

ARITZIA

Q2 2027 Investor Presentation

Forward-Looking Information

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

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

- our Fiscal 2027 strategic and financial plan, and anticipated results therefrom,
- our expectations as to 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 (boutique growth, expansion and enhancements), digital growth (including eCommerce 2.0) and increased brand awareness, and achieve the anticipated results therefrom,
- our long-term growth plan targets, including projected net revenue, net revenue compound annual growth rate, geographic and channel mix targets, and projected client growth,
- our omni-channel capabilities including the anticipated continuing results therefrom,
- our monitoring of the evolving macroeconomic conditions and our ability to adapt,
- our continued monitoring and diversification of our supplier base,
- our expectations with respect to liquidity, including our anticipated cash balance, our use of financial instruments and risk mitigation strategies,
- our future investment opportunities,
- our anticipated cumulative capital cash expenditures,
- our response to consumer trends and our ability to produce enduring client loyalty,
- the number of subordinate voting shares which may be purchased under the Company's Normal Course Issuer Bid ("NCIB"),
- our dedication to making progress on our Impact goals and priorities, expectations with respect to the oversight of 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
- our community contribution commitments, including cumulative financial contribution targets.

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

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

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

Forward-Looking Information (continued)

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

In addition to the assumptions noted above, specific assumptions in support of our Fiscal 2027 outlook include:

- macroeconomic uncertainty,
- improved product assortment mix,
- anticipated benefits from product margin improvements, including IMU improvements and lower markdowns,
- estimated impacts of new and proposed tariffs and assumptions regarding the duration, scope and estimated impact of the de minimis exemption removal,
- our approach and expectations with respect to our real estate expansion strategy, including boutique payback period expectations and timing of openings, that our planned boutique openings and repositions will proceed as anticipated and on-time,
- anticipated total square footage growth of our boutiques,
- infrastructure investments including new and repositioned flagship boutiques, expanded support office space, a second distribution centre in the United States, and digital technology to drive eCommerce 2.0,
- subsiding transitory cost pressures, including pre-opening lease amortization for flagship boutiques and warehouse costs related to inventory management, and
- foreign exchange assumption for Fiscal 2027: USD:CAD = 1.36.

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

Many factors could cause our actual results, performance, achievements or future events or developments to differ materially from those expressed or implied by the forward-looking statements, including, without limitation, the factors discussed in the "Risk Factors" section of our Q2 2027 MD&A dated October 8, 2026, Fiscal 2026 MD&A dated May 7, 2026, and annual information form for Fiscal 2026 dated May 7, 2026 (“Fiscal 2026 AIF”) which are incorporated by reference into this document. A copy of the Q2 2027 MD&A, Fiscal 2026 MD&A and the Fiscal 2026 AIF and the Company's other publicly filed documents can be accessed under the Company's profile on the System for Electronic Data Analysis and Retrieval+ ("SEDAR+") at www.sedarplus.com.

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

Non-IFRS Financial Measures and Retail Industry Metrics

This presentation makes reference to certain non-IFRS Accounting Standards measures (“non-IFRS financial measures”) and certain retail industry metrics. These measures are not recognized measures under International Financial Reporting Standards as issued by the International Accounting Standards Board ("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 nor as a substitute for analysis of our financial information reported under IFRS Accounting Standards. We use non-IFRS financial measures including “EBITDA”, Adjusted Gross Profit, “Adjusted EBITDA”, and “Adjusted Net Income”; non-IFRS Accounting Standards ratios ("non-IFRS ratios") including "Adjusted gross profit margin", “Adjusted Net Income per Diluted Share”, "Adjusted EBITDA as a percentage of net revenue", "Adjusted Net Income as a percentage of net revenue", “comparable sales” and "constant currency net revenue"; and capital management measures including ”capital cash expenditures (net of proceeds from lease incentives)” and “free cash flow.” This presentation also makes reference to “gross profit margin” which is a commonly used operating metric in the retail industry but may be calculated differently by other retailers. Gross profit margin is considered a supplementary financial measure under applicable securities laws. These non-IFRS financial measures and retail industry metrics are used to provide investors with supplemental measures of our operating performance and thus highlight trends in our core business that may not otherwise be apparent when relying solely on IFRS 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 additional information regarding measures, please see the "How We Assess the Performance of Our Business" and "Selected Financial Information" sections of our Q2 2027 MD&A, available on SEDAR+ at www.sedarplus.com, which is incorporated herein by reference.

A quantitative reconciliation of Adjusted Gross Profit, Adjusted EBITDA and Adjusted Net Income to Net Income for Q2 2027, Q1 2027 and Fiscal 2026 to Fiscal 2016, respectively, can be found on pages 6, 31 and 32 of our Q2 2027 MD&A dated October 8, 2026, page 6 of our Q1 2027 MD&A dated July 9, 2026, page 8 of our Fiscal 2026 MD&A dated May 7, 2026, page 8 of our Fiscal 2025 MD&A dated May 1, 2025, page 8 of our annual MD&A for Fiscal 2024 dated May 2, 2024, page 8 of our annual MD&A for Fiscal 2023 dated May 2, 2023, page 8 of our annual MD&A for Fiscal 2022 dated May 5, 2022, page 7 of our annual MD&A for Fiscal 2021 dated May 11, 2021, page 15 of our annual MD&A for Fiscal 2020 dated May 28, 2020, page 12 of our annual MD&A for Fiscal 2019 dated May 9, 2019, page 13 of our annual MD&A for Fiscal 2018 dated May 10, 2018 and page 11 of our annual MD&A for Fiscal 2017 dated May 10, 2017, as applicable, in each case filed on SEDAR+ at www.sedarplus.com, which reconciliations are incorporated herein by reference.

Certain Other Matters

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



Aritzia is a design house with an innovative global platform, offering covetable styles online, on its app and in its boutiques.

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

We call this: Everyday Luxury®.



We are strategically positioned in the global fashion landscape.

Overview

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

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

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

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

Our proven record of profitable, organic growth and free cash flow[1] generation underpins our strong financial foundation.

