



2022 CANADIAN TIRE CORPORATION
Investor Day

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Chief Brand and Customer Officer

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:

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

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

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

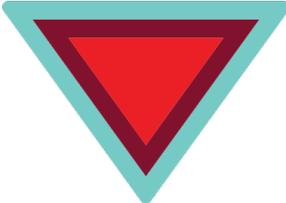
Material assumptions:

- 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.

CTC Marketing capabilities powered by Triangle

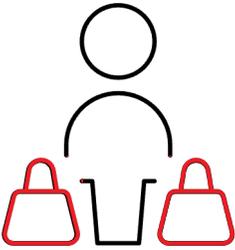


1



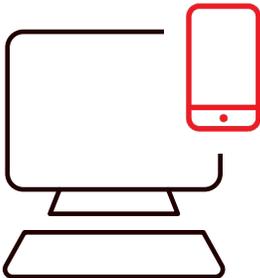
Data driven

2



Customer centric

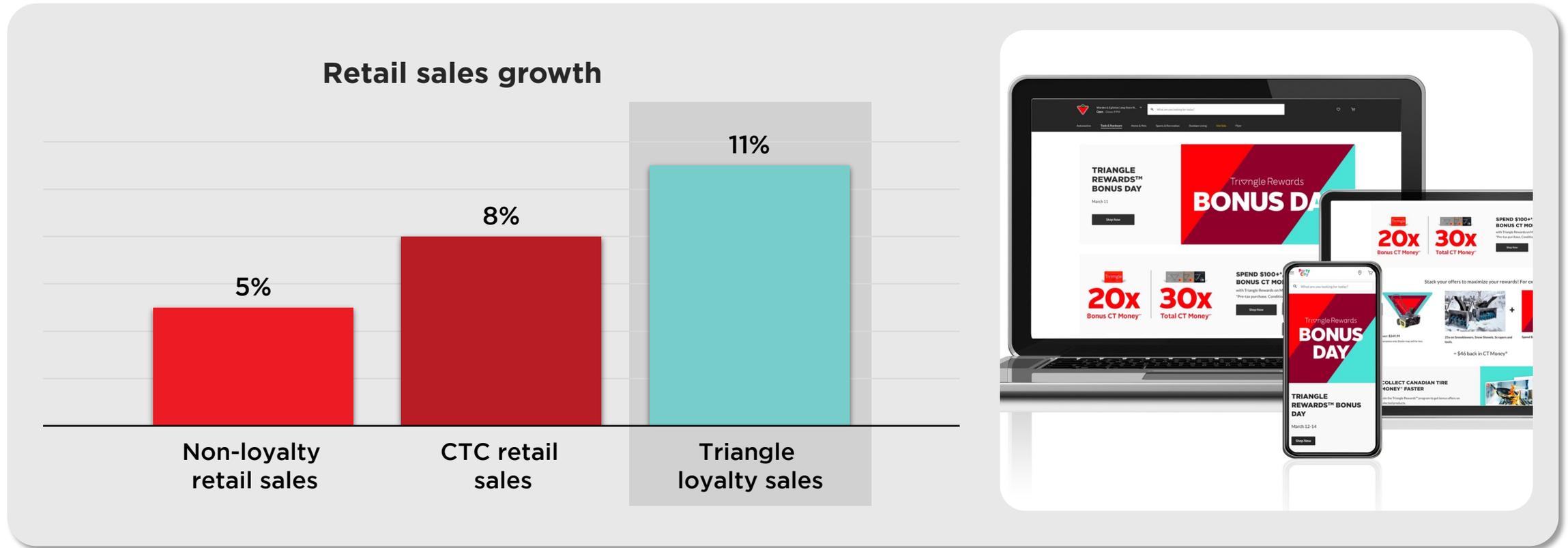
3



Digital first

Total sales

Loyalty sales¹ saw strong growth, outpacing retail sales



¹This is a Supplementary Financial Measure. See Section 9.3 of the Company's MD&A for the Fourth Quarter and Full-Year 2021, ended January 1, 2022, which is available at www.sedar.com and incorporated by reference herein. Triangle loyalty sales is comprised of sales attributable to Triangle members. While non-loyalty retail sales is calculated by subtracting Triangle loyalty sales from Retail sales..

OUR PURPOSE

**We are here to make
life in Canada better.**



Can we continue connecting with Canadians?

