



Thank you for joining us today. I appreciate your interest in our brand. I'm Ken Seipel, Chairman and CEO of Citi Trends. I'm joined today by Heather Plutino, our Chief Financial Officer. Since taking the helm 16 months ago, Citi Trends has delivered four consecutive quarters of industry leading comparable store sales growth—driven largely by transaction increases, broad-based product strength, and disciplined execution across our business. Our transformation strategy is starting to gain momentum. Our operational capabilities are advancing. And our customer connection is strengthening.

But we're not done. We still have a lot of processes to refine, some categories to optimize, and more systems to build. Today, I'll share the progress we've made and outline our path forward—a clear, disciplined growth plan designed to deliver sustainable growth for our shareholders.

## FORWARD-LOOKING STATEMENTS

All statements other than historical facts contained in this presentation, including statements regarding the Company's future financial results and position, business policy and plans, objectives and expectations of management for future operations and capital allocation expectations, are forward-looking statements as defined in the Private Securities Litigation Reform Act of 1995 that are subject to material risks and uncertainties. The words "believe," "may," "could," "plans," "estimate," "expects," "continue," "anticipate," "intend," "expect," "upcoming," "trend" and similar expressions, as they relate to the Company, are intended to identify forward-looking statements, although not all forward-looking statements contain such language. Statements with respect to earnings, sales or new store guidance are forward-looking statements. Investors are cautioned that any such forward-looking statements are subject to the finalization of the Company's quarter-end financial and accounting procedures, are not guarantees of future performance or results, and are inherently subject to risks and uncertainties, some of which cannot be predicted or quantified. Actual results or developments may differ materially from those included in the forward-looking statements as a result of various factors which are discussed in our Annual Reports and Quarterly Reports on Forms 10-K and 10-Q, respectively, and any amendments thereto, filed with the Securities and Exchange Commission. These risks and uncertainties include, but are not limited to, uncertainties relating to general economic conditions, including inflation, energy and fuel costs, unemployment levels, and any deterioration whether caused by acts of war, terrorism, political or social unrest (including any resulting store closures, damage or loss of inventory); or other factors; changes in market interest rates and market levels of wages; the imposition of new taxes on imports, new tariffs and changes in existing tariff rates;

the imposition of new trade restrictions and changes in existing trade restrictions; impacts of natural disasters such as hurricanes; uncertainty and economic impact of pandemics, epidemics or other public health emergencies; transportation and distribution delays or interruptions; changes in freight rates; the Company's ability to attract and retain workers; the Company's ability to negotiate effectively the cost and purchase of merchandise inventory risks due to shifts in market demand and to manage inventory shrinkage; the Company's ability to gauge fashion trends and changing consumer preferences; consumer confidence and changes in consumer spending patterns; competition within the industry; competition in our markets; the duration and extent of any economic stimulus programs; changes in product mix; interruptions in suppliers' businesses; risks related to cybersecurity, data privacy and intellectual property; temporary changes in demand due to weather patterns; seasonality of the Company's business; the results of pending or threatened litigation; delays associated with building, remodeling, opening and operating new stores; and delays associated with building, and opening or expanding new or existing distribution centers. Any forward-looking statements by the Company, with respect to guidance, the repurchase of shares pursuant to a share repurchase program, or otherwise, are intended to speak only as of the date such statements are made. Except as required by applicable law, including the securities laws of the United States and the rules and regulations of the Securities and Exchange Commission, the Company does not undertake to publicly update any forward-looking statements in this presentation or with respect to matters described herein, whether as a result of any new information, future events or otherwise.

2

Before I begin, I want to remind you of the "forward looking statement" disclaimer, and since I know all of you have this committed to memory, I will dispense with reading the details and advise you the statement guides this presentation.

## LEADERSHIP

**KEN SEIPEL**  
**CHAIRMAN & CEO**



Experienced retail turnaround CEO  
Track record of significant value creation  
Fortune 100 retailers & Private Equity  
Individually a ~8% shareholder  
Compensation fully aligned with shareholders

**BOARD**  
**OF DIRECTORS**

Retail turnaround expertise  
Merchandising and Product expertise  
Brand and marketing expertise  
Supply chain and procurement expertise  
Capital allocation and M&A expertise  
Corporate governance and incentive alignment

CITITRENDS

3

THE FUTURE OF CITI TRENDS

INVEST FOR PRESENTATION

I am pleased to represent the hard work and progress of our talented management team at Citi Trends, and our recently refreshed Board of Directors—leaders whose complementary expertise positions Citi Trends for the future.