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

- Geographic expansion
- Digital growth
- Increased brand awareness

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

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





Beautiful Product

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

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

ARITZIA

wilfred

wilfred free

THE SUPER PUFF

Sunday Best

REIGNING CHAMP

BABATON

THE GROUP BY BABATON

TEN ARITZIA

Little Moon

Fred Segal

TNA®

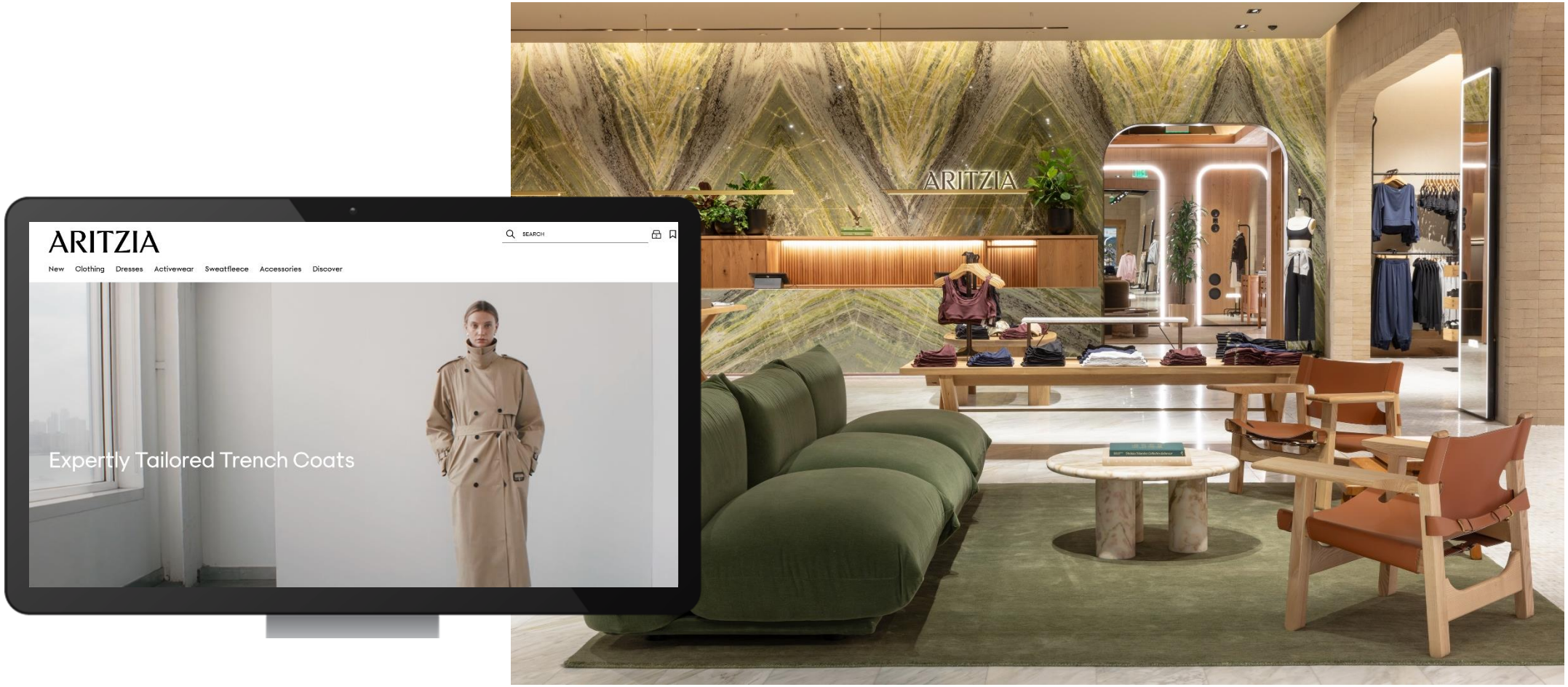
GOLDEN ARITZIA

DENIM FORUM

SWEATFLEECE

Aspirational Environments

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



ARITZIA



Captivating Communications & Engaging Service

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

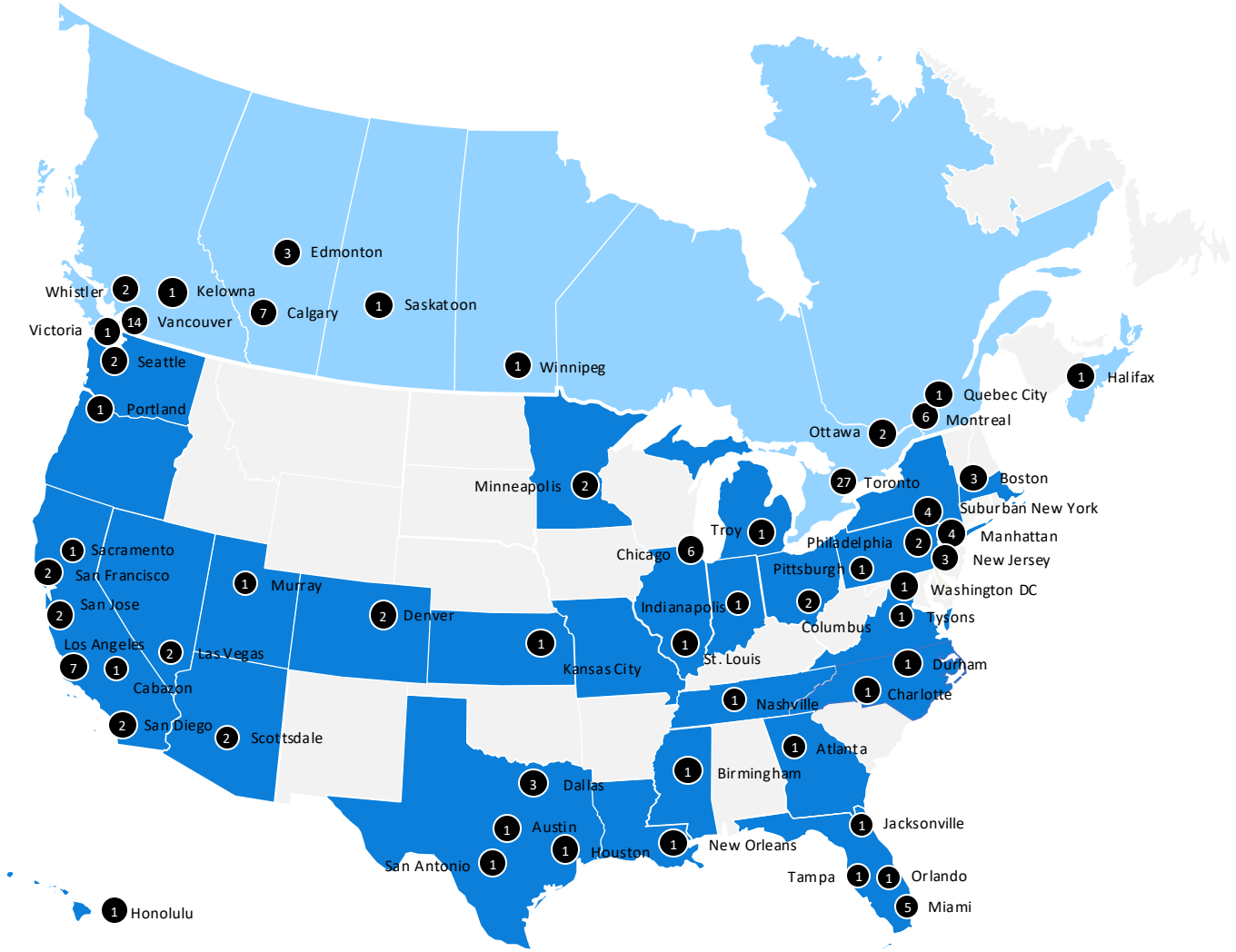
Multi-Channel Retailer with an Expanding Geographic Footprint

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

67



79



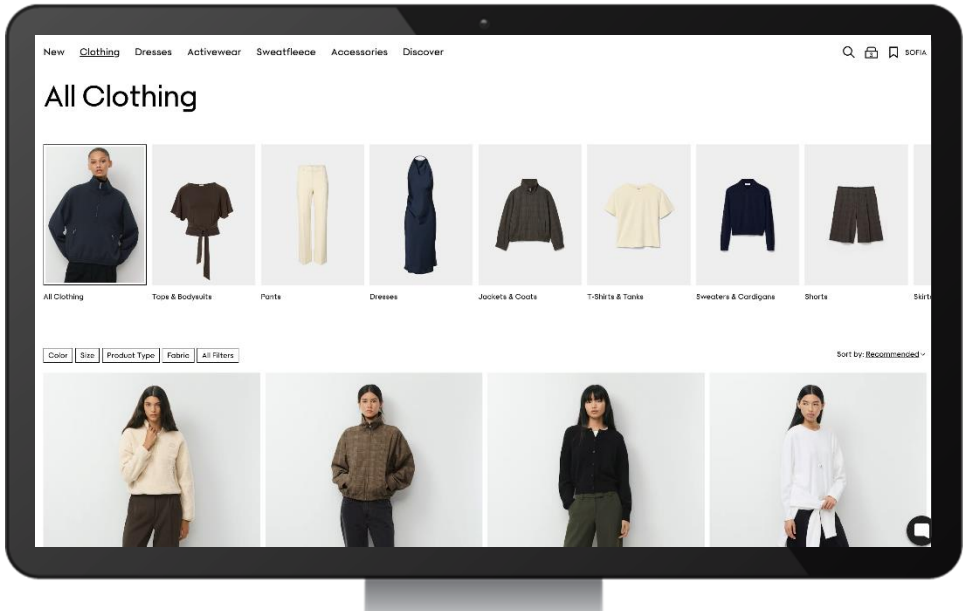
Everyday Luxury® delivered to clients in 180+ countries through aritzia.com.

