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**2022** CANADIAN TIRE CORPORATION  
**Investor Day**

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**John Koryl**

President, CTC Digital

March 10, 2022



# Forward-looking information

Canadian Tire Corporation's 2022 Investor Day presentation contains forward-looking information that reflects Management's current expectations relating to matters such as future financial performance and operating results of the Company.

Specific forward-looking information included in Canadian Tire Corporation's 2022 Investor Day presentation includes, but is not limited to, information with respect to: Triangle Rewards memberships, including Triangle Select subscribers, credit card acquisitions and average member spend, electronic Canadian Tire Money issuances, and owned audience; Loyalty sales as a percentage of retail sales; the Company's capital expenditure intentions, including with respect to the connected omni-channel customer experience and store investments, supply chain fulfillment infrastructure and automation, and modernizing IT infrastructure; Owned Brands portfolio, including Owned Brands sales growth and increase penetration as well as the launch of new Owned Brand products; total addressable market growth; the Company's financial aspirations, including average annual consolidated comparable sales growth (excluding Petroleum), Retail ROIC and Diluted EPS; the Company's operational efficiency program; Retail gross margin; Helly Hansen sales and market share; and long-term dividend payout ratio.

Forward-looking information provides insights regarding Management's current expectations and plans, and allows investors and others to better understand the Company's anticipated financial position, results of operations and operating environment. Readers are cautioned that such information may not be appropriate for other purposes. Certain other information, other than historical information, may also constitute forward-looking information, including, but not limited to, information concerning Management's current expectations relating to possible or assumed prospects and results, the Company's strategic goals and priorities, its actions and the results of those actions, and the economic and business outlook for the Company. Often, but not always, forward-looking information can be identified by the use of forward-looking terminology such as "may", "will", "expect", "intend", "believe", "estimate", "plan", "can", "could", "should", "would", "outlook", "forecast", "anticipate", "aspire", "foresee", "continue", "ongoing" or the negative of these terms or variations of them or similar terminology. Forward-looking information is based on the reasonable assumptions, estimates, analyses, beliefs and opinions of Management, made in light of its experience and perception of trends, current conditions and expected developments, as well as other factors that Management believes to be relevant and reasonable at the date that such information is disclosed.

By its very nature, forward-looking information requires management to make assumptions and is subject to inherent risk factors and uncertainties, which give rise to the possibility that management's assumptions, estimates, analyses, beliefs and opinions may not be correct and

that the Company's expectations and plans will not be achieved. Examples of material assumptions and management's beliefs, which may prove to be incorrect, include, but are not limited to, the duration and impact of COVID-19 on the Company's operations, liquidity, financial condition, or results, future economic conditions and related impacts on inflation, consumer spending, interest rates, and foreign exchange rates, current and future competitive conditions and the Company's position in the competitive environment, anticipated cost savings and operating efficiencies as well as anticipated benefits from strategic and other initiatives, and the availability of sufficient liquidity. Although the Company believes that the forward-looking information in this document is based on information, assumptions and beliefs that are current, reasonable, and complete, such information is necessarily subject to a number of business, economic, competitive and other risk factors that could cause actual results to differ materially from management's expectations and plans as set forth in such forward-looking information. Some of the risk factors, many of which are beyond the Company's control and the effects of which can be difficult to predict, but may cause actual results to differ from the results expressed by the forward-looking information, include: (a) credit, market, currency, operational, liquidity and funding risks, including changes in economic conditions, interest rates or tax rates; (b) the ability of the Company to attract and retain high-quality executives and employees for all of its businesses, Dealers, Petroleum retailers, and Mark's and SportChek franchisees, as well as the Company's financial arrangements with such parties; (c) the growth of certain business categories and market segments and the willingness of customers to shop at its stores or acquire the Company's owned brands or its financial products and services; (d) the Company's margins and sales and those of its competitors; (e) the changing consumer preferences and expectations relating to eCommerce, online retailing and the introduction of new technologies; (f) the possible effects on the Company's business from international conflicts, political conditions, and other developments, including changes relating to or affecting economic or trade matters as well as the outbreak of contagions or pandemic diseases; (g) risks and uncertainties relating to information management, technology, cyber threats, property management and development, environmental liabilities, supply-chain management, product safety, competition, seasonality, weather patterns, climate change, commodity prices and business continuity; (h) the Company's relationships with its Dealers, franchisees, suppliers, manufacturers, partners and other third parties; (i) changes in laws, rules, regulations and policies applicable to the Company's business; (j) the risk of damage to the Company's reputation and brand; (k) the cost of store network expansion and retrofits; (l) the Company's capital structure, funding strategy, cost management program and share price; (m) the Company's ability to obtain all necessary regulatory approvals; (n) the Company's ability to complete any proposed acquisition; and (o) the Company's ability to realize the anticipated benefits or synergies from its acquisitions and investments.

