

# Store Tour Presentation

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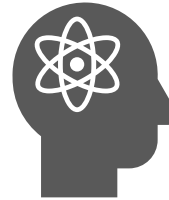
August 2025



# Competitive Advantages to Sustain Retail Business Performance



**Iconic and trusted brand** with unparalleled positioning, **deep local knowledge** and understanding of the Canadian consumer landscape and a strong **commitment to our communities and Sustainability**



**World-class marketing and customer analytics** and **rich first party dataset** provide privileged capabilities which enable unique Canadian consumer insights to drive consumption behaviour and **differentiated data monetization opportunities**



**Exceptional brand-building** and product development capabilities, **anchored in innovation** and leading to an unparalleled depth and **breadth of assortment**



**Strong centralized supply chain capability** driving efficient and cost-effective product flow and **thoughtful investment decisions** across a network of retail stores and distribution centres across Canada

# Store Relocations and Expansion Projects: CTR, SportChek, & Mark's\*

**20**  
Relocations  
or new  
stores  
(~0.5M+  
sq. ft  
added)



**Concept  
Connect (9)**

Ontario	Quebec	Alberta	Saskatchewan	British Columbia	Manitoba	New Brunswick
<ul style="list-style-type: none"> <li>Ottawa</li> <li>Toronto</li> <li>Kitchener</li> <li>Kingston</li> </ul>	<ul style="list-style-type: none"> <li>Mont-Tremblant</li> <li>Sherbrooke</li> </ul>	<ul style="list-style-type: none"> <li>Lloydminster</li> </ul>	<ul style="list-style-type: none"> <li>Moose Jaw</li> </ul>	<ul style="list-style-type: none"> <li>Chilliwack</li> </ul>		



**Bigger, Bolder,  
Better (9)**

Ontario	Quebec	Alberta	Saskatchewan	British Columbia	Manitoba	New Brunswick
<ul style="list-style-type: none"> <li>Ancaster</li> <li>Etobicoke</li> <li>Oakville</li> </ul>		<ul style="list-style-type: none"> <li>Grand Prairie</li> <li>Medicine Hat</li> <li>Red Deer</li> <li>Sherwood Park</li> </ul>		<ul style="list-style-type: none"> <li>Langley</li> </ul>	<ul style="list-style-type: none"> <li>Winnipeg</li> </ul>	



**Destination  
Sport (2)**

Ontario	Quebec	Alberta	Saskatchewan	British Columbia	Manitoba	New Brunswick
<ul style="list-style-type: none"> <li>Etobicoke</li> </ul>						<ul style="list-style-type: none"> <li>Moncton</li> </ul>