[1] Boutique count at the end of Q2 2027, excluding four Reigning Champ boutiques.

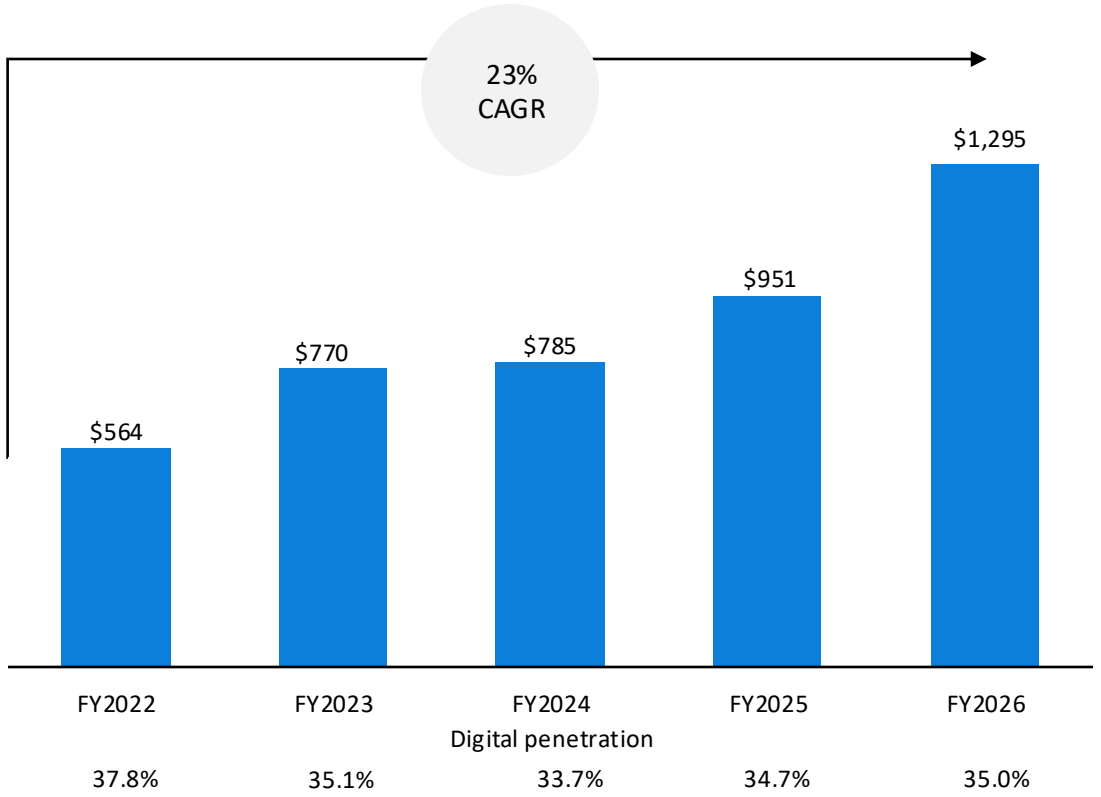
ARITZIA

Multi-Channel Retailer with Track Record of Strong Digital Growth

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



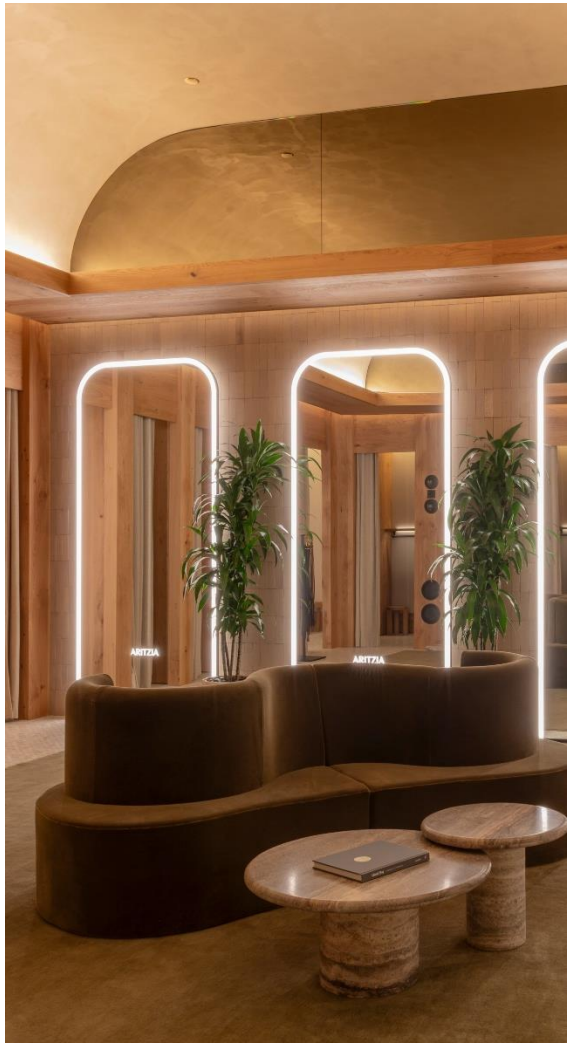
Digital Net Revenue ($ millions)



