



ÅRSREGNSKAPET FOR REGNSKAPSÅRET 2022 - GENERELL INFORMASJON

Enheten

Organisasjonsnummer:	998 263 158
Organisasjonsform:	Aksjeselskap
Foretaksnavn:	CTC TRIANGLE (NORWAY) I AS
Forretningsadresse:	Munkedamsveien 35 0250 OSLO

Regnskapsår

Årsregnskapets periode:	01.01.2022 - 31.12.2022
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Konsern

Morselskap i konsern:	Ja
Konsernregnskap lagt ved:	Ja

Regnskapsregler

Regler for små foretak benyttet:	Nei
Benyttet ved utarbeidelsen av årsregnskapet til selskapet:	Regnskapslovens alminnelige regler
Benyttet ved utarbeidelsen av årsregnskapet til konsernet:	-

Årsregnskapet fastsatt av kompetent organ

Bekreftet av representant for selskapet:	Carrie Ann Ask
Dato for fastsettelse av årsregnskapet:	13.06.2023

Grunnlag for avgivelse

År 2022: Årsregnskapet er elektronisk innlevert
År 2021: Tall er hentet fra elektronisk innlevert årsregnskap fra 2022

Det er ikke krav til at årsregnskapet m.v. som sendes til Regnskapsregisteret er undertegnet. Kontrollen på at dette er utført ligger hos revisor/enhetens øverste organ. Sikkerheten ivaretas ved at innsender har rolle/rettighet for innsending av årsregnskapet via Altinn, og ved at det bekreftes at årsregnskapet er fastsatt av kompetent organ.

Brønnøysundregistrene, 14.06.2024



Resultatregnskap

Beløp i: NOK	Note	2022	2021
RESULTATREGNSKAP			
Kostnader			
Other expenses	1, 2	47 000	120 000
Sum kostnader		47 000	120 000
Driftsresultat		-47 000	-120 000
Finansinntekter og finanskostnader			
Renteinntekt fra foretak i samme konsern	3	44 262 000	
Annen renteinntekt		1 000	
Sum finansinntekter		44 263 000	
Rentekostnad til foretak i samme konsern	3	40 607 000	14 879 000
Sum finanskostnader		40 607 000	14 879 000
Netto finans		3 657 000	-14 879 000
Ordinært resultat før skattekostnad		3 609 000	-14 999 000
Income tax expense	4		
Ordinært resultat etter skattekostnad		3 609 000	-14 999 000
Årsresultat	5	3 609 000	-14 999 000
Årsresultat etter minoritetsinteresser		3 609 000	-14 999 000
Totalresultat		3 609 000	-14 999 000
Overføringer og disponeringer			
Udekket tap		3 609 000	-14 999 000
Sum overføringer og disponeringer		3 609 000	-14 999 000



Balanse

Beløp i: NOK	Note	2022	2021
BALANSE - EIENDELER			
Anleggsmidler			
Immaterielle eiendeler			
Utsatt skattefordel	4		
Finansielle anleggsmidler			
Investering i datterselskap	6	1 760 215 000	1 760 215 000
Investering i annet foretak i samme konsern	6		
Lån til foretak i samme konsern	3	1 644 643 000	
Sum finansielle anleggsmidler		3 404 858 000	1 760 215 000
Sum anleggsmidler		3 404 858 000	1 760 215 000
Omløpsmidler			
Varer			
Fordringer			
Accounts receivables	3		
Other short-term receivables	3		
Sum fordringer	3		
Investeringer			
Aksjer og andeler i foretak i samme konsern	6		
Bankinnskudd, kontanter og lignende			
Cash and cash equivalents	7	131 000	134 000
Sum bankinnskudd, kontanter og lignende		131 000	134 000
Sum omløpsmidler		131 000	134 000
SUM EIENDELER		3 404 989 000	1 760 348 000

