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ASX Announcement

12 November 2026

City Chic Collective 2026 Annual General Meeting

City Chic Collective Limited (ASX: CCX) (**City Chic Collective**) releases the Chairman and CEO addresses and accompanying presentation that will be delivered at the 2026 Annual General Meeting of City Chic Collective commencing at 2.00pm (Sydney time) today.

The release of this announcement was authorised by the Board.

About City Chic Collective

City Chic Collective is a global omni-channel retailer specialising in better dressing plus-size women's apparel, footwear and accessories. Its omni-channel model comprises a network of 72 stores across Australia and New Zealand (ANZ) and websites operating in ANZ, the USA, and third-party marketplace and wholesale partners in Australia, New Zealand and the USA.

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CHAIRMAN'S ADDRESS

Ladies and Gentleman, the key takeaway from this AGM and the outlook for the 2027 financial year is that despite the worst consumer environment in forty years, and in a market where many retail companies in Australia (indeed all over the world) are struggling with adverse economic conditions, City Chic's performance has not only stabilized from several difficult years but also is now generating sustainable earnings and cash.

Our CEO, Phil Ryan, will take you through this in more detail, but suffice to say this has been a difficult, all-encompassing task. Over the past few years we have reported to shareholders on the rightsizing of the business to take account of a reduction in demand as the cost-of-living crisis worsened. The reduction in expenses has been material and painful but necessary. A total of $29.3m has been taken out of the cost base over the past three years, representing a reduction of almost 30%.

We also reported on the honing of our strategy to bring an ever greater focus on fit and fabric quality whilst also (to use our internal mantra) 'meeting her where she is at', i.e. understanding that as inflation reduces real wages and therefore discretionary spend, we need to present a range of products that are fashionable, that fit, are of good quality for the price and therefore, are good value for money. Thanks to the tireless work of our product and sourcing teams, we are succeeding in delivering this at good margins. Most pleasing of all, our customers are responding.

You have all seen the numbers for FY26 which was really a year of transition: finishing the cleaning and right-sizing of inventory, getting off the discounting drug, more agile and cost competitive sourcing and refining our approach to product and marketing. The management team has looked at every inch of the business seeking incremental improvements to the cost, quality and timeliness of the delivery of our products and services.

These actions delivered tangible results in FY26. Trading gross margin increased 209 basis points to 60.6%, inventory reduced by 11%, and the cost base reduced by a further $7.1 million, helping to drive a 92% increase in Underlying EBITDA to $12.3 million. While online is always susceptible to the consumer's expectation of a discount, we are holding our nerve and maintaining pricing at profitable levels, with selected discounting being used to clear less appealing stock. Online margin finished FY26 up 300 basis points compared to the prior year and is already up 330 basis points in FY27 and we are seeing volumes recover into the latter part of the first half.

The most pleasing success story over the past six months has been the stores. Shareholders will recall stores had been struggling; they are now the standout channel with trade to date this year beyond our expectations. All stores are comping at 15.4% and most pleasingly, full price stores are comping at 19.6% at a consistent trading margin.

In the USA, we are also seeing encouraging signs on our website. The business is profitable, and we are particularly pleased with the growth in new customers, demonstrating that the City Chic

brand continues to resonate in this important market. At the same time, the reset of our approach to pricing and promotions is delivering a significant improvement in gross margin, up 1,060 basis points on the prior corresponding period, creating a healthier and more sustainable foundation for growth. The combination of profitability, new customer growth and materially stronger margins gives us confidence that the US business is moving in the right direction.

More generally in the market, we are seeing smaller online brands in difficulty and closing down. We are also seeing larger brands such as H&M withdrawing or reducing their plus size inventory. The size inclusiveness push over the past few years seems to be waning as broader retailers come to terms with the particular and unique issues in profitably designing and manufacturing for curvy customers.

This evolving reduction in competition is probably assisting us now and hopefully will build into the future as we stay focused on our niche. That said, as shareholders know, we are also extending our sizing both up and down; and as Phil will demonstrate, this has been a success. However, our focus on the smaller sizes still targets curvy customers who have particular fit requirements. Additionally, having extended sizing means we can follow our customers who are on the GLP1 journey and whose sizes are therefore prone to change. Wherever she is on her journey, City Chic is there with her, responding to her needs and making her feel fabulous.

