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Innovation Day

November 2026



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Unless otherwise indicated, information contained in this document and any accompanying oral presentation concerning our industry, competitive position and the markets in which we operate is based on publicly available information and information from independent industry and research organizations, other third-party sources and management observations and good faith estimates based upon such information, our internal research, and our experience in, and knowledge of, such industry and markets, which we believe to be reasonable. Although we believe that these sources are reliable, we cannot guarantee the accuracy or completeness of this information, and we have not independently verified this information. No representations or warranties are made by the Company or any of its affiliates as to the accuracy of any such statements or projections. Projections, assumptions and estimates of our future performance and the future performance of the industry in which we operate are necessarily subject to a high degree of uncertainty and risk due to a variety of factors, including those described above. These and other factors could cause results to differ materially from those expressed in our estimates and beliefs and in the estimates prepared by independent parties.

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This document and any accompanying oral presentation contain financial measures that are not calculated pursuant to U.S. generally accepted accounting principles ("GAAP"). These non-GAAP financial measures are in addition to, not a substitute for or superior to, measures of financial performance prepared in accordance with GAAP. The non-GAAP financial measures used by the Company may differ from non-GAAP financial measures used by other companies.

Innovation Is Core to Savers DNA

We see **three key areas** of opportunity for innovation to **drive long-term value creation**

- Price-value equation
- Efficiency/cost reduction
- Data science & business insights





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General

What You Saw Today

STORE TOUR

Compelling assortment and value (40-70% below new), delivered in an easy to shop, "treasure hunt" environment



- **Innovation:** Self-checkout, BrainBox AI HVAC, automated floor scrubbers
- **CDC:** “Fast, Friendly, Convenient”, OSD/GreenDrop® now 82% of total pounds processed as of Q3 2026, up 170 bps y/y
- **Environment**: Light, bright, and modern thrift shopping experience

CPC TOUR

Semi-automated facility that supplies 10 stores and contributes to 100M pounds processed annually by CPC network



- **ThriftIQ™:** Machine learning
- **Autotagger and Image Capture:** Reduction in labor hours
- **Automated Book Processing:** Data-informed pricing, highly automated
- **Operational Efficiencies:** Process optimization

The Legacy Grading Process Creates Subjectivity Across Millions of Pricing Decisions

Team Member Assesses Condition → Assesses Item Quality → Assigns Grade Using 3x3 Matrix → Applies Price from Corporate Grid → Manually Tags the Item

Example: Women's Denim



Grading Matrix

Quality \ Condition	Below Average	Average	Above Average
Above Average	A-	A	A+
Average	B-	B	B+
Below Average	C-	C	C+

Highest relative price point

Lowest relative price point

Key Limitations

Subjectivity

- Team members may grade comparable items differently

Inconsistency

- Customers may encounter unexplained price variation across similar merchandise

Training Complexity

- Team members need training, time, and experience to make category, condition and quality judgements

Labor Intensive

- The legacy process is highly manual and labor intensive, with team member outputs capped even at full grading efficiency

We are bringing 3 technologies together in 1 solution to solve the limitations of the legacy process

Note: Matrix grades for illustrative purposes.

General

ThriftIQ Is Delivering Better Outcomes for Our Customers and for the Company

Inputs

40M items
assessed in the program

45,000 brands
in the proprietary dataset

108 stores
currently operating with the platform

Operational Benefits

Consistent **price-value proposition** for customers

Staffing flexibility

Objective and **consistent pricing**

Better understanding of **supply composition**

Outcome

Higher **unit sell-through**

Larger **average baskets**

Stronger sales yield

Average prices the same or lower than the rest of the fleet

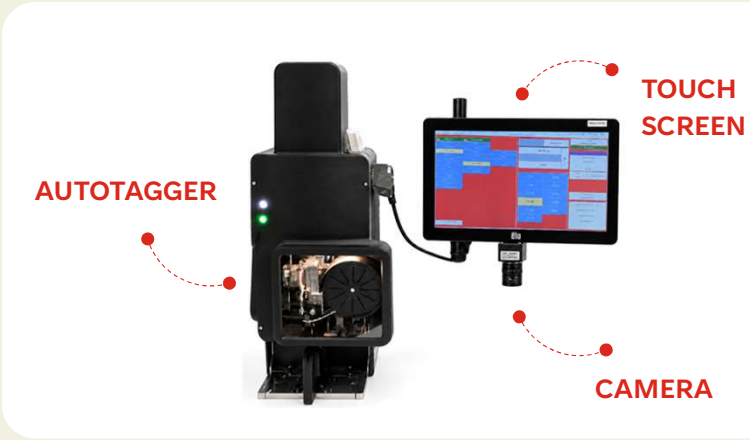
Gross profit dollars **grew ~100 bps faster**