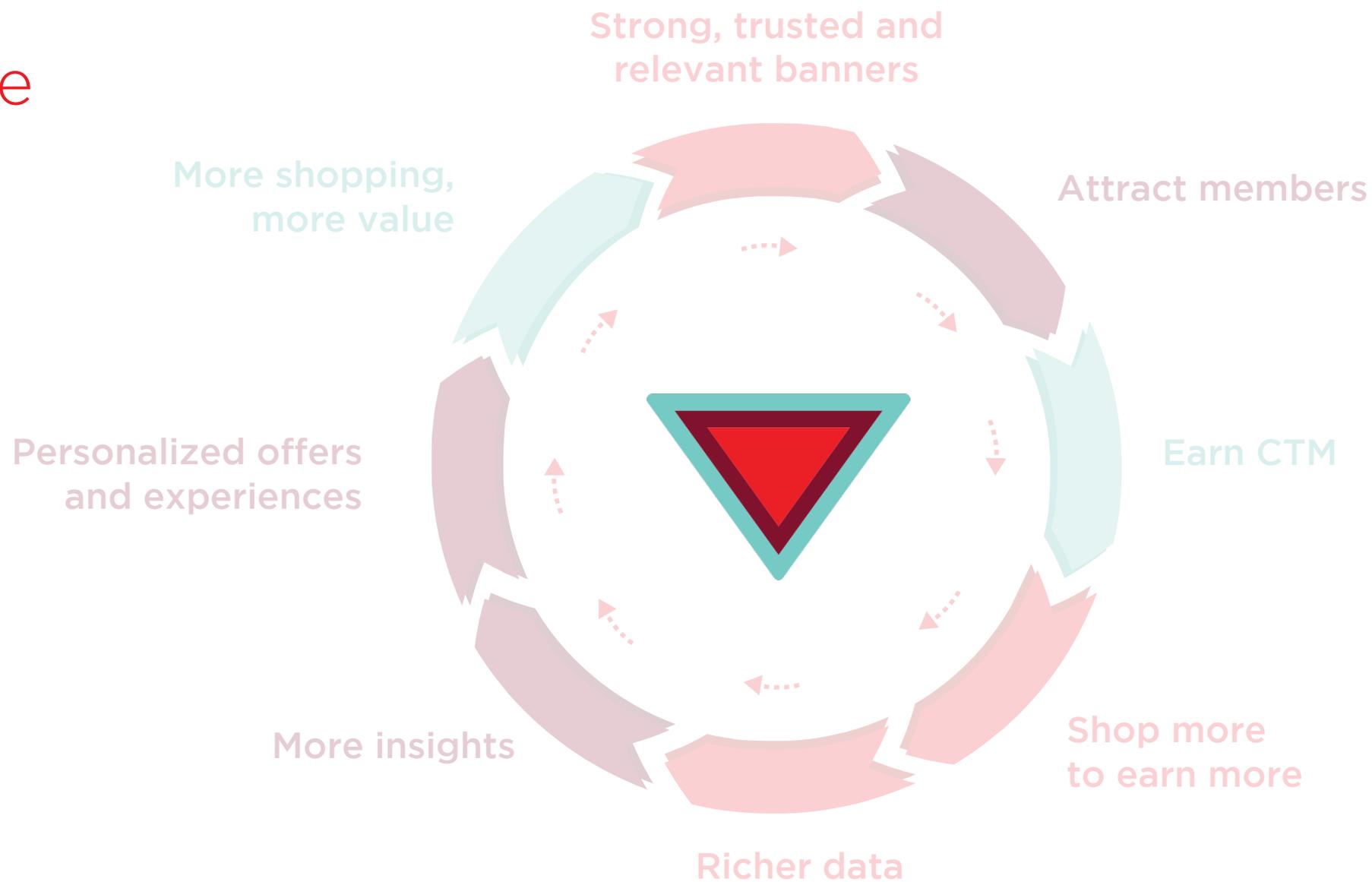


**Can we
continue
connecting
with Canadians?**

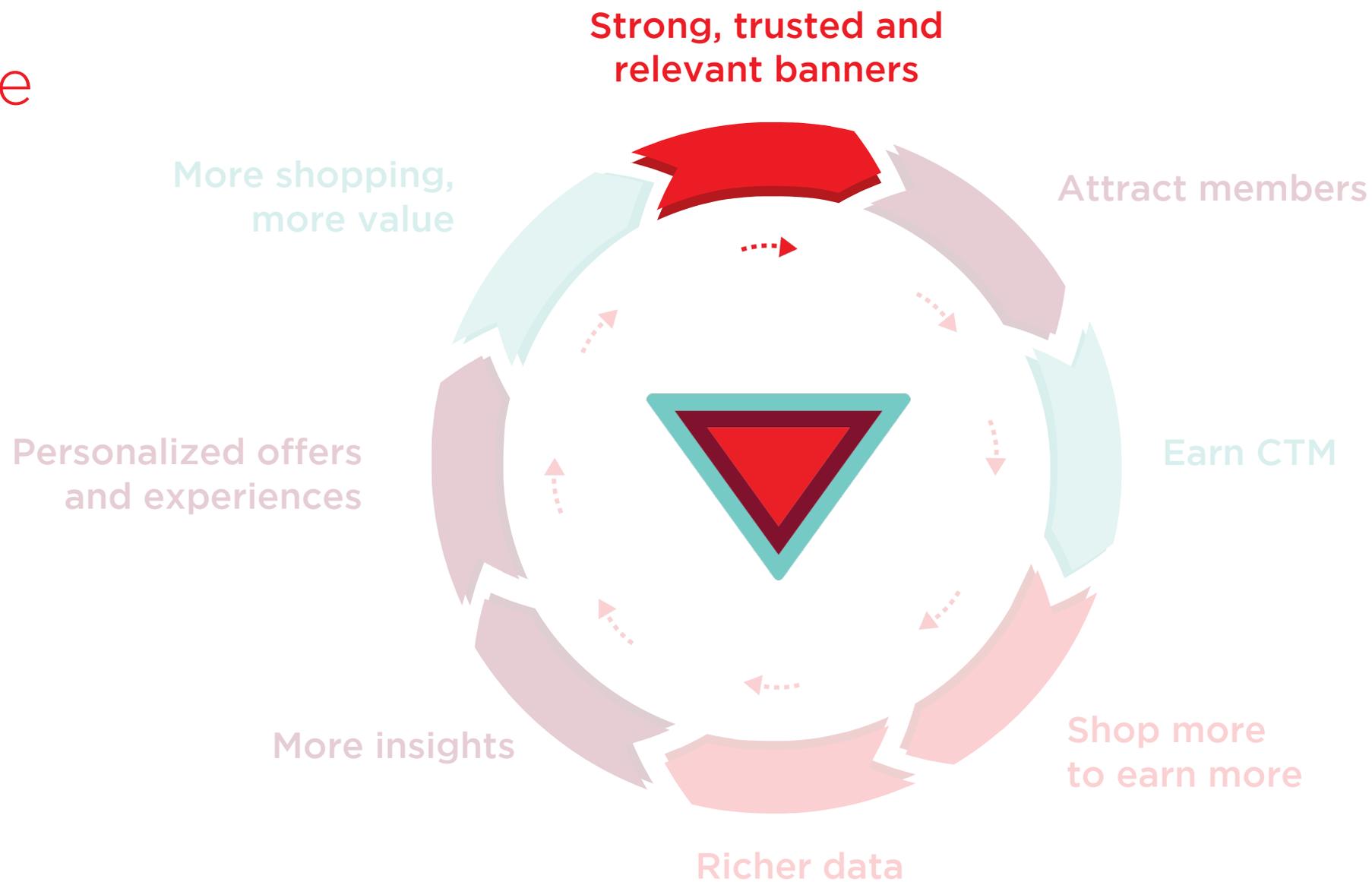
100% Yes.