I am particularly pleased to welcome Eric Morris to the Board. Eric is one of Australia's most experienced retail executives and brings a unique combination of retail, customer and digital expertise. As City Chic transitions from turnaround to growth, Eric's experience building and scaling brands across multiple channels and markets will be tremendously valuable. I am genuinely excited about the insights, perspective and experience he will bring.

Shareholders need no reminding that the last few years have been painful. While we all would have wanted to make the recovery happen more quickly, there has been no shortage of blood, sweat and tears from the management team who have exhibited remarkable resilience and perseverance under great pressure. The Board and I are delighted for them but more particularly for shareholders that the painstaking reset of the business is now starting to produce results in the most difficult of retail markets.

There remains much work to do. Demand and revenue are the key issues and are the focus for FY27. With the business now in a good operating rhythm, demand and revenue will provide us with the leverage to restore economic value creation to historic levels.

That is the task for FY2027

CEO'S ADDRESS

Thanks Michael, and good afternoon everyone. I would also like to welcome all shareholders joining us today.

I want to start with our most recent trading performance, because it provides clear evidence that our strategy is delivering results.

Our stores are trading strongly. For the first 18 weeks of FY27, comparable store sales increased 15.4%, with full-price stores up 19.6%. Importantly, this growth came with higher margins and less promotional activity.

Full-price stores are the key driver of City Chic's profitability. With much of the store cost base already fixed, stronger full-price sales and higher margins translate quickly into improved earnings. Customers are responding to the improvements we have made in product, quality and value.

The improvement is not limited to stores. In ANZ online, trading gross margin is up 200 basis points. October sales matched last year's levels, at even stronger margins. In the USA, while sales are still below last year, comparable trading gross margin dollars are up 7.1%. With its variable cost base, the USA continues to trade profitably.

Given the challenging retail environment in Australia, this performance is particularly pleasing. It demonstrates the strength of the City Chic brand and gives us confidence that we are on the right path.

We still have the important Black Friday and Christmas trading periods ahead. But we enter them with encouraging momentum, disciplined inventory and much better underlying economics.

This builds on the progress we made in FY26. Today, I will briefly take you through that progress, the strategy behind it and how we are building a more sustainably profitable City Chic.

FY26 was another important year for City Chic, and I am pleased with the progress we made.

Underlying EBITDA increased 92% to $12.3 million. ANZ revenue grew 7.6%, and trading gross margin dollars increased 8.2%.

Trading gross margin improved 2.1 percentage points to 60.6%, moving us closer to our 62% target. That came from better product, stronger sell-through, higher average selling prices and tighter promotional discipline.

But importantly, it all starts with a stronger focus on our customer. We listened to her, understood what she wanted from City Chic and continued to shape the brand around her.

We also reduced the cost of doing business by $7.1 million, while continuing to invest in our customer, our product and the capabilities we need for growth.

We generated $2.2 million of positive cash flow, finished the year with no drawn debt, and extended our facility to March 2028.

So FY26 gave us a much stronger platform. We improved the product and the brand, simplified the business and strengthened the economics.

What is particularly encouraging is that we are now seeing that translate into a strong start to FY27. The operating leverage is becoming clearer, particularly through our stores. The momentum we are seeing gives us confidence that the strategy is working and there is more growth ahead.

SLIDE 6 | A BUSINESS DEDICATED TO HER

At the centre of City Chic is our customer.

We finished FY26 with a record 517,000 active customers. Our customer base grew despite cost-of-living pressure on annual spend, and traffic to our Australian website increased 12.6% during the year.

That engagement matters. It tells us she is responding to the evolution of the brand and product, and it gives us a clear opportunity to increase frequency and annual spend as confidence improves.

Our competitive advantage is the combination of deep customer knowledge and our Cut for Curves expertise. We understand her fit and fashion frustrations, design specifically for her shape, and engage with her across stores, online and selected partners.

