
PRINCESS POLLY
culture kings
PETAL & PUP
a.k.a.
BRANDS
Third Quarter 2026
a.k.a.

Forward-Looking Statements
This presentation contains "forward-looking statements" within the meaning of the "safe harbor" provisions of the United States Private Securities Litigation Reform Act of 1995. Forward-looking statements include all statements that are not historical facts and can be identified by terms such as "estimates," "projected," "expects," "anticipates," "forecasts," "plans," "intends," "believes," "seeks," "may," "will," "should," "future," "propose," "target," "continue," "could," "potential," "predict," "would," or similar expressions and the negatives of those terms. These forward-looking statements include, but are not limited to, statements regarding the Company's outlook for the fourth quarter and full year 2026, including net sales, Adjusted EBITDA, capital expenditures and weighted average diluted shares, which represent management's current estimates and are subject to the risks and uncertainties described below.

Forward-looking statements are based on information available at the time those statements are made and on our current expectations and projections about future events, and are subject to risks and uncertainties. If any of these risks or uncertainties materialize or if any assumptions prove incorrect, actual performance or results may differ materially from those expressed in or suggested by the forward-looking statements. These forward looking statements are not guarantees of future performance, conditions or results, and involve a number of known and unknown risks, uncertainties, assumptions and other important factors, many of which are outside the Company's control.

These risks and uncertainties include, without limitation, the effects of economic downturns and unstable market conditions on consumer demand and our business; our ability in the future to continue to comply with the New York Stock Exchange's (NYSE) listing standards and maintain the listing of our common stock on the NYSE; risks related to doing business in China, including the imposition of tariffs and duties on goods imported from China; our ability to anticipate rapidly-changing consumer preferences in the apparel, footwear and accessories industries; our ability to execute our strategic initiatives, including transitioning Culture Kings to a data-driven, short lead time merchandising cycle; our ability to acquire new customers, retain existing customers or maintain average order value levels; the effectiveness of our marketing and our level of customer traffic; merchandise return rates; our ability to manage our inventory effectively; our success in identifying brands to acquire, integrate and manage on our platform; our ability to expand into new markets, including our entry into the United Kingdom through Princess Polly's U.K. distribution operations, which involves risks related to regulatory compliance, customs and trade requirements, consumer behavior differences and operational complexity; our ability to successfully execute our physical retail expansion strategy, including the opening and operation of new Princess Polly stores in the U.S. and Australia and a second U.S. Culture Kings location, which involves risks related to lease commitments, build-out costs, site selection, new market performance and the diversion of management attention and resources; the global nature of our business, including international economic and geopolitical instability, legal, compliance and supply chain risks; (including as a result of trade policies, including the negotiation or termination of trade agreements and the imposition of tariffs on imports into the U.S. and Australia, including the potential for additional or escalating tariffs on goods sourced from China and other countries, which could increase our cost of goods sold, reduce gross margins and require changes to our sourcing strategy); interruptions in or increased costs of shipping and distribution, which could affect our ability to deliver our products to the market; our use of social media platforms and influencer sponsorship initiatives, which could adversely affect our reputation or subject us to fines or other penalties; our ability to successfully implement and integrate artificial intelligence tools and technologies across our operations, including risks related to data quality, system reliability, regulatory developments affecting the use of AI and our ability to realize anticipated cost savings and margin improvements from such initiatives; fluctuating operating results; the inherent challenges in measuring certain of our key operating metrics, and the risk that real or perceived inaccuracies in such metrics may harm our reputation and negatively affect our business; the potential for tax liabilities that may increase the costs to our consumers; our ability to attract and retain highly qualified personnel, including key members of our leadership team; fluctuations in wage rates and the price, availability and quality of raw materials and finished goods, which could increase costs; foreign currency fluctuations; the effect of claims, lawsuits, government investigations, other legal or regulatory proceedings or commercial or contractual disputes; and other risks and uncertainties set forth in the sections entitled "Risk Factors," "Management's Discussion and Analysis of Financial Condition and Results of Operations" and "Forward-Looking Statements" in the Company's Annual Report on Form 10-K for the year ended December 31, 2025, filed with the Securities and Exchange Commission (the "SEC") on March 5, 2026, the Company's Quarterly Report on Form 10-Q for the quarter ended March 31, 2026, the Company's Quarterly Report on Form 10-Q for the quarter ended June 30, 2026, the Company's Quarterly Report on Form 10-Q for the quarter ended September 30, 2026 to be filed with the SEC, and any other reports that the Company may file with the SEC.