BALANSE - EGENKAPITAL OG GJELD

Egenkapital



Balanse

Beløp i: NOK	Note	2022	2021
Innskutt egenkapital			
Share capital	8	284 639 000	284 639 000
Beholdning av egne aksjer	8		
Overkurs		3 374 174 000	3 374 174 000
Sum innskutt egenkapital		3 658 813 000	3 658 813 000
Opptjent egenkapital			
Other equity		-2 215 984 000	-2 219 593 000
Sum opptjent egenkapital		-2 215 984 000	-2 219 593 000
Sum egenkapital	5	1 442 829 000	1 439 219 000
Gjeld			
Langsiktig gjeld			
Utsatt skatt	4		
Annen langsiktig gjeld			
Gjeld til kredittinstitusjoner	3		
Non-current intercompany liabilities	3	1 962 161 000	321 129 000
Sum annen langsiktig gjeld		1 962 161 000	321 129 000
Sum langsiktig gjeld		1 962 161 000	321 129 000
Kortsiktig gjeld			
Leverandørgjeld	3		
Tax payable	4		
Current intercompany liabilities	3		
Sum kortsiktig gjeld	3		
Sum gjeld		1 962 161 000	321 129 000
SUM EGENKAPITAL OG GJELD		3 404 989 000	1 760 348 000



Brønnøysundregistrene

ÅRSREGNSKAP FOR REGNSKAPSÅRET 2022 - GENERELL INFORMASJON

Journalnummer: 2023 581778

Enheten

Organisasjonsnummer: 998 263 158
Organisasjonsform: Aksjeselskap
Foretaksnavn: CTC TRIANGLE (NORWAY) I AS
Forretningsadresse: Munkedamsveien 35
0250 OSLO

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Morselskap i konsern: Ja
Konsernregnskap lagt ved: Ja

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Benyttet ved utarbeidelsen av
årsregnskapet til selskapet: Regnskapslovens alminnelige regler
Benyttet ved utarbeidelsen av
årsregnskapet til konsernet: -

Årsregnskapet fastsatt av kompetent organ

Bekreftet av representant for selskapet: Carrie Ann Ask
Dato for fastsettelse av årsregnskapet: 13.06.2023

Grunnlag for avgivelse

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Brønnøysundregistrene, 18.07.2023



Organisasjonsnr: 998 263 158
CTC TRIANGLE (NORWAY) I AS

RESULTATREGNSKAP

Beløp i: NOK	Note	2022	2021
RESULTATREGNSKAP			
Kostnader			
Other expenses	1, 2	47 000	120 000
Sum kostnader		47 000	120 000
Driftsresultat		-47 000	-120 000
Finansinntekter og finanskostnader			
Renteinntekt fra foretak i samme konsern	3	44 262 000	
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Sum finansinntekter		44 263 000	
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Totalresultat		3 609 000	-14 999 000
Overføringer og disponeringer			
Udekket tap		3 609 000	-14 999 000
Sum overføringer og disponeringer		3 609 000	-14 999 000



Organisasjonsnr: 998 263 158
CTC TRIANGLE (NORWAY) I AS

BALANSE

Beløp i: NOK	Note	2022	2021
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BALANSE - EIENDELER

Anleggsmidler

Immaterielle eiendeler

Utsatt skattefordel	4		
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Finansielle anleggsmidler

Investering i datterselskap	6	1 760 215 000	1 760 215 000
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Investering i annet			
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foretak i samme konsern	6		
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Lån til foretak i samme			
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konsern	3	1 644 643 000	
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Sum finansielle			
anleggsmidler		3 404 858 000	1 760 215 000

Sum anleggsmidler		3 404 858 000	1 760 215 000
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Omløpsmidler

Varer

Fordringer

Accounts receivables	3		
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Other short-term			
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receivables	3		
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Sum fordringer	3		
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Investeringer

Aksjer og andeler i			
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foretak i samme konsern	6		
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Bankinnskudd, kontanter og lignende

Cash and cash equivalents	7	131 000	134 000
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Sum bankinnskudd,			
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kontanter og lignende		131 000	134 000
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Sum omløpsmidler		131 000	134 000
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SUM EIENDELER		3 404 989 000	1 760 348 000
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BALANSE - EGENKAPITAL OG GJELD