We now have a simpler, more scalable platform. That means revenue growth can translate more effectively into profit.

SLIDE 7 | FOCUSED GROWTH STRATEGY

Our strategy remains consistent, built around three clear pillars: Her First, Cut for Curves and Simpler Business. This focus is delivering results.

Her First is about deepening our relationship with the customer. She has more choice than ever, so City Chic must remain the brand that understands her, fits her and makes her feel confident.

Cut for Curves is our fit promise and our strategic advantage. It guides how we design, fit, buy and range our product. The response to Spring and Summer, particularly in stores, shows the value of the improvements we have made to fit, quality, assortment and price points.

Simpler Business is about cost and capital discipline. We have right-sized the operation, reduced fixed costs and cemented our discipline around inventory, promotions and store profitability.

These three pillars work together. A deeper understanding of our customer helps us create better product, while a simpler business allows stronger sales and margins to translate more effectively into earnings.

Our focus now is to build on that progress and deliver profitable revenue growth.

SLIDE 8 | ANZ GROWTH

In ANZ, the opportunity is to unlock more customer spend while recognising the environment she is shopping in.

Our customer remains value conscious, with cost-of-living pressures continuing. We have reshaped the range to give her value from the outset, rather than relying on deeper and more frequent promotions.

This does not mean compromising City Chic quality. It means changing the price-point mix to make the range more accessible, broadening the casual assortment and ensuring the right product is in the right store and channel.

We are also extending selected parts of the range into sizes 10 and 12 where our fit expertise can solve a real customer need. Those sizes are already contributing 8% of sales at strong gross margins, attracting new customers and giving us another building block for growth.

The early response to Spring and Summer gives us confidence in these changes. Customers are responding to better product, clearer value and less discounting, and we are seeing that come through in both sales and margins.

That gives us confidence there is more growth available in ANZ, both by attracting new customers and increasing spend from our existing customers.

SLIDE 9 | USA

In the USA, the tariff disruption is behind us. Our focus now is rebuilding scale in a controlled and profitable way.

We want City Chic USA to become the dress authority for curves, using our fit expertise in a category where the addressable market is materially larger than the entire ANZ curve market.

We are investing behind proven dress winners, increasing customer acquisition where returns meet our expectations, and building an influencer and affiliate community that can create belief in the brand.

The new winter collection is gaining traction, and USA online trading gross margin is more than 10 percentage points above the prior corresponding period.

Reshaping demand takes time, but we have applied our learnings to the USA Summer range, including product that performed well in ANZ. While sales remain below last year, the business remains profitable and comparable trading gross margin dollars are up 7.1%.

The focus remains disciplined growth. We will protect margins, invest behind what works and rebuild momentum.

We are not just selling dresses. We are building the dress community for curves, with digital acquisition and authentic advocacy at its heart.

SLIDE 10 | AI AT WORK ACROSS THE BUSINESS

We are also investing in AI across the business. It is now a must-have capability, and we are well advanced in how we are implementing it in practical ways.

Our focus is on making better decisions, moving faster and improving supply-chain agility. Digital patternmaking and fit tools, together with better supplier communication, can reduce lead times and get product to the customer faster. We are already using tools that can take a product image and generate pattern and fabric recommendations.

SeeStone is supporting buying and merchandising by turning product images and historical data into sales forecasts. We are also using Claude across our data to amplify the team and improve decision-making. Retail is detail, and AI allows us to review a volume of detail that was previously impossible.

AI is also helping us identify demand signals, improve the customer journey and create content more efficiently while maintaining our established brand voice.

I lead our AI champions network across City Chic. It brings practical learnings together and helps us scale the opportunities that can deliver the greatest value.

This is not technology for its own sake. It is about faster and better decisions, shorter lead times, lower risk, a better customer experience and a leaner, more scalable business.

Human judgement remains essential. Our teams bring the customer understanding, creativity and commercial experience needed to turn these tools into better outcomes.