**32**  
Expansions  
(~0.5M+  
sq. ft  
added)

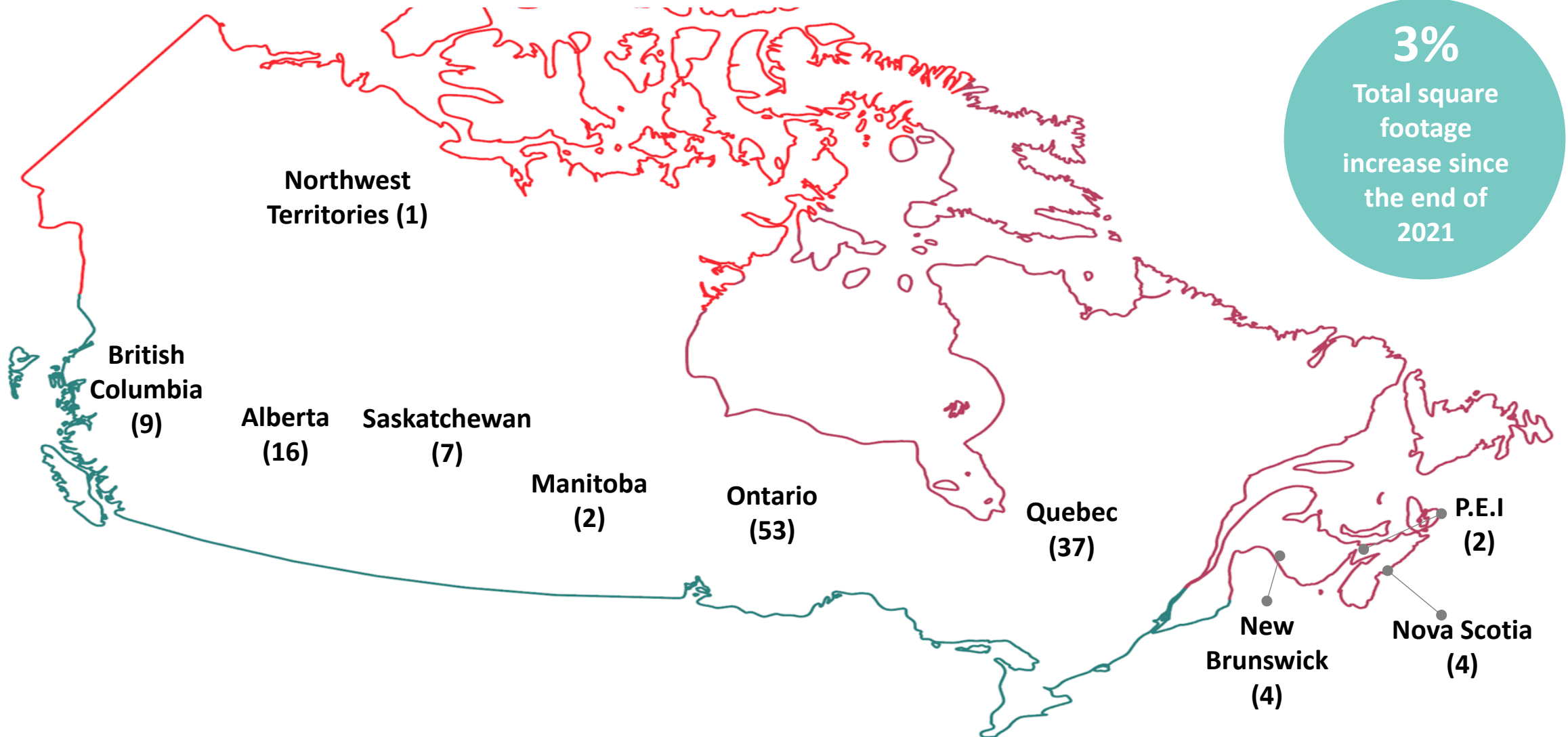


Ontario	Quebec	Alberta	Saskatchewan	British Columbia
<ul style="list-style-type: none"> <li>Bowmanville</li> <li>Brampton</li> <li>Casselman</li> <li>Georgetown</li> <li>Goderich</li> <li>Kingston</li> <li>London</li> </ul>	<ul style="list-style-type: none"> <li>Midland</li> <li>Napanee</li> <li>Oakville</li> <li>Peterborough</li> <li>Toronto</li> <li>Welland</li> <li>Whitby</li> </ul>	<ul style="list-style-type: none"> <li>Chambly</li> <li>Drummondville</li> <li>Granby</li> <li>Kirkland</li> <li>La Plaine</li> <li>Sept-Iles</li> <li>St. Eustache</li> <li>Victoriaville</li> </ul>	<ul style="list-style-type: none"> <li>Lethbridge</li> <li>Edmonton</li> <li>Medicine Hat</li> </ul>	<ul style="list-style-type: none"> <li>Martensville</li> </ul> <p><b>Nova Scotia</b></p> <ul style="list-style-type: none"> <li>Halifax</li> <li>Sydney</li> </ul>
				<ul style="list-style-type: none"> <li>Duncan</li> <li>Invermere</li> </ul> <p><b>PEI</b></p> <ul style="list-style-type: none"> <li>Charlottetown</li> <li>Summerside</li> </ul>

\* From FY 2022 through the first half of 2025.