You should not rely upon forward-looking statements as predictions of future events. Although we believe that the expectations reflected in the forward-looking statements are reasonable, we cannot guarantee that the future results, levels of activity, performance or events and circumstances reflected in the forward-looking statements will be achieved or occur. We may not actually achieve the plans, intentions or expectations disclosed in our forward-looking statements, and you should not place undue reliance on our forward-looking statements. Moreover, neither we nor any other person assumes responsibility for the accuracy and completeness of the forward-looking statements. a.k.a. Brands does not undertake any obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as required by law. Unless otherwise indicated, all references in this presentation to "we," "our," "us," the "Company" or similar terms refer to a.k.a. Brands Holding Corp. and its subsidiaries.

Use of Non-GAAP Financial Measures
In addition to results determined in accordance with U.S. generally accepted accounting principles ("GAAP"), this presentation includes certain non-GAAP financial measures, including Adjusted EBITDA and Adjusted EBITDA margin. Management utilizes these non-GAAP financial measures for evaluating our ongoing operations, generating future operating plans, making strategic decisions regarding the allocation of capital, and for internal planning and forecasting purposes.

We believe that these non-GAAP financial measures, when reviewed collectively with our GAAP financial information, provide meaningful supplemental information to both management and investors in assessing our operating performance by excluding certain expenses that may not be indicative of our ongoing core operating performance, and in analyzing historical performance and planning, forecasting and analyzing future periods. These non-GAAP measures are in addition to, and not substitute for or superior to, measures of financial performance prepared in accordance with GAAP, should not be considered in isolation, and the non-GAAP financial measures used by the Company may be different from similarly-titled non-GAAP financial measures used by other companies.

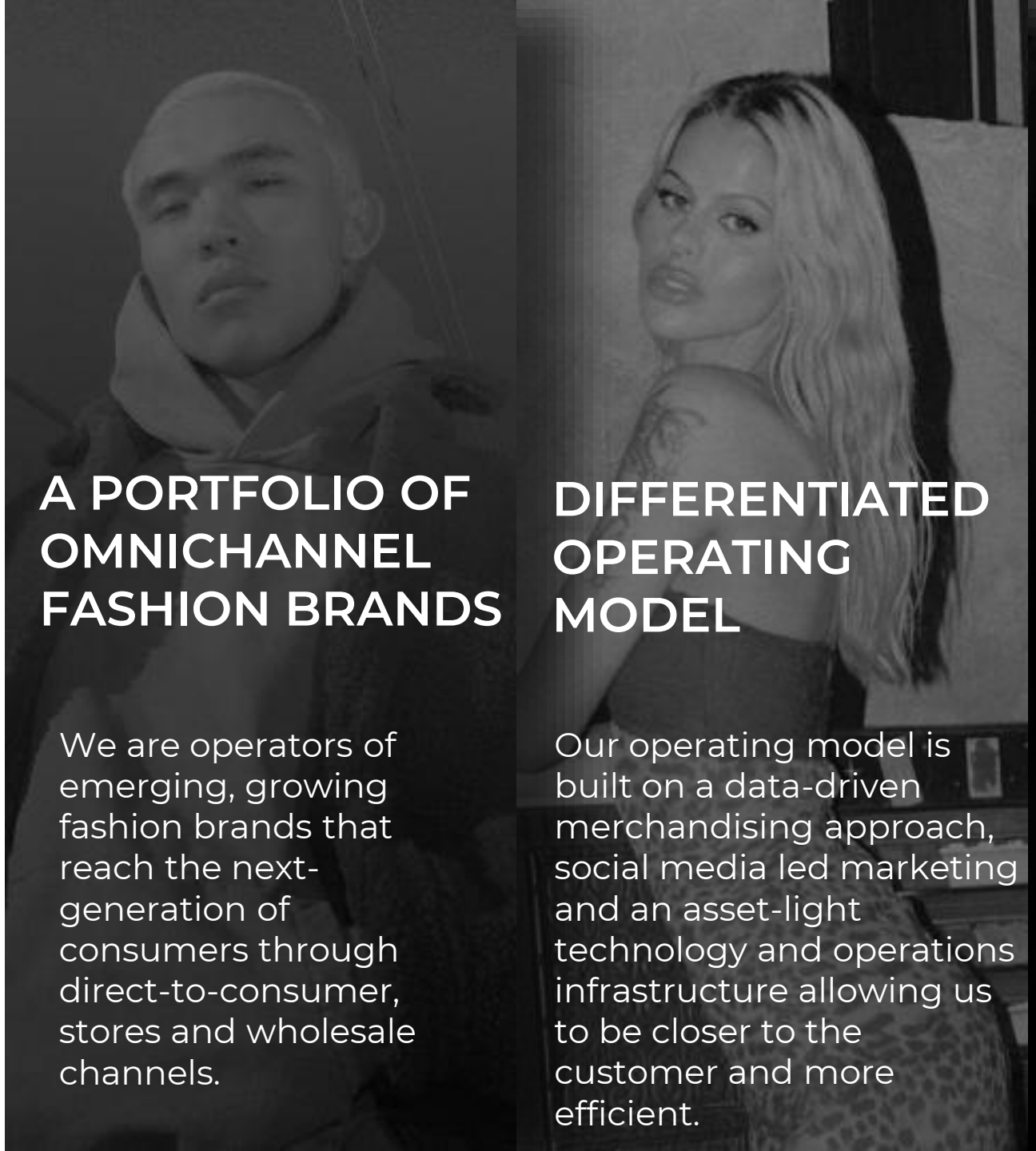
With respect to our forward-looking Adjusted EBITDA guidance, we have not provided a quantitative reconciliation to the most directly comparable forward-looking GAAP measure (net income (loss)) because we are unable, without making unreasonable efforts, to project certain reconciling items. These items include, but are not limited to, future equity-based compensation expense, income taxes, interest expense and transaction costs. These items are inherently variable and uncertain and depend on various factors, some of which are outside of the Company's control or ability to predict, and for this reason we are unable to assess their probable significance.

