxury™ online, offering beautiful product, tailored experiences and endless inspiration to be a leading eCommerce business.

## Tailored Product Discovery

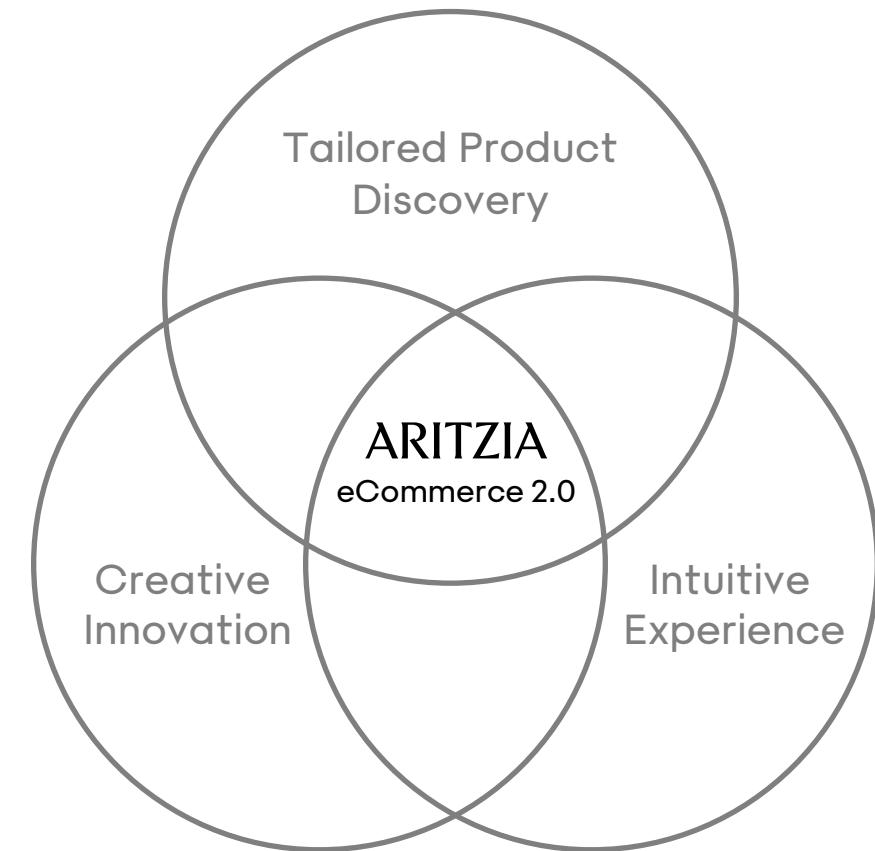
We plan to enable clients to discover all we have to offer while personalizing suggestions for their individual taste, style and preferences.

## Creative Innovation

With an emphasis on form, creative innovation keeps our eCommerce experience at the forefront of cool. This extends to service, operations and technology.

## Intuitive Experience

Seamless, integrated and highly shoppable, our eCommerce platform aims to provide our clients with further ease of use at all touchpoints.



See "Forward-Looking Information" starting on page 2 of this presentation.

