

A woman with long brown hair is shown in profile, facing right. She is wearing a light beige, button-up jacket with a collar and a chest pocket. Underneath, a striped shirt is visible. She is also wearing light blue denim jeans. The background is a solid, light blue color.

ARITZIA

Q4 2025 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 first quarter Fiscal 2026 financial outlook, including our expected outlook for net revenue and related impacts, gross profit margin, and SG&A as a percentage of net revenue,
- our full Fiscal 2026 financial outlook, including our expected outlook for net revenue, new and repositioned boutiques, Adjusted EBITDA as a percentage of net revenue, capital cash expenditures (net of proceeds from lease incentives), and depreciation and amortization,
- our advancement of our eCommerce 2.0 strategy, including tailored product discovery, creative innovation and intuitive experience,
- our anticipated growth and ability to drive operating leverage and profitability over the long-term,
- our strategic investments to support the long-term growth of our business across our three strategic pillars, including geographic expansion, eCommerce growth and increased brand awareness,
- our geographic expansion including our planned openings in Fiscal 2026, expected new boutique payback period and store economics,
- our expectations with respect to our investments in digital marketing and other tactics to increase brand awareness and the anticipated results therefrom,
- our investments in an enhanced digital experience, omni-capabilities and engaging service to drive eCommerce
- our ESG strategies and related statements relating to our climate scenario risk analysis, our commitment to increase ESG disclosure, to obtain approval of greenhouse gas emissions reductions targets and the timing thereof, our plans to release Fiscal 2025 Impact achievements and key metrics and the timing thereof, and
- our intention to file a notice of intention with the TSX to commence a normal course issues bid ("NCIB") and the timing thereof

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

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

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

Forward-Looking Information (continued)

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

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

- macroeconomic uncertainty,
- improved product assortment mix,
- anticipated benefits from product margin improvements, including IMU improvements and lower markdowns,
- estimated impacts of new and proposed U.S. tariffs,
- our approach and expectations with respect to our real estate expansion strategy, including boutique payback period expectations and timing of openings, that our planned boutique openings and repositions will proceed as anticipated and on-time,
- anticipated total square footage growth of our boutiques,
- infrastructure investments including our new distribution centre in Delta, British Columbia, new and repositioned flagship boutiques, expanded support office space, and eCommerce technology to drive eCommerce 2.0,
- subsidizing transitory cost pressures, including pre-opening lease amortization for our new distribution centre in the Greater Toronto Area and flagship boutiques, and warehouse costs related to inventory management, and
- foreign exchange rates for Fiscal 2026: USD:CAD = 1.42.

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

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

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 Measures and Retail Industry Metrics

This presentation makes reference to certain non-IFRS Accounting Standards measures ("non-IFRS measures") and certain retail industry metrics. These measures are not recognized measures under IFRS Accounting Standards, do not have a standardized meaning prescribed by IFRS Accounting Standards and are therefore unlikely to be comparable to similar measures presented by other companies. Rather, these measures are provided as additional information to complement those IFRS Accounting Standards measures by providing further understanding of our results of operations from management's perspective. Accordingly, these measures should not be considered in isolation or as a substitute for analysis of our financial information reported under IFRS. We use non-IFRS measures including "EBITDA," "Adjusted EBITDA," and "Adjusted Net Income"; non-IFRS Accounting Standards ratios ("non-IFRS ratios") including "Adjusted Net Income per Diluted Share," "Adjusted EBITDA as a percentage of net revenue," and "Adjusted Net Income as a percentage of net revenue"; and capital management measures including "capital cash expenditures (net of proceeds from lease incentives)," and "free cash flow." This presentation also makes reference to "gross profit margin," "comparable sales," and "constant currency" which are commonly used operating metrics in the retail industry but may be calculated differently by other retailers. Gross profit margin and comparable sales are considered supplementary financial measures under applicable securities laws. These non-IFRS measures and retail industry metrics are used to provide investors with supplemental measures of our operating performance and thus highlight trends in our core business that may not otherwise be apparent when relying solely on IFRS measures. We believe that securities analysts, investors and other interested parties frequently use non-IFRS measures and retail industry metrics in the evaluation of issuers. Our management also uses non-IFRS 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 Q4 2025 MD&A, available on SEDAR+ at www.sedarplus.com, which is incorporated herein by reference.

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

Certain Other Matters

All dollar amounts included in this presentation refer to Canadian dollars unless otherwise indicated. Unless otherwise expressly stated herein, all information provided in this presentation is presented as of May 1, 2025. Any graphs, tables or other information demonstrating our historical performance, or any other entity contained in this presentation, are intended only to illustrate past performance of such entities and are not necessarily indicative of our future performance or such entities.



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

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

We call this Everyday Luxury™.



We are strategically positioned in the global fashion landscape.