For a reconciliation of historical non-GAAP financial measures to their most directly comparable GAAP measures, please see the reconciliation tables at the end of this presentation. We encourage reviewing this reconciliation in conjunction with the non-GAAP financial measures for each period presented, rather than relying on any single financial measure. In future periods, we may exclude similar items, may incur income and expenses similar to such excluded items, and may include other expenses, costs or non-recurring items in our non-GAAP measures.

Additional Information
This presentation does not purport to be all-inclusive or to contain all of the information you may desire. This presentation shall not constitute an offer to sell or the solicitation of an offer to buy securities, nor shall there be any sale of securities in any state or jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such state or jurisdiction. Recipients should not rely on this presentation as the basis for any investment decision and should refer to the Company's filings with the SEC for complete information. Certain information contained in this presentation relating to industry trends, market size and the Company's market position is based on the Company's estimates and internal data, as well as information obtained from third-party sources. While the Company believes such information to be reasonable, it has not independently verified and cannot guarantee the accuracy or completeness of information obtained from third-party sources.

WHO WE ARE

a.k.a.



A PORTFOLIO OF OMNICHANNEL FASHION BRANDS

We are operators of emerging, growing fashion brands that reach the next-generation of consumers through direct-to-consumer, stores and wholesale channels.

DIFFERENTIATED OPERATING MODEL

Our operating model is built on a data-driven merchandising approach, social media led marketing and an asset-light technology and operations infrastructure allowing us to be closer to the customer and more efficient.

ACCELERATING THE NEXT GENERATION OF BRANDS

We offer unparalleled, proven support in the business of fashion, helping growing brands and our future acquisitions focus on the art of fashion so they can reach new heights.

a.k.a.

The a.k.a. Difference

1. **Next-generation fashion brands with growing online businesses, and rapidly growing stores and wholesale penetration**
2. **Demand-led, exclusive fashion leading to on-trend, high quality fashion arriving every week**
3. **Marketing experts with innovation across 20 different platforms in addition to traditional brand marketing**
4. **Significant global untapped potential, ~65% of business in U.S. in 2025 with strong international demand signals**
5. **Early on in AI implementation to unlock margin efficiency**
6. **Business model set up for future acquisitive growth opportunities**