SLIDE 12 | 18-WEEK TRADING UPDATE

For the first 18 weeks of FY27, Group comparable sales increased 1.2% and comparable trading gross margin dollars increased 5.1%. Excluding discontinued wholesale, Group revenue was down 1.7%, while gross margin dollars increased 2.2%.

The standout result is our stores. As mentioned earlier, ANZ comparable store sales increased 15.4%, with full-price stores up 19.6%. Total store sales increased 7.5%, despite operating seven fewer stores than last year.

ANZ online comparable sales were down 7.4%, reflecting our planned reset of promotional activity. That reset began in August and initially had a material impact on sales. Since then, sales have recovered, with October back at last year at stronger margins. Online trading gross margin improved 200 basis points, while the better sales mix and lower fulfilment costs are supporting earnings growth.

In the USA, comparable sales were down 12%, while comparable trading gross margin dollars increased 7.1%. The winter collection gained traction and online trading gross margin improved more than 10 percentage points. The business remains profitable and is well positioned for the key trading period.

Across the Group, trading gross margin increased 240 basis points. Costs remain tightly managed and aligned with trading. Together, these improvements are delivering a materially more profitable business.

We remain on track to end the first half with positive cash and no drawn debt. We also expect positive first-half EBIT, subject to sales momentum continuing through Black Friday and Christmas.

There are important trading periods ahead, but the performance to date gives us confidence that the strategy is working and that we are building a sustainably profitable City Chic.

I want to thank the whole City Chic team. This progress reflects their hard work, discipline and commitment to our customer.

I would also like to thank the Board for its ongoing guidance, our customers for their loyalty, and our shareholders for their continued support.

I will now hand back to Michael.

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LEADING A WORLD OF CURVES

2026 ANNUAL GENERAL MEETING

12 November 2026



YOUR BOARD OF DIRECTORS



MICHAEL KAY
Chairman
Non-Executive Director



NEIL THOMPSON
Non-Executive Director



NATALIE MCLEAN
Non-Executive Director



ERIC MORRIS
Non-Executive Director



PHIL RYAN
Managing Director, CEO



CHAIRMAN'S ADDRESS

Michael Kay

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CEO’S ADDRESS

Phil Ryan





KEY HIGHLIGHTS

UNDERLYING EBITDA[1]

$12.3m

92% increase on PCP

ANZ REVENUE

+7.6%

Trading Margin Dollars[2] up 8.2% on PCP

GM GROWTH

+209bps

GM 60.6% trending towards the 62% target

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 18 WEEKS OF FY27

+19.6%

FP 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 Full Price Stores excluding Clearance and Online

A BUSINESS DEDICATED TO HER

HOW WE WIN

Growing customer base with a record 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

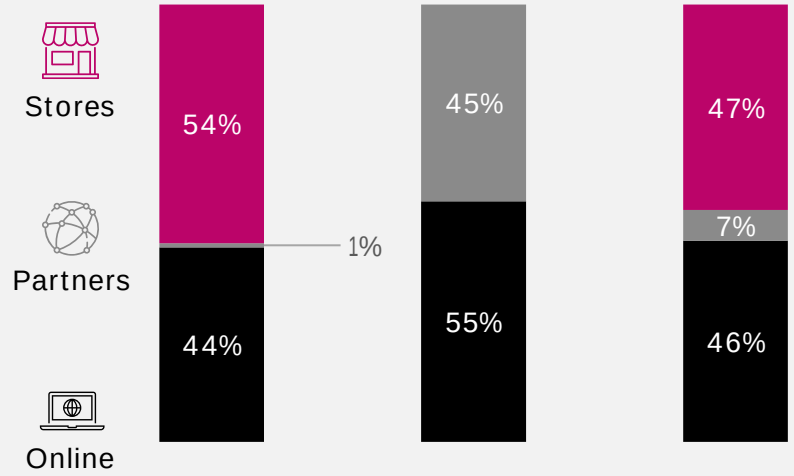
Deep knowledge of her needs and fashion expectations