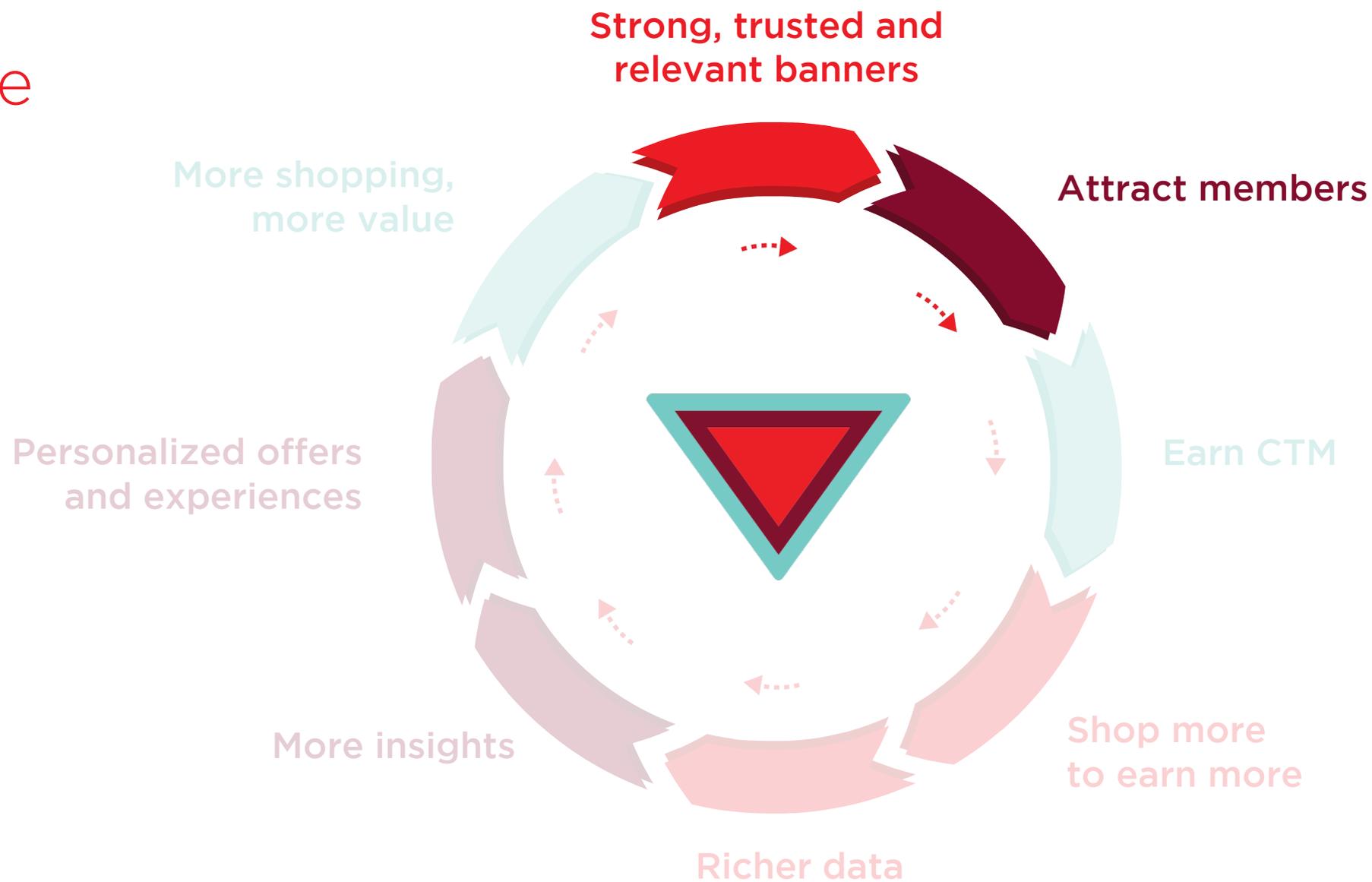
The Triangle customer flywheel



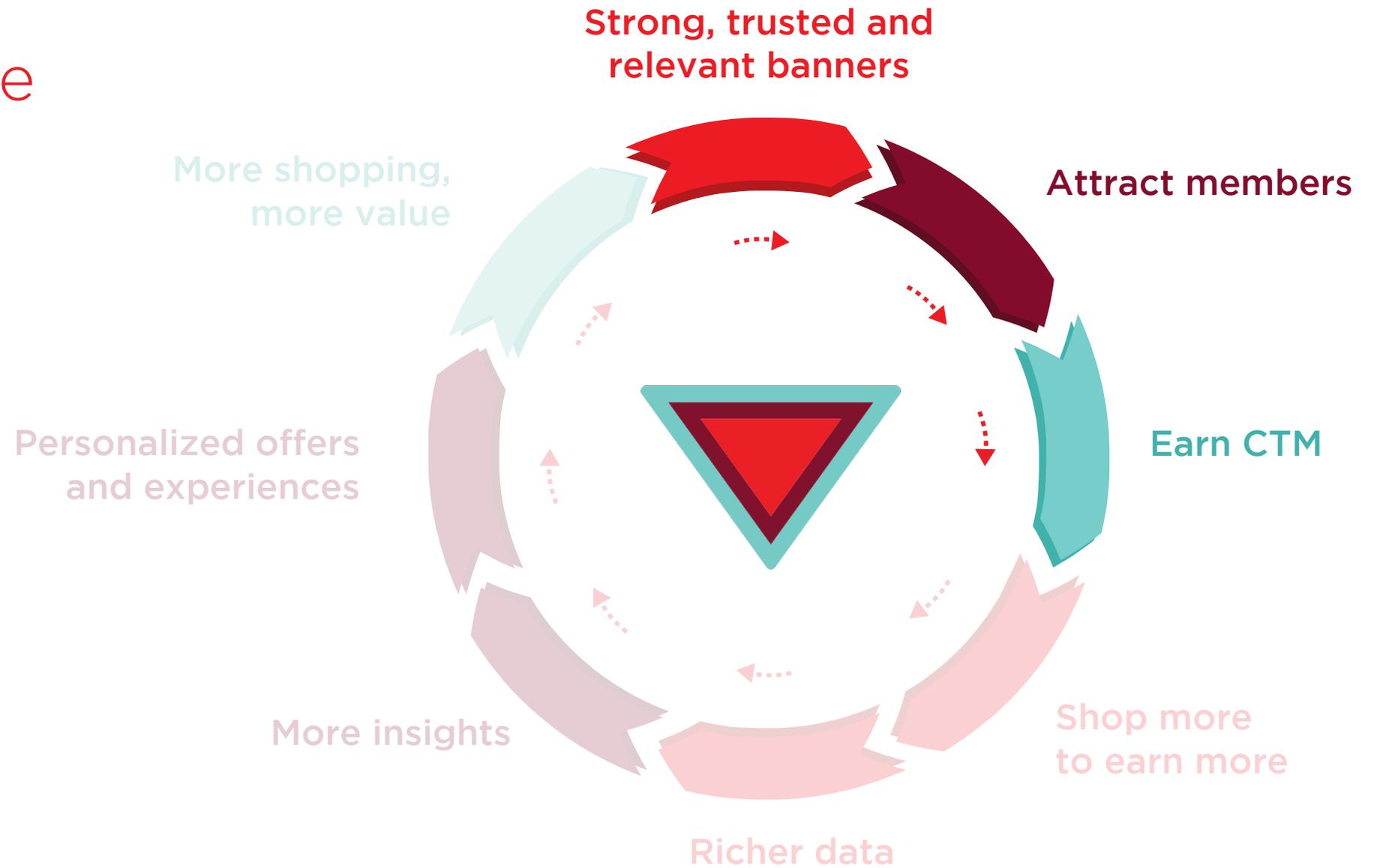
The Triangle customer flywheel



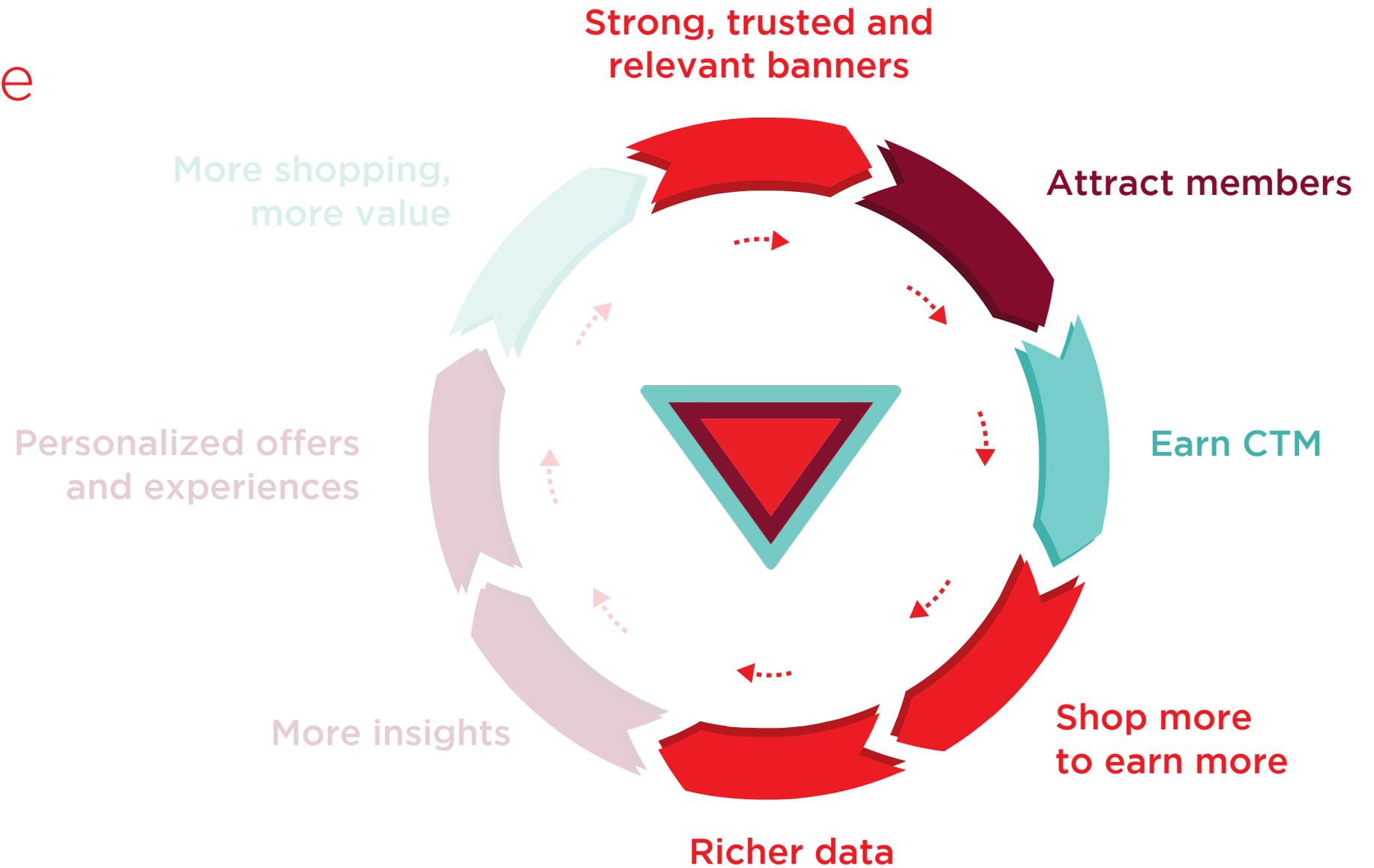
The Triangle customer flywheel



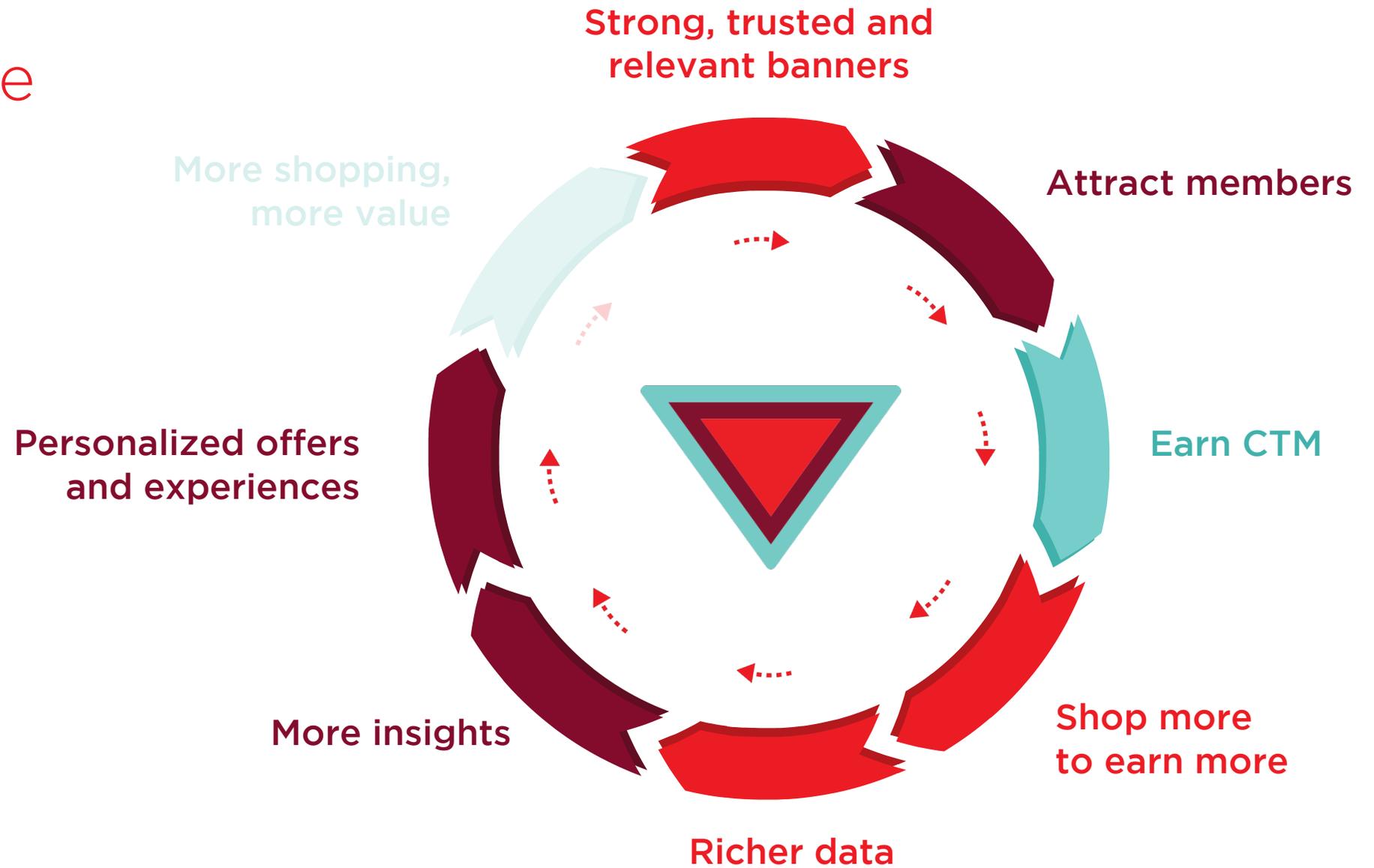
The Triangle customer flywheel



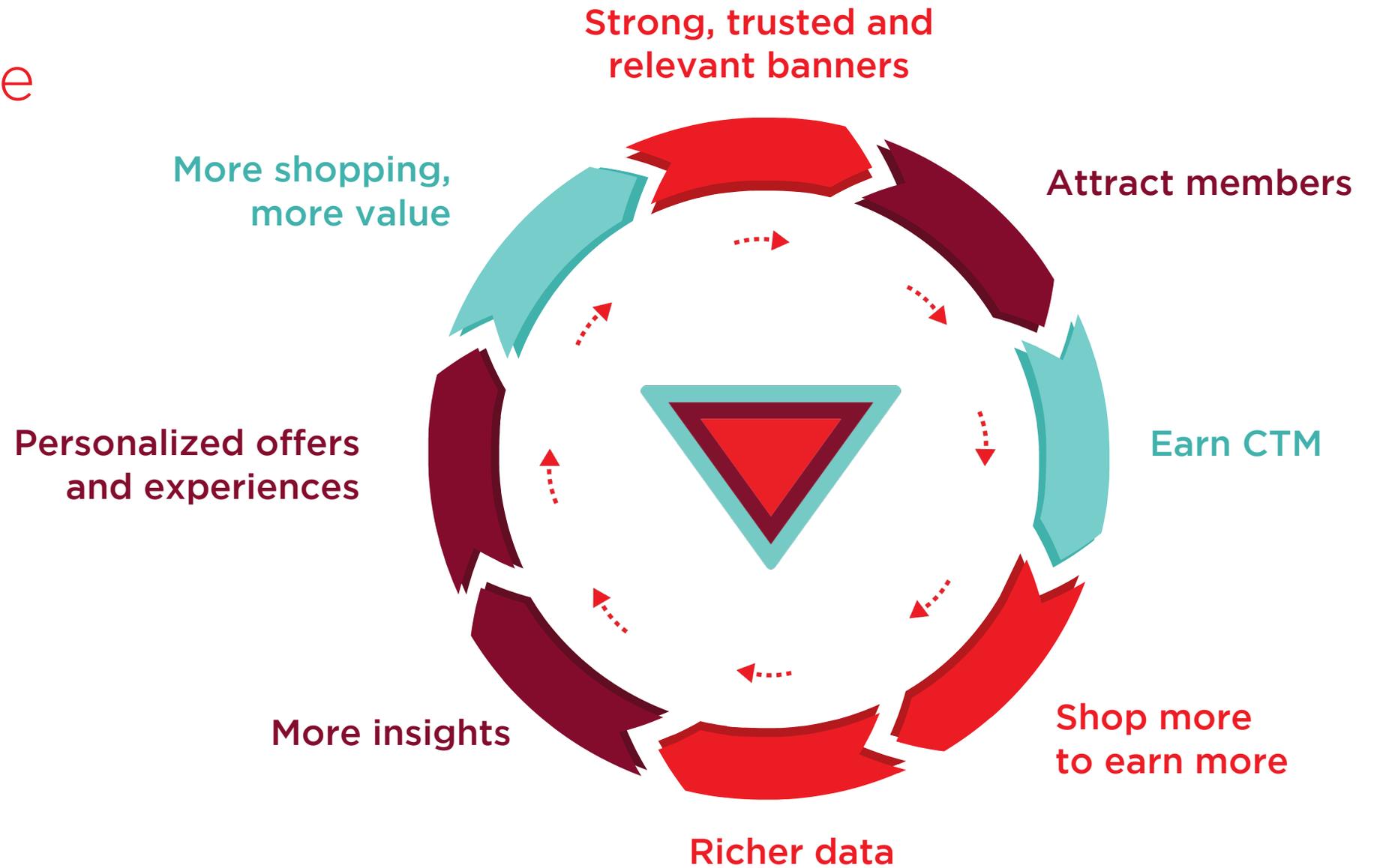
The Triangle customer flywheel

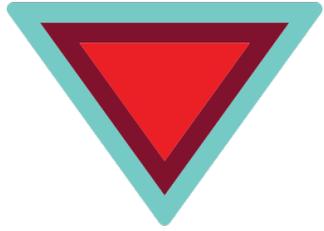


The Triangle customer flywheel