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mnml

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FINANCIALS

THIRD QUARTER 2026

Financials in line with guidance

$161.3M NET SALES	**9.7%** NET SALES GROWTH	**14%** U.S. NET SALES GROWTH	**79%** REST OF WORLD NET SALES GROWTH
60.1% GROSS MARGIN	**$8.2M** ADJUSTED EBITDA[1]	**5.1%** ADJUSTED EBITDA MARGIN[1]	**8.8%** ACTIVE CUSTOMER GROWTH (TTM)

(1) Adjusted EBITDA and Adjusted EBITDA margin are non-GAAP measures. See appendix for definitions and reconciliations to the nearest GAAP measures

THIRD QUARTER 2026

Net sales growth with margin expansion

NET SALES

$161.3M

+9.7% YoY

U.S. +14% · ROW +79% · ANZ -7%

GROSS MARGIN

60.1%

+100 bps YoY

Improved full-price selling in streetwear

ADJUSTED EBITDA

$8.2M

+17% YoY

5.1% margin vs. 4.8% Q3'25

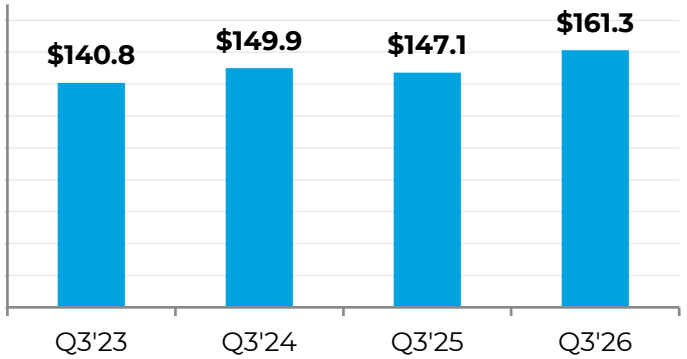
ACTIVE CUSTOMERS (TTM)

4.43M

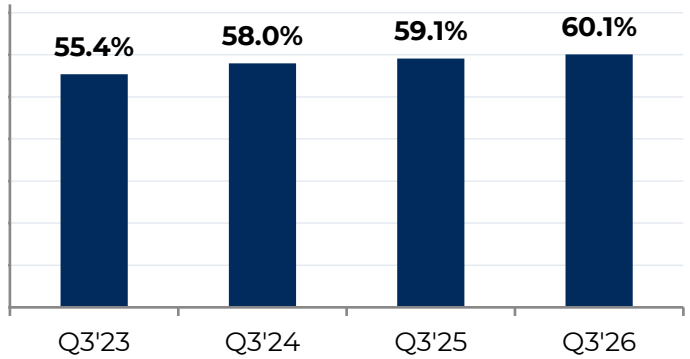
+8.8% YoY

Excl. wholesale; 2.12M orders (+12.8%)

Q3 NET SALES ($M)



Q3 GROSS MARGIN (%)



Q3 ADJ. EBITDA ($M)



CAPITAL STRUCTURE

Disciplined inventory and continued deleveraging

$15.6M

Cash & Equivalents (Q3'26)

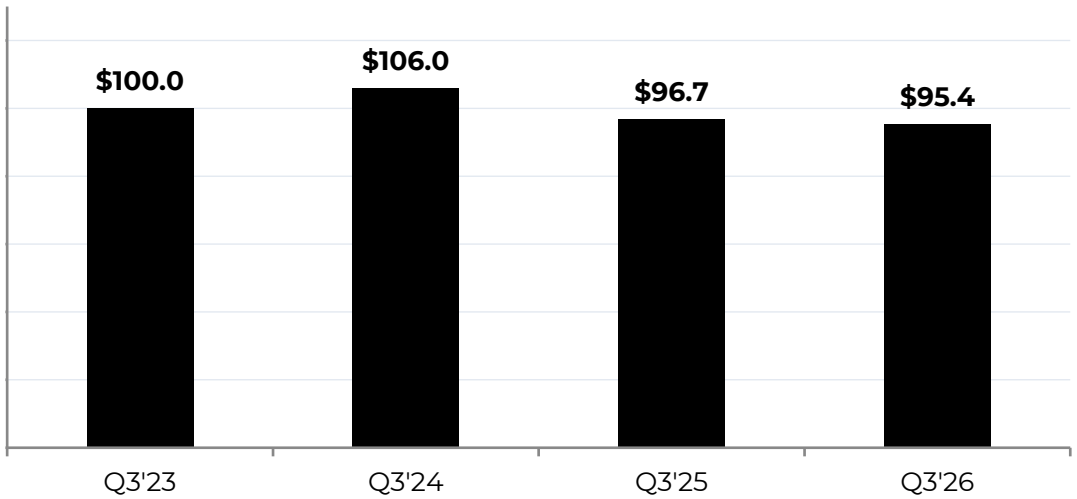
$101.9M

Total Debt (Q3'26), down 8.5% from $111.3M a year ago

$95.4M

Inventory (Q3'26)

