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LEADING A WORLD OF CURVES

FY26 RESULTS

24 August 2026

KEY HIGHLIGHTS

UNDERLYING EBITDA[1] **$12.3m** 92% increase on PCP	**ANZ REVENUE** **+7.6%** Trading Margin Dollars[2] up 8.2% on PCP	**USA** **Primed for growth in FY27** USA continues to trade profitably[3]
COST OF DOING BUSINESS **-$7.1m** Down 9.7%	**CASHFLOW** **+$2.2m** for the period, debt facility undrawn at period end and extended until 31 March 2028	**First 7 weeks of FY27** **+11.4%** Comp store sales growth[4]

1. Underlying EBITDA (post AASB 16) is for continued operations and excludes non-recurring costs of $0.2 (restructuring costs). FY25 non-recurring costs were of $1.1m (see Slide 25).
2. Trading Gross Margin represents the difference between product sell price and product cost and is before accounting and other adjustments
3. Profitability measured on positive channel contribution to the Group
4. Comp store growth is from ANZ Stores excluding online

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Phil Ryan, CEO

James Plummer, CFO

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BUSINESS UPDATE

FY26 RESULTS OVERVIEW

Strong Underlying EBITDA[1] growth

GLOBAL SALES

$130.5m

-3.1% vs FY25

ANZ COMP SALES GROWTH

5.6%

+7.8% comp margin $ growth

ACTIVE CUSTOMERS[2]

517k

+3.0% vs FY25

INVENTORY

$24.1m

-11% vs FY25

UNDERLYING EBITDA[1]

$12.3m

+92% vs FY25

STATUTORY NPAT[3]

($6.6m)

+25.5% vs FY25

TRADING GM%[4]

60.6%

+209 bps

NET CASH

$5.2m

+75% vs FY25

1. Underlying EBITDA (post AASB 16) is for continued operations and excludes non-recurring costs of $0.2 (restructuring costs). FY25 non-recurring costs were of $1.1m (see Slide 25).
2. Active customers include customers who have shopped online, in stores and omni-channel in the last 12 months; excludes wholesale and marketplace customers
3. Net Profit After Tax from continuing operations
4. Trading Gross Margin represents the difference between product sell price and product cost and is before accounting and other adjustments

OPERATIONAL HIGHLIGHTS

Earnings growth driven by higher gross margin and cost discipline in a challenging retail environment

CUSTOMER FIRST

- Record 517k City Chic customers
- Target high-value customers up 8%
- NPS up to 76 driven by strong customer support for our new product
- 7.0% traffic increase ANZ up 12.6%
- Continue to optimise 72 store network

CUT FOR CURVES

- Improving Average Selling Price, up 4.5%
- Agile supply chain, improving speed to market
- New test and learn factories – to trial product with smaller runs and faster repeats at competitive prices
- Investment in AI-enabled buying and merchandising tools

SIMPLER BUSINESS

- Overall CODB[1] down $7.1m to 51.7% of sales
- Cost savings initiatives successfully offsetting inflationary pressures
- Operational marketing efficiencies have allowed Digital advertising spend to be maintained while reducing overall marketing costs

BALANCE SHEET & WORKING CAPITAL MANAGEMENT

- Net Cash Balance $5.2m at 28 June 2026, with $10m undrawn facility
- $2.2m positive cash flow, net of borrowings
- Debt facility extended to 31 March 2028 and first FY27 clean down requirements already met
- Inventory tightly managed, refreshed USA Summer-26 product in market and driving momentum

1. CODB: Underlying Cost of Doing Business, includes the impact of Fulfilment Costs

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STRATEGY UPDATE

A BUSINESS DEDICATED TO HER

HOW WE WIN

Growing customer base with 517k active customers

Understanding her cost-of-living challenges and adapting our range accordingly

A differentiated "Cut for Curves" product offering

Scalable operating platform with meaningful upside from sales growth

Deep knowledge of her needs and fashion expectations

Multiple customer touchpoints that strengthen loyalty and lifetime value

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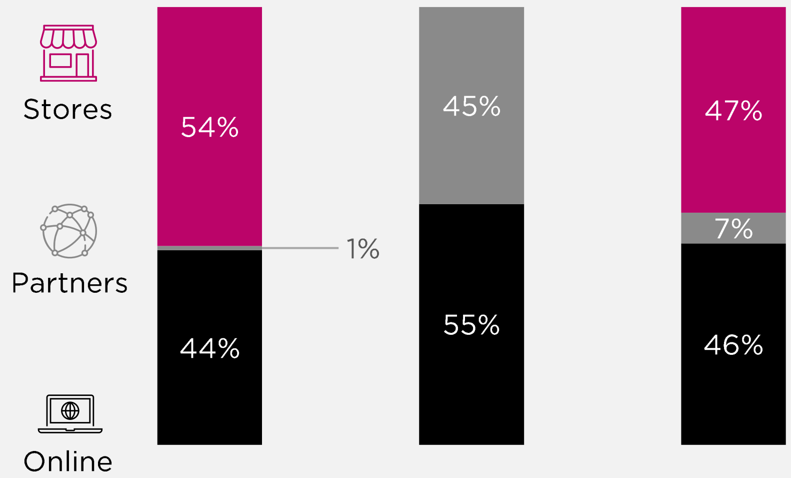
ANZ back on track and USA reset and ready for growth