Overview

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

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

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

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

Our proven record of profitable, organic growth and free cash flow¹ 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
- eCommerce growth
- Increased brand awareness

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

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





Beautiful Product

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

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

ARITZIA

wilfred

wilfred free

THE SUPER PUFF

Sunday Best

BABATON

THE GROUP
BY BABATON

TEN
ARITZIA

Little Moon

REIGNING
CHAMP

TNA®

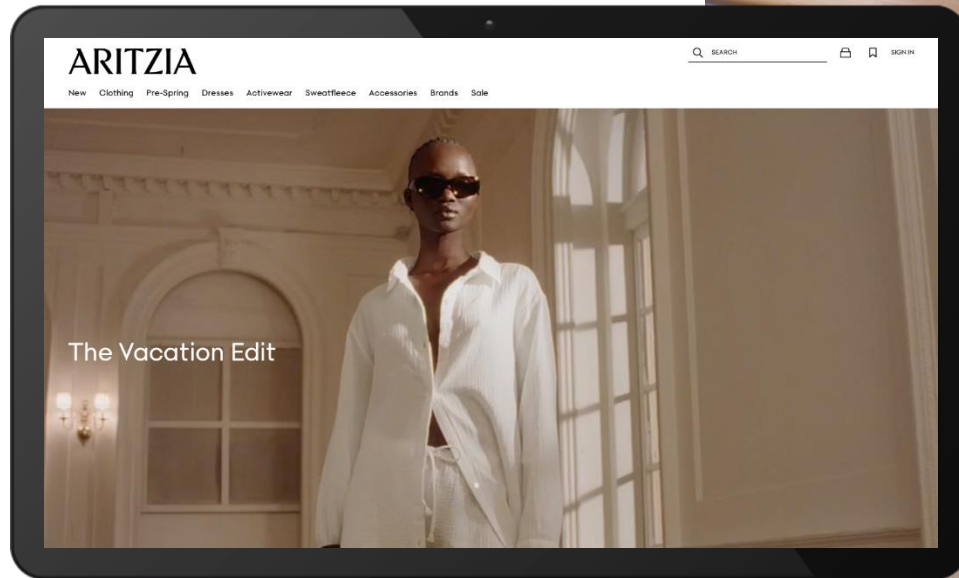
GOLDEN
BY TNA

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.