# CTR Store Enhancement Projects Nationwide (including Remerch)\*



\* Total CTR and PLH store projects include replacements, expansions, and remerchandising efforts completed from FY 2022 through the first half of 2025.

# Returns from Refreshed Stores

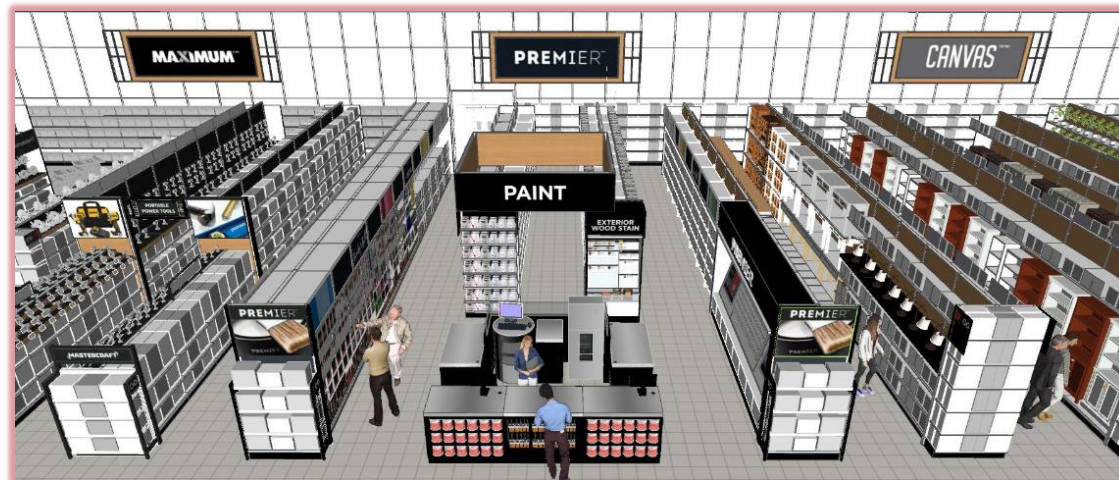
- Higher sales
- Increased average basket size
- Meaningful improvements in NPS (net promoter score)
- Higher Owned Brands sales growth



# Canadian Tire Store Investment Priorities

## Strong representation of the future of retail:

- Modernized store design focused on the customer experience
- In-store technology (Customer Facing Devices, Electronic Shelf Labels, and Scan & Buy)
- Increased focus on in-store display & brand presentation
- Enhanced omni-channel strategy & customer logistics
- Category data & customer-driven floorplan
- New planogram analytics and customization
- Efficient warehouse & receiving operations – door to floor



# Partnering with CTR Dealers: The Dealer Model

## What the Dealers bring:

- Dealers represent a group of exceptional entrepreneurs from a diverse set of backgrounds who are passionate about the work that they do and Making life in Canada Better. Dealers have the autonomy to oversee their store's financials, staff and inventory, allowing them to localize product assortment and selection to their local community.
- Dealers undertake to use their best efforts to manage their Canadian Tire store at its maximum capacity and efficiency.
- Each Dealer owns the fixtures, equipment, and inventory of the store they operate, employs the store staff and is responsible for the store's operating expenses.
- Generally, the premises on which the Canadian Tire stores are located are owned or leased by CTC and licensed to individual Dealers.

## What CTC does for the Dealers:

- CTC provides Dealers with retail systems, resources and support, as well as category business management, product curation and distribution, purchasing, pricing and marketing and financial support through Franchise Trust.
- New Dealers are also provided with coaching and mentoring and attend a tailored training program.
- Mobility and store changeover within the Dealer system is also managed by CTC.

