

ARITZIA

ARITZIA INC.

ANNUAL INFORMATION FORM

Fiscal year ended March 1, 2026

May 7, 2026

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ARITZIA INC.

ANNUAL INFORMATION FORM

INTRODUCTORY INFORMATION / CERTAIN REFERENCES

Unless otherwise noted or the context otherwise indicates, the “Company”, “Aritzia”, “us”, “we” or “our” refers to Aritzia Inc. and its direct and indirect subsidiaries and predecessors or other entities controlled by it or them. Certain terms used in this Annual Information Form are defined under “Glossary”.

Unless otherwise specified or the context otherwise requires, all information provided in this Annual Information Form (the “Annual Information Form”) is given as at March 1, 2026. All references to “\$” or “dollars” are to Canadian dollars and references to “U.S.\$” or “U.S. dollars” are to United States dollars. Amounts are stated in Canadian dollars unless otherwise indicated. Certain totals, subtotals and percentages throughout this Annual Information Form may not reconcile due to rounding.

This Annual Information Form contains certain trademarks, such as Aritzia, Wilfred, Babaton, TNA, Everyday Luxury, The Super Puff, and Fred Segal, which are protected under applicable intellectual property laws and are our property. Solely for convenience, our trademarks and trade names referred to in this Annual Information Form may appear without the ® or ™ symbol, but such references are not intended to indicate, in any way, that we will not assert, to the fullest extent under applicable law, our rights to these trademarks and trade names.

Our eCommerce business has evolved into a broader digital business, inclusive of our Omni channel capabilities, eCommerce platform, performance marketing and Concierge business units. We now refer to this business line as our “Digital” business in this Annual Information Form. For further information, see “The Business of Aritzia – Aspirational Shopping Experience – Digital” and “The Business of Aritzia - Support Operations – Systems and Infrastructure” in this Annual Information Form.

GLOSSARY

Certain terms used in this Annual Information Form have the following meanings:

“Affiliate” means, with respect to any specified Person, any other Person which directly or indirectly through one or more intermediaries controls, is controlled by, or is under common control with such specified Person.

“Board” means the board of directors of Aritzia.

“CYC” means CYC Design Corporation, a corporation governed under the laws of the Province of British Columbia.

“Fiscal 2020” or **“FY2020”** refers to the 52-week period ended March 1, 2020.

“Fiscal 2021” or **“FY2021”** refers to the 52-week period ended February 28, 2021.

“Fiscal 2022” or **“FY2022”** refers to the 52-week period ended February 27, 2022.

“Fiscal 2023” or **“FY2023”** refers to the 52-week period ended February 26, 2023.

“Fiscal 2024” or **“FY2024”** refers to the 53-week period ending March 3, 2024.

“Fiscal 2025” or **“FY2025”** refers to the 52-week period ending March 2, 2025.

“Fiscal 2026” refers to the 52-week period ending March 1, 2026.

“Fiscal 2027” refers to the 52-week period ending February 28, 2027.

“Hill Shareholders” means certain entities controlled, directly or indirectly, by Brian Hill, our Founder and Executive Chair.

“Multiple Voting Shares” means the multiple voting shares of Aritzia.

“Person” means any individual, partnership, corporation, company, association, trust, joint venture or limited liability company.

A Person is **“controlled”** by another Person or other Persons if: (i) in the case of a company or other body corporate wherever or however incorporated: (A) securities entitled to vote in the election of directors carrying in the aggregate at least a majority of the votes for the election of directors and representing in the aggregate at least a majority of the participating (equity) securities are held, other than by way of security only, directly or indirectly, by or solely for the benefit of the other Person or Persons; and (B) the votes carried in the aggregate by such securities are entitled, if exercised, to elect a majority of the board of directors of such company or other body corporate; or (ii) in the case of a Person that is not a company or other body corporate, at least a majority of the participating (equity) and voting interests of such Person are held, directly or indirectly, by or solely for the benefit of the other Person or Persons; and **“controls”**, **“controlling”** and **“under common control with”** shall be interpreted accordingly.

“SEDAR+” means the System for Electronic Data Analysis and Retrieval + at www.sedarplus.com or any successor or replacement thereof.

“Shareholders” means holders of Subordinate Voting Shares and Multiple Voting Shares.

“Shares” means the Subordinate Voting Shares and the Multiple Voting Shares.

“Subordinate Voting Shares” means the subordinate voting shares of Aritzia.

“Tax Act” means the *Income Tax Act* (Canada).

“TSX” means the Toronto Stock Exchange.

“U.S.” or **“United States”** means the United States of America.

NON-IFRS FINANCIAL MEASURES AND RETAIL INDUSTRY METRICS

The Company’s financial statements are prepared in accordance with International Financial Reporting Standards as issued by the International Accounting Standards Board (**“IFRS Accounting Standards”**) and International Accounting Standard (**“IAS”**) 34 using the accounting policies described therein. In addition to using financial measures prescribed under IFRS Accounting Standards, this Annual Information Form makes reference to certain non-IFRS Accounting Standards measures (**“non-IFRS financial measures”**) as well as 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 Accounting Standards. We use non-IFRS financial measures including "EBITDA", "Adjusted EBITDA" and "Adjusted Net Income", and "comparable sales", and non-IFRS Accounting Standards ratios including "Adjusted Net Income as a percentage of net revenue" and "Adjusted EBITDA as a percentage of net revenue." This Annual Information Form also makes reference to "gross profit margin" which is a commonly used operating metric in the retail industry but may be calculated differently by other retailers. Gross profit margin is not considered a non-IFRS financial measure but may be considered a supplementary financial measure under applicable securities laws. Our comparable sales calculation excludes the impact of foreign currency fluctuations.

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 Accounting Standards 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 definitions of these non-IFRS financial measures and retail industry metrics and reconciliations of these non-IFRS financial measures to the relevant reported measures, please see the "Non-IFRS Financial Measures And Retail Industry Metrics", "How We Assess the Performance of Our Business" and "Selected Financial Information" sections of the Company's Management's Discussion and Analysis ("**MD&A**") dated May 7, 2026 for the fiscal year ended March 1, 2026, which information is incorporated by reference herein. A copy of the MD&A can be accessed under the Company's profile on SEDAR + at www.sedarplus.com.

EBITDA is defined as consolidated net income before depreciation and amortization, finance expense and income tax expense. We believe this measure is useful as it is used by management as a component of reconciliation between other non-IFRS financial measures and their most comparable IFRS Accounting Standards measure.

Adjusted EBITDA and Adjusted EBITDA as a percentage of net revenue are useful measures of operating performance, as we believe they provide a more relevant picture of operating results in that the measures exclude the effects of financing and investing activities by removing the effects of interest, depreciation and amortization expenses that are not reflective of underlying business performance and other one-time or non-recurring expenses. We use Adjusted EBITDA and Adjusted EBITDA as a percentage of net revenue to facilitate a comparison of our operating performance on a consistent basis from period-to-period and to provide for a more complete understanding of factors and trends affecting our business. We define Adjusted EBITDA as consolidated net income before depreciation and amortization, finance expense and income tax expense, adjusted for the impact of certain items, such as a deduction of interest expense and depreciation relating to our leases to reflect an estimate of rent expense and including non-cash items and/or items we consider non-recurring and not representative of our ongoing operating performance, such as stock-based compensation expense, unrealized gains or losses on equity derivative and forward contracts and other similar fair value adjustments. Because Adjusted EBITDA excludes certain non-cash items, we believe that it is less susceptible to variances in actual performance resulting from

depreciation and amortization and other non-cash charges. We define Adjusted EBITDA as a percentage of net revenue as the percentage obtained by dividing Adjusted EBITDA by net revenue.

Adjusted Net Income and Adjusted Net Income as a percentage of net revenue are useful measures of performance, as we believe they provide a more relevant picture of results by excluding the effects of expenses that are not reflective of underlying business performance and other one-time or non-recurring expenses. We use Adjusted Net Income and Adjusted Net Income as a percentage of net revenue to facilitate a comparison of our performance on a consistent basis from period-to-period and to provide for a more complete understanding of factors and trends affecting our business. We define Adjusted Net Income as consolidated net income adjusted for the impact of certain items, including non-cash items and/or other items we consider non-recurring and not representative of our ongoing operating performance, such as stock-based compensation expense, unrealized gains or losses on equity derivative and forward contracts and other similar fair value adjustments, net of related tax effects. We define Adjusted Net Income as a percentage of net revenue as the percentage obtained by dividing Adjusted Net Income by net revenue.

FORWARD-LOOKING INFORMATION

This Annual Information Form contains “forward-looking information” within the meaning of applicable securities laws in Canada. Forward-looking information may relate to our future financial outlook and anticipated events or results and may include information regarding our financial position, business strategy, growth strategies, budgets, operations, financial results, taxes, dividend policy, plans and objectives. Particularly, information regarding our expectations of future results, performance, achievements, prospects or opportunities or the markets in which we operate is forward-looking information. In some cases, forward-looking information 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”. In addition, any statements that refer to expectations, intentions, projections or other characterizations of future events or circumstances contain forward-looking information. Statements containing forward-looking information are not historical facts but instead represent management’s expectations, estimates and projections regarding future events or circumstances.

Discussions containing forward-looking information may be found, among other places, under “Development of the Business”, “The Business of Aritzia”, “Our Industry”, “Our Future Growth”, “Impact and Sustainability”, “Enterprise Risk Management (**ERM**): Navigating the Risk Landscape”, “Dividend Policy”, “Description of Capital Structure”, and “Risk Factors”.

Specific forward-looking information in this Annual Information Form includes, among other things, statements relating to:

- expectations regarding our ability to mitigate business disruptions, including our sourcing and production activities and efforts to diversify our global supply chain, and the anticipated results therefrom;
- expectations regarding the Company’s Fiscal 2027 strategic and financial plan and our ability to advance the strategic growth levers underpinning our Fiscal 2027 strategic and financial plan, including geographic expansion, digital growth (eCommerce) acceleration and increased brand awareness, and achieve the anticipated results therefrom;

- expectations regarding industry trends, client preferences and shopping habits and our responses thereto, overall market growth rates, our growth rates and growth strategies and ability to produce the anticipated results therefrom;
- expectations regarding our capital expenditures and requirements, financing needs, operations and use of future cash flow, revenue growth, long-term profitability, future indebtedness, our financial position, financial results, financial outlook, business plans and strategies, including enhancing gross profit margins through our initial mark-up initiative and continual investments in talent and infrastructure;
- expectations regarding our Digital business, including our continued development of and investments in our digital infrastructure and capabilities, our Concierge function, digital client experience, our eCommerce 2.0 strategy, Omni capabilities and business evolution and the anticipated results therefrom;
- expectations regarding geographic expansion opportunities, new boutique openings, repositioning of existing boutiques, boutique design enhancements and growth of our boutique network;
- our investments in, and use of, data and analytics to improve online conversion and client loyalty through increased personalization;
- our innovations with respect to our merchandise planning processes and the anticipated results therefrom;
- expectations regarding the construction, completion and future operation of our distribution centre in Delta, British Columbia, including plans to implement increased automation at this facility, retrofit of our distribution centre in Columbus, Ohio, and plans relating to the use of our current facility in New Westminster, British Columbia and anticipated results therefrom;
- our continued assessment of the growing need for additional distribution centre space in the U.S.;
- our expectations with respect to the performance of our executive leadership team and our investments in talent, our objectives with respect to the Aritzia People Pipeline, building and scaling our People & Culture infrastructure, our focus on attracting, acquiring, developing and retaining a high performing team, and the anticipated results therefrom;
- our marketing strategies including our plans to continue to increase our digital marketing, our use of influencers, data analytics, our continued focus on performance marketing and anticipated results therefrom;
- our continued investments in our cyber security program including our security processes, safeguards, protections and remediation;
- our competitive position in our industry;
- our dedication to making progress on our Impact goals and priorities, expectations with respect to the oversight progress against our greenhouse gas emissions reduction targets, our commitments to increase disclosures against sustainability performance indicators and to continue to refine a greenhouse gas emissions reduction roadmap and expectations regarding our ability to escalate and mitigate material sustainability-related risks in our business;

- our commitment to transitioning the raw materials in our exclusive brand apparel products to preferred materials and product sustainability targets;
- expectations with respect to our product expansion into men's wear and our ability to realize the potential benefits and synergies sought following the acquisition of CYC;
- expectations regarding our dividend policy and retention of future earnings;
- the market price for the Subordinate Voting Shares and additional issuances of additional Subordinate Voting Shares (including pursuant to any equity-based compensation plans) and preferred shares from time to time;
- our exploration of near shore and on shore manufacturing options; and
- our beliefs and intentions regarding the ownership and registration of material trademarks and domain names used in connection with the design, production, marketing, distribution and sale of our products.

This forward-looking information and other forward-looking information is based on our opinions, estimates and assumptions in light of our experience and perception of historical trends, current conditions and expected future developments, as well as other factors that we currently believe are appropriate and reasonable in the circumstances. Despite a careful process to prepare and review the forward-looking information, there can be no assurance that the underlying opinions, estimates and assumptions will prove to be correct. Examples of certain material estimates, factors and assumptions made in preparing forward-looking information and management's expectations in preparing such forward-looking statements include, but are not limited to, assumptions in respect of: our ability to drive ongoing development and innovation of our exclusive brands and product categories; potential expansion and enhancement of our boutique network; the growth and optimization of our Digital business and maintaining delivery times to meet or exceed clients' expectations; our ability to realize synergies between our boutique network and our Digital business; our ability to drive comparable sales; our ability to maintain, enhance, and grow our appeal within our addressable market; our ability to continue directly sourcing from third-party mills, trim suppliers and manufacturers for our exclusive brands; our ability to build our international presence; our ability to successfully integrate client-driven initiatives such as eCommerce 2.0; our ability to attract and retain key personnel; our ability to maintain and potentially expand distribution capabilities; our ability to invest in physical and digital infrastructure to support growth; our ability to obtain and maintain existing financing on acceptable terms; currency exchange and interest rates; the impact of competition; changes and trends in our clients (and client preferences), industry or the global economy, particularly in light of inflationary pressures; and changes in laws, rules, regulations, and global standards.

Forward-looking information is necessarily based on a number of opinions, estimates and assumptions that we considered appropriate and reasonable as of the date such statements are made, are subject to known and unknown risks, uncertainties, assumptions and other factors that may cause the actual results, level of activity, performance or achievements to be materially different from those expressed or implied by such forward-looking information, including but not limited to the following risk factors described in greater detail under the heading entitled "Risk Factors":

Financial Risks

- changes in general economic conditions in Canada, the United States and other parts of the world, including lower levels of consumer spending, economic volatility and international trade policies and

tariffs, and geopolitical events and international conflicts that impact consumer confidence and consumer purchases of discretionary items;

- increases in the cost of the raw materials or other inputs used in the production, manufacturing and transportation of our merchandise or tariffs, duties and other trade protection measures;
- ability to grow revenue or meet other financial targets;
- our need for significant capital to fund our expanding business;
- debt financing restrictions on current and future operations;
- seasonality of net revenue and inventory purchases;
- fluctuations in the value of the Canadian dollar in relation to the U.S. dollar and other currencies and fluctuations in input costs and inflation;
- failure to maintain an effective internal control over financial reporting;
- additional taxes, which could affect our operating results;
- changes in accounting standards and subjective assumptions, estimates and judgments by management related to complex accounting matters;
- risks associated with the acquisition of CYC;
- adverse impact of outbreaks of epidemics, pandemics or other health crises;

Risks related to ownership of our shares:

- the dual-class structure resulting in the concentration of voting control with certain Shareholders;
- any issuance of preferred shares may hinder another person's ability to acquire us or adversely affect the holders of our Shares;
- future sales of our securities by existing Shareholders or by us causing the market price for Subordinate Voting Shares to fall;
- volatility in the market price for Subordinate Voting Shares;
- risks associated with inaccurate or unfavourable analyst research about us or our business;
- risks associated with activist shareholders;
- no cash dividends for the foreseeable future;

Brand Risks

- our effectiveness in protecting our brands, trademarks or other intellectual property rights and the potential infringement of trademarks or other intellectual property rights of third parties;

- dependence on a strong brand image;
- failure to adequately connect with our client base;
- brand damage risks as a result of the undiscovered sale of merchandise that is not in compliance with quality standards or regulatory requirements;
- our effectiveness in optimizing product offerings and anticipating and responding to constantly changing consumer demands, tastes and fashion trends;
- brand, business and reputational risks resulting from influencers;

Operational Risks

- material disruption in or security breach affecting our information technology systems and Digital business;
- our use of AI may result in reputational harm, legal liability, competitive risks, and regulatory concerns;
- our ability to adequately maintain, scale or adopt technology could lead to operational inefficiencies and competitive disadvantages;
- dependence on three distribution facilities, including one in the United States that is operated by a third party logistics provider;
- our effectiveness in successfully managing and growing our Digital business;
- our ability to accurately forecast demand for our products;
- risks associated with supply chain transparency;
- payment-related risks;
- loss of members of our management team or other key personnel or an inability to attract new management team members or key personnel who possess specialized market knowledge and technical skills;
- our effectiveness in managing our operations at our current size and successful execution of our growth strategies;
- reliance on third-party transportation providers;
- risks associated with obtaining merchandise on a timely basis, in sufficient quantities and at competitive costs;
- failure to optimize operating expenses in a timely manner;
- disruptions to the operations at our support office location;
- ability to attract, motivate and retain quality style advisors for our boutiques;

- our ability to successfully open new boutiques in a timely manner, if at all;
- our limited operating experience and limited brand recognition outside Canada and the United States;
- inventory shrinkage;
- risk of unionization;
- implementation and replacement of core information technology systems;
- risks associated with leasing boutiques and distribution centres;
- risks associated with complex and changing laws and regulations;
- risks associated with evolving privacy laws and regulations, which may adversely affect our business;
- failure to maintain effective internal control and enterprise risk management over business operations;
- insurance-related risks;
- insolvency risks associated with parties we do business with;
- potential claims made against us, which may result in litigation;

Sustainability and Impact Risks

- potential of business activities to have a negative impact on the human rights of those connected to our business;
- risks associated with our sustainability responsibilities, compliance obligations, and related disclosures;
- brand and reputational risk as a result of actions taken by our suppliers, manufacturers, other third-party service providers and employees;
- reputational risk as a result of third-party supplier social and environmental performance;
- operational and business impacts of climate change; and
- adverse effect of protestors and activists.

If any of these risks or uncertainties materialize, or if the opinions, estimates or assumptions underlying the forward-looking information prove incorrect, actual results or future events might vary materially from those anticipated in the forward-looking information. The opinions, estimates or assumptions referred to above and described in greater detail in “Risk Factors” should be considered carefully by readers.

Although we have attempted to identify important risk factors that could cause actual results to differ materially from those contained in forward-looking information, there may be other risk factors not presently known to us or that we presently believe are not material that could also cause actual results or future events to differ materially from those expressed in such forward-looking information. There can be no assurance that such information will prove to be accurate, as actual results and future events could differ

materially from those anticipated in such information. Accordingly, readers should not place undue reliance on forward-looking information, which speaks only as of the date made. The forward-looking information contained in this Annual Information Form represents our expectations as of the date of this Annual Information Form (or as the date they are otherwise stated to be made) and are subject to change after such date. However, we disclaim any intention or obligation or undertaking to update or revise any forward-looking information whether as a result of new information, future events or otherwise, except as required under applicable securities laws in Canada.

All of the forward-looking information contained in this Annual Information Form is expressly qualified by the foregoing cautionary statements.

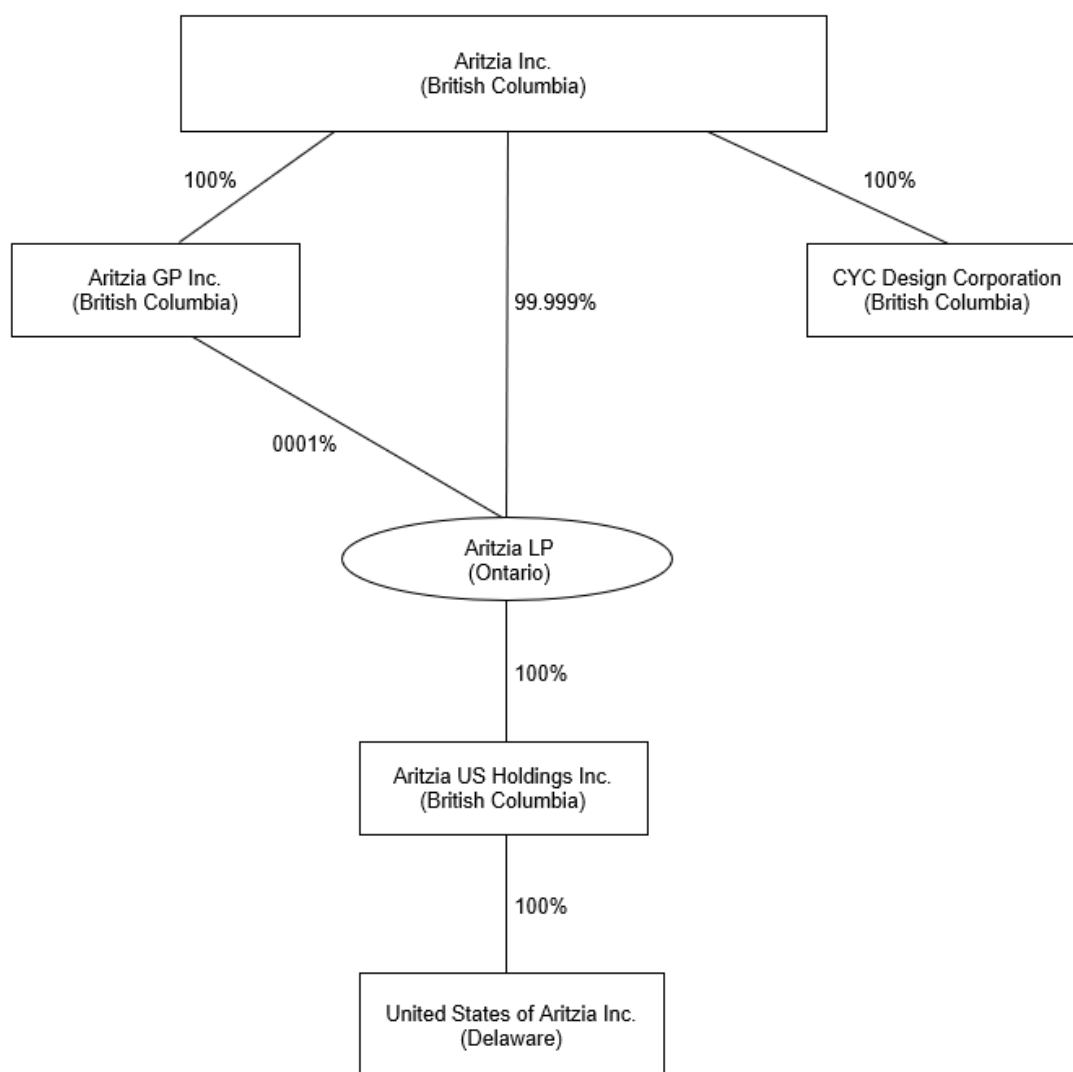
CORPORATE STRUCTURE

Incorporation and Head Office

Aritzia was formed on December 1, 2008 by an amalgamation under the *Business Corporations Act* (British Columbia) (the “**BCBCA**”) of 0840243 B.C. Ltd., Aritzia Capital Corporation and ARZ Investment GP Inc. On August 10, 2016, we changed our name to Aritzia Inc. Our head office is located at Suite 118 – 611 Alexander Street, Vancouver, British Columbia, Canada, V6A 1E1 and our registered and records office is located at Suite 3000 – 1055 Dunsmuir Street, Vancouver, British Columbia, Canada, V7X 1K8. Aritzia's corporate website address is www.aritzia.com. The information contained on or accessible through aritzia.com is not considered part of, or incorporated by reference, into this Annual Information Form.

Intercorporate Relationships

The following chart identifies the principal legal entities through which we conduct our business, their applicable governing corporate jurisdictions and the percentage of their voting securities which are beneficially owned, or controlled or directed, directly or indirectly by Aritzia:



DEVELOPMENT OF THE BUSINESS

General Summary

Aritzia was established in 1984 by the Hill family and has been led from inception by our Founder and Executive Chair, Brian Hill, a third-generation retailer. Since the opening of our first boutique in the Oakridge Centre in Vancouver, we have created a disciplined operating culture which underpins our boutique formula for premium products, an elevated boutique experience, and exceptional client service. We have an operating philosophy and culture that instill a long-term approach to the planning and management of our business. This approach permeates every aspect of our business; guiding our decisions and strategies

while seeking to minimize operating risk. Every decision we make is evaluated through the lens of enhancing long-term shareholder value.

In October 2016, we successfully completed our initial public offering of Subordinate Voting Shares through a secondary sale by certain of the Hill Shareholders and an investment vehicle managed by Berkshire Partners LLC and its Affiliates for a total of \$460.0 million in aggregate gross proceeds to the selling shareholders. The Subordinate Voting Shares were listed for trading on the TSX under the symbol “ATZ”.

On June 25, 2021, we successfully completed our acquisition of CYC, a leading designer and manufacturer of premium athletic wear brand, Reigning Champ. We acquired 75% of CYC based on a total enterprise value of approximately \$63.0 million.

On May 5, 2022, we announced that effective May 21, 2022, Brian Hill, previously the Founder and Chief Executive Officer of the Company, would transition to Executive Chair and that Jennifer Wong would be appointed as the Chief Executive Officer of the Company. Ms. Wong, Mr. Hill, and our executive leadership team are expected to continue to drive Aritzia’s long-term growth and develop the Everyday Luxury® experience.

FY 2024 General Developments

On May 26, 2023, the Company and CYC’s selling shareholders agreed to the Company’s early acquisition of the remaining 25% ownership interest of CYC held through the CYC exchangeable shares. The Company issued to CYC’s selling shareholders, 419,047 Subordinate Voting Shares ("**Upfront Shares**") with a value of \$15.4 million based on the market closing price of the Subordinate Voting Shares on May 26, 2023, and the right of the selling shareholders to receive additional Subordinate Voting Shares ("**Additional Shares**") by March 31, 2026 with an estimated value of up to \$9.4 million based on certain Fiscal 2026 operational performance metrics of the Reigning Champ brand. Both the Upfront Shares and Additional Shares were subject to forfeiture rates if the shareholders left the Company before the end of Fiscal 2026, but no forfeiture rates were required to be applied.

On January 18, 2024, we announced that the TSX had accepted our notice of intention to proceed with a normal course issuer bid (the "**2024 NCIB**") through the facilities of the TSX to repurchase and cancel up to 3,515,740 of our Subordinate Voting Shares, representing approximately 5% of the public float of 70,314,808 Subordinate Voting Shares, during the twelve month period commencing January 22, 2024 and ending January 21, 2025. All repurchases under the 2024 NCIB are to be made through the facilities of the TSX and/or alternative Canadian trading systems at market prices. On February 21, 2024, we announced that we had entered into an automatic share purchase plan with a designated broker for the purpose of permitting us to purchase Subordinate Voting Shares under the 2024 NCIB during pre-determined blackout periods. Outside of such blackout periods, Subordinate Voting Shares may be purchased at management’s discretion. Between January 22, 2024 and January 21, 2025, 134,200 Subordinate Voting Shares were repurchased for cancellation under the 2024 NCIB.

FY 2025 General Developments

On February 28, 2025 we completed a secondary offering on a bought deal basis of our Subordinate Voting Shares through a secondary sale of 1,045,000 Subordinate Voting Shares by certain entities owned and or controlled directly or indirectly by Brian Hill or Brian Hill and his immediate family, raising gross proceeds of \$73 million for the selling shareholders, at a price of \$69.85 per Subordinate Voting Share. The Company did not receive any proceeds from this offering.