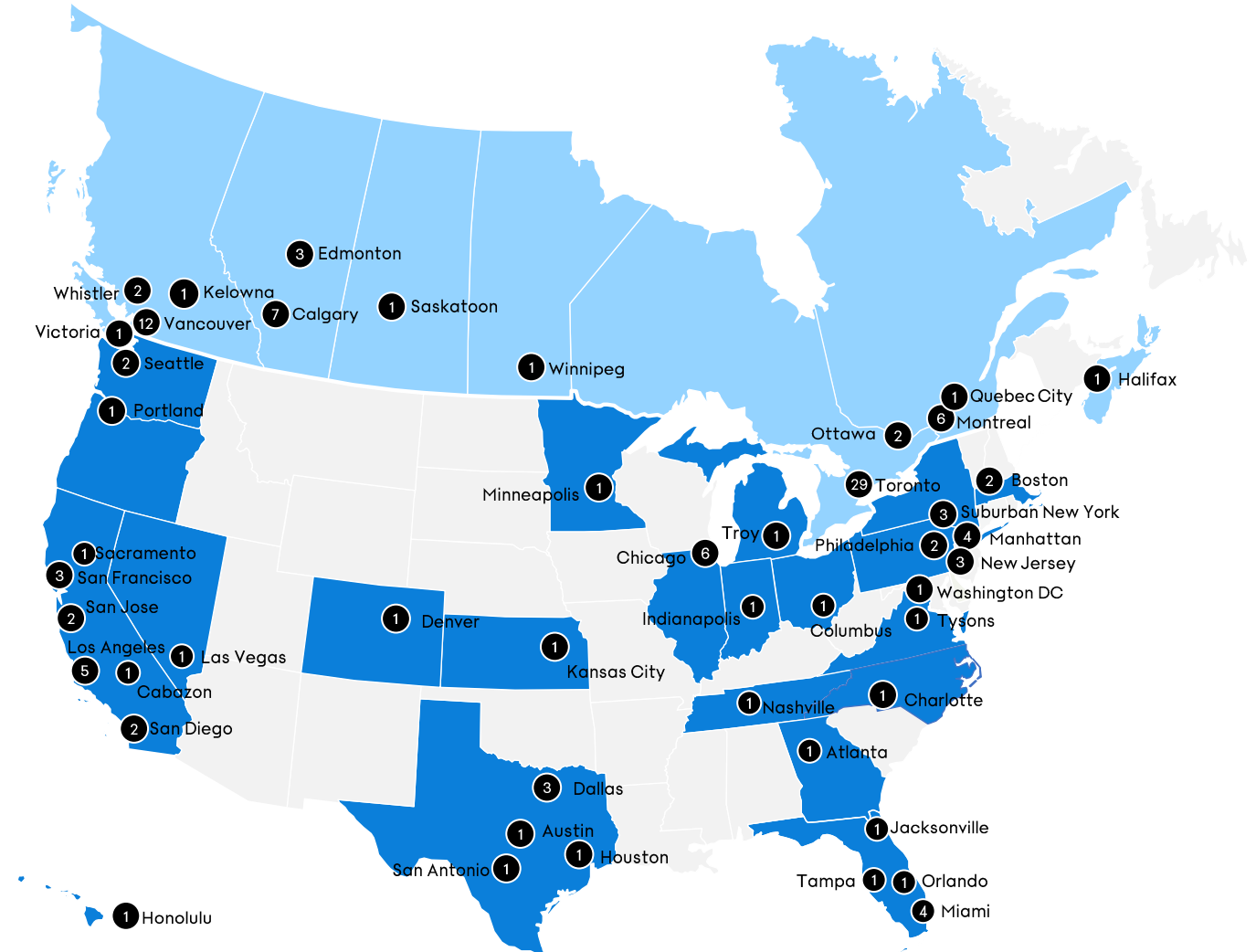


Captivating Communications & Engaging Service

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

Multi-Channel Retailer with an Expanding Geographic Footprint

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

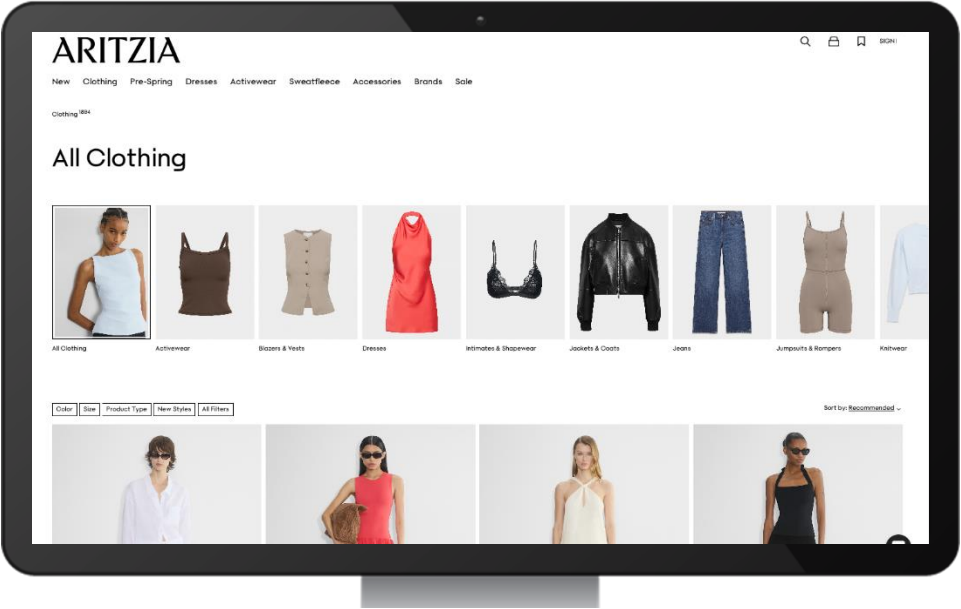


We deliver Everyday Luxury™ to clients in 180+ countries through aritzia.com.

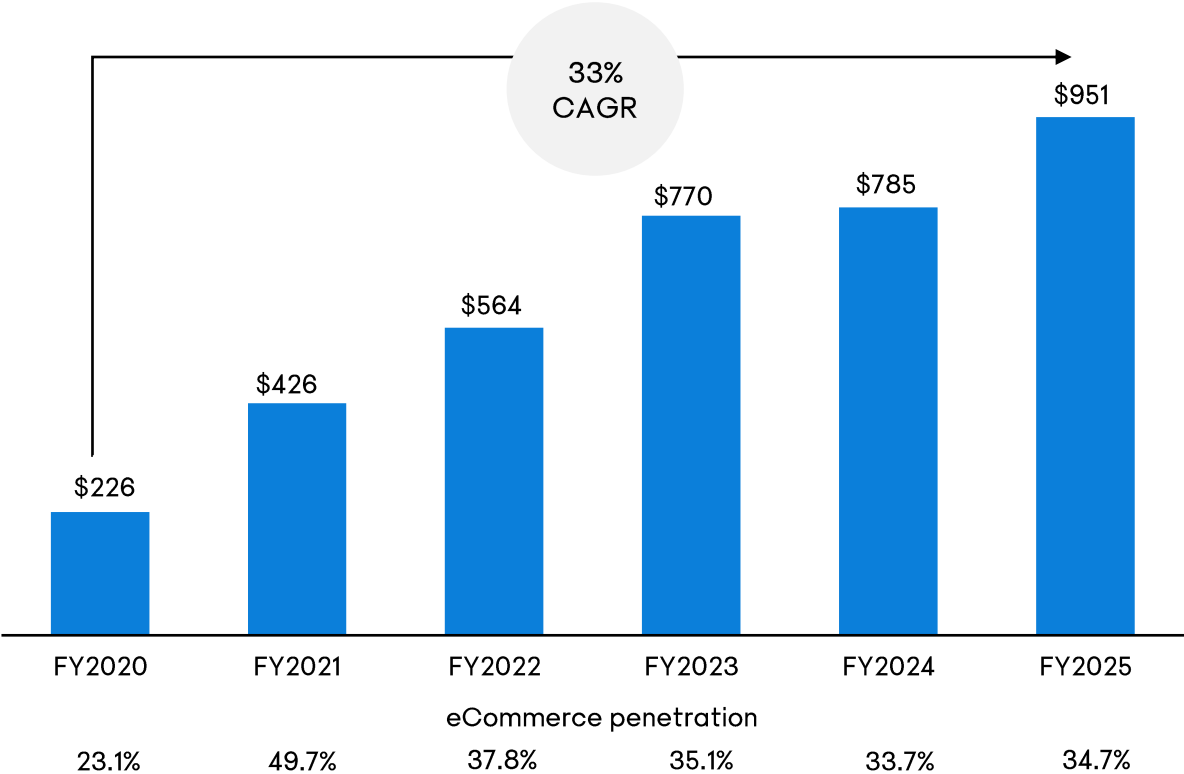
¹ Boutique count at the end of Q4 2025, excluding three Reigning Champ boutiques.