Egenkapital

Innskutt egenkapital

Share capital	8	284 639 000	284 639 000
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Beholdning av egne aksjer	8		
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Overkurs		3 374 174 000	3 374 174 000
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Sum innskutt egenkapital		3 658 813 000	3 658 813 000
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Opptjent egenkapital			
Other equity		-2 215 984 000	-2 219 593 000
Sum opptjent egenkapital		-2 215 984 000	-2 219 593 000
Sum egenkapital	5	1 442 829 000	1 439 219 000
Gjeld			
Langsiktig gjeld			
Utsatt skatt	4		
Annen langsiktig gjeld			
Gjeld til			
kredittinstitusjoner	3		
Non-current intercompany			
liabilities	3	1 962 161 000	321 129 000
Sum annen langsiktig gjeld		1 962 161 000	321 129 000
Sum langsiktig gjeld		1 962 161 000	321 129 000
Kortsiktig gjeld			
Leverandørgjeld	3		
Tax payable	4		
Current intercompany			
liabilities	3		
Sum kortsiktig gjeld	3		
Sum gjeld		1 962 161 000	321 129 000
SUM EGENKAPITAL OG GJELD		3 404 989 000	1 760 348 000



Organisasjonsnr: 998 263 158
CTC TRIANGLE (NORWAY) I AS

NOTEOPPLYSNINGER - SELSKAP - alle poster oppgitt i hele tall

Note
1

Antall årsverk i regnskapsåret
0.00

Sum	Beløp
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Balanseført verdi 31.12.	Varige driftsmidler	Immaterielle eiend.
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Konsernregnskap

Morselskapet sitt navn

Forretningskontor for morselskapet

Begrunnelse for at datterselskap er utelatt fra konsolideringen

Samlet beløp - tilknyttet selskap	Årets	Fjorårets
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Samlet beløp - foretak i samme konsern	Årets	Fjorårets
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Samlet beløp - foretak i samme konsern	Årets	Fjorårets
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Samlet beløp - felles kontrollert virksomhet	Årets	Fjorårets
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Pantstillelse	Beløp
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Beholdning av egne aksjer	Antall	Pålydende	Andel av aksjek.
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Annual Report 2022 CTC Triangle (Norway) I AS

Org.no.: 998 263 158

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CTC Triangle (Norway) I AS

Directors' Report 2022

CTC Triangle (Norway) I AS is a legal and financial entity that is the 100% owner of Helly Hansen Holding AS and its subsidiaries owning Helly Hansen and Musto Ltd (together "The Group" or "CTC Triangle"). The Group is primarily engaged in the design, sourcing, marketing and sale of apparel and footwear. Product categories include sailing, skiing, baselayer, mountain, urban and workwear. The principal markets are Scandinavia, Europe, and North America. The company is headquartered in Oslo, Norway.

The ultimate parent company is Canadian Tire Corporation Ltd, a company listed on the Toronto stock exchange. CTC Triangle (Norway) I AS is not obliged by the Norwegian Accounting Act to issue consolidated financial statements. The consolidated result of CTC Triangle (Norway) I AS and its subsidiaries is included in the consolidated financial statements of Canadian Tire Corporation Ltd and its subsidiaries. These consolidated financial statements are available at:
<https://corp.canadiantire.ca/English/investors/financials-reporting/annual-disclosures/default.aspx>

Comments on the financial statements 2022

Net profit in 2022 was, NOK 3,6 million compared to a loss of NOK 15 million in 2021. Increase in financing operations with higher interest income contributed to satisfactory financial results in 2022.

Total cash flow from operating activities was NOK (2) thousand in 2022 compared to NOK (1) thousand in 2021. The difference is mainly related to change in intercompany balances.

Total assets amounted to NOK 3 405 million compared to NOK 1 760 million for 2021.

Non-current debt and liabilities, including intercompany debt, amounted to NOK 1 962 million at the end of 2022, compared to NOK 321 million at the end of 2021. The financing is through an intercompany loan with the ultimate parent company Canadian Tire Corporations Ltd.

The Board of Directors proposes the following allocation of the result for the year:

Profit for the year	NOK 3 609 379
Transfer to other equity	NOK 3 609 379

The equity ratio was 42 % as of 31.12.2022, compared to 82 % last year.