# Forward-looking information (2)

The following table sets out additional risks and assumptions applicable to the forward-looking information described below:

<b>Average Annual Consolidated Comparable Sales Growth (excluding Petroleum) of 4+ percent over the 4-year period</b>
<p><b>Material assumptions:</b></p> <ul style="list-style-type: none"> <li>• Each individual business unit contributes positively to Consolidated Comparable Sales Growth</li> <li>• Incremental sales growth generated from real estate investments</li> <li>• Positive sales contribution from the continued focus and strategic investment in retail categories, assortment architecture and the omnichannel experience</li> <li>• Continued engagement by customers in the Triangle Rewards program and personalized 1:1 offerings</li> </ul>
<p><b>Material risks:</b></p> <ul style="list-style-type: none"> <li>• Decline in economic growth, consumer confidence, household spending and other market disruptions</li> <li>• The occurrence of widespread economic restrictions, construction limitations or supply chain delays due to, among other events, a global pandemic resurgence</li> <li>• Pricing pressure driven by growing competition from new and existing market players</li> <li>• Accelerated disruption from eCommerce competitors</li> <li>• Significant change in the retail landscape</li> </ul>
<b>Diluted EPS of \$26.00+ by 2025</b>
<p><b>Material assumptions:</b></p> <ul style="list-style-type: none"> <li>• Realization of the Consolidated Comparable Sales Growth aspiration</li> <li>• No major changes to retail gross margin rates</li> <li>• Maintain SG&amp;A discipline by institutionalizing Operational Efficiency (OE) program</li> <li>• Positive contribution to earnings by the Financial Services segment from growth of first use accounts, and gross average accounts receivable (GAAR)</li> <li>• No major changes to the Company's financial leverage and capital allocation approach</li> </ul>

<p><b>Material risks:</b></p> <ul style="list-style-type: none"> <li>• Risks associated with the Consolidated Comparable Sales Growth aspiration described above</li> <li>• Lower or lesser contribution from operational efficiency initiatives</li> <li>• Increased costs related to global sourcing impacting the Company's ability to manage operating and/or supply chain costs</li> <li>• Adverse economic or regulatory conditions which negatively impact GAAR growth and increases volatility of the impairment allowance for credit card receivables</li> <li>• Short-term effects on EPS from unexpected changes to the Company's capital-allocation initiatives</li> <li>• Negative impacts due to unfavourable commodity prices, interest rates, and foreign exchange fluctuations</li> </ul>
<b>Retail ROIC of 15+ percent by 2025</b>
<p><b>Material assumptions:</b></p> <ul style="list-style-type: none"> <li>• Realization of Consolidated Comparable Sales Growth and Diluted EPS aspirations</li> <li>• Prudent management of working capital and the Company's capital allocation priorities</li> <li>• Continued successful investments in businesses to achieve organic growth and in projects and initiatives which yield improved asset productivity</li> </ul>
<p><b>Material risks:</b></p> <ul style="list-style-type: none"> <li>• Lower than anticipated earnings growth (refer to risks associated with the Diluted EPS Growth aspiration described above)</li> <li>• Unfavourable interest rates impacting the Company's asset value for new and renewed leases</li> </ul>

# Forward-looking information (3)

## Capital Expenditure Intentions: Expect to spend \$3.4B over the next 4 years (2022-25)

### Material assumptions:

- No material changes in the Company's strategic and capital allocation priorities
- No material changes to the Company's earning prospects and financial leverage
- No significant changes to the retail landscape or regulatory environment
- Continued availability of skilled talent and source materials to execute on the capital investment agenda
- Continued successful investments in businesses to achieve organic growth and in projects and initiatives which yield improved asset productivity

### Material risks:

- The occurrence of widespread economic restrictions, construction limitations, or supply chain delays due to, among other events, a global pandemic resurgence
- Shortages of raw materials and/or skilled labour required to execute capital investment plans
- Higher than expected cost inflation for materials, equipment, and labour required to execute capital investment plans
- Organizational capacity to execute capital agenda

## \$100M in additional OE program run rate savings for a total of \$300M+ by end of 2022

### Material assumptions:

- Realization of the forecasted benefits from both executed and new OE Initiatives
- Operational teams continue to be disciplined in maintaining savings from already executed initiatives