Multi-Channel Retailer with Track Record of Strong eCommerce Growth

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



eCommerce Net Revenue (\$ millions)



Fifth Ave Flagship

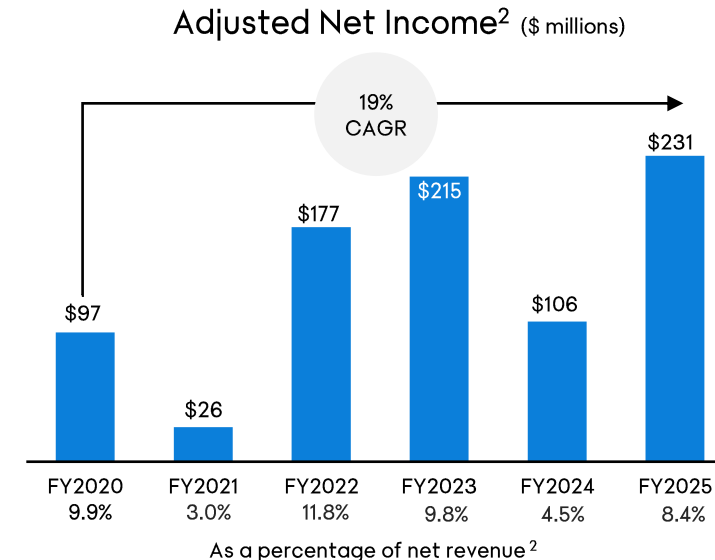
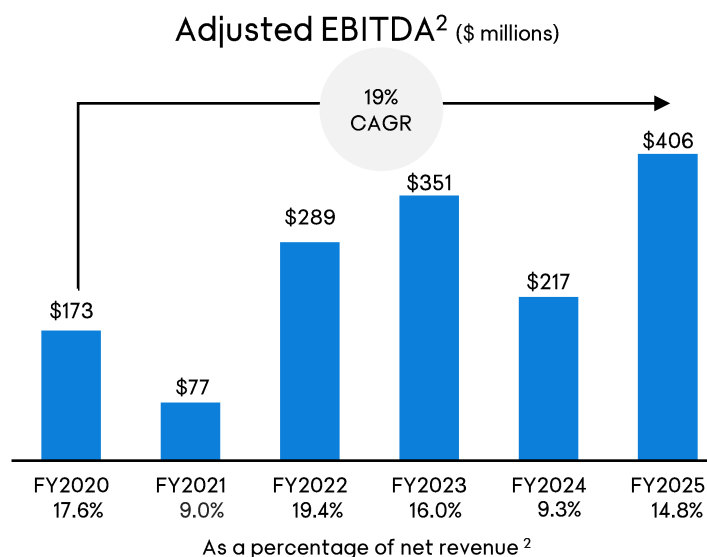
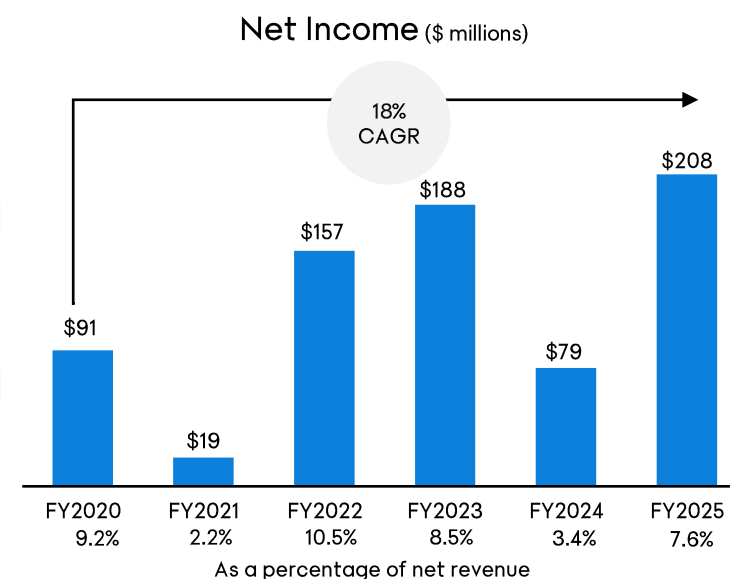
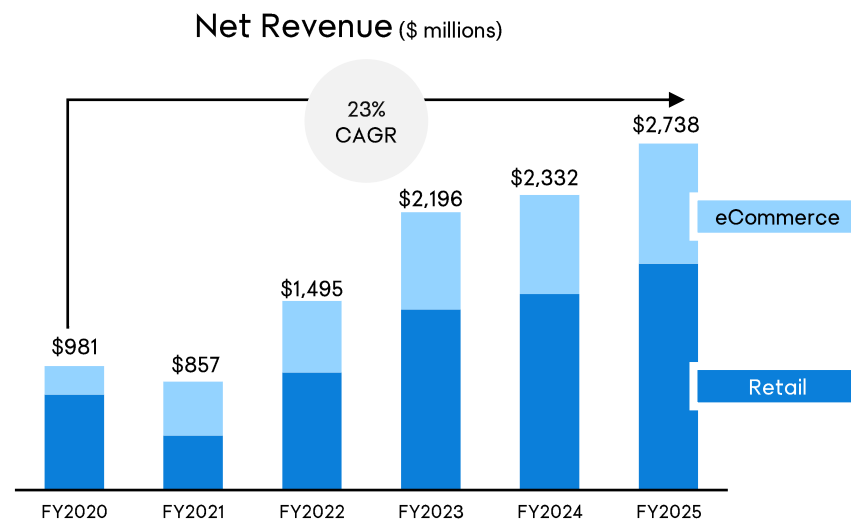
Opened December 16th, 2024 (Reposition)