# CTR's Proven and Unique Multi-Category Assortment

	Divisional Sales <sup>1</sup> Percentage <sup>2</sup> (2024)	5 Year Sales CAGR (‘19-’24)	Margin Profile	Essential Mix	
<b>Automotive</b>	27%	+5%	<b>Highest</b> margin rate	<b>Highest</b> mix	<ul style="list-style-type: none"> <li>• Auto Parts &amp; Maintenance</li> <li>• Auto Fluids &amp; Batteries</li> <li>• Tires</li> <li>• Auto Care &amp; Accessories</li> </ul>
<b>Living</b>	26%	+4%	<b>Lowest</b> margin rate		<ul style="list-style-type: none"> <li>• Kitchen</li> <li>• Home Cleaning</li> <li>• Pet Care</li> <li>• Home Décor</li> </ul>
<b>Seasonal &amp; Gardening</b>	20%	+9%			<ul style="list-style-type: none"> <li>• Gardening</li> <li>• Outdoor Tools</li> <li>• Christmas Trees &amp; Décor</li> <li>• Backyard Living &amp; Fun</li> </ul>
<b>Fixing</b>	16%	-1%			<ul style="list-style-type: none"> <li>• Tools</li> <li>• Plumbing</li> <li>• Electrical</li> <li>• Paint</li> </ul>
<b>Playing</b>	10%	-4%		<b>Lowest</b> mix	<ul style="list-style-type: none"> <li>• Camping</li> <li>• Hockey</li> <li>• Team Sports &amp; Golf</li> <li>• Fishing</li> </ul>

(1) Divisional sales is a measure of sales for each of CTR's divisions as a percentage of CTR retail sales excluding Petroleum. These numbers exclude smaller banners and Automotive services.

(2) The 6-year averages from 2019 to 2024 are the following: Automotive – 24%, Living – 26%, Seasonal & Gardening – 21%, Fixing – 18%, and Playing – 11%.

# Showcasing Owned Brands

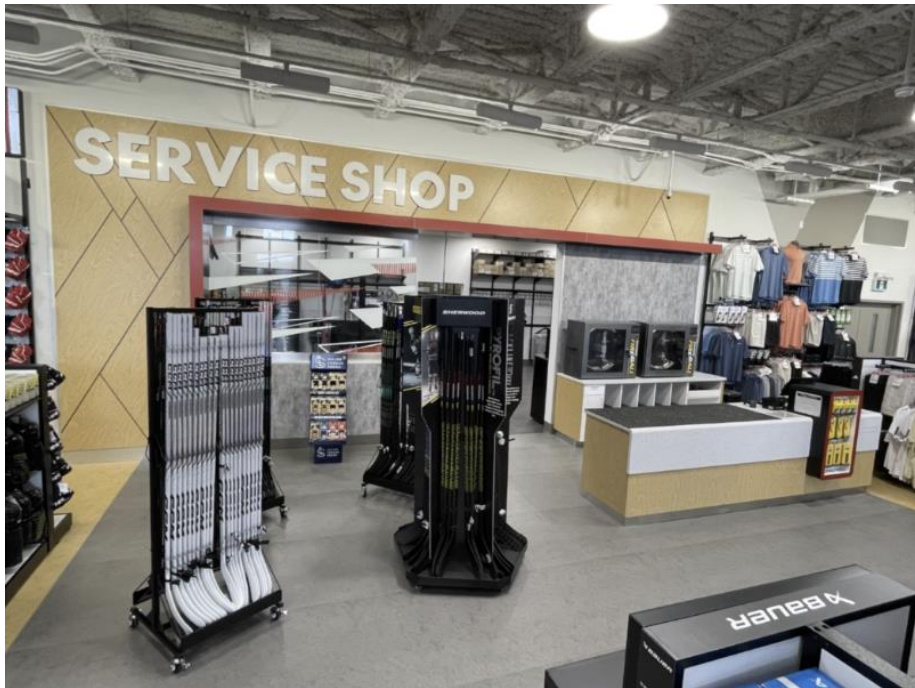


Owned Brands mix<sup>1</sup> at ~39% of annual CTR Retail sales

<sup>1</sup>This is a Supplementary Financial Measure. See Section 10.2 of the Company's MD&A for the Fourth Quarter and Full-Year 2024 ended December 28, 2024, which is available at [www.sedarplus.ca](http://www.sedarplus.ca) and incorporated by reference herein. Penetration rate reflects the sale of Helly Hansen.