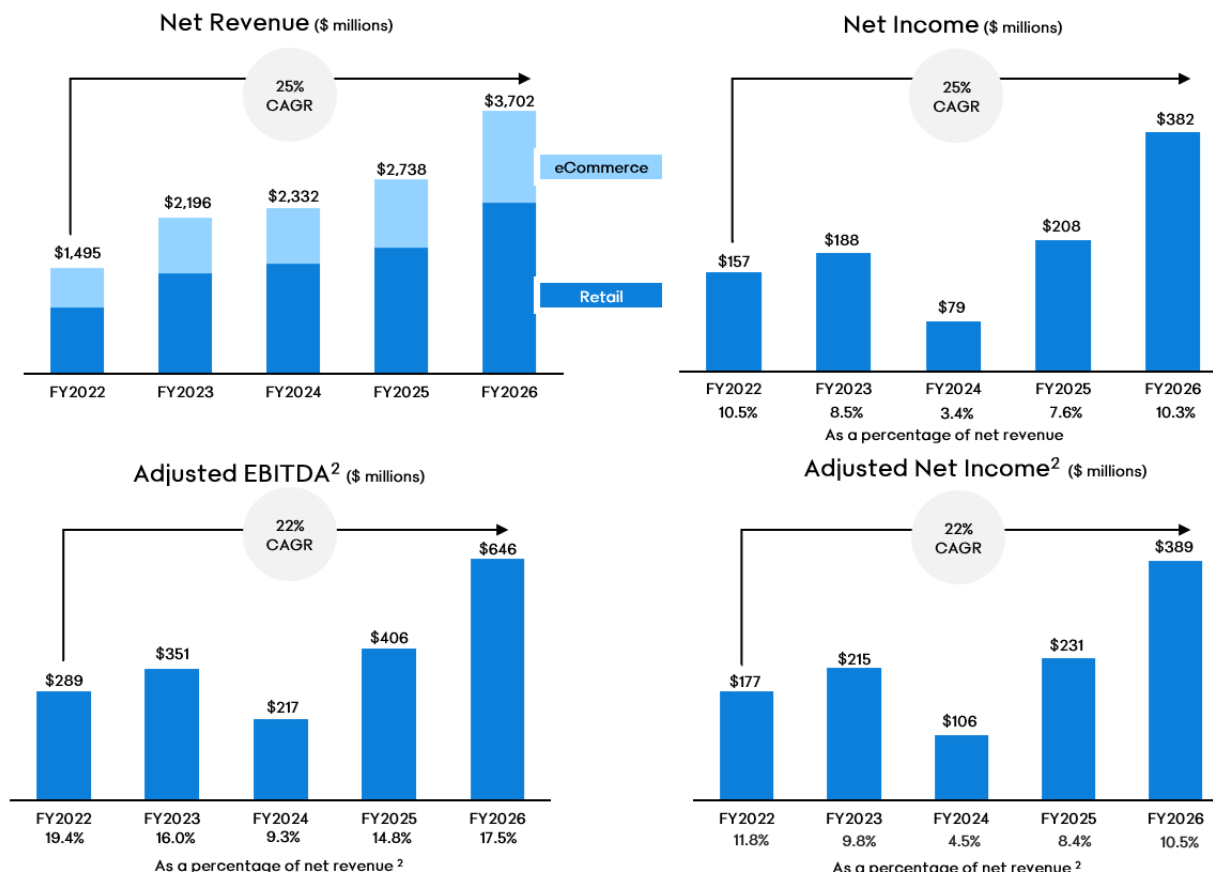
FY 2026 General Developments

On May 5, 2025, we announced that the TSX had accepted our notice of intention to proceed with a normal course issuer bid (the “**2025 NCIB**”) through the facilities of the TSX to repurchase and cancel up to 4,226,994 of our Subordinate Voting Shares, representing approximately 5% of the public float of 84,539,881 Subordinate Voting Shares, during the twelve month period commencing May 7, 2025 and ending May 6, 2026. All repurchases under the 2025 NCIB were made through the facilities of the TSX and/or alternative Canadian trading systems at market prices. On May 27, 2025, we announced that we had entered into an automatic share purchase plan with a designated broker for the purpose of permitting us to purchase Subordinate Voting Shares under the 2025 NCIB during pre-determined blackout periods (the “**2025 ASPP**”). Between May 7, 2025 and May 6, 2026, the Company repurchased a total of 1,820,409 Subordinate Voting Shares for cancellation at an average price of \$107.31 per Subordinate Voting Share for total cash consideration of \$195.3 million under the 2025 NCIB.

On January 29, 2026, we completed a secondary offering on a bought deal basis of our Subordinate Voting Shares through a secondary sale of 1,602,000 Subordinate Voting Shares by certain entities owned and or controlled directly or indirectly by Brian Hill or Brian Hill and his immediate family, raising gross proceeds of \$208.6 million for the selling shareholders, at a price of \$130.20 per Subordinate Voting Share. The Company did not receive any proceeds from this offering. In connection with the secondary offering, the 2025 ASPP automatically terminated pursuant to its terms. On February 27, 2026, we announced that we had entered into a new automatic share purchase plan with a designated broker for the purpose of permitting us to continue to purchase Subordinate Voting Shares under the 2025 NCIB during pre-determined blackout periods.

Proven Results⁽¹⁾

Our unique business model and long-term management approach have contributed to strong financial performance through the Company's over 40-year history. Select financial highlights include the following:



⁽¹⁾ Results in Fiscal 2022 reflect temporary boutique closures and severe occupancy restrictions due to the COVID-19 pandemic.

⁽²⁾ Adjusted EBITDA and Adjusted Net Income are non-IFRS financial measures and Adjusted EBITDA as a percentage of net revenue and Adjusted Net Income as a percentage of net revenue are non-IFRS ratios. See "Non-IFRS Financial Measures and Retail Industry Metrics" in this AIF for an explanation of the composition of these non-IFRS financial measures and ratios, how these non-IFRS financial measures and ratios provide useful information to an investor and the purposes for which management uses these non-IFRS financial measures and ratios. A quantitative reconciliation of Net Income to EBITDA, Adjusted EBITDA, Adjusted EBITDA as a percentage of net revenue, Adjusted Net Income and Adjusted Net Income as a percentage of net revenue can be found on page 8 of our annual MD&A for Fiscal 2026 dated May 7, 2026, page 8 of our annual MD&A for Fiscal 2025 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, and page 15 of our annual MD&A for Fiscal 2020 dated May 28, 2020, filed on SEDAR+ at www.sedarplus.com, which reconciliations are incorporated herein by reference.

Fiscal 2027 Strategic and Financial Plan

On October 27, 2022, Aritzia announced its Fiscal 2027 strategic and financial plan. As part of the Fiscal 2027 strategic and financial plan, we intend to execute on the following three strategic levers:

- Geographic expansion: We plan to continue opening and expanding boutiques, resulting in low double-digit annual square footage growth. Aritzia intends to capitalize on premier real estate for new locations, continuing to elevate our boutique design and deliver exceptional experiences for our clients.

- eCommerce acceleration: Having grown our eCommerce business at a 25% compound annual growth rate from Fiscal 2021 to Fiscal 2026, we intend to further fuel our growth by delivering eCommerce 2.0, connecting clients to tailored product discovery, creative innovation, and intuitive experiences. In Fiscal 2026, we completed the upgrade of our international eCommerce website and launched the Aritzia App. These new platforms provide clients with greater access to our product assortment, while driving loyalty and increasing conversion.
- Increased brand awareness: We plan to build and execute on our Everyday Luxury® experience, propelling increased brand awareness, new client acquisition, and loyalty. We intend to leverage the power of influence to build a greater following and community by amplifying clients' voices and augmenting their social media presence through strategic marketing. As a complement to our boutique openings, we are honing our digital and brand marketing strategy to help grow our brand awareness in the U.S., protect our product franchises and position us to acquire new clients.

These strategic levers are underpinned by the Company's unique strengths that we believe have driven its over 40-year track record of success, including: high-quality, beautifully designed product; premier real estate; a proprietary retail model; a strong digital model; talented people and high-performance culture; best-in-class infrastructure; and community responsibility.

OUR INDUSTRY

Aritzia operates in the apparel industry, primarily within the Canadian and United States markets. We are strategically positioned in the global fashion landscape between fast fashion and luxury. We believe we are well positioned to serve our clients in this segment by offering a strategic mix of exclusive brands with beautifully designed, high-quality products at an attainable price point, an aspirational boutique and online shopping experience and exceptional client service.



We compete with a diverse group of specialty apparel retailers, department stores, fast fashion retailers, athletic retailers and other manufacturers and retailers of branded apparel. Market participants compete on the basis of, among other things, the location of boutiques, the breadth, style, quality, price and availability of merchandise, the level of client service and brand recognition. We believe that we successfully compete on the basis of several factors that include our strategic mix of exclusive brands and iconically Aritzia

products, offering of a combination of high quality products at an attainable price point, our refined and evolving merchandise planning strategy, our focus on providing an aspirational shopping experience and exceptional client service, our premier real estate portfolio, captivating content and communications, and our market positioning, collectively resulting in a fashion brand loved by our clients all over the world.

The apparel industry is seasonal in nature, with a higher proportion of net revenue and operating income generated in the second half of the fiscal year, which includes the back-to-school and holiday seasons. We also have higher working capital requirements in the periods preceding the launch of new seasons as we receive and pay for new inventory.

We believe our measured approach to growth and focus on attractive, high-traffic, quality co-tenancy, and high centre or street sales productivity boutique locations positions us well in this environment and allows us to optimize our market share across all our channels.

ABOUT ARITZIA

Beautifully made clothes. Exceptional experiences. Everyday Luxury®.

Aritzia is a design house with an innovative global platform. We are creators and purveyors of covetable styles, home to an extensive portfolio of exclusive brands for every function and individual aesthetic. We're about good design, quality materials and making pieces you'll wear again and again — all with the wellbeing of our People and Planet in mind.

Founded in 1984 in Vancouver, Canada, we pride ourselves on creating immersive, highly personalized shopping experiences at aritzia.com, on our app and in our 140+ boutiques throughout North America — for everyone, everywhere.

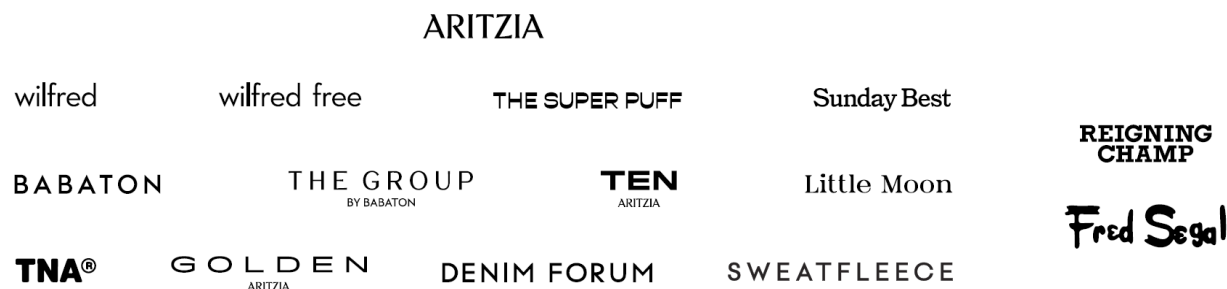
THE BUSINESS OF ARITZIA

BRAND AND PRODUCTS

Our exclusive mix of fashion brands offer a strategic and thoughtfully conceived, designed, and developed collection of products. In addition to our exclusive fashion brands set out below, we also position products under the Aritzia brand. Aritzia-branded products are beloved fabrics and styles that — of everything we make — are the most iconically Aritzia. We believe that a key area of differentiation for us is that we design apparel and accessories to enable us to reach many different groups of clients. Our sourcing and manufacturing strategy gives us control over our supply chain and provides us with the flexibility to optimize our brand portfolio as needed to address changes in client demand and fashion preferences. This has been critical to our ability to grow while also reducing risk.

Our exclusive mix of fashion brands and products are supported by in-house design and development teams focused on creating beautiful, elevated, high quality products that align with the unique positioning, look and feel of each brand. Each of our exclusive fashion brands has its own vision and distinct aesthetic point of view. As a group, they are united by an unwavering commitment to Everyday Luxury® product using

superior fabrics, meticulous construction and relevant, effortless design. Our exclusive mix of fashion brands includes the following:



Our exclusive mix of fashion brands and products currently represents approximately 97% of Aritzia's net revenue. Our broad product assortment includes t-shirts, blouses, sweaters, jackets, coats, pants, shorts, skirts, dresses, denim, accessories, and Reigning Champ men's wear for each season. We strive to maintain a flexible mix of historically successful items and new seasonal styles. Our changing product mix is a blended reflection of client demands and fashion direction. This strategic mix helps us to drive client conversion by delivering fashion must-haves, while still generating a meaningful proportion of revenue from our fashion essentials. We complement our exclusive product mix with a strategically chosen selection of premium denim, accessories and footwear from well-loved third-party brands. Our expansive and diverse range of fashion apparel and accessories addresses a broad range of style preferences and lifestyle requirements for our clients, producing strong and enduring client loyalty.

Product Strategy

We control the design, merchandise planning, sourcing, production and retail functions of our exclusive brands and complement this with third-party brands. Product design and quality are meticulously evaluated and controlled by us, from fabrics to trims, and styling to fit.

Creative Development

We have talented teams of creative product professionals who focus on creating products featuring high quality fabrics, considered detailing and sophisticated construction. Our product design and development process builds on client favourites while taking new fashion trends into account with the goal of creating fashion must-haves each season. Our strategy centers on our ability to create enough new styles to surprise and delight our clients every season. Our technical team ensures all products are executed in a manner that is consistent with our design and delivers superior fit and sophisticated construction in the production of our exclusive brands. We partner with high quality mills and suppliers to create and sample garments, which are fit-tested before production. We strive to ensure that the quality of our raw materials and the finished product are all elevated to our Everyday Luxury® standards.

Merchandise Planning

Our demand-driven merchandise planning, buying and inventory strategies have been developed and evolved for over 40 years.

We generate a meaningful proportion of revenue from our client favourites while helping to drive excitement through new seasonal product assortment. We analyze sales data in order to make inventory adjustments and to respond to the latest sales trends.

Our inventory management processes and systems provide us with the ability to optimize inventory across geographies and channels to ensure that each boutique, aritzia.com and the Aritzia App is merchandised with products that resonate with local preferences. We actively monitor sell-through rates and manage the mix of product categories in our boutiques, on aritzia.com and the Aritzia App. We strive to respond to emerging trends in a timely manner, minimize our dependence on any particular category, style or fabrication and preserve a balanced, coordinated presentation of merchandise within each sales channel. We believe that our disciplined merchandise planning strategy enables us to optimize inventory levels and maximize full-price sales.

Sourcing and Production

We contract and maintain direct relationships with a diversified base of independent suppliers and manufacturers for our exclusive brands who provide us with the flexibility to source high quality materials and products at competitive costs. We believe that our approach of sourcing a majority of our raw materials and working directly with suppliers and manufacturers enhances our ability to create beautiful and high-quality products in a timely manner.

We source the majority of our raw materials directly from mills, trim suppliers and manufacturers in overseas markets, which we believe to be best in class, located primarily in Australia, China, France, India, Italy, Japan, Portugal, South Korea, Spain, Taiwan, Thailand, Turkey and Vietnam, that uphold our standards for quality, lead time and cost. Our finished goods are sourced from manufacturers located in countries, including but not limited to, Austria, Bangladesh, Cambodia, China, Guatemala, India, Indonesia, Italy, Philippines, Portugal, Romania, Sri Lanka, Turkey, the U.S. and Vietnam. We continue to monitor and diversify our supplier base, taking into consideration the geo-political and economic environment to mitigate risk. “Next Generation Suppliers” are finished goods partners that have implemented succession planning as part of their strategy, are digitally enabled, manufacture multiple categories of materials and products and have multiple country of origin footprints and investments in automation. We leverage our “Next Generation Supplier” relationships by using their multi origin footprint to pivot as geopolitical obstacles arise without interrupting our product lifecycle.

Capacity planning with our manufacturers is done at the beginning of the season to help ensure flexibility. We engage third parties to inspect our manufacturers’ factories to help maintain quality control and engage independent expert service providers to conduct factory audits for compliance with local laws and regulations and global standards. We launched a vendor self-certification process for quality assurance and inspection. We believe this will help ensure greater execution of our quality expectations and to allow for vendors to reduce cycle time. We have also have a Supplier Code of Conduct and initiatives to increase transparency with respect to the origins of our raw materials.

ASPIRATIONAL SHOPPING EXPERIENCE

We connect our clients to the energy of our culture through the products we sell and the environments we create. We sell our products through our boutiques, aritzia.com, and the Aritzia App, helping to give us complete control of the presentation of our brand and the relationships with our clients. This strategy allows us to present our brand in a consistent manner, including pricing, marketing and product merchandising.

We carefully consider each Aritzia destination – physical and digital – individually, taking care to provide our clients with aspirational shopping experiences and exceptional service at every interaction:

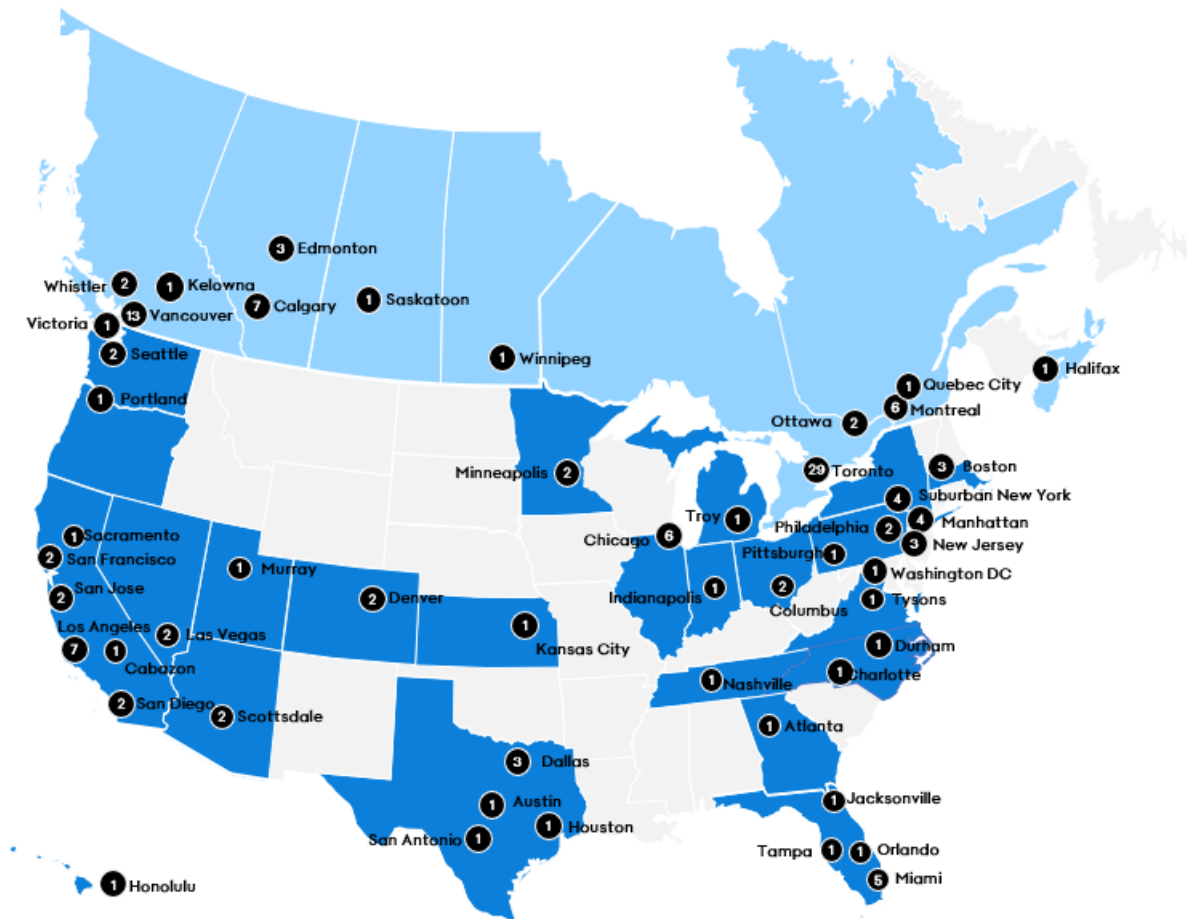
- **Boutiques** – We deliver world-class client experiences through a multi-layered boutique environment that blends artistic touches, music, food and beverage, and high-quality materials. All of our boutiques are meticulously and uniquely designed by an in-house team of architects and interior designers to be both aspirational and comfortable. Our culture is highly focused on the client, and our style advisors are trained to provide shopping experiences that are personalized to exceed our clients' wants and needs.
- **aritzia.com** – Our online presence and Digital business is a continually evolving representation of our brand. Aritzia.com is designed to inspire our clients' digital shopping experience through its aesthetics and intuitive user interface, complemented by the delivery of our products in elevated packaging. We continue to improve the aritzia.com experience across all devices (e.g., desktop, mobile, tablet) to elevate our aspirational client experience. The core areas of our clients' aritzia.com journey including discovery, evaluating and purchase are continuously improved resulting in a quicker and more seamless purchase and checkout process.
- **Aritzia App** – The Aritzia App represents a significant expansion of our Digital experience and introduces a fresh way for clients to connect with Everyday Luxury®. As our Digital flagship, the Aritzia App offers an immersive and intuitive environment where clients can explore new products, access exclusive drops, and receive personalized styling guidance. Blending entertainment with discovery, the Aritzia App features curated content and shoppable inspiration, creating a journey that adapts to each client over time. Thoughtfully designed and inherently aspirational, we believe the Aritzia App delivers an innovative, seamless, and personal experience.

We have passionate style and Concierge advisors who are trained to deliver a highly personalized shopping experience. Our Digital clients are supported by dedicated professionals in the areas of website design and development, marketing, social media, merchandising, distribution and logistics, and Concierge.

Our most loyal clients shop online, through the Aritzia App and in our boutiques, spending three-times more than a single channel client. We also offer Omni channel capabilities in both Canada and in the United States and offer Buy Online, Pick-Up In Store and Buy Online, Ship-From-Store offerings to the majority of our boutiques in Canada and the United States. There are proven synergies between our boutique network, aritzia.com and the Aritzia App, with the success of each channel benefiting the other through increased brand awareness and affinity.

We aim to provide our clients a seamless experience, whether they shop online, through the Aritzia App or in our boutiques.

Boutiques⁽¹⁾

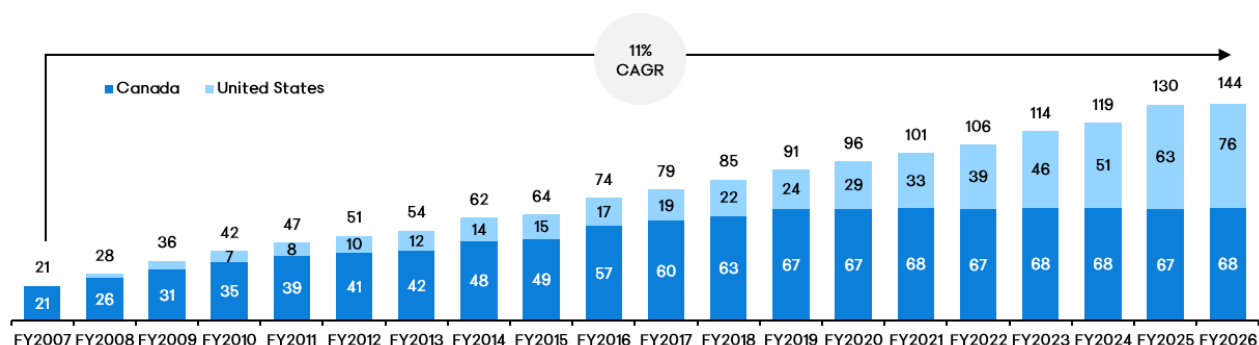


(1) Aritzia's boutique count at the end of Fiscal 2026, excludes four Reigning Champ boutiques.

We have developed our boutique network in a measured and disciplined manner. We have a portfolio of boutiques situated in premier real estate locations in high performing retail malls, lifestyle centres, and high streets in Canada and the United States. Our strong boutique sales productivity continues to make us a sought-after tenant for top quality locations in premier shopping destinations. In addition to opening new boutiques, we generate attractive returns on capital by enhancing elements of our existing boutiques (including footprint, layout and assortment) through carefully considered boutique repositions, relocations and expansions. We continue to elevate our boutique design and believe we deliver a fully immersive experience including enhancing the sensory experience by adding A-OK cafes in select boutiques.

Measured Boutique Growth

The following chart depicts our boutique growth over the periods indicated below.



As of March 1, 2026, we operate 68 boutiques in Canada and 76 boutiques in the United States. Our average boutique size is approximately 10,000 square feet, with flagships occupying an average space in excess of 25,000 square feet. Our existing boutiques are leased from a related party and third parties under operating leases with flexible lease commitments, and some leases containing additional options for renewal. None of the leases are, individually, considered material to the Company.

Canada	Number of Boutiques
Alberta.....	10
British Columbia.....	17
Manitoba.....	1
Nova Scotia.....	1
Ontario.....	31
Quebec.....	7
Saskatchewan.....	1
Total Canada	68

United States	Number of Boutiques
Arizona.....	2
California.....	15
Colorado	2
Connecticut.....	1
Florida.....	8
Georgia	1
Hawaii	1
Illinois	6
Indiana	1
Kansas	1
Massachusetts.....	3
Michigan	1
Minnesota	2
New Jersey	3
Nevada	2
New York	7
North Carolina.....	2
Ohio	2
Oregon.....	1
Pennsylvania	3
Tennessee	1
Texas.....	6
Utah	1
Virginia.....	1
Washington.....	2
Washington DC.....	1
Total United States	76
Total	144 ⁽¹⁾

Note:

⁽¹⁾ CYC had four Reigning Champ branded boutiques as of March 1, 2026, which are excluded from the boutique count.

Digital

Aritzia.com and the Aritzia App are a continually evolving digital representation of our brand. They are each designed to facilitate an inspired user experience across any device, through aspirational aesthetics and intuitive user interfaces, while celebrating our creativity, innovation and design. We strive to offer a seamless Everyday Luxury® experience for our clients to shop wherever, whenever and however.

Underpinned by our world-class distribution and logistics operations, each order fulfilled is meticulously wrapped in our elevated packaging in order to delight our clients when packages are received and opened. We have developed what we believe to be best in class Concierge associates and capabilities to deliver the high quality level of service our clients deserve.

Our Concierge function was established in 2012 with the start-up of our Digital business and has grown over the years alongside aritzia.com. We are further investing in our Concierge function to enhance every aspect of this growing operation. We will continue to evolve and integrate our people, processes, and technology in this critical area to accelerate our digital journey, enhance operational efficiencies and continue to elevate our Omni channel offering to delight our clients.

We know there is a synergistic relationship between our boutique network, aritzia.com, and the Aritzia App, with the success of each channel benefiting the other through increased brand awareness and affinity.

We have a Canadian (English and French), U.S. and international website. We pride ourselves on our functional innovation from the fully responsive nature of our site, optimized across all devices through to the seamless integration of content and commerce. We launched a more seamless international eCommerce experience in Fiscal 2026. The new international website allows clients to shop in their local currency, include all-in pricing (duties and taxes included), use local payment methods, perform self service returns, and receive their products faster than before.

We continue to improve the digital experience across all devices (e.g., desktop, mobile, tablet) to elevate our aspirational client experience. The core areas of our clients' digital journey including discovery, evaluating and purchase are continuously improved.

In particular, in Fiscal 2026 we made significant technology improvements to help us scale our business for the future. We launched the Aritzia App, a significant expansion of our digital experiences. As our Digital flagship, it offers an immersive and intuitive environment where clients can explore new products, access exclusive drops, and receive personalized styling guidance. The Aritzia App delivers an innovative, seamless, and personal experience to our clients. We also made significant improvements to our search experience, and implemented new services such as estimated delivery dates and the ability for clients to cancel orders themselves. All of these enhancements help to support a more intuitive and brand propelling online shopping experience.

We continue to focus on Digital marketing as a growth driver for our Digital business, which we believe will help grow our brand awareness in the U.S., protect our product franchises and position us to acquire more new clients.

Marketing

We employ a holistic marketing approach to articulate the fundamental creative ideas that express our brand. We believe this has a meaningful impact on increasing awareness and affinity for Aritzia in existing and growing markets in Canada and the United States.

At Aritzia, we believe our premier real estate footprint is an important marketing vehicle. Being situated in premier real estate locations in high performing retail malls and high streets, we are positioned in areas with high foot traffic where our clients are shopping, enhancing visibility to our brand.

Our digital marketing strategy considers our Digital business as an extension of our boutique experience and uses social media and engagement with a rapidly increasing number of influencers, including celebrities, to build dedicated followings across platforms such as Instagram and TikTok. Complementing this, we continue to increase our digital marketing with performance channels including paid and affiliates. We drive traffic, engagement and transactions with a balanced mix of paid, owned and earned channels that showcase our offering, communicate our brand ethos, and engage in conversation with our client community.

SUPPORT OPERATIONS

Distribution Facilities

Our current distribution network consists of three distribution centres, two in Canada and one in the United States, that are well positioned to service our boutiques and Digital business. Our distribution centres include a 223,000 square foot facility in New Westminster, British Columbia, a 550,000 square foot facility in Vaughan, Ontario, and a 560,000 square foot third-party facility in Columbus, Ohio.

We operate our distribution centres located in New Westminster, British Columbia and Vaughan, Ontario, while the distribution centre located in Columbus, Ohio is operated by a third-party logistics provider. Our inventory is centrally managed and shared amongst our boutiques and Digital business.

In Fiscal 2024, we opened our 550,000 square foot distribution centre in Vaughan, Ontario. This facility is in-sourced and replaced our previous 150,000 square foot facility operated by a third-party logistics provider in Mississauga, Ontario. We completed construction of an additional 200,000 square feet space in this facility in Fiscal 2026.

In Fiscal 2024, we expanded and took over the entire building in our Columbus, Ohio distribution centre, resulting in an additional 305,000 square feet for a total of approximately 560,000 square feet in that facility. We plan to complete additional retrofitting work in this facility in Fiscal 2027 to help optimize our operations.

In Fiscal 2025, construction activities commenced on a new 380,000 square foot facility in Delta, British Columbia. When completed, this new facility will be operated by us and is expected to be operational in early Fiscal 2027. We plan to retain our current facility in New Westminster, British Columbia for storage and office space purposes, among other things. We plan on implementing increased automation, including robotic equipment in this new facility to increase our efficiencies and throughput.

Our current facilities are set up to flexibly manage multi-channel and Omni channel demands, as our business continues to grow, and these further expansions are expected to support both our Retail and Digital businesses with added capacity to handle higher levels of throughput.