Proven Results¹

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%



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

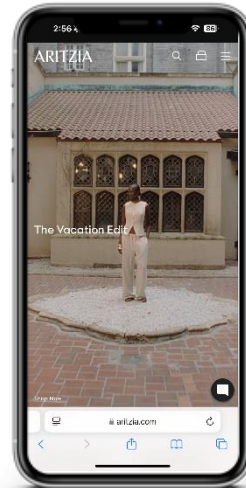
Future Growth

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



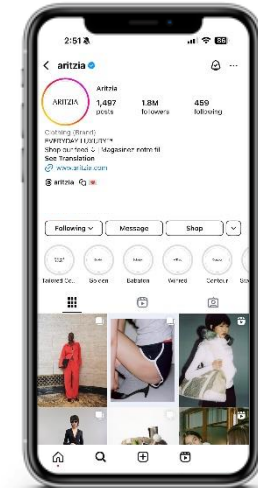
1

Geographic
Expansion



2

Digital Growth*



3

Increased
Brand Awareness

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

* In FY2025 our eCommerce, Omni Channel, Performance Marketing, and Concierge business units evolved into one broader and cohesive Digital business
See "Forward-Looking Information" starting on page 2 of this presentation.

Geographic Expansion

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

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

Expected
New
Boutique
Payback
12-18
Months

We take a measured approach to boutique expansion. Our minimum planned openings in Fiscal 2026¹ are as follows:

- 12 new boutiques, all except two located in the US
- 5 boutique repositions across Canada and the US

With 63² boutiques in the US, we believe we have significant runway to grow:

- We have identified the opportunity for 150+ locations in the US that meet our exacting criteria
- We plan to open a minimum of 8-10 new US boutiques annually through FY2027 and reposition 3-5 boutiques annually, growing our total boutique count to approximately 150 and increasing our total retail square footage by up to 60% by FY2027¹

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

² Boutique count at the end of Q4 2025.

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

ARITZIA



Compelling Store Economics¹

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

Omni-Channel Capabilities

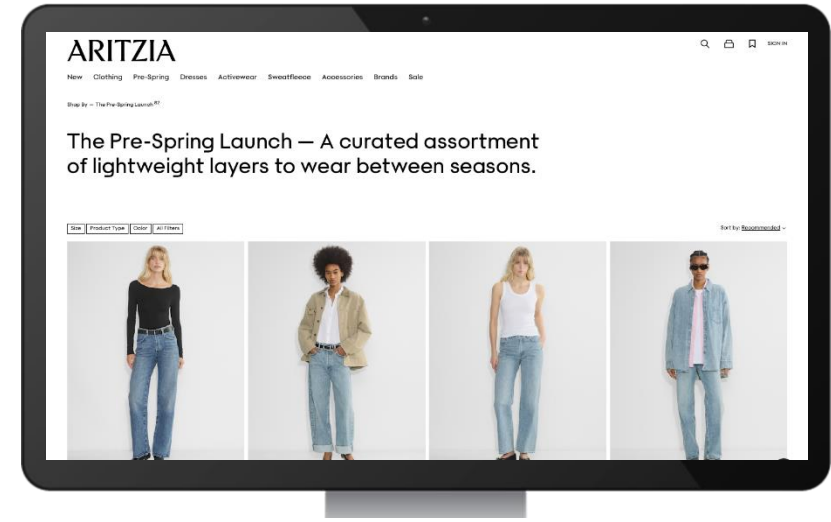
Seamlessly integrate our boutiques online.

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

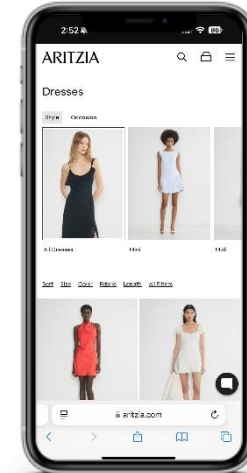
Engaging Service

Delight our clients.