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

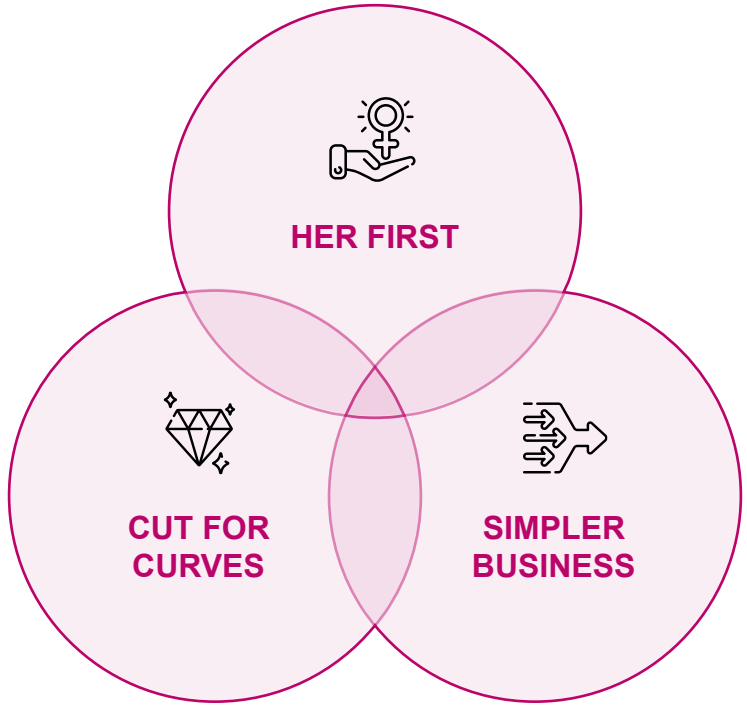


	ANZ	USA	GROUP
Revenue (m)	$113.8	$16.7	$130.5
Active Customers[1]	474k	43k	517k
Annual Traffic[2] (m)	23.9	3.8	27.7
Avg. Annual Spend[3] (A$)	$232	$223	$231
Market Size[4] (USD)	$740m	$54b	

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** › Increased ASP[1] by 4.5% › NPS 76 up on pcp of 71
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** › Achieved 60.6% GM[2] up 209bps - Targeting 62% › Reduced returns rate
SIMPLER BUSINESS	**Simplified business driving cost efficiencies** › Achieved 51.7% CODB - Targeting CODB 50%[3] › AI now embedded in the business