The Triangle customer flywheel





**One of the top retail
loyalty programs in
Canada**

**One of the best customer
data sets in Canada**



Ways to participate in Triangle

Base program

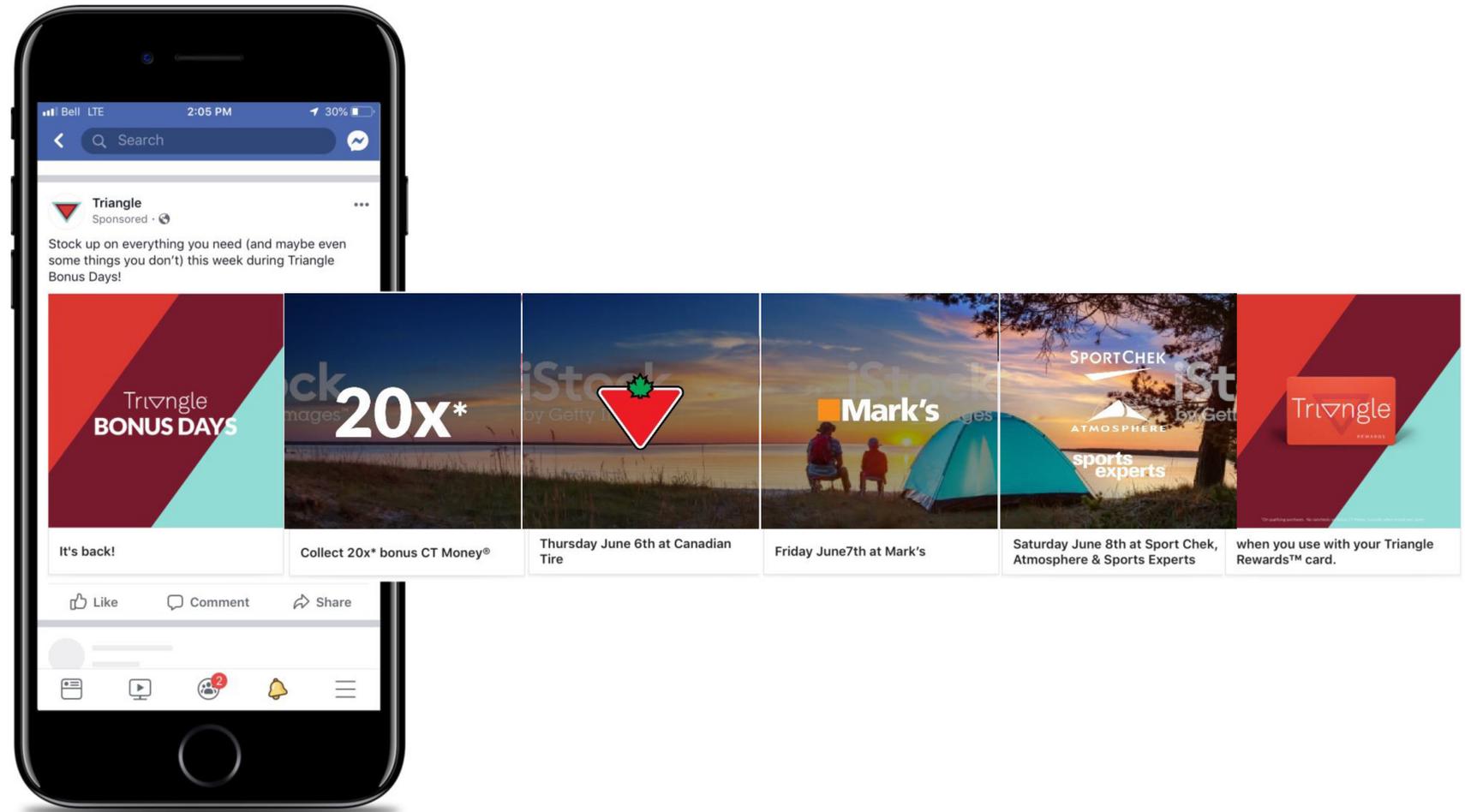


Credit card holders



10x = 4%

Engaging members with bonus and multiplier offers



Canadians enjoy tremendous value from Triangle

\$322M

Issued in 2021

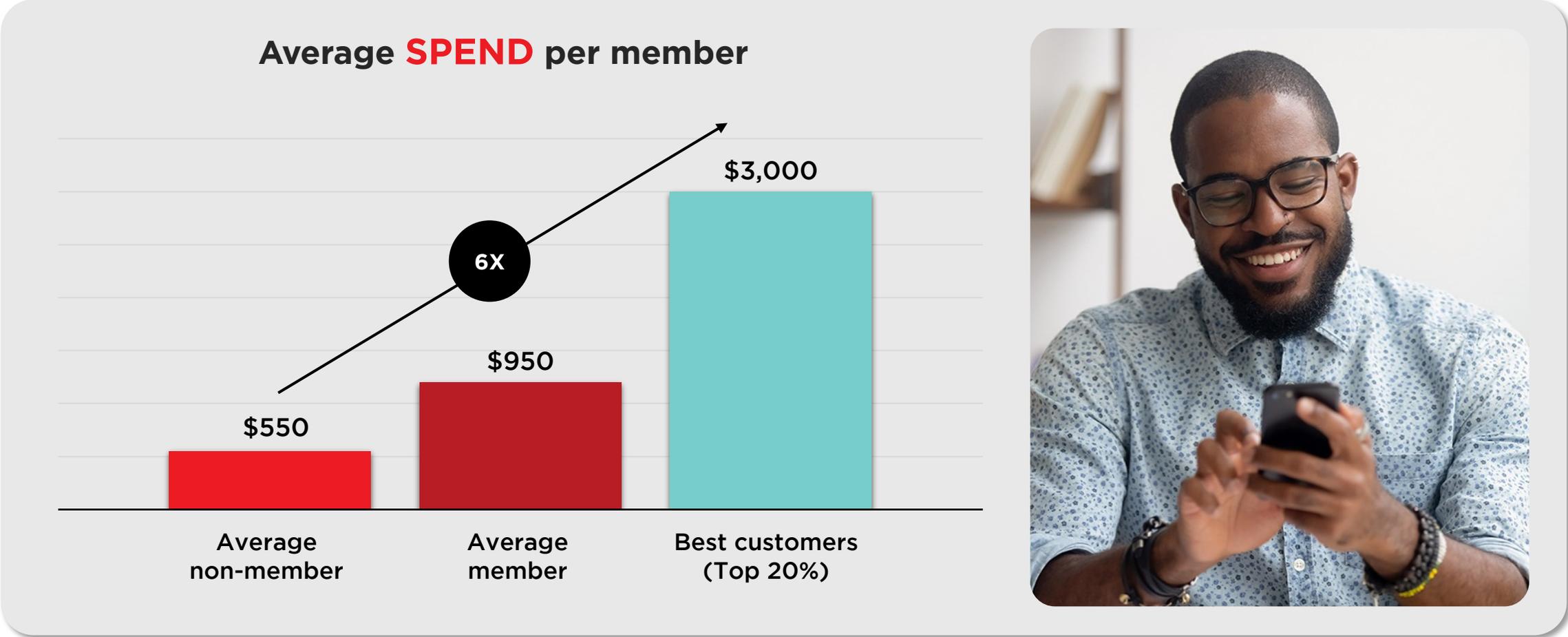


\$277M

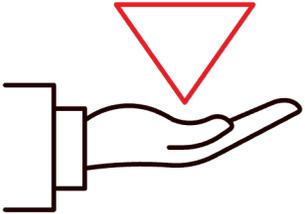
Redeemed in 2021

The diagram illustrates the value of CT Money. It features two large circles: a red one on the left containing '\$1 CT Money' and a teal one on the right containing '\$1 in free stuff', with a dark red circle containing an equals sign between them. Below this, a grid of retailer logos is shown, including Sport Chek, Mark's, Atmosphere, Party City, L'Équipeur, sports experts, Rouseau Sports, Hockey Experts, and L'Entrepôt de Hockey.