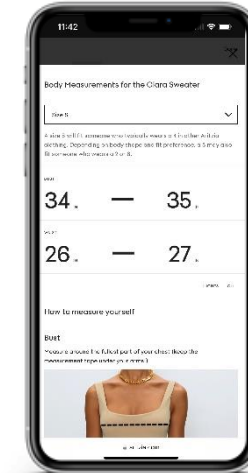
- Exceptional Concierge Services



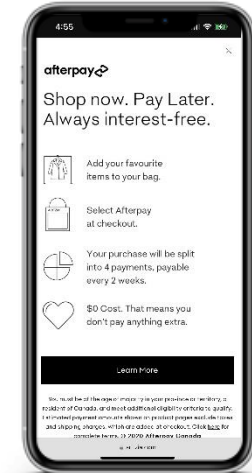
Brand-Propelling and Relevant Features



Improved Shoppability
across Product Categories



Fit Analytics



Buy Now, Pay Later

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

eCommerce 2.0

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

Tailored Product Discovery

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

Creative Innovation

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

Intuitive Experience

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



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

Increased Brand Awareness

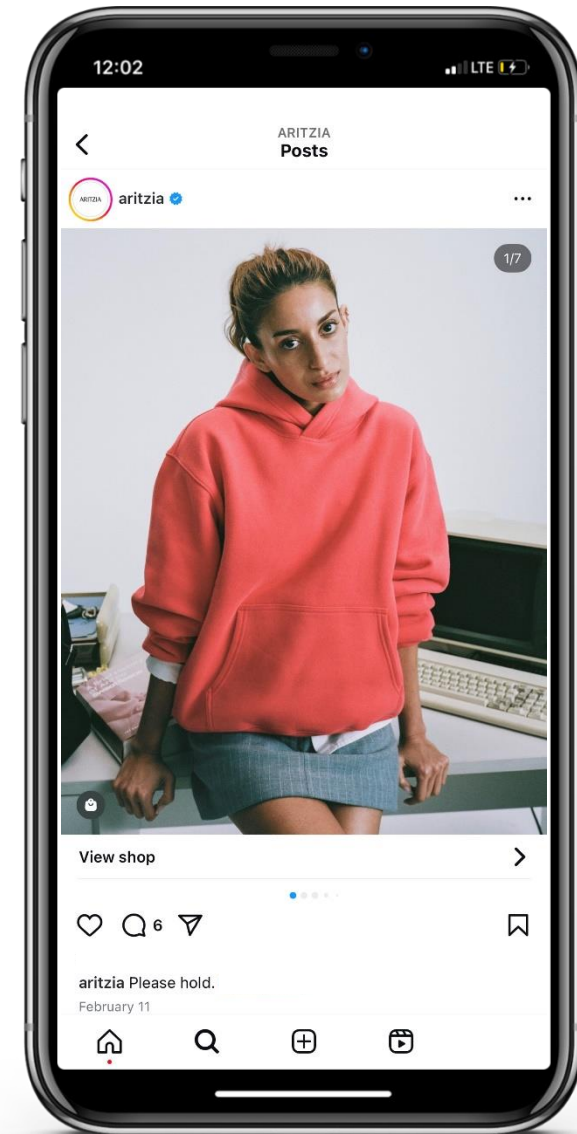
We are helping drive brand awareness by expanding our boutique network, social media presence, influencer strategy, VIP program and digital marketing strategies.

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

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

- Loyalty
- Customer segmentation
- Personalization

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



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

Financial Highlights

Unaudited, in millions of Canadian dollars, unless otherwise noted	Q4 2025	Q4 2024	Δ LY
Net Revenue	\$895.1	\$682.0	+31.3%
Gross Profit Gross Profit Margin ¹	\$380.1 42.5%	\$261.2 38.3%	+45.5% +420 bps
SG&A Expenses As a Percentage of Net Revenue	\$246.0 27.5%	\$196.8 28.9%	+25.0% (140) Bps
Net Income Net Income per Diluted Share	\$99.6 \$0.84	\$24.2 \$0.21	+311.6% +300.0%
Adjusted EBITDA ¹ As a Percentage of Net Revenue ¹	\$160.9 18.0%	\$72.5 10.6%	+121.8% +740 bps
Adjusted Net Income ¹ Adjusted Net Income per Diluted Share ¹	\$98.0 \$0.83	\$38.2 \$0.34	+144.1%
Free Cash Flow ¹	\$65.6	\$22.9	+186.8%
Inventory (as at end of period)	\$379.3	\$340.1	+11.5%

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

Financial Highlights

In millions of Canadian dollars, unless otherwise noted	FY 2025	FY 2024	Δ LY
Net Revenue	\$2,738.1	\$2,332.4	+17.4%
Gross Profit Gross Profit Margin ¹	\$1,180.6 43.1%	\$899.0 38.5%	+31.3% 460 bps
SG&A Expenses As a Percentage of Net Revenue	\$837.5 30.6%	\$708.8 30.4%	+18.2% +20 bps
Net Income Net Income per Diluted Share	\$207.8 \$1.78	\$78.8 \$0.69	+163.8% +158.0%
Adjusted EBITDA ¹ As a Percentage of Net Revenue ¹	\$406.3 14.8%	\$217.1 9.3%	+87.2% +550 bps
Adjusted Net Income ¹ Adjusted Net Income per Diluted Share ¹	\$230.5 \$1.98	\$105.6 \$0.92	+115.2%
Free Cash Flow ¹	\$95.6	\$99.5	(3.9)%

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

Financial Strength

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

As of Q4 Fiscal 2025 ended March 2, 2025

\$314.0M

Available under the revolving credit facility (\$300M) and revolving line of credit (US\$10M). No amounts were drawn as at March 2, 2025.

\$285.6M

Cash and cash equivalents.

\$95.6M

Free cash flow generated in FY2025

We intend to file with the TSX a notice of intention to commence an NOIB in FY2026, which will enable us to repurchase and cancel shares opportunistically.

Under the last NOIB in effect from January 22, 2024, to January 21, 2025, 134,200 subordinate voting shares were repurchased for cancellation.



