Burlington Stores Investor Presentation

August 2024

Burlington

LOVE *the* DEALS

This presentation contains forward-looking statements that are based on current expectations, estimates, forecasts and projections about Burlington Stores, Inc., together with its consolidated subsidiaries including, without limitation, Burlington Coat Factory Warehouse Corporation and its operating subsidiaries ("Burlington" or the "Company"), the industry in which Burlington operates and other matters, as well as management's beliefs and assumptions and other statements regarding matters that are not historical facts. For example, when Burlington uses words such as "projects," "expects," "anticipates," "intends," "plans," "believes," "seeks," "estimates," "should," "would," "could," "will," "opportunity," "potential" or "may," variations of such words or other words that convey uncertainty of future events or outcomes, Burlington is making forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. Burlington's forward-looking statements are subject to risks and uncertainties. Such statements may include, but are not limited to, those about our long-term prospects and the effects of our Burlington 2.0 initiatives, as well as statements describing our outlook for future periods. Actual events or results may differ materially from the results anticipated in these forward-looking statements as a result of a variety of factors. While it is impossible to identify all such factors, factors that could cause actual results to differ materially from those estimated by Burlington include: general economic conditions, such as inflation, and the domestic and international political situation and the related impact on consumer confidence and spending; competitive factors, including the scale and potential consolidation of some of our competitors, rise of e-commerce spending, pricing and promotional activities of major competitors, and an increase in competition within the markets in which we compete; seasonal fluctuations in our net sales, operating income and inventory levels; the reduction in traffic to, or the closing of, the other destination retailers in the shopping areas where our stores are located; our ability to identify changing consumer preferences and demand; our ability to meet our environmental, social or governance ("ESG") goals or otherwise expectations of our stakeholders with respect to ESG matters; extreme and/or unseasonable weather conditions caused by climate change or otherwise adversely impacting demand; effects of public health crises, epidemics or pandemics; our ability to sustain our growth plans or successfully implement our long-range strategic plans; our ability to execute our opportunistic buying and inventory management process; our ability to optimize our existing stores or maintain favorable lease terms; the availability, selection and purchasing of attractive brand name merchandise on favorable terms; our ability to attract, train and retain quality employees and temporary personnel in sufficient numbers; labor costs and our ability to manage a large workforce; the solvency of parties with whom we do business and their willingness to perform their obligations to us; import risks, including tax and trade policies, tariffs and government regulations; disruption in our distribution network; our ability to protect our protect our information systems against service interruption, misappropriation of data, breaches of security, or other cyber-related attacks; risks related to the methods of payment we accept; the success of our advertising and marketing programs in generating sufficient levels of customer traffic and awareness; damage to our corporate reputation or brand; impact of potential loss of executives or other key personnel; our ability to comply with existing and changing laws, rules, regulations and local codes; lack of or insufficient insurance coverage; issues with merchandise safety and shrinkage; our ability to comply with increasingly rigorous privacy and data security regulations; impact of legal and regulatory proceedings relating to us; use of social media by us or by third parties our direction in violation of applicable laws and regulations; our ability to generate sufficient cash to fund our operations and service our debt obligations; our ability to comply with covenants in our debt agreements; the consequences of the possible conversion of our convertible notes; our reliance on dividends, distributions and other payments, advance and transfers of funds from our subsidiaries to meet our obligations; the volatility of our stock price; the impact of the anti-takeover provisions in our governing documents; impact of potential shareholder activism; and each of the factors that may be described from time to time in our filings with the U.S. Securities and Exchange Commission, including under the heading "Risk Factors" in our most recent Annual Report on Form 10-K. For each of these factors, the Company claims the protection of the safe harbor for forward-looking statements contained in the Private Securities Litigation Reform Act of 1995, as amended.

Many of these factors are beyond Burlington's ability to predict or control. In addition, as a result of these and other factors, Burlington's past financial performance should not be relied on as an indication of future performance. The cautionary statements referred to on this slide also should be considered in connection with any subsequent written or oral forward-looking statements that may be issued by Burlington or persons acting on Burlington's behalf. Burlington undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise, except as required by law. In light of these risks and uncertainties, the forward-looking events and circumstances discussed in this presentation might not occur. Furthermore, Burlington cannot guarantee future results, events, levels of activity, performance or achievements.

This presentation includes certain non-GAAP financial measures as defined by SEC rules. Reconciliations of those measures to the most directly comparable GAAP measures are available in the Appendix.

Agenda

- Company Overview
- Off-Price Retail
- Retail Market Share
- Burlington Full Potential
- Burlington 2.0 Strategy
- Financial Performance
- CSR Progress

Company Overview

- **Nationally recognized off-price retailer** of high-quality, branded apparel, footwear, accessories, and home merchandise at everyday low prices.