FY26 REVENUE AND CUSTOMER METRICS BY REGION

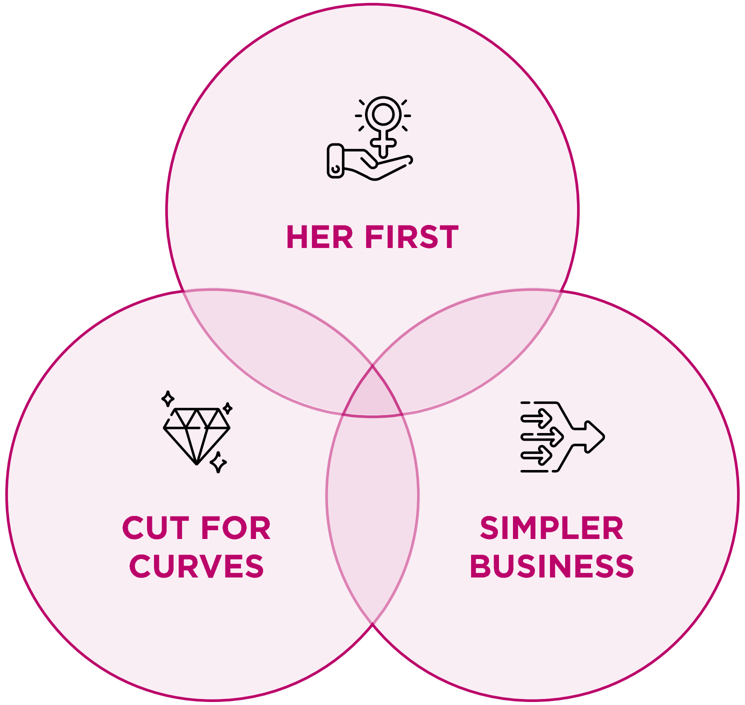


	ANZ	USA	GROUP
Revenue (m)	$113.8	$16.7	$130.5
Active Customers[1]	474k	43k	517k
Annual Traffic[2] (m)	23.9	3.8	27.7
Avg. Annual Spend[3] (A$)	$232	$223	$231
Market Size[4] (USD)	$740m	$54b	

1. Active customers includes customers who have shopped online, stores and omni-channel in the last 12 months; excludes wholesale and marketplace customers
2. Traffic to our own websites in the 12 months to June 2026; excludes stores and partner websites
3. Average annual spend is net of returns; excludes wholesale and marketplace customers
4. Source: Plus Size Women's Clothing Market (Credence Research 2023)

FOCUSED GROWTH STRATEGY

OUR STRATEGIC ADVANTAGE IS FIT AND THIS CONTINUES TO DELIVER EBITDA IMPROVEMENT



HER FIRST

Continue to amplify our focus on Her, cementing genuine emotional connections

- Increase ASP[1], retention and profitability
- Focused marketing investment

CUT FOR CURVES

Cut for Curves is our Fit Promise – we continue to evolve our product assortment, focusing on Fit and Quality to deliver value

- Targeting 62% Gross Margin[2] and reduced returns rate

SIMPLER BUSINESS

Simplified business driving cost efficiencies

- Targeting CODB 50%[3]

We have successfully:

- Right sized the business
- Right product in market

Now our focus is on:

- Revenue growth to deliver operating leverage

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1. ASP: Average Selling Price
2. Gross Margin is accounting gross margin
3. CODB – Cost of Doing Business target of 50% includes the impact of Fulfilment Costs

ANZ GROWTH – UNLOCKING CUSTOMER SPEND

Reshaping our assortment to deliver value in today's retail environment

WHERE SHE IS AT

- Record customer numbers and strong response to product evolution
- Annual Customer Spend below historical levels
- Historically low consumer confidence
- Remain value conscious

OUR ACTIONS

- Continue to extend CCX value range to drive frequency
- Realign price point mix through the range
- Increase casual assortment
- Differential ranging – right product for the right store
- In-store bundling promotions to improve basket size
- Increase in online lifestyles and options
- Increasing size options to 10 & 12 that are Cut for Curves, to capture greater market share