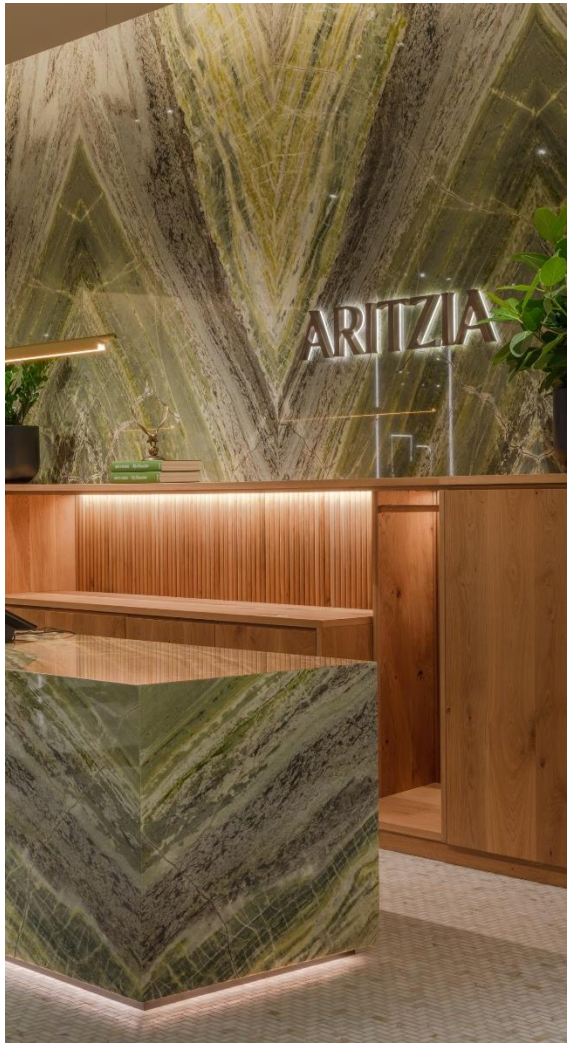
ARITZIA

Lakeside | New Orleans









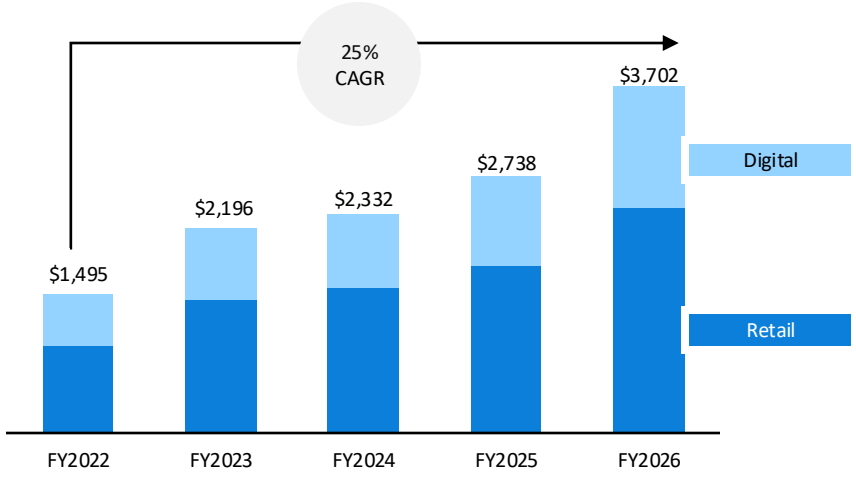
ARITZIA

Proven Results[1]

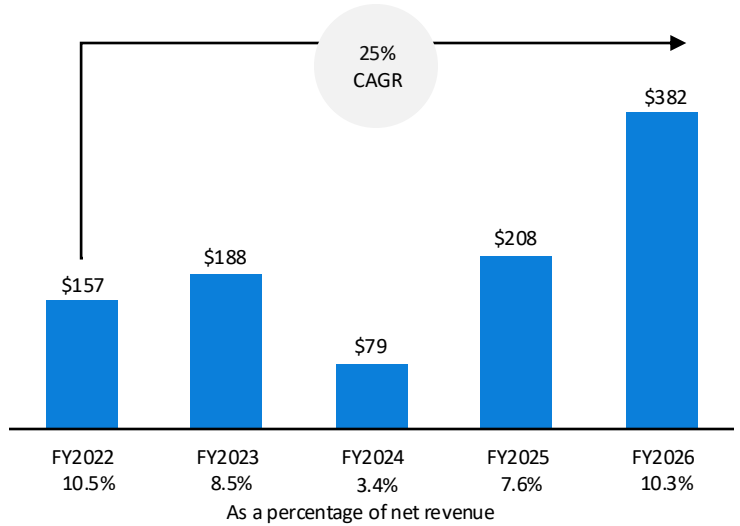
Comparable Sales [1,2] Growth (Decline)

	Q1	Q2	Q3	Q4	Annual
FY2016	25.8%	20.8%	15.4%	9.2%	16.7%
FY2017	12.8%	16.4%	15.1%	12.3%	14.1%
FY2018	9.3%	5.4%	6.3%	6.0%	6.6%
FY2019	10.9%	11.5%	12.9%	5.5%	9.8%
FY2020	7.9%	8.4%	5.1%	8.9%	7.6%
FY2021	n/a	n/a	n/a	n/a	n/a
FY2022	n/a	n/a	n/a	n/a	n/a
FY2023	29.4%	28.3%	22.8%	32.2%	28.2%
FY2024	4.1%	(4.3)%	0.5%	(3.0)%	(1.0)%
FY2025	2.0%	6.5%	6.6%	26.0%	11.0%
FY2026	19.3%	21.6%	34.3%	27.7%	26.5%
FY2027	35.1%	34.5%			

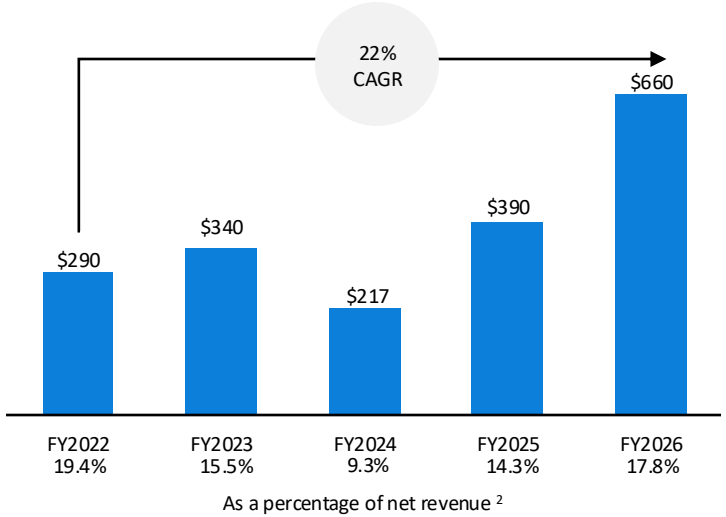
Net Revenue ($ millions)



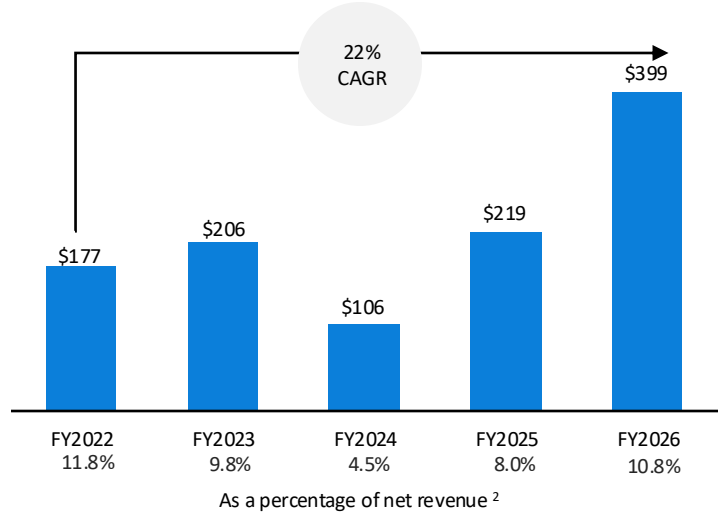
Net Income ($ millions)



Adjusted EBITDA[2] ($ millions)



Adjusted Net Income[2] ($ millions)



[1] Results in FY2021 and FY2022 reflect temporary boutique closures and severe occupancy restrictions due to the COVID-19 pandemic. As temporary boutique closures in FY2021 and FY2022 resulted in all boutiques being removed from our comparable store base, we believe total comparable sales was not representative of the underlying trends of our business. We do not believe this metric is useful to investors in understanding performance and therefore have not reported this metric for FY2021 or FY2022.
[2] Adjusted EBITDA and Adjusted Net Income are non-IFRS financial measures. Adjusted EBITDA as a percentage of net revenue, Adjusted Net Income as a percentage of net revenue and comparable sales are non-IFRS ratios. Effective Q1 2027, the Company updated the composition of Adjusted EBITDA and Adjusted Net Income to adjust for foreign exchange gains or losses on intercompany balances. See "Non-IFRS Financial Measures and Retail Industry Metrics" for additional information on page 4 of this presentation and our Q2 2027 MD&A pages 14 and 15 "How We Assess the Performance of Our Business" and pages 31 & 32 "Summary of Consolidated Quarterly Results and Certain Performance Measures".