# Increased Brand Awareness

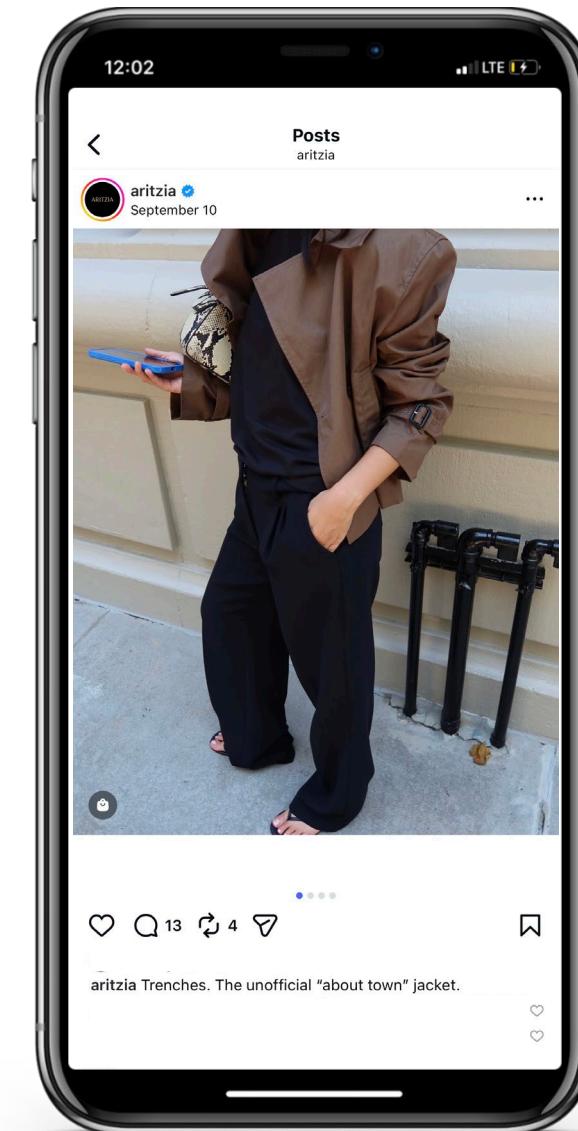
We are helping drive brand awareness by expanding our boutique network, social media presence, influencer strategy, VIP program and digital marketing strategies.

We expect that our strategic investment in digital marketing will help amplify our product franchises, grow brand awareness in the US and drive customer engagement.

We plan to tailor our clients' experiences and focus on their needs and wants across every interaction:

- Loyalty
- Customer segmentation
- Personalization

We plan to propel Aritzia and continue to build on our much-loved Everyday Luxury™ brand – for new and loyal clients.



See "Forward-Looking Information" starting on page 2 of this presentation.

# Financial Highlights

Unaudited, in millions of Canadian dollars, unless otherwise noted	Q3 2026	Q3 2025	Δ LY
<b>Net Revenue</b>	\$1,040.3	\$728.7	+42.8%
<b>Gross Profit</b> <b>Gross Profit Margin<sup>1</sup></b>	\$478.9 46.0%	\$333.5 45.8%	+43.6% +30 bps
<b>SG&amp;A Expenses</b> <b>As a Percentage of Net Revenue</b>	\$290.4 27.9%	\$215.6 29.6%	+34.7% (170) bps
<b>Net Income</b> <b>Net Income per Diluted Share</b>	\$138.9 \$1.16	\$74.1 \$0.63	+87.5% +84.1%
<b>Adjusted EBITDA<sup>1</sup></b> <b>As a Percentage of Net Revenue<sup>1</sup></b>	\$207.6 20.0%	\$136.4 18.7%	+52.2% +120bps
<b>Adjusted Net Income<sup>1</sup></b> <b>Adjusted Net Income per Diluted Share<sup>1</sup></b>	\$131.2 \$1.10	\$83.0 \$0.71	+58.1% +54.9%
<b>Free Cash Flow<sup>1</sup></b>	\$286.3	\$104.0	+175.3%
<b>Inventory (as at end of period)</b>	\$508.2	\$462.0	+10.0%

<sup>1</sup> Adjusted EBITDA and Adjusted Net Income are non-IFRS financial measures, Adjusted EBITDA as a percentage of net revenue and Adjusted Net Income per Diluted Share are non-IFRS ratios, Free Cash Flow is a capital management measure, and Gross Profit Margin is a retail operating metric. See "Non-IFRS Financial Measures and Retail Industry Metrics" on page 4 of this presentation for additional information.

# Financial Strength

Strong momentum and performance have enabled us to capitalize on meaningful opportunities to drive our growth and optimize our balance sheet.

As of Q3 Fiscal 2026 ended November 30, 2025

**\$314.0M**

Available under the revolving credit facility (\$300M) and revolving line of credits (US\$10M). No amounts were drawn as at November 30, 2025.

**\$620.5M**

Cash and cash equivalents.

**Up to 4.2M Shares available for repurchase**

NCIB in place to enable us to repurchase and cancel shares from May 7, 2025 to May 6, 2026.

Between May 7, 2025 and November 30, 2025, 473,700 subordinate voting shares were repurchased for cancellation for total cash consideration of \$41.3 million (including commissions).



See "Forward-Looking Information" starting on page 2 of this presentation.