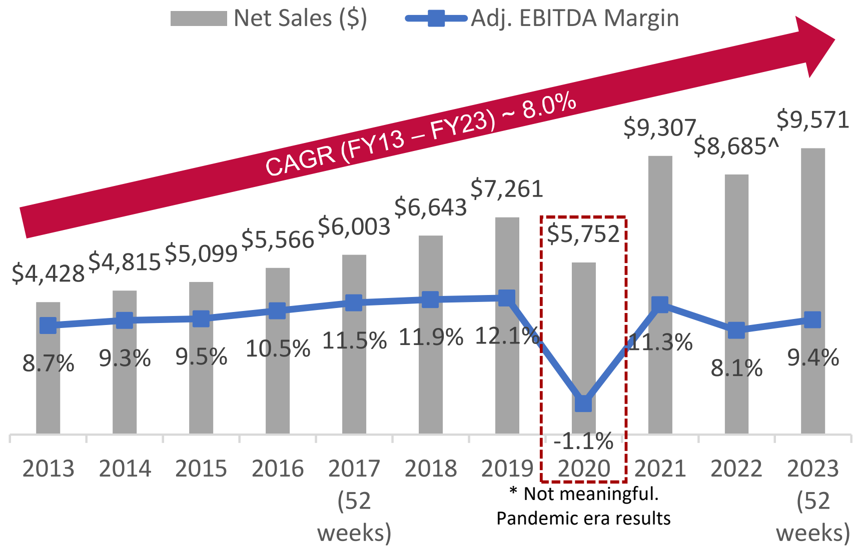
- National footprint with **1,057 stores** in 46 states, Washington D.C. and Puerto Rico; attractive store economics and the **potential to expand store base to 2,000 stores**.

- **Good track record of results** but, based on off-price benchmarks, still has significant performance upside to achieve its financial **"Full Potential"**.

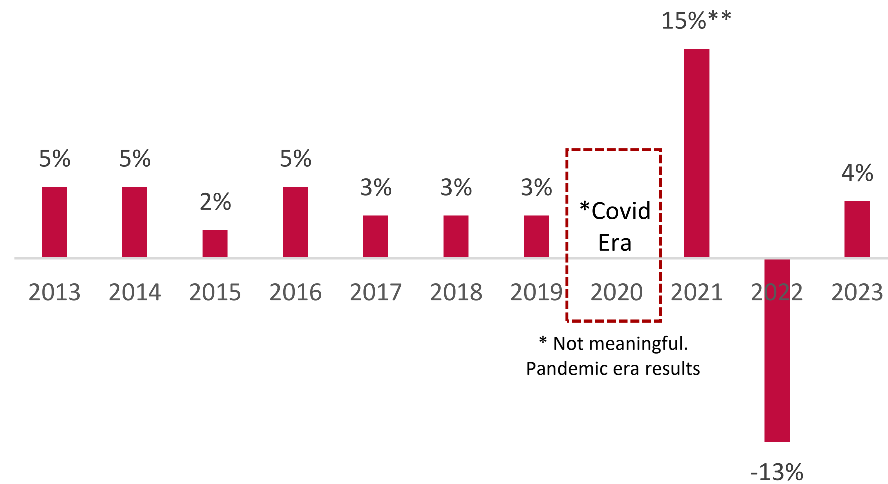
- Strong **leadership team with extensive experience** in merchandising and operations across the off-price, dept. store, and specialty retail sectors.