Triangle members spend more... a lot more

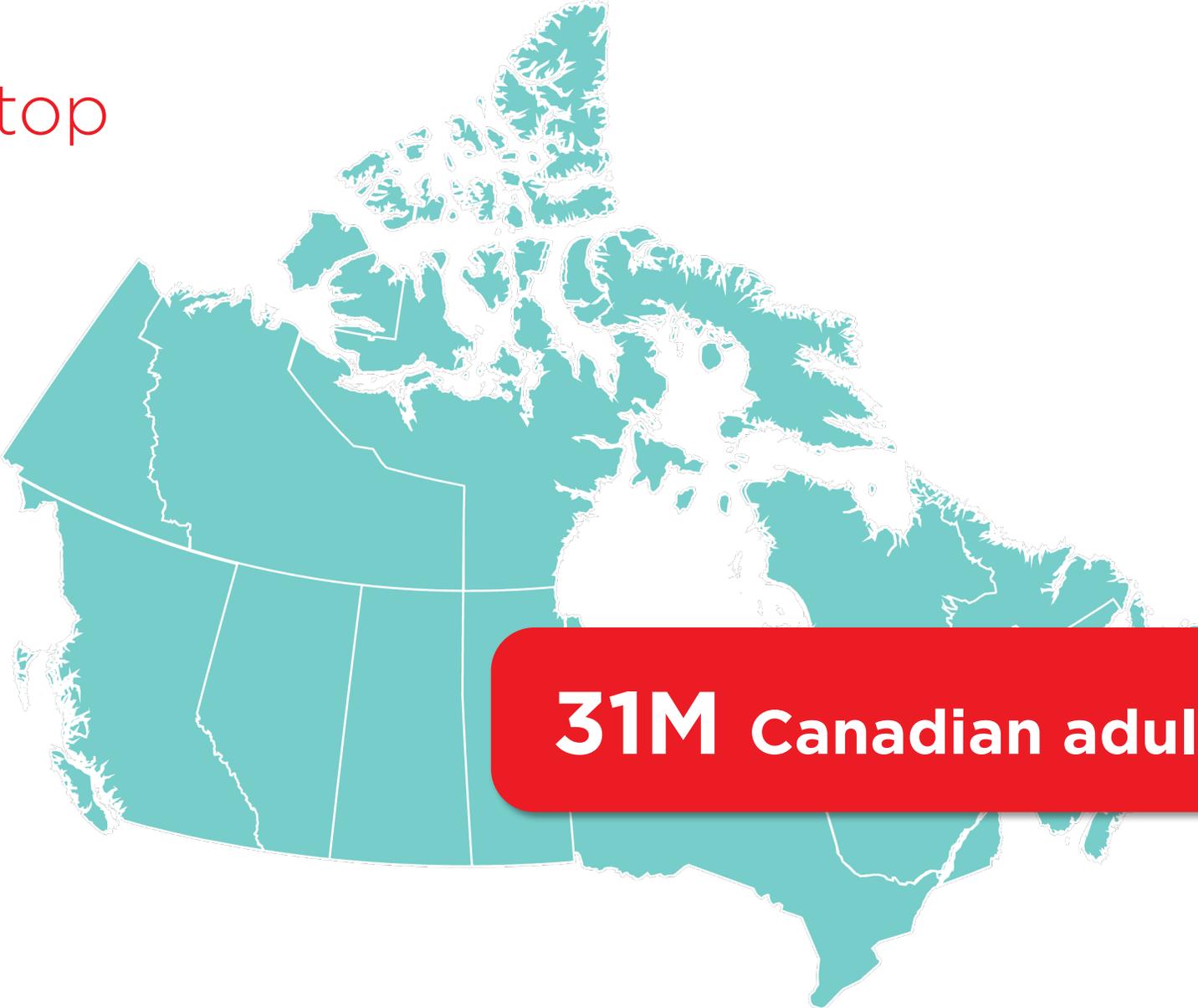


One of Canada's top loyalty programs



**Active
Triangle members**

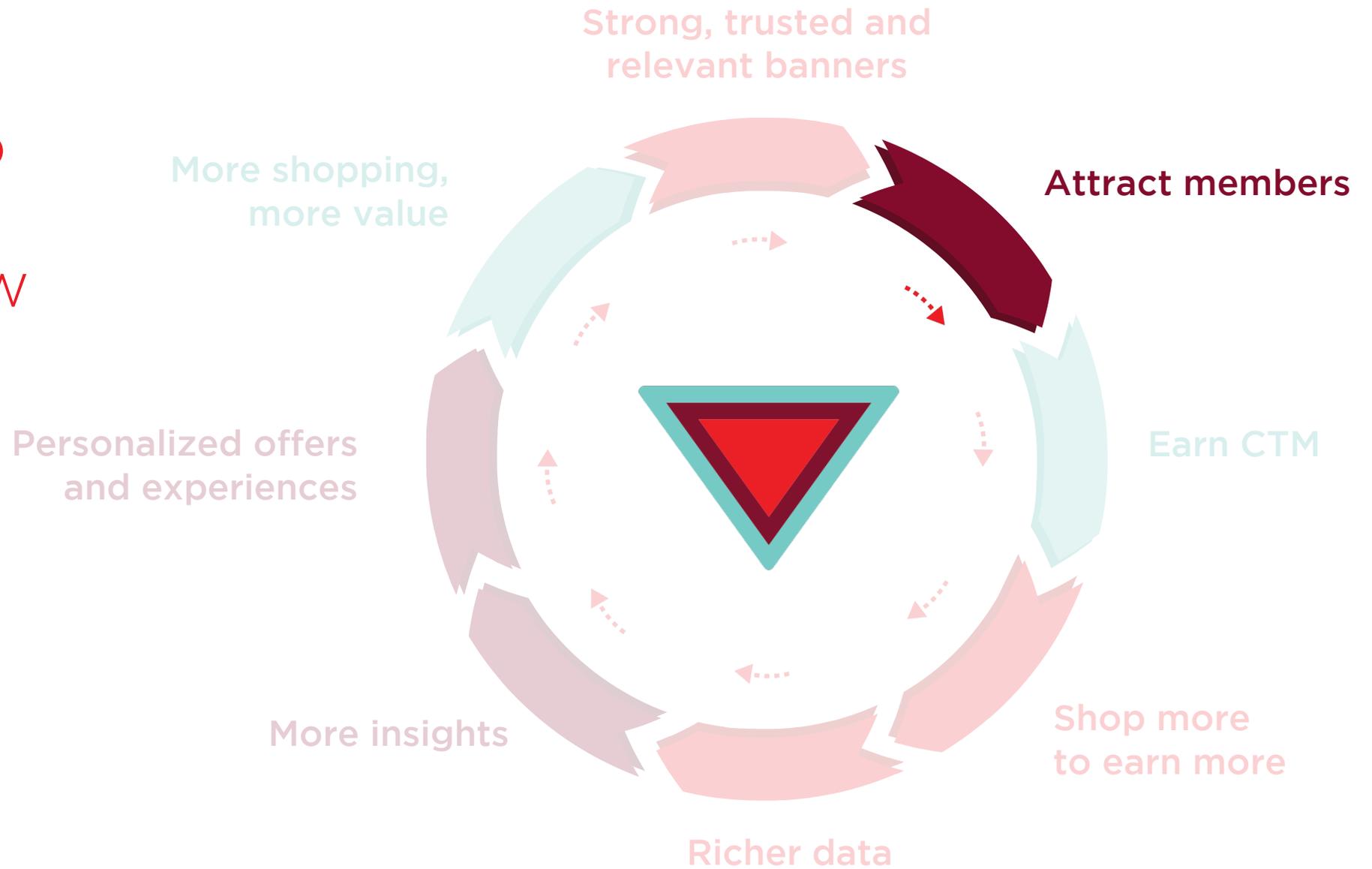
11M



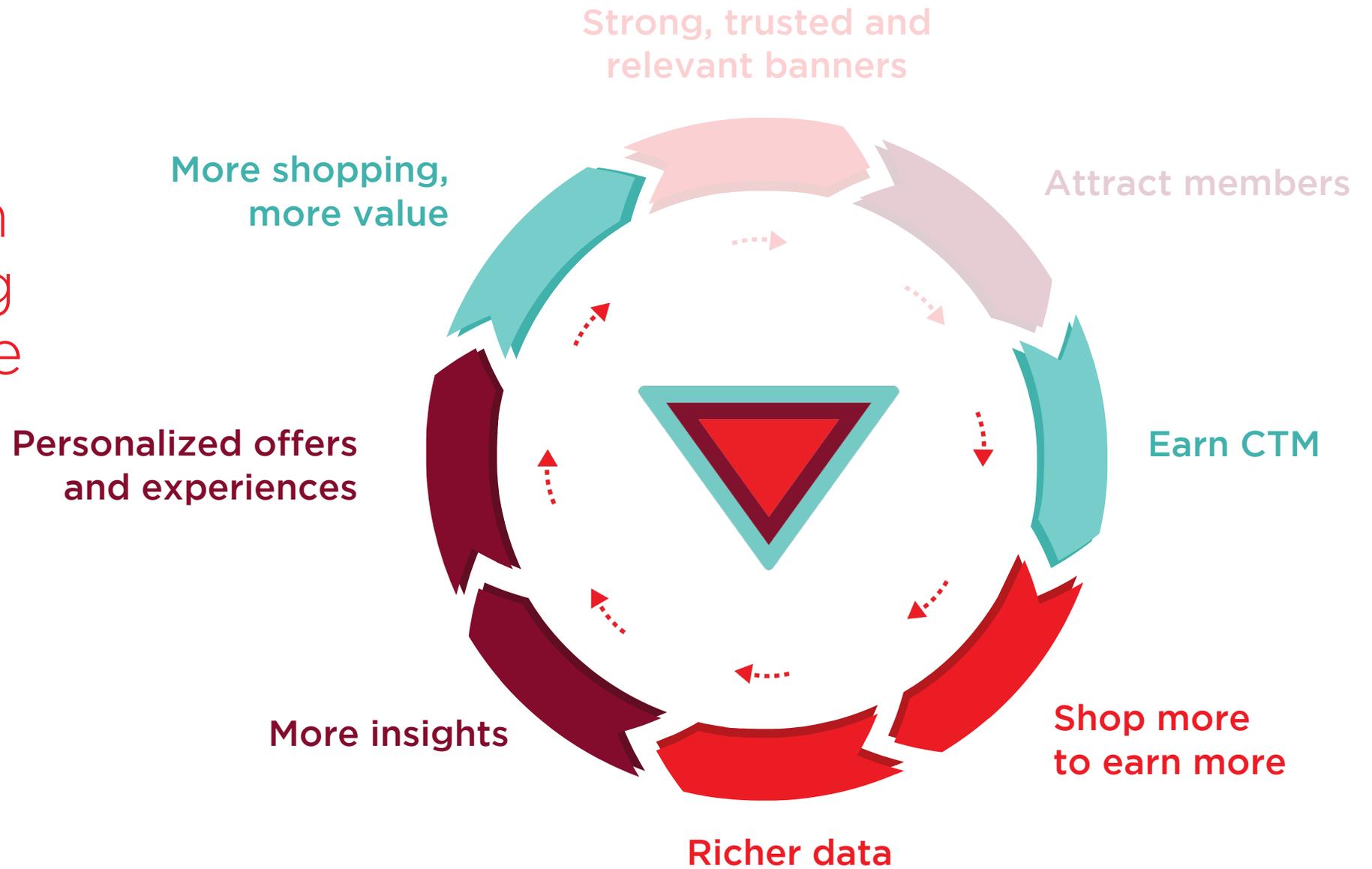
31M Canadian adults

Note: **Active Member** includes any member who has attached their credit card or payment method to the Triangle loyalty program and has shopped at one of our banners in the previous 12 months using their linked credit card or payment method.