ARITZIA

Future Growth

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



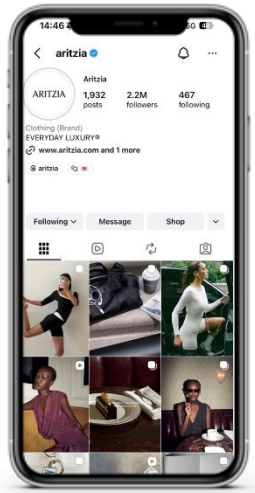
1

Geographic Expansion



2

Digital Growth*



3

Increased Brand Awareness

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

* In FY2026 our eCommerce, Omni Channel, Performance Marketing, and Concierge business units evolved into one broader and cohesive Digital business.

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

ARITZIA

Geographic Expansion

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

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

Expected New Boutique Payback

12–18 Months

We take a measured approach to boutique expansion. Our planned openings in Fiscal 2027[1] are as follows:

- 12 to 13 new boutiques, with 11 to 12 located in the US
- 4 to 5 boutique repositions across Canada and the US

With 79[2] boutiques in the US, we believe we have significant runway to grow:

- We have identified the opportunity for 180+ locations in the US that meet our exacting criteria



[1] Subject to delays and market conditions resulting in timing of openings shifting and outlook changing.
[2] Boutique count at the end of Q2 2027.

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

Compelling Store Economics[1]

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

[1] Store economics for new stores are based on historical averages of recently opened stores and expected future performance.

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

Digital Drivers

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

Enhanced Digital Experience

Reduce friction and drive conversion.

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

Omni-Channel Capabilities

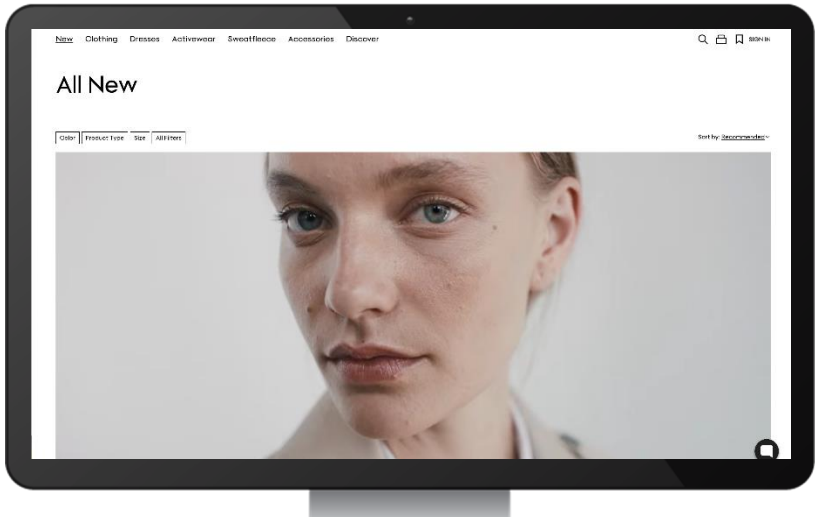
Seamlessly integrate our boutiques online.

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

Engaging Service

Delight our clients.

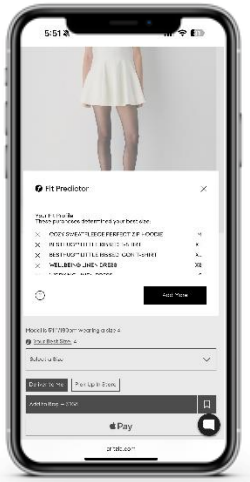
- Exceptional Concierge Services



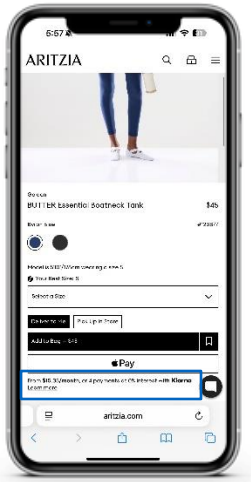
Brand-Propelling and Relevant Features



Improved Shoppability across Product Categories



Fit Analytics



Buy Now, Pay Later

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

eCommerce 2.0

Everyday Luxury®

We aspire to connect our clients online to beautiful product, tailored experiences and endless inspiration to be a leading digital business.

Tailored Product Discovery

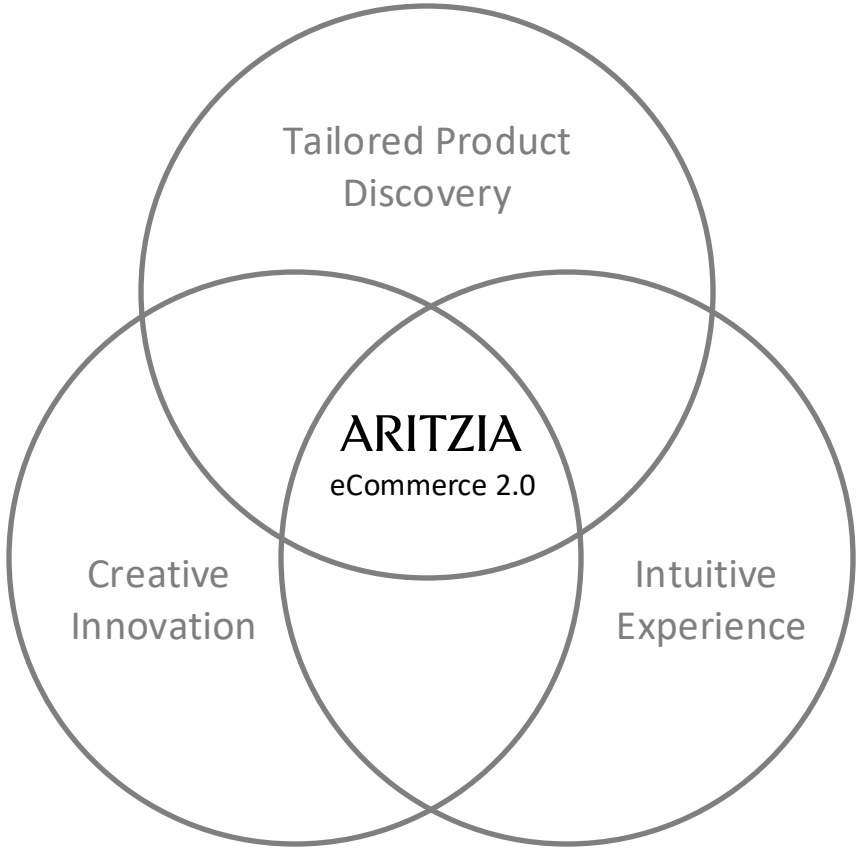
We plan to enable clients to discover all we have to offer while personalizing suggestions for their individual taste, style and preferences.