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



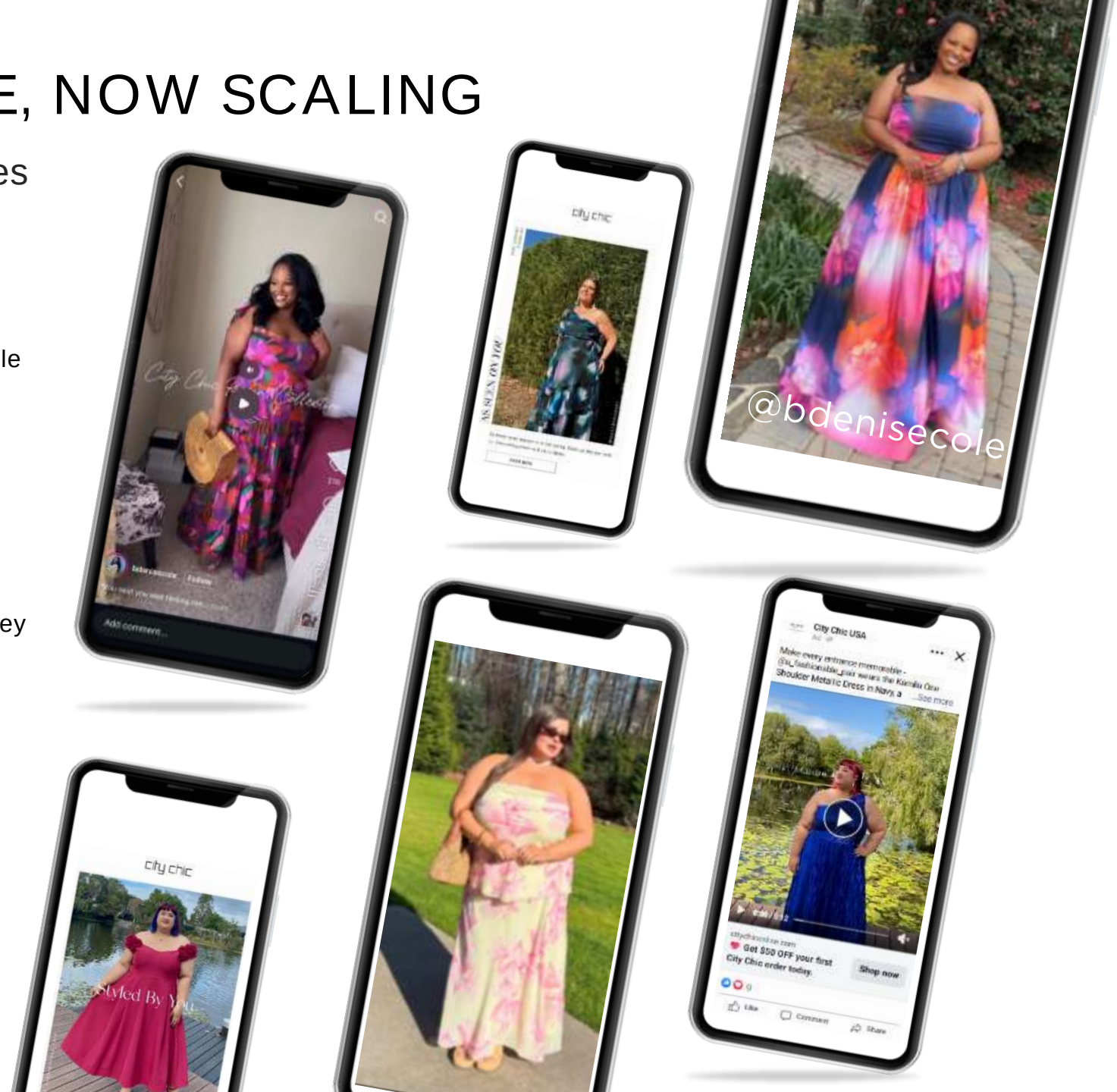
USA – RESET COMPLETE, NOW SCALING

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."



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AI AT WORK ACROSS THE BUSINESS

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

- ✓ See Stone - AI-powered platform converting product images into sales forecasts, underpinning sharper buying decisions
- ✓ AI champions network to share learnings
- ✓ Claude and Copilot used to recommend trends based on sales data and web research
- ✓ Creating AI agents internally to create efficiencies
- ✓ 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





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FY27 TRADING UPDATE AND OUTLOOK

TRADING UPDATE AND OUTLOOK

18 weeks to 1 November 2026 | Preliminary and unaudited

ANZ

- **Comparable store sales +15.4%; full-price stores +19.6%**
- Total store sales +7.5% despite seven fewer stores
- Online comparable sales -7.4% after August promotional reset; sales returned to last year in October at stronger margins
- Online trading gross margin +200bps; better sales mix and lower fulfilment costs supporting earnings
- Sizes 10 & 12 now 8% of sales at strong gross margins, attracting new customers

USA

- **Comparable trading gross margin dollars +7.1%**
- Comparable sales -12.0%, as new inventory delivers with lower promotional drive
- Online trading gross margin more than 10 percentage points above PCP
- Business remains profitable while rebuilding sales momentum

GROUP & OUTLOOK

- **Comparable sales +1.2%; comparable trading gross margin dollars +5.1%**
- Revenue excluding wholesale -1.7%; gross margin dollars +2.2%
- Trading gross margin +240bps
- Operating costs remain tightly managed and aligned with trading
- On track for positive cash and no drawn debt at the end of 1H FY27

STORE GM$ GROWTH	+15.5%
ONLINE GM	+10.6ppt
1H FY27	POSITIVE EBIT

OUTLOOK Positive 1H EBIT expected, subject to continued momentum through Black Friday and Christmas

Source: FY27 18-week trading update. Preliminary and unaudited. PCP = prior corresponding period.

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