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





Fiscal 2026 Outlook

As of May 1, 2025

Q1 2026 vs Q1 2025

Net revenue	\$620 million to \$640 million + approximately 24% to 28%
Gross profit margin ¹	Increase by approximately 200 bps
SG&A as a percentage of net revenue	Decrease by approximately 100 bps
Adjusted EBITDA as a percentage of net revenue ^{1,2}	To be approximately 14%

Fiscal 2026 vs Fiscal 2025

Net revenue	Approximately \$3.05 billion to \$3.25 billion + approximately 11% to 19%
Adjusted EBITDA as a percentage of net revenue ^{1,2}	To be approximately 14% to 15%
Capital cash expenditures net of proceeds from lease incentives ¹	Approximately \$180 million
Boutique openings	A minimum of 12 new boutiques A minimum of 5 boutique repositions
Depreciation and amortization	Approximately \$110 million

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

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

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

Long-term Profitability

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



Revenue Growth

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



Expense Management

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



Profitability Enhancement

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



Cash Flow Generation

Strong profitability and capital management drives free cash flow.

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

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

Long-Term Growth Plan

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

Geography

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

Channel

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

Client

Total clients projected to double.

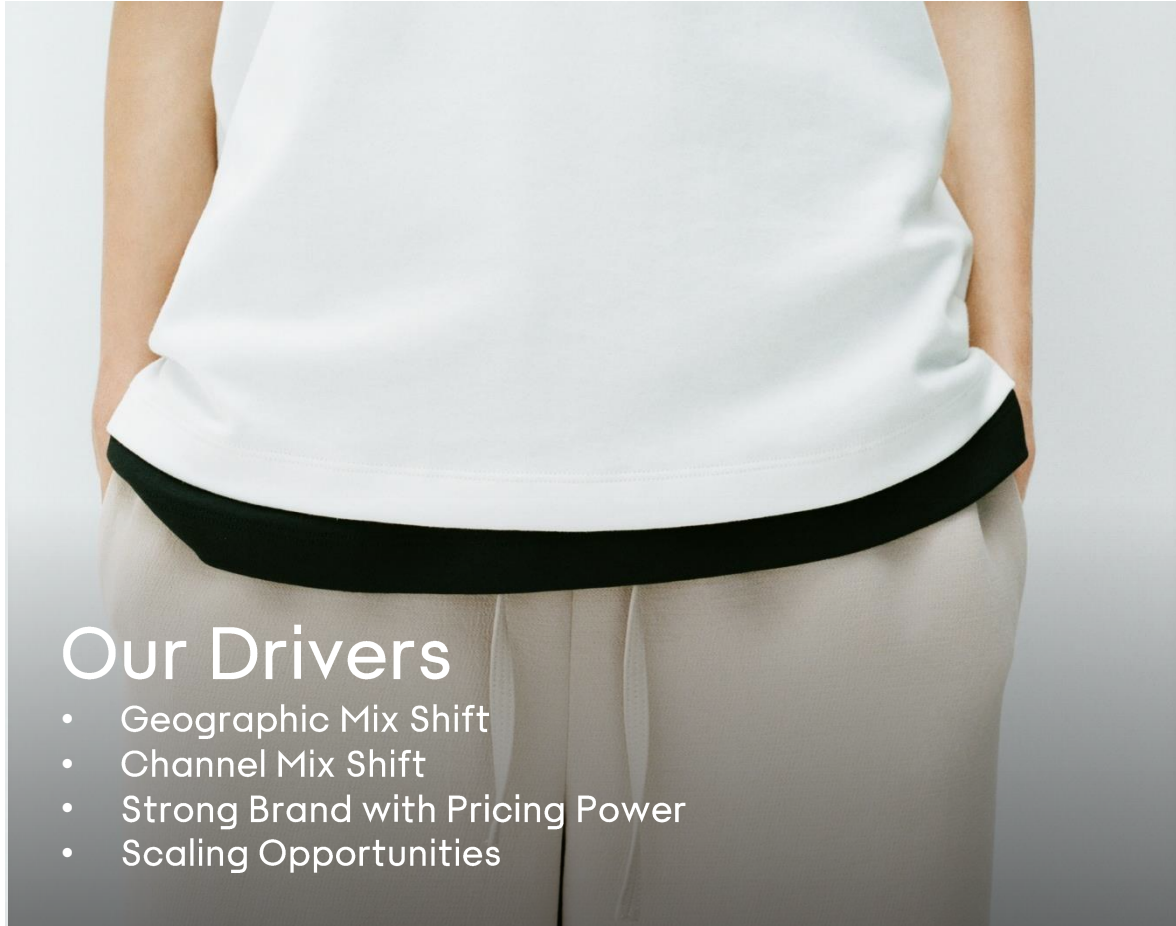
\$3.5–3.8B
in Net Revenue
in FY2027

15–17%
Net Revenue
CAGR FY2022–
FY2027

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



We expect adjusted EBITDA as a percentage of net revenue^{1,2} to grow to approximately 19% in FY2027.