Q3 INVENTORY ($M)



Inventory & Balance Sheet

- Inventory down 1.3% YoY while net sales grew 9.7%
- Streetwear business fully transitioned to test & repeat model, supporting full-price selling
- Debt reduced to $101.9M, down from $111.3M a year ago; nine-month operating cash flow of $16.2M vs. $14.7M last year

FY 2026 GUIDANCE

Full-year and fourth quarter outlook

FULL YEAR 2026 OUTLOOK

$626–632M

FY 2026 NET SALES

$29–30M

FY 2026 ADJ. EBITDA

11M

WA DILUTED SHARES

$16–17M

CAPEX

Q4 2026 OUTLOOK

$172–178M

Q4 2026 NET SALES

$7–8M

Q4 2026 ADJ. EBITDA

11M

WA DILUTED SHARES

STRATEGIC INITIATIVES

2026 Strategic Priorities

ATTRACT & RETAIN CUSTOMERS

Direct-to-Consumer

- Exclusive, trend-driven merchandising
- Continue to refine test & repeat to capture full price demand
- Innovative marketing across 20+ platforms

EXPAND TOTAL ADDRESSABLE MARKET

Retail Expansion & Wholesale Partnerships

- 15 U.S. Princess Polly stores
- Princess Polly U.K. scaling
- Expanding wholesale across portfolio
- New Culture Kings store in Puerto Rico opening in December

STRENGTHEN FINANCIALS

Margin & Efficiency

- AI implementation across functions to enable smarter, faster decision making, driving margin expansion in coming years
- Inventory discipline; completed Ohio distribution center relocation

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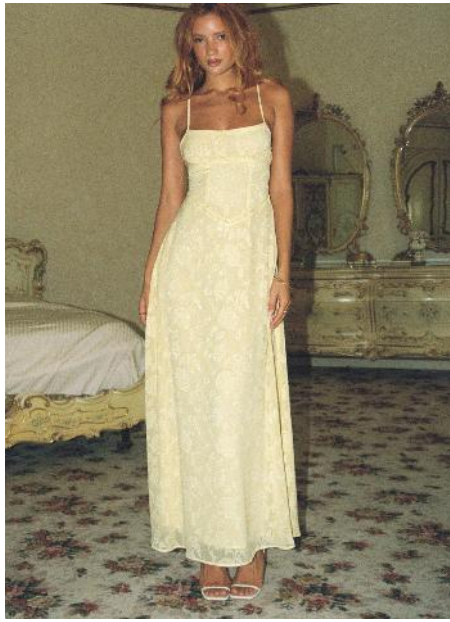
PRINCESS POLLY

Princess Polly is a leading fashion brand delivering the latest trends, exclusive designs and lower environmental impact looks to trendsetters globally. As industry pioneers in the digital space, Princess Polly is constantly evolving and is now expanding its presence further into physical retail and wholesale partners

3Q26 UPDATES

- Growth across online, stores, wholesale and marketplace; strongest back-to-school season in the brand's history
- U.S. TikTok Shop sales nearly tripled year over year; TikTok Shop launched in the U.K. in July
- Opened Houston and Orlando, bringing the U.S. fleet to 15 stores
- U.K. sales roughly 4x last year with customers nearly quadrupling; dedicated German site launching this quarter
- Strong wholesale demand across Nordstrom and ASOS





PRINCESS POLLY RETAIL EXPANSION

Store Highlights

- Strong unit economics and brand awareness impact across fleet, 30% customers new to the brand
- Opened Houston and Orlando in 3Q'26, bringing the U.S. fleet to 15 stores
- 17 U.S. stores expected to be open by year-end

U.S. Locations

- Pop-up at The Grove in Los Angeles extended

2026

- Houston & Orlando (3Q) · Edina, MN & Frisco, TX (4Q)