# Fiscal 2026 Outlook

As of January 8, 2026

## Q4 2026 vs Q4 2025

Net revenue	\$1.100 billion to \$1.125 billion + approximately 23% to 26%
Gross profit margin <sup>1</sup>	Approximately flat to up 50 bps
SG&A as a percentage of net revenue	Approximately flat to down 50 bps
Foreign exchange rate assumption	USD:CAD 1.40

## Fiscal 2026 vs Fiscal 2025

Net revenue	Approximately \$3.615 billion to \$3.640 billion + approximately 33%
Adjusted EBITDA as a percentage of net revenue <sup>1,2</sup>	To be approximately 16.5% to 17.0%
Capital cash expenditures net of proceeds from lease incentives <sup>1</sup>	Approximately \$200 million
Boutique openings	13 new boutiques 4 boutique repositions
Depreciation and amortization	Approximately \$110 million

<sup>1</sup> Gross profit margin is a retail operating metric. Capital cash expenditures (net of proceeds from lease incentives) is a capital management measure. Adjusted EBITDA as a percentage of net revenue is a non-IFRS ratio. See "Non-IFRS Financial Measures and Retail Industry Metrics" on page 4 of this presentation for additional information.

<sup>2</sup> Adjusted EBITDA as a percentage of net revenues was 14.8% for Fiscal 2025. Net income as a percentage of net revenue for Fiscal 2025 was 7.6%.

See "Forward-Looking Information" starting on page 2 of this presentation.

# Long-term Profitability

We expect strong revenue growth to drive operating leverage and profitability over the long-term.



## Revenue Growth

Driven by our eCommerce and U.S. business and strong boutique performance.



## Expense Management

Continued investment in people, processes and technology with prudent expense management.



## Profitability Enhancement

Sourcing and operational efficiencies while reinvesting in our product and aspirational pricing.



## Cash Flow Generation

Strong profitability and capital management drives free cash flow.

As we grow, we expect to scale our investments and leverage our fixed costs.

See "Forward-Looking Information" starting on page 2 of this presentation.

# Long-Term Growth Plan: FY2022-FY2027

U.S. and eCommerce net revenue projected to more than double.

## Geography

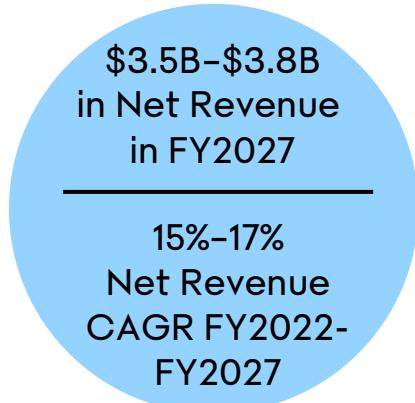
United States — projected to more than double.  
Canada — continued modest growth.

## Channel

eCommerce — projected to more than double.  
Retail — projected to grow at 50%+.

## Client

Total clients projected to double.



See "Forward-Looking Information" starting on page 2 of this presentation.



We expect adjusted EBITDA as a percentage of net revenue<sup>1,2</sup> to be approximately in the high teens in FY2027.



## Our Drivers

- Geographic Mix Shift
- Channel Mix Shift
- Strong Brand with Pricing Power
- Scaling Opportunities