# SportChek Destination Sport Concept Highlights

- **Destination Sport** concept are designed to win with athletes by featuring best brands, assortment, and enhanced in-store experience.
- **Brand Showcase:** Dedicated feature walls for top brands and partnerships



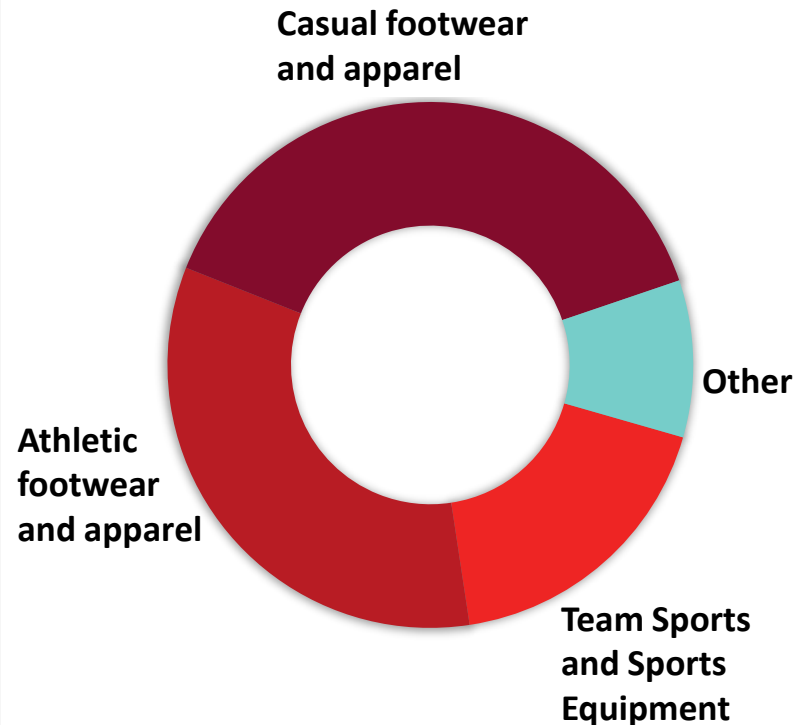
- **Enhanced Services:** Includes skate sharpening, glove steaming, racquet stringing, golf gripping
- **Innovative Footwear Display:** Black cut-outs, dedicated cleat and basketball walls, Trend product tables for footwear and apparel
- **Optimized Store Layout:** Grid layout for easier access to products
- For more information, view our video [Destination Sport: Moncton](#).

# SportChek Snapshot

## Business Overview

- **Leading market player in athletic footwear, apparel and sports equipment**
- **Significant presence across Canada** with 371 stores totalling 7.2M retail sq. ft<sup>1</sup> under corporate (SportChek) and franchise (Sports Experts, Atmosphere, Le Trio Hockey) banners
- Responsive to customer needs, with strong online presence and **flexible online and in-store fulfillment options**, including 2-hour at-home delivery
- **Leveraging strategic brand partnerships and a strong sports assortment and service capabilities** to grow

## FY 2024 Sales Category Mix



## Athletic and Casual Footwear and Apparel Brands



**Owned Brands mix<sup>1</sup>  
at ~12%<sup>2</sup> of annual Retail sales**

(1) Owned brands penetration rate refers to SportChek and Atmosphere banners.

(2) This is a Supplementary Financial Measure. See Section 10.2 of the Company's MD&A for the Fourth Quarter and Full-Year 2024 ended December 28, 2024, which is available at [www.sedarplus.ca](http://www.sedarplus.ca) and incorporated by reference herein. Penetration rate reflects the sale of Helly Hansen.