Stream 1: continue to attract and acquire new members



Stream 2:
drive more
spend from
our existing
loyalty base



Attracting and retaining new members



All new 2020 members
52% Retained in 2021

Registered new 2020 members
82% Retained in 2021

Ways to participate in Triangle

Base program



Credit card holders



2.2M

CTC customers*

\$1,400

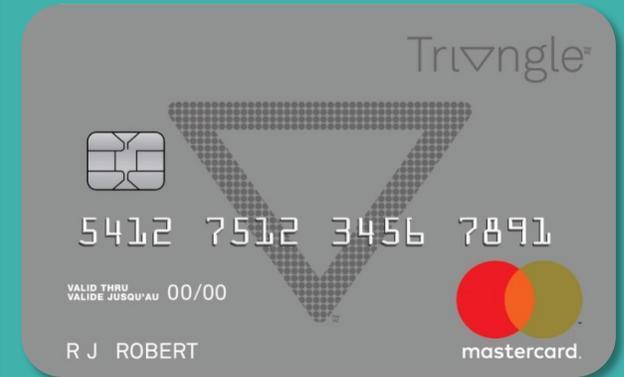
Spend per member

Ways to participate in Triangle

Base program



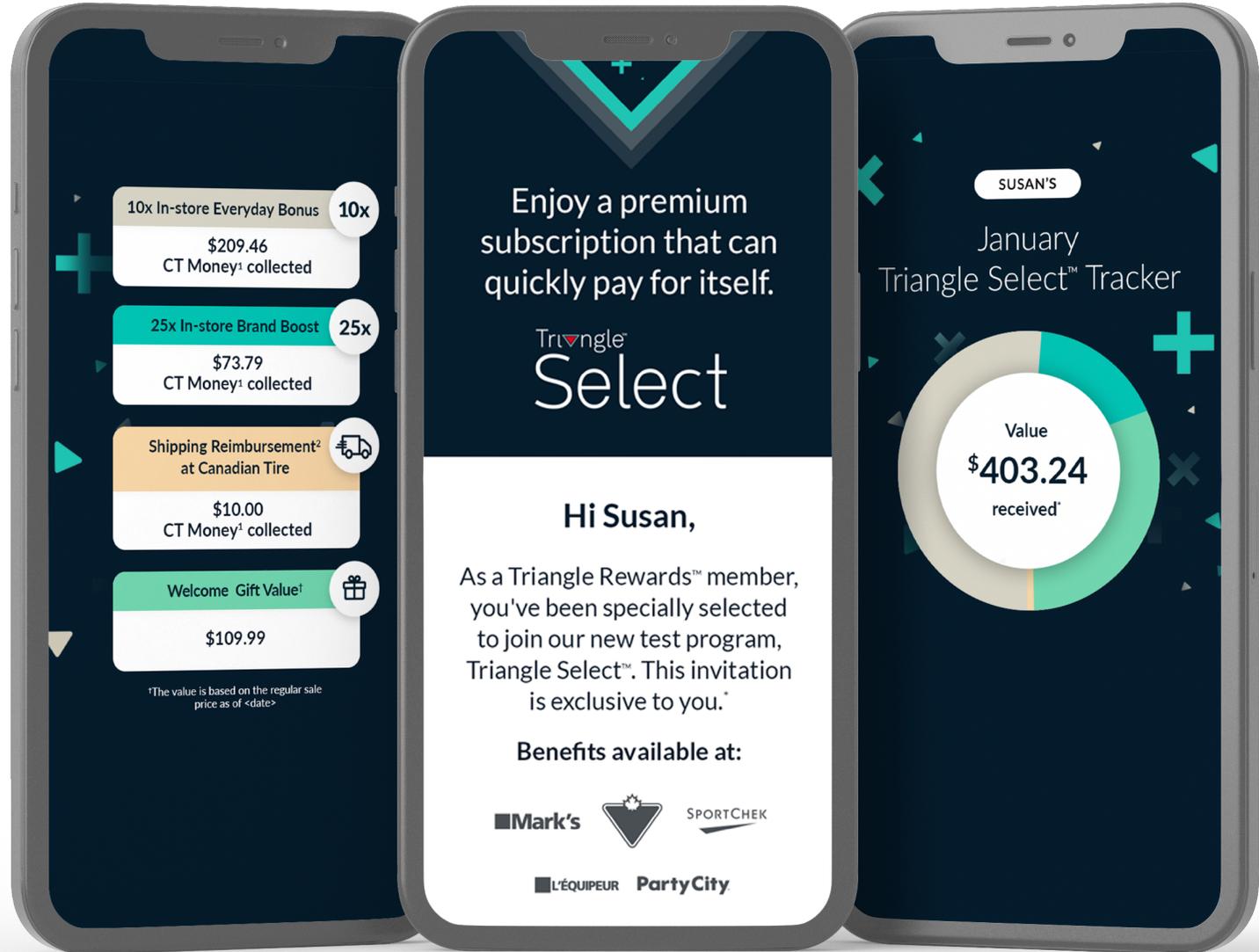
Credit card holders



Triangle Select

Initial pilot sales
vs. forecast

+20%



Triangle growth strategy

INCREASE ACTIVE MEMBERSHIP

and

GROW AVERAGE MEMBER SPEND



11M

×



~\$950

=

SALES GROWTH

CTC best members vs. average members today

Visit

35X

vs. 13X avg

Spend

\$3,000

vs. \$950 avg

39

Categories
shopped

vs. 17 avg

88%

Cross banner
shop

vs. 52% avg

32%

Credit card
holders

vs. 21% avg

41%

Digitally
engaged

vs. 24% avg

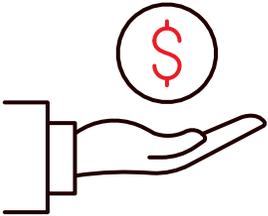
54%

Transact both
in-store and online

vs. 27% avg

CTC's 5 primary engagement levers

1



More category participation

2



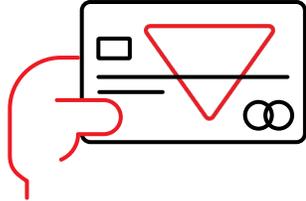
Cross-banner shopping

3



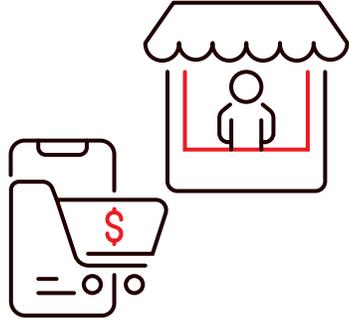
Digital communications participation

4



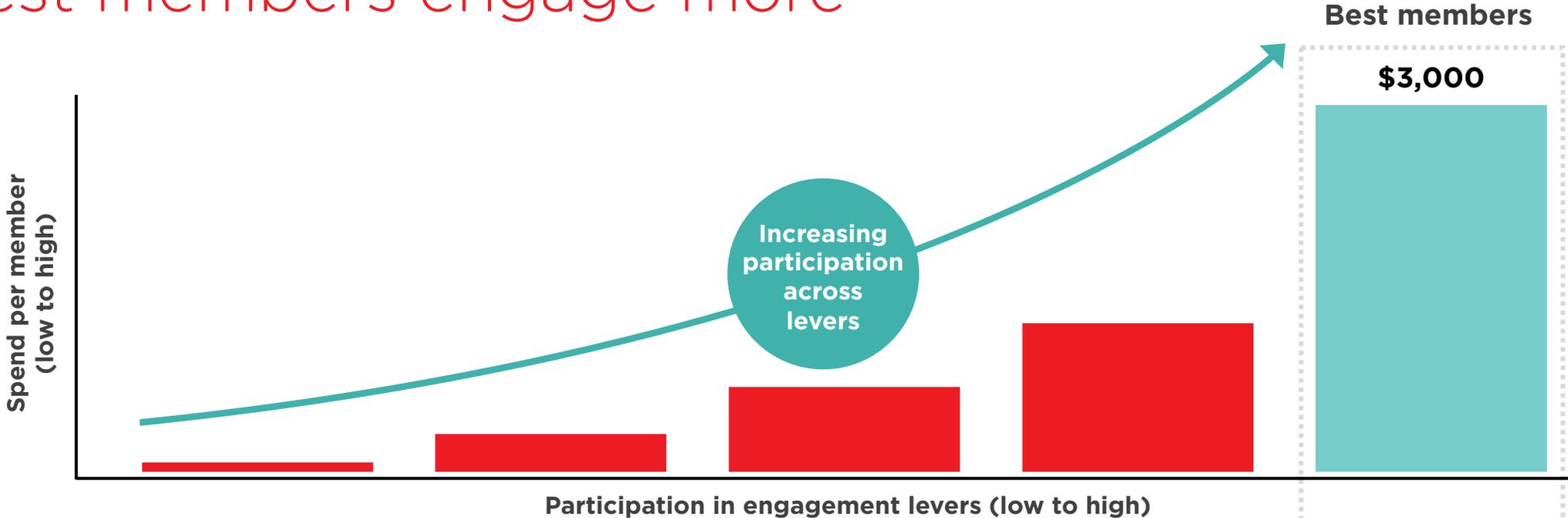
Credit card membership

5



Multi-channel transacting – in-store & online

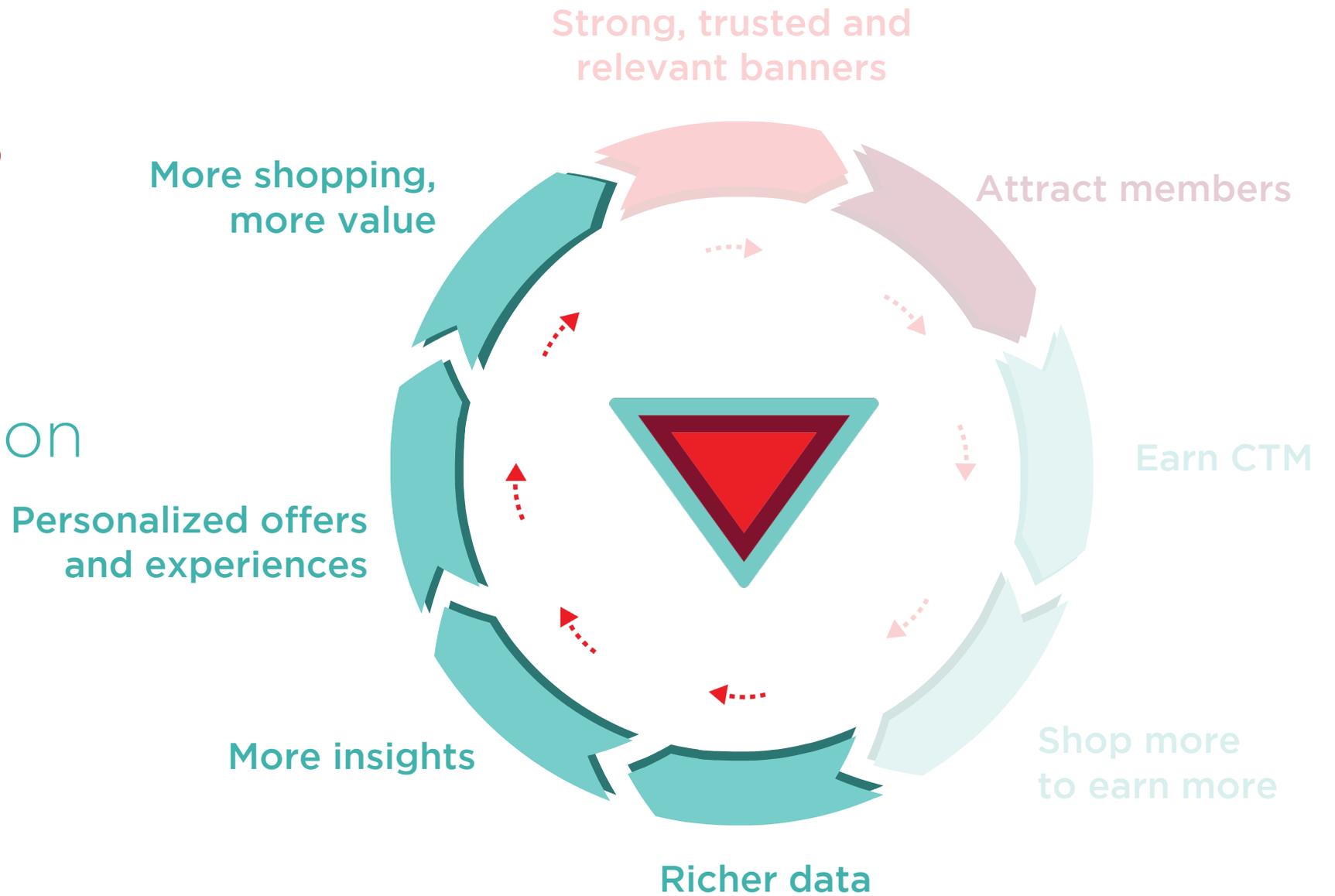
Our best members engage more



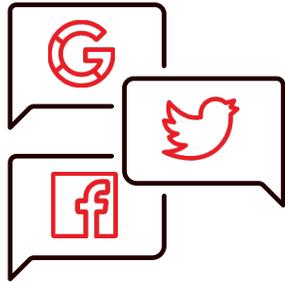
Shop more categories	✓	✓	✓	✓
Shop more CTC banners	✓	✓	✓	✓
Shop in-store and online		✓	✓	✓
Have Triangle credit card			✓	✓
Participate in Owned Channels/1:1 program			✓	✓



Kicking the flywheel into high gear through the power of personalization



Foundations for personalization at scale

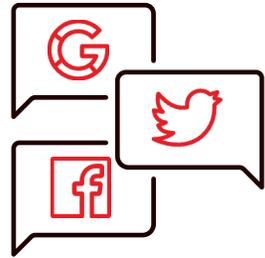


**Scaled owned
audience to
communicate with**



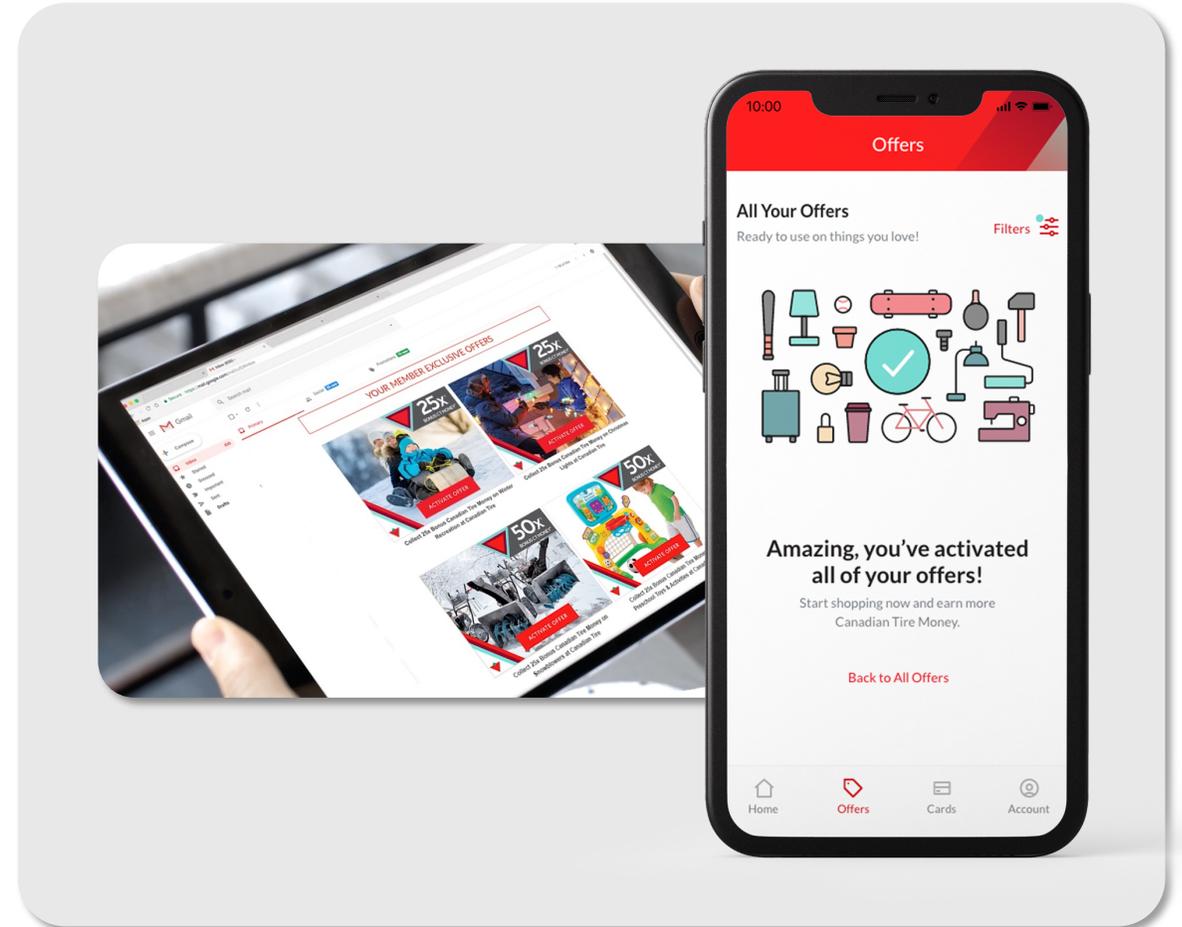
**High volume and
high quality first
party data**