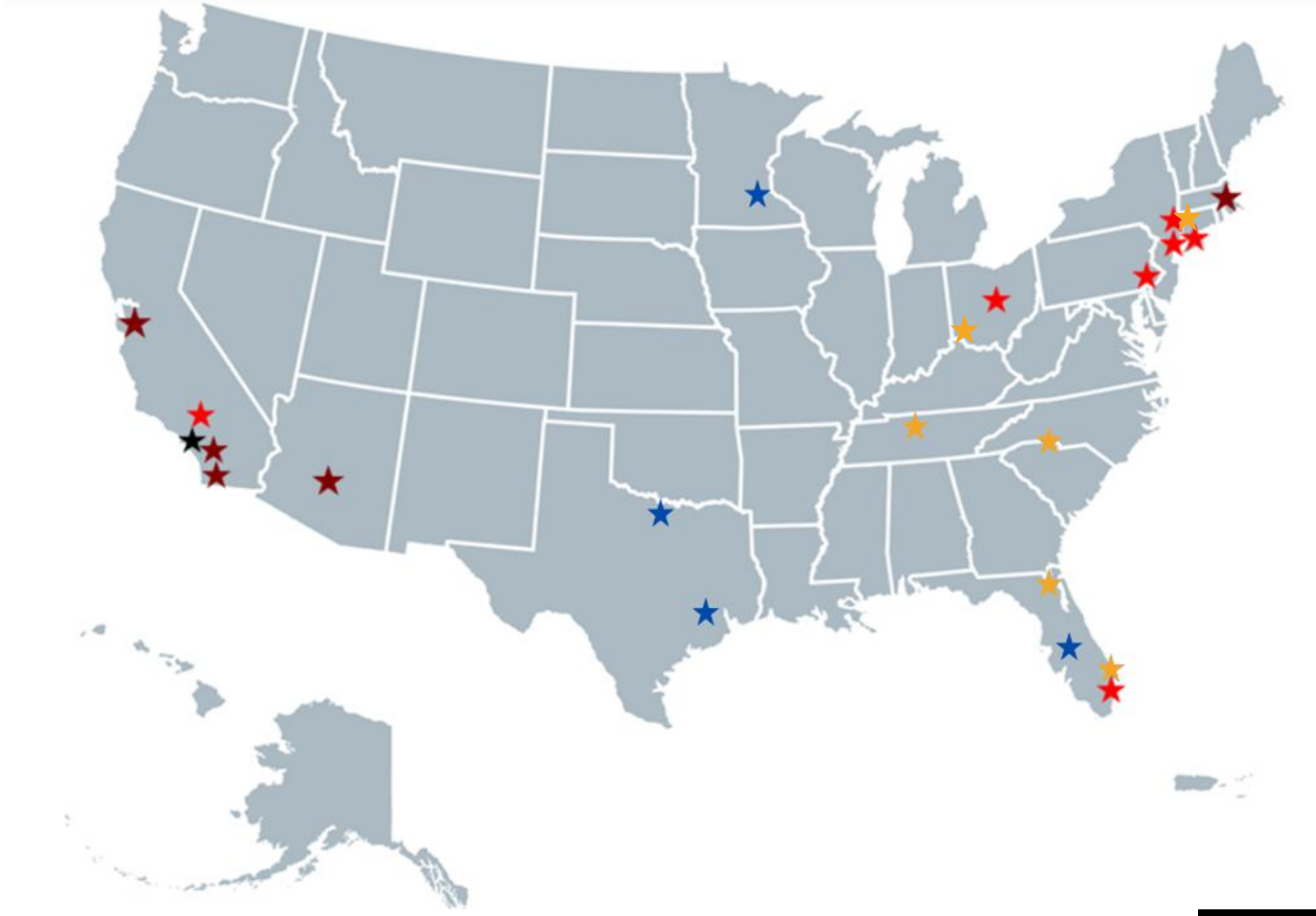
2027

- Jacksonville & Boca Raton, FL
- Nashville, TN
- Charlotte, NC
- Burlington, MA
- Cincinnati, OH
- Additional locations TBA

Australia

- First AU store exceeding expectations: Bondi Beach, Sydney (December 2025)
- Second Australian store opened at Pacific Fair (July 2026)
- Third Australian store opened at Chermside (October 2026)

★ 2023 Stores (1)
★ 2024 Stores (5)
★ 2025 Stores (7)
★ 2026 Stores (4)
★ 2027 Stores (6+)



a.k.a.


PRINCESS POLY
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PETAL & PUP

Petal & Pup is a trend-forward women's fashion brand delivering curated, feminine styles for every occasion, with a growing presence across DTC, leading wholesale partners, and international markets.

3Q26 UPDATES

- Event dressing remains a signature strength: August event collection was the most successful third quarter launch to date
- Double-digit growth at Nordstrom and Macy's; #6 most demanded brand across all women's apparel at the Nordstrom Anniversary Sale
- 100 boutique accounts representing 140+ stores opened in two quarters
- Recently launched on Bloomingdales.com, with Q4 launches at Myer in Australia and Nykaa Fashion in India
- Strongest distribution pipeline in brand history, with Dillard's expanding to its full store fleet in 2027
- Urban Outfitters and Scheels to begin carrying the brand in 2027













culture kings / m n m l

Culture Kings is a premier experiential streetwear destination blending global fashion, music, sport, and culture through immersive retail environments and a portfolio of exclusive in-house brands including, Loiter, 73 Studio, Carré, Saint Morta, and American Thrift.

mnml is a digitally-native men's streetwear brand delivering elevated, minimalist essentials to a style-forward global customer on its own channels and through Culture Kings.

3Q26 UPDATES

- Opening a 5,000-square-foot store at Plaza Las Américas in San Juan, Puerto Rico in the fourth quarter
- Full-price, test-and-repeat model now firmly embedded, driving a meaningful contribution to consolidated gross margin expansion
- Carré x Mickey & Friends revealed at Disney's D23 and launched globally in September
- Melbourne NFL activation with the San Francisco 49ers delivered the store's biggest day outside Boxing Day in 5+ years
- mnml remains a Top 5 men's brand on TikTok Shop

loiter





73 STUDIO

AMERICAN THRIFT



Carré

SAINT MORTA®





APPENDIX

Adjusted EBITDA and Adjusted EBITDA margin are non-GAAP financial measures that management uses to assess our operating performance.

Because Adjusted EBITDA and Adjusted EBITDA margin facilitate internal comparisons of our historical operating performance on a more consistent basis, we use these measures for business planning purposes.

We also believe this information will be useful for investors to facilitate comparisons of our operating performance and better identify trends in our business. We expect Adjusted EBITDA margin to increase over the long-term as we continue to scale our business and achieve greater leverage in our operating expenses.

We calculate Adjusted EBITDA as net income (loss) adjusted to exclude: interest and other expense; provision for (benefit from) income taxes; depreciation and amortization expense; equity-based compensation expense; costs to establish or relocate distribution centers; transaction costs; non-routine legal matters; costs related to severance from headcount reductions; goodwill and intangible asset impairment; sales tax penalties; insured losses, net of any recoveries; and one-time or non-recurring items. We calculate Adjusted EBITDA margin as Adjusted EBITDA as a percentage of net sales. Adjusted EBITDA and Adjusted EBITDA margin are considered non-GAAP financial measures under the SEC's rules because they exclude certain amounts included in net income (loss) and net income (loss) margin, the most directly comparable financial measures calculated in accordance with GAAP.

A reconciliation of non-GAAP Adjusted EBITDA to net loss for the three and nine months ended September 30, 2026 and 2025, is as follows:

	Three Months Ended September 30,		Nine Months Ended September 30,	
(dollars in thousands)	**2026**	**2025**	**2026**	**2025**
Net loss	$ (7,727)	$ (4,960)	$ (15,022)	$ (16,935)
Add (deduct):				
Total other expense	3,435	2,659	7,681	8,741
Provision for income tax	169	873	280	892
Depreciation and amortization expense	5,006	4,564	14,568	13,267
Equity-based compensation expense	1,123	1,895	3,463	5,797
Distribution center relocation costs	5,300	850	6,040	1,587
Non-routine legal matters	289	218	3,976	2,417
Non-routine items[1]	594	923	1,079	1,443
Adjusted EBITDA	**$ 8,189**	**$ 7,022**	**$ 22,065**	**$ 17,209**
Net loss margin	(4.8)%	(3.4)%	(3.3)%	(3.9)%
Adjusted EBITDA margin	5.1 %	4.8 %	4.9 %	3.9 %

(1) Non-routine items include severance from headcount reductions, one-time supply chain sourcing costs and sales tax penalties.

a.k.a.