Systems and Infrastructure

Our focus on building our digital infrastructure impacts everything we do. In our view, digital is about more than just our technology and Digital operations, it runs through the business all the way from design to the service we deliver in boutiques. We use what we believe to be best-in-class information systems to support the major functional aspects of our business. Ongoing upgrades and investments are expected to increase our efficiency and support our growth.

Enterprise Management

Across the organization, we use SAP, a sophisticated enterprise resource planning system, to provide business process support and intelligence across customer, marketing, Concierge, merchandise planning, inventory management, production, costing, order management, finance, accounting, reporting and analysis. As the backbone of our infrastructure, this system has the flexibility to support global and multi-channel expansion.

Clients – Omni Channel

In Fiscal 2026, we continued to strengthen our core Omni capabilities, including Buy Online, Ship-From-Store and Buy Online, Pick-Up In Store. With our initial Omni implementation now completed, we are shifting from laying the foundation to enabling the next stage of our Omni business evolution.

Our focus is centered on two major enterprise initiatives: implementing a unified global payments processor and deploying radio-frequency identification across our boutique network. These capabilities will help elevate our customer experience, improve operational efficiency, and support more reliable, real time inventory visibility. In parallel, we continue to enhance our data and analytics to deliver deeper insights into omni fulfillment, sourcing, and returns, enabling more informed decisions across the business.

Concierge

Concierge is an integrated solution that enhances our client experience throughout the lifecycle of their purchase. It is also a revenue generating opportunity as we personalize each client interaction through our client care centre.

Boutiques

We utilize Oracle Retail as our point-of-sale system to facilitate client transactions and fulfill boutique-initiated orders across our network to provide a seamless shopping experience for our clients. We have completed deployment of our new fulfillment application that improves pick, pack and ship capabilities in our boutiques and enables fulfillment of eCommerce orders including Buy Online, Ship-From-Store and Buy Online, Pick-Up In Store in most of our boutiques.

eCommerce

aritzia.com and the Aritzia App are powered by Salesforce Commerce Cloud. We continue to invest in our eCommerce capabilities with a view to further grow our eCommerce revenues.

We are directing resources with a continued focus on performance marketing, such as affiliates, search, email and social. In addition, we continue to increase the use of data analytics to improve online conversion and client loyalty through increased personalization. We have migrated to a modern technology stack in order to power future aritzia.com and the current Aritzia App capabilities in addition to preparing ourselves for delivering other client facing experiences.

Product

We utilize SAP technologies to manage our enterprise inventory system of record. We continuously enhance our Product Lifecycle Management System (“**PLM**”), to source, design and develop our products from concept to commercialization. PLM streamlines processes for our Creative and Manufacturing teams, consolidating and centralizing all product development data to focus on innovation and product quality, increase speed to market where appropriate, and ultimately optimize manufacturing costs. We are further innovating our merchandise planning processes with transformative merchandise planning technology that will strengthen our end to end planning efficiency, including forecasting accuracy, sales, inventory, pricing and markdown management. This system will include major investments in demand forecasting supported by machine learning and artificial intelligence.

Distribution and Logistics

We use industry leading warehouse package-to-application technology in our distribution centres in New Westminster, British Columbia and Vaughan, Ontario, and will be used in our new Delta, British Columbia facility when operational in the future, to support our fulfillment processes. We continue to upgrade our warehouse management system to enhance our supply chain system flexibility and scalability to support our boutique and Digital growth initiatives. In Fiscal 2027, we plan to implement autonomous robotics in our new Delta British Columbia distribution centre, driving meaningful gains in fulfillment speed, labor productivity, and scalability.

Business Support

We utilize Workday as our human resource information system. This integrated platform supports strategic human capital decisions for our growing business.

We use Google Cloud for our Data & Analytics function to maximize the value of our data. Leveraging our existing investments and the capability of Google Cloud, we are building capacity across our people, processes and technology to further enhance efficiencies and decision making in our operations.

We have migrated our workloads to the cloud in order to scale our technology with our growing business and to provide greater resiliency and flexibility to support the business.

We continue to invest in our cyber security program including our security processes, safeguards, and protections for assessing, identifying, and managing material risks from cybersecurity threats to Aritzia. Our cybersecurity program includes applicable cyber security training and regular reporting to, and oversight by, Aritzia's Audit Committee and Board of Directors.

People & Culture

We are committed and passionate about what we do and how we execute. No matter how big or small, we set the bar high to capitalize on opportunities and strive to consistently exceed our clients' expectations. To support our growth, we continue to build and scale our People & Culture infrastructure, focused on attracting, acquiring, developing and retaining a high performing team of world-class talent.

We invest in talent across the organization from our style advisors to our support office team and are committed to training and developing our future leaders, successfully positioning them to drive our growth. Organizing for high performance means putting our people in the right roles that will leverage their skills to achieve the highest results, while continuing to fuel our growth by providing what we believe to be market leading learning and development programs.

Our executive team has an average tenure of 19 years at Aritzia and is led by our Chief Executive Officer, Jennifer Wong and Executive Chair, Brian Hill. We believe we have the right team in place to grow our business. We will continue to develop a culture by design that enables us to achieve operational goals and bring our strategy to life.

As of March 1, 2026, we had over 8,800 employees (excluding seasonal employees), of which over 6,000 were employed in our boutiques, over 400 were employed with our Concierge team, over 1,500 were employed in our support offices, over 850 were employed at our in-sourced distribution centres, and over 100 were employed with our Food and Beverage team.

We hire seasonal associates for our boutiques, distribution centres, and Concierge team during peak seasons such as the holiday shopping season, which provides us with greater flexibility in our workforce and allows us to better address busier peak periods.

Best and Brightest Program

The Aritzia People Pipeline

The Aritzia People Pipeline is an internal talent program designed to open pathways from our boutiques, Concierge, in-sourced distribution centres, and Food & Beverage teams into careers across our support offices. Grounded in the belief that no one understands our clients better than the people who serve and interact with them every day, Aritzia People Pipeline empowers our frontline talent to bring their invaluable insight, passion, and client expertise into roles that shape the business. With a goal to fill 50% of our entry-level support office roles internally, we believe Aritzia People Pipeline serves as a strategic lever to grow, develop, and retain exceptional people while building a strong, sustainable talent pipeline for today and tomorrow.

Aritzia Rise

Aritzia Rise is a paid, 12-week, full-time internship designed to give undergraduate and graduate students meaningful, hands-on experience at our support office in Vancouver. Rooted in Aritzia's commitment to developing world-class talent, the program offers students the opportunity to work alongside industry-leading teams, contribute to impactful projects, and gain exposure to our high-performance culture. With access to collaborative workspaces and the chance to learn from experts across the business, Aritzia Rise provides a uniquely immersive experience that builds skills, fuels growth, and shapes the next generation of talent.

Our People

We are an organization that exemplifies a thoughtful and intentional approach to our culture and are committed to providing safe and inclusive spaces and experiences. In Fiscal 2026, we continued to focus on driving inclusive and equitable processes and policies throughout our employee lifecycle. In addition, we continue to prioritize the positive workplace experience of our employees with our People Resource Groups as well as continuing to support employee engagement, education opportunities and guest speakers with subject matter expertise on different topics. To build a holistic approach to our work, we continue to collaborate with our corporate giving team as well as with our employee engagement department with whom we are designing and deploying strategies to support our organization, our employees, and the communities in which we operate. We continue to partner with our marketing/creative partners to drive a greater range of representation, authenticity, and storytelling for our brand as we seek to scale and expand our consumer base. We continue to deliver various associated customer-facing campaigns that reflect the broad nature and interests of our client and employee bases.

Intellectual Property

Intellectual property plays a critical role in developing and maintaining Aritzia's brand equity, creating and sustaining demand for our products and services and protecting our proprietary names, designs and information from competitors and counterfeiters. As Aritzia's business continues to expand globally, developing a robust intellectual property program is important to protect the future of Aritzia's brands and designs.

We believe we own the material intellectual property rights used in connection with the design, production, marketing, distribution and sale of our products and services in Canada, the United States and in other core foreign markets in which our products and services are currently, or are intended to be either sold, manufactured or offered. Our major trademarks include *Aritzia*, *Wilfred*, *Babaton*, *TNA*, *The Super Puff*, *Everyday Luxury*, and *Reigning Champ*, and span numerous countries and regions including Canada, the United States, China, Taiwan, Japan, Hong Kong, the United Kingdom, European Union and Australia. On a global basis, we have over 2,000 trademarks (including CYC trademarks), which are either registered or pending, and over 500 domain name registrations. We intend to continue to strategically register, both domestically and internationally, trademarks and domain names that we use today and those we create in the future. We also own United States design patents, industrial designs in Canada, as well as registered designs in Europe and the United Kingdom to protect our product designs. We have confidentiality agreements and license agreements with employees, manufacturers and other third parties, which limit the use of our designs, trademarks, and any other intellectual property rights.

OUR FUTURE GROWTH

We take a highly strategic and thoughtful approach to growth that is focused on profitability over the long-term. See “Forward-Looking Information” and “Risk Factors” in this document and our MD&A for the year ended March 1, 2026.

Geographic Expansion

Our boutiques represent a key component of our growth strategy, as they drive sales and meaningful profits, build brand awareness, propel significant client acquisition, and fuel our Digital business.

As many businesses across Canada and the United States are reducing their store footprint, we are seeing opportunities for us to acquire prime real estate. We believe that we have a meaningful opportunity to expand our boutique network, particularly in the United States, where we have identified 175-200 locations that meet our exacting criteria, including boutiques situated in premier real estate locations in high performing retail malls and high streets in Canada and the United States. We will continue to take a disciplined approach to boutique openings, with a fastidious focus on location selectivity, elevating our boutique design and delivering exceptional experiences for our clients. Our focus is on expanding our boutique network in the United States with select repositions in Canada.

Digital Growth

We continue to invest in our digital capabilities to support our Digital business, and we plan to fuel Digital growth by delivering against our Aritzia eCommerce 2.0 strategy, featuring tailored product discovery, creative innovation, and intuitive experiences. We aspire to connect clients to Everyday Luxury®, offering beautiful product, tailored experiences, and endless inspiration to be a leading Digital business.

The strategy behind Aritzia eCommerce 2.0 has the following components, which is our value proposition that we believe highlights our unique competitive advantage:

- *We plan to deliver 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. We have made significant progress leveraging advanced business intelligence and behaviour analytics to further enhance our understanding of our clients. This includes optimizing our online operations to enhance personalization which we believe will drive higher conversion and client loyalty. Aritzia.com and the Aritzia App each showcase our entire product assortment, and our brands are designed for a segment

of our overall client base. We aim to inspire the client to discover our diverse assortment, while content is tailored to their individual style and preferences to keep them engaged.

- *We plan to deliver creative innovation:* With an emphasis on form, creative innovation keeps our Digital experience at the forefront of cool. This extends to service, operations and technology. We aim to continuously raise the bar across both form and function. Whether it be aspirational site design, how we merchandise, captivating content and communications, or coming up with a creative technology solution – we plan to redefine the norms.
- *We plan to deliver an intuitive experience:* Our Digital platform, which includes the Aritzia App, aims to provide our clients further ease of use at all touchpoints. A word that is often used to describe Everyday Luxury® is effortless, and this is intended to extend to our Digital presence. We strive to offer a seamless, integrated, and highly shoppable experience. Aritzia is focused on improving the Digital experience across all devices (e.g., desktop, mobile, tablet) to work towards making shopping even more frictionless than it is today. The core areas of our client's digital journey including discovery, evaluating, and purchase are continuously improved.

For further information with respect to our continuing investment in our digital systems and infrastructure, see "The Business of Aritzia – Support Operations – Systems and Infrastructure" in this Annual Information Form.

Increased Brand Awareness

We plan to further increase brand awareness, new client acquisition, and retention. As a complement to our boutique openings, we are honing our digital and brand marketing strategy to help grow our awareness in the U.S., protect our product franchises and better position us to acquire new clients.

Enhance Long-Term Profitability through Operating Leverage and Continuous Improvement

As we grow, we expect to be able to scale our investments and leverage our fixed costs alongside our anticipated revenue growth. We continually seek to enhance our long-term profitability by:

- Enhancing gross profit margins through our initial mark-up initiative while continually reinvesting in the quality of our products; and
- Leveraging selling, general and administrative expenses as a percentage of revenues while continuing to invest in talent and infrastructure to support our long-term growth objectives.

These strategic levers are underpinned by the Company's unique strengths that have driven its over 40-year track record of success, including: high-quality, beautifully designed product; premier real estate; a proprietary retail model; a strong digital model; talented people and high-performance culture; best-in-class infrastructure; and community responsibility.

IMPACT AND SUSTAINABILITY

Overview and Impact Strategy

Reflecting the importance of sustainability-related risks and opportunities to our business and brands, and as a prominent player in the fashion industry, Aritzia believes it has a role to play in sustainability matters.

As our business grows, so does our potential to create lasting change - we remain dedicated to making year-over-year progress on our Impact goals and priorities.

At Aritzia, Impact refers to the contributions we make to People and the Planet. We believe these contributions matter to our consumers and to our overall business resilience as a whole. The Impact scope spans Aritzia's full value chain - from raw material sourcing in our upstream operations, through to product end-of-life in our downstream operations. With the goal to strengthen our positive impact, initiatives and oversight of these areas are shared throughout our organization. We seek to take an evidence-based approach and to deliver long-term positive impact for the benefit of our business resilience and our stakeholders.

People Strategy

We are committed to supporting People to thrive across the following areas: Our People, Supply Chain and Communities.

Within our own operations, we are prioritizing the building and scaling of People & Culture infrastructure to attract, develop and retain a high performing team of world class talent. We have invested in a dedicated Impact department and leadership team, who are building programs and initiatives to propel a sense of belonging amongst our People and surrounding communities.

Aritzia believes that to facilitate the long-term success of our business, our responsibility extends beyond our own direct operations, and we strive to enrich the lives of People impacted by our business. Guided by our Supplier Code of Conduct, we have programs in place to monitor and help mitigate risks to our business associated with our supply chain, as well as seeking to support improvements related to workplace standards of people working in our exclusive brands' finished goods supply chain.

Aritzia also partners with community organizations through our Community Giving Program, both in Canada and the U.S. Through product donations, funding, and volunteering, we collaborate with long standing and new partners to propel our philanthropy strategy and deepen our impact in the communities we serve.

Planet

With a view to supporting the long-term resilience of our business, Aritzia's priority Planet impact areas include climate, responsible manufacturing, and raw materials sourcing. Management reported to the Environmental and Social Committee ("**E&S Committee**") of the Board in the development of the Climate Scenario Risk Analysis, which enables the basis of our climate strategy considerations and related risks. A high-level climate strategy, including the results of our 2030 and 2050 climate scenario risk analysis was disclosed in our FY 2025 Aritzia Impact Report. The FY 2025 Aritzia Impact Report is not incorporated by reference into this Annual Information Form.

Our greenhouse gas ("**GHG**") emissions reduction targets were validated by the Science Based Targets initiative ("**SBTi**") in Fiscal 2026 and disclosed in the FY 2025 Aritzia Impact Report. These targets include: (i) reducing absolute Scope 1 and 2 (market-based) GHG emissions by 54.7% (2022 baseline) by 2023¹; (ii) reducing Scope 3 GHG emissions from Purchased Goods & Services and Upstream Transportation & Distribution by 61.1% (2022 baseline) per Canadian dollar value added by 2033¹; and (iii) reducing Scope

¹ Targets were set using SBTi's Corporate Near-Term Tool for emissions reductions and have been validated by the SBTi.

3 GHG Forest, Land & Agriculture (FLAG) emissions by 39.4% (2022 baseline)². In Fiscal 2027, we continue to refine a roadmap for GHG emissions reductions. As part of the E&S Committee's responsibility for the review and approval of material³ climate change commitments and oversight for the implementation thereof, the E&S Committee oversaw the setting of these targets, and are overseeing our progress against these targets. We are committed to transitioning to preferred materials in our exclusive brand apparel products and have developed product sustainability targets that will guide how we engage with suppliers as well as accelerate our transition to preferred materials across our apparel products and brands.

Governance

In Fiscal 2023, Aritzia formalized its approach to the oversight of environmental and social ("E&S") impacts when it established the E&S Committee to guide and inform Aritzia's Impact strategies. As at March 1, 2026, the members of this committee are David Labistour, Doug Mack, and Nick Drake. Annually, the Board reviews and approves Aritzia's strategic plan which considers, among other things, the opportunities and risks of the Company's business and affairs, including with respect to climate-related risks arising out of Aritzia's own operations.

The Board, in conjunction with management, are responsible for identifying the principal risks to Aritzia's business and overseeing management's implementation of appropriate systems to seek to effectively monitor, manage and mitigate the impact of such risks, as appropriate. In particular, the E&S Committee is responsible for helping oversee the identification, management and mitigation, where appropriate, of the E&S-related risks and opportunities facing Aritzia.

Reporting directly to the Chief Executive Officer, the Chief Impact Officer holds management accountability for Aritzia's Impact strategy, objectives, activities, and performance, while the Chief Financial Officer maintains financial oversight over defined Impact targets. Aritzia has policies that include, but are not limited to, our Code of Conduct and our Whistleblower Policy as well as others that are specific to managing Impact risks and priorities in our supply chain.

Risk Management

In Fiscal 2023, Aritzia engaged with internal and external stakeholders to conduct a materiality assessment and worked with an expert consultant to validate the approach. Through this exercise, Aritzia's stakeholders identified and prioritized sustainability-related issues perceived as the most material to the business and presenting the greatest opportunity or risk. To gain a deeper understanding of salient topics, we previously conducted a Human Rights Impact Assessment across our value chain. In Fiscal 2025, with the support of a leading consulting firm, we conducted a climate scenario risk assessment to inform our understanding of our vulnerability to transition and physical climate risks the results of which were presented in the FY 2025 Aritzia Impact Report.

E&S-related risks and opportunities, including climate change, are considered at each quarterly E&S Committee meeting. In connection with quarterly E&S Committee meetings, an E&S-specific risk register

² The target includes FLAG emissions and removals. Targets were set using SBTi's FLAG Target-Setting Tool and have been validated by the SBTi.

³ In this "Impact and Sustainability" section we provide voluntary disclosures on sustainability topics, including climate-related matters, that may not meet the definition of materiality under applicable securities laws. When we discuss "materiality" in this context, it may be different than how we consider materiality for disclosure requirements under applicable securities laws and stock exchange requirements.

is prepared, which identifies risks, applicable mitigation actions, as appropriate, and analysis relating the status of risks and action plans. The E&S Committee's deliberations are then reported to the Board.

Our Enterprise Risk Management (“**ERM**”) team provides the foundational structure for the identification and monitoring processes for sustainability-related risks and compliance expectations. Management identifies sustainability-related risks through ongoing risk assessments and programs. Our sustainability materiality assessment is a key component of our process of understanding the sustainability-related risks and opportunities most relevant to our business and our stakeholders. In Fiscal 2026, Aritzia commenced a materiality assessment to refresh our understanding of our most significant environmental, social and governance related impacts. This assessment is designed to align with internationally recognized impact materiality frameworks, including the Global Reporting Initiative. With the support of an independent specialist consultancy, Aritzia is assessing impacts across its value chain, informed by select stakeholder insights. The assessment is intended to strengthen our identification of salient impacts and to support, where appropriate, their integration into the management of impact-related risks and opportunities.

These risks are incorporated into our wider ERM processes and tools to help ensure alignment of approaches and our ability to escalate and mitigate material sustainability-related risks as necessary. See the “Enterprise Risk Management (“**ERM**”): Navigating The Risk Landscape” section in this Annual Information Form.

Details of our key sustainability and governance-related risks can be found in the “Risk Factors” section of this Annual Information Form.

In Fiscal 2026, we continued building on our climate change-related reporting infrastructure, having particular regard to the current Canadian Sustainability Standards Board's (CSSB's) Canadian Sustainability Disclosure Standards (CSDSs) and California's climate reporting requirements in accordance with the Taskforce for Climate-Related Financial Disclosure (TCFD) recommendations and the Greenhouse Gas (GHG) Protocol.

Metrics and Performance Indicators

We have systems in place and partner with third parties to help measure our sustainability performance across our value chain. With the support of these partners and data management systems we can assess the accuracy of our analysis and identify opportunities for improvement. We are working to increase our disclosures against key sustainability performance indicators.

For a more detailed discussion on our sustainability metrics and key performance indicators, refer to the FY 2025 Aritzia Impact Report available on Aritzia's Environmental and Social Information page at investors.aritzia.com. The FY 2025 Aritzia Impact Report is not incorporated by reference into this Annual Information Form.

ENTERPRISE RISK MANAGEMENT (“ERM”): NAVIGATING THE RISK LANDSCAPE

Overview

We know that risk is inherent in our day-to-day operations, innovation, and the pursuit of long-term growth opportunities. To remain competitive and ensure sustainable success, Aritzia consciously takes risks and explores opportunities for development. The key risk factors considered material to our business and operations are set out below in the “Risk Factors” section of this Annual Information Form.

During Fiscal 2026, Aritzia's ERM function continued the journey of enhancing our ERM framework implementation, deepening our processes on risk identification and management with the intent of enabling business success through opportunity-focused, risk-aware decision-making. The annual revision of the enterprise risk register was conducted, which identified risks that may impede the achievement of corporate objectives and assessed the efficacy of existing mitigation controls. The outcome of this process was the development of a refreshed prioritized risk profile for the organization. Additionally, we revived our divisional risk register program, supporting our divisions in identifying key operational risks, controls and action plans needed to keep the risks mitigated.

Governance

Our Board, in collaboration with management, is tasked with identifying the principal risks associated with our business and overseeing the implementation of appropriate systems to effectively monitor, manage, and mitigate these risks. While our Board retains ultimate oversight responsibility, it has delegated the task to the Audit Committee to ensure that management establishes the necessary infrastructure and processes for risk management. Other committees are also delegated responsibility with respect to risks related to their respective mandates.

To support our risk management efforts, we have developed an ERM framework, which defines our risk appetite and ensures an enhanced view of risks and controls across the organization. This framework provides guidance on identifying, assessing, prioritizing, and managing risks, and outlines responsibilities for risk management, including oversight, day-to-day operational management, mitigation, and reporting. The framework is applicable across all areas of our business, at enterprise and operational levels, including sustainability considerations. In accordance with the framework, risks are formally assessed and reviewed quarterly to identify emerging risks for reporting to the Audit Committee.

Our Vice President of Enterprise Risk Management and Chief Financial Officer oversee all ERM activities and hold overall accountability for our ERM strategies. The operational implementation of our risk mitigation strategies is managed by our divisional and business unit leaders. To further enhance our focus on risk management, In Fiscal 2024, we established an Internal Audit and Advisory department that supports our risk identification and assessment activities and provides independent assurance on our management of risks, internal controls, and governance, through their functional reporting to the Audit Committee.

After the initial implementation of education and awareness workshops for our leaders in Fiscal 2025, we have continued to take every opportunity to create awareness and enhance the level of understanding and application of risk management strategies across the organization. There is an increasing awareness of risks as we seek to embed a robust risk culture and elevate risk maturity within the organization. Regularly, our Audit Committee engages with our finance and internal audit teams to discuss significant financial and operational risk exposures, as well as the actions being taken to mitigate and monitor these risks.

RISK FACTORS

The following specific factors could have material adverse effects on Aritzia and should be considered when deciding whether to make an investment in Aritzia and the Subordinate Voting Shares. The risks and uncertainties described in this Annual Information Form and the information incorporated by reference herein are those we currently believe to be material, but they are not the only ones we face. If any of the following risks, or any other risks and uncertainties that we have not yet identified or that we currently consider not to be material, occur or become material risks, our business, prospects, financial condition, results of operations and cash flows and consequently the price of the Subordinate Voting Shares could be

materially and adversely affected. In all these cases, the trading price of the Subordinate Voting Shares could decline, and prospective investors could lose all or part of their investment.

Our risk factors are scoped in our ERM framework and in line with our corporate objectives within the following categories: Financial, Brand, Culture, Operations, and Community, with the most significant risks in each category appearing at the top of such category. This is to ensure that the risks deemed most significant to the achievement of our corporate objectives are highlighted in our risk identification and quantification process. Note that the listed risk factors may have inherent cascading impacts on more than one category. The list and its structure by no means implies definitive risk classification or impact exclusivity.

Financial Risks

Potential risks to Aritzia's revenue/income generation, profitability, financial comparability, cash and credit management, tax strategies, internal controls, potential risks related to foreign exchange rates, and potential risks associated with shareholder ownership.

- ***General economic conditions in Canada, the United States and other parts of the world, including lower levels of consumer spending, economic volatility, and international trade policies and tariffs, and geopolitical events and international conflicts, can affect consumer confidence and consumer purchases of discretionary items, including fashion apparel and related products, such as ours.***

Consumer purchases of discretionary retail items and specialty retail products, which include our apparel and accessories, may be adversely affected by economic conditions influencing the economic support or demand for our products, and consumer confidence with respect to current and future economic conditions. Consumer purchases may decline during recessionary or economically volatile periods, including periods of rising inflation that could affect the amount of discretionary income available for consumers to purchase our products.

Our financial performance is particularly susceptible to economic and other conditions in regions where we have a significant number of boutiques. Further or future slowdowns or disruptions in the economy could adversely affect mall and shopping destination traffic and new mall and retail development and could materially and adversely affect us and our growth plans.

Global uncertainty, such as uncertainty with respect to international trade policies and tariffs, geopolitical events and international conflicts (including the conflict in the Middle East), and the global short- and long-term effects of pandemics or similar crises, may cause changes in consumer confidence and in consumers' discretionary spending habits, resulting in a material adverse effect on our business, financial condition and results of operations. As global economic conditions continue to be volatile or economic uncertainty remains, trends in consumer discretionary spending also remain unpredictable and subject to reductions due to credit constraints and uncertainties about the future. Given the global supply chain in the fashion industry and the cross border nature of our business, the imposition of new duties, tariffs and other trade restrictions or other similar measures (and any retaliatory measures), or the suspension or removal of certain tariff exemptions, may also result in a decrease in demand for the products we sell. Further, demand for our products may also be impacted by general macroeconomic conditions, which could worsen as a result of the renegotiation of trade agreements or the imposition of new duties, tariffs and other trade restrictions or other similar measures.

Our sensitivity to economic cycles and any related fluctuation in consumer demand may have a material adverse effect on our financial condition.

- ***Increases in the cost of the raw materials or other inputs used in the production, manufacturing and transportation of our merchandise or tariffs, duties and other trade protection measures could materially adversely affect the business, operations and financial condition of the Company.***

The United States is Canada's largest trading and investment partner, and as a result, the Canadian economy is significantly affected by developments in the U.S. economy. On April 2, 2025, the U.S. announced a 10% baseline tariff on imports from nearly all countries with higher country-specific tariff rates beginning April 9, 2025 although the effective date was delayed to allow for negotiations. The U.S. completed negotiations with certain countries, including Vietnam, resulting in tariff rates higher than the 10% baseline rate. On July 30, 2025, the U.S. president signed an executive order removing the de minimis exemption for all countries effective August 29, 2025. On February 20, 2026, the U.S. Supreme Court issued a ruling against tariffs imposed under IEEPA, after which the U.S. Administration issued new tariffs under alternative legislative powers. On March 4, 2026 the U.S. Court of International Trade ("CIT") ordered U.S. Customs and Border Protection to liquidate and, where applicable, reliquidate, or correct, certain import entries without regard to duties imposed under the IEEPA. The CIT order provides relief for entries affected by IEEPA tariffs, but the discussion regarding specific refund mechanisms is ongoing. The disruptions caused by the continuing changes in the tariff landscape, including the de minimis removal, and any other trade restrictions or other similar measures (and any retaliatory measures) could adversely impact the profitability of our business, financial condition and results of operations. It remains unclear the extent to which additional quotas, duties, tariffs, sanctions and/or other trade restrictions or other similar or retaliatory measures may be imposed by Canada, the United States or other countries, whether and if any changes to the currently announced tariffs will be applied, how long they may be in effect, the extent to which further retaliatory measures will be imposed, the nature of the goods that will be subject to such tariffs and whether other factors will support a pass through of all or a part of the tariffs to the market. In addition, as the Canada-United States-Mexico Agreement ("CUSMA") is set for review in July 2026, there is uncertainty if the parties will seek to renegotiate its terms. The disruptions caused by the potential renegotiation of CUSMA and the threat of, the potential or actual imposition of, and increases in the rate or scope of, such quotas, duties, tariffs, sanctions and other trade restrictions or other similar measures (and any retaliatory measures) could adversely impact our operations, the profitability of our business, financial condition and results of operations and the price and market value of the Subordinate Voting Shares and such impacts could be material and impossible to predict.

Countries impose, modify and remove tariffs and other trade restrictions and renegotiate trade agreements in response to a diverse array of factors, including global and national economic and political conditions, which make it impossible for us to predict future developments regarding tariffs and other trade restrictions. Trade restrictions, including tariffs, quotas, embargoes, safeguards, and customs restrictions, and the renegotiation of trade agreements could increase the cost or reduce the supply of products available to us, increase the cost of goods sold, or may require us to modify our supply chain, distribution or other current business practices, any of which could harm our business, financial condition and results of operations as a result of the fact, among others, that we currently operate a distribution centre in the U.S. and source the materials for our merchandise, and our independent suppliers and manufacturers operate, in overseas markets, including but not limited to, Austria, Bangladesh, Cambodia, China, Guatemala, India, Indonesia, Italy, Philippines, Portugal,

Romania, Sri Lanka, Turkey, the U.S. and Vietnam. We are dependent on international trade relations, agreements and regulations. Increases on duties from suppliers in other countries will have an impact on our financial condition and results of operations.