Transparency Act

For information related to the Act relating to enterprises' transparency and work on fundamental human rights and decent working conditions, a report will be published on Helly Hansen AS' website:
<https://www.hellyhansen.com/>

Research and Development

The company is not involved in any research and development activities.

Employees, environment, safety, and organization

The Company has no employees and no operation.

The company does not engage in any activities which pollute the environment.

Insurance for board members and general manager

An insurance policy has been signed for Directors, Officers, the Corporation, and its subsidiaries. The insurance policy cover claims relating to any wrongful act committed or attempted in their respective occupations as Directors and Officers.

Financial risk and risk management

The Company has no external debt and has no transactions in foreign currency. The financial risk is limited to the value of shares in subsidiaries.



Going concern

In accordance with the Accounting Act § 3-3a, we confirm that the financial statements have been prepared under the assumption of going concern. This assumption is based on the company's financial position. The company's economic and financial position is sound.

Oslo, 13.06.2023

The board of CTC Triangle (Norway) I AS

Brian McCammond
Chairman of the board

Carrie Ann Ask
Member of the board/General Manager

Jean-Philippe Arcand
Member of the board

Harald Blaauw
Member of the board



Revenue statement

CTC Triangle (Norway) I AS

Values in 1000 NOK	Note	2022	2021
Operating income and operating expenses			
Other expenses	1, 2	47	120
Total expenses		47	120
Operating profit/ (loss)		(47)	(120)
Financial income and expenses			
Interest income from group companies	3	44 262	-
Other interest income		1	-
Interest expense to group companies	3	40 607	14 879
Net financial items		3 657	(14 879)
Net profit/ (loss) before tax		3 609	(14 999)
Income tax expense	4	-	-
Net profit/ (loss)	5	3 609	(14 999)
Attributable to/ (from)			
Other equity		(3 609)	14 999
Total		3 609	(14 999)

CTC Triangle (Norway) I AS

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Balance sheet

CTC Triangle (Norway) I AS

Values in 1000 NOK	Note	2022	2021
Assets			
Non-current assets			
Non-current financial assets			
Investments in subsidiaries	6	1 760 215	1 760 215
Loan to group companies	3	1 644 643	-
Total non-current financial assets		3 404 858	1 760 215
Total non-current assets		3 404 858	1 760 215
Current assets			
Cash and cash equivalents	7	131	134
Total current assets		131	134
Total assets		3 404 989	1 760 348



Balance sheet

CTC Triangle (Norway) I AS

Values in 1000 NOK	Note	2022	2021
Equity and liabilities			
Paid-in capital			
Share capital	8	284 639	284 639
Share premium reserve		3 374 174	3 374 174
Total paid-in equity		3 658 813	3 658 813
Retained earnings			
Other equity		(2 215 984)	(2 219 593)
Total retained earnings		(2 215 984)	(2 219 593)
Total equity	5	1 442 829	1 439 219
Liabilities			
Other non-current liabilities			
Non-current intercompany liabilities	3	1 962 161	321 129
Total non-current liabilities		1 962 161	321 129
Total liabilities		1 962 161	321 129
Total equity and liabilities		3 404 989	1 760 348

Oslo, 13.06.2023

The board of CTC Triangle (Norway) I AS


Brian McCammond
Chairman of the board


Carrie Ann Ask
Member of the board/General Manager


Jean-Philippe Arcand
Member of the board


Harald Blaauw
Member of the board



Indirect cash flow

CTC Triangle (Norway) I AS

Note

2022

2021

Cash flows from operating activities

Net income	3 609	(14 999)
Change in intercompany balances	(3 612)	14 998
Net cash flows from operating activities	(2)	(1)

Cash flows from financing activities

Net change in cash and cash equivalents	(2)	(1)
Cash and cash equivalents at the start of the period	134	135
Cash and cash equivalents at the end of the period	131	134



CTC TRIANGLE (NORWAY) I AS

NOTES TO FINANCIAL STATEMENTS

Organisation and significant accounting principles

CTC Triangle (Norway) I AS ("the Company") is a Norwegian limited liability company incorporated on 11 April 2012 and domiciled in Norway. The Company is registered in the Register of Business Enterprises with organization number 998 263 158. The Company's registered office is Munkedamsveien 35, 0250 Oslo, Norway.