Business Highlights

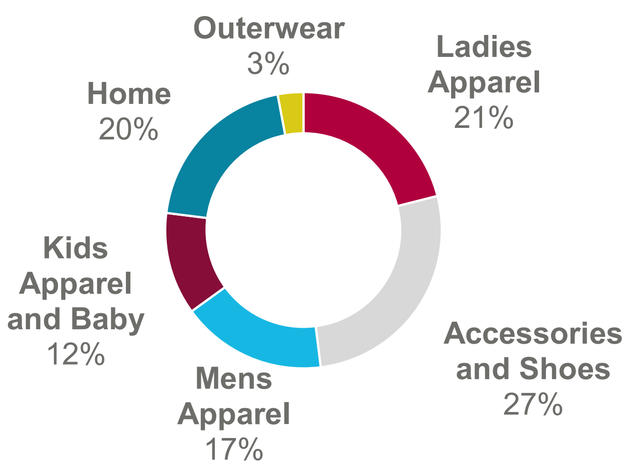
Strong History of Growth Pre-Pandemic



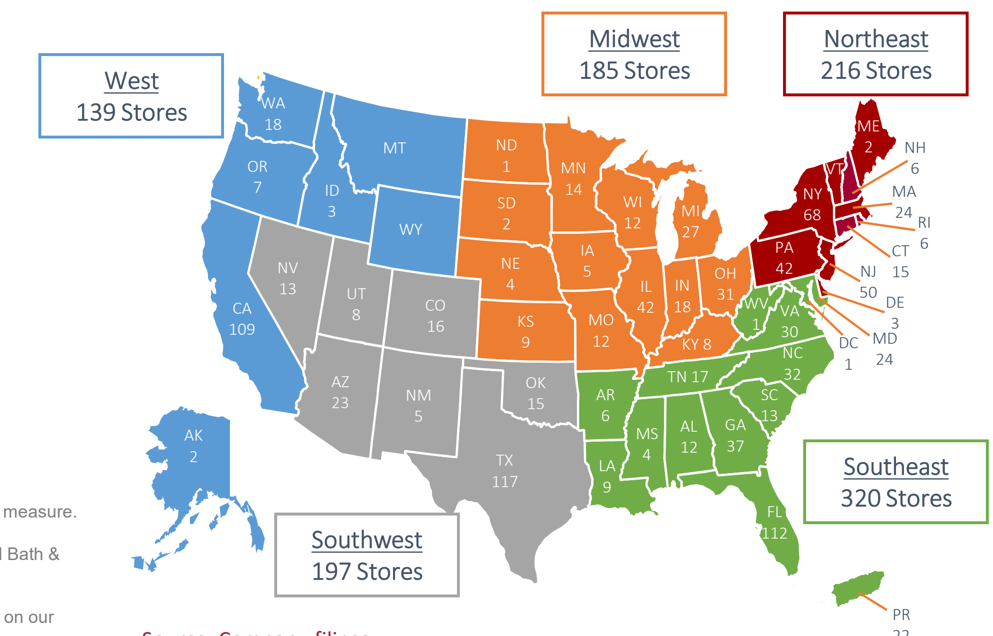
Annual Comparable Store Sales Growth



Broad Merchandise Assortment (FY2023)



National Store Footprint



Adjusted EBITDA is a non-GAAP measure. Please see the Appendix for the reconciliation to its most comparable GAAP measure.
Net sales on a 53-week basis for Fiscal 2017 and Fiscal 2023 were $6,085 million and $9,709 million, respectively
FY2023 adjusted EBITDA margin excludes approximately $18 million of expenses associated with the acquisition of Bed Bath & Beyond leases
**Compared to FY2019
^Net sales and comparable store sales decline driven by strong results in the prior period, as well as economic pressure on our core customers and promotional activity throughout the retail environment

Source: Company filings.

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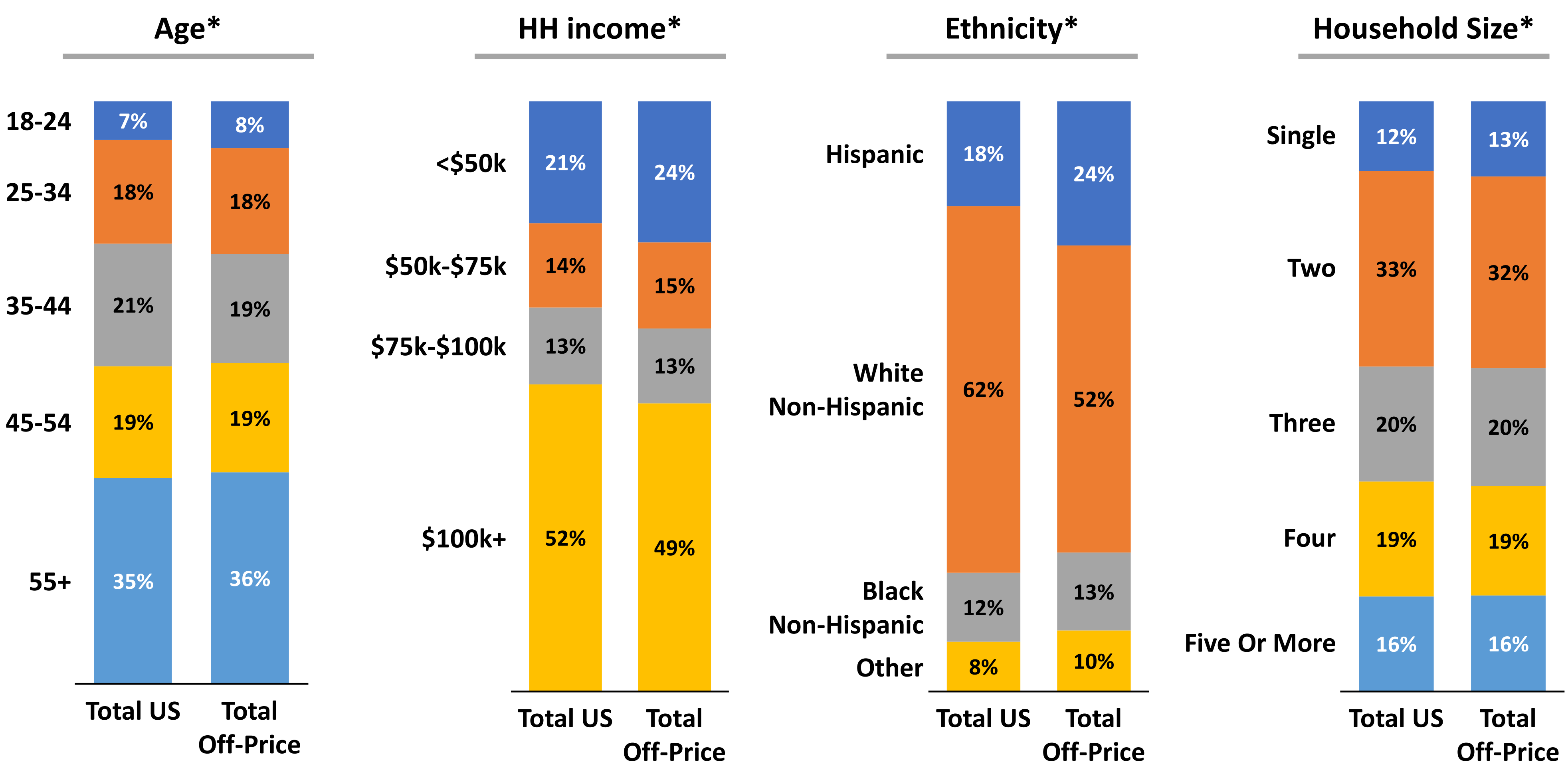
Off-Price Retail

- Off-Price retail offers branded apparel, footwear, accessories, home, and other merchandise **at significantly lower prices** versus other retailers.
- Off-price retailers source these great values by **taking advantage of disruptions and cancellations** in the supply chain for this merchandise.
- The assortment is continuously refreshed with new and exciting bargains and is presented in a self-service ***"treasure hunt"*** shopping environment.
- ***"It's the same branded item but up to 60% off versus other retailers";*** this is a powerful consumer proposition and has driven off-price growth.