Scaled digital owned audience

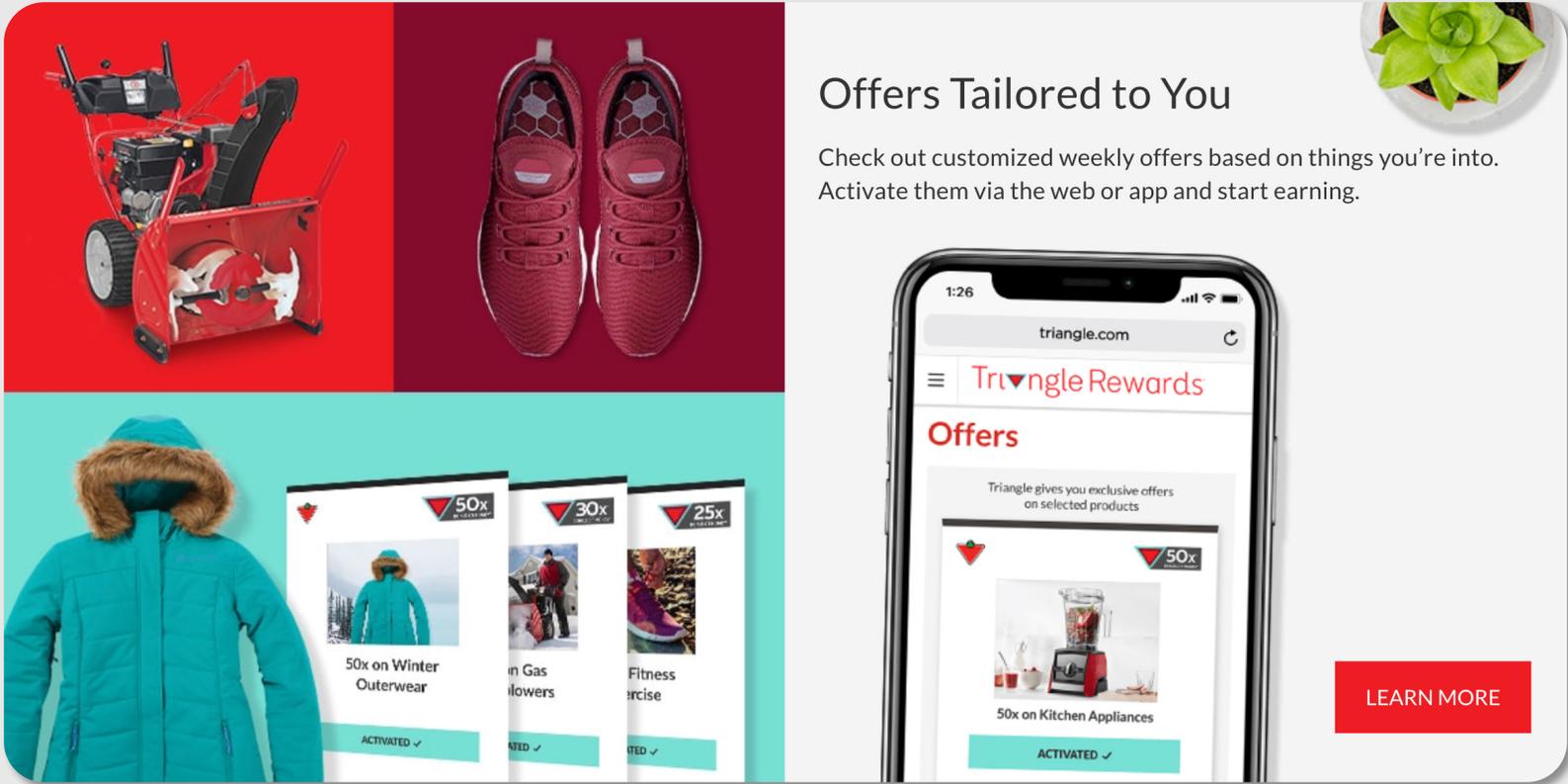


14M

Contactable email subscribers and app users



Personalizing messages through first party data



Offers Tailored to You

Check out customized weekly offers based on things you're into. Activate them via the web or app and start earning.

50x on Winter Outerwear
ACTIVATED ✓

30x on Gas Mowers
ACTIVATED ✓

25x on Fitness Exercise
ACTIVATED ✓

50x on Kitchen Appliances
ACTIVATED ✓

LEARN MORE

One of the best customer data sets in Canada

300

Business categories



Credit card internal
and external spend

~1B

Digital visits per year
across all banners

11

Participating banners



Investment in customer
data platform

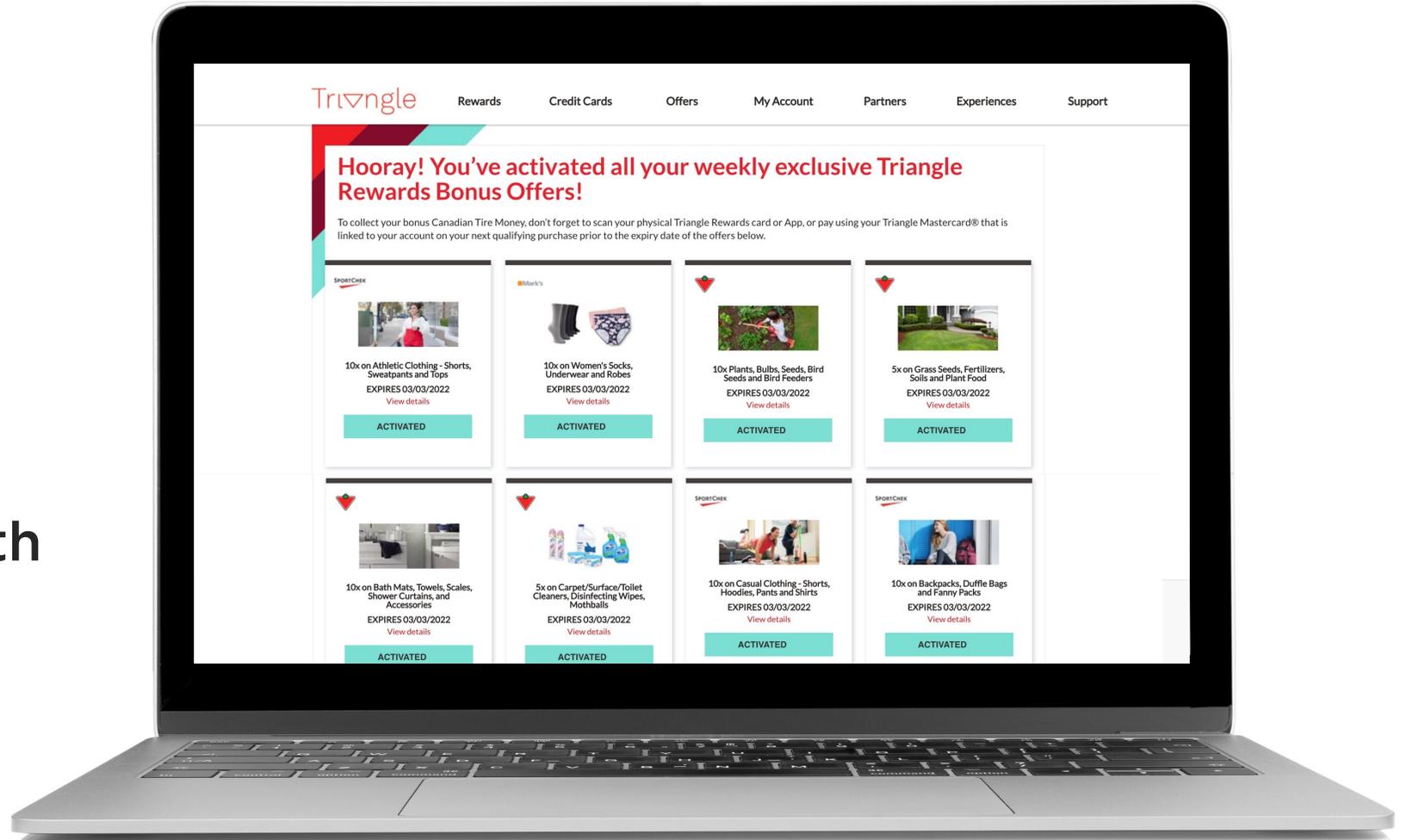


Critical data engineering
and analytics talent

Triangle 1:1 offers program

\$1.4B

Sales associated with 1:1 offers in 2021





Triangle's Path to Better

By the end of 2025, increase loyalty sales as % of retail sales¹ from

58%

to

>63%

1

Use rich acquisition capabilities to drive even better member volume and mix

2

Drive better program registration and marketing opt-in to increase member retention

3

Launch Triangle Select nationally to drive more trip consolidation and better spend/member

4

Continue to grow our owned digital audience to enable better program reach and efficiency

5

Use our rich 1st party data to enable better personalization and even stronger connections in our customers' lives

¹Loyalty sales is a supplementary financial measure calculated by dividing sales attributable to Triangle members by Retail sales.