### Material assumptions:

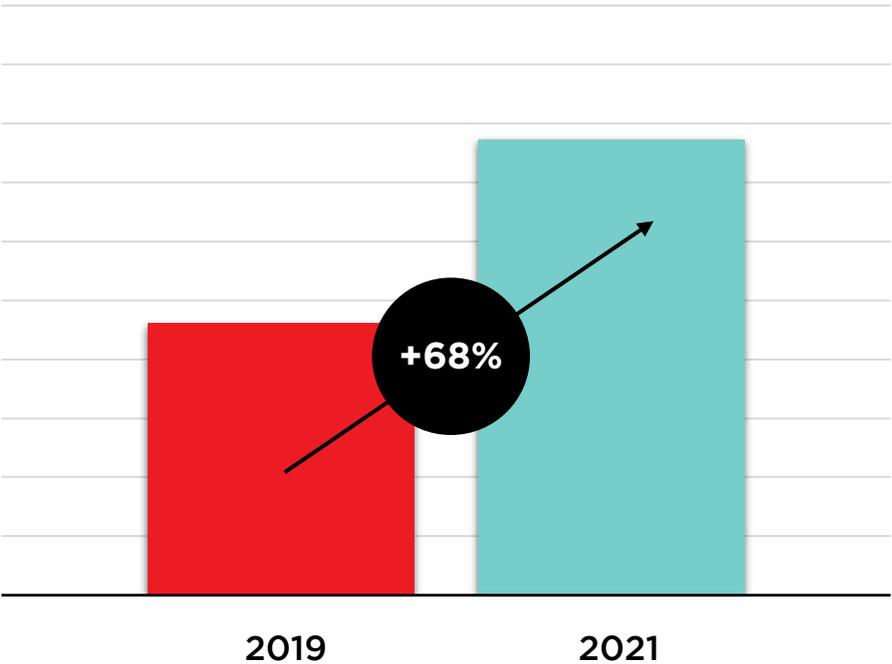
- Lower or lesser contribution from both executed and new OE initiatives
- Organizational capacity to execute OE initiatives

For more information on the material risk factors and uncertainties that could cause the Company's actual results to differ materially from predictions, forecasts, projections, expectations or conclusions, refer to section 10.0 entitled "Key Risks and Risk Management" and all subsections thereunder in the Company's MD&A for the fourth quarter and full year ended January 1, 2022. For more information, also refer to the Company's other public filings, available on SEDAR at <https://www.sedar.com/> and at <https://corp.canadiantire.ca/English/home/default.aspx>.

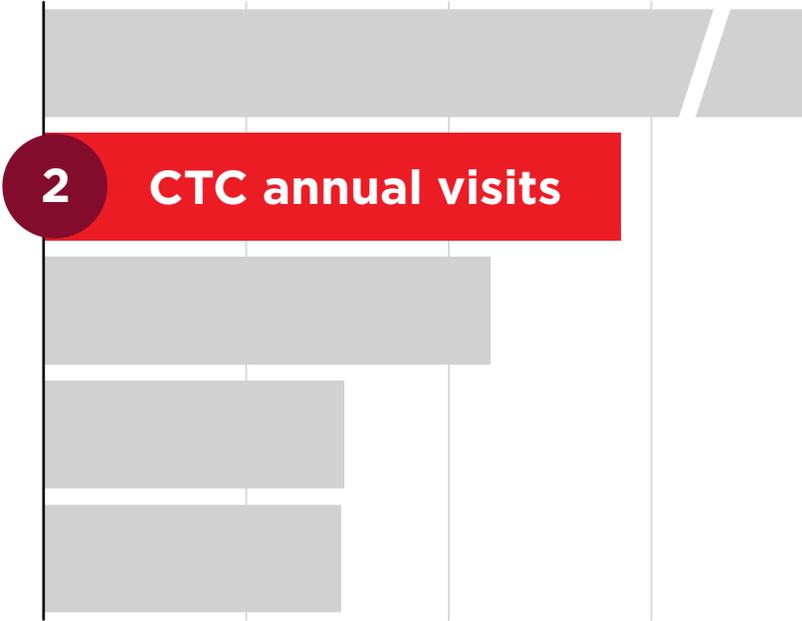
The Company cautions that the foregoing list of important risk factors and assumptions is not exhaustive and other factors could also adversely affect the Company's results. Investors and other readers are urged to consider the foregoing risks, uncertainties, factors and assumptions carefully in evaluating the forward-looking information and are cautioned not to place undue reliance on such forward-looking information. The forward-looking information contained herein is based on certain factors and assumptions as of the date hereof and does not take into account the effect that transactions or non-recurring or other special items announced or occurring after the information has been disclosed have on the Company's business. The Company does not undertake to update any forward-looking information, whether written or oral, that may be made from time to time by it or on its behalf, to reflect new information, future events or otherwise, except as is required by applicable securities laws.