# Mark's Bigger, Better, Bolder Concept Highlights

- Bring strategic brands to life through shop-in-shops
- Larger presence of women's and kids' assortments
- Highlighting industrial assortment
- Next generation fixtures to elevate Mark's brand presence



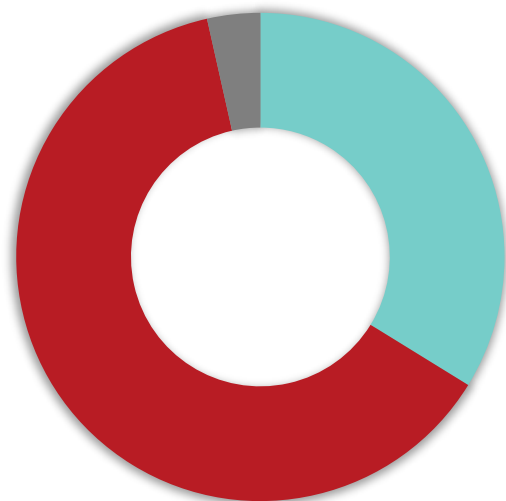
- Sales-driving digital enhancements
- Elevated in-store services
- For more information, view our video [Mark's Bigger Better Bolder Store Highlight](#).

# Mark's Snapshot

## Business Overview

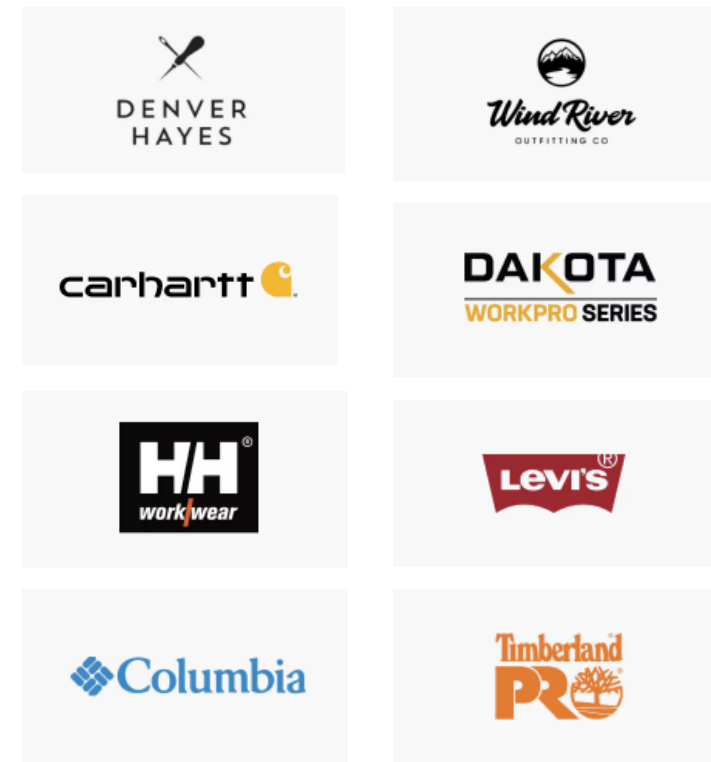
- **Leading market player** in industrial footwear and apparel in Canada, **recognized for innovation** in developing technologically advanced apparel and footwear
- **Significant presence across Canada** with 383 stores totalling 3.8M retail sq. ft<sup>1</sup> under the Mark's/Mark's WorkPro and L'Équipeur/L'Équipeur Pro banners
- **Capturing growth potential in casual apparel and footwear** through Owned Brands, key partnerships and innovative concept store format ("Bigger, Bolder, Better")
- **Strong distribution channel for key partners**, including Levi's, Carhartt, TimberlandPRO, and Silver Jeans

## FY 2024 Sales Category Mix



- Industrial footwear and apparel
- Casual footwear and apparel
- Other

## Industrial and Casual Wear Brands



**Owned Brands contributed 58%<sup>1</sup> of annual Retail sales, driving strong margin**

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