The Company is the 100% owner of Helly Hansen Holding AS and its subsidiaries owning Helly Hansen and Musto (together "The Group" or "CTC Triangle"). The Group is primarily engaged in the design, sourcing, marketing and sale of apparel and footwear. Product categories include sailing, skiing, baselayer, mountain, urban and workwear. The principal markets are Scandinavia, Europe, and North America.

In July 2018, 100% of the shares in the Company were acquired by CTC Triangle BV, a Dutch company domiciled in Holland. The ultimate parent company of CTC Triangle BV is Canadian Tire Corporation Ltd, a company listed on the Toronto stock exchange. CTC Triangle (Norway) I AS is not obliged by the Norwegian Accounting Act to issue consolidated financial statements. The consolidated result of CTC Triangle (Norway) I AS and its subsidiaries is included in the consolidated financial statements of Canadian Tire Corporation Ltd and its subsidiaries. These consolidated financial statements are available at: <https://corp.canadiantire.ca/English/investors/financials-reporting/annual-disclosures/default.aspx>

The company has no employees.

Basis of presentation

The accompanying financial statements have been prepared in accordance with the Norwegian Accounting Act from 1998 and Norwegian generally accepted accounting principles ("Norwegian GAAP"), and prepared under the going concern assumption.

The presentation and functional currency of the financial statements is Norwegian Kroner (NOK). Amounts included in the financial statements and notes are stated in thousands of NOK, except where otherwise noted.

Foreign currency translation

All monetary items denominated in a foreign currency are converted at the exchange rate on the balance sheet date. Unrealized gains and losses on transactions denominated in foreign currencies are included in the income statements. Unrealized gains and losses on transactions denominated in foreign currencies are included as financial items in the consolidated income statements.

Classification of balance sheet items

Cash, receivables, and liabilities are classified as current assets and current liabilities, respectively, if maturity is within one year of the balance sheet date. Assets and liabilities not maturing within one year of the balance sheet date are classified as non-current assets and long-term liabilities, respectively.

Investment in subsidiaries

In the Company's accounts subsidiaries are valued according to the cost method. The investments are valued at purchase cost of the shares unless a write-down has been considered to be necessary.

Dividends and group contribution are recognized in the same year as the provisions are made in the subsidiaries. If dividends significantly exceed the portion of retained result after the purchase, the excess represents repayment of invested capital and is deducted from the investment's value in the balance sheet.

Financial assets

The Company initially recognizes loans and receivables and deposits on the date that they are originated. All other financial assets (including assets designated at fair value through profit or loss) are recognized initially on the trade date, which is the date that the Company becomes a party to the contractual provisions of the instrument.

The Company derecognizes a financial asset when the contractual rights to the cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows on the financial asset in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred. Any interest in transferred financial assets that is created or retained by the Company is recognized as a separate asset



or liability.

Financial liabilities

The Company initially recognizes debt securities issued and subordinated liabilities on the date that they are originated. All other financial liabilities (including liabilities designated at fair value through profit or loss) are recognized initially on the trade date, which is the date that the Company becomes a party to the contractual provisions of the instrument.

The Company derecognizes a financial liability when its contractual obligations are discharged, cancelled or expire.

The Company classifies non-derivative financial liabilities into the Other financial liabilities category. Such financial liabilities are recognized initially at fair value plus any directly attributable transaction costs. After initial recognition, these financial liabilities are measured at amortized cost using the effective interest method.

Income taxes

Income tax expense includes current taxes and changes in deferred taxes.

Deferred taxes are computed in accordance with the liability method, which bases the estimated amount of future taxes to be refunded or paid on the temporary differences between financial and tax reporting basis of assets and liabilities using the prevailing tax rates as of the most recent balance sheet date. Deferred tax assets may only be recognized to the extent that it is more likely than not that such assets will be realised in future periods. Deferred tax liabilities and assets are presented on a gross basis in the balance sheet. Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current liabilities and when deferred income taxes relate to the same jurisdiction.