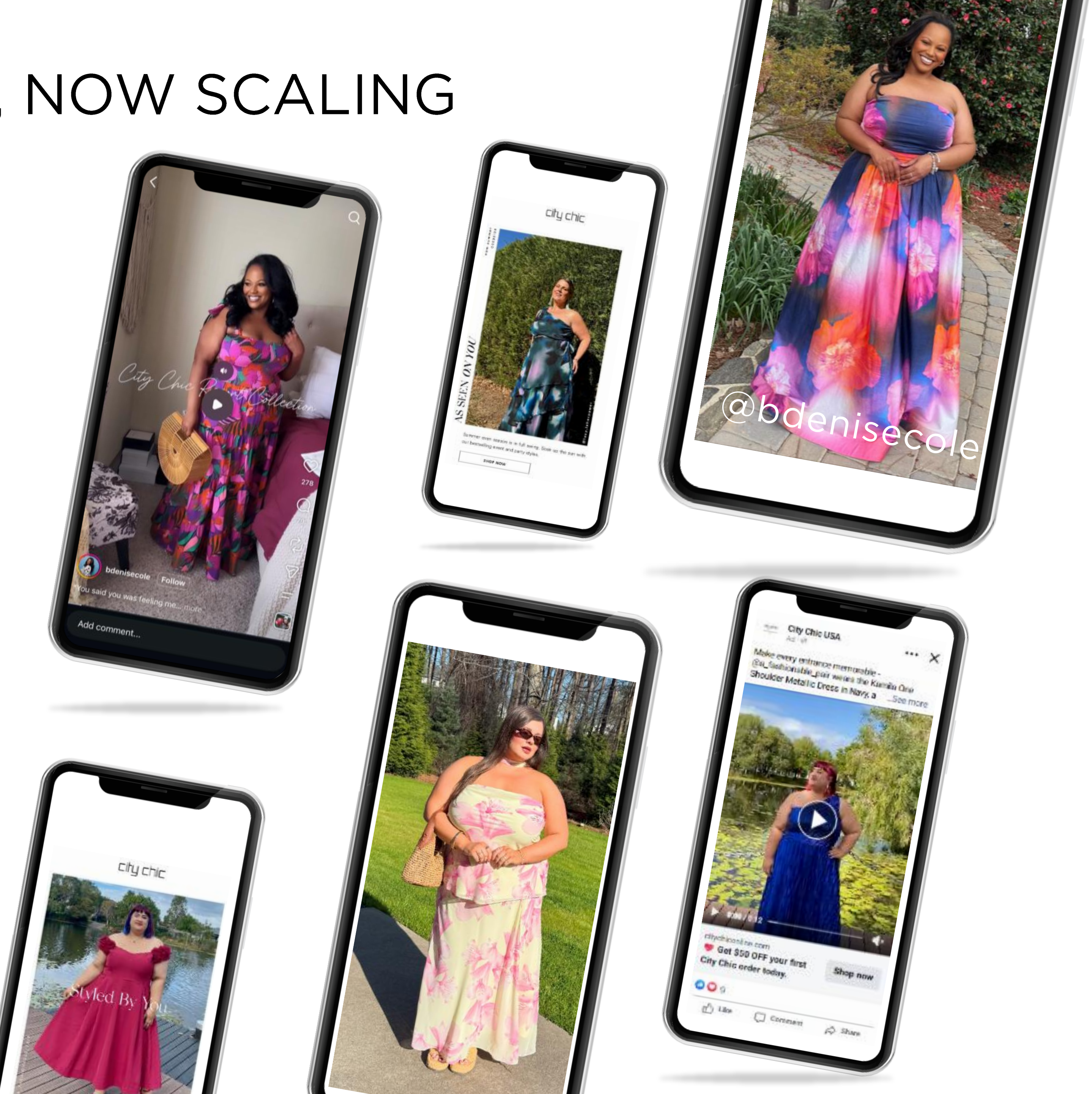
USA – RESET COMPLETE, NOW SCALING

Becoming the dress authority for curves

CITY CHIC USA WINS ON DRESSES

- ✓ Focused market strategy – to become the dress authority through our fit expertise
- ✓ USA curve dress market is materially larger than whole ANZ curve market
- ✓ Reinvestment in inventory behind the dress range
- ✓ Community as a scale engine – paid drives discovery, community drives belief
- ✓ Increase influencer and affiliate network
- ✓ Improve customer retention through the digital journey
- ✓ Controlled partner expansion to protect brand authority
- ✓ International shipping expansion through Global-E

> "We are not just selling dresses.
> We are building the dress community for curves –
> with our digital advertising at its heart - and letting growth follow belief."



TURNING VOLATILITY INTO OPPORTUNITY

City Chic continues to invest in tools and capabilities that improve decision-making, enhance customer outcomes and strengthen profitability

SEESTONE

- ✓ AI-powered platform converting product images into sales forecasts, underpinning sharper buying decisions

Live across the business

- ✓ Claude and Copilot used to recommend trends based on sales data and web research
- ✓ Marketing content created and optimised through Jasper, our AI agent trained in our brand voice
- ✓ Using AI tools to understand, analyse and learn from customer behaviour
- ✓ AI driven product recommendations and onsite customer journeys
- ✓ AI optimised digital marketing execution to drive stronger ROAS
- ✓ Hunting cyber security threats though Sophos

Australian Fashion Industry Awards

Recognised as a finalist for the Australian Fashion Industry Awards' Gamechanger Award, acknowledging City Chic's transformation and ability to adapt in a rapidly changing retail environment.