## Our Investments

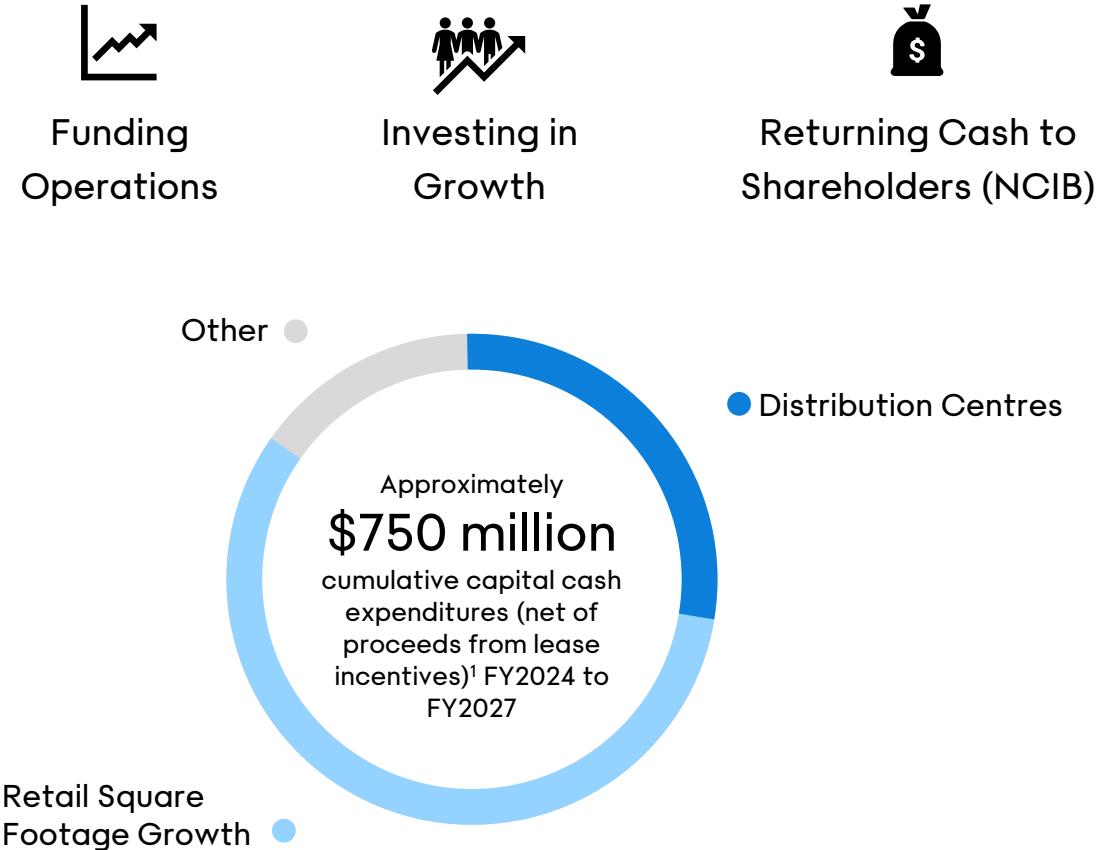
- People
- Technology
- Supply Chain
- Marketing

<sup>1</sup> Adjusted EBITDA as a percentage of net revenue is a non-IFRS ratio, see "Non-IFRS Financial Measures and Retail Industry Metrics" on page 4 of this presentation.

<sup>2</sup> Adjusted EBITDA as a percentage of net revenue was 14.8% for Fiscal 2025. Net income as a percentage of net revenue for Fiscal 2025 was 7.6%.

See "Forward-Looking Information" starting on page 2 of this presentation.

# Capital Allocation Priorities



We anticipate a cash balance of **\$1 billion<sup>+2</sup>** by FY2027

<sup>1</sup>Capital cash expenditures (net of proceeds from lease incentives) is a capital management measure. See "Non-IFRS Financial Measures and Retail Industry Metrics" on page 4 of this presentation for additional information.

<sup>2</sup>Excludes impact of cash used for share repurchases from FY2023 to FY2027

See "Forward-Looking Information" starting on page 2 of this presentation.



# Impact & Sustainability

We are committed to driving responsible practices across our operations and wider value chain to amplify the positive impacts on our People and Planet.



## Governance

- Aritzia's Chief Impact Officer, CEO and CFO together have full oversight and accountability for Aritzia's Impact strategy, activities, and performance, with guidance from the Environmental and Social (E&S) Committee of the Board. Our Chief Impact Officer has oversight of Aritzia's Impact initiatives across the Company's organization and culture.
- Aritzia's executive-level Community Taskforce (renamed the Impact Taskforce in early FY2026) comprised of cross-functional executives and leaders, acts as a central, coordinated body to manage all business activities relating to People and Planet.

## Strategy

- Impact refers to the contributions we make to People and the Planet, our priorities for which span across our operations and wider value chain.
- We prioritize our efforts based on our material impacts, opportunities and risks as identified by Aritzia's materiality<sup>1</sup> assessment as well as The Sustainability Accounting Standards Board's (SASB) reporting framework for the Apparel, Accessories and Footwear industry, the United Nations Sustainable Development Goals (UNSDGs), and the Taskforce for Climate-Related Financial Disclosures (TCFD).