Under the new ThriftIQ model, Savers' pricing decisions deliver more consistent price value to customers across the store base

General

Patent-Pending Autotagger and Integrated Image Capture Technologies Expected to Drive Meaningful Cost Savings

Autotagger and image capture are our next major innovations in the production process





Upon full deployment, these technologies are expected to generate **~$10M of savings on an annualized basis** through **greater labor efficiency** by reducing the number of touches required to process each item

General

Key Highlights of Q3 2026

- **Net sales increased 8.5%** to $463M
- Constant-currency net sales[1] increased **8.9%**, led by **12.2% growth in the U.S.**
- **Comparable store sales increased 4.2%**[2], with **U.S.** increasing **5.9%** and **Canada** increasing **1.5%**
- Opened **9 new stores** during the quarter, including our **first new store in Tennessee**
- Strengthened our balance sheet, **repaid $52M of debt**
- **Updated adjusted net income**[3] **outlook** to $76 – $83M, or $0.48 – $0.52 per diluted share for FY26
  Updated adjusted EBITDA[3] **outlook** to $270 – $275M
- Announced the **rollout of patent-pending Autotagger and integrated Image Capture capability**, designed to drive labor efficiency by reducing the number of touches required to process each item

1. Amounts presented on a constant-currency basis are not measures recognized under U.S. generally accepted accounting principles ("GAAP"). For a reconciliation to the most directly comparable GAAP measure, see Appendix.
2. Total comparable store sales includes Australia retail locations, in addition to U.S. and Canada.
3. Adjusted net income, adjusted net income per diluted share and Adjusted EBITDA are not measures recognized under GAAP. The Company has not presented a quantitative reconciliation of its forward-looking non-GAAP financial measures set out above to their most comparable GAAP financial measures because it cannot predict certain elements that are reported under GAAP, such as (gain) loss on foreign currency, net, without unreasonable effort. For these reasons, we are unable to assess the probable significance of the unavailable information, which could materially impact the amount of future net income.

General

Multiple Drivers Support Meaningful Expected Growth in Earnings Power

Revenue Growth

- ~25 new store openings annually contributing incremental revenue growth
- Low-single-digit comps
- New stores will begin to provide a tailwind to comps as they enter the comp base



High-single-digit total revenue growth

Adjusted EBITDA[1] Margin Expansion

- Operating leverage on comparable store sales growth
- Productivity gains from innovation initiatives, including ThriftIQ, Autotagger and integrated Image Capture technologies
- Continued maturation of newer stores



High-teens Adjusted EBITDA margins[1]

Capital Allocation

- Investing in the business
- Improving net leverage ratio[1], under 2x by the end of 2027
- Opportunistic share repurchases



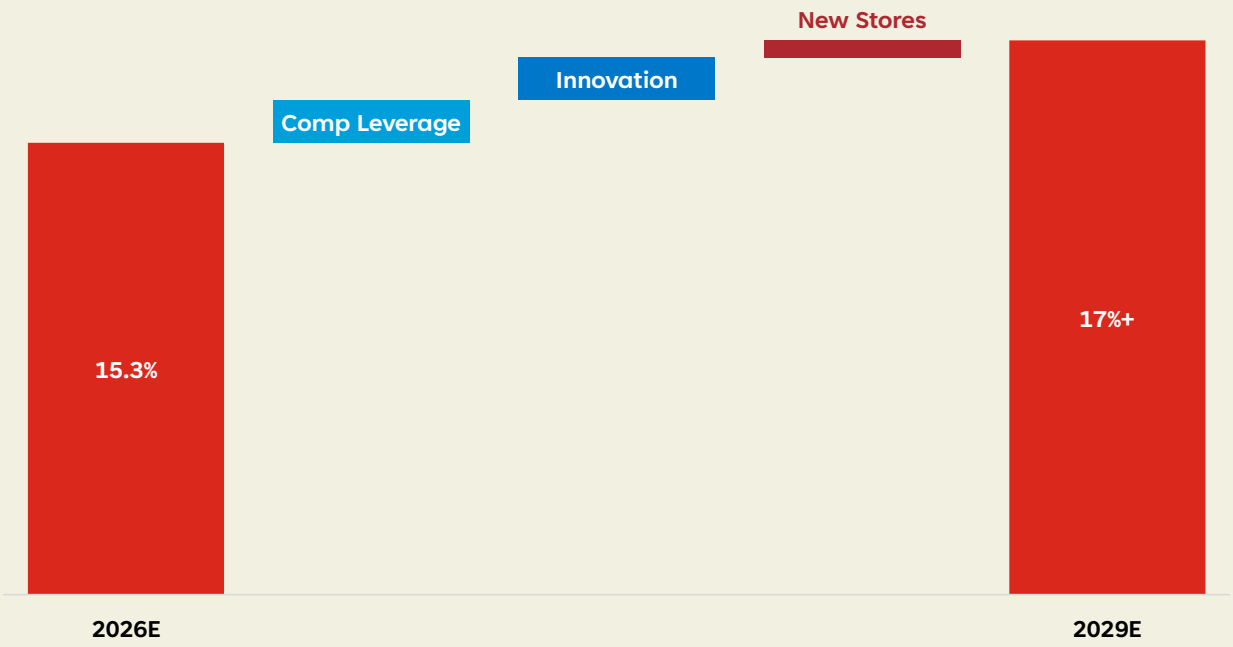
Double-digit Adjusted EPS[1] growth

1. Adjusted EBITDA, Adjusted EBITDA margin and net leverage ratio are not measures recognized under U.S. generally accepted accounting principles ("GAAP"). The Company has not presented a quantitative reconciliation of its forward-looking non-GAAP financial measures set out above to their most comparable GAAP financial measures because it cannot predict certain elements that are reported under GAAP, such as (gain) loss on foreign currency, net, without unreasonable effort. For these reasons, we are unable to assess the probable significance of the unavailable information, which could materially impact the amount of future net income.

General

Powering 50-100bps of Expected Annual Margin Expansion

2026E–2029E Adjusted EBITDA Margin Expansion



Drivers

Comp Leverage

- Organic leverage on LSD comp
- Efficiency initiatives
- Cost reduction

Innovation

- ThriftIQ
- Autotagger
- Image Capture
- Other Innovation Initiatives

New Stores

- Continued productivity ramp
- ~25 openings per year
- Meaningful adjusted EBITDA $ contribution as new stores mature; margin rate impact more modest given associated new store sales growth

Note: Adjusted EBITDA margin is a non-GAAP measure. The Company has not presented a quantitative reconciliation of its forward-looking non-GAAP financial measures set out above to their most comparable GAAP financial measures because it cannot predict certain elements that are reported under GAAP, such as (gain) loss on foreign currency, net, without unreasonable effort. For these reasons, we are unable to assess the probable significance of the unavailable information, which could materially impact the amount of future net income.

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Appendix



Constant Currency

($ in thousands)	Thirteen Weeks Ended				
	Net Sales	Impact of Foreign Currency	Constant Currency Net Sales	$ Change Over Prior Year	% Change Over Prior Year
October 3, 2026					
U.S. Retail	$263,437	$ -	$263,437	$28,725	12.2%
Canada Retail	163,653	2,880	166,533	6,925	4.3%
Other	35,994	(1,225)	34,769	2,154	6.6%
Total Net Sales	$463,084	$ 1,655	$464,739	$37,804	8.9%
September 27,2025					
U.S. Retail	$234,712	n/a	$234,712	n/a	n/a
Canada Retail	159,608	n/a	159,608	n/a	n/a
Other	32,615	n/a	32,615	n/a	n/a
Total Net Sales	$426,935	n/a	$426,935	n/a	n/a

The Company calculates constant-currency net sales by translating current-period net sales using the average exchange rates from the comparative prior period rather than the actual average exchange rates in effect. The Company's constant-currency net sales is not a financial measure prepared in accordance with GAAP. The unaudited table presents a reconciliation of GAAP net sales to constant-currency net sales for the periods presented. In each table, "Other" is attributable to the Australia Retail and Wholesale operating segments which have been combined.

General