GLP-1: RESHAPING APPAREL DEMAND

Our Fit Expertise creates opportunity to deepen customer relationships as body shape and size evolve

GLP-1 adoption accelerating

- **21%** of US households now include a current GLP-1 user[1]
- Adoption more than doubled in the past 16 months[1]
- Momentum is now building in Australia and New Zealand[3]

Changing consumer behaviour

- **9.9%** apparel spending increases after 6–8 months on GLP-1[1]
- 55% purchase new clothing or footwear, while 25% refresh their wardrobe regardless of size[2]
- 73% of users experience a meaningful clothing size change[1]

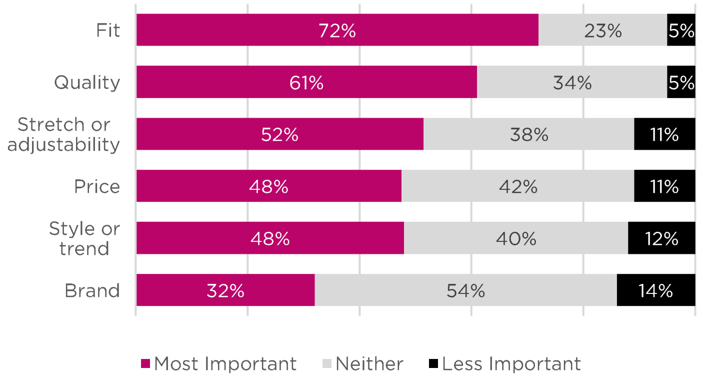
City Chic is well positioned

- City Chic has always supported Her
- Fit & quality become even more important during these transitions
- City Chic built its reputation on trusted fit and helping customers feel confident on their journey

Clothing considerations are shifting

EY Australia survey of GLP-1 users: fit, quality and adjustability are more important during treatment

Clothing considerations when using GLP-1*



72% Fit more important

61% Quality more important

52% Stretch / adjustability

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[1] PwC – *GLP-1 Consumer Trends* (2026)
[2] Circana – *GLP-1 Medications Are Reshaping the U.S. Apparel Industry* (2026)
[3] EY – *The New Appetite: How GLP-1 Medicines Are Reshaping Food Choices in Australia* (2026)

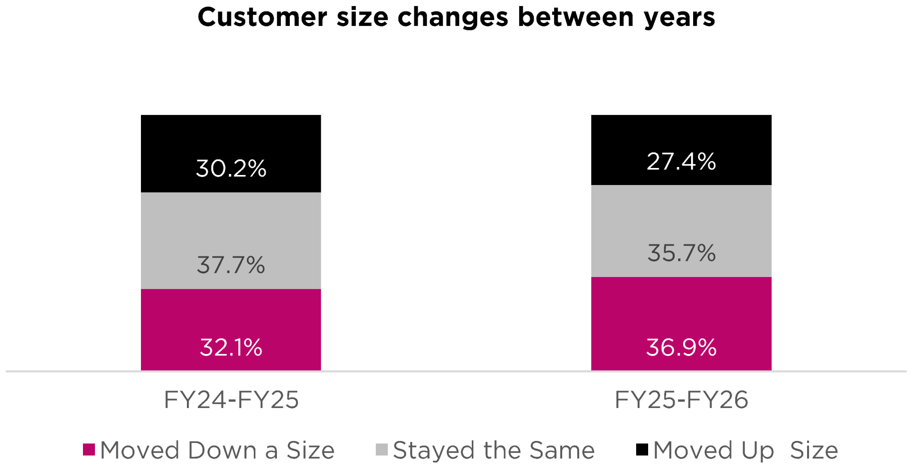
GLP-1: RESPONDING TO THE MARKET

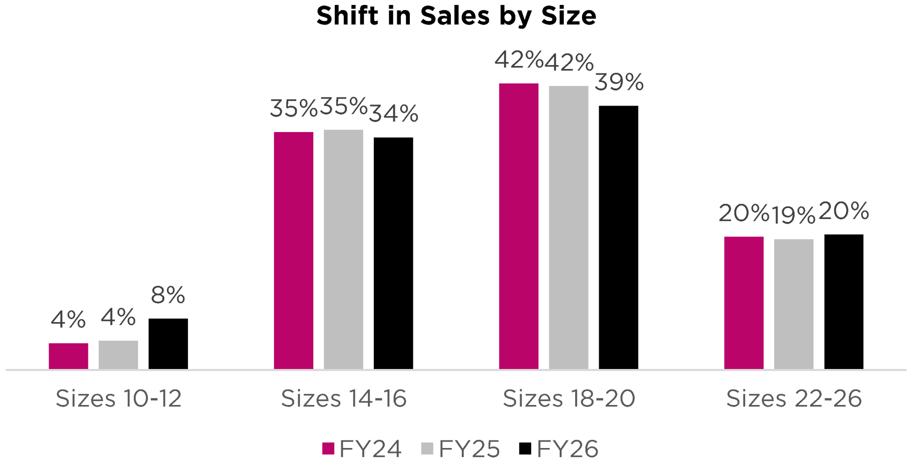
Extending Our Reach Without Changing Our DNA

- Customer numbers are growing, showing proof we are extending our reach
- City Chic has always supported Her through size and shape journeys
- Historically, customers moving up and down in size have been roughly balanced
- In FY26, more customers have begun moving down in size
- The vast majority remain within our specialty size range