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

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

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

Capital Allocation Priorities



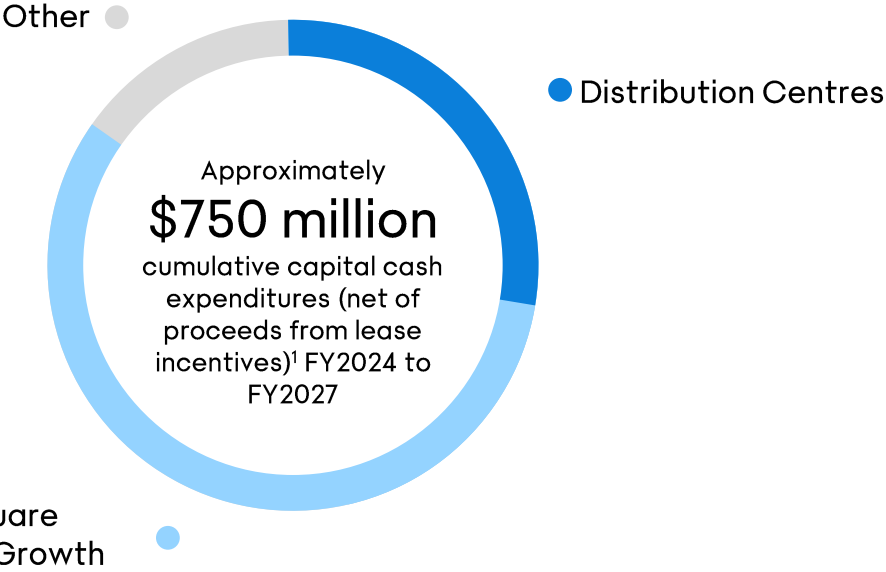
Funding
Operations



Investing in
Growth



Returning Cash to
Shareholders (NCIB)



We anticipate a cash balance of \$1 billion+ by FY2027.

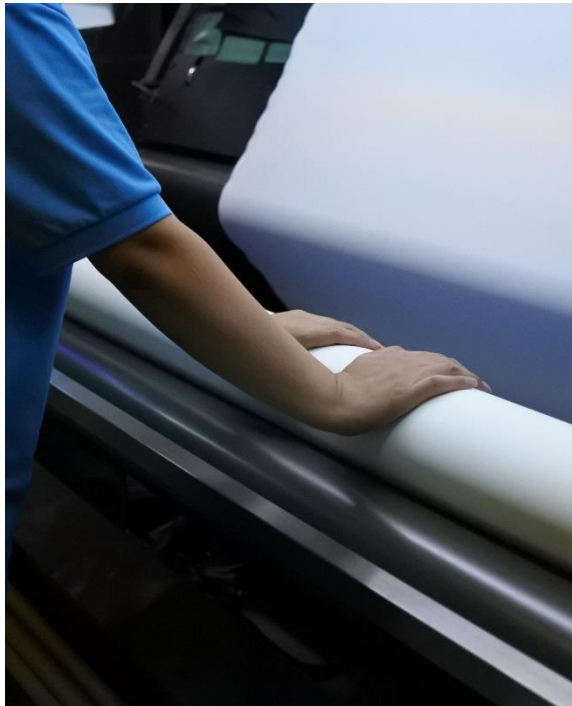
¹Capital cash expenditures (net of proceeds from lease incentives) is a capital management measure. See "Non-IFRS Measures and Retail Industry Metrics" on page 4 of this presentation for additional information.

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



Impact & Sustainability

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



Governance

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

Strategy

- Impact refers to the contributions we make to People and the Planet, our priorities for which span across our operations and wider value chain.
- We prioritize our efforts based on our material impacts, opportunities and risks as identified by Aritzia's materiality¹ assessment as well as The Sustainability Accounting Standards Board's (SASB) reporting framework for the Apparel, Accessories and Footwear industry, the United Nations Sustainable Development Goals (UNSDGs), and the Taskforce for Climate-Related Financial Disclosures (TCFD).

Risk Management

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

Metrics and Performance Indicators

- We have systems in place and partner with third-parties to measure sustainability performance across our value chain.
- We received limited assurance on our Scope 1 & 2 greenhouse gas (GHG) emissions in our FY2024 Aritzia Community™ | ESG Report. We are working to increase our disclosures against People and Planet key sustainability performance indicators and each year we plan to report our progress.

For a detailed discussion on Aritzia's People and Planet Impacts, refer to the Aritzia Community™ | ESG Report (renamed Aritzia Impact Report for FY2025 expected to be released in the first half of FY2026) available on Aritzia's Environmental and Social Investor Relations page at www.investors.aritzia.com.

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

People

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



FY2025 Accomplishments¹

Our People

- We exceeded our FY2024 formal training hours of over 80,000 to our People across all workplaces
- 90% of our People participated in our Aritzia Asks Culture Survey

Supply Chain

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

Communities

- Since FY2024, we continued to provide financial support, volunteer hours and product donations to Aritzia Community partners and nonprofit organizations that share our values – toward our goal of \$50M by FY2028

¹ Further details of our FY2025 accomplishments is expected to be published in the first half of FY2026.

Planet

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



FY2025 Accomplishments¹

Climate and environment

- We are in the final validation stages of our greenhouse gas emissions reduction targets by the Science Based Target initiative with approval by the Science Based Target initiative expected in Q1 FY2026.
- 100% of the energy fueling our Boutiques, Support Offices, and Distribution Centres continues to come from renewable sources through purchased Renewable Energy Credits (RECs).
- Completed our fifth (2024) CDP Climate Change submission and achieved a B score.
- We continued to expand the Higg FEM program into selected fabric and trims suppliers' facilities (Tier 2)

Product & Materials

- FY2025 progress against our lower impact raw materials goals and targets is being finalized and we plan to include them in the Arizia Impact Report FY2025 expected to be published in the first half of FY2026.
- We are committed to transitioning the raw materials in our products to lower impact alternatives and have developed product sustainability targets that will guide how we engage with suppliers as well as accelerate our transition to lower impact alternatives across our products and brands.
- We are reviewing our lower impact raw materials targets in FY2026.

¹ Final FY2025 information is pending and further details of our FY2025 Accomplishments is expected to be published in the first half of FY2026.

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



ARITZIA

Thank You