Creative Innovation

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

Intuitive Experience

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



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

Increased Brand Awareness

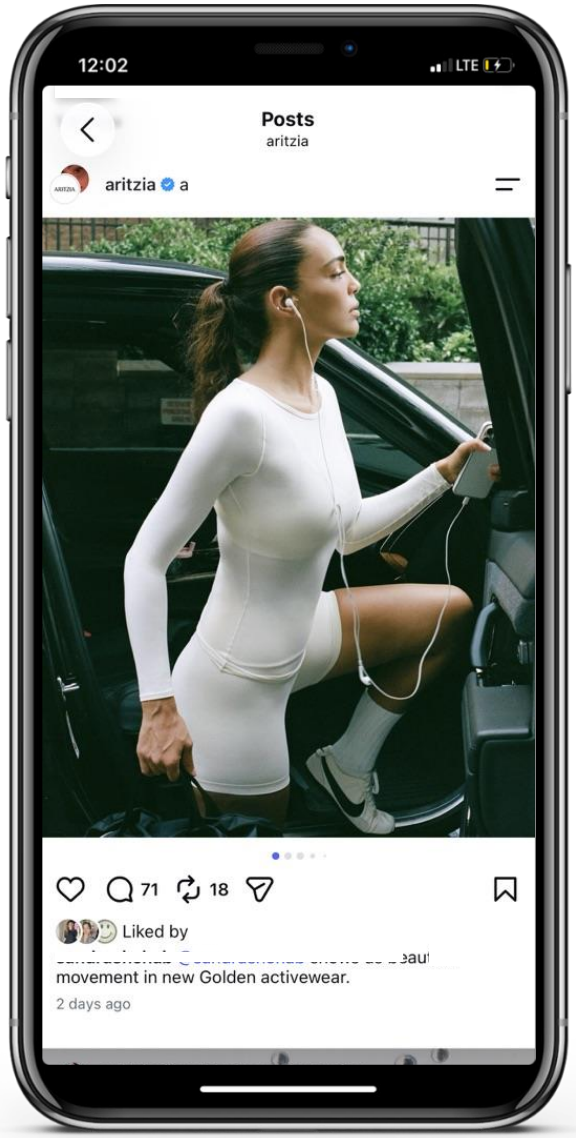
We are helping drive brand awareness by expanding our boutique network, social media presence, influencer strategy, VIP program and digital marketing strategies.

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

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

- Loyalty
- Customer segmentation
- Personalization

We plan to propel Aritzia and continue to build on our much-loved brand — for new and loyal clients.



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

ARITZIA

Financial Highlights

Unaudited, in millions of Canadian dollars, unless otherwise noted	Q2 2027	Q2 2026	Δ LY
Net Revenue	$1,169.8	$812.1	+44.1% Comp: 34.5%
Gross Profit, as reported Gross Profit Margin[1]	$667.4 57.1%	$355.6 43.8%	+87.7% +1,330 bps
Adjusted Gross Profit[1] Adjusted Gross Profit Margin[1]	$570.0 48.7%	$355.6 43.8%	+60.3% +490 bps
SG&A Expenses As a Percentage of Net Revenue	$345.4 29.5%	$250.2 30.8%	+38.1% (130) bps
Net Income Net Income per Diluted Share	$201.7 $1.70	$66.3 $0.56	+204.2% +203.6%
Adjusted EBITDA[1] As a Percentage of Net Revenue[1]	$246.2 21.0%	$123.3 15.2%	+99.7% +590 bps
Adjusted Net Income[1] Adjusted Net Income per Diluted Share[1]	$156.0 $1.31	$70.2 $0.59	+122.1% +122.0%
Free Cash Flow[1]	$214.3	$62.6	+242.3%
Inventory (as at end of period)	$714.9	$526.6	+35.8%

[1] Adjusted Gross Profit, Adjusted EBITDA and Adjusted Net Income are non-IFRS financial measures, Adjusted Gross Profit Margin, Adjusted EBITDA as a percentage of net revenue and Adjusted Net Income per Diluted Share are non-IFRS ratios, Free Cash Flow is a capital management measure, Gross Profit Margin is a retail operating metric. Effective the first quarter of Fiscal 2027, the Company updated the composition of Adjusted EBITDA and Adjusted Net Income to adjust for foreign exchange gains or losses on intercompany balances. See "Non-IFRS Financial Measures and Retail Industry Metrics" on page 4 of this presentation and pages 7, 8, 14, 31 & 32 of our Q2 2027 MD&A for additional information.

ARITZIA

Financial Strength

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

As of Q2 Fiscal 2027 ended August 30, 2026

$313.9M

Available under the revolving credit facility ($300M) and revolving line of credit (US$10M). No amounts were drawn as at August 30, 2026.

$528.1M

Cash and cash equivalents.

Up to 4.3M Shares available for repurchase

NCIB in place to enable us to repurchase and cancel shares from May 13, 2026 to May 12, 2027.

During the 26-week period ended August 30, 2026, 1,477,300 subordinate voting shares were repurchased for cancellation for total cash consideration of $191.6 million (including commissions).

Maintain Near-Term Liquidity → Organic Growth → Repay Debt → Return to Shareholders (Share Buybacks)

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





Fiscal 2027 Outlook[1]

As of October 8, 2026

Q3 2027 vs Q3 2026

Net revenue	$1.275 billion to $1.325 billion + approximately 23% to 27%
Adjusted gross profit margin[2]	Increase approximately 100 bps to 150 bps from 46.0% in the third quarter of Fiscal 2026
SG&A as a percentage of net revenue	Increase approximately 50 bps to 100 bps from 27.9% in the third quarter of Fiscal 2026

Fiscal 2027 vs Fiscal 2026

Net revenue	Approximately $4.78 billion to $4.88 billion + approximately 29% to 32%
Adjusted gross profit margin[2]	Increase approximately 225 bps to 275 bps from 44.9% in Fiscal 2026
SG&A as a percentage of net revenue	Approximately flat to down 50 bps from 29.1% in Fiscal 2026
Adjusted EBITDA as a percentage of net revenue[2, 3]	Approximately 20.0% compared to 17.8% in Fiscal 2026
Capital cash expenditures net of proceeds from lease incentives[2]	Approximately $250 million
Boutique openings	12 to 13 new boutiques 4 to 5 boutique repositions
Depreciation and amortization	Approximately $130 million
Foreign exchange rate assumption	USD:CAD 1.38 for rest of Fiscal 2027

[1] Effective Q1 2027, we updated the composition of Adjusted EBITDA to adjust for foreign exchange gains or losses on intercompany balances. This adjustment has no impact on our previously provided outlook for Adjusted EBITDA as a percentage of net revenue, as such amounts assumed no impact from foreign exchange gains or losses on intercompany balances. See "How We Assess the Performance of our Business - Adjusted EBITDA and Adjusted EBITDA as a Percentage of Net Revenue" in the Q2 2027 MD&A.
[2] Adjusted gross profit margin and Adjusted EBITDA as a percentage of net revenue are non-IFRS ratios. Capital cash expenditures (net of proceeds from lease incentives) is a capital management measure. See "Non-IFRS Financial Measures and Retail Industry Metrics" on page 4 of this presentation for additionalinformation.
[3] Adjusted EBITDA as a percentage of net revenues was 17.8% for Fiscal 2026. See "Non-IFRS Financial Measures and Retail Industry Metrics" on page 4 of this presentation and pages 31 & 32 of our Q2 2027 MD&A for additional information. Net income as a percentage of net revenue for Fiscal 2026 was 10.3%.

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

Long-term Profitability

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



Revenue Growth

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



Expense Management

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



Profitability Enhancement

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



Cash Flow Generation

Strong profitability and capital management drives free cash flow.

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

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

Long-Term Growth Plan: FY2023-FY2027

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

Geography

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

Channel

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

Client

Total clients projected to double.