BROADENING OUR SIZE CURVE

- **Broaden size coverage**: our "Cut for Curves" fit now extends to smaller sizes
- **Transitional wardrobe focus**: expand stretch, adjustability and forgiving silhouettes in key wardrobe-building categories
- **Smarter size curves**: AI-enabled buying tools to refine size curves by store, region and channel
- **Fit-led customer support**: stronger fit guides, styling advice and CRM prompts to help customers rebuild wardrobes with confidence

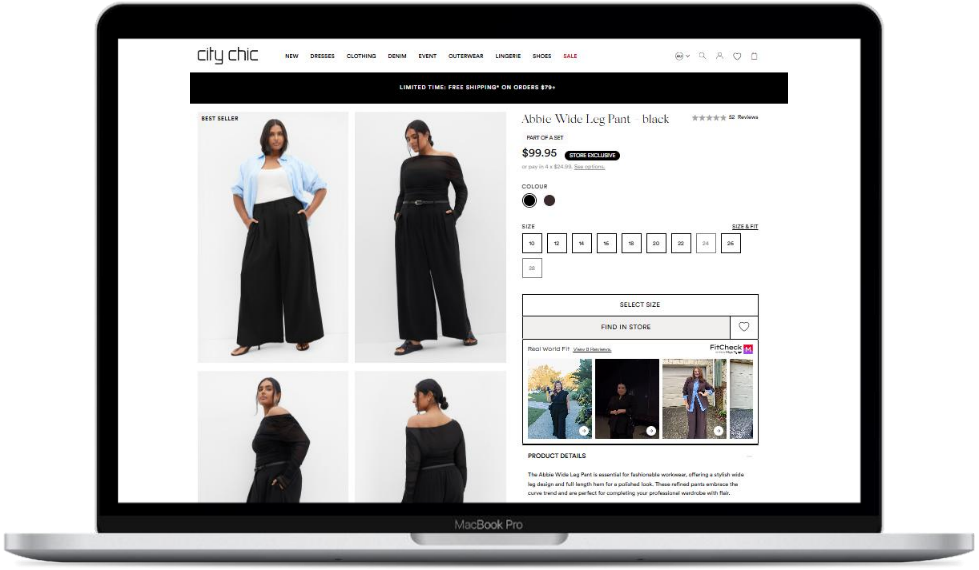




SUCCESSFUL INITIATIVES TO REDUCE RETURNS

Trialing creator-powered fit content to improve purchase confidence and reduce returns

- Improved fit consistency and in-line quality control driving lower return rates across the range
- New partnership with Mys Tyler – a leading fit-focused fashion technology platform
- Integrates creator-generated fit and styling content directly into our product pages via Mys Tyler's FitCheck tool
- Designed to improve purchase confidence and reduce returns
- Preliminary results are pleasing with returns in USA down 10% and ANZ 7%



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FY26 FINANCIAL SUMMARY

SUMMARY FINANCIAL PERFORMANCE[1]

Strategic actions delivering turnaround to profitability

$'m:	FY26	FY25	% to FY25
Sales	130.5	134.7	(3.1%)
Other Revenue	0.4	0.5	(20.6%)
Sales & Other Revenue	130.9	135.2	(3.2)
Gross Margin	**78.5**	**79.6**	(1.4%)
Gross Margin %[2]	*60.1%*	*59.1%*	*1.0%*
Fulfilment Costs	(17.0)	(17.3)	(1.8%)
Marketing & Advertising Expense	(9.3)	(12.3)	(24.1%)
Employee Benefits Expense	(27.4)	(28.9)	(5.5%)
Rent (Post-AASB16)	(2.4)	(1.7)	42.8%
Other	(10.0)	(12.9)	(22.9%)
Underlying Cost of Doing Business[3]	**(66.1)**	**(73.2)**	**(9.7%)**
CODB %	(50.5%)	(54.2%)	*3.6%*
Underlying EBITDA (Post-AASB16)[3]	12.3	6.4	92.5%
Underlying EBITDA Margin	*9.4%*	*4.7%*	*4.7%*
Underlying EBIT (Post-AASB16)[4]	(2.1)	(8.4)	(74.7%)
Underlying EBIT Margin	*(1.6%)*	*(6.2%)*	*5%*
Statutory NPAT (Continuing Operations)	(6.6)	(8.9)	(26%)
Statutory Loss Attributable to Shareholders	(6.6)	(5.5)	19%

- Underlying EBITDA of $12.3m up 92% on PCP
- Revenue of $130.5m
  - ANZ revenue up 7.6%; trading GM$ up 8.2%; comp sales growth 5.6%
  - USA revenue of $16.7m down 42.1%, reflecting the deliberate reduction in purchasing in response to tariff-related volatility. This reduction in fresh inventory had the largest impact on Partner sales, which are reliant on new product launches.
- Overall underlying Cost of Doing Business down $7.1m on PCP, benefiting from annualised FY25 cost savings, incremental savings from management actions in FY26, particularly in operational marketing, and the LTIP releases. Partly offset by higher rent and wages costs – driven by inflation.