# Building off a strong foundation

CTC digital visits growth



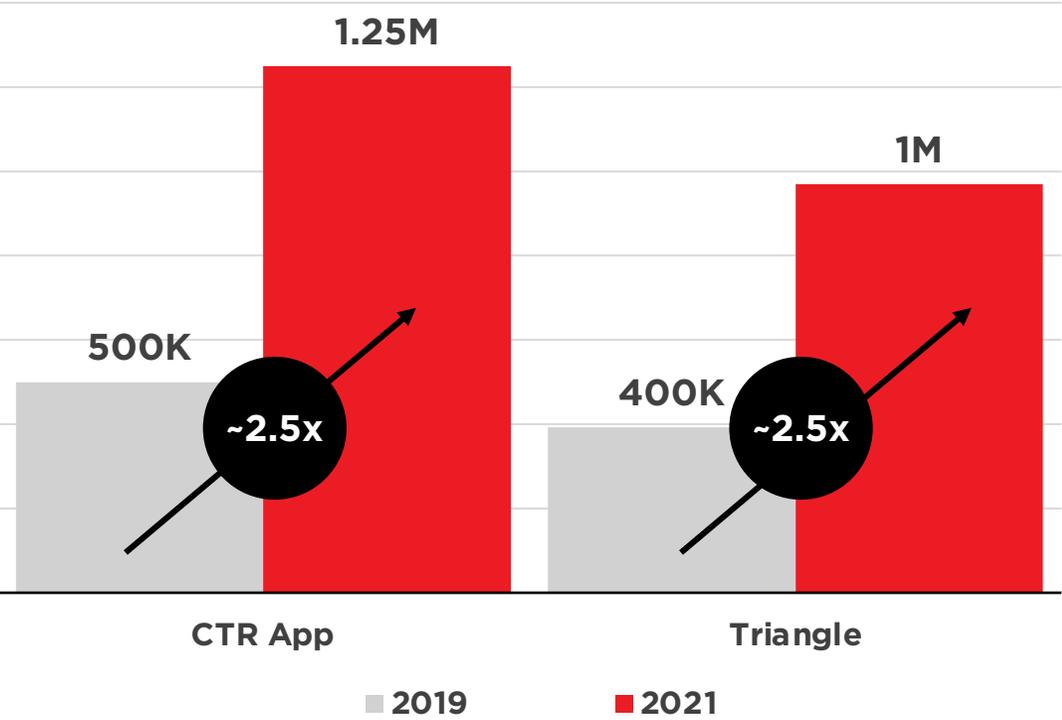
Digital visits at CTC vs. Canadian retail competitors



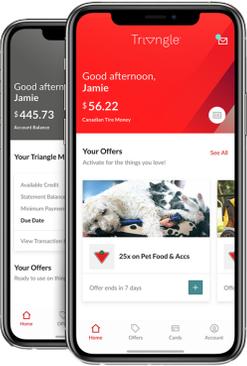
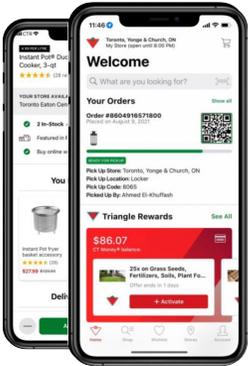
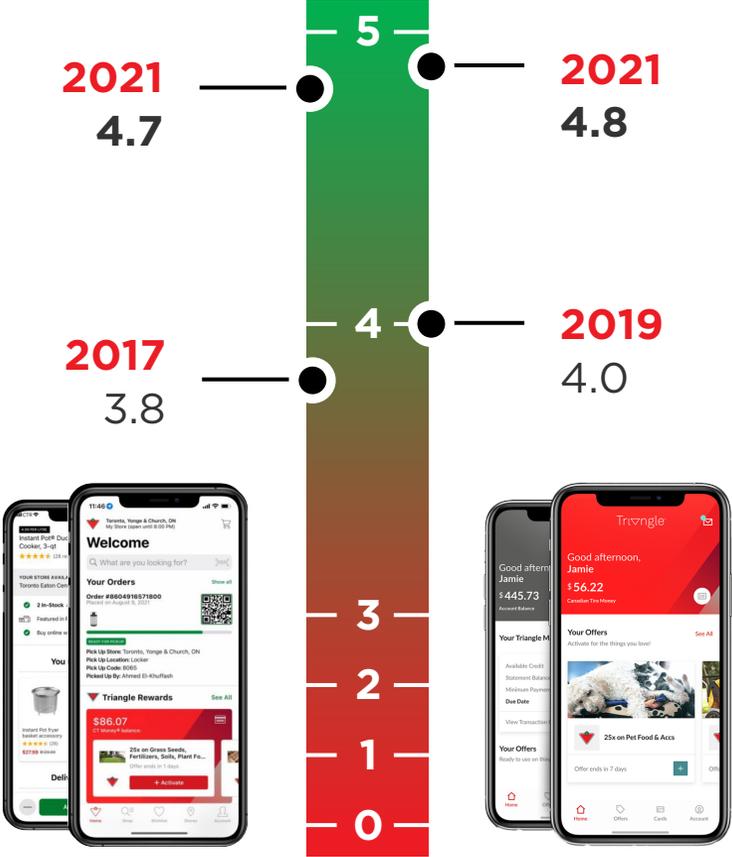
CTC is the **2<sup>nd</sup> most** visited online retailer across Canada