Over the past 40 years, my career has been dedicated to value apparel retailing, with leadership roles across merchandising, operations, and strategy. I began at JCPenney in the 1980s, helped drive Target's brand development and rapid growth in the 1990s, and instrumental in Old Navy's explosive expansion in the 2000s.

Since 2010, I've focused on private-equity-backed retail, where I served as both CEO and co-investor. That ownership structure created strong alignment with shareholders and enabled me to successfully lead several turnarounds, each delivering returns of three to six times the initial investment. I bring that same commitment and experience to Citi Trends, where I am also the second largest investor in the company. At Citi Trends, our mission is clear: to unlock significant, sustainable value creation for our shareholders.

## CITI TRENDS OVERVIEW

Off Price Retailer  
Apparel, Accessories and Home  
African-American focus  
~\$800 million in FY25 sales  
590 Stores  
~12K avg. sq. ft.  
33 States  
Neighborhood locations  
~ \$45 million EBITDA in 2027

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JOY to  
YOUR world

SPEND less,  
SHINE more

APPAREL, ACCESSORIES AND HOME  
FOR THE WHOLE FAMILY

THE FUTURE OF CITI TRENDS

INVESTOR PRESENTATION

4

Citi Trends is headquartered in Savannah, Georgia, with buying offices in New York. We're an off-price retailer specializing in family apparel, accessories, and home categories, with annual sales of approximately \$800 million. We operate 590 stores across 33 states—approximately 12,000 square feet each with strong penetration in the Southeast, and we are strategically positioned in our customers' neighborhoods.

Citi Trends is in early stages of a compelling transformation. We have a clear line of sight to achieve ~\$45 EBITDA in 2027—representing a \$60 million dollar increase from 2024 results. This growth will be driven by consistent comparable sales growth, gross margin expansion, operating expense leverage, and strategic new store expansion. I'll describe each of these metrics in detail later in the presentation.

## DIFFERENTIATED COMPETITIVE POSITION

- High Performing “Off-Price” Retail Sector
- Focused on Urban sense of Style, Price and Trend
- High Frequency Loyal Customers
- Neighborhood Store locations
- Strong Balance Sheet
- Tangible path for shareholder value growth

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Citi Trends has built a differentiated competitive position within the high performing off price sector of retail. We're the only off-price retailer specifically focused on the African American consumer —delivering the styles, brands, and trends at compelling prices that resonate with this underserved demographic. This focus has created a uniquely loyal, high-frequency customer base and enabled us to build nearly 600 store locations in neighborhood shopping centers where our customers live and shop. Our stores are embedded in communities we've served for years, with proximity and word-of-mouth serving as powerful traffic drivers.

We operate with a debt-free balance sheet—exiting second quarter with \$50 million in cash, no borrowings on our \$75 million revolver, and approximately \$125 million in total liquidity. This financial strength gives us flexibility to invest in growth initiatives while maintaining operational stability.

And we have developed a clear, tangible, and internally controllable path to accelerate shareholder value.

## HIGH PERFORMING OFF-PRICE SECTOR

Supply Chain Disruptions

High turning inventory

Treasure Hunt environment

Scarcity creates frequency

Everyday pricing / exceptional values

Flexibility to adapt

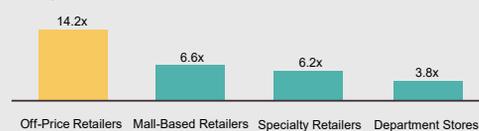
CY2025E – CY2027E Revenue CAGR



CY2025E EBITDA Margin %



Enterprise Value / NTM EBITDA



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6

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INVESTOR PRESENTATION

The off-price model has demonstrated consistent, strong fundamentals. Off-price retailers have historically grown faster than traditional retail and maintained higher operating margins—driven by lower occupancy costs, leaner inventory positions, and opportunistic buying.

The model works by capitalizing on supply chain inefficiencies and vendor overstock. Our merchant teams source quality products at significant discounts when manufacturers face surplus inventory or delivery timing issues. We turn this inventory quickly with frequent product newness, creating what we call a "treasure hunt" experience.

Unlike traditional retailers with static assortments, our stores offer discovery. Customers don't know exactly what they'll find on each visit, so scarcity creates urgency to purchase and drives higher visit frequency. Our research shows this treasure hunt element resonates particularly well with our core customer, who views shopping as both a practical necessity and an enjoyable activity.