1. All reporting is for the continuing operations, excluding the Avenue business in the prior period and is on a post AASB 16 basis
2. Gross margin% represents Gross Margin divided by Sales
3. Underlying EBITDA (post AASB 16) is for continued operations and excludes non-recurring costs of $0.2 (restructuring costs). FY25 non-recurring costs were of $1.1m (see Slide 25).
4. Underlying EBIT is derived from underlying EBITDA

SUMMARY FINANCIAL POSITION

Stable balance sheet with net cash up 72%

A$m	28-Jun-26	28-Dec-25	29-Jun-25
Cash & cash equivalents	5.2	5.4	8.0
Inventories	24.1	24.6	27.1
PP&E/Intangibles	25.0	26.3	27.4
Right of use assets	19.8	22.9	22.5
Other assets	15.2	17.2	20.1
Total Assets	**89.2**	**96.5**	**105.0**
Trade & Other Payables	28.4	27.6	23.9
Provisions & Other	7.0	7.7	7.6
Lease Liabilities	27.4	31.6	32.1
Borrowings	-	-	5.0
Total Liabilities	**62.8**	**66.9**	**68.6**
Net Assets	26.4	29.6	36.4
Net Cash	5.2	5.4	3.0

- Net cash position of $5.2m, up 75% from June-25
- Repayment of $5.0m borrowings during period. $10.0m facility remains available but undrawn at year-end
- Debt facility has been extended, under the same terms, until 31 March 2028. First, of two covenant clean down requirements already met for FY27
- Inventory has reduced by over 11% from June-25 reflecting the deliberate reduction in purchasing in the USA.
- Trade and Other Payables impacted by seasonal phasing of trade payments. Overall balance reflects newness of ANZ inventory and re-build of USA collection

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FY27 TRADING UPDATE

TRADING UPDATE AND OUTLOOK

Maintaining trading momentum for the first 7 weeks of FY27

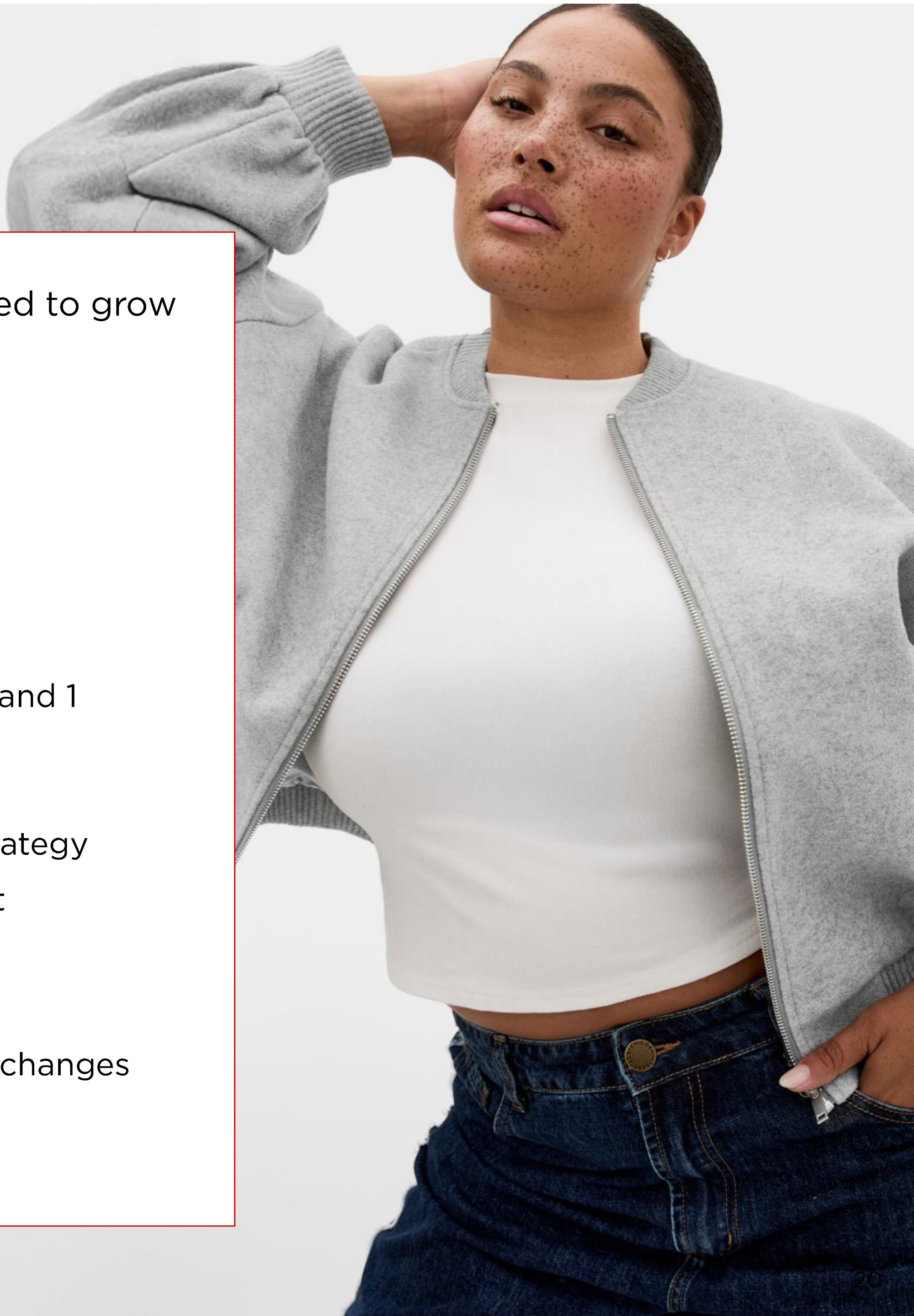
While retail trading conditions remain challenging, City Chic is well positioned to grow sales and drive sustained improvement in profitability