# Steadily increasing app scores

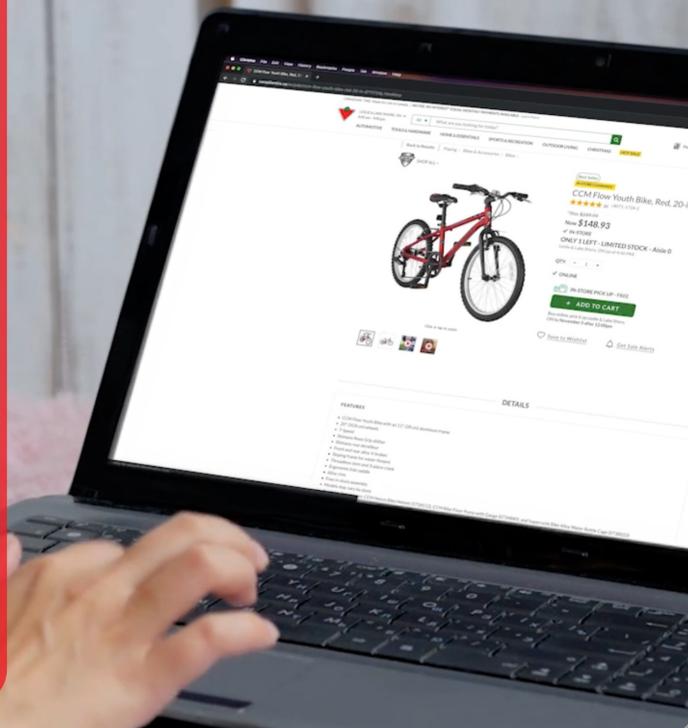
Average monthly app users 2019-2021



CTR app      Triangle app



# Invested for an improved digital experience



**Scaled dramatically**

Increased capacity from **5K to 200K** orders a day



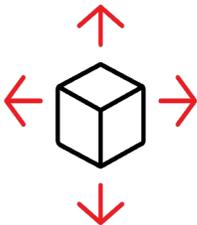