Our approach is straightforward: everyday low pricing on exceptional product values, with no promotions or complex markdown cadences. Short buying windows give us flexibility to react to emerging trends and changing market conditions. Importantly, the current tariff environment has created increased deal flow for us. Supply chain disruptions and uncertainty are generating more off-price opportunities, and we're well-positioned with strong liquidity and experienced merchants to capitalize on these deals as they emerge.

## PRODUCT STRATEGY

STYLE that sees you, PRICES that amaze you & TRENDS that tell your story

### 1. Balanced 3-tier assortments

Opening price points to emphasize value

Core “better” products with focus on brands and selection

Growth opportunity in “best” with better branded trends at great prices

### 2. Extreme value deals – the “treasure in the treasure hunt”



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7

THE FUTURE OF CITI TRENDS

INVESTOR PRESENTATION

Our product strategy centers on a three-tiered approach designed to serve customers across all income levels. At the opening price point, we offer value-focused basics—clearly signed in our stores as *Citi \$core*—for our most budget-conscious customers.

The core of our business is our 'better' tier—quality products with breadth of selection and fresh styles, typically priced between \$7 and \$12. This assortment drives customer loyalty and consistent performance across all categories: Women's, Men's, Children's, Footwear, and Home.

At the top end, we're expanding our 'best' tier with two distinct approaches. First, we're adding more trend-relevant product—fashionable styles at prices well below specialty retail—to address the fashion sensibilities of our core customer. Second, we're adding extreme value capabilities: well-known brands purchased at steep discounts, often up to 75% off MSRP. These deals capitalize on supply chain disruptions and surplus inventory in the market.

Our goal is to grow this extreme value segment to represent an incremental 10% of total sales. These branded treasures drive both traffic and basket growth for us while delivering strong margin performance.

## EXTREMELY LOYAL CUSTOMER BASE

### AFRICAN-AMERICAN CUSTOMER

Average age ~40 years

Multi-generational  
families

High shopping  
frequency

All levels of  
income                      Most Frequent: \$75K - \$150K  
   Large Base: \$50K - \$75K



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Our strategy is built around a clear and unwavering focus on the style, price, and trend sensibilities of the African American customer—who is at the center of everything we do. The average age is approximately 40, often families with children or multigenerational households.

Our neighborhood locations create proximity and convenience that drive engagement. More than one-third of our customers shop with us each week and sometimes biweekly. These are our most frequent shoppers, with household incomes ranging from \$75,000 to \$150,000. Our next tier visits monthly, typically with incomes of \$50,000 to \$75,000. And we serve a third segment of less frequent, more budget-conscious customers with lower household incomes.

What's important to understand is that we're serving customers across all income levels with our three-tiered product strategy. We have a significant portion of average and higher-income customers—which creates tremendous opportunity as we expand our assortment of recognizable brands at exceptional prices that align with their style and trend preferences. Our customers have responded very positively to this shift with many of our new trendy products becoming some of our best-sellers.



CitiTrends cultural relevance is a competitive advantage. African American consumers have historically been trendsetters and early adopters in fashion, music, and culture. Understanding this dynamic allows us to curate assortments with both immediate appeal to our core customer and broader market relevance to secondary customers.

Our customers are discerning, they understand that value is more than price and are willing to spend more when the style is for them, the fashion is on trend and the quality is right. In short, Value is not just price.

Our value promise is clear: *Styles that see you, prices that amaze you, and trends that tell your story.*



CitiTrends stores are the heart of their neighborhoods—more than just retail locations, they're community anchors where our customers know they'll find both value and belonging. Our store managers and associates are often friends, family, and neighbors, creating genuine trust and connection that extends well beyond the transaction.

This community connection is a competitive advantage that drives measurable results. Transaction growth has consistently accounted for the majority of our comparable sales increases over the past four quarters. Word of mouth remains a powerful traffic driver in these neighborhoods, fueled by the relationships our teams have built over years of serving these communities.

Our neighborhood positioning also creates a defensible market position. Our stores have been embedded in these neighborhoods for years. In many of these communities, we're the primary—and often only—value retailer making Citi Trends both essential and irreplaceable to the families we serve.