ANZ

- Total SH trading revenue flat in first 7 weeks vs PCP
- Comp stores up 11.4% showing strong momentum, with store traffic up 14%
- Online down 8%, reflecting a deliberate reduction in promotional activity
- Gross Margin in line with target
- Continued disciplined network optimisation, with 4 loss making stores closed and 1 planned new store

USA

- Return to growth in revenue and margin expected in H1[1] in line with revised strategy
- Tariff environment stabilised, allowing us to drive growth through new product
- New customer acquisition in first 7 weeks has been positive
- Strong sell through of new season dresses driven by product strategy
- Early signs of improved US retail momentum following recent income tax rate changes regarding Tips and Overtime
- Partner performance improving as new stock increases



1 - Revenue and margin growth, excluding wholesale

Thank you for your attendance and participation

www.citychiccollective.com.au

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FINISHING TOUCHES
Our specialty wide-fit footwear range is designed to celebrate every stride, combining on-trend styles with all-day comfort.
Talk to our Stylists about our full range of styles and sizes available online.
CUT FOR CURVES. ALWAYS.
city chic

APPENDIX

USA: WHAT OUR CUSTOMERS ARE SAYING


r/PlusSize • 1mo ago
FruitPlatter

City Chic does not get enough love!

Recommendations

First of all this isn't an ad! I have a beloved dress I only bust out once in a while to wear because I don't want to wear it out. Every time I put it on, I feel like a million bucks.

I live in Europe and I picked it up the last time I was in the US. There's so much cheap shitty polyester and shapeless bags in fashion for larger women in Europe, I just can't get over how good the quality is of the City Chic dres sI brought home. I think I paid like $80 for it on sale.

I care immensely about the quality of fabric and how it sits on me. The dress is full length maxi made out of smooth thick cotton with embroidery on the sleeves, neck, and entire full bottom skirt. No paper thin cost-saving bullshit here. The design is also made thoughtfully, and it falls so beautifully over my waist and hips. There are, of course, pockets! There's a slightly elasticated waist, though nothing like the cheap ruched elastic waist that's on so many things now.

I wishfully scroll the site now and again and just figured I'd toss out their name here, since I don't hear that much about them (and hear way too much about Torrid's frankly, often ugly and overpriced clothes).

21 · 12 · Share

r/PlusSize · Join

Plus Size Support Community

A place for plus-sized people to discuss fashion, body acceptance, dating, hair/make-up, fitness, health, fat-shaming and other...

Show more

Created Dec 16, 2009

Public

Community Guide

122K Weekly visitors · 1.3K Weekly contributions

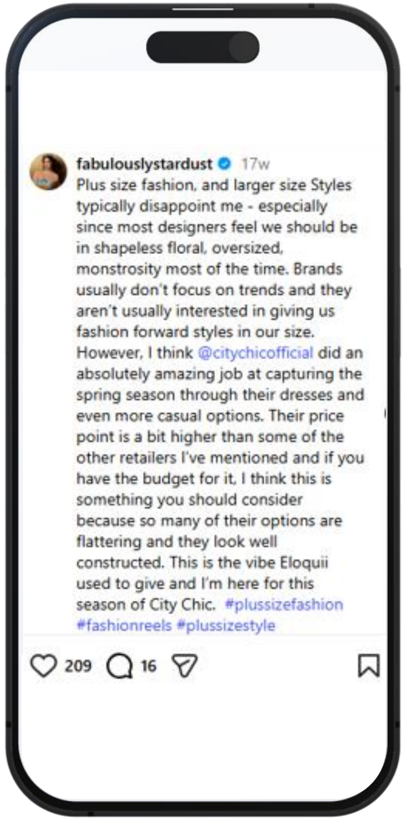
COMMUNITY BOOKMARKS

Wiki

Topics

"This store is number one. It is **MADE** for curvy bodies and whoever is designing these pieces genuinely loves women and wants them to feel their best. Their clothing flatters me like no other clothing has! I'm so thankful for the quality of fabric, the quality of buttons and lasting materials"

– CC USA CUSTOMER


fabulouslystardust · 17w

Plus size fashion, and larger size Styles typically disappoint me - especially since most designers feel we should be in shapeless floral, oversized, monstrosity most of the time. Brands usually don't focus on trends and they aren't usually interested in giving us fashion forward styles in our size. However, I think @citychicofficial did an absolutely amazing job at capturing the spring season through their dresses and even more casual options. Their price point is a bit higher than some of the other retailers I've mentioned and if you have the budget for it, I think this is something you should consider because so many of their options are flattering and they look well constructed. This is the vibe Eloquii used to give and I'm here for this season of City Chic. #plussizefashion #fashionreels #plussizestyle

209 · 16

"Just when I thought I was out of options for fashion up to date for us bigger girlies, city chic was recommended to me! I regained confidence in my appearance, the sizing warms my heart and the quality is incredible! I only ever shop here now!"