**Reduced friction**



**Improved product data**

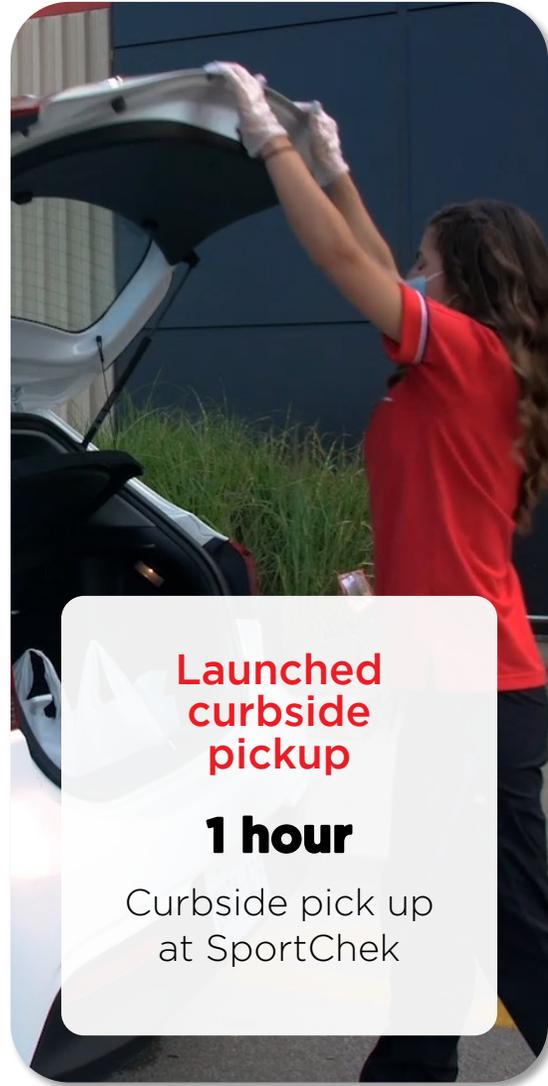


**Better integrated with our partners**

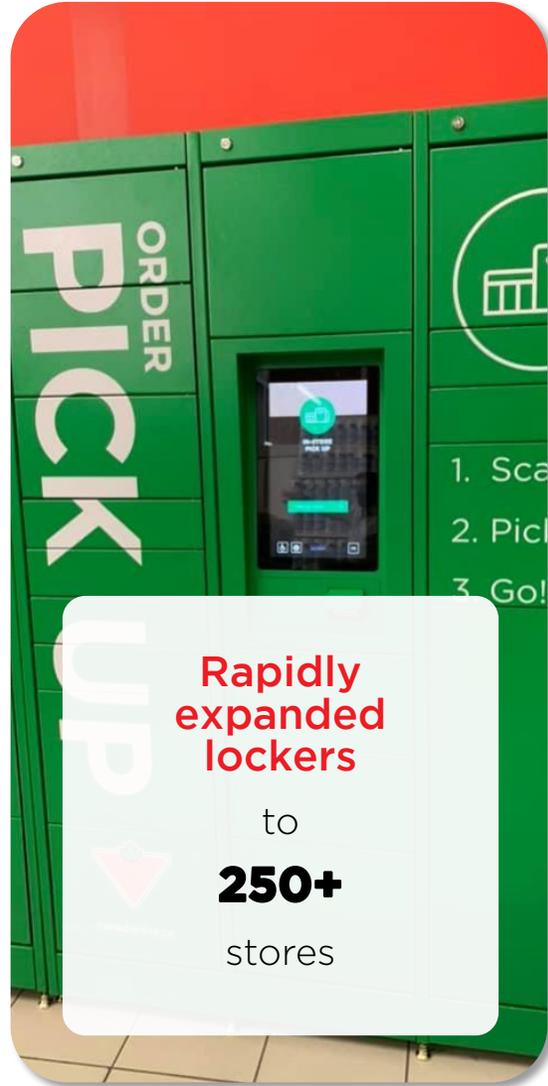


**Expanded our inventory**

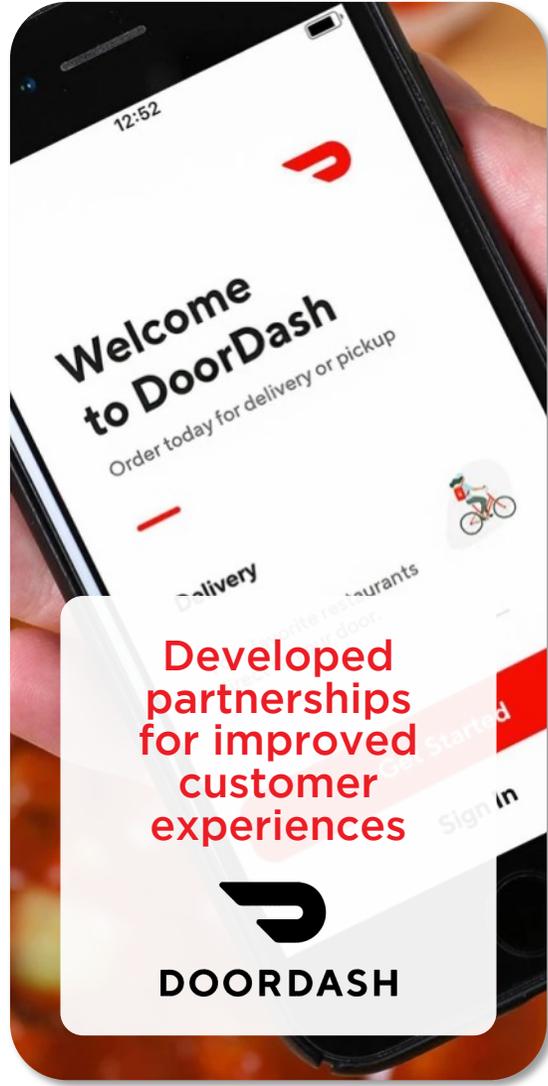
What we're capable of — and what consumers need