## Risk Management

- Impact-related risks are incorporated within our wider enterprise risk management framework (more details in our FY2025 Annual Information Form).
- We completed a Climate Scenario Risk Analysis in partnership with a leading consultancy – included in the FY2025 Aritzia Impact Report.

## Metrics and Performance Indicators

- We have systems to measure sustainability performance across our value chain. Results of our key performance indicators are published in the FY2025 Aritzia Impact Report.
- We obtained limited assurance on our Scope 1 & 2 greenhouse gas (GHG) emissions in our FY2025 Aritzia Impact Report.

For a detailed discussion on Aritzia's People and Planet Impacts, refer to the FY2025 Aritzia Impact Report, available on Aritzia's Environmental and Social Investor Relations page at [www.investors.aritzia.com](http://www.investors.aritzia.com).

<sup>1</sup>On this slide we provide voluntary disclosures on sustainability topics, including climate-related matters, that may not meet the definition of materiality under applicable securities laws and stock exchange requirements.

# People

We're committed to the success of the People who make us who we are through our commitment to opportunity, wellbeing and belonging.



## FY2025 Accomplishments<sup>1</sup>

### Our People

- Delivered over 95,000 formal training hours to our People across all workplaces. This is an average of 12 hours for each employee (up from 10 hours in FY2024) nearing our FY2027 target of 14 hours.
- 90% of our People participated in our Aritzia Asks Culture Survey, exceeding our target of 85%. The engagement score increased to 67% (compared to 60% in FY2024) and the belonging score increased to 80% (compared to 75% in FY2024).
- 62% of our eligible, manager-level or below, corporate positions were filled by our Aritzia People Pipeline Program, surpassing our target of 50% by Fiscal 2027, reinforcing our commitment to developing and promoting from within.

### Supply Chain

- Continued the expansion of our Supplier Workplace Standards Program into select Tier 2 fabric and trims suppliers.
- Piloted a Worker Voice Program to amplify the voices of individuals working in our supply chain starting with six Tier 1 finished-goods suppliers.

### Communities

- We continued to provide product donations, volunteer hours and financial support to Aritzia Community partners and nonprofit organizations that share our values — since FY2024, we have contributed \$24.8M toward our cumulative goal of \$50M by FY2028<sup>2</sup>.

<sup>1</sup> Further details of our FY2025 accomplishments can be found in the FY2025 Aritzia Impact Report.

<sup>2</sup> Cumulative total commitment of \$50M from FY2024 to FY2028.

See "Forward-Looking Information" starting on page 2 of this presentation.

# Planet

We're committed to the protection and restoration of our Planet through our promise to reduce our impact on climate, water and biodiversity.



## FY2025 Accomplishments<sup>1</sup>

### Climate and environment

- We received validation of our science-based emissions reduction targets by the Science Based Target initiative in Q1 FY2026 and published our targets in our FY2025 Aritzia Impact Report.
- Since 2019, annually, Aritzia has purchased Renewable Energy Credits, allowing us to meet our target to source 100% renewable electricity for Scope 2 (market-based) emissions, and certify that 100% of the equivalent electricity used in our Boutiques, Support Offices, and Distribution Centres was generated from a renewable source delivered to the power grid.
- Completed our fifth (2024) CDP Climate Change submission and achieved a B score compared to an industry score of B-.
- In FY2025, we established and approved a water strategy.

### Product & Materials

- We are committed to increasing the use of preferred materials<sup>2</sup> in our products and have established sustainability targets to guide supplier engagement and transition to these alternatives across our products and brands.
- We have published our results against our existing adoption of preferred materials targets in our FY2025 Aritzia Impact Report. We are reviewing our preferred materials targets in FY2026.

<sup>1</sup>Further details of our FY2025 accomplishments can be found in the FY2025 Aritzia Impact Report. See "Forward-Looking Information" starting on page 2 of this presentation.

<sup>2</sup>Terminology aligned to the Textile Exchange, a global nonprofit setting industry standards for sustainable fibers and materials to improve clarity and comparability.

A woman with long brown hair, wearing a black double-breasted coat and a light-colored, draped scarf, stands next to a dark-colored car. She is looking off to the side. The car's headlight and side profile are visible. The background is a bright, slightly overexposed outdoor scene.

# ARITZIA

Thank You