Use of estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Note 1 Remuneration to the auditor

Remuneration of TNOK 44 exclusive VAT (2021: TNOK 119) has been paid to the auditor in 2022.

Note 2 Board fee

No remuneration has been paid to members of the board during 2022.

Note 3 Inter-company items between companies in the same group

	2022	2021
Non-current intercompany receivables		
Helly Hansen Holding AS	1 644 643	-
Total	1 644 643	-
Non-current intercompany liabilities		
Helly Hansen Holding AS	-	321 129
Canadian Tire Corporation Ltd.	1 962 161	-
Total	1 962 161	321 129

A credit facility agreement between the company and Helly Hansen Holding AS was signed in 2018 and carries an interest of 4% + NIBOR. Interest in the amount of TNOK 8 379 (2021: TNOK 14 781) was expensed



in 2022. The maturity of the loan was 5 years and the loan was paid in full during 2022.

During 2022 a new credit facility agreement was made between the company as lender and Helly Hansen Holding AS as borrower. The loan carries an interest of 4% + NIBOR and matures within 5 years. TNOK 44 262 was recognized as interest income in 2022 and is included in the loan balance as of 31. December 2022.

A multi currency loan agreement with Canadian Tire Corporation Ltd, the ultimate parent company, was signed in March 2020. The NOK loan carries interest of NIBOR + margin of 1,36% and an interest of TNOK 32 228 (2021:TNOK 98) was expensed in 2022 and is included in the loan balance as of 31. December 2022.

Note 4 Tax

This year's tax expense	2022	2021
Entered tax on ordinary profit/loss:		
Payable tax	-	-
Changes in deferred tax assets	-	-
Tax expense on ordinary profit/loss	-	-
 Taxable income:		
Result before tax	3 609	(14 999)
Permanent differences	-	-
Allocation of loss to be brought forward	(3 609)	-
Taxable income	-	(14 999)
 Payable tax in the balance:		
Payable tax on this year's result	-	-
Total payable tax in the balance	-	-

The tax effect of temporary differences and loss for to be carried forward that has formed the basis for deferred tax and deferred tax advantages, specified on type of temporary differences:

	2022	2021	Difference
Accumulated loss to be brought forward	(270 627)	(274 237)	(3 609)
Cut interest deduction	(705 148)	(705 148)	-
Not included in the deferred tax calculation	975 775	979 385	3 609
Deferred tax assets (22 %)	-	-	-

A deferred tax asset of TNOK 214 671 (2021: TNOK 215 465) related to tax loss carry forward and interest carry forward have not been recognised as the recognition criteria has not been met. The company has a history of recent losses. As of 31 December 2022, there is not convincing evidence that sufficient taxable profit will be available against which the unused tax loss could be utilised.



Note 5 Shareholders equity

	Share capital	Share premium	Other equity	Total equity
As at 01.01.2021	284 639	3 374 174	(2 204 595)	1 454 218
Result for the year			(14 999)	(14 999)
As at 31.12.2021	284 639	3 374 174	(2 219 593)	1 439 219
Result for the year			3 609	3 609
As at 31.12.2022	284 639	3 374 174	(2 215 984)	1 442 829

Note 6 Shares in subsidiaries

	Country	Owner share	Equity	Profit	Book Value 2022	Book Value 2021
Helly Hansen Holding AS	Norge	100 %	1 837 750	20 429	1 760 215	1 760 215
Total					1 760 215	1 760 215

The shares in Helly Hansen Holding AS consist of A-shares, B-shares and C-shares. Voting rights equal the share ownership for the subsidiary.

No impairment indicators have been identified for the investment in 2022.

Note 7 Bank deposits

The company has TNOK 131 in bank deposits as of 31 December 2022.