**Launched curbside pickup**  
**1 hour**  
Curbside pick up at SportChek

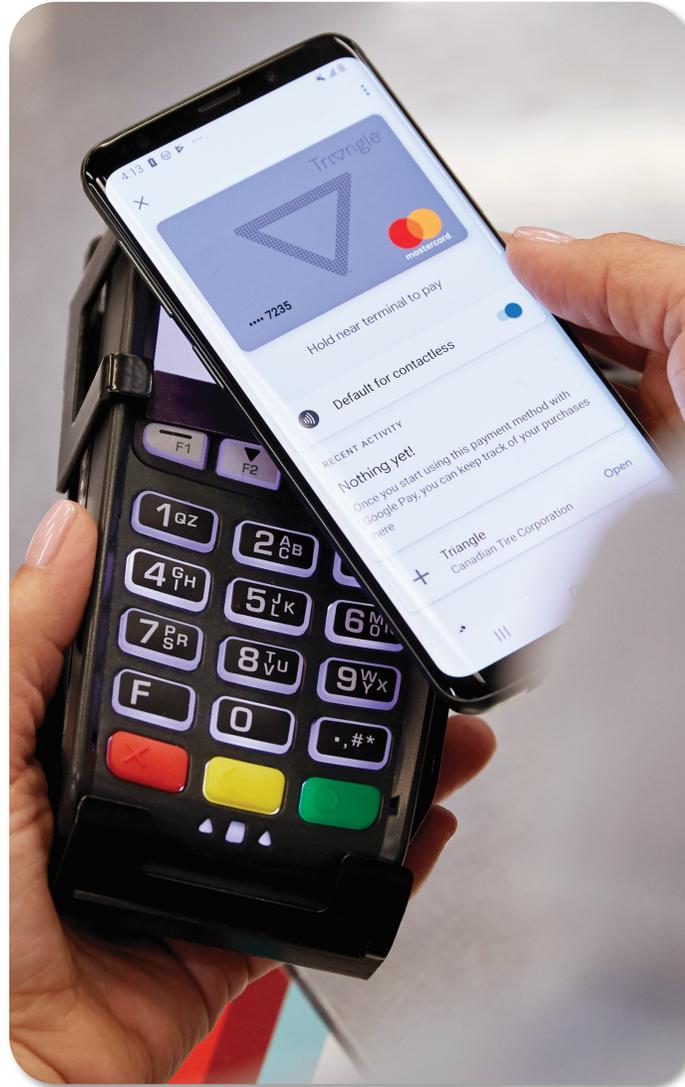


**Rapidly expanded lockers**  
to **250+** stores



**Developed partnerships for improved customer experiences**  
**DOORDASH**

Embedding digital into the store experience



75-90%+

of all sales across our banners are **in-store purchases**

90%+



CANADIAN TIRE

85%+



Mark's

75%+

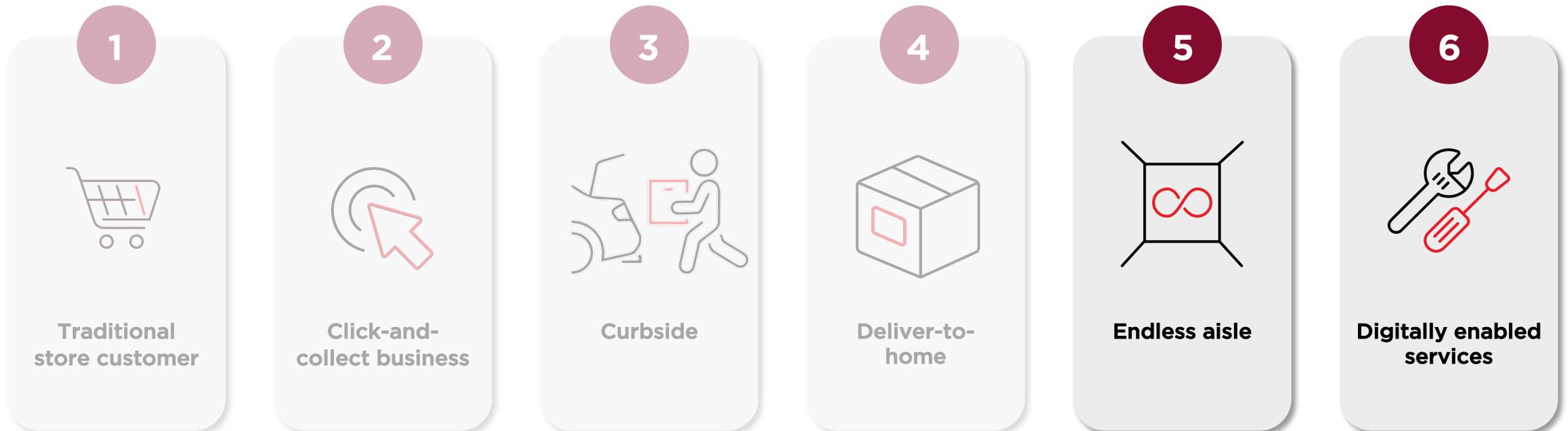
SPORT CHEK



The majority of in-store purchases can be **traced to a digital engagement**

# Embedding digital in the customer experience

Today, we see this primarily through six different digital customer journeys:

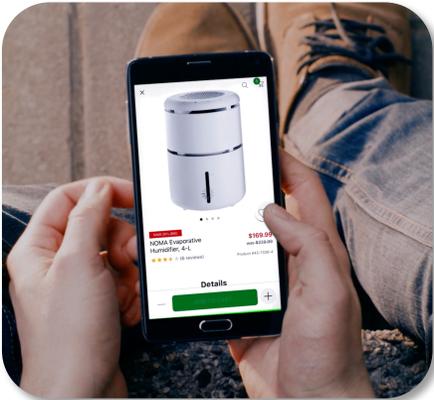


# Near term priorities

**1** One Digital Platform

**2** App improvements

**3** Expanding in-store digital capabilities

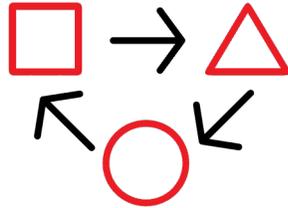


# The benefits of One Digital Platform

**ODP will be live across CTR, Mark's and SportChek by the end of 2022**



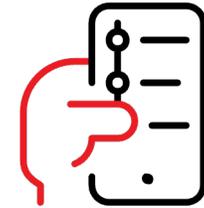
Reliability



Adaptability



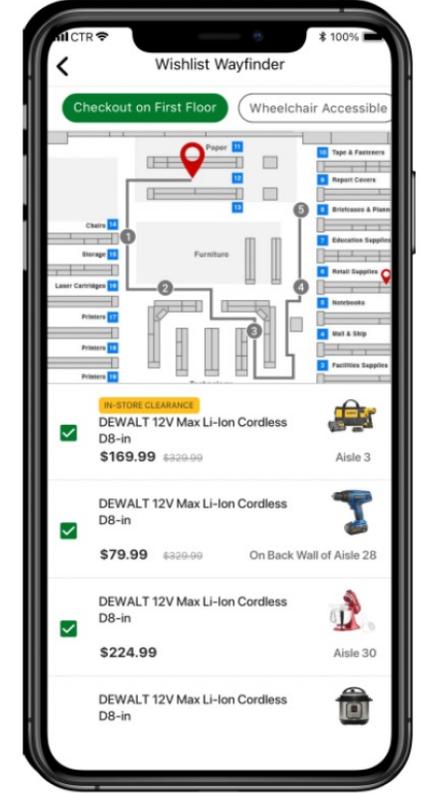
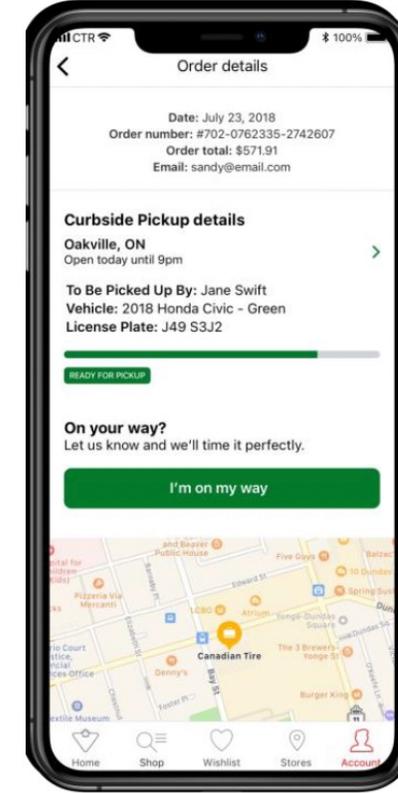
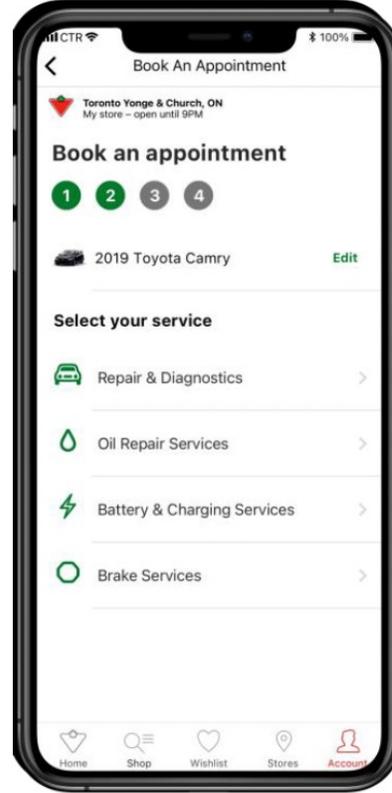
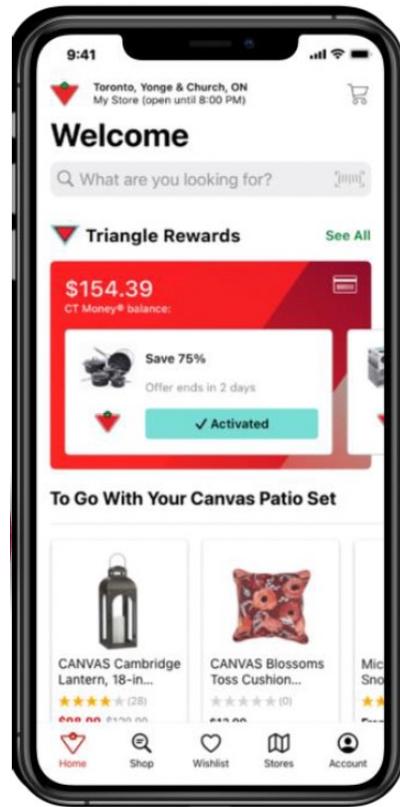
Product  
discovery



An improved  
user experience

# Evolving our app

2<sup>nd</sup> Half of 2022



Personalized offers and product recommendations

Automotive booking

Check-in for pickup

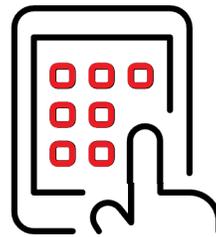
Wayfinding supported by flashing ESLs

# In-store capabilities

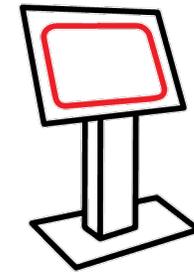
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Customer  
apps



Employee-facing  
devices



In-store  
kiosks

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**20%** of in-store CTR pickup orders  
see a subsequent purchase

# Digital Path to Better

**Building off our investments to make our digital and in-store experiences even better connected**

**1** Seamless and better integration between digital and physical channels

**2** New and better fulfilment and delivery options

**3** Better cross banner integration and connectivity through ODP