## NEIGHBORHOOD STORE LOCATION

### STORE REMODELS AND REFRESHES

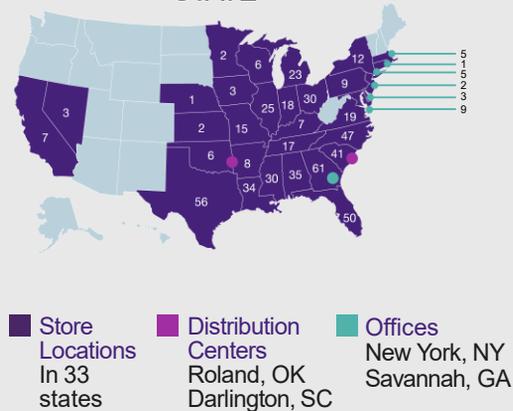
Priority on Higher Sales Stores

Sales lift generates return on investments

Component of MSA market share growth plans

Remodeling ~50 stores per year

### STORE LOCATIONS BY STATE



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11

This year we are refreshing 60 of our high-volume stores averaging \$1.9 million in annual sales at an average remodel cost of ~\$100K per store.

The remodels transform both the look and feel of our stores—updated fixtures, improved wayfinding signage, better lighting, and enhanced presentation standards that make the shopping experience easier and more enjoyable. Early results show we're generating sales lift from these investments.

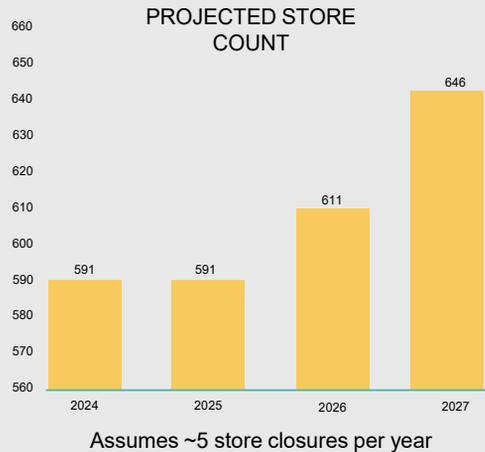
The impact goes beyond immediate sales. These refreshed stores inspire our teams, elevate our brand perception in the community, and signal to customers that we're investing in their neighborhoods.

Looking ahead, we'll continue remodeling approximately 50 stores per year as part of our ongoing fleet maintenance and market investment strategy. This disciplined approach allows us to progressively and thoughtfully upgrade our store base while achieving planned returns on invested capital.

## NEW NEIGHBORHOOD STORE GROWTH

### NEW STORES

2026	~25 New Stores
2027 & Beyond	~40 New Stores Annually
Growth Plans	Existing Market Share Backfill Select New Markets



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12

Looking forward, we're positioning Citi Trends for strategic new store growth. In 2026, we plan to open approximately 25 new stores and from 2027 onward, we expect to continue opening at least 40 new stores per year, taking our store count to approximately 650 stores by the end of 2027.

This expansion strategy focuses on two approaches: backfilling existing markets where we have brand awareness and proven performance and selectively entering new markets with strong demographic alignment to our customer base.

We're piloting the market backfill approach this fall in Jacksonville, Florida and Columbia, South Carolina where we are opening new stores in conjunction with remodeling existing stores. Our objective is to increase our market share by strengthening our store presence and reinvigorating our brand awareness. These markets will serve as test-and-learning models for future expansion.

## NEW STORE DISCIPLINE

### SUCCESSFUL NEW STORES

#### A.I. SITE SELECTION TOOL

- Trade Area
- Primary Customers
- Empirical Data



#### SITE EVALUATION

- Site Characteristics
- Deal Negotiation

#### FINANCIAL PROFORMA

- Sales Targets
- EBITDA Results
- Return on Investment

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13

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Our new store expansion is guided by a disciplined approach that combines analytics-market expertise and financial metrics.

Using AI tools, we have analyzed three years of actual transaction data from every store location, combined with comprehensive geolocation studies inside all of our stores, to understand the specific customer and market characteristics that drive our success. This AI data-driven approach has demonstrated about 90% accuracy in predicting sales. This will help us identify and replicate our most successful store profiles while minimizing risk as we grow our footprint.

Beyond analytics, we're applying strict financial criteria to every new store decision—targeting mature store averages of approximately \$1.5 million, and mid-teens four-wall contribution margins. This three-part approach—advanced AI-driven analytics, local-market expertise from our real estate team, and disciplined financial hurdles—positions us to expand intelligently while maximizing return on investments.