$3.5B–$3.8B in Net Revenue in FY2027

15%–17% Net Revenue CAGR FY2023-FY2027



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

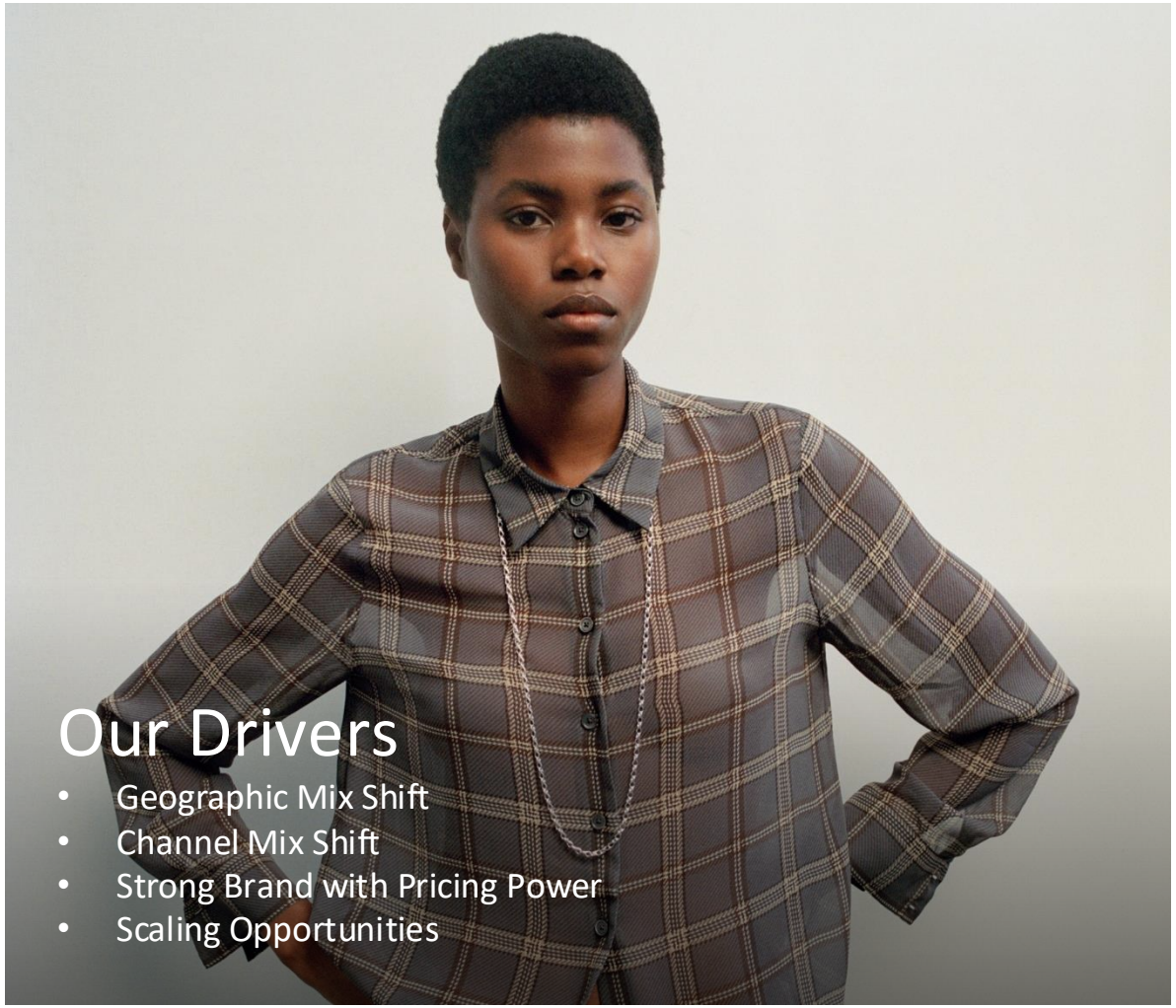
ARITZIA

Long-Term Growth Plan: FY2023-FY2027

		FY2023-FY2027	Goal Progress		
		Target	FY2023	FY2026	Progress
NET REVENUE	United States	More than double	$1.1 billion	$2.3 billion	☑
	Canada	Continued modest growth	$1.1 billion	$1.4 billion	☑
	Digital	More than double	$770 million	$1.3 billion	On-Track
	Retail	Grow at 50%+	$1.4 billion	$2.4 billion	☑
	Total	**$3.5B to $3.8B 15% to 17% CAGR**	**$2.2 billion**	**$3.7 billion 19.0% CAGR**	☑

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

We expect adjusted EBITDA as a percentage of net revenue[1,2,3] to be in the high teens in FY2027.





[1] Effective Q1 2027, we updated the composition of Adjusted EBITDA to adjust for foreign exchange gains or losses on intercompany balances. These adjustments have no impact on our previously provided outlook for Adjusted EBITDA as a percentage of net revenue, as such amounts assumed no impact from foreign exchange gains or losses on intercompany balances. See "How We Assess the Performance of our Business - Adjusted EBITDA and Adjusted EBITDA as a Percentage of Net Revenue" in the Q2 2027 MD&A.
[2] Adjusted EBITDA as a percentage of net revenue is a non-IFRS ratio, see “Non-IFRS Financial Measures and Retail Industry Metrics” on page 4 of this presentation.
[3] Adjusted EBITDA as a percentage of net revenue was 17.8% for Fiscal 2026. Net income as a percentage of net revenue for Fiscal 2026 was 10.3%.

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

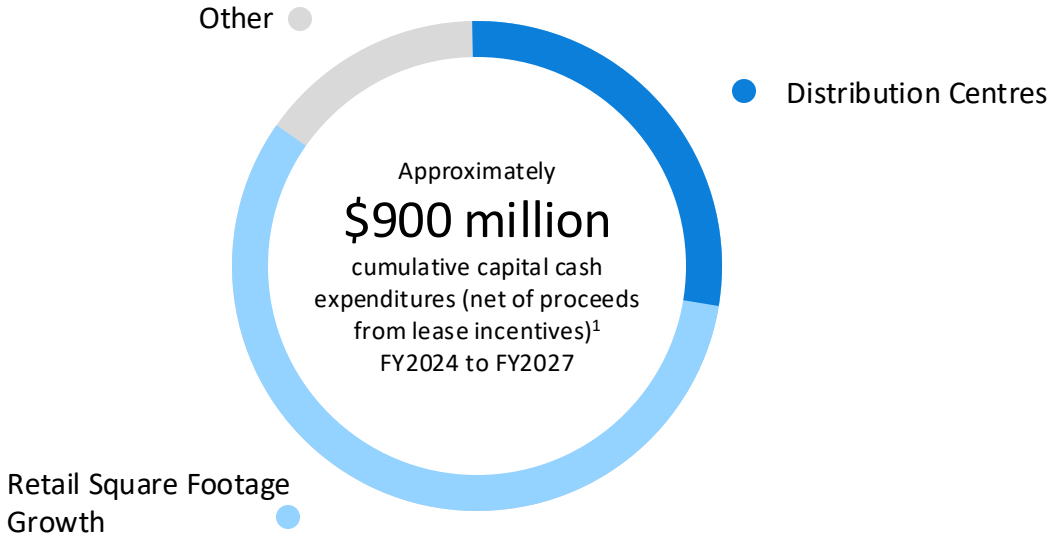
ARITZIA

Capital Allocation Priorities

Funding Operations

Investing in Growth

Returning Cash to Shareholders (NCIB)





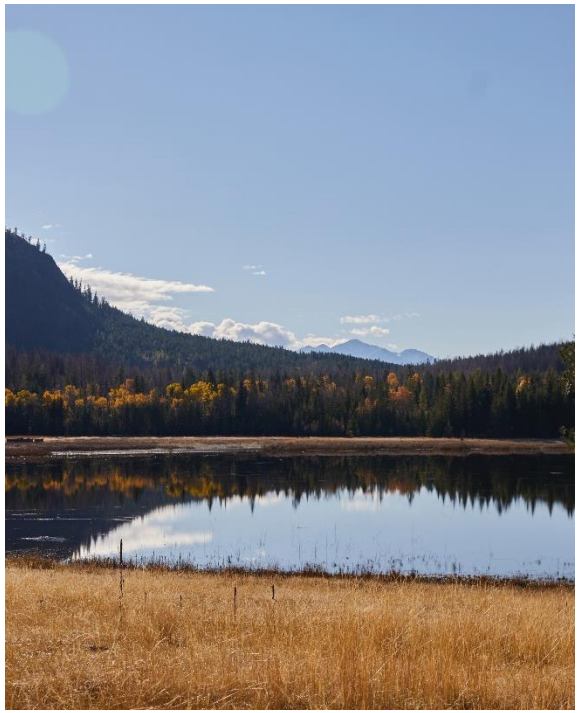
We anticipate a cash balance of $1 billion+[2] by end of FY2027

[1]Capital cash expenditures (net of proceeds from lease incentives) is a capital management measure. See "Non-IFRS Financial Measures and Retail Industry Metrics" on page 4 of this presentation for additional information.
[2] Excludes impact of cash used for share repurchases from FY2023 to FY2027
See “Forward-Looking Information” starting on page 2 of this presentation.