– CC USA CUSTOMER

"I love the fashion, the prices are fair and affordable and the clothing is made well. I tell everyone about City Chic because, IMHO, you offer the best fashion for women's clothing above size 12. There has been quality options for me at all of my "plus sizes". On the way up the scale (size 22 short), as well as down (size 14 short). I know no other clothing retailer that can say that!"

– CC USA CUSTOMER

SALES BY CHANNEL & REGION

REVENUE BY REGION

FY26 (A$m)	Sales Revenue	Sales Growth Reporting Currency (vs PCP)	Sales Growth Constant Currency[1] (vs PCP)
ANZ	113.8	7.6%	7.9%
USA	16.7	(42.1%)	(40.0%)
Total	130.5	(3.1%)	(2.3%)

REVENUE BY CHANNEL[2]

FY26 (A$m)	Sales Revenue	Sales Growth Reporting Currency (vs PCP)	Sales Growth Constant Currency[1] (vs PCP)
Online websites	59.6	(2.7%)	(1.7%)
Stores	61.9	9.5%	9.8%
Partners	9.1	(46.5%)	(44.9%)
Total	130.5	(3.1%)	(2.3%)

1. Constant currency is calculated by restating the current year sales at the prior year FX rate.

IMPACT OF AASB 16 – CONTINUING OPERATIONS

A$ million	FY26 Statutory Post AASB16	FY26 Underlying Adjustments	FY26 Underlying Post AASB16	FY26 AASB Impact	FY26 Underlying Pre AASB16	FY25 Statutory Post AASB16	FY25 Underlying Adjustments	FY25 Underlying Post AASB16	FY25 AASB Impact	FY25 Underlying Pre AASB16
Sales and other revenue	130.9		130.9		130.9	135.2		135.2		135.2
Purchase & Inbound-related Costs of inventory	(52.4)		(52.4)		(52.4)	(55.6)		(55.6)		(55.6)
Gross Trading Profit	**78.5**	**0.0**	**78.5**	**0**	**78.5**	**79.6**	**0.0**	**79.6**	**0.0**	**79.6**
Fulfilment costs	(17.0)		(17.0)		(17.0)	(17.7)	0.3	(17.3)		(17.3)
Marketing & Advertising Expense	(9.3)		(9.3)		(9.3)	(12.3)		(12.3)		(12.3)
Employee Benefits Expense	(27.6)	0.2	(27.4)		(27.4)	(29.3)	0.3	(28.9)		(28.9)
Rent (Post-AASB16)	(2.4)		(2.4)	(12.5)	(15.0)	(1.7)		(1.7)	(11.9)	(13.7)
Other	(10.0)		(10.0)		(10.0)	(13.4)	0.5	(12.9)		(12.9)
Cost of Doing Business	(66.4)	0.2	(66.1)	(12.5)	(78.7)	(74.4)	1.1	(73.2)	(11.9)	(85.2)
EBITDA	12.1	0.2	12.3	(12.5)	(0.2)	5.2	1.1	6.4	(11.9)	(5.6)
Depreciation, Amortisation & Impairment	(14.5)		(14.5)	11.0	(3.5)	(14.8)		(14.8)	11.9	(2.9)
EBIT	(2.4)	0.2	(2.1)	(1.5)	(3.7)	(9.6)	1.1	(8.4)	0.0	(8.4)
Net Finance Cost	(2.1)		(2.1)	1.5	(0.6)	(2.2)		(2.2)		(2.2)
(Loss)/Profit Before Tax	(4.5)	0.2	(4.3)	(0.0)	(4.3)	(11.8)	1.1	(10.7)	0.0	(10.7)
Income Tax Expense	(2.1)		(2.1)		(2.1)	2.9		2.9		2.9
Net Loss After Tax	(6.6)	0.2	(6.4)	(0.0)	(6.4)	(8.9)	1.1	(7.7)	0.0	(7.7)
Loss after income taxes from discont. operations	0.0		0.0		0.0	3.3		3.3		3.3
Loss after income taxes - whole business	(6.6)	0.2	(6.4)	(0.0)	(6.4)	(5.5)	1.1	(4.4)	0.0	(4.4)

1. FY26 has $0.2m underlying adjustments (restructuring). FY25 Underlying adjustments are for continued operations and excludes non-recurring costs of $1.1m (Northern Hemisphere warehouse re-location $0.5m, Restructuring $0.3m, Transaction costs $0.2m and Other $0.1m).

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