## STRONG BALANCE SHEET

Balance sheet is strong

~\$135M total liquidity

No debt

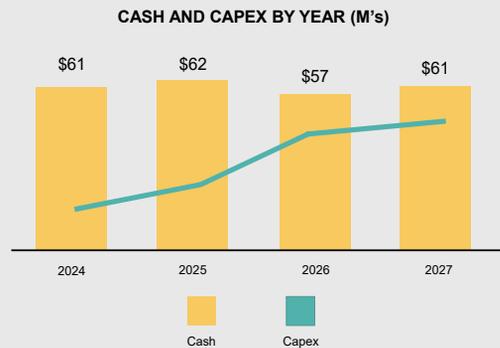
Capital allocation

~\$25M in 2025; ~\$45M in 2026

and 2027

Growth funded with cash

Liquidity creates flexibility to pursue opportunities



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14

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INVESTOR PRESENTATION

Our balance sheet provides significant strategic flexibility. As I mentioned, we operate debt-free and are projecting approximately \$60 million in cash generation in each of the next three years, no borrowings and approximately \$135 million in total liquidity. This financial position allows us to invest in growth initiatives while maintaining operational stability.

Over the next three years, we will invest in capital projects with demonstrated return on investments—primarily store remodels, new store openings, and technology infrastructure including our AI-based systems. Total capital spend is expected to be \$25 million in 2025 and \$45 million in 2026 and 2027.

Our disciplined approach to capital allocation prioritizes reinvesting operational capital cash flow to support our growth plan, ensuring that we are investing in growth from a position of financial strength while delivering sustainable value creation for shareholders and maintaining flexibility to capitalize on strategic opportunities as they arise.

## TANGIBLE PATH FOR SHAREHOLDER VALUE GROWTH

Strategy is actionable with specific initiatives and measurable results

METRIC	2027 TARGET	GROWTH
Sales	\$900M+	+\$150M
Gross Profit	42%	+400bps
SG&A Rate	37%	-200bps
EBITDA	\$45M+	+\$60M
EBITDA Margin	~5%	+7pts
Store Count	646	+55

Note: Growth vs. Fiscal 2024 results

Citi Trends has a clear and tangible path to creating shareholder value — one that is grounded in discipline, detail, and execution. Our strategy is not aspirational; it is actionable, backed by a specific set of initiatives designed to deliver measurable results.

As compared to 2024, we are targeting annual total sales growth of \$150M achieving \$900 million or more in 2027, gross profit rate expansion of 400 basis points to 42%, leveraging SGA by 200 basis points to 37% or less, resulting in planned EBITDA increase of over \$60 million dollars achieving approximately \$45M in fiscal 2027 at a profit margin of ~5%.

These are not distant goals, but achievable outcomes driven by the actions we are actively executing. And we are off to a good start.

## CITI TRENDS PROGRESS

Repair Execute Optimize

### Clarity

- African American Customer
- Three-tiered product assortment

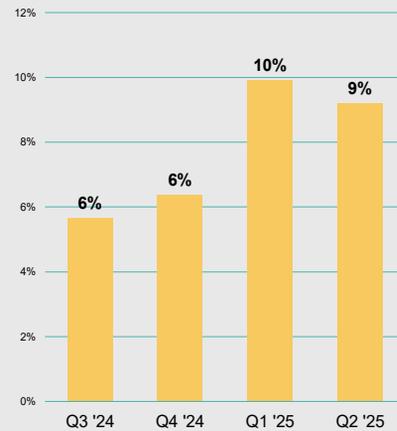
### Consistency

- A.I. Product Allocation
- Lower Mark-downs / Faster inventory turns
- Best Practices

### Focus

- KPI Metrics
- Compensation Aligned to Performance

COMP STORE SALES GROWTH



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16

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Customers have quickly responded to our improvements, and we are delivering consistent comp store performance as a result. Through the first half of this year sales have increased 9.6% and as we said in our last earnings forecast, we expect sales increases to continue on top of prior year strong performance.

Our transformation is guided by a three phased framework designed to deliver sustainable, profitable growth. In the repair phase, we focused on restoring fundamental and foundational practices to ensure we have a strong foundation for growth. This has included a sharper more refined clarity of the African American customer, a three tiered product assortment to appeal to all income levels, style and trend sensibilities. Implementation of AI based software for product allocation to improve in stocks, reduced mark-downs and faster inventory turns and many more practices that enable consistency in our business model.

In the execute phase, we are focused on implementing best practices in all areas of the business to improve productivity, thus enabling SG&A leverage. And we are focused on increasing the speed of our supply chain to reduced costs while reducing working capital in the product pipeline. We now have our teams focused on driving results by developing KPIs to monitor our progress and compensation programs that incent performance and continuous improvement. Although we are proud of our progress, we know that we are in very early stages and are aware we have significant work ahead.