ARITZIA

Impact & Sustainability

We aim to implement responsible practices across our operations and wider value chain to support positive impacts on our People and Planet.[1]



Governance

- Aritzia's Chief Impact Officer and CEO together have full management oversight and accountability for Aritzia's Impact strategy, objectives, activities, and performance, while the Environmental and Social (E&S) Committee of the Board is responsible for helping oversee the identification, management and mitigation, where appropriate, of the E&S-related risks and opportunities facing Aritzia.

Strategy

- Impact refers to the contributions we make to People and the Planet, our priorities for which span across our operations and wider value chain.
- We prioritize our efforts based on our material impacts, opportunities and risks as identified by Aritzia's materiality[2] assessment as well as The Sustainability Accounting Standards Board's (SASB) reporting framework for the Apparel, Accessories and Footwear industry, the United Nations Sustainable Development Goals (UNSDGs), and the Task Force on Climate-Related Financial Disclosures (TCFD).

Risk Management

- Impact-related risks are incorporated within our wider enterprise risk management framework (more details in our FY2026 Annual Information Form).
- We completed a Climate Scenario Risk Analysis in partnership with a leading consultancy — included in the FY2025 Aritzia Impact Report.

Metrics and Performance Indicators

- We have systems to measure sustainability performance across our value chain. The most recent results of our key performance indicators are published in the FY2026 Aritzia Impact Update.

[1] For a detailed discussion on Aritzia's People and Planet Impacts, refer to the FY2026 Aritzia Impact Update and FY2025 Aritzia Impact Report available on Aritzia's Environmental and Social Information page at www.investors.aritzia.com.

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

ARITZIA

People

We aim to contribute to the opportunity, wellbeing and belonging of the People who make us who we are.



FY2026 Accomplishments[1]

Our People

- 91% of our People participated in our Aritzia Employee Engagement Survey, exceeding our target of 85%. The engagement score increased to 71% (compared to 67% in FY2025) and the belonging score increased to 83% (compared to 80% in FY2025).
- Delivered an average of 14 formal training hours to each employee across all workplaces (up from 12 hours in FY2025), achieving our FY2027 target of 14 hours.
- 55% of our entry-level, corporate positions were filled by our internal pipeline of up-and-coming talent, surpassing our target of 50% by FY2027, reinforcing our commitment to developing and promoting from within.

Supply Chain

- As part of Aritzia's Supplier Workplace Standards Program, third-party assessments were conducted at 95% of our in-scope exclusive brands' Tier 1 supplier facilities.
- Continued the expansion of our Supplier Workplace Standards Program into select Tier 2 fabric and trims supplier facilities.

Communities

- We continued to provide product donations, volunteer hours and financial support to Aritzia Community partners and nonprofit organizations that share our values — since FY2024, we have contributed $36.6M toward our cumulative goal of $50M by FY2028[2].

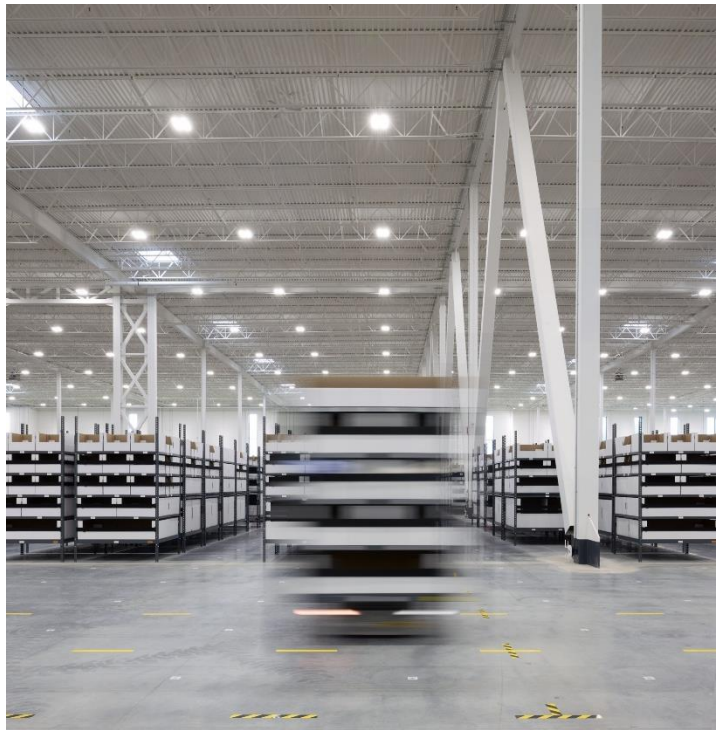
[1] For a detailed discussion on Aritzia's People and Planet Impacts, refer to the FY 2026 Aritzia Impact Update and FY2025 Aritzia Impact Report available on Aritzia's Environmental and Social Information page at www.investors.aritzia.com.

[2] Cumulative total commitment of $50M from FY2024 to FY2028.

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

Planet

We aim to protect our Planet and reduce our impact on climate, water and biodiversity.



FY2026 Accomplishments[1]

Climate and Water

- We received validation of our science-based emissions reduction targets by the Science Based Targets initiative in Q1 FY2026 and published our targets in our FY2025 Aritzia Impact Report.
- Since 2019, annually, Aritzia has purchased Renewable Energy Credits, allowing us to meet our target to source 100% renewable electricity for Scope 2 (market-based) emissions, and certify that 100% of the equivalent electricity used in our Boutiques, Support Offices, and Distribution Centres was generated from a renewable source delivered to the power grid.
- Implemented Year 1 of our Water Strategy, in accordance with Our Approach to Water.[2]

Product & Materials

- We have established sustainability targets to guide supplier engagement and transition to preferred materials[3] across our exclusive brand apparel products and packaging. We have published progress against these targets in our FY2026 Aritzia Impact Update.
- We have published our results against our existing adoption of preferred materials targets in our FY2026 Aritzia Impact Update.
- Overall, 66% of the raw materials used in Aritzia's 2025 collections were preferred materials.[4]
- In FY2026, 83% of our customer packaging was made from both preferred and recyclable materials.

[1] For a detailed discussion on Aritzia's People and Planet Impacts, refer to the FY2026 Aritzia Impact Update and FY2025 Aritzia Impact Report available on Aritzia's Environmental and Social Information page at www.investors.aritzia.com.
[2] Published on Aritzia's Impact Resources page at https://www.aritzia.com/en/aritzia/corporate-hub/community/resources.
[3] Terminology aligned to the Textile Exchange, a global nonprofit setting industry standards for sustainable fibers and materials to improve clarity and comparability.
[4] Material-related data applies to all primary materials, down, and nominated polyfill used in Aritzia's exclusive brands' finished goods purchased and received during the 12-month period ended December 31, 2025. It excludes secondary fabrics, trims, supplier-sourced polyfill, and primary materials used exclusively for accessories due to data accessibility limitations.
See "Forward-Looking Information" starting on page 2 of this presentation.


ARITZIA
Thank You