Note 8 Shareholders

The share capital in CTC Triangle (Norway) I AS as of 31 December consist of the following share classes:

	Total	Face value	Book value
A-shares	84 412 154	0,1	8 441
B-shares	2 761 976 583	0,1	276 198
Total	2 846 388 737		284 639

Ownership structure

The largest shareholders in % at year end:

	A-shares	B-shares	Total	Owner interest
CTC Triangle BV	84 412 154	2 761 976 583	2 846 388 737	100,0

Ordinary shares and preference shares

The Company has one class of common shares and one class of preference shares. Each share with a par value of NOK 0,1 per share. All issued shares are paid in full. There were 2 846 389 outstanding shares on 31 December 2022, split between A-shares and preference B-shares. All shares have equal rights to vote.

**Dividends and other distributions**

Upon distribution of dividends and other distributions to the Company's shareholders, the following shall apply to the separate share classes:

Class B preference shares shall give the right to a preferred dividend (prior to any distribution to the holders of the ordinary A-shares) equal to 14,11% per annum of NOK 1 934 (the "Preference Amount") calculated from 3 July 2018 and until distribution is made, provided however that the yearly aggregate amount of the Preference Amount shall be capped at an amount in Norwegian Kroner equivalent to CAD 50 million (the "B-preference dividend"). Any B-preference dividend that remains unpaid at year-end shall, until distribution takes place, be included in the calculation basis for B-preference dividend for the following year(s).



Audit trail

Title	CTC Triangle Norway I AS. Financial Statements 2022
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Vår referanse
2021/6583237

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HELLY HANSEN HOLDING AS
Postboks 1653 Vika
0120 OSLO

Dispensasjon fra kravet om å utarbeide årsregnskap og årsberetning på norsk

Vi viser til deres søknad om dispensasjon fra kravet om å utarbeide årsregnskap og årsberetning på norsk for følgende selskaper:

Helly Hansen Holding AS, org.nr. 977 466 482

Helly Hansen AS, org.nr. 912 359 999

Helly Hansen Russia AS, org. nr. 999 241 948

Skattekontoret gir på bakgrunn av en konkret helhetsvurdering selskapene dispensasjon fra kravet til å utarbeide årsregnskap og årsberetning på norsk språk, jf. regnskapsloven § 3-4 tredje ledd.

Dispensasjonen forutsetter at engelsk språk benyttes i stedet ved utarbeidelsen, og at øvrige opplysninger som vedtaket baserer seg på, heller ikke endres vesentlig.

Kopi av dette brevet må sendes Regnskapsregisteret i Brønnøysund sammen med årsregnskapet. Det påligger den regnskapspliktige å dokumentere ved dette brev at tillatelsen er gitt.

Bakgrunn

Fra søknaden siteres:

Vi viser til regnskapsloven §3-4 (3) og ønsker med dette å søke om tillatelse til å utarbeide årsregnskap og årsberetning på engelsk for følgende selskaper:

Helly Hansen Holding AS, org. nr. 977466482

Helly Hansen AS, org. nr. 912359999

Helly Hansen Russia AS, org. nr. 999241948

CTC Triangle [Norway] I AS med org.nr. 998263158, har i vedtak 2012/786874 av 18. oktober 2012 fått tillatelse til å utarbeide årsregnskapet på engelsk språk og alle de ovennevnte selskapene er heleide datterselskaper av CTC Triangle [Norway] I AS.

Helly Hansen konsernet er en av verdens mest erfarne leverandører av teknisk



utendørsbekledning og viktige produktsegmenter omfatter teknisk bekledning og fritidstøy innen vintersport, sjøsport og utendørsaktiviteter så vel som arbeidstøy. Konsernet driver i hovedsak med handel innen de ovennevnte produktsegmentene i det norske markedet, men eier også datterselskaper som opererer som salgsselskaper for konsernet i Europa, Nord Amerika og Russland. Konsernets ultimate morselskap er Canadian Tire Corporation Ltd. som har hovedkontor i Canada.

Alle sentrale aktører og samarbeidspartnere innen denne bransjen behersker og benytter det engelske språket, og konsernets rapporterings- og arbeidsspråk er engelsk. Det utarbeides i dag årsregnskaper og årsberetning på både norsk og engelsk. og den norske versjonen utarbeides kun for å tilfredsstille kravene i regnskapsