

#### Forward-looking information

Certain statements made in this presentation may constitute forward-looking information under applicable securities laws. These statements may relate to our future financial outlook, our ability to sustain momentum in our eCommerce business, the impact of health and safety measures including capacity restrictions and mandated closures on retail performance and labour and operating expenses, our ability to drive digital innovation of eCommerce and Omni, geographic expansion, product development, and brand awareness, our ability to weather further uncertainty, achieve meaningful growth and take advantage of opportunities, the income continuity for employees impacted by boutique closures, including from government wage subsidies where applicable, our ability to invest in critical infrastructure across our people, processes and technology and our expectations of capital expenditures for Fiscal 2021 of approximately \$30 to \$35 million. Particularly, information regarding our expectations of future results, targets, performance achievements, prospects or opportunities is forward-looking information. As the context requires, this may include certain targets as disclosed in the prospectus for our initial public offering, which are based on the factors and assumptions, and subject to the risks, as set out therein and herein. Often but not always, forward-looking statements can be identified by the use of forward-looking terminology such as "may", "will", "expect", "believe", "estimate", "plan", "could", "should", "would", "outlook", "forecast", "anticipate", "foresee", "continue" or the negative of these terms or variations of them or similar terminology.

Given this unprecedented period of uncertainty, there can be no assurances regarding: (a) the limitations or restrictions that may be placed on servicing our clients in reopened boutiques or re-closing of boutiques; (b) the COVID-I9-related impacts on Aritzia's business, operations, supply chain performance and growth strategies, (c) Aritzia's ability to mitigate such impacts, including ongoing measures to enhance short-term liquidity, contain costs and safeguard the business; (d) general economic conditions related to COVID-I9 and impacts to consumer discretionary spending and shopping habits; (e) credit, market, currency, interest rates, operational, and liquidity risks generally; and (f) 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, level of activity, performance or 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 the Company's annual information form dated May 28, 2020 for the fiscal year ended March I, 2020 (the "AIF"). A copy of the AIF and the Company's other publicly filed documents can be accessed under the Company's profile on the System for Electronic Document Analysis and Retrieval ("SEDAR") at www.sedar.com.

The Company cautions that the list of risk factors and uncertainties described above and in the AIF is not exhaustive and other factors could also adversely affect its results. 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 presentation represents our expectations as of the date of this presentation (or as of 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.

#### Non-IFRS Measures including Retail Industry Metrics

This presentation makes reference to certain non-IFRS measures and including certain retail industry metrics. These measures are not recognized measures under International Financial Reporting Standards ("IFRS"), do not have a standardized meaning prescribed by IFRS 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 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. We use non-IFRS measures including "EBITDA", "Adjusted BITDA", "Adjusted Net Income", "Adjusted Net Income per diluted share", "gross profit margin" and "free cash flow". This presentation also makes reference to "comparable sales growth" which is a commonly used operating metric in the retail industry but may be calculated differently compared to other retailers. These non-IFRS measures including retail industry metrics are used to provide investors with supplemental measures of our operating performance and thus highlight trends in our core business that may not otherwise be apparent when relying solely on IFRS measures. We believe that securities analysts, investors and other interested parties frequently use non-IFRS measures including 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 and reconciliations of these non-IFRS measures to the relevant reported measures, please see the "How We Assess the Performance of Our Business" and "Selected Consolidated Financial Information" sections of the Company's MD&A available on SEDAR.

To improve the comparability of underlying performance with periods prior to the Company's adoption of IFRS I6, Adjusted EBITDA for Q4 2020 and Fiscal 2020 has been adjusted to exclude, in addition to other adjustments, the impact of IFRS I6.

#### **Certain Other Matters**

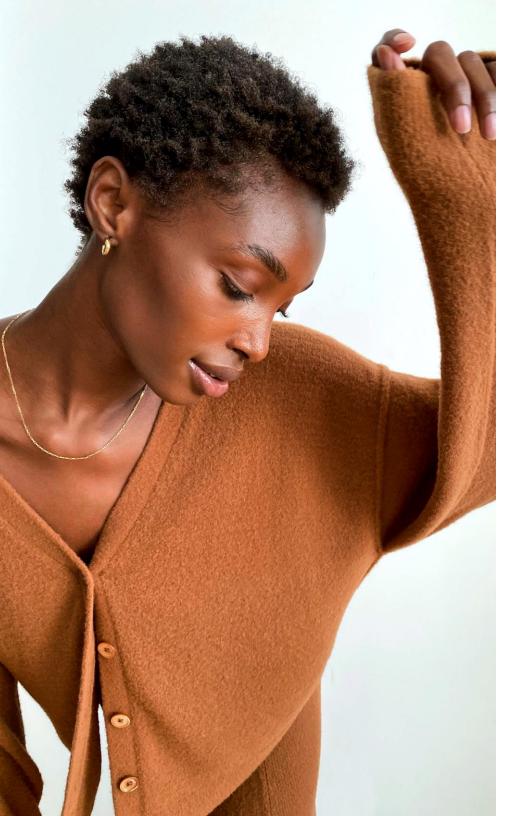
Any graphs, tables or other information demonstrating our historical performance or any other entity contained in this presentation are intended only to illustrate past performance of such entities and are not necessarily indicative of our future performance or such entities.

# Aritzia is a vertically integrated, innovative design house and boutique of fashion brands for every woman.

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

We call this **Everyday Luxury**.





#### **Investment Highlights**

- Rapidly growing, vertically integrated, innovative design house and in-store and online fashion boutique, strategically positioned in the global fashion landscape
- Proven track record of strong growth delivered through:
  - An accelerating eCommerce business
  - New boutiques and expansions
  - Product innovation and expansion
- Meaningful omni-channel opportunity across
   Canada, the U.S. and internationally
- Strong financial position and the affinity for our brand provides firm foundation to support future growth
- Experienced and highly talented management team

"Looking ahead, we remain focused on the execution of our growth strategies including driving digital innovation of eCommerce and Omni, geographic expansion, product development and brand awareness, while continuing to invest in infrastructure including our world-class talent. I am deeply appreciative of our clients' enduring loyalty and our team's exceptional efforts and remarkable resilience through these extraordinary times."

Brian Hill - Founder, Chief Executive Officer, Chairman



We are strategically positioned in the global fashion landscape

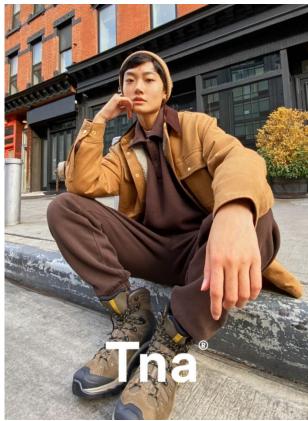


Our expansive and diverse range of women's fashion apparel and accessories addresses a broad range of style preferences and lifestyle requirements for women of all ages



We conceive, create and develop our own brands, treating each as an independent label with its own distinct aesthetic. As a group, they have a few things in common: premium fabrics, superior construction and an of-the-moment point of view







Representing 95% of net revenue, our multi-brand strategy appeals to our clients across multiple aspects of their lifestyles and life stages, earning strong and enduring loyalty

**ARITZIA** 

# Aritzia has a strong record of performance and was on-track to meet or exceed our 5-year targets prior to COVID-I9

	Previous 5Y Targets to Fiscal 2021	Implied FY16-FY21 CAGR	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	4 Year CAGR <sup>2</sup>	Status Update
Net Revenue <sup>l</sup>	Approximately \$1.1 to \$1.2 billion	15% - 17%	23.0%	11.4%	16.0%	13.7%	16.0%	Fiscal 2021 performance targets have been withdrawn due to the dynamic impact of COVID-19 on business performance <sup>5</sup>
Expand Boutique Network	5 – 6 new boutiques per year		5	6	7	5		
Select Expansion / Repositioning of Boutiques	4 – 5 boutiques repositioned per year		5	7	4	3		
Adjusted EBITDA <sup>3,4</sup>	Approximately \$195 to \$220 million	18% - 21%	38.5%	12.8%	21.3%	7.2%	19.4%	
Adjusted Net Income <sup>3,4</sup>	Approximately \$115 to \$130 million	23% - 26%	60.4%	17.5%	24.5%	3.2%	24.8%	

<sup>&</sup>lt;sup>1</sup> Net revenue growth has been adjusted to normalize for the 53-week year in Fiscal 2019



<sup>&</sup>lt;sup>2</sup> Figures calculated from Fiscal 2020 over Fiscal 2016

<sup>&</sup>lt;sup>3</sup> Figures adjusted to exclude stock-based compensation, unrealized (gains) losses on equity derivatives and forward contracts, a one-time lease exit cost and offering transaction costs recoveries

<sup>&</sup>lt;sup>4</sup> We adopted IFRS I6 Leases, replacing IAS I7, for the annual reporting period beginning on March 4, 2019. For analysis purposes only, all figures are shown as if we continued to report under IAS I7 and did not adopt IFRS I6

<sup>&</sup>lt;sup>5</sup> Aritzia expects a material adverse impact to sales and operations during fiscal 2021 related to COVID-19 that is not consistent with historical performance See Disclaimer - Forward-Looking Information and Non-IFRS Measures



We have built a powerful business model anchored by a simple mantra: We are in the fashion business

### Differentiated global sourcing strategy

- Allows us to continually refine our supply chain elevating our product, increasing the value to our client and gross margin
- Our product teams plan, develop and design our seasonal collections, then partner directly with our mills, our suppliers and our manufacturers to deliver exceptional value at attainable price points



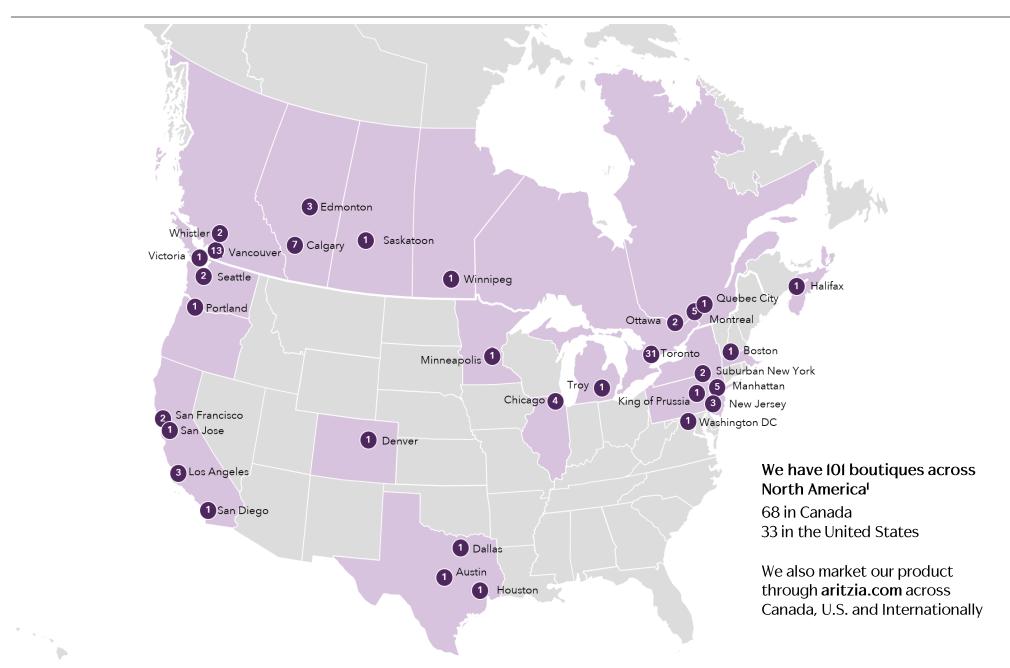
# 2. Innovative creative development

- Our innovative design house offering a strategic mix of exclusive brands, combined with a refined and proven merchandise strategy, ensures we provide a balanced assortment of high quality, beautifully designed and constructed products that our client desires
- Our boutiques and Aritzia.com deliver on both form and function creating an unrivaled client experience
- Our communications and marketing strategies are both brand propelling and sales driving through both traditional and digital channels



# 3. Elevated omni-channel shopping experience

- We offer our products to our clients through a seamless omni-channel approach and delight our clients with an aspirational shopping experience in our premier real estate locations and on Aritzia.com
- We focus on every detail of delivering exceptional client service no matter where they choose to shop our brand

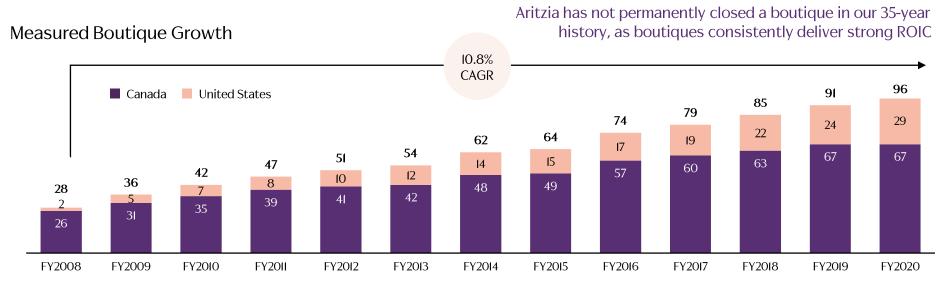


<sup>&</sup>lt;sup>1</sup>Government mandates related to COVID-I9's resurgence has led to the temporary reclosure of 39 boutiques in Ontario and Quebec as of the date of this presentation



We attribute our proven track record of consistent growth to our distinct market position, operational excellence and relentless focus on long term objectives





Aritzia expects a material adverse impact to our sales and operations during fiscal 2021 related to COVID-I9 that is not consistent with historical performance





#### **Our Future Growth**

- Grow eCommerce and omni-channel capabilities
- 2. Expand and enhance boutique network
- 3. Drive product innovation and expansion
- 4. Build our brand awareness and customer loyalty
- 5. Enhance long-term profitability

Our Future Growth

I. Grow eCommerce and Omni-Channel Capabilities

Accelerated momentum in our eCommerce continued into 3Q2I, delivering 78.5% growth y/y

We continue to focus on driving our eCommerce business through:

- Driving our omni-channel growth and capabilities
- Delivering personalized experiences
- Improving our digital experience to enhance our shopping experience online
- Elevating our brand online
- Capitalizing on digital marketing channels to drive client acquisition and retention



## Our Future Growth 2. Expand and Enhance Boutique Network

## Meaningful opportunity to expand our boutique network in the U.S. and Canada

#### Planned openings in Fiscal 2021:

- 6-7 new boutiques
- 3 boutique repositionings

A key component of our growth strategy, our boutique network:

- Drives sales and meaningful profits
- Builds brand awareness
- Propels significant client acquisition
- Fuels our eCommerce channel

We have identified 100 locations in the U.S. that meet our exacting criteria<sup>2</sup>

Recent new boutiques trending to paybacks under 18 months

Super World<sup>TM</sup>, NY Opened November 2020







 $<sup>^{\</sup>rm I}$  Subject to delays and market conditions, includes 6 new openings and 3 repositions to-date

<sup>&</sup>lt;sup>2</sup> Estimate based on a study we commissioned by a third party research firm at the time of the IPO See Disclaimer – Forward Looking Information

#### 3. Drive Product Innovation and Expansion

BABATON	BABATON 1-01	The Group <b>BABATON</b>		
Fall 1994	Winter 2015	Fall 2016		
wilfred	wilfred free	le fou wi <b>l</b> fred		
Spring 2006	Spring 2009	Fall 2009		
<b>Tna</b>	The Constant.  Spring 2017	Community		
DENIM FORUM Fall 2018	little moon	SUNDAY BEST Fall 2017		

With the accelerated shift to digital and our eCommerce channel reaching critical mass, our product strategies can now be based on the unlimited opportunities that online provides

We see meaningful potential to double our exclusive product offering by FY25 through:

- Depth (sizes, lengths, colours)
- Breadth (new style development)
- New categories (including swim, intimates, shoes, bags, and beauty)

Driving brand awareness through expanding boutique network, social media, influencer strategy, VIP program, and digital marketing









With the current online environment offering compelling opportunities, we recently launched a paid media pilot to evaluate potential returns

#### Operating leverage and continuous improvement drives long-term profitability

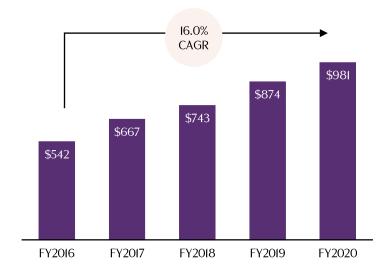
As we grow, we expect to scale our investments and leverage our fixed costs

- Drive revenue growth through retail expansion and eCommerce growth
- Enhance gross profit margins through sourcing efficiencies while continually reinvesting in the quality of our products and aspirational pricing
- Maintain SG&A as a percentage of revenue with continued investment in talent and infrastructure to support our long-term growth objectives
- Drive strong free cash flow generation





#### Net Revenue (\$ millions)



#### Comparable Sales (%)<sup>1,4</sup>

	QI	Q2	Q3	Q4	Annual
FY2018	9.3%	5.4%	6.3%	6.0%	6.6%
FY2019	10.9%	11.5%	12.9%	5.5%	9.8%
FY2020 <sup>3</sup>	7.9%	8.4%	5.1%	8.9%	7.6%
Stack (3-year) <sup>4</sup>	28.1%	25.3%	24.3%	20.4%	24.0%

#### Adjusted EBITDA<sup>2,3</sup>(\$ millions)



#### Adjusted Net Income<sup>2,3</sup> (\$ millions)



Our comparable sales growth calculation excludes the impact of foreign currency fluctuations by applying the prior year's average quarterly exchange rate to both current year and prior year comparable sales Figures adjusted to exclude stock-based compensation, unrealized (gains) losses on equity derivatives and forward contracts, a one-time lease exit cost and offering transaction costs recoveries

<sup>4</sup>As temporary boutique closures from COVID-I9 have resulted in all boutiques being removed from our comparable store base, we believe comparable sales growth is not currently representative of the underlying trends of our business. We do not believe this metric is currently useful to investors in understanding performance and therefore have not reported this metric since QI 202I. The 3-year comparable sales stack excludes results from FY2I.



<sup>&</sup>lt;sup>3</sup> We adopted IFRS I6 Leases, replacing IAS I7, for the annual reporting period beginning on March 4, 2019. For analysis purposes only, all figures are shown as if we continued to report under IAS I7 and did not adopt IFRS I6. See Disclaimer – Non-IFRS Measures including Retail Industry Metrics

Third quarter saw continued accelerated momentum in our eCommerce channel which delivered 78.5% revenue growth y/y and better-than-expected demand in our boutiques, which performed at 81% of last year's sales productivity despite severe capacity restrictions

For the third quarter ended November 29, 2020

Net Revenue

\$278M

+4% y/y

**Gross Profit Margin** 

45.3%

+60 bps y/y

Adjusted EBITDA

\$55M

-7% y/y

Adjusted Net Income

\$32M

-10% y/y

Cash and equivalents

\$174M

+82% y/y

Inventory

\$138M

+12% y/y

**Capital Expenditures** 

\$17M

+9% y/y

Free Cash Flow

\$68M

-\$12M LY

Positive revenue growth drove meaningful cash flow in the quarter, resulting in a stronger balance sheet



Our capital structure and solid cash position provides us with significant financial flexibility to pursue our future growth strategies

As at the end of third quarter fiscal 2021

\$174M Cash and equivalents

ts Undrawn, fully accessible revolving credit facility

\$75M Long-term debt maturing May 2022

\$82M Free cash flow<sup>1</sup> generated in LTM 0.9x
Total debt to LTM adjusted EBITDA ratio

#### As of January 13, 2021

- Performance in our eCommerce channel has sustained its strong momentum in the fourth quarter to date.
   Severe capacity restrictions and the mandated closure of 39 boutiques in Ontario and Quebec continue to put pressure on our retail performance. Aritzia believes our eCommerce business is well-positioned to moderate the impact of these measures.
- Aritzia continues to ensure income continuity for our employees impacted by temporary boutique closures through a combination of company support and where applicable, government wage benefits direct to employees. In addition, we expect to incur ongoing operating expenses of approximately \$5 million per quarter, related to protocols to ensure the health and safety of our people, clients and communities.
- Our strong financial position, with \$274 million of liquidity in place at the end of the third quarter, enables
  us to weather further uncertainty while continuing to take advantage of unparalleled opportunities. We
  will continue to strategically invest in critical infrastructure across our people, processes, and technology.

"Looking beyond this pandemic we are well positioned for meaningful growth, capitalizing on the unprecedented opportunities ahead." - Brian Hill







As an industry leader we know we can make a difference

We will always seek to do the right thing for our people and the planet

And we will share the facts as transparently as possible as we continue this journey

#### **Our Product**

Aritzia is committed to improving the sustainability of our products from raw material choices, manufacturing and working conditions in our supply chain

- Signed and implemented Supplier Code of Conduct across our finished goods supply chain
- Partners of the ILO and IFC BetterWork
   Program in Vietnam and Cambodia
- 25% of our FW20 styles have a sustainable attribute due to the use of more sustainable raw materials
- Ranked by Textile Exchange as an industry leader for our 100% use of Responsible Down Standard



#### **Our Operations**

Aritzia is committed to driving resource efficiency and minimizing waste throughout our distribution centres, store network and offices

- Achieved operational carbon-neutral status within our offices, boutiques and managed DC's, covering our Scope I and 2 emissions
  - Purchased Green-e Energy certified RECs from wind projects (Scope 2) and VCS Certified carbon offsets through EcoAct (Scope I)
- Continued adoption of energy-efficient measures across our operations
- Completed first CDP climate assessment in August 2020
- Signed Canopy Pack4Good Commitment to source IOO% more sustainable packaging by 2022



#### Our Community

Aritzia is committed to supporting organizations that help women and girls succeed at work and in life in the communities where we operate

#### Our community support

- Contributed \$32 million in product donations, financial support & volunteer hours
- Positively supported more than 300,000 women
- Focus areas: poverty alleviation, mentorship, job readiness

#### Our COVID 19 response

- Aritzia Community<sup>™</sup> Relief Fund: \$20 million to pay our people impacted by boutique closures\*
- II0,000 custom clothing packages gifted to COVID-I9 health care heroes (Canada & U.S.)



#### Our Commitment to Diversity & Inclusion

Aritzia is committed to cultivating and celebrating diversity and inclusivity at all levels of our organization, to reflect the local communities in which we work

A \$1 million commitment to strengthening D&I at Aritzia, including:

- Creating a D&I Department
- Surveyed our people on D&I; shared topline findings and next steps
- Reviewing & evolving our practices & processes
- Specialized D&I training across all workplaces
- Clearly defining how D&I shows up across our brand, most recently With Love, Aritzia
   Campaign
- Donations: Black Lives Matter, NAACP, CJF-CBC/Radio-Canada Black Women's Journalism Fellowship, the Stonewall Foundation





#### **Investor Relations**

Helen Kelly Vice President, Investor Relations hkelly@aritzia.com +I 604 2I5 6557

aritzia.com

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