Aside from trade restrictions and tariffs, our suppliers and manufacturers are also affected by, among other things, regulatory changes, political or economic instability (including international conflicts such as the conflict in the Middle East), currency exchange rates, financial instability and other factors relating to foreign trade, including fluctuations in the cost, availability and quality of the fabrics or other raw materials, particularly cotton, wool, down silk and synthetics used in our manufactured apparel. These factors are beyond our control, may adversely affect our suppliers or manufacturers or cause disruptions to their businesses and may impact our ability to source and transport raw materials and finished merchandise, manufacture our merchandise on acceptable terms and may adversely affect our cost of goods sold and our ability to meet client demands.

Further, freight cost is impacted by changes in fuel prices which are further impacted by, among other things, fluctuations in oil production due to anthropogenic and natural disasters, impacts of climate change, and political or economic instability (including international conflicts such as the conflict in the Middle East). Fuel prices affect freight cost both on inbound freight from manufacturers to the distribution centres and outbound freight from the distribution centres to our boutiques and Digital clients. Increased fabric, material, import taxes and duties and transport costs increase our cost of goods sold and could impair our ability to meet production or purchasing requirements in a timely manner. An inability to mitigate these cost increases could lead us to attempt to pass on such cost increases to our clients through boutique price increases on our merchandise, which could adversely affect our revenue volume. It could also lead to a change in our merchandise mix or inventory levels, which could result in a decrease in our profitability. Although we work to engineer our products to mitigate any losses resulting from labour and commodity price increases, such efforts may not be successful in mitigating losses or reducing adverse effects on profit.

- ***We may be unable to continue to grow revenue levels or meet other financial targets, which could cause the price of our Subordinate Voting Shares to decline.***

Our success depends, in part, upon our ability to improve comparable sales and achieve revenue and other financial targets for our boutiques and Digital business. Various factors affect revenue levels, including competition, tariff and trade restrictions, consumer trends and preferences, the general economic and retail environment, anthropogenic and natural disasters, impacts of climate change, disease outbreaks, our ability to efficiently source and distribute products, brand innovation and changes in our merchandising mix, the timing of release of new merchandise and promotional events, the success of marketing programs, prior period revenue levels, inventory shrinkage, the timing and amount of markdowns, weather conditions and changes in the other tenants in the shopping centres or other locations in which our boutiques are located. These factors may cause our revenue results to differ materially from prior periods and from expectations. Past revenue and other financial results are no indication of future results, and there can be no assurance that our revenue levels will not decrease in the future. We have made and intend to continue to make significant capital investments over the long-term to increase comparable sales by focusing on brand and product innovation and enhancing boutique layout, merchandise and product offerings and presentation. Failure to increase comparable sales, meet other financial targets or expectations, including the failure to successfully complete or meet the Company's Fiscal 2027 strategic and financial plan, could adversely affect our revenue, and the price of our Subordinate Voting Shares could decline.

- ***We will require significant capital to fund our expanding business, which may not be available to us on satisfactory terms or at all. While we plan to use cash from operations and our Revolving Credit Facility to fund our operations and execute our growth strategies, if we are unable to maintain sufficient levels of cash flow, we may not meet our growth expectations or we may require additional financing which could adversely affect our financial health and impose covenants that limit our business activities, as well as cause dilution to existing Shareholders.***

We continue to have a focus on growth and expansion, including the further expansion of our Digital business, our boutique network, our distribution centres, our support offices and distribution channels and the upgrade of our information technology systems and other infrastructure as opportunities arise. To support our expanding business and execute on our growth strategies, we will require significant capital.

We primarily depend on cash flow from operations and our Revolving Credit Facility (as defined below under “Material Contracts - Credit Agreement”) to fund our business and growth plans. If our business does not generate sufficient cash flow from operations to fund these activities, and sufficient funds are not otherwise available to us from our Revolving Credit Facility, we may need additional equity or debt financing. If such financing is not available to us, or is not available on satisfactory terms, our ability to operate and expand our business or respond to competitive pressures would be curtailed and we may need to delay, limit or eliminate expansion plans or operations or other elements of our growth strategies.

The issuance of additional Subordinate Voting Shares under any equity financing may have a dilutive effect on the interests of Shareholders. The number of Subordinate Voting Shares that we are authorized to issue is unlimited. We may, in our sole discretion, subject to applicable law and the rules of the TSX, issue additional Subordinate Voting Shares from time to time (including pursuant to any equity-based compensation plans), and the interests of Shareholders may be diluted as a result.

The terms of our Revolving Credit Facility do, and any additional debt financing may, restrict our current and future operations, which could adversely affect our ability to manage our operations and respond to changes in our business.

We may incur indebtedness under the Revolving Credit Facility (as defined under “Material Contracts – Credit Agreement”) or other lines of credit available to us in the future. We are exposed to changes in interest rates on our cash and cash equivalents and bank indebtedness. The Revolving Credit Facility allows us to borrow at variable rates of interest. Debt issued at variable rates would expose us to cash flow interest rate risk while debt issued at fixed rates would expose us to fair value interest rate risk. If interest rates were to increase, interest payments could increase even though the amount borrowed does not change given our variable rate borrowings. In addition, our current and future interest payments need to be paid when due, and could require us to divert funds identified for other purposes to debt service and could create additional cash demands or impair our liquidity position and add financial risk for us. Diverting funds identified for other purposes for debt service may adversely affect our business and growth prospects. If we cannot generate sufficient cash flow from operations to service our debt, we may need to refinance our debt, dispose of assets, reduce or delay expenditures or issue equity to obtain necessary funds. We do not know whether we would be able to take any of these actions on a timely basis, on terms satisfactory to us, or at all. In particular, the current market volatility and economic downturn may adversely impact the rates at which we are able to borrow and

our ability to borrow under the Credit Agreement (as defined under “Material Contracts – Credit Agreement”) in the future, or pursuant to other available sources.

Our Credit Agreement contains restrictive, financial and other covenants which affect, among other things, the manner in which we may structure or operate our business. A failure by us to comply with our contractual obligations (including restrictive, financial and other covenants), or to pay our indebtedness and fixed costs under our current or future financing arrangements, could result in a variety of material adverse consequences, including the acceleration of our indebtedness and the exercise of remedies by our creditors, and such defaults could trigger defaults under other agreements. In such a situation, it is unlikely that we would be able to repay the accelerated indebtedness or fulfill our obligations under certain agreements, or otherwise cover our fixed costs, and our future financial condition would be materially adversely affected.

Our degree of leverage could have a material adverse effect on our business and results of operations, including: limiting our ability to obtain additional financing for working capital, capital expenditures, debt service requirements, acquisitions and general corporate or other purposes; restricting our flexibility and discretion to operate our business; limiting our ability to declare dividends on our Shares; having to dedicate a portion of our cash flows from operations to the payment of interest on our existing indebtedness and not having such cash flows available for other purposes; exposing our business to debt capital market risks, including interest rate risk and refinancing risk at maturity; exposing us to increased interest expense on borrowings at variable rates; limiting our ability to adjust to changing market conditions; placing us at a competitive disadvantage compared to our competitors that have less debt; making us vulnerable in a downturn in general economic conditions; and making us unable to make expenditures that are important to our growth strategies.

– ***Our net revenue and inventory purchases fluctuate on a seasonal basis, which could adversely affect our business and financial condition.***

Our business is seasonal, with a higher proportion of net revenue and operating cash flows historically generated during the second half of the fiscal year, which includes the back-to-school and holiday seasons. We also have higher working capital requirements in the periods preceding the launch of new seasons as we receive and pay for new inventory. This seasonality in revenue, cash flows and expenses may impact the comparability of our results of operations and could adversely affect our business and financial condition. Seasonal or cyclical variations in our business may become more pronounced over time and may harm our results of operations in the future.

Our quarterly results of operations may also fluctuate significantly as a result of a variety of other factors, including, among other things, the following: the timing of new boutique openings; net revenue and profits contributed by new boutiques; increases or decreases in comparable sales; changes in our product mix; and the timing of new advertising and new brand or product introductions.

As a result of these seasonal and quarterly fluctuations, we believe that comparisons of our operating results between different quarters within a single fiscal year are not necessarily meaningful and that these comparisons cannot be relied upon as indicators of our future performance.

Any future seasonal or quarterly fluctuations in our results of operations may not match the expectations of market analysts and investors. Disappointing quarterly results could cause the price of our Subordinate Voting Shares to decline. Seasonal or quarterly factors in our business and results of operations may also make it more difficult for market analysts and investors to assess the longer-term

profitability and strength of our business at any particular point, which could lead to increased volatility in the price of our Subordinate Voting Shares. Increased volatility could cause the price of our Subordinate Voting Shares to suffer in comparison to less volatile investments.

- ***Fluctuations in the value of the Canadian dollar in relation to the U.S. dollar and other currencies and fluctuations in input costs and inflation may impact our operating and financial results and may affect the comparability of our results between financial periods.***

We are exposed to market risks attributable to fluctuations in foreign currency exchange rates, primarily changes in the value of the Canadian dollar versus the U.S. dollar. Exchange rate fluctuations could have an adverse effect on our operating and financial results.

Over half of our net revenue is derived in U.S. dollars and the vast majority of our inventory purchases are denominated in U.S. dollars. Both our net revenues and cost of goods sold could be impacted significantly by changes in the value of the Canadian dollar against the U.S. dollar. In the future, we expect to continue to derive a significant portion of our net revenue in U.S. dollars and incur a significant portion of our cost of goods sold and operating costs in U.S. dollars, and changes in exchange rates between the Canadian dollar and the U.S. dollar may have a significant, and potentially adverse, effect on our results of operations.

Our consolidated financial statements are presented in accordance with IFRS Accounting Standards, and we report, and will continue to report, our results in Canadian dollars, our functional currency. Our U.S. operations have a functional currency of U.S. dollars and are translated into Canadian dollars at each reporting period, with the resulting unrealized translation gains or losses included in other comprehensive income (loss). Any change in the value of the U.S. dollar against the Canadian dollar during a given financial reporting period may cause our reported earnings to fluctuate materially and our reported earnings may not be comparable from period to period as a result.

Global economies are impacted by inflation which is predominantly driven by costs of goods as input costs continue to increase with the overall increase in costs caused by several external factors including but not limited to general uncertainties caused by global supply chain constrictions, changes in tariff and international trade policies, geo-political and economic events and rising energy prices. As such, inflation, supply shortages or increases in demand could impact our economic performance and our operations could be affected should interest rates, inflation or unemployment levels reach levels that adversely impact consumer trends and spending and, consequently, impact our sales and profitability. We may also not be able to effectively or successfully address such risks and uncertainties or successfully implement operating strategies to mitigate the impact of such risks and uncertainties.

- ***A failure to maintain an effective system of internal controls over financial reporting could harm our financial performance, our ability to raise capital and our listing on the TSX.***

We are responsible for establishing and maintaining adequate internal control over financial reporting, which is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with IFRS Accounting Standards. Due to inherent limitations, any control, no matter how well designed and operated, can provide only reasonable assurance of achieving the desired control objectives and may not prevent or detect misstatements. Additionally, management is required to use judgment in evaluating controls and procedures. Also, projections of any evaluation of effectiveness to future

periods are subject to risk that controls may become inadequate because of changes in conditions or that the degree of compliance with the policies or procedures may deteriorate. A failure to prevent or detect errors or misstatements may result in a decline in the price of our Subordinate Voting Shares and harm our ability to raise capital in the future.

If our management is unable to certify the effectiveness of our internal controls or if material weaknesses in our internal controls are identified, we could be subject to regulatory scrutiny and a loss of public confidence, which could harm our business and could cause a decline in the price of our Subordinate Voting Shares. In addition, if we do not maintain adequate financial and management personnel, processes and controls, we may not be able to accurately report our financial performance on a timely basis. If any existing control cannot be performed, management may need to identify alternative, appropriately designed controls to compensate, which could divert management resources. All of the foregoing could cause a decline in the price of our Subordinate Voting Shares and harm our ability to raise capital.

Failure to accurately report our financial performance on a timely basis could also jeopardize our listing on the TSX or any other stock exchange on which our Subordinate Voting Shares may be listed. Delisting of our Subordinate Voting Shares on any exchange would significantly reduce the liquidity of the market for our Subordinate Voting Shares, which would reduce the price and increase the volatility of our Subordinate Voting Shares.

We do not expect that our disclosure controls and procedures and internal controls over financial reporting will prevent all error or fraud. The design of a control system must reflect the fact that there are resource constraints, and the benefits of controls must be considered relative to their costs. Inherent limitations in all control systems include the realities that judgments in decision-making can be faulty, and that breakdowns can occur because of simple errors or mistakes. Controls can also be circumvented by individual acts of certain persons, by collusion of two or more people or by management override of the controls. Due to the inherent limitations in a cost-effective control system, misstatements due to error or fraud may occur and may not be detected in a timely manner or at all. If we cannot provide reliable financial reports or prevent fraud, our reputation and operating results could be materially adversely affected, which could also cause investors to lose confidence in our reported financial information, potentially resulting in a reduction in the trading price of the Subordinate Voting Shares.

– ***We may be subject to additional taxes, which could affect our operating results.***

We may be subject to assessments for additional taxes, including sales taxes, which could reduce our operating results. In determining our tax payment, collection and/or remittance, in taxing jurisdictions where we may or may not maintain a physical presence in accordance with current law, we are required to take various tax accounting and reporting positions on matters that are not entirely free from doubt and for which we have not received rulings from the governing authorities.

While we believe that we have appropriately remitted all taxes based on our interpretation of applicable law, it is possible that some taxing jurisdictions may attempt to assess additional taxes and penalties on us if the applicable authorities do not agree with our positions. A successful challenge by a tax authority, through asserting either an error in our calculation, or a change in the application of law or an interpretation of the law that differs from our own, could adversely affect the results of operations.

- ***Changes in accounting standards and subjective assumptions, estimates and judgments by management related to complex accounting matters could significantly affect our reported financial results or financial condition.***

Generally accepted accounting principles and related accounting pronouncements, implementation guidelines and interpretations with regard to a wide range of matters that are relevant to our business, including but not limited to revenue recognition, impairment of assets, leases, inventory, income taxes and litigation, are highly complex and involve many subjective assumptions, estimates and judgments. Changes in these rules or their interpretation or changes in underlying assumptions, estimates or judgments could significantly change our reported financial performance or financial condition in accordance with generally accepted accounting principles.

- ***We may not realize the potential benefits and synergies sought with the acquisition of CYC.***

In Fiscal 2022, we acquired 75% of CYC as part of our product expansion into men's wear while bringing incremental growth to our already surging women's Digital and United States businesses. In Fiscal 2024, we acquired the remaining 25% equity interest. The acquisition of CYC may not create value and may harm our brand and adversely affect our business, financial condition, and results of operations.

The potential benefits of expanding our product into men's wear might not be realized fully, if at all. Further, the expected mutually beneficial synergies and efficiencies between Aritzia and CYC, such as those related to our online and retail platforms and direct to consumer business, may not materialize.

There are inherent challenges of integrating the two companies and the integration may divert the attention of management and cause additional expenses.

- ***Our business has been and could be adversely affected by the outbreak of epidemics, pandemics or other health crises.***

Our business, financial condition and operations could be materially adversely affected by the outbreak of public health crises, epidemics, pandemics or outbreaks of new infectious diseases or viruses. Such events could result in local authorities declaring states of emergency, imposing quarantines, mandating social distancing, restricting the import or export of products, border closures, significant travel restrictions and temporary business closures for companies and industries deemed non-essential. These measures could result in volatility and disruption to global supply chains and financial markets, which could affect consumer discretionary spending and shopping habits, our margins, including as a consequence of preventative and precautionary measures taken by us and / or other businesses and governments, and could affect the credit market, commodity market, exchange rates, interest rates, inflation, liquidity risks, revenues and operations, and other factors relevant to our business and financial condition.

Risks Related to Ownership of Our Shares

- ***Our dual class structure has the effect of concentrating voting control with certain Shareholders.***

Our Multiple Voting Shares have ten votes per share and our Subordinate Voting Shares have one vote per share. The Hill Shareholders hold all of our issued and outstanding Multiple Voting Shares and have the right to nominate one director to our Board under the Investor Rights Agreement (as defined under

“Material Contracts - Investor Rights Agreement”). As at May 6, 2026, the Hill Shareholders have approximately 16.00% of our total issued and outstanding Shares and approximately 65.57% of the voting power attached to all of the Shares. As a result, the Hill Shareholders have a significant influence over Aritzia, including with respect to the election of directors and significant corporate transactions.

A shareholder, even a controlling shareholder, is entitled to vote its shares in its own interests, which may not always be in the interests of our other shareholders or Aritzia generally. Certain shareholders, including the Hill Shareholders, have representation on our Board. Although these directors owe fiduciary and other duties to Aritzia, directors representing significant shareholders on our Board could nonetheless lead to actual or perceived conflicts of interest where the interests of the significant shareholders may differ from those of Aritzia as a whole.

In addition, because of the 10-to-1 voting ratio between our Multiple Voting Shares and Subordinate Voting Shares, the Hill Shareholders continue to control a majority of the combined voting power of our voting Shares even where the Multiple Voting Shares represent a substantially reduced percentage of our total outstanding Shares. The concentrated voting control of holders of our Multiple Voting Shares will limit the ability of holders of Subordinate Voting Shares to influence corporate matters for the foreseeable future, including the election of directors as well as with respect to decisions regarding amendments to our share capital, creating and issuing additional classes of shares, making significant acquisitions, selling significant assets or parts of our business, merging with other companies and undertaking other significant transactions. As a result, holders of Multiple Voting Shares will have the ability to influence many matters affecting us and actions may be taken that holders of Subordinate Voting Shares may not view as beneficial. The market price of our Subordinate Voting Shares could be adversely affected due to the significant influence and voting power of the Hill Shareholders. Additionally, the significant voting interest of the Hill Shareholders may discourage transactions involving a change of control, including transactions in which an investor, as a holder of the Subordinate Voting Shares, might otherwise receive a premium for the Subordinate Voting Shares over the then-current market price, or discourage competing proposals if a going private transaction is proposed by one or more holders of Multiple Voting Shares.

- ***Any issuance of preferred shares could make it difficult for another company to acquire us or could otherwise adversely affect holders of our Shares, which could depress the price of our Subordinate Voting Shares.***

Our Board has the authority to issue preferred shares and to determine the preferences, limitations and relative rights of preferred shares and to fix the number of shares constituting any series and the designation of such series, without any further vote or action by our Shareholders. Our preferred shares could be issued with liquidation, dividend and other rights superior to the rights of our Shares. The potential issuance of preferred shares may delay or prevent a change in control of Aritzia, discourage bids for our Shares at a premium over the market price and adversely affect the market price and other rights of the holders of our Shares.

- ***Future sales of our securities by existing Shareholders or by us could cause the market price for our Subordinate Voting Shares to fall.***

Sales of a substantial number of our Subordinate Voting Shares in the public market could occur at any time. These sales, or the market perception that the holders of a large number of Subordinate Voting Shares intend to sell Subordinate Voting Shares, could significantly reduce the market price of our

Subordinate Voting Shares and the market price could decline. We cannot predict the effect, if any, that future public sales of these securities or the availability of these securities for sale will have on the market price of our Subordinate Voting Shares. If the market price of our Subordinate Voting Shares was to drop as a result, this might impede our ability to raise additional capital and might cause remaining Shareholders to lose all or part of their investments.

In addition, certain of our Shareholders have certain rights under the Second Amended and Restated Registration Rights Agreement (as defined under “Material Contracts - Registration Rights”) to require us to file a prospectus covering their registrable securities or to include their registrable securities in prospectuses that we may file for ourselves or on behalf of other Shareholders.

The intentions of the Hill Shareholders regarding their long-term economic ownership are subject to change, with the result that such Shareholders may sell more or less Subordinate Voting Shares than currently intended. Factors that could cause the Hill Shareholders’ current intentions to change include changes in the personal circumstances of Brian Hill or his family or estate planning for Brian Hill, our succession planning or changes in our management, changes in tax laws, market conditions and our financial performance.

Further, we cannot predict the size of future issuances of our Subordinate Voting Shares or the effect, if any, that future issuances and sales of our Subordinate Voting Shares will have on the market price of our Subordinate Voting Shares. Sales of substantial amounts of our Subordinate Voting Shares, or the perception that such sales could occur, may adversely affect prevailing market prices for our Subordinate Voting Shares.

– ***The market price for Subordinate Voting Shares may be volatile and your investment could suffer a decline in value.***

The market price of our Subordinate Voting Shares could be subject to significant fluctuations which could materially reduce the market price of our Subordinate Voting Shares regardless of our operating performance. In addition to the other risk factors described in this section of this Annual Information Form, such factors include actual or anticipated changes or fluctuations in our operating results, adverse market reaction to any indebtedness we may incur or securities we may issue in the future, litigation or regulatory action, breaches of security or privacy incidents, significant acquisitions, business combinations or other strategic actions or capital commitments by or involving us or our competitors, sales of our Shares by the Hill Shareholders, changes in general political, economic, industry and market conditions and trends, recruitment or departure of key personnel and investors’ general perception and reactions to our public disclosure and filings.

In addition, broad market and industry factors may harm the market price of our Subordinate Voting Shares. As a result, the market price of our Subordinate Voting Shares may fluctuate based upon factors external to us and that may have little or nothing to do with us, including expectations of market analysts, positive or negative recommendations or withdrawal of research coverage by analysts, publication of research reports or news stories about us, our competitors or our industry and changes in general political, economic, industry and market conditions and trends.

- ***If securities or industry analysts cease to publish research or publish inaccurate or unfavourable research about us or our business, our trading price and volume could decline.***

The trading market for our Subordinate Voting Shares depends in part on the research and reports that securities or industry analysts publish about us or our business. If one or more of the analysts who cover us downgrade our Subordinate Voting Shares or publish inaccurate or unfavourable research about our business, our trading price may decline. If one or more of these analysts cease coverage of us or fail to publish reports on us regularly, demand for our Subordinate Voting Shares could decrease, which could cause our trading price and volume to decline.

- ***The actions of activist stockholders could negatively impact our business and such activism could cause the price of our Subordinate Voting Shares to decline.***

We may be subject to legal and business challenges in the operation of our business due to actions instituted by activist shareholders or others. Responding to such actions can be costly and time-consuming, disrupting our operations and diverting the attention of management and our employees. Such investor activism could result in uncertainty of the direction of Aritzia, substantial costs and diversion of management's attention and resources, which could harm our business, hinder execution of our business strategy and initiatives, create adverse volatility in the market price and trading volume of our Subordinate Voting Shares, and make it difficult to attract and retain qualified personnel and business partners. In addition, a proxy contest for the election of directors at our annual meeting would require us to incur significant legal fees and proxy solicitation expenses and require significant time and attention by management and our Board.

- ***We do not expect to pay any cash dividends for the foreseeable future.***

We currently expect to retain all available funds and future earnings, if any, for use in the operation and growth of our business and do not anticipate paying any cash dividends in the foreseeable future. Any future determination to pay dividends will be at the discretion of our Board, subject to compliance with applicable law and any contractual provisions, including under the Credit Agreement (as defined under "Material Contracts - Credit Agreement") and other agreements for indebtedness we may incur, that restrict or limit our ability to pay dividends, and will depend upon, among other factors, our results of operations, financial condition, earnings, capital requirements and other factors that our Board deems relevant.

Brand Risks

Potential risks to Aritzia's brand, image, reputation, and good standing as well as its positioning with its products and consumers in the fashion retail landscape.

- ***We may be unable to protect our trademarks or other intellectual property rights, and may be subject to claims that we, or our suppliers, have infringed upon the trademarks or other intellectual property rights of third parties.***

We believe that our intellectual property rights are integral to our boutiques and our Digital business and our success in building our brand image and client loyalty. We enter into confidentiality agreements and license agreements with employees, manufacturers and other third parties. We rely on trademark registrations and common law trademark, design patent registrations, and copyright rights to protect the distinctiveness of our brand and have registered those intellectual property rights that we believe

are important to our business in Canada and the United States. We have registered certain of our trademarks in several foreign countries to seek protection outside Canada and the United States, and may seek to expand these registrations in the future. However, international protection of our brand image and the use of these marks may be unavailable or could be limited. In some cases, there may be trademark owners who have prior rights to our marks because the laws of certain foreign countries may not protect intellectual property rights to the same extent as do the laws of Canada or the United States. In other cases, there may be holders who have prior rights to similar marks. We cannot make assurances that our registrations will prevent imitation of our name, or exclusive brands, or the infringement of our other intellectual property rights by others within Canada and the United States or elsewhere. Imitation of our brands in a manner that projects lesser quality or carries a negative connotation of our brand image could have an adverse effect on our business, brand image and reputation, financial condition and results of operations. Similarly, use of, or negative publicity or events associated with, our brand or trademarks in jurisdictions where our intellectual property rights are not protected may negatively affect our image and reputation in Canada and the United States or elsewhere. If we fail to enforce or maintain any of our intellectual property rights, we may be unable to capitalize on our efforts to maintain and, in new markets, increase our brand equity.

We currently do not own any utility patents in the fabrics or processes used for our merchandise. Any such intellectual property rights to fabric construction, technology, and processes are owned or controlled by our suppliers and manufacturers and are generally not unique to us. As a result, our current and future competitors may be able to manufacture and sell merchandise with fabrications, characteristics and styling similar to our merchandise. Because some of our competitors may have greater financial, distribution, marketing and other resources than we do, they may be able to manufacture and sell merchandise based on our designs, fabrics and manufacturing processes at lower prices than we can. If our competitors do sell similar merchandise to ours at lower prices, our revenue and profitability could suffer.

Litigation may be necessary to protect and enforce our trademarks and other intellectual property rights, or to defend against claims brought by third parties from time to time. We also purchase certain finished merchandise that may be subject to design copyrights, design patents or otherwise may incorporate protected intellectual property and we do not independently investigate whether the suppliers legally hold the intellectual property rights to the merchandise sold to us.

Although we cannot estimate the likely outcome of any intellectual property-related claims or lawsuits, any such litigation or claims brought by or against us could result in substantial costs and diversion of our resources, which could have an adverse effect on our business, financial condition and results of operations. If and as disputes arise in the future, we may not be able to successfully resolve these types of conflicts to our satisfaction.

- ***Our business depends on a strong brand image, both for the Aritzia brand and our collection of exclusive brands, and if we are not able to protect and enhance our brands, our business may be negatively impacted.***

We believe that our brand image and brand awareness has contributed significantly to the success of our business and that maintaining and enhancing our brand image and increasing brand awareness in new markets where we have limited brand recognition is important to maintaining and expanding our client base. Maintaining and enhancing our brand image and increasing brand awareness may require us to make investments in areas such as merchandising, boutique development, employee training,

public relations and brand and digital marketing, as well as other costs associated with opening new boutiques and continuing to expand our Digital business. These investments may be substantial, and our efforts may not ultimately be successful.

Our brand image and reputation may be impacted by actions taken by our service providers or employees, characteristics of our product (including characteristics that may result in recalls), brand and digital marketing activities and negative commentary or reviews. Widespread use and access to social media campaigns and viral messaging or imagery could significantly broaden the scope and impact of any such events or circumstances. Because consumers value readily available information about retailers and their products, they may act on information conveyed through social media without further investigation and without regard to its accuracy. The harm to our brand may be immediate without affording us an opportunity for redress or correction, and there can be no assurances that we will respond in an appropriate or timely manner.

– ***If we fail to adequately connect with our client base, our business could be adversely affected.***

Our marketing programs continue to evolve to include fashion media, paid media, affiliates, influencers, direct to consumer, organic, social media, out of home, and in-boutique marketing to capture the interest of our clients and drive them to our boutiques and website. We anticipate that, as our business expands into new markets and as the market becomes increasingly competitive, maintaining and enhancing our brand may become increasingly important.

Customers are increasingly using websites and social media to inform their purchasing decisions and to compare prices, product assortment, and feedback from other customers about quality, responsiveness and customer service before purchasing our services and products. If we are unable to continue to develop successful marketing and advertising strategies, or if our competitors develop more effective strategies, there may be no immediately available or cost-effective alternative means to build or maintain brand awareness. Failure to cost-effectively build extensive brand awareness beyond our retail footprint could harm our business, financial condition and results of operations. We are increasing our investment in traditional advertising channels which causes us to incur additional expenses. There is no guarantee that we will generate sufficient returns from traditional advertisements or that we will succeed in maintaining and building our brand through the use of traditional advertising channels.

– ***Brand damage risk may occur from the undiscovered sale of merchandise that is not in compliance with our quality standards or regulatory requirements.***

Although our agreements with our suppliers outline our specifications and set out consequences for failing to meet our set standards, we have occasionally received, and may in the future continue to receive, some shipments of merchandise that fail to comply with our specifications or that fail to conform to our quality control standards or regulatory requirements. We have also received, and may in the future continue to receive, merchandise that either meets our specifications and regulatory requirements but that is nonetheless unacceptable to us, or products that are unacceptable to certain clients or to other members of the public. We also have occasionally received, and may in the future continue to receive, some shipments of third-party branded merchandise and collaboration merchandise that fail to comply with our specifications or that fail to conform to our quality control standards or regulatory requirements. Under these circumstances, unless we are able to obtain replacement products in a timely manner, we risk the loss of revenue resulting from the inability to sell

such merchandise and related increased administrative and shipping costs. In addition, if these quality issues are not discovered until after merchandise is purchased or viewed by our clients or members of the public, our clients or members of the public could form unfavourable opinions of our merchandise, we could face negative publicity, litigation, warranty claims, and merchandise recalls, which could result in decreased revenue and operating margin, and harm to our reputation and brand.

- ***The success of our business depends on our ability to optimize our product offerings by anticipating and responding in a timely manner to constantly changing consumer demands, tastes and fashion trends across multiple brands, product lines, sales channels and geographies. Our inability to anticipate and respond to these changes could have a material adverse effect on our business, financial condition and results of operations.***

Our target market of apparel and accessories is subject to rapidly shifting fashion and seasonal trends, client tastes and demands. Accordingly, our success is dependent on our ability to anticipate and forecast changes in fashion trends and consumer preferences and continuously manage and develop our collection of brands to respond to these consumer trends including expanding sales channels and geographies. While all of our products are subject to changing consumer preferences that cannot be predicted with certainty, we continually strive to deeply understand our clients - closely monitoring their needs, behaviors, and evolving expectations - to better anticipate shifts and respond proactively.

We design new products, select and purchase raw materials, develop new brands and retail concepts, incorporate select third-party brands and continuously adjust the position of our brands and product categories in an effort to meet our clients' demands. We also manage our inventory through pricing and by allocating, replenishing and transferring product across our network of boutiques, aritzia.com, and the Aritzia App to optimize product offerings.

To the extent our predictions differ from our clients' purchasing preferences, we may be faced with excess raw materials or inventories for some merchandise and/or shortages or missed opportunities for others. Although we have historically exercised a disciplined mark-down strategy, focussed on how we position our production against top sellers, and use excess raw materials for other styles, excess inventories could compromise our ability to continue to do so and result in lower gross profit margins due to greater than anticipated discounts and markdowns that might be necessary to reduce inventory levels. Low inventory levels can adversely affect our ability to meet client demand, which may lead to lost revenue and diminished brand loyalty.

In addition to our own execution, we also need to react to factors affecting our product offerings that are outside of our control, such as natural disasters, impacts of climate change, global hostilities, tariff and international trade policies, global health crises, disease outbreaks or other unforeseen events that may significantly impact client demand including consumer discretionary spending, consumer preferences and buying habits and the operations of retailers generally. Any sustained failure to anticipate, identify and respond to emerging trends in consumer preferences could have a material adverse effect on our business, financial condition and results of operations.

- ***Brand, business and reputational risks resulting from influencers and talent.***

We increasingly leverage influencer and talent relationships to further promote our brand and products. While we have a robust system for identifying and managing our partnerships, our brand, business and reputation may be negatively impacted as a result of influencers' and talents' social media

engagements; publicized social, cultural and political beliefs; inauthentic use of our brand and products; morality conflicts; or ethical disputes. Should one or more of the influencers promote our brand in a negative way, fail to adhere to applicable guidelines required by law, or be subject to negative publicity in the media, our brand, business and reputation may be negatively impacted, we may be required to spend time and resources cultivating new influencer relationships, and these relationships may not be as successful. The harm to our brand and reputation may be immediate without affording us an opportunity for redress or correction, and there can be no assurance that we will respond in an appropriate or timely manner.

Further, if we are unable to effectively recruit influencers with a meaningful following and engagement to promote our brand and products, our business, growth and results of operations may be adversely affected.

Operational Risks

Potential risk to Aritzia's sourcing, manufacturing, product, logistics, supply-chain, labour, compliance, sales channel operations, and IT systems that assure the Company's efficiency, profitability, and business continuity.

- ***A material disruption in or security breach affecting our information technology systems or Digital business could significantly affect our business and lead to reputational damages impacting our revenue and growth prospects.***

We rely extensively on our computer systems to manage our business, including client, employee, product, inventory, supply chain, distribution and financial data, and to record and process transactions and payroll. The uninterrupted operation of our information technology ("IT") systems, networks and services including internal and public internet sites, data hosting and processing facilities and cloud-based services and hardware, such as point-of-sale processing at boutiques, are critical for the operation of our business. We also invest in technology that allows us to personalize our client's shopping experience, automate repeatable operations, and improve analyses. While our systems are designed to operate without interruption, we have experienced, and may in the future experience, interruptions to the availability of our computer systems from time to time. The failure of our computer systems to operate effectively, be scaled to keep pace with our growing capacity requirements, smoothly transition to upgraded or replacement technology and software including artificial intelligence, or integrate with new systems, could adversely affect our business. In addition, our computer systems are subject to damage or interruption from power outages, computer and telecommunications failures, computer viruses, cyber-attacks, phishing attacks and other scams, fraud, money laundering, theft and other criminal activity, denial-of-service attacks, social engineering attacks, ransomware attacks, security breaches, catastrophic events such as fires, floods, earthquakes, tornadoes, hurricanes, pandemics, acts of war or terrorism, and breaches caused by usage errors by our employees, malfeasance or other disruptions. If our computer systems are damaged or cease to function properly, we may have to make a significant investment to fix or replace them. We may also suffer loss of critical data, compromise to the integrity or confidentiality of data and information, including but not limited to client and employee information in our systems or networks, disruption to the systems or networks of third parties on which we rely, and interruptions or delays in our operations. The rapid and exponential growth of cloud computing and e-commerce has resulted in the emergence of a global ecosystem of digital tools and applications that have been increasingly adopted by us and our peers. We rely on third-party technology providers to support our IT systems and our Digital Platform and the associated

exposure to risks of such service providers ceasing business operations, changing their business models, reducing functionality or experiencing cyber-attacks or system outages. Disruptive technologies such as artificial intelligence (“AI”) play an increasingly significant role in our ability to innovate. To the extent AI may be integrated into our information technology systems or by our technology providers, including cloud-based providers, this may increase the cybersecurity and privacy risks, including the risk of unauthorized or misuse of AI tools, we are exposed to, and threat actors may leverage AI to engage in automated, targeted and coordinated attacks of our systems. A lack of relevant and reliable information that enables management to effectively manage our business could preclude us from optimizing our overall performance. Actual or anticipated attacks may cause us to incur increased costs including costs to deploy additional personnel and protection technologies, train employees and engage third-party experts and consultants. Any significant loss of data or failure to maintain reliable data could have a material adverse effect on our business and results of operations. A disruption to our Digital, Retail or Concierge business could reduce our revenue, increase our costs, diminish our growth prospects, expose us to litigation, decrease client confidence and damage our brand, and a material interruption to any of our computer systems could adversely affect our business or results of operations and our reputation.

Though cyber incidents can result from deliberate attacks or unintentional events, information security risks have increased in recent years because of the proliferation of new technologies and the increased sophistication of perpetrators of cyber-attacks, such as deep fakes, model poisoning, prompt injection, or AI-generated phishing campaigns. Experienced computer programmers and hackers, or even internal users, may be able to penetrate secured systems or create systems disruptions or cause shutdowns of our network security or that of third-party companies with which we have contracted to provide services. We collect, process, store and use personal information relating to our clients and employees, including their personally identifiable information and, in some cases, sensitive information, and rely on third parties for cloud services, for the operation of our Digital business and for the various social media tools and websites we use, for retail infrastructure purposes, for Concierge client support purposes, for marketing purposes, distribution and warehousing purposes, security purposes, financial purposes and for employment purposes. Any perceived, attempted or actual unauthorized disclosure of, or unauthorized access to, personally identifiable information regarding our employees, clients or website visitors could harm our reputation and credibility, reduce our revenue, impair our ability to attract website visitors, reduce our ability to attract and retain clients, or subject us to litigation or the imposition of significant fines or penalties, which could adversely affect our business, growth, brand image and reputation. Moreover, we could incur significant expenses or disruptions of our operations in connection with system failures or data breaches.

Corporate security breaches in our industry continue to attract a substantial amount of media attention, prompting new laws and legislative proposals addressing data privacy and security, as well as increased data protection obligations imposed on merchants by credit card issuers. Media or other reports of perceived security vulnerabilities, even if no breach has been attempted or has occurred, could also adversely affect our brand and reputation and materially impact our business and operations. In addition, many jurisdictions in which we operate have already adopted breach of privacy and data security laws or regulations that require notification to consumers or employees if the security of their personal information is breached, among other requirements. Governmental focus on data security may lead to additional legislative action, and the increased emphasis on information security may lead to requests that we take additional measures to enhance security or restrict the manner in which we collect and use client and employee information. As a result, we may modify our business systems and practices with the goal of further improving data security, which would result in increased expenditures

and operating complexity. Any compromise of our security or accidental loss or theft of client or employee data in our possession could result in a violation of applicable privacy and other laws, significant legal and financial exposure and damage to our reputation, which could adversely impact our business, financial condition, results of operations and the price of our Subordinate Voting Shares. Moreover, such mandatory disclosures are costly, could lead to negative publicity, and may cause our clients to lose confidence in the effectiveness of our data security measures. In general, increased remote working by employees, including overseas, has increased the use of public Wi-Fi and use of office equipment off-premises and may make our business more vulnerable to cybersecurity breach attempts. Technology providers and systems inherited through our acquisition of CYC also increase complexity and potential exposure. We continue to invest in further cyber security monitoring, alerting, response, and remediation.

– ***Our use of AI may result in reputational harm, legal liability, competitive risks, and regulatory concerns that could adversely affect our business, operating results, and financial condition.***

We have made, and expect to continue to make, investments to integrate AI, including generative AI and machine learning technology, into our business operations. Many AI technologies are relatively new and present ethical, legal, regulatory, and reputational challenges. The use of datasets to develop AI models, the content generated by AI systems, or the application of AI systems may be found to be insufficient, offensive, biased, or harmful, or may violate current or future laws and regulations, including laws relating to data protection, intellectual property, consumer protection, and human rights.

We generally rely on third-party AI models, software and technology in our business. Our ability to continue to use such technologies at scale may be dependent on access to specific third-party software and infrastructure. We cannot control the availability or pricing of such third-party AI technologies, especially in a highly competitive environment, and we may be unable to negotiate favourable economic terms with the applicable providers. If any such third-party AI technologies become unavailable for use, or if the providers of such models unfavourably change the terms on which their AI technologies are offered or terminate their relationship with us, our business, operating results, and financial condition could be adversely impacted. If the models underlying our AI technologies, a significant portion of which are developed by third party vendors outside of our control, are flawed, trained on incomplete, inaccurate, or biased, or adversely impacted by defects, cybersecurity threats, or other performance issues, our business and reputation could suffer, and we could incur liability resulting from the violation of laws, breach of contract claims, or civil claims. In addition, the use of AI applications may result in data leakage or unauthorized exposure of data, including, but not limited to, confidential business information, the personal data of clients and end users, or other sensitive information. Such leakage or unauthorized exposure of data related to the use of AI applications could result in legal claims or liability or otherwise adversely affect our reputation and operating results. Furthermore, generative AI tools may hallucinate, providing output that appears correct but is erroneous, which may lead to operational errors, incorrect business decisions, or adverse client experiences, and third-party vendors may not provide sufficient warranties or indemnities with respect to such output. Some generative AI tools may also be offered under terms that do not protect the confidentiality of the prompts or inputs submitted by users, potentially resulting in the exposure of confidential, proprietary, or personal data. There is ongoing litigation over whether the use of copyrighted materials to train AI models is lawful, and if we are found to be in violation of third-party rights based on our use of AI tools, we could be required to purchase costly licenses, limit or cease using the implicated materials, or otherwise alter our business operations. While we are working to develop and implement policies surrounding our use of AI tools, any such policies may be insufficient to evaluate and mitigate all potential legal, security, and business

risks, and our use of AI technology could result in additional compliance costs, regulatory investigations and actions, and lawsuits.

The regulatory environment for AI technologies is rapidly evolving. In Canada, federal and provincial government bodies have enacted, proposed or are considering laws governing the development and use of AI. In Europe, the European Union Artificial Intelligence Act regulates the development and deployment of AI systems. Existing laws and regulations, including those relating to data privacy, may also be interpreted in ways that affect our use of AI technologies, and new laws are expected to enter into force in the near future across multiple jurisdictions. Implementation standards and enforcement practices are likely to remain uncertain for the foreseeable future, and we may need to expend significant resources to adjust our business practices to comply with inconsistent requirements across jurisdictions. Such compliance costs, as well as any actual or perceived failure to comply with applicable laws and regulations, could adversely affect our business, operating results, and financial condition.

- ***Failure to adequately maintain, scale or adopt technology, including AI and software infrastructure, could lead to operational inefficiencies and competitive disadvantages.***

The retail landscape is quickly changing due to the rise of the digitally influenced shopping experience and the emergence of disruptive technologies, such as digital payments, AI, drones, driverless cars and robotics. Aritzia's competitors or other third parties may incorporate these emerging technologies, including certain software infrastructure, into their products and services more quickly or more successfully than us. Any failure to adapt our business to recognize and manage this shift effectively and in a timely manner, could impair our ability to compete and could adversely affect our operations and financial performance. Further, changes in technology that cause our information systems to become obsolete or any inadequacy of our information systems to scale and handle our growth could have a material adverse effect on our business and results of operations.

- ***We are dependent on three distribution facilities, including one in the United States that is operated by a third-party logistics provider. If one or more of our distribution facilities becomes inoperable, capacity is exceeded or if operations are disrupted, our business, financial condition and operating results could be negatively affected.***

We depend on the orderly operation of the receiving and distribution process, which relies on adherence to shipping schedules and effective management of distribution centres and sufficiently planned capacity. Although we believe that our receiving and distribution processes are efficient, and we have appropriate contingency plans, unforeseen disruptions in operations due to fire, severe weather conditions, natural disasters, impacts of climate change, or other catastrophic events, global hostilities, global health crises, disease outbreaks, terrorist attacks, electronic or power interruptions, failure of software and hardware or other system failures, human error, labour availability, shipping problems, strikes or other similar events may result in delays in the delivery of merchandise to our boutiques and Digital clients. Increased demand and competition, as well as increasing costs, to secure distribution centres and overflow space may cause us difficulty in expanding our facilities in the future on acceptable terms or at all. This may negatively impact our ability to fully meet the demands of our growing Digital business. We have been able to mitigate the foregoing risks and continue to meet the demands of our Digital business by more than doubling our space and capacity in recent years with the expansion of our New Westminster British Columbia and Columbus, Ohio facilities and our Vaughan, Ontario facility.

In Fiscal 2024, we opened a new facility in Vaughan, Ontario that we transitioned to from our previous one in Mississauga, Ontario, expanding from a space of 150,000 square feet to 550,000 square feet. We completed construction of an additional 200,000 square feet space in this facility in Fiscal 2026. In Fiscal 2024, we secured additional space for our Columbus, Ohio distribution centre, resulting in an additional 305,000 square feet for a total of 560,000 square feet in that facility. We plan to complete additional retrofitting work in this facility in Fiscal 2027 to optimize our operations. These expansions support both our growing Retail and Digital businesses with added capacity to handle higher levels of throughput.

In Fiscal 2025, construction activities commenced on a new 380,000 square foot facility in Delta, British Columbia to augment our current distribution centre in New Westminster, British Columbia. This facility is expected to be operational in early Fiscal 2027 and will be operated by us. We plan to retain our current facility in New Westminster, British Columbia for storage and office space purposes, among other things. See “Support Operations - Distribution Facilities” in this Annual Information Form. These expansions allow us to have network flexibility so that if one distribution centre is not operational, or if reliance on another of our distribution centres is more operationally or financially advantageous, we can rely on the other distribution centres without much disruption, although the benefit of this flexibility is currently offset by ongoing trade volatility with the United States including the removal of the de minimis exception. Any failure to expand our distribution capacity to keep pace with our growth or adequately adjust to our distribution strategy to respond to United States and other international trade policies in a timely and efficient manner could have an adverse effect on our business and results of operations. We will continue to assess the growing need for additional distribution centre space in the U.S., given our growth targets and the resulting effect of adapting our distribution centre space strategy in the U.S. to address the impact of tariffs and the elimination of the de minimis rule.

Although we maintain business interruption insurance and property insurance, we cannot provide any assurance that our insurance coverage will adequately protect us from the adverse effects that could result from significant disruptions to our distribution system, such as the long-term loss of clients or an erosion of our brand, or that insurance proceeds will be paid to us in a timely manner. In addition, our distribution capacity is dependent on the timely performance of services by third parties, including the shipping of our products to and from our distribution facilities. At present, our distribution capacity is also dependent on our distribution centres remaining open and able to meet Digital demand. If we encounter issues with our distribution system or if our ability to execute on our distribution strategy is adversely impacted by continuing changes in the trade landscape, our ability to meet Digital demand and satisfy client expectations, as well as our ability to manage inventory, complete sales and achieve objectives for operating efficiencies could be negatively impacted.

- ***There can be no assurance that we will successfully manage and grow our Digital business as planned.***

Growing our Digital business, including through the Aritzia App, is essential to our growth strategy, as is expanding our product offerings available through aritzia.com and the Aritzia App. The usability of, and client experience provided by, our Digital platform is critical to the success and growth of our Digital business. Our Digital business may become subject to denial-of-service or other forms of cyber-attacks. Any denial-of-service attack, other cyber incident, material disruption of our Digital business or service disruption on the part of our third-party service providers could affect our clients' ability to access our website and could result in significant remediation costs, the loss of revenue or valuable data, harm to our reputation and could have a material adverse effect on our business and results of operations.

While we have obtained reasonable assurances from our third party service providers that they have systems and processes in place to protect against cyber-attacks, those measures may not adequately protect our Digital business from such attacks.

The growth of our Digital business is also dependent on our ability to successfully manage the costs, difficulties and competitive pressures associated with shipping, including inventory management and distribution, and compliance with governing statutes, laws, regulations and regulatory policies in the jurisdictions to which we ship, including laws governing the operating and marketing of eCommerce websites, as well as the collection, storage and use of information on consumers interacting with these websites. Other risks specific to our Digital business include diversion of revenue from our boutiques, difficulty in recreating the in-boutique experience through direct channels, our ability to successfully partner with third-party service providers, including online distribution channels, and liability for online content. Moreover, any failure on our part to provide an attractive, effective, reliable, user-friendly Digital business that offers a wide assortment of merchandise with rapid delivery options and that continually meets the changing expectations of online clients, could place us at a competitive disadvantage, result in, the loss of revenue or harm our reputation with clients and could have a material adverse effect on our business and results of operations.

– ***Our business and results of operations could be harmed if we are unable to accurately forecast demand for our products.***

To ensure adequate inventory supply, we forecast our inventory needs, which are subject to seasonal and quarterly variations in consumer demand. If we fail to accurately forecast demand, we may experience excess inventory levels or a shortage of product. Our ability to forecast accurately has become increasingly important as we have expanded our Digital business and continue to expand into the United States and such ability could be affected by many factors outside of our control, including an increase or decrease in consumer demand for our products or for products of our competitors, in the event we fail to accurately forecast consumer acceptance of new products, product introductions by competitors, unanticipated changes in general market conditions and/or consumer spending in the sector (for example, because of unexpected effects on inventory supply and consumer demand), and weakening of economic conditions or consumer confidence in future economic conditions.

We purchase inventory according to our forecasts of consumer demand. If we overestimate the demand for our products, we could face inventory levels in excess of demand, which could result in inventory write-downs or write-offs and the sale of excess inventory at discounted prices, which would harm our gross margins and our brand management efforts. If we underestimate the demand for our products, we may not be able to procure products to meet demand, and this could result in delays in the shipment of our products and a potential failure to capitalize on demand, as well as damage to our reputation and wholesale partner relationships. In addition, failure to accurately predict the level of demand for our products could harm our profitability and financial condition.

– ***Business strategy risks associated with supply chain transparency.***

Apparel manufacturing supply chains are notoriously complex with poor visibility down to commodity level raw materials. As a result, it is challenging to have full visibility of social, environmental and other standards in place in lower tiers of the supply chain, particularly where we do not have direct business relationships. Social and environmental concerns at such tiers in the supply chain are often industry-wide at large (e.g., allegations regarding animal welfare and human rights). It can be complex to

determine the extent of the specific risk to Aritzia's supply chain and therefore challenging to respond to the allegation in detail. Ineffective action or perceived inaction to such allegations pertaining to our industry and business could adversely affect our reputation or financial performance. In Fiscal 2025, we launched a software which allows us to gain more transparency in our end to end supply chain and we are continuing to look at other technology to improve traceability.

– ***We are subject to payment-related risks.***

We accept payments using a variety of methods, including credit cards, debit cards, PayPal, Apple Pay, Klarna, and gift cards. For existing and future payment methods we offer to our clients, we may become subject to additional regulations and compliance requirements, as well as fraud and reliance on third-party service providers. For certain payment methods, including credit and debit cards, we pay interchange and other fees, which may increase over time, raising our operating costs and lowering profitability. We rely on third-party service providers for payment processing services, including the processing of credit and debit cards. Our business may be negatively affected if these third-party service providers become unwilling or unable to provide these services to us. We are also subject to payment card brand operating rules, including the Payment Card Industry Data Security Standard, certification requirements and rules governing electronic funds transfers. If we fail to comply with these rules or requirements, or if our data security systems are breached or compromised, we may be liable for card issuing banks' costs, subject to fines and higher transaction fees and/or lose our ability to accept credit and debit card payments from our clients and process electronic funds transfers or facilitate other types of payments, and our business and operating results could be adversely affected.

– ***If we lose the services of members of our management team or other key personnel or are unable to attract new team members who possess specialized market knowledge and technical skills, it could reduce our ability to compete and to manage our operations effectively.***

Our senior management team consists of a core group of senior executive officers. The loss of the technical knowledge, management expertise and knowledge of our operations of one or more members of our team could result in a diversion of management resources, as the remaining members of management would need to cover the duties of any departing senior executive and management and the Board would need to spend time usually reserved for managing our business to search for, hire and train new members of management. Historically the turnover of our senior management has been low and we are continually succession planning for the future. We do not have key person life insurance policies for our management employees.

The loss of key individuals of our management team or other key personnel, including our designers and managers of key functional areas, could negatively affect our ability to develop and pursue our growth strategy, which could adversely impact our business and financial condition. Any departures of key personnel could also be viewed in a negative light by investors and analysts, which could cause the market price of our Subordinate Voting Shares to decline. Historically the turnover of key personnel has been low and we are continually succession planning for the future.

Additionally, the market for key personnel in our industry is highly competitive and not concentrated in Vancouver, British Columbia, the location of our main support office. As a result, we may not be able to attract and retain key personnel with the skills and expertise necessary to manage our business and pursue our growth strategy. If we are unable to retain, hire, attract and motivate talented employees with the appropriate skill sets, or if changes to our organizational structure, operating results, or

business model adversely affect morale or retention, we may not achieve our objectives and our results of operations could be adversely impacted.

- ***Our ability to manage our operations at our current size and to successfully execute on our growth strategies is subject to numerous risks and uncertainties, and any failure to do so could have a negative impact on the price of our Subordinate Voting Shares.***

The success of our growth strategies is dependent on, among other things, our ability to expand our boutique network (particularly in the United States), increase our brand awareness, grow our Digital business, and enhance long-term profitability through operating leverage and continuous improvement, as well as factors which are beyond our control, including general economic conditions, inflation, tariff and international trade policies in particular, and consumer confidence in future economic conditions. If we fail to execute any one or more of these initiatives or fail to fully realize the benefits expected to result from these initiatives, our results of operations and our ability to remain competitive could be materially adversely impacted, and the price of our Subordinate Voting Shares could decline. Our results as of the date hereof are not an indication of future results, and there can be no assurance that these initiatives will generate increased revenue or improve operating margins even if we are to successfully implement our growth strategies.

Among other difficulties that we may encounter, this growth would place a strain on our existing infrastructure, including our distribution facilities, information technology systems, financial controls, real estate requirements and employee base and may make it more difficult for us to adequately forecast expenditures. Our budgeting may become more complex, and we may also place increased burdens on our suppliers and manufacturers, or need to seek additional suppliers and manufacturers, as we would likely increase the size of our merchandise orders. The increased demands that our growth plans would place on our infrastructure and our management team may cause us to operate our business less efficiently, which could cause deterioration in our performance. New order delivery times could lengthen as a result of the strains that growth may place on our existing resources and our growth may make it otherwise difficult for us to respond quickly to changing trends, consumer preferences and other factors. This could result in excess or deficient inventory, greater markdowns, loss of market share and decreased revenue. We cannot anticipate all of the demands that expanding operations would impose on our business, and our failure to appropriately address these demands could have an adverse effect on us.

If we are unable to expand or update our Digital business commensurately with our competitors and client demand, manage shipping and successfully respond to the risks inherent to Digital, our financial results and the growth of our Digital business may be negatively impacted, and the price of our Subordinate Voting Shares could decline.

In addition, we believe that an important contributor to our success has been our corporate culture, which we believe fosters creativity, teamwork and excellence. As we grow, we must effectively integrate, develop and motivate a growing number of new employees. As a result, we may find it difficult to maintain our corporate culture, which could limit our ability to innovate and operate effectively. Any failure to preserve our culture could also negatively affect our ability to retain and recruit personnel, to perform at current levels or to execute on our growth strategies.

- ***We rely upon independent third-party transportation providers for all of our merchandise shipments.***

We currently rely upon independent third-party transportation providers for all of our inbound and outbound merchandise shipments, including shipments to our distribution centres, all of our boutiques and our Digital clients. Our use of such third-party transportation providers for shipments is subject to risks, including increases in fuel prices, which would increase our shipping costs (freight and delivery), labour disruptions, protests, inclement weather, transportation accidents, human error, sabotage, and shipment delays. Any unanticipated changes in our transportation providers, such as a result of a strike or other stoppages, could result in logistical difficulties that could adversely impact deliveries and we may incur costs and expend resources in connection with such change. Moreover, we may not be able to obtain terms as favorable as those received from the third-party transportation providers we currently use, which may also result in increased costs. Lastly, any issues with ports, rail systems or air systems, including any slowdowns, stoppages, or back-ups, could adversely impact deliveries resulting in increased costs and drain on resources. Global logistical delays in merchandise shipments have and may occur in the future due to increased port traffic. While we have attempted to mitigate such delays through relocating ports where possible and relying on air transportation as required, failure or continued failure of our third-party transportation providers to deliver our merchandise in a timely manner may negatively impact our ability to optimize merchandise offerings, client service levels, brand reputation and profitability.

- ***Our ability to obtain merchandise on a timely basis, in sufficient quantities and at competitive costs could suffer as a result of any deterioration or change in our supplier and manufacturer relationships or events that adversely affect our supply chain strategy or our suppliers or manufacturers.***

Our suppliers and manufacturers are affected by, among other things, increases in labour and fuel costs, raw material prices, labour availability, labour disputes and disruptions, disruption by fire, regulatory changes, political or economic instability, natural disasters, impacts of climate change, global hostilities, global health crises and disease outbreaks, weather trends, trade restrictions, tariffs, currency exchange rates, transport capacity and costs, logistical business interruptions, port delays, fuel and power availability, financial instability and other factors relating to foreign trade. These factors are beyond our control, may adversely affect our suppliers or manufacturers or cause disruptions to their businesses and may impact our ability to source and transport raw materials and finished merchandise and manufacture our merchandise on acceptable terms.

Most of our apparel products are currently manufactured for us outside of Canada and the United States. Canada, the United States and the countries in which our products are produced or sold internationally have imposed, or indicated their intentions to impose additional quotas, duties, tariffs, including retaliatory tariffs, or other restrictions or regulations, or may adversely adjust prevailing quota, duty or tariff levels. If new tariffs are imposed on the products we source and import from the countries mentioned above or any countries which are or may become in the future, subject to any increased tariffs, we could experience supply chain disruptions and constraints on capacity and our costs could increase accordingly. New trade restrictions could increase the cost or reduce the supply of products available to us or may require us to modify our supply chain organization or other current business practices, any of which could harm our business, financial condition and results of operations, including our ability to meet client demand on a timely basis. For example, in Fiscal 2026, the tariff landscape necessitated that the Company relocate the sourcing of certain products from China to countries

including Vietnam and Cambodia. This shift in strategy resulted in some concentration of our sourcing and a potential over-burdening of the logistics value-chain which could affect the timely receipt of our products from abroad. We are proactively adjusting order lead times to take into consideration potential shipping delays and backlogs and are also actively monitoring shipping statuses and engaging with our factories proactively to manage the value chain. When pivoting in real time, there is also risk of resource constraints as other companies are reacting to the geopolitical implications. We are exploring near shore and on shore manufacturing options to maximize sales opportunities in real time and have developed manufacturing options in Guatemala and Los Angeles.

We have a number of important supplier and manufacturer relationships that we believe provide us with a competitive advantage. We primarily source fabrics, other materials and selected finished merchandise from third-party suppliers and work with third-party manufacturers to produce the majority of our merchandise. We do not have long-term contracts with our suppliers and manufacturers and we generally operate without any contractual assurances of continued supply or pricing. Any of our suppliers or manufacturers could discontinue their relationship with us, or cease to provide materials, merchandise or services on a satisfactory basis for a variety of reasons, including as a result of tariff and international trade restrictions, pandemics and other similar crisis.

The benefits we currently experience from our vendor relationships could be adversely affected if our suppliers or manufacturers:

- choose to cease their relationship with us and we cannot replace those suppliers;
- encounter capacity constraints;
- raise the prices they charge us;
- change pricing terms to require us to pay earlier or upfront, including as a result of changes in the credit relationships some of our suppliers or manufacturers have with their various lending institutions;
- experience a business disruption driven by natural or anthropogenic hazards impacting their ability to operate or export;
- sell similar merchandise to our competitors with similar or better pricing, many of whom already purchase merchandise in significantly greater volume and, in some cases, at lower prices than we do, notwithstanding the processes we have in place with our suppliers to minimize the use of competitive resources; or
- lengthen their lead times.

We proactively monitor any disruptions to our global supply chain, including disruptions and delays of product deliveries, by collaborating with our third-party suppliers and manufacturers to mitigate significant delays in the delivery of merchandise, including delivery of products earlier than compared to historical practices. However, there can be no assurance that we will be able to obtain desired merchandise in sufficient quantities on acceptable terms or at all in the future, especially if we need significantly greater amounts of inventory in connection with the growth of our business. We may need to explore the sourcing and manufacturing capabilities of new countries and develop relationships with new suppliers and manufacturers as our current sourcing and manufacturing countries, suppliers and

manufacturers may be unable to supply us with and produce needed quantities and we may not be able to obtain the same terms from new suppliers and manufacturers.

If we are unable to obtain suitable merchandise in sufficient quantities, at acceptable prices with adequate delivery times due to the required changes to our supply chain organization or the loss of or a deterioration or change in our relationship with one or more of our key suppliers or manufacturers, or events harmful to our suppliers or manufacturers occur, it may adversely affect our business and results of operations.

- ***A failure to optimize operating expenses in a timely manner in response to changes in our business could adversely affect our results of operations.***

Our business and results of operations are sensitive to a number of factors, both within and outside our control. In the event of a sustained reduction in revenue, for whatever reason, it may be necessary to implement an expense reduction plan. The successful implementation of an expense reduction plan, if and when deemed advisable by management, depends on many factors, including our ability to identify the need for such a plan in a timely manner, to effectively implement such plan, as well as certain factors which are beyond our control, including economic conditions, labour market conditions, ability to maintain our management team to implement our plan, and any one of these factors or other unforeseen factors could have a material adverse effect on our ability to implement any targeted cost savings to stabilize our results of operations.

- ***Many of our business functions are centralized at our support office location. Disruptions to the operations at that location could have an adverse effect on our business.***

We have support offices in Vancouver, British Columbia, Toronto, Ontario, Seattle Washington, and New York, New York. We have centralized a large number of business functions at these locations, including product and boutique design, client support, marketing and boutique management, and most of our senior management are located at the Vancouver support office. If we were required to shut down any support office location for any reason, including fire, natural disasters, impacts of climate change, global hostilities, global health crises, disease outbreaks or civil disruptions, our management and our operations staff would need to find an alternative location, causing significant disruption and expense to our business and operations. Notwithstanding the foregoing, we have historically been able to mitigate disruption to changes in workplaces by implementing flexible working arrangements and providing remote meeting and collaboration capabilities.

- ***If we are unable to attract, motivate and retain quality client facing employees, we may not be able to maintain a consistently high level of client service and grow or sustain our operations, and as a result our brand, business and financial results may be harmed.***

Our business is dependent on our ability to attract, motivate and retain a sufficient number of boutique and Concierge employees, including boutique and Concierge managers, who understand and appreciate our clients, brand and corporate culture, and are able to adequately and effectively represent our culture and establish credibility with our clients. Many of these employees are in entry level or part-time positions with historically high rates of turnover. We generally have a lower than industry standard rate of turnover. There is also a high level of competition for experienced, qualified personnel in the retail industry and we compete for personnel with a variety of companies looking to hire for retail positions. Historically, we have prided ourselves on our commitment to employee growth and

development and we focus on promoting from within our team. We also have a strong focus on development and pipeline programming in order to move our people into different roles as their career progresses in order to diversify our people footprint. However, our growth plans may cause a strain on our ability to staff our new boutiques which could have an adverse effect on our ability to maintain a cohesive and consistently strong team, which in turn could have an adverse impact on our business. If we are unable to attract, train and retain boutique personnel capable of consistently providing exceptional client service, as demonstrated by their enthusiasm for our culture and brand, understanding of our clients and knowledge of the merchandise we offer, our ability to open new boutiques may be impaired, the performance of our existing and new boutiques could be materially adversely affected and our brand image and our ability to implement our growth strategies may be negatively impacted.

- ***We may not be able to successfully open new boutiques in a timely manner, if at all, which could harm our continuing geographic expansion plan (particularly in the United States), growth and results of operations.***

Our geographic expansion plan, and growth strategy largely depends on our ability to successfully open and operate new boutiques on a timely basis, particularly in new and existing markets in the United States. Our successful expansion and operation of new boutiques in the United States will depend on many factors including, among others, our continued ability to:

- Identify suitable store locations located primarily in premier shopping destinations, the availability of which is outside our control;
- Negotiate acceptable lease terms, including desired tenant improvement allowances;
- Obtain required construction permits on time;
- Mitigate delays caused by construction issues;
- Mitigate delays caused by late delivery by a landlord of the boutique space;
- Hire, train and retain associates and boutique managers;
- Integrate new style advisors and boutique managers into our corporate culture;
- Source sufficient inventory levels; and
- Successfully onboard and integrate new stores into our existing operations, information technology systems and future Omni channel capabilities.

Successful new store openings may also be affected by our ability to increase brand awareness through initiating and executing on our marketing strategies. Additionally, we may be unsuccessful in identifying new markets where our products and experience will be accepted or where the performance of our stores will be considered successful. Further, we will encounter pre-operating costs and we may encounter initial losses while new stores commence operations. There can be no assurance that we will achieve our estimated revenue contributions and net investment amounts and that the payback period for any new boutique will not be longer than average. Any failure to successfully open and

operate new boutiques in line with our projections will harm our geographic expansion strategy and results of operations.

- ***Our limited operating experience and limited brand recognition in markets outside Canada and the United States may limit our expansion efforts, subject us to additional risks and cause our business and growth to suffer.***

Our long-term future growth depends, in part, on our ongoing expansion efforts outside Canada and the United States. Our current operations are based largely in Canada and the United States and we also operate an international website. As of March 1, 2026, we operate 68 boutiques in Canada, and 76 boutiques in the United States (excluding CYC boutiques). Therefore, our client base and our operating experience outside Canada and the United States is limited. We also have limited experience with regulatory environments and market practices outside of Canada and the United States and cannot guarantee that we will be able to penetrate or successfully operate in any market outside of Canada and the United States.

In connection with any future expansion efforts outside of Canada, including in the United States given current geopolitical tensions, we expect to encounter obstacles we do not face in Canada, including cultural and linguistic differences, differences in regulatory environments and market practices, difficulties in keeping abreast of market, business and technical developments and foreign clients' tastes and preferences. We will also require commensurate ongoing expansion of our monitoring of consumer sentiments related to ESG, local laws and regulations, including, but not limited to, those involving the collection, storage and use of information on consumers involved in transactions, consumer protection laws, and regulations related to people practices. We may incur additional costs and operational challenges in complying with these laws, and differences in these laws may cause us to operate our businesses differently in different territories. If so, we may incur additional costs and may not fully realize the investment in our international expansion efforts.

We may also encounter difficulty expanding into new markets because of limited brand recognition and the costs of establishing and maintaining international operations. We may not be successful enough in these new markets to recoup our investments in a timely manner or at all. Failure to develop new markets outside of Canada and the U.S. (through our Digital business or otherwise) would have a materially adverse impact on our business, long-term growth and results of operations.

- ***Our financial performance may be impacted by inventory shrinkage.***

We are subject to the risk of inventory loss and administrative errors, including mishandling, damage, and internal and external theft and fraud. Inventory shrinkage is a cost of doing business for retailers. Although we have and continue to implement processes to limit inventory loss, if we experience higher rates of inventory shrinkage or incur increased security costs to manage inventory, our financial performance could be adversely affected.

- ***Our business is labour intensive and potential risk of unionization could affect our business.***

None of our employees are currently subject to a collective agreement nor have we had any labour related work stoppages. We are unable to predict whether unions will attempt to organize any of our employees in the future. Should any portion of our employee base become unionized, the successful negotiation of a collective agreement cannot be assured.

Unionization of our workforce could present an increased risk of work stoppages and other labour disruptions and affect labour costs, which could have a material effect on our business, financial condition or results of operations.

- ***Implementation and replacement of core information technology systems could disrupt our operations and adversely affect our financial results.***

We continue to invest in new and existing systems to keep pace with our growing capacity requirements and to further enhance our Omni channel operations, client relationship capabilities and, delivery of eCommerce 2.0. The integration of new systems and the transition to upgraded or replacement systems may cause delays or disruptions in our operations (which delays or disruptions may be material) and may be used improperly, either of which might negatively impact our business, prospects, financial condition and results of operations.

The risks associated with the above information technology systems changes, as well as any failure of such systems to operate effectively, could adversely impact human capital management and the promptness and accuracy of our merchandise distribution, marketing activities, transaction processing and financial accounting and reporting capabilities. Internal controls over financial reporting, the efficiency of our operations and our ability to properly forecast earnings and cash requirements may be adversely affected, and we could be required to make significant additional expenditures to remediate any such failures or problems.

Other companies may have experienced significant delays and cost overruns in implementing similar system changes, and we may encounter problems as well. Our planned investments in maintenance capital expenditures and infrastructure are forward-looking information and are based on opinions, estimates and assumptions that may prove incorrect. Additional unforeseen costs in developing infrastructure, and other information technology improvements may adversely impact our business operations and profitability. We may not be able to successfully implement these new systems or, if implemented, we may still face unexpected disruptions in the future. Any resulting delays or disruptions could harm our business, prospects, financial condition and results of operations.

- ***We are subject to risks associated with leasing boutiques, offices and distribution centres and are subject to a number of long-term non-cancelable leases with substantial lease payments. Any failure to make these lease payments when due, or the inability to extend, renew or continue to lease space in key locations, could likely harm our business, profitability and results of operations.***

We do not own any real estate. Instead, we lease all of our boutique locations, as well as our support offices and distribution facilities (including spaces that are leased to manage overflow inventory) in the Greater Vancouver Area, British Columbia and Vaughan, Ontario. Accordingly, we are subject to all of the risks associated with leasing and occupying real property, including adverse demographic and competitive changes affecting the location of the property, changes in availability of and contractual terms for leasable boutique space and potential liability for environmental conditions or personal injury claims.

A key driver to the success of any boutique is its location. There can be no assurance that our current boutique locations will continue to be desirable in the future, or that we will be able to secure new desirable locations in the future on favourable terms or at all. Boutique locations, client conversion and

revenues may be adversely affected by, among other things, social and economic conditions in a particular area, the effect of inflation and global events, including disease outbreaks or pandemics, on consumer spending habits, competition from nearby retailers selling similar merchandise, changes in co-tenants that negatively impacts the desirability of our boutique locations, changing lifestyle choices of consumers in a particular market, redevelopment and the closing or decline in popularity of other businesses located near our boutique locations. Changes in areas around our boutique locations that result in reductions in client foot traffic or otherwise render the locations unsuitable could cause our revenue to be less than expected.

Our existing boutiques are leased from a related party and third parties and have flexible lease commitments. However, there can be no assurances that we will be able to extend, renew or continue to lease our existing boutique locations, or identify and secure alternative, suitable locations. Our typical deal structure in our lease agreements to include a combination of fixed minimum and additional rent lease payments, variable rent for a portion of the lease term, or a portion of percentage rent only leases. Many of our lease agreements have defined escalating rent provisions over the initial term and any extensions. In order to mitigate risk, we have also negotiated termination rights in the majority of our leases.

In addition, we could experience deleveraging in occupancy costs if long-term sales productivity declines.

We depend on cash flow from operations to pay our lease expenses and to fulfill our other cash needs. If our business does not generate sufficient cash flow from operating activities to fund these expenses and sufficient funds are not otherwise available to us, we may not be able to service our lease expenses, grow our business, respond to competitive challenges or fund our other liquidity and capital needs, which could harm our business.

If an existing or future boutique is not profitable and we decide to close it, we may nonetheless be committed to perform our obligations under the applicable lease including, among other things, paying the total rent for the balance of the lease term, as well as the payment of additional charges and repayment of unamortized tenant allowances or inducements. Lastly, if we are not able to enter into new leases or renew existing leases on terms acceptable to us, this could have an adverse effect on our results of operations and profitability.

- ***We are subject to complex and changing laws and regulations, which may expose us to liability, increased costs or have other adverse effects that could harm our business.***

We are subject to domestic and foreign customs, tariffs, tax, labour and employment, human rights, health and safety, cyber and data security, privacy, environmental, advertising, competition, anti-bribery and anti-kickback laws, product safety and manufacturing laws and other laws, including consumer protection regulations and zoning and occupancy ordinances that regulate retailers generally and/or govern the importation, promotion and sale of merchandise and the operation of our boutiques, offices and distribution facilities or the making of improper payments to governmental officials for the purpose of obtaining or retaining business. Although we have measures designed to help ensure compliance with governing statutes, laws, regulations and regulatory policies in the jurisdictions in which we conduct business, there is no assurance that we will be in compliance at all times. If our management, employees, contractors, suppliers, manufacturers or others fail to comply with any of these laws or regulations for any reason, we could become subject to enforcement actions or the imposition of

significant penalties or claims, or suffer reputational harm, any of which could adversely affect our business. Additionally, although we undertake to monitor applicable laws, it is possible changes may be implemented or new laws or regulations may be introduced without our knowledge, creating a greater risk of non-compliance. The adoption of new laws or regulations or requirements for public companies or for companies operating in Canada and the United States and internationally, or changes in the interpretation of existing laws or regulations may result in increased compliance costs and could make the ordinary conduct of our business more expensive or require us to change the way we do business. It is difficult for us to plan and prepare for potential changes to applicable laws, and future actions or expenses related to any such changes could be material to us. Political and economic factors could also lead to unfavourable changes in trade, tariff and tax laws, which may increase our tax liabilities and could have a material adverse effect on our business and results of operations.

The laws governing our business and operations are continuously evolving, particularly as they relate to internet and multi-channel commerce platforms as many of these laws do not address the unique issues raised by online platforms and eCommerce. New laws governing online platforms, potential amendments to existing laws, and ongoing regulatory and judicial interpretation of existing laws imposing liability on online platforms for conduct by, or content from customers of, a platform may be interpreted overly-broadly or in a manner that restricts the scope of applicable protections and create liability, costs or uncertainty for our business. Additionally, if third parties with whom we work violate applicable laws, those violations could result in other liabilities for us and could harm our business. Such violations may also negatively impact our reputation and brand in ways that could cause additional harm to our business.

The regulatory landscape regarding sustainability and governance continues to evolve rapidly, and the obligations, expectations and governmental policy positions we face or against which we are compared, change over time, can vary between jurisdictions and conflict with one another. The regulatory scrutiny we face as a result of our sustainability and governance practices may be intensified as a result of the varying pro-ESG and anti-ESG views held by certain stakeholders. If we are unable to adequately recognize and respond to such developments and governmental, regulatory societal, investor and consumer and other stakeholder expectations relating to such matters (whether pro or anti), we may miss corporate opportunities, become subject to additional scrutiny, incur unexpected costs or experience damage to our reputation or to our various brands.

– ***Evolving privacy laws and regulations may adversely affect our business.***

In the ordinary course of business, we process personal data and sensitive information. Our data storage and processing activities may subject us to numerous privacy, data protection and security obligations, such as various laws, regulations, guidance, industry standards, external and internal privacy and security policies, contractual requirements and other obligations relating to data privacy, localization and security. Laws and regulations related to data privacy and the collection, processing, and disclosure of consumer and employee personal information are constantly evolving. Many of these laws and regulations, including, but not limited to, Canada's Personal Information Protection and Electronic Documents Act ("**PIPEDA**") and substantially similar provincial privacy laws, the European Union's General Data Protection Regulation ("**GDPR**"), the California Consumer Privacy Act ("**CCPA**") and the California Privacy Rights Act ("**CPRA**"), require companies to satisfy requirements regarding the handling of personal and sensitive data, including its use, protection, and the effectiveness of consumer consent, data breach notification, providing specific disclosures in privacy notices, and affording residents with certain rights concerning their personal data (e.g., the right to access, correct,

or delete certain personal data, withdraw consent, and to opt-out of certain data processing activities, such as targeted advertising, profiling and automated decision-making, as applicable). Certain jurisdictions also impose stricter requirements for processing certain personal data, including sensitive information, such as conducting data privacy impact assessments. Some of these laws, such as the CCPA and CPRA, permit individual or class action claims for certain alleged violations, increasing the likelihood of such legal claims. Similar laws are being considered in several other jurisdictions, as well as at the federal and local levels, and similar laws may be passed in the future, potentially resulting in an increase in legal claims. PIPEDA, CCPA, CPRA and other similar laws and regulations, as well as any associated inquiries or investigations or any other government actions, may be costly to comply with, increase our operating costs, require significant management time and attention, and subject us to remedies that may harm our business, including fines, negative publicity, or demands or orders that we modify or cease existing business practices.

Our failure to comply with legal requirements around the security of personal information could lead to claims by relevant stakeholders, as well as significant fines and penalties imposed by regulators. For example, in Canada, Québec's recently amended privacy law which provides for penal fines of up to \$25 million or 4% of worldwide turnover (whichever is greater). Similar reforms to other federal, provincial and state privacy laws could be adopted in the future. Such proceedings or violations could force us to spend money in defense or settlement of such proceedings, result in the imposition of monetary liability or injunctive relief, divert management's time and attention, increase our costs of doing business, and materially adversely affect our reputation and disrupt our operations.

- ***A failure to maintain an effective system of internal controls and enterprise risk management over business operations could harm our operational effectiveness, financial performance, and our ability to react to change.***

Our business operations are fast-paced, complex and inter-dependent. Failure to effectively identify and manage business operation risks by implementing and maintaining internal controls may result in operational inefficiencies, inventory shrinkage, loss of profitability, reputational damage, and impact our ability to react to business environment change or business continuity disruptions. While we have implemented an ERM program to support leaders and management to identify and manage business operation risks, because of inherent limitations, internal business operations controls may not be effectively implemented or maintained. The inherent limitations include the realities that identification and assessment of risks can be faulty, and that controls may be breached because of simple errors or mistakes. Controls can also be circumvented by individual acts of certain persons, by collusion of two or more people or by management override of the controls. Furthermore, we do not expect that our ERM program will identify and mitigate all business operation risks. An ERM program, no matter how well designed and implemented, can provide only reasonable, not absolute assurance that business operations control's objectives will be met and sustained.

- ***We are subject to insurance-related risks.***

We believe that we maintain insurance customary for businesses of our size and type, including liability insurance, property and business interruption insurance, directors' and officers' insurance, and cyber liability insurance, with deductibles, self-insured retentions, limits of liability and similar provisions. However, there is no guarantee that our insurance coverage will be sufficient to cover our liabilities, or that insurance proceeds will be paid to us on a timely basis. In addition, there are types of losses we may incur but against which we cannot be insured or which we believe are not economically reasonable

to insure. If we incur these losses and they are material, our business, financial condition and results of operations may be adversely affected. Also, certain material events may result in sizable losses for the insurance industry and materially adversely impact the availability of adequate insurance coverage or result in significant premium increases. Accordingly, we may elect to self-insure, accept higher deductibles or reduce the amount of coverage in response to such market changes. Even though we believe that we maintain insurance customary for businesses of our size and type, in the event an insurance provider disagrees with whether a claimed loss is covered by such insurance, there is uncertainty with respect to how the courts will interpret the insurance provisions in our policies. As a result, the coverage that we carry may not be adequate to compensate us fully or at all for losses that occur.

- ***Parties with whom we do business with may be subject to insolvency risks or may otherwise become unable or unwilling to perform their obligations to us.***

We are party to contracts, transactions and business relationships with various third parties, pursuant to which such third parties have performance, payment and other obligations to us. If any of these third parties were to become subject to bankruptcy, receivership or similar proceedings, our rights and benefits in relation to our contracts, transactions and business relationships with such third parties could be terminated, modified in a manner adverse to us, or otherwise impaired. We cannot make any assurances that we would be able to arrange for alternate or replacement contracts, transactions or business relationships on terms as favorable as our existing contracts, transactions or business relationships, if at all. Any inability on our part to do so could have a material adverse effect on our business and results of operations.

- ***There are claims made against us from time to time that can result in litigation that could distract management from our business activities and result in significant liability or damage to our brand.***

As a growing company with expanding operations, in the normal course of our operations, we increasingly face the risk of litigation and other claims against us, directly or indirectly. Litigation and other claims may arise in the ordinary course of our business and include employee and client claims, commercial disputes, landlord-tenant disputes, intellectual property matters, product-oriented allegations, claims related to our Digital business, and personal injury claims. These claims can raise complex factual and legal issues that are subject to risks and uncertainties and could require significant management time. As we sell products that are produced by third-party manufacturers, these products may expose us to various claims, including class action claims relating to merchandise that is subject to a product recall or liability claim. The outcome with respect to outstanding, pending or future proceedings cannot be predicted with certainty and may be determined in a manner adverse to us and such litigation and other claims against us could result in unexpected expenses and liabilities, result in the incurrence of significant legal fees and/or require us to pay significant fines, judgments or settlements, which to the extent uninsured or in excess of insured limits, or not subject to indemnification, could materially adversely affect our operations and our reputation.

Sustainability and Impact Risks

Potential risks to Aritzia's corporate responsibilities around its sustainability, Impact and governance imperatives, from its own operations and the operations of its service providers.

- ***Risk that Aritzia's business activities may have a negative impact on the human rights of people connected to our business.***

Aritzia recognizes that its business activities may affect people along its value chain, both directly and indirectly. With over 8,800 direct employees, a network of third-party suppliers across the globe, with their own workforce, and a presence in several communities across the value chain brings with it a vast number of people potentially affected by our business. At Aritzia, we're committed to respecting and upholding human rights along our value chain, in line with international standards and industry best practices. We recognize the risks of modern slavery, including human trafficking, forced labour and child labour across our global supply chains and therefore mitigating and managing human rights risks is pivotal to our business success.

To gain a deeper understanding of our salient human rights vulnerabilities, we have conducted a Human Rights Impact Assessment across our value chain. A potential, or perceived human rights violation, against any person across our value chain could negatively impact our reputation, employee retention, business and financial results. Guided by our Supplier Code of Conduct, we have programs in place to monitor and mitigate risks with a focus on respecting and upholding human rights and continuous improvements related to the workplace standards throughout our supply chain.

- ***Reputational, regulatory, political and other risks as a result of our sustainability responsibilities, compliance obligations, and related disclosures.***

Aritzia continuously monitors sustainability issues that are important to our stakeholders. The views of our stakeholders may be varied with respect to sustainability matters. If our sustainability practices and our related disclosures (both voluntary and regulatory) fall short of these standards or fail to meet stakeholder expectations as they continue to evolve in complexity and breadth, our brand, reputation and employee retention may be negatively impacted. Our sustainability-related impacts and priorities are present across our value chain. They include, but are not limited to, raw materials traceability and sourcing, third-party manufacturing, our own operations including boutiques, offices and distribution centres, and our products' use and end of life impacts. It is possible that stakeholders may not be satisfied with our sustainability practices and related disclosures depending on their expectations. We could also incur additional costs and require additional resources to monitor, report, and comply with both emerging sustainability reporting standards and various regulatory sustainability reporting and due diligence requirements.

Also, our failure, or perceived failure to do so or otherwise meet stakeholder expectations or our sustainability targets could negatively impact our reputation, employee retention, and the willingness of our clients and suppliers to do business with us. In Fiscal 2025, the Canadian federal government enacted Bill C-59, amending the *Competition Act* (Canada) to include provisions targeting misleading environmental claims. In addition, Bill C-59 provides third parties with a private right of action, with leave from the Competition Tribunal, which took effect on June 20, 2025, for environmental claims that are alleged to have violated the misleading advertising provisions of the Act. Significant administrative monetary penalties may be imposed if a representation made in the Company's marketing, promotional

materials or product information regarding the environmental impact of the Company's business activities is challenged for not having adequate and proper substantiation, although there are proposed amendments which seek to roll-back the private right of action and substantiation requirements of Bill C-59.

In addition, the Canadian federal government and other national and subnational governments have been taking steps to further regulate per- and polyfluoroalkyl substances ("PFAS"), including restrictions on the manufacture, use, sale, and labelling of products containing PFAS, enhanced disclosure obligations, and expanded enforcement mechanisms. These requirements are evolving and vary by jurisdiction. As a result, we could incur additional costs and require additional resources to monitor supplier compliance, conduct testing, report, and comply with such regulatory requirements. Perceived use of PFAS in our products, or failure by suppliers to comply with applicable PFAS requirements, could result in product restrictions, supply chain disruption, delays, inventory write-downs, litigation, penalties, or increased costs, and could adversely affect our brand, reputation, and relationships with clients, employees and other stakeholders.

- ***Our brand image and reputation may be negatively impacted by actions taken by suppliers, manufacturers, other third-party service providers and employees.***

The actions and business practices of suppliers, manufacturers, other third-party service providers, and employees may negatively impact our brand. We source materials for our exclusive brand merchandise from independent suppliers and manufacturers operating in international markets, including but not limited to, Austria, Bangladesh, Cambodia, China, Guatemala, India, Indonesia, Italy, Philippines, Portugal, Romania, Sri Lanka, Turkey, the U.S., and Vietnam. While we have a monitoring program, through which we monitor in-scope Tier 1⁴ and in-scope Tier 2⁵ exclusive brand supplier facilities against our Supplier Code of Conduct, monitor the environmental impacts of Tier 1 and Tier 2 exclusive brands facilities through Higg Facilities Environmental Module (FEM), and complete periodic on-site visits to monitor raw materials quality and product testing, we do not otherwise supervise or control our suppliers and manufacturers. Any failure by our suppliers or manufacturers to maintain business practices generally accepted in Canada and the United States or in the countries our suppliers and manufacturers operate in, could adversely affect our brand image and reputation.

Furthermore, the actions and performance of our employees may not meet our needs and expectations. Any negative public perception with respect to our employees, may be disruptive to, or cause uncertainty in, our business and could have a negative impact on our brand image, reputation and our ability to manage and grow our business effectively. Such disruption could have a material adverse impact on our financial performance, financial condition, and the market price of our Subordinate Voting Shares. We have adopted a Code of Conduct that applies to all of our employees which provides guidelines for maintaining our and our subsidiaries' integrity, reputation, honesty, objectivity and impartiality.

- ***Reputational risk as a result of third-party supplier social and environmental performance.***

Aritzia has a Supplier Workplace Standards Program in place and conducts supplier social performance audits, as well as an environmental monitoring program via the annual Higg Facility Environmental

⁴ In-scope Tier 1 means those finished-goods supplier facilities that meet or exceed Aritzia's production unit threshold of 20,000 units.

⁵ In-scope Tier 2 means those fabric and trims supplier facilities selected to participate in Aritzia's Supplier Workplace standards program based on level of partnership and/or those producing key materials.

Module (“**FEM**”). However, by working with third-party suppliers — not owned or managed by Aritzia — Aritzia may risk facing reputational damage if suppliers perform poorly on social or environmental metrics. Suppliers, operating in countries including but not limited to, Austria, Bangladesh, Cambodia, China, Guatemala, India, Indonesia, Italy, Philippines, Portugal, Romania, Sri Lanka, Turkey, the U.S., and Vietnam, manufacture our products while we source raw materials and fabrics from countries including China, India, Italy, Japan, South Korea, and Taiwan, amongst others. Local and national labour and environmental laws, as well as the Supplier Code of Conduct and other policies, govern suppliers. Aritzia works with independent third-party specialty service providers to conduct social performance audits of in-scope⁶ suppliers. Additionally, we use Cascale’s FEM program to monitor the environmental performance of suppliers. Stakeholder expectations of supplier social and environmental practices may differ from applicable legal or domestic requirements. In addition, expectations may be driven by a diverse range of groups with varying interests. Accordingly, we cannot predict how such expectations might develop in the future and cannot be certain that the guidelines and third-party supplier performance would satisfy all stakeholders. This could subsequently result in brand trust or reputation erosion. Aritzia has implemented a Whistleblower Hotline which seeks to support the reporting of any non-compliance against the Supplier Code of Conduct. Violations reported pursuant to the Whistleblower Hotline are reviewed regularly by the Audit Committee. The Supplier Code of Conduct is available at investors.aritzia.com. Aritzia also has a Responsible Exit Policy that sets out principles governing the exit of suppliers or facilities, including that such exits be conducted in a fit-for-purpose manner, with reasonable notice and open and transparent communication. The policy further requires suppliers and facilities to continue to participate in Aritzia’s Supplier Workplace Standards Program to enable ongoing monitoring of compliance with Aritzia’s Supplier Code of Conduct and related policies. In Fiscal 2024, Aritzia initiated a Worker Voice Program pilot to strengthen our collaborative approach to supplier engagement and to enhance our understanding of worker experiences across the supply chain. In Fiscal 2026, Aritzia drew on the insights from the pilot to inform the next phase of the program, with the intent to implement an expanded Worker Voice Program across its strategic facilities.

– ***Operational and business impacts of climate change.***

As climate change accelerates, its impacts to businesses and their supply chains is becoming more widespread and unpredictable. The short-term and long-term financial and operational impacts are uncertain. The physical impacts as a result of climate change leading to more volatile weather patterns including flooding, wildfires, hurricanes, rising sea levels and diminishing freshwater availability and droughts may impact operations and supply chains in the textile manufacturing industry as well as in global logistics, distribution and retail operations. These events could also reduce the availability and quality of the fabrics or other raw materials used to manufacture our merchandise, which could result in delays in responding to consumer demand resulting in the potential loss of clients and revenues or we may incur increased costs to meet demand and may not be able to pass all or a portion of higher costs on to our clients, which could adversely affect our gross profit and results of our operations. Our ability to source raw material may be adversely impacted by severe weather events that significantly destroy the raw material crops, such as cotton, or significantly limit the processing of raw materials due to droughts that bring on water scarcity in geographic areas where our raw materials are processed.

The growing incidences of severe, unpredictable seasonal weather patterns may curtail, extend, or eliminate fashion seasons impacting retail timing, stock freshness and customer purchasing forecasts.

⁶ See footnotes 4 and 5.

Our boutiques, support office, distribution centers, as well as the operations of our suppliers, vendors, and manufacturers are vulnerable to disruption from extreme weather events which could severely damage or destroy one or more of our boutiques, support offices or distribution centres located in the affected areas, thereby disrupting our business operations.

Climate related transition risks are also growing in many countries, as governmental bodies are enacting new legislation and regulations to reduce or mitigate the potential impacts of climate change. As Aritzia, or our suppliers, or our manufacturers are required to comply with these laws and regulations, including California's greenhouse gas emissions and climate-related financial risk disclosure requirements, and as we have undertaken voluntary commitments to reduce or mitigate our impact on climate change, we may experience increases in energy, production, transportation, and raw material costs, capital expenditures, or insurance premiums and deductibles. Varied climate-change related legislation and regulations across jurisdictions may also make it more challenging and affect the costs of compliance with such laws and regulations. Compliance with climate-related disclosure requirements may increase costs and management time and could expose us to reputational, litigation, or enforcement risk if our disclosures are alleged to be incomplete, inaccurate, or misleading. Any assessment of the potential impact of future climate change legislation, regulations, or industry standards, as well as any international treaties and accords, is uncertain given the wide scope of potential regulatory change.

In anticipation of the impacts of climate change both on the planet and regulatory landscape, with the support of an external consultant, Aritzia conducted a climate scenario analysis in Fiscal 2025. This undertaking is in alignment with the TCFD framework which is the foundational basis for California's climate regulations. Through cross-functional engagement across the organization, we explored a comprehensive list of physical and transition risks. We have not completed the quantification of the financial impacts of any material climate-related risks and opportunities, and such quantification may be complex, subject to significant uncertainty, and dependent on evolving data, methodologies, and regulatory expectations.

– ***Our business could be adversely affected by protestors or activists.***

Our products include certain animal products, including wool, down, leather, and cashmere - particularly in our fall and winter collections. We do not use any fur or angora in our products. We use only certified responsibly sourced down in our jackets and parkas and have begun to increase the sourcing of certified responsible wool and cashmere yarns and fabrics. In addition, we have a Materials Sourcing Policy designed to uphold animal welfare standards in the supply chain. However, the use of such products could draw the attention of animal welfare activists or other social reform movements seeking to change our business practices by bringing public awareness to issues through protests and/or social media campaigns. Ineffective action or perceived inaction to such protests pertaining to our industry and business could adversely affect our reputation or financial performance.

DIVIDEND POLICY

We currently intend to retain any future earnings to fund the development and growth of our business and do not currently anticipate paying dividends on the Shares. Any determination to pay dividends in the future will be at the discretion of our Board and will depend on many factors, including, among others, our financial condition, current and anticipated cash requirements, contractual restrictions and financing agreement covenants, including those under the Credit Agreement (as defined under "Material Contracts - Credit

Agreement”), solvency tests imposed by applicable corporate law and other factors that our Board may deem relevant.

DESCRIPTION OF CAPITAL STRUCTURE

The following is a summary of the material attributes and characteristics of the Company’s authorized share capital. This summary is qualified by reference to, and is subject to, the detailed provisions of our articles (“**Articles**”) available under the Company’s profile on SEDAR+ at www.sedarplus.com.

The Subordinate Voting Shares are considered “restricted securities” within the meaning of such term under applicable securities laws in Canada.

Our authorized share capital consists of an unlimited number of Subordinate Voting Shares and Multiple Voting Shares and an unlimited number of preferred shares, issuable in series. As at March 1, 2026, there were 96,633,891 Subordinate Voting Shares issued and outstanding, 18,327,244 Multiple Voting Shares issued and outstanding, and no preferred shares issued and outstanding. As at March 1, 2026, 100% of the Multiple Voting Shares are held by the Hill Shareholders.

With respect to the Hill Shareholders, “**Permitted Holder**” means any of (i) Brian Hill and any Members of the Immediate Family of Brian Hill and, (ii) any Person controlled, directly or indirectly by one or more of the Persons referred to in clause (i) above. “**Members of the Immediate Family**” means with respect to any individual, each parent (whether by birth or adoption), spouse, or child (including any step-child) or other descendants (whether by birth or adoption) of such individual, each spouse of any of the aforementioned Persons, each trust created solely for the benefit of such individual and/or one or more of the aforementioned Persons and each legal representative of such individual or of any aforementioned Persons (including without limitation a tutor, curator, mandatary due to incapacity, custodian, guardian or testamentary executor), acting in such capacity under the authority of the law, an order from a competent tribunal, a will or a mandate in case of incapacity or similar instrument. For the purposes of this definition, a Person shall be considered the spouse of an individual if such Person is legally married to such individual, lives in a civil union with such individual or is the common law partner (as defined in the Tax Act as amended from time to time) of such individual. A Person who was the spouse of an individual within the meaning of this paragraph immediately before the death of such individual shall continue to be considered a spouse of such individual after the death of such individual.

Subordinate Voting Shares and Multiple Voting Shares

Rank

The Subordinate Voting Shares and Multiple Voting Shares rank *pari passu* with respect to the payment of dividends, return of capital and distribution of assets in the event of our liquidation, dissolution or winding-up.

Dividend Rights

Holders of Subordinate Voting Shares and Multiple Voting Shares are entitled to receive dividends on a *pari passu* basis out of our assets legally available for the payment of dividends at such times and in such amount and form as our Board may from time to time determine, subject to any preferential rights of the holders of any outstanding preferred shares. In the event of the payment of a dividend in the form of Shares,

holders of Subordinate Voting Shares will receive Subordinate Voting Shares and holders of Multiple Voting Shares will receive Multiple Voting Shares unless otherwise determined by our Board.

Voting Rights

Holders of Multiple Voting Shares are entitled to ten votes per Multiple Voting Share, and holders of Subordinate Voting Shares are entitled to one vote per Subordinate Voting Share on all matters upon which holders of Shares are entitled to vote. See also “Effect of Certain Amendments” below. As of March 1, 2026, 100% of the Multiple Voting Shares are held by the Hill Shareholders. As of March 1, 2026, the Subordinate Voting Shares represented approximately 84.06% of our total issued and outstanding Shares and approximately 34.52% of the voting power attached to all of our Shares.

Conversion

The Subordinate Voting Shares are not convertible into any other class of shares. Each outstanding Multiple Voting Share may at any time, at the option of the holder, be converted into one Subordinate Voting Share. Upon the first date that any Multiple Voting Share shall be held by a Person other than by a Permitted Holder, the Permitted Holder which held such Multiple Voting Share until such date, without any further action, shall automatically be deemed to have exercised his, her or its rights to convert such Multiple Voting Share into a fully paid and non-assessable Subordinate Voting Share.

All of the Multiple Voting Shares held by the Permitted Holders will convert automatically into Subordinate Voting Shares at such time that is the earlier to occur of the following (i) the Permitted Holders that hold Multiple Voting Shares no longer as a group beneficially own, directly or indirectly and in the aggregate, at least 8% of the issued and outstanding Shares on a non-diluted basis, and (ii) Brian Hill is no longer serving as a director or in a senior management position of Aritzia.

Meetings of Shareholders

Holders of Multiple Voting Shares and Subordinate Voting Shares will be entitled to receive notice of any meeting of our Shareholders and may attend and vote at such meetings, except those meetings where only the holders of shares of another class or of a particular series are entitled to vote. A quorum for the transaction of business at a meeting of Shareholders is present if Shareholders who, together, hold not less than 15% of the votes attaching to our outstanding voting shares entitled to vote at the meeting are present in person or represented by proxy.

Pre-Emptive and Redemption Rights

Holders of Subordinate Voting Shares have no pre-emptive or redemption rights. Holders of Multiple Voting Shares have no pre-emptive or redemption rights under our Articles, however they are entitled to certain pre-emptive rights to subscribe for additional Multiple Voting Shares provided for in the Investor Rights Agreement. Further information regarding pre-emptive rights as provided for in the Investor Rights Agreement is described under “Material Contracts - Investor Rights Agreement”.

Liquidation Rights

Upon our liquidation, dissolution or winding-up, whether voluntary or involuntary, the holders of Subordinate Voting Shares and Multiple Voting Shares, without preference or distinction, will be entitled to receive

rateably all of our assets remaining after payment of all debts and other liabilities, subject to any preferential rights of the holders of any outstanding preferred shares.

Subdivision, Consolidation and Issuance of Rights

No subdivision or consolidation of the Subordinate Voting Shares or Multiple Voting Shares may occur unless the shares of both classes are concurrently subdivided or consolidated and in the same manner and proportion. Other than as described in this Annual Information Form, no new rights to acquire additional shares or other securities or property of ours will be issued to holders of Subordinate Voting Shares or Multiple Voting Shares unless the same rights are concurrently issued to the holders of shares of both classes.

Effect of Certain Amendments

In addition to any other voting right or power to which the holders of Subordinate Voting Shares shall be entitled by law or regulation or other provisions of our Articles from time to time in effect, but subject to the provisions of our Articles, holders of Subordinate Voting Shares shall be entitled to vote separately as a class, in addition to any other vote of Shareholders that may be required, in respect of any alteration, repeal or amendment of our Articles which would adversely affect the rights or special rights of the holders of Subordinate Voting Shares or affect the holders of Subordinate Voting Shares and Multiple Voting Shares differently, on a per share basis, including an amendment to the terms of our Articles that provide that any Multiple Voting Shares sold or transferred to a Person that is not a Permitted Holder shall be automatically converted into Subordinate Voting Shares.

Pursuant to our Articles, holders of Subordinate Voting Shares and Multiple Voting Shares will be treated equally and identically, on a per share basis, in certain change of control transactions that require approval of our Shareholders under the BCBCA, unless different treatment of the shares of each such class is approved by a majority of the votes cast by the holders of our Subordinate Voting Shares and Multiple Voting Shares, each voting separately as a class.

Issuance of Additional Multiple Voting Shares

Subject to the pre-emptive right to subscribe for Multiple Voting Shares provided to holders of Multiple Voting Shares, we may not issue Multiple Voting Shares without the approval of at least two-thirds of the votes cast at a meeting of the holders of Subordinate Voting Shares duly held for that purpose. However, approval is not required in connection with a subdivision or consolidation on a pro rata basis as between the Subordinate Voting Shares and the Multiple Voting Shares or the issuance of Multiple Voting Shares upon the exercise of the Rights to Subscribe (as such term is defined below under “Material Contracts – Investor Rights Agreement – Pre-Emptive Rights”). Any further issuances of Subordinate Voting Shares or Multiple Voting Shares will result in immediate dilution to existing Shareholders and may have an adverse effect on the value of their shareholdings. See “Risk Factors – Financial Risks – Future sales of our securities by existing Shareholders or by us could cause the market price for our Subordinate Voting Shares to fall.”

Take-over Bid Protection

Under applicable securities laws in Canada, an offer to purchase Multiple Voting Shares would not necessarily require that an offer be made to purchase Subordinate Voting Shares. In accordance with the rules of the TSX designed to ensure that, in the event of a take-over bid, the holders of Subordinate Voting

Shares will be entitled to participate on an equal footing with holders of Multiple Voting Shares, we have entered into a customary coattail agreement dated October 3, 2016 with the holders of the Multiple Voting Shares on the date thereof, the TSX Trust Company as a trustee, and certain other Hill Shareholders (the “**Coattail Agreement**”). The Coattail Agreement contains provisions customary for dual class, TSX-listed corporations designed to prevent transactions that otherwise would deprive the holders of Subordinate Voting Shares of rights under applicable securities laws in Canada to which they would have been entitled if the Multiple Voting Shares had been Subordinate Voting Shares. The undertakings in the Coattail Agreement do not apply to prevent a sale by the holders of Multiple Voting Shares or their Permitted Holders of Multiple Voting Shares if concurrently an offer is made to purchase Subordinate Voting Shares that:

- (a) offers a price per Subordinate Voting Share at least as high as the highest price per share to be paid pursuant to the take-over bid for the Multiple Voting Shares;
- (b) provides that the percentage of outstanding Subordinate Voting Shares to be taken up (exclusive of shares owned immediately prior to the offer by the offeror or persons acting jointly or in concert with the offeror) is at least as high as the percentage of Multiple Voting Shares to be sold (exclusive of Multiple Voting Shares owned immediately prior to the offer by the offeror and persons acting jointly or in concert with the offeror);
- (c) has no condition attached other than the right not to take up and pay for Subordinate Voting Shares tendered if no shares are purchased pursuant to the offer for Multiple Voting Shares; and
- (d) is in all other material respects identical to the offer for Multiple Voting Shares.

In addition, the Coattail Agreement does not prevent the transfer of Multiple Voting Shares by the Hill Shareholders to a Permitted Holder, provided such transfer is not or would not have been subject to the requirements to make a take-over bid (if the vendor or transferee were in Canada) or would be exempt from certain requirements applicable to take-over bids under applicable securities laws in Canada. The conversion of Multiple Voting Shares into Subordinate Voting Shares, whether or not such Subordinate Voting Shares are subsequently sold, does not in of itself constitute a disposition of Multiple Voting Shares for the purposes of the Coattail Agreement.

Under the Coattail Agreement, any sale of Multiple Voting Shares (including a transfer to a pledgee as security) by a holder of Multiple Voting Shares party to the Coattail Agreement is conditional upon the transferee or pledgee becoming a party to the Coattail Agreement, to the extent such transferred Multiple Voting Shares are not automatically converted into Subordinate Voting Shares in accordance with our Articles.

The Coattail Agreement contains provisions for authorizing action by the trustee to enforce the rights under the Coattail Agreement on behalf of the holders of the Subordinate Voting Shares. The obligation of the trustee to take such action is conditional on us or holders of the Subordinate Voting Shares providing such funds and indemnity as the trustee may reasonably require in respect of any costs or expenses. No holder of Subordinate Voting Shares has the right, other than through the trustee, to institute any action or proceeding or to exercise any other remedy to enforce any rights arising under the Coattail Agreement unless the trustee fails to act on a request authorized by holders of not less than 10% of the outstanding Subordinate Voting Shares and reasonable funds and indemnity have been provided to the trustee.

Other than in respect of non-material amendments and waivers that do not adversely affect the interests of holders of Subordinate Voting Shares, the Coattail Agreement provides that, among other things, it may not be amended, and no provision thereof may be waived, unless, prior to giving effect to such amendment or waiver, the following have been obtained: (a) the consent of the TSX and any other applicable securities regulatory authority in Canada; and (b) the approval of at least two-thirds of the votes cast by holders of Subordinate Voting Shares represented at a meeting duly called for the purpose of considering such amendment or waiver, excluding votes attached to Subordinate Voting Shares held by the holders of Multiple Voting Shares or their Affiliates and related parties and any persons who have an agreement to purchase Multiple Voting Shares on terms which constitute a sale or disposition for purposes of the Coattail Agreement, other than as permitted thereby.

The Coattail Agreement will terminate by its terms when there are no longer any outstanding Multiple Voting Shares.

No provision of the Coattail Agreement limits the rights of any holders of Subordinate Voting Shares under applicable law.

Preferred Shares

The preferred shares may at any time and from time to time be issued in one or more series. Subject to the provisions of the BCBCA and our Articles, our Board may, by resolution, from time to time before the issue thereof determine the maximum number of shares of each series, create an identifying name for each series, attach special rights or restrictions to the preferred shares of each series including, without limitation, any right to receive dividends (which may be cumulative or non-cumulative and variable or fixed) or the means of determining such dividends, the dates of payment thereof, any terms or conditions of redemption or purchase for cancellation, any conversion rights, any retraction rights, any rights on our liquidation, dissolution or winding up and any terms and conditions of any sinking fund or other provisions, the whole to be subject to filing a Notice of Alteration to our Articles to create the series and altering our Articles to include the special rights or restrictions attached to the preferred shares of the series. Except as provided in any special rights or restrictions attaching to any series of preferred shares issued from time to time, the holders of preferred shares will not be entitled to receive notice of, attend or vote at any meeting of Shareholders.

Preferred shares of each series, if and when issued, will, with respect to the payment of dividends, rank on a parity with the preferred shares of every other series and will be entitled to preference over the Subordinate Voting Shares, the Multiple Voting Shares and any other of our shares ranking junior to the preferred shares with respect to payment of dividends.

In the event of our liquidation, dissolution or winding-up, whether voluntary or involuntary, the holders of preferred shares will be entitled to preference with respect to distribution of our property or assets over the Subordinate Voting Shares, the Multiple Voting Shares and any other of our shares ranking junior to the preferred shares with respect to the repayment of capital paid up on and the payment of unpaid dividends accrued on the preferred shares. We currently anticipate that there will be no pre-emptive, subscription, redemption or conversion rights attaching to any series of preferred shares issued from time to time.

Advance Notice Provisions

We have included certain advance notice provisions with respect to the election of our directors in our Articles (the “**Advance Notice Provisions**”). The Advance Notice Provisions are intended to: (i) facilitate

orderly and efficient annual general meetings or, where the need arises, special meetings; (ii) ensure that all Shareholders receive adequate notice of Board nominations and sufficient information with respect to all nominees; and (iii) allow Shareholders to register an informed vote. Only persons who are nominated by Shareholders in accordance with the Advance Notice Provisions are eligible for election as directors at any annual meeting of Shareholders, or at any special meeting of Shareholders if one of the purposes for which the special meeting was called was the election of directors.

Under the Advance Notice Provisions, a Shareholder wishing to nominate a director would be required to provide our corporate secretary notice, in the prescribed form, within the prescribed time periods. These time periods include, (i) in the case of an annual meeting of Shareholders (including annual and special meetings), not later than 5:00 p.m. (Vancouver time) on the 30th day prior to the date of the annual meeting of Shareholders; provided, that if the first public announcement of the date of the annual meeting of Shareholders (the “**Notice Date**”) is less than 50 days before the meeting date, not later than the close of business on the 10th day following the Notice Date; and (ii) in the case of a special meeting (which is not also an annual meeting) of Shareholders called for any purpose which includes electing directors, not later than the close of business on the 15th day following the Notice Date, provided that, in either instance, if notice-and-access (as defined in National Instrument 54-101 – *Communication with Beneficial Owners of Securities of a Reporting Issuer*) is used for delivery of proxy related materials in respect of a meeting described above, and the Notice Date in respect of the meeting is not less than 50 days prior to the date of the applicable meeting, the notice must be received not later than the close of business on the 40th day before the applicable meeting.

Forum Selection

We have included a forum selection provision in our Articles that provides that, unless we consent in writing to the selection of an alternative forum, the Supreme Court of British Columbia, Canada and the appellate courts therefrom, will be the sole and exclusive forum for (i) any derivative action or proceeding brought on our behalf; (ii) any action or proceeding asserting a claim of breach of a fiduciary duty owed by any of our directors, officers, or other employees to us; (iii) any action or proceeding asserting a claim arising pursuant to any provision of the BCBCA or our Articles; or (iv) any action or proceeding asserting a claim otherwise related to the relationships among us, our Affiliates and their respective Shareholders, directors and/or officers, but excluding claims related to our business or the business of such Affiliates. The forum selection provision also provides that our security holders are deemed to have consented to personal jurisdiction in the Province of British Columbia and to service of process on their counsel in any foreign action initiated in a court located outside of the Province of British Columbia.

MARKET FOR SECURITIES

Trading Price and Volume

The Subordinate Voting Shares are listed on the TSX and are traded under the symbol “ATZ”. The following table shows the monthly range of high and low prices per Subordinate Voting Share on the TSX as well as

total monthly trading volumes of the Subordinate Voting Shares on the TSX for each of the months during Fiscal 2026 (commencing on March 3, 2025 and ending on March 1, 2026) were as follows:

Month	Monthly High	Monthly Low	Total Monthly Volume Traded
February 2026	\$131.11	\$107.30	12,484,286
January 2026.....	\$139.59	\$104.24	16,768,415
December 2025.....	\$119.27	\$108.68	7,882,816
November 2025.....	\$112.80	\$92.30	9,009,425
October 2025.....	\$98.22	\$79.40	12,002,153
September 2025.....	\$90.12	\$80.55	11,256,304
August 2025.....	\$83.18	\$70.70	9,549,048
July 2025.....	\$78.88	\$69.08	10,909,096
June 2025	\$71.29	\$65.00	7,491,398
May 2025	\$68.61	\$47.47	13,844,520
April 2025	\$52.28	\$36.51	19,707,788
March 2025.....	\$68.21	\$48.75	17,589,598

DIRECTORS AND OFFICERS

The names and jurisdiction of residence of the directors and executive officers of the Company, their respective positions and offices held with the Company and their principal occupation for the last five years are shown below as at March 1, 2026. Directors are elected to serve until the next annual meeting or until their successors are elected or appointed, unless their office is earlier vacated.

Name, Province or State and Country of Residence	Current Position/Office with the Company	Director Since	Principal Occupation During the Previous Five Years
Brian Hill <i>British Columbia, Canada</i>	Founder, Executive Chair, and Chair of the Board	2005	Founder and Executive Chair of Aritzia; Chief Executive Officer of Aritzia from 2005 until 2022.
Jennifer Wong <i>British Columbia, Canada</i>	Chief Executive Officer and Director	2016	Chief Executive Officer of Aritzia; President and Chief Operating Officer of Aritzia from 2015 until 2022.
John Currie ^{1,2,4} <i>British Columbia, Canada</i>	Lead Director	2016	Corporate Director; Director of several privately held companies; Chief Financial Officer of lululemon athletica inc. (“ lululemon ”) from 2007 until retirement in 2015.
Nick Drake ^{3, 4} <i>California, United States</i>	Director	2025	VP Global Marketing at Google LLC, a multinational technology company; Executive Vice President of T-Mobile USA Inc. from 2017 to 2019.

Name, Province or State and Country of Residence	Current Position/Office with the Company	Director Since	Principal Occupation During the Previous Five Years
David Labistour ^{1,3,4} <i>British Columbia, Canada</i>	Director	2016	Corporate Director; Director and Executive Committee Member, Business Council of British Columbia; Chief Executive Officer of Mountain Equipment Co-op, from 2008 until retirement in 2019.
Doug Mack ^{3, 4} <i>Nevada, United States</i>	Director	2025	Corporate Director; Chief Executive Officer of Fanatics, Inc. from 2014-2021.
Marni Payne ^{2,4} <i>Massachusetts, United States</i>	Director	2013	Managing director of Berkshire Partners LLC, a private equity investment firm; Director of CrossFit, Inc.
Glen Senk ^{2,4} <i>Wiltshire, United Kingdom</i>	Director	2016	Chairman and Chief Executive Officer of Front Row Partners, a private investment firm.
Marcia Smith ^{1,2,3,4} <i>British Columbia, Canada</i>	Director	2018	Corporate Director; former Senior Vice President of Teck Resources Limited (“ Teck ”) from 2012 until retirement in 2023.
Chris Conrad <i>Seattle, Washington</i>	Chief Technology Information Officer		Chief Technology Information Officer of Aritzia since 2025; previously Chief Digital and Technology Officer at Ralph Lauren Corporation from 2024 until 2025; Chief Information Officer Americas at Levi Strauss & Co. (“Levi”) from 2017 until 2021; SVP and Global Chief Information Officer at Levi from 2021 until 2024.
Todd Ingledew <i>British Columbia, Canada</i>	Chief Financial Officer		Chief Financial Officer of Aritzia since 2016.
Margot Johnson <i>Seattle, Washington</i>	Chief Digital Officer		Chief Digital Officer of Aritzia since 2023; previously Chief Digital & Business Officer at Hudson’s Bay from 2022 until 2023; Global Leader of Amazon Fashion Innovation from 2020 to 2022.
Karen Kwan <i>British Columbia, Canada</i>	Chief People & Culture Officer		Chief People & Culture Officer of Aritzia since 2019.
Pippa Morgan <i>British Columbia, Canada</i>	Executive Vice President, Retail		Executive Vice President, Retail of Aritzia since 2010.

Notes:

- (1) Member of our Audit Committee.
- (2) Member of our Compensation and Nominating Committee.
- (3) Member of our Environmental and Social Committee. Ms. Smith ceased to be on the Environmental and Social Committee, and Mr. Mack and Mr. Drake were appointed to the Environmental and Social Committee, following the annual general meeting of the Company on July 8, 2025.
- (4) Independent director for the purposes of National Instrument 58-101 – *Disclosure of Corporate Governance Practices*.

Ownership Interest

As of March 1, 2026, our directors and executive officers, as a group, beneficially owned, or controlled or directed, directly or indirectly, (i) 160,764 (0.17%) of our issued and outstanding Subordinate Voting Shares, and (ii) 18,327,244 (100%) of our issued and outstanding Multiple Voting Shares.

Cease Trade Orders

To the knowledge of the Company, no director or executive officer of the Company (nor any personal holding company of any of such individuals) is, as of the date of this Annual Information Form, or was within ten years before the date of this Annual Information Form, a director, chief executive officer or chief financial officer of any company (including the Company), that: (i) was subject to a cease trade order (including a management cease trade order), an order similar to a cease trade order or an order that denied the relevant company access to any exemption under securities legislation, in each case that was in effect for a period of more than 30 consecutive days (collectively, an “**Order**”), that was issued while the individual was acting in the capacity as a director, chief executive officer or chief financial officer; or (ii) was subject to an Order that was issued after the individual ceased to be a director, chief executive officer or chief financial officer and which resulted from an event that occurred while that individual was acting in the capacity as director, chief executive officer or chief financial officer.

Bankruptcies

To the knowledge of the Company, no director, executive officer or control person of the Company (nor any personal holding company of any of such individuals): (i) is, as of the date of this Annual Information Form, or has been within the ten years before the date of this Annual Information Form, a director or executive officer of any company (including the Company) that, while that individual was acting in that capacity, or within a year of that individual ceasing to act in that capacity, became bankrupt, made a proposal under any legislation relating to bankruptcy or insolvency or was subject to or instituted any proceedings, arrangement or compromise with creditors or had a receiver, receiver manager or trustee appointed to hold its assets; or (ii) has, within the ten years before the date of this Annual Information Form, become bankrupt, made a proposal under any legislation relating to bankruptcy or insolvency, or become subject to or instituted any proceedings, arrangement or compromise with creditors, or had a receiver, receiver manager or trustee appointed to hold the assets of the director, executive officer or shareholder.

Penalties or Sanctions

To the knowledge of the Company, no director, executive officer or control person of the Company (nor any personal holding company of any of such individuals) has been subject to: (i) any penalties or sanctions imposed by a court relating to securities legislation or by a securities regulatory authority or has entered into a settlement agreement with a securities regulatory authority; or (ii) any other penalties or sanctions imposed by a court or regulatory body that would likely be considered important to a reasonable investor in making an investment decision.

Conflicts of Interest

To the knowledge of the Company, there are no known material existing or potential conflicts of interest between the Company or its subsidiaries and any of the Company or its subsidiaries' directors, officers or other members of management except that certain of the Company's directors and officers serve or may serve as directors and officers of other companies, and therefore it is possible that a conflict may arise

between their duties to the Company and their duties as a director or officer of such other companies. See “Directors and Officers” and “Interest of Management and Others in Material Transactions”.

Audit Committee

Our Audit Committee consists of three directors, all of whom are persons determined by our Board to be independent directors and all of whom are financially literate within the meaning of National Instrument 52-110 - *Audit Committees* (“**NI 52-110**”). As at March 1, 2026, our Audit Committee is comprised of John Currie, chair of the Audit Committee, David Labistour, and Marcia Smith. Each of our Audit Committee members has an understanding of the accounting principles used to prepare financial statements and experience as to the general application of such accounting principles, as well as an understanding of the internal controls and procedures necessary for financial reporting. Our Board has adopted a written charter, attached at Appendix A, setting forth the purpose, composition, authority and responsibility of our Audit Committee, consistent with NI 52-110. The Audit Committee assists our Board in discharging its oversight of:

- the quality and integrity of our financial statements and related information;
- the independence, qualifications and appointment of our external auditor;
- our disclosure controls and procedures, internal control over financial reporting and management’s responsibility for assessing and reporting on the effectiveness of such controls;
- our risk management processes;
- monitoring and periodically reviewing our whistleblower policy; and
- transactions with our related parties.

The Audit Committee Charter requires that all non-audit services to be provided to the Company or any of its subsidiaries by the external auditors are subject to pre-approval by the Audit Committee.

Our Audit Committee has access to all of our books, records, facilities and personnel and may request any information about us as it may deem appropriate. It also has the authority, in its sole discretion and at our expense, to retain and set the compensation of outside legal, accounting or other advisors as necessary to assist in the performance of its duties and responsibilities. Senior leadership briefs the Audit Committee quarterly on cyber security and enterprise risk management matters. Our Audit Committee also has direct communication channels with the Chief Financial Officer and our external auditors to discuss and review such issues as our Audit Committee may deem appropriate.

In addition to each Audit Committee member’s general business experience, the education and experience of each Audit Committee member that are relevant to the performance of his responsibilities are as follows:

John Currie, Chair:

Mr. Currie is a Corporate Director. He served as the Chief Financial Officer of lululemon from 2007 until his retirement in 2015. Prior to joining lululemon, Mr. Currie worked for Intrawest Corporation (“**Intrawest**”), a provider of destination resorts and leisure travel, from 1989 to 2006, in various capacities, including as Chief Financial Officer from 2004 to 2006. Prior to joining Intrawest, Mr. Currie was a specialist in

international taxation with a major accounting firm and within the BCE Group, a telecommunications service provider. Mr. Currie is a Chartered Professional Accountant, and earned a Bachelor of Commerce degree from the University of British Columbia.

David Labistour, Member:

Mr. Labistour is a Corporate Director. He served as the Chief Executive Officer of Mountain Equipment Co-op (“MEC”) from 2008 to 2019. In this role, he gained significant experience with the internal and external audit process and knowledge over accounting controls and finance processes. Previously, Mr. Labistour headed MEC’s buying and design team. He has over 25 years of experience in the fashion retail industry working for companies such as Adidas and Woolworths. Mr. Labistour is currently on the board of governors and executive committee of the Business Council of British Columbia.

Marcia Smith, Member:

Ms. Smith is a Corporate Director. She served as a Senior Vice President of Teck from 2012 until retirement in 2023. Ms. Smith brings experience overseeing risk management and regulatory compliance in large, complex organizations, including exposure to governance processes and internal controls. Ms. Smith has prior Audit Committee experience and is familiar with financial statements and related oversight responsibilities.

External Auditor Service Fee⁽¹⁾

For Fiscal 2026 and Fiscal 2025, we incurred the following fees by our external auditor, PricewaterhouseCoopers LLP:

	Fiscal 2026	Fiscal 2025
Audit fees ⁽²⁾	\$ 834,000	\$ 677,000
Audit related fees ⁽³⁾	\$ —	\$ —
Tax fees ⁽⁴⁾	\$ —	\$ —
All other fees ⁽⁵⁾	\$ 69,000	\$ 244,000
Total fees paid	\$ 903,000	\$ 921,000

Notes:

(1) Fees presented based on a cash basis.

(2) “Audit fees” include fees for services rendered in relation to the audit and review of our consolidated financial statements.

(3) “Audit related fees” include assurance and related services that are reasonably related to the performance of the audit or review of our consolidated financial statements and are not reported above as audit fees.

(4) “Tax fees” include fees for services rendered in relation to tax compliance, tax advice, and tax planning.

(5) “All other fees” includes all fees other than those reported as Audit fees, Audit related fees or Tax fees. The services provided in this category include support for consulting services and other regulatory requirements.

LEGAL PROCEEDINGS AND REGULATORY ACTIONS

In the ordinary course of business, the Company and its subsidiaries may become involved in various legal, administrative, regulatory and other proceedings, actions, claims and inquiries relating to our business. Management is not aware of any litigation that arose in Fiscal 2026 or that is outstanding, threatened or pending by or against the Company or its subsidiaries which would be material to an investor of Subordinate Voting Shares. See further discussion under “Risk Factors”.

INTEREST OF MANAGEMENT AND OTHERS IN MATERIAL TRANSACTIONS

Other than as described elsewhere in this Annual Information Form, there are no material interests, direct or indirect, of any of our directors or executive officers, any Shareholder that beneficially owns, or controls or directs (directly or indirectly), more than 10% of any class or series of our Shares, or any associate or Affiliate of any of the foregoing persons, in any transaction within the three most recently completed financial years or during the current financial year that has materially affected or is reasonably expected to materially affect us or any of our subsidiaries.

TRANSFER AGENT AND REGISTRAR

The transfer agent and registrar for the Subordinate Voting Shares and the Multiple Voting Shares is TSX Trust Company at its principal office in Vancouver, British Columbia.

MATERIAL CONTRACTS

The following are the only material contracts of the Company and its subsidiaries which were entered into during Fiscal 2026, or which were entered into prior to Fiscal 2026 but are still in effect (other than certain agreements entered into in the ordinary course of business). The summaries describe the material attributes of each of the material contracts and are subject to, and qualified in their entirety by reference to, the relevant material contract, copies of which have been filed with the Canadian securities regulatory authorities and are available on SEDAR+, at www.sedarplus.com, under our profile. Investors are encouraged to read the full text of such material agreements.

- (a) the Coattail Agreement (described above under “Description of Capital Structure - Take-over Bid Protection”);
- (b) the Credit Agreement;
- (c) the Second Amended and Restated Registration Rights Agreement; and
- (d) the Investor Rights Agreement.

CREDIT AGREEMENT

Our subsidiaries, Aritzia LP and United States of Aritzia Inc., are party to an eighth amended and restated credit agreement with a syndicate of lenders dated as of October 27, 2023 (as amended from time to time, the “**Credit Agreement**”) which amended and restated the seventh amended and restated credit agreement dated as of June 30, 2023, and was further amended on June 13, 2024 and October 8, 2025. The Credit Agreement is comprised of a revolving credit facility in the amount of \$300.0 million (the “**Revolving Credit Facility**”) maturing on October 8, 2030. The Revolving Credit Facility has no scheduled principal payments prior to maturity. In connection with the Credit Agreement, a member of the lender syndicate provided a line of credit to our subsidiary, United States of Aritzia Inc. in the amount of US\$10.0 million expiring on December 14, 2026 (the “**Line of Credit**”).

As at March 1, 2026, the aggregate amount outstanding under the Revolving Credit Facility was \$nil and the amount outstanding under the Line of Credit was US\$nil. In addition, as of March 1, 2026 we also have available a \$25.0 million cash-secured letter of credit and other letters of credit facilities of \$30.0 million and US\$25.0 million, secured *pari passu* with the Revolving Credit Facility and the Line of Credit. As at March

1, 2026 we had a total of \$4.6 million in outstanding letters of credit. We also have an uncommitted revolving demand credit facility for general cash management needs with a limit of \$5.0 million.

The Revolving Credit Facility is available by way of loans with interest rates that are based on Canadian Overnight Repo Rate Average (**CORRA**), Secured Overnight Financing Rate (**SOFR**), or Canadian prime rate or base rate, plus a marginal rate from time to time in effect. The Line of Credit bears interest at the daily SOFR, plus a marginal rate.

The Credit Agreement provides for guarantees by Aritzia Inc. and our direct and indirect subsidiaries (the **“Credit Facility Guarantors”**). Aritzia LP and each of the Credit Facility Guarantors provided a first priority lien over all assets, leased real property interests and inventory. Aritzia LP and each of the Credit Facility Guarantors pledged 100% of the equity interests each entity holds in the capital of their respective subsidiaries, as applicable. The Credit Agreement contains restrictive covenants in respect of Aritzia LP and each Credit Facility Guarantor that are customary for credit facilities of this nature.

Certain of our direct and indirect subsidiaries, which given their limited operations and assets, are not Credit Facility Guarantors, as agreed to by the lenders.

REGISTRATION RIGHTS

We are party to a Second Amended and Restated Registration Rights Agreement with certain of our Shareholders dated as of October 3, 2016 (the **“Second Amended and Restated Registration Rights Agreement”**). The Second Amended and Restated Registration Rights Agreement provides certain Shareholders (the **“Holders”**), including the Hill Group Permitted Holders (as defined in the Second Amended and Restated Registration Rights Agreement), with registration rights in respect of any Subordinate Voting Shares held by them from time to time, including those issuable upon the conversion in accordance with the Articles of any Multiple Voting Shares beneficially owned by a Holder (the **“Registrable Securities”**).

The Hill Group Permitted Holders may require us to effect a registration for a public offering in the jurisdiction(s) where we are a reporting issuer of no less than \$25 million of Registrable Securities (a **“Demand Registration”**). We are obligated to effect no more than four Demand Registrations in any twelve (12) month period. Notwithstanding any notice for a Demand Registration, we are entitled to postpone the filing of any offering document for up to 90 days if, in the good faith judgment of our Board, the requested Demand Registration could reasonably be expected to adversely affect us. The lead underwriter of any underwritten offering will have the right to limit, due to marketing reasons, the number of Registrable Securities to be qualified by such underwritten offering.

We are required to give prompt notice to all Holders of our intention to register any Registrable Securities for sale in a public offering, whether the registration is on our behalf or pursuant to a Demand Registration. Upon receiving such notice, any Holder may require that all or a specified part of the Registrable Securities held by such Holder be included in the proposed registration (a **“Piggyback Registration”**).

The Second Amended and Restated Registration Rights Agreement includes customary expense reimbursement and indemnity obligations on the part of Aritzia in respect of Demand Registrations and Piggyback Registrations.

INVESTOR RIGHTS AGREEMENT

Pursuant to an Investor Rights Agreement dated as of October 3, 2016 between, among other parties, Aritzia Inc. and the Hill Shareholders (the “**Investor Rights Agreement**”), the Hill Shareholders have certain pre-emptive rights and rights with respect to director nominations and board composition in consideration of the mutual covenants and agreements contained therein and other good and valuable consideration. The principal terms thereunder are summarized below.

Board of Directors

The Hill Group Permitted Holders (as defined in the Investor Rights Agreement) have the right to designate one director nominee for election to our Board for so long as the Hill Group Permitted Holders beneficially own, directly or indirectly, in the aggregate, 5% or more of the issued and outstanding Shares (on a non-diluted basis). Our Board shall not be comprised of more than nine directors unless agreed to by the Hill Group Permitted Holders.

Chair of our Board and Committees

For so long as Brian Hill is a director he is entitled to be the chair (the “**Chair**”) of our Board. Upon Brian Hill ceasing to be a director, or in the event that Brian Hill does not wish to be the Chair, then the Chair shall be appointed by our Board.

So long as the Hill Group Permitted Holders beneficially own, directly or indirectly, in the aggregate, 5% or more of the issued and outstanding Shares (on a non-diluted basis), the Hill Group Permitted Holders shall be entitled to have its director nominee serve on the Board’s Compensation and Nominating Committee, provided that its director nominee is not one of our officers or a Member of the Immediate Family of any of our officers.

Pre-Emptive Rights

In the event of any distribution or issuance, including by way of a share dividend (a “**Distribution**”) of our voting shares (other than Multiple Voting Shares, Subordinate Voting Shares issued upon the conversion of Multiple Voting Shares or voting shares issued pursuant to the exercise of a right attached to any of our securities issued prior to the Distribution) (the “**Voting Shares**”) or of our securities convertible or exchangeable into Voting Shares or giving the right to acquire Voting Shares (other than options or other securities issued under compensatory plans or other plans to purchase Voting Shares or any other securities in favour of our management, directors, employees or consultants) (the “**Convertible Securities**”) and, together with the Voting Shares, the “**Distributed Securities**”), we shall issue to the holder(s) of Multiple Voting Shares rights to subscribe for that number of Multiple Voting Shares, or, as the case may be, for securities convertible or exchangeable into or giving the right to acquire, on the same terms and conditions, including subscription or exercise price, as applicable, *mutatis mutandis* (except for the ultimate underlying securities which shall be Multiple Voting Shares), as those stipulated in the Convertible Securities, that number of Multiple Voting Shares, respectively, which carry, in the aggregate, a number of voting rights sufficient to fully maintain the proportion of total voting rights (on a fully diluted basis) associated with the then outstanding Multiple Voting Shares (the “**Rights to Subscribe**”).

The Rights to Subscribe shall be issued to the holder(s) of Multiple Voting Shares in a proportion equal to their respective holdings of Multiple Voting Shares and shall be issued concurrently with the completion of the Distribution of the applicable Distributed Securities. To the extent that any such Rights to Subscribe are

exercised, in whole or in part, the securities underlying such Rights to Subscribe (the “**Subscription Securities**”) shall be issued and must be paid for concurrently with the completion of the Distribution and payment to us of the issue price for the Distributed Securities, at, subject to certain limitations, the lowest price permitted by the applicable securities and stock exchange regulations and subject (as to such price) to the prior consent of the exchanges.

The privileges attached to Subscription Securities which are securities convertible or exchangeable into or giving the right to acquire Multiple Voting Shares shall only be exercisable if and whenever the same privileges attached to the Convertible Securities are exercised and shall not result in the issuance of a number of Multiple Voting Shares which increases the proportion (as in effect immediately prior to giving effect to the completion of the Distribution) of total voting rights associated with the Multiple Voting Shares after giving effect to the exercise by the holder(s) of the privileges attached to such Convertible Securities.

The right to receive Rights to Subscribe as described above, and the legal or beneficial ownership of the Rights to Subscribe, may be assigned in whole or in part among Permitted Holders, provided that written notice of any such assignment shall be sent promptly to us and the Hill Group Permitted Holders.

Holders of Subordinate Voting Shares have no pre-emptive or subscription rights to purchase any of our securities.

Term

The rights of the Hill Group Permitted Holders under the Investor Rights Agreement will terminate on the date after the first continuous 180-day period during which the Shares owned, directly or indirectly, in the aggregate, by the Hill Group Permitted Holders constitute less than 5% of all of the issued and outstanding Shares (on a non-diluted basis). In addition, the Investor Rights Agreement will terminate on the earlier of: (a) the date on which the Investor Rights Agreement is terminated by mutual consent of the Hill Group Permitted Holders and us; and (b) our dissolution or liquidation.

INTERESTS OF EXPERTS

The Company’s auditor is PricewaterhouseCoopers LLP, Chartered Professional Accountants, located at Vancouver, British Columbia. PricewaterhouseCoopers LLP have prepared an independent auditor’s report dated May 7, 2026 in respect of the consolidated financial statements of the Company as at March 1, 2026 and March 2, 2025 and for each of the years then ended. PricewaterhouseCoopers LLP has advised that they are independent with respect to the Company within the meaning of the Code of Professional Conduct of the Chartered Professional Accountants of British Columbia.

ADDITIONAL INFORMATION

Additional information, including directors’ and officers’ remuneration and indebtedness, principal holders of our Company’s securities and securities authorized for issuance under equity compensation plans, is contained in the Company’s management information circular for the 2026 annual meeting of Shareholders. Additional financial information is provided in the Company’s audited annual consolidated financial statements and management’s discussion and analysis of our financial condition and results of operations for our most recently completed fiscal year ended March 1, 2026. Such documentation, as well as additional information relating to the Company, may be found under the Company’s profile on SEDAR+ at www.sedarplus.com.

APPENDIX A – AUDIT COMMITTEE CHARTER

This charter (the “**Charter**”) sets forth the purpose, composition, responsibilities and authority of the Audit Committee (the “**Committee**”) of the board of directors (the “**Board**”) of Aritzia Inc. (the “**Company**”).

1. Statement of Purpose

The purpose of the Committee is to assist the Board in fulfilling its oversight responsibilities with respect to:

- financial reporting and related financial disclosure;
- the implementation of risk management and internal control over financial reporting and disclosure controls and procedures; and
- external and internal audit processes.

2. Committee Membership

The Committee shall consist of as many directors of the Board as the Board may determine (the “**Members**”), but in any event, not less than 3 (three) Members. Each Member shall meet the criteria for independence and financial literacy established by applicable laws and the rules of any stock exchanges upon which the Company’s securities are listed, including National Instrument 52-110 — *Audit Committees* (“**NI 52-110**”) subject to any exceptions permitted under NI 52-110. NI 52-110 also requires that to be independent, a Member be free of any relationship which could, in the view of the Board, reasonably interfere with the exercise of a Member’s independent judgment.

Members shall be appointed by the Board, taking into account any recommendation that may be made by the compensation and nominating committee of the Board (the “**C&N Committee**”). Any Member may be removed and replaced at any time by the Board, and will automatically cease to be a Member if he or she ceases to meet the qualifications required of Members. The Board will fill vacancies on the Committee by appointment from among qualified directors of the Board, taking into account any recommendation that may be made by the C&N Committee. If a vacancy exists on the Committee, the remaining Members may exercise all of its powers so long as there is a quorum.

Chair

The Board will designate one of the independent directors of the Board to be the chair of the Committee (the “**Chair**”), taking into account any recommendation that may be made by the C&N Committee.

Qualifications

All Members shall be independent and financially literate as described above. Members must have suitable experience and must be familiar with auditing and financial matters. At least one Member shall be a “financial expert”, being a person with experience as a certified public accountant, chief financial officer or corporate controller of similar experience, or demonstrably meaningful experience overseeing such functions as senior executive officers.

Attendance of Ex Officio Members, Management and other Persons

The Committee may invite, at its discretion, senior executives of the Company or such persons as it sees fit to attend meetings of the Committee and to take part in the discussion and consideration of the affairs of the Committee. The Committee may also require senior executives or other employees of the Company to produce such information and reports as the Committee may deem appropriate in the proper exercise of its duties. Senior executives and other employees of the Company shall attend a Committee meeting if invited by the Committee. The Committee will meet without management in attendance for a portion of any meeting of the Committee and shall meet with the external auditor without management present at each meeting where the external auditor is present.

Delegation

Subject to applicable law, the Committee may delegate any or all of its functions to any of its Members or any sub-set thereof, or other persons, from time to time as it sees fit.

3. Committee Operations

Meetings

The Chair, in consultation with the other Members, shall determine the schedule and frequency of meetings of the Committee. Meetings of the Committee shall be held at such times and places (whether in person, telephonically and/or other communications medium) as the Chair may determine. The Committee shall meet at least once each quarter. To the extent possible, advance notice of each meeting will be given to each Member unless all Members are present and waive notice, or if those absent waive notice before or after a meeting. Where a meeting is held in person, Members shall be provided options to participate telephonically and/or through other communications medium. Powers of the Committee may also be exercised by written resolutions signed (physically or electronically) by all Members.

At the request of the external auditors of the Company, the Chief Executive Officer or the Chief Financial Officer of the Company or any Member, the Chair shall convene a meeting of the Committee. Any such request shall set out in reasonable detail the business proposed to be conducted at the meeting so requested.

Agenda and Reporting

To the extent possible, in advance of every regular meeting of the Committee, the Chair shall prepare and distribute, or cause to be prepared and distributed, to the Members and others as deemed appropriate by the Chair, an agenda of matters to be addressed at the meeting together with appropriate briefing materials. The Committee may require senior executives and other employees of the Company to produce such information and reports as the Committee may deem appropriate in order for it to fulfill its duties.

The Chair shall report to the Board on the Committee's activities since the last Board meeting.

However, the Chair may report orally to the Board on any matter in his or her view requiring the immediate attention of the Board. Minutes of each meeting of the Committee shall be circulated to the Directors upon request following approval of the minutes by the Members. The Committee shall oversee

the preparation of, review and approve the applicable disclosure for inclusion in the Company's annual information form.

Secretary and Minutes

The secretary of the Company may act as secretary of the Committee unless an alternative secretary is appointed by the Committee. The secretary of the Committee shall keep minutes of Committee proceedings and shall circulate such minutes to all Members (and to any other Director that requests that they be sent to him or her once such minutes are approved) on a timely basis.

Quorum and Procedure

A quorum for any meeting of the Committee will be a simple majority. The procedure at meetings will be determined by the Committee. The powers of the Committee may be exercised at a meeting where a quorum is present or by resolution in writing signed by all Members. In the absence of the Chair, the Committee may appoint one of its other Members to act as Chair of any meeting.

Each Member will have one vote and decisions of the Committee will be made by an affirmative vote of the majority. The Chair will not have a deciding or casting vote in the case of an equality of votes.

Exercise of Power between Meetings

Between meetings, the Chair, or any Member designated for such purpose by the Committee, may, if required in the circumstance, exercise any power delegated by the Committee on an interim basis. The Chair or other designated Member will promptly report to the other Members in any case in which this interim power is exercised.

4. Duties and Responsibilities

The Committee is responsible for performing the duties set out below and any other duties that may be assigned to it by the Board as well as any other functions that may be necessary or appropriate for the performance of its duties.

Financial Reporting and Disclosure

Review and recommend to the Board for approval, the audited annual financial statements, including the auditors' report thereon, the quarterly financial statements, management discussion and analysis, financial reports, and other applicable financial disclosure, prior to the public disclosure of such information.

Review and recommend to the Board for approval, where appropriate, financial information contained in any prospectuses, annual information forms, annual reports to shareholders, management proxy circulars, material change disclosures of a financial nature and similar disclosure documents prior to the public disclosure of such documents or information.

Review with senior executives of the Company, and with external auditors, significant accounting principles and disclosure issues and alternative treatments under International Financial Reporting Standards ("IFRS"), with a view to gaining reasonable assurance that financial statements are accurate,

complete and present fairly the Company's financial position and the results of its operations in accordance with IFRS, as applicable.

Seek to ensure that adequate procedures are in place for the review of the Company's public disclosure of financial information extracted or derived from the Company's financial statements, the Company's disclosure controls and procedures and periodically assess the adequacy of those procedures and recommend any proposed changes to the Board for consideration.

Review and assess the manner in which management develops interim financial information, and the nature and extent of internal and external auditor involvement.

Internal Controls and Internal Audit

Review the adequacy and effectiveness of the Company's internal control and management information systems through discussions with senior executives of the Company and the external auditor relating to the maintenance of (i) necessary books, records and accounts in sufficient detail to accurately and fairly reflect the Company's transactions; (ii) effective internal control over financial reporting; and (iii) adequate processes for assessing the risk of material misstatements in the financial statements and for detecting control weaknesses or fraud. From time to time the Committee shall assess any requirements or changes with respect to the establishment or operations of the internal audit function having regard to the size and stage of development of the Company at any particular time.

Satisfy itself, through discussions with senior executives of the Company that the adequacy of internal controls, systems and procedures has been periodically assessed in accordance with regulatory requirements and recommendations.

Oversee the work of the internal audit function, including organization, operations and independence.

Review and discuss the Company's major financial risk exposures and the steps taken to monitor and control such exposures, including the use of any financial derivatives and hedging activities.

Review and make recommendations to the Board regarding, the adequacy of the Company's risk management policies and procedures with regard to identification of the Company's principal risks and implementation of appropriate systems and controls to manage such risks including an assessment of the adequacy of insurance coverage maintained by the Company.

Review all material related party transactions other than those delegated to a special committee or independent committee of the Board against applicable legal and regulatory requirements, discuss with management the business rationale for the transactions, review applicable disclosures and report to the Board on all such transactions, if any, each quarter.

Review and discuss with the Company's independent auditors the auditors' evaluation of the Company's identification of, accounting for, and disclosure of its relationships and transactions with related parties, including any significant matters arising from the audit in connection therewith.

External Audit

Recommend to the Board a firm of external auditors to be nominated for appointment as the external auditor of the Company.

Ensure the external auditors report directly to the Committee on a regular basis. Review the independence of the external auditors.

Review and recommend to the Board the fee, scope and timing of the audit and other related services rendered by the external auditors.

Review the audit plan of the external auditors prior to the commencement of any audit.

Establish and maintain a direct line of communication with the Company's external auditors.

Meet in camera with only the auditors, senior executives of the Company, or the Members, where and to the extent that, such parties are present, at any meeting of the Committee.

Oversee the work of the external auditors of the Company with respect to preparing and issuing an audit report or performing other audit or review services for the Company, including the resolution of issues between senior executives of the Company and the external auditors.

Review the results of the external audit and the external auditor's report thereon, including, discussions with the external auditors as to the quality of accounting principles used and any alternative treatments of financial information that have been discussed with senior executives of the Company and any other matters.

Review any material written communications between senior executives of the Company and the external auditors and any significant disagreements between the senior executives and the external auditors.

Discuss with the external auditors their perception of the Company's financial and accounting personnel, records and systems, the cooperation which the external auditors received during their course of their review and availability of records, data and other requested information and any recommendations with respect thereto.

Discuss with the external auditors their perception of the Company's identification and management of risks, including the adequacy or effectiveness of policies and procedures implemented to mitigate such risks.

Review the reasons for any proposed change in the external auditors which is not initiated by the Committee or Board and any other significant issues related to the change, including the response of the incumbent auditors, and enquire as to the qualifications of the proposed auditors before making its recommendations to the Board.

Review annually a report from the external auditors in respect of their internal quality-control procedures, any material issues raised by the most recent internal quality-control review, or peer review of the external auditors, or by any inquiry or investigation by governmental or professional authorities, within

the preceding five years, respecting one or more independent audits carried out by the external auditors, and any steps taken to address any such issues.

Associated Responsibilities

Monitor and periodically review the Whistleblower Policy of the Company and associated procedures for:

- the receipt, retention and treatment of complaints received by the Company regarding accounting, internal accounting controls or auditing matters; and
- the confidential, anonymous submission by directors, officers and employees of the Company of concerns regarding questionable accounting or auditing matters; and
- if applicable, any violations of applicable law, rules or regulations that relates to corporate reporting and disclosure, or violations of the Company's Code of Conduct.

Review and approve the Company's hiring policies regarding employees and partners, and former employees and partners, of the present and former external auditors of the Company.

Non-Audit Services

Pre-approve all non-audit services to be provided to the Company or any subsidiary entities by its external auditors or by the external auditors of such subsidiary entities. The Committee may delegate to one or more of its Members the authority to pre-approve non-audit services but pre-approval by such Member or Members so delegated shall be presented to the full Committee at its first scheduled meeting following such pre-approval.

Cybersecurity

Oversee the Company's identification and management of cyber-related risks.

Artificial Intelligence

Oversee the Company's identification and management of the risks associated with the use of artificial intelligence and automated decision-making technologies.

Other Duties

Direct and supervise the investigation into any matter brought to its attention within the scope of the Committee's duties. Perform such other duties as may be assigned to it by the Board from time to time or as may be required by applicable law.

5. The Committee Chair

In addition to the responsibilities of the Chair described above, the Chair has the primary responsibility for overseeing and reporting on the evaluations to be conducted by the Committee, as well as monitoring developments with respect to accounting and auditing matters in general and reporting to the Committee on any related significant developments.

6. Committee Evaluation

The performance of the Committee shall be evaluated by the Board as part of its regular evaluation of the Board committees.

7. Access to Information and Authority to Retain Independent Advisors

The Committee shall be granted unrestricted access to all information regarding the Company that is necessary or desirable to fulfill its duties and all directors of the Company, officers and employees will be directed to cooperate as requested by Members. The Committee has the authority to retain, at the Company's expense, independent legal, financial, and other advisors, consultants and experts to assist the Committee in fulfilling its duties and responsibilities, including sole authority to retain and to approve their fees. The Committee shall select such advisors, consultants and experts after taking into consideration factors relevant to their independence from management and other relevant considerations.

The Committee shall discharge its responsibilities, and shall assess the information provided by the Company's management and the external advisers, in accordance with its business judgment. Members are entitled to rely, in good faith, on: financial statements of the Company represented to the director by an officer of the Company or in a written report of the auditor of the Company to fairly reflect the financial position of the Company; a written report of a lawyer, accountant, engineer, appraiser or other person whose profession lends credibility to a statement made by that person; a statement of fact represented to the director by an officer of the company to be correct; or, any record, information or representation that the court considers provides reasonable grounds for the actions of the director, whether or not the record was forged, fraudulently made or inaccurate, or the information or representation was fraudulently made or inaccurate. Nothing in this Charter is intended or may be construed as imposing on any member of the Committee or the Board a standard of care or diligence that is in any way more onerous or extensive than the standard to which the directors are subject under applicable law.

The Committee also has the authority to communicate directly with internal and external auditors. While the Committee has the responsibilities and powers set forth in this Charter, it is not the duty of the Committee to plan or conduct audits or to determine that the Company's financial statements are complete and accurate or comply with IFRS and other applicable requirements. These are the responsibilities of the senior executives of the Company responsible for such matters and the external auditors. The Committee, the Chair and any Members identified as having accounting or related financial expertise are members of the Board, appointed to the Committee to provide broad oversight of the financial, risk and control related activities of the Company, and are specifically not accountable or responsible for the day to day operation or performance of such activities. Although the designation of a Member as having accounting or related financial expertise for disclosure purposes is based on that individual's education and experience, which that individual will bring to bear in carrying out his or her duties on the Committee, such designation does not impose on such person any duties, obligations or liability that are greater than the duties, obligations and liability imposed on such person as a member of the Committee and Board in the absence of such designation. Rather, the role of a Member who is identified as having accounting or related financial expertise, like the role of all Members, is to oversee the process, not to certify or guarantee the internal or external audit of the Company's financial information or public disclosure. This Charter is not intended to change or interpret the constating documents of the Company or applicable law or stock exchange rule to which the Company is subject, and this Charter should be interpreted in a manner consistent with all such applicable laws and rules. Certain of the provisions of this Charter may be modified or superseded by the provisions of the investor rights agreement dated October 3, 2016 (the "**Investor Rights Agreement**"). In

the event of a conflict between this charter and the Investor Rights Agreement, the Investor Rights Agreement shall prevail.

This Charter is intended as a component of a flexible governance framework to assist the Board in carrying out its duties to the Company in accordance with applicable law. It does not establish any legally binding obligations beyond those imposed by applicable law and is not intended to give rise to any liability on the part of the Company or its Directors or officers to any other persons.

8. Review of Charter

The Committee shall periodically review and assess the adequacy of this Charter and recommend any proposed changes to the Board for consideration.

Dated: January 27, 2026

Approved by: Board of Directors of the Company