Off-price Shoppers

Off-Price has strong appeal across different demographic groups

Customer dollar contribution, Total US Retail vs. Total Off-Price*



Source: Circana/Checkout
*Spend weighted customer breakdown as of 12ME Dec'23 for Total Off-Price and Total US; Off-price includes Burlington

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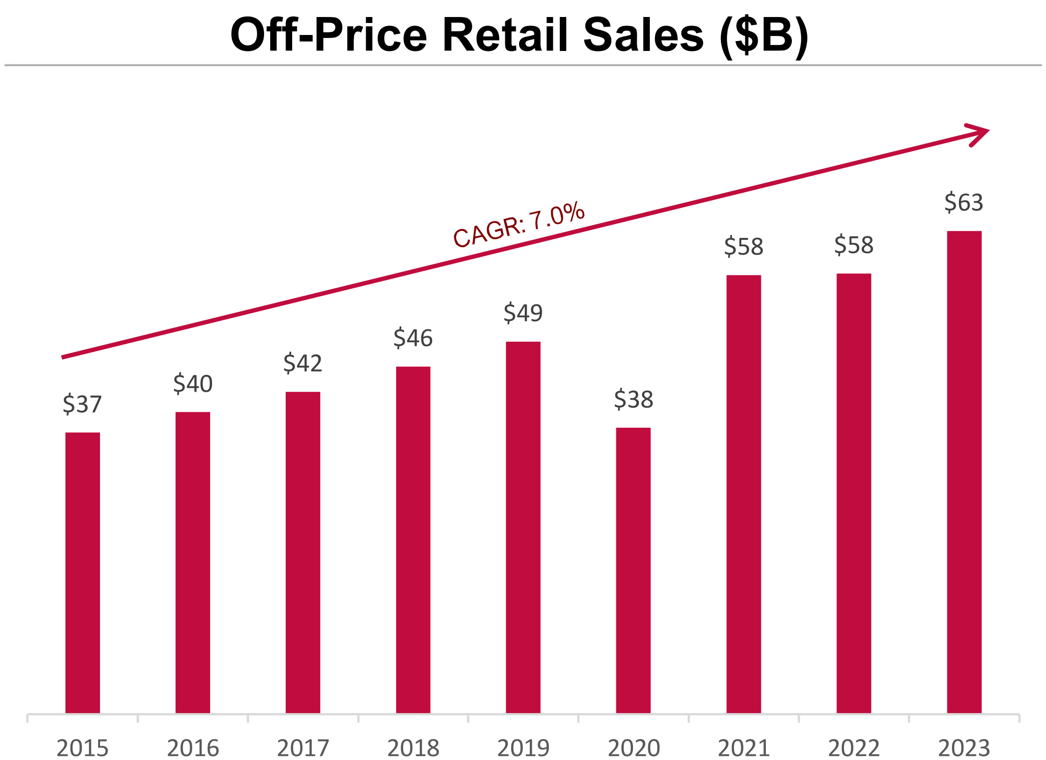
Retail Market Share

- The **retail industry has been undergoing a major restructuring** for some time; this restructuring has seen a significant decline in the market share of department stores. **The major beneficiaries** of this restructuring have been pure-play internet retail formats, and the **major off-price retailers**.

- We believe the aftermath of the COVID-19 pandemic has led to **an acceleration of this restructuring**; it appears that the share loss from department stores, and from mall-based specialty retailers, is leading to further rationalization of full-price brick & mortar retail stores. This could spur **further growth for e-commerce players and the major off-price retailers**.

Off-Price Growth

Off-Price retail has been taking market share since long before the pandemic, driven by the strong consumer need and desire for value



Source: Sales data Includes major off-price retailers, based on company filings.

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Burlington Full Potential

- Burlington has a **strong track record of growth** and profit improvement, but it remains **the smallest, least productive, and least profitable** of the major off-price retail chains. It still has **significant opportunity** to drive growth, improve profitability and achieve **its off-price "Full Potential".**

- This opportunity is based on expansion **within the United States**, driving sales and store count in markets **where the company is well-established and well-known**; meanwhile the profit margin opportunity is based on **improving execution** of the company's **existing off-price business model.**

Full Potential Benchmarks

Based on off-price peer benchmarks, Burlington still has a lot of opportunity to drive performance and achieve its "Full Potential"

Burlington	FY15	FY16	FY17[1]	FY18	FY19	FY20	FY21	FY22	FY23[1]
Sales per Sq. Ft. (selling)	$ 153	$ 165	$ 178	$ 201	$ 224	$ 179	$ 299	$ 285	$ 306[2]
Adjusted EBIT margin	6.6%	7.6%	8.5%	9.0%	9.2%	-4.9%	8.6%	5.0%	6.2%
Comp Growth	2%	5%	3%	3%	3%	nm^	15%	-13%	4%
Unit Count	567	592	629	675	727	761	840	927	1,007
Peer 1									
Sales per Sq. Ft. (selling)	$ 400	$ 416	$ 421	$ 455	$ 476	$ 356	$ 539	$ 555	$ 592
Reported Segment Operating Margin*	14.3%	14.1%	13.3%	13.5%	13.5%	4.6%	12.9%	12.7%	13.7%
Comp Growth	4%	5%	1%	7%	5%	nm^	13%	3%	6%
Unit Count	2,163	2,221	2,285	2,343	2,403	2,402	2,432	2,482	2,516
Peer 2									
Sales per Sq. Ft. (selling)	$ 383	$ 395	$ 409	$ 422	$ 432	$ 327	$ 481	$ 460	$ 477
Adjusted EBIT margin	13.6%	14.0%	14.5%	13.6%	13.4%	1.5%	12.3%	10.6%	11.1%
Comp Growth	4%	4%	4%	4%	3%	nm^	13%	-4%	5%
Unit Count	1,446	1,533	1,622	1,717	1,805	1,859	1,923	2,015	2,109

Source: Company filings.

Adjusted EBIT is a non-GAAP measure. Please see the Appendix for the reconciliation to its most comparable GAAP measure.

*Peer 1 does not present Adjusted EBIT margin

[1]Estimated sales per Sq. Ft. (selling) excludes 53rd week.

[2]Excludes approximately $18 million of expenses associated with the acquisition of Bed Bath & Beyond leases

^Not meaningful. Pandemic era results.

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Burlington 2.0 "Full Potential" Strategy

1. **Chase the Sales Trend**
   - Hold and tightly control liquidity
   - Fuel the trend with opportunistic buys
2. **Operate with Leaner Inventories**
   - Drive faster turns, lower markdowns
   - Flow fresh receipts to support sales trend
3. **Invest in Buying & Planning**
   - Merchant and planning head count
   - Improved training, tools, and reporting
4. **More Operational Flexibility**
   - Faster, more responsive Supply Chain
   - More flexible Store Staffing Model
5. **Smaller Store Prototype**
   - More productive retail locations
   - Lower occupancy & operating expenses
6. **Challenge Expenses**
   - All areas of the business

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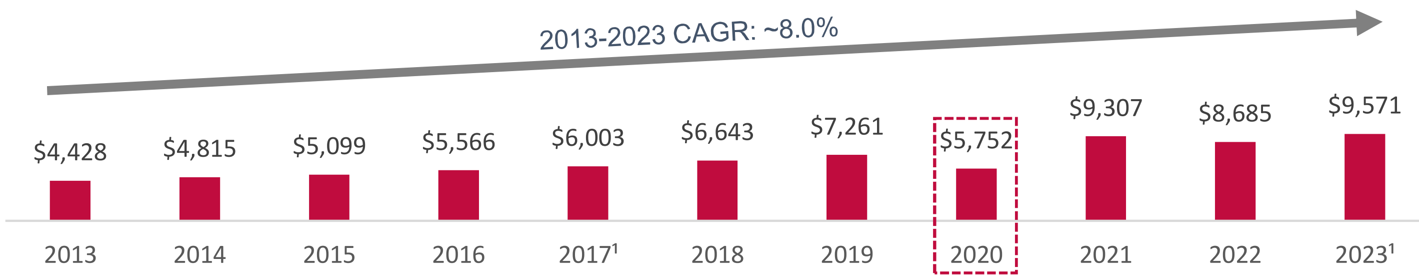
Financial Full Potential

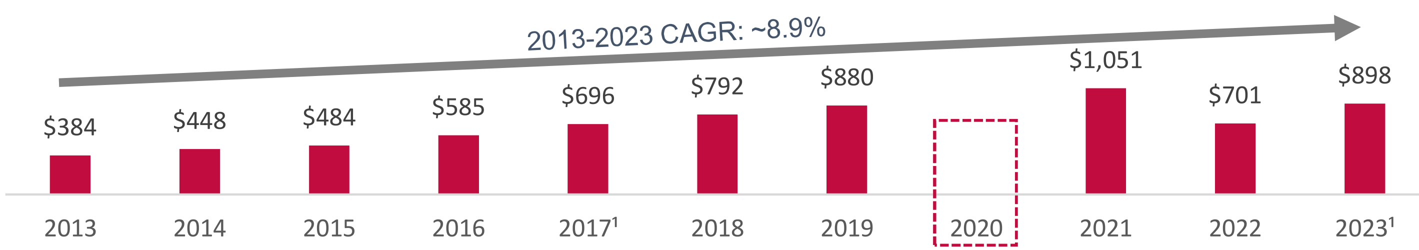
Burlington has a strong track record of growth and cash generation

Net Sales ($M)



Growth		9%	6%	9%	8%	11%	9%	*Covid Era	28%^	-7%	10%

Adjusted EBITDA ($M)



Margin	9%	9%	9%	11%	11%	12%	12%	*Covid	11%	8%	9%
Growth		17%	8%	21%	18%	15%	11%	Era	19%^	-33%	28%

…but there is still significant upside to achieve "Full Potential"

Adjusted EBITDA is a non-GAAP measure. Please see the Appendix for the reconciliation to its most comparable GAAP measure.
*Not meaningful. Pandemic era results; 2020 Adjusted EBITDA was -$62.7M
^ Compared to FY2019
[1] 52 weeks; Net Sales on a 53-week basis for FY2023 and FY2017 were $9,709 million and $6,085 million, respectively; FY2023 results exclude approximately $18 million of expenses associated with the acquisition of Bed Bath & Beyond leases

Burlington 2.0 Financial Goals

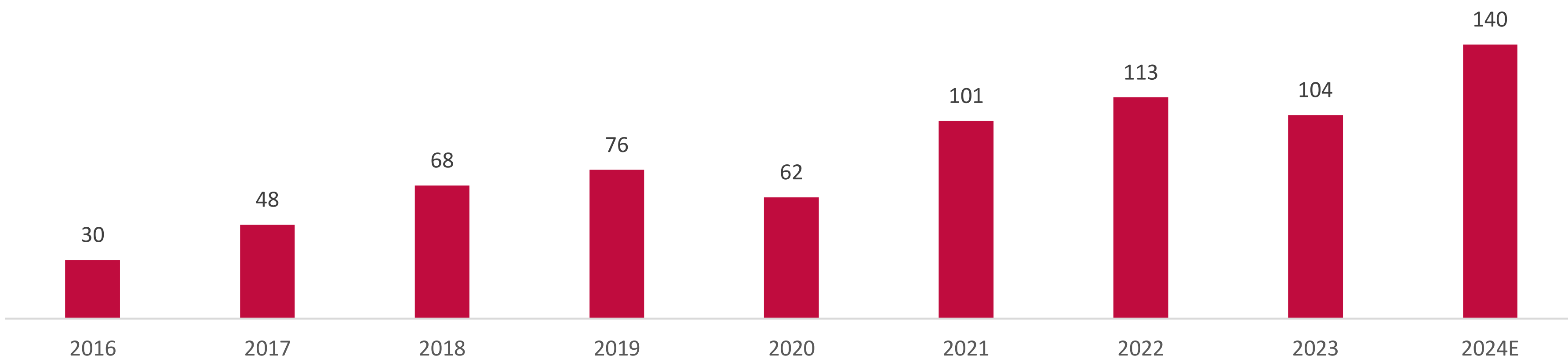
Burlington 2.0 targets specific areas for performance improvement

- **<u>Increases in Operating Margin driven by:</u>**
  1. **Higher Comparable Store Sales Growth**
     - Using Liquidity to Chase Sales
     - Strengthening Buying & Planning
  2. **Higher Merchandise Margins**
     - Faster Turns, Lower Markdowns
  3. **Lower Supply Chain and Freight Costs**
     - DC productivity initiatives
  4. **Lower Occupancy & Operating Costs**
     - Smaller Store Prototype
- **<u>Faster Top-Line Sales Growth driven by:</u>**
  5. **Expansion of New Store Openings**
     - Enabled by Smaller Store Prototype

New Store Economics

The Growth of New Stores should also help drive Operating Margins

Gross New Store Openings



	2016	2017	2018	2019	2020	2021	2022	2023	2024E
Avg Sq. Ft	51,000	45,000	43,000	42,000	40,000	31,000	28,000	27,000	27,000

Optimized Footprint of New Stores

- Smaller Burlington 2.0 footprint stores unlock a larger whitespace opportunity
- Burlington 2.0 strategy drives superior unit economics – higher store productivity and increased operating margins

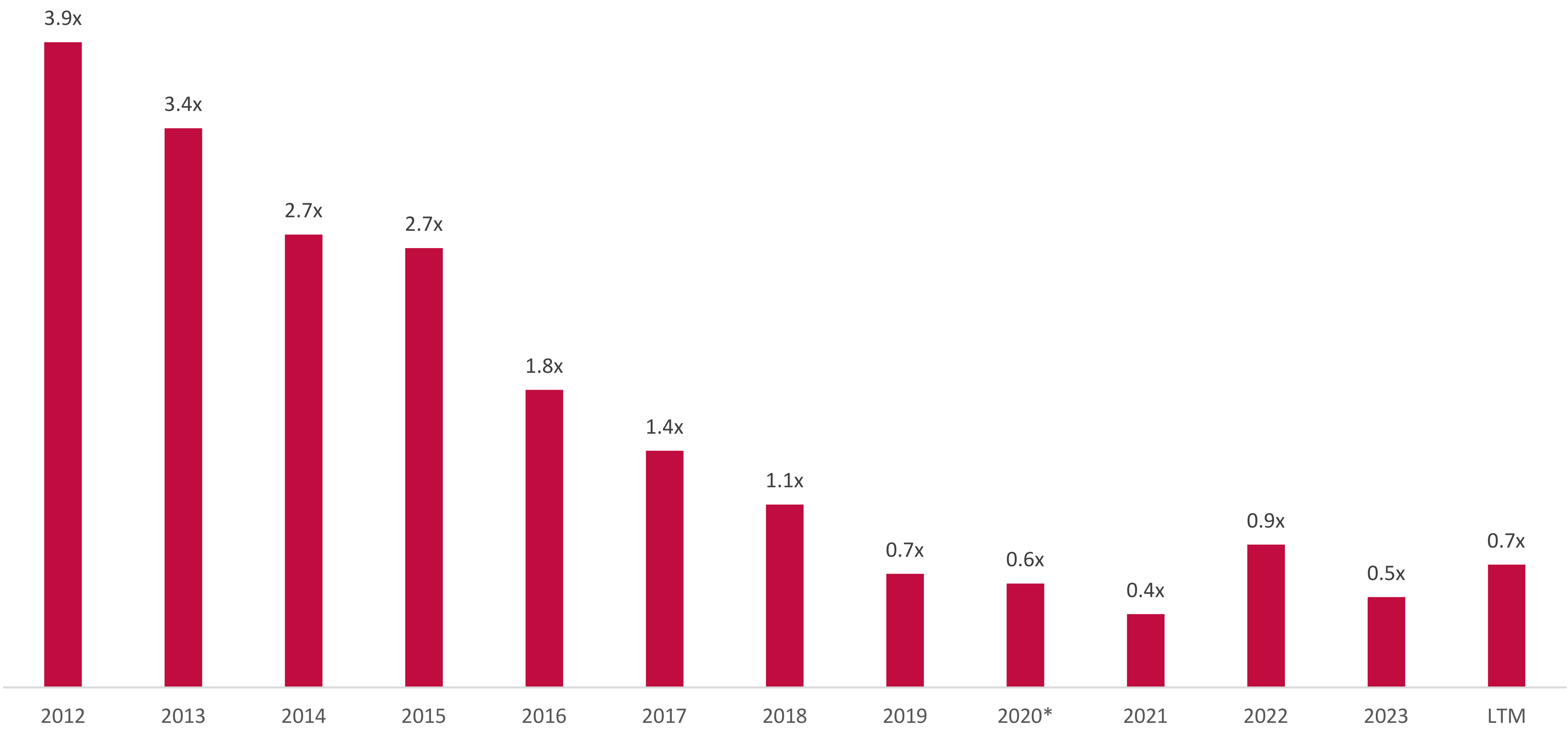
Rigorous Underwriting Hurdles

- Each store to be 4-wall EBIT accretive to company EBIT in base year (Year 2)
- Each store to be accretive to company ROIC
- On average, new stores outperform hurdles

Strong Balance Sheet

The company has a strong balance sheet to support its growth

Net debt / Adjusted EBITDA



*2020 shown using 2019 Adjusted EBITDA for illustrative purposes; 2020 Adjusted EBITDA was -$62.7M

Adjusted EBITDA is a non-GAAP measure. Please see the Appendix for the reconciliation to its most comparable GAAP measure.

Q2 2024 Performance Summary

- Total **sales increased by 13%** versus Q2 2023. **Comparable store sales increased 5%**
- **Gross Margins increased 110bps.** Merch margin improved by 90bps as a percentage of sales; freight expense improved by 20bps
- **Adjusted EBIT*** was $118 million, an increase of 160 basis points as a percentage of sales versus Q2 2023
- **Adjusted earnings per share* of $1.24** versus $0.63 in Q2 2023
- **Repurchased $61 million** of common stock
- **$1,476 million in liquidity** comprised of $660 million in unrestricted cash and $816 million in ABL availability

*Adjusted EBIT and Adjusted diluted earnings per share are non-GAAP measures and exclude $3 million and $3 million, respectively, of expenses associated with the acquisition of Bed Bath & Beyond leases. Please see the Appendix for the reconciliation to the most comparable GAAP measure.

Long Term Growth Model

- New store growth plan – expect to open:
  - Approximately 100 net new stores in 2024
  - **Approximately 500 net new stores by the end of 2028**
  - Potential to expand store base to 2,000 stores
- Project **low double digit average annual sales growth** over the next 5 years:
  - Driven by new store openings and comp stores sales growth
  - Comp growth could vary year-to-year but **average mid-single digits**
- With these assumptions, we believe that over this period we can achieve:
  - **Approximately 10% operating margin in 2028, ~400bps increase vs. 2023**
  - Significant growth of operating margin dollars and earnings per share

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Burlington's Corporate Social Responsibility Progress

- 2023 CSR Report released August 29th, 2024
- Tracking toward our 2030 goal of reducing Scope 1 and Scope 2 greenhouse gas emissions by 60% compared to baseline year of 2016 (on a normalized per square foot of operational space), achieving an incremental 5% reduction in 2023 to bring us to a cumulative total of 48%.
- In 2023, we consumed over 45,380 MWh of electricity from renewable sources. This made our ratio of renewable energy to overall electricity consumption 9%, keeping us on track to meet our goal of 20% of electricity consumed to be provided by renewable energy sources by 2030.
- With the help and generosity of our customers, we donated over $3.5 million to charitable organizations and contributed over $1.8 million to support the Burlington Stores Foundation.
- After the success of our 2022 pilot program with Good360, we rolled out our store donation program nationwide. In 2023, we donated over $5.7 million worth of merchandise that could no longer be sold in our stores to vetted local non-profits in the communities where we operate.
- In its third year, the Burlington Stores Foundation presented nearly $800,000 through grants and donations to non-profit organizations.
- Burlington was Certified as a Great Place to Work® for the eighth year in a row.
- We established a new Leadership and Organizational Transformation team focused on building leadership capability and evolving talent management processes.
- For additional information, please see the CSR section on our investor website at: burlingtoninvestors.com/corporate-social-responsibility

Appendix

Executive Team

Michael O'Sullivan
Chief Executive Officer

- **At Burlington Since: 2019**
- **Prior experience:**

Jennifer Vecchio
Group President and Chief Merchandising Officer

- **At Burlington Since: 2015**
- **Prior experience:**

Kristin Wolfe
EVP Chief Financial Officer

- **At Burlington Since: 2022**
- **Prior experience:**

Travis Marquette
President and Chief Operating Officer

- **At Burlington Since: 2021**
- **Prior experience:**

Connie Droge
EVP Stores and Asset Protection

- **At Burlington Since: 2023**
- **Prior experience:**

Greg Shultz
EVP Supply Chain

- **At Burlington Since: 2021**
- **Prior experience:**

Calvin Chung
EVP Property Development

- **At Burlington Since: 2024**
- **Prior experience:**

Adjusted Net Income and EBIT

Historical Adjusted EPS Reconciliation

($ in millions)	FY 16	FY 17[1]	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23[1]	Q2 23	Q2 24
Net Income (loss)	$215.9	$384.9	$414.7	$465.1	($216.5)	$408.8	$230.1	$339.6	$ 30.9	$ 73.8
Net Favorable Lease Costs	23.8	23.3	26.1	35.8	24.1	21.9	18.6	15.3	4.0	3.1
Non-cash interest expense on convertible notes	-	-	-	-	24.0	-	-	-	-	-
Costs Related to Debt Amendments & Offerings	1.3	2.3	2.5	(0.4)	3.6	3.4	-	0.1	0.1	-
Loss on Extinguishment of Debt	3.8	2.9	1.8	-	0.2	156.0	14.7	38.3	-	-
Impairment Charges	2.5	2.1	6.8	4.3	6.0	7.7	21.4	6.4	4.7	-
Stock Option Modification Expense	0.6	0.1	-	-	-	-	-	-	-	-
Litigation Accrual	3.5	-	-	-	22.8	-	10.5	1.5	1.5	1.9
E-commerce closure	-	-	-	-	1.5	-	-	-	-	-
Tax Effect	(19.1)	(9.8)	(9.4)	(10.1)	(35.3)	(24.7)	(14.5)	(7.8)	(2.3)	(1.3)
Adjusted Net Income (loss)	**$ 232.3**	**$ 405.8**	**$ 442.5**	**$ 494.7**	**$(169.5)**	**$ 573.2**	**$ 280.8**	**$ 393.4**	**$ 38.9**	**$ 77.5**
Diluted Weighted Average Shares Outstanding	71.7	70.3	68.7	67.3	66.0	68.1	65.9	64.9	65.3	64.3
Adjusted Earnings per Share	**$ 3.24**	**$ 5.77**	**$ 6.44**	**$ 7.35**	**$ (2.57)**	**$ 8.41**	**$ 4.26**	**$ 6.06**	**$ 0.60**	**$ 1.20**

Historical Adjusted EBIT and EBITDA Reconciliation

($ in millions)	FY 16	FY 17[1]	FY 18	FY 19	FY 20	FY 21	FY22	FY 23[1]	Q2 23	Q2 24
Net Income (loss)	$ 215.9	$ 384.9	$ 414.7	$ 465.1	$(216.5)	$ 408.8	$ 230.1	$ 339.6	$ 30.9	$ 73.8
Interest Expense, Net	56.1	58.6	55.6	49.1	96.5	67.3	57.7	53.8	15.4	10.5
Loss on Extinguishment of Debt	3.8	2.9	1.8	-	0.2	156.0	14.7	38.3	-	-
Income Tax Expense (benefit)	117.3	44.1	92.8	115.4	(221.1)	136.5	77.4	126.1	11.1	25.9
Net Favorable Lease Costs	23.8	23.3	26.1	35.8	24.1	21.9	18.6	15.3	4.0	3.1
Impairment Charges	2.5	2.1	6.8	4.3	6.0	7.7	21.4	6.4	4.7	-
Stock Option Modification Expense	0.6	0.1	-	-	-	-	-	-	-	-
Litigation Accrual	3.5	-	-	-	22.8	-	10.5	1.5	1.5	1.9
Costs Related to Debt Amendments & Offerings	1.3	2.3	2.5	(0.4)	3.6	3.4	-	0.1	0.1	-
E-commerce closure	-	-	-	-	1.5	-	-	-	-	-
Adjusted EBIT (loss)	**$ 424.8**	**$ 518.3**	**$ 600.4**	**$ 669.3**	**$(282.9)**	**$ 801.7**	**$ 430.3**	**$ 581.0**	**$ 67.7**	**$ 115.2**
Depreciation and amortization[2]	159.8	177.8	191.8	210.4	220.2	249.2	270.4	307.1	73.1	86.7
Adjusted EBITDA (loss)	**$ 584.6**	**$ 696.1**	**$ 792.2**	**$ 879.7**	**$ (62.7)**	**$1,050.9**	**$ 700.7**	**$ 888.1**	**$ 140.8**	**$ 201.8**

[1] 53 weeks
[2] Excludes net favorable lease costs, all or a portion of which were included in depreciation and amortization prior to Fiscal 2021