## TANGIBLE PATH FOR SHAREHOLDER VALUE GROWTH

### SALES GROWTH

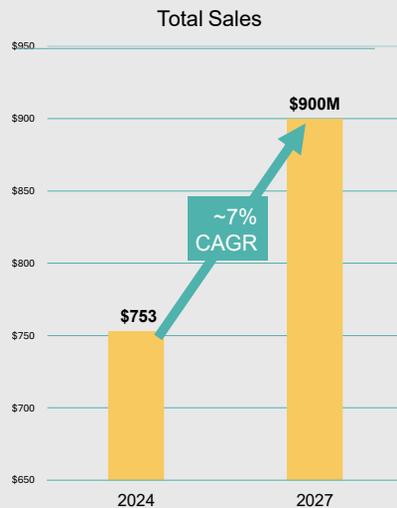
Consistent 3-tiered product assortment

Off-Priced “treasure in the treasure hunt”

Trend director for styles

Opportunity product categories  
Big Men's / Plus Sizes / Footwear

Extreme value Deals



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17

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INVESTOR PRESENTATION

Looking ahead, we are expecting consistent total sales growth of 6% to 8% annually, resulting in sales over \$900M in 2027. At the core of this strategy is continued refinement and execution of our three-tiered product assortments I spoke of earlier.

To accelerate our growth in the better trend product, we have recently added a highly regarded trend director to assist our merchants in developing and procuring emerging trend product for our customer where we see opportunity to expand in this upper end product tier.

Plus, we will improve store productivity by intensifying efforts in key categories with double digit growth potential such as footwear, plus-size, big men's, young men's, and missy, while continuing consistent growth in children's, family basics, and other core categories.

Incremental to our plan, we built the internal capacity to fully capitalize on the fast-moving world of deal-making. Extreme Value deals are more than just transactions — they create excitement, deepen our price perception, and set us apart as the retailer who brings style, brands, and amazing prices that others simply cannot deliver.

## TANGIBLE PATH FOR SHAREHOLDER VALUE GROWTH

### GROSS PROFIT GROWTH

A.I. Product Planning and Allocation

Improved sell-through of product

Reduced mark-downs

Shrinkage Improvement Technology

Freight Efficiency



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18

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Our gross profit rate is on track to expand to 42% in 2027. To achieve this growth, we are leveraging technology and innovation. Our newly implemented AI-based planning and allocation system I spoke of earlier, will transform how we manage inventory — improving efficiency, reducing markdowns, and aligning product assortments with customer demand at the individual store level. This means fueling growth where opportunity is strongest while minimizing excess inventory in lower volume locations. Plus in the near future, we are implementing mark-down optimization to further optimize profitability.

Additionally, we see opportunity to improve margin through reduced shrink and lower freight costs. Shrink rates are expected to improve as we adopt enhanced practices, including stronger internal data accuracy measures and new investments in facial recognition surveillance systems. On the supply chain side, our ongoing efficiency work is expected to generate improvements in freight rates.

## TANGIBLE PATH FOR SHAREHOLDER VALUE GROWTH

EBITDA GROWTH \$45M OR MORE

Consistent Sales Growth

Increased Gross Margin Rate

Leveraged SG&A on continued control

EBITDA growth to \$45M or more in 2027

Tangible actions for value creation



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19

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INVESTOR PRESENTATION

Our plan will deliver strong profit flow-through as sales grow, fueled by margin rate expansion and disciplined cost controls. We anticipate over 200 basis points of improvement in SG&A which will create meaningful operating leverage.

All of this leads up to a significant step-change in EBITDA to approximately \$45M by the end of fiscal 2027. And importantly, this isn't just aspiration — it's a tangible, detailed roadmap of initiatives prioritized by their ability to generate real shareholder value.



Progress at CitiTrends is underway. As I noted today, we are in the early stages with significant opportunity ahead. We still have processes to refine, we have categories to optimize, and we have systems to build.

Our track record of consistent comparable store sales increases prove our strategy is working, our execution is more consistent, and our customer connection is stronger than ever.

We are debt-free, we are disciplined, and positioned for growth. We have a clear path to profitable expansion, stronger earnings, and lasting shareholder value.

We are more than just a retailer — we are the neighborhood destination for African-American families, delivering style, trend, value, and trust that no one else can deliver.

Citi Trends is executing with discipline, growing with purpose, and unlocking sustainable growth momentum.

The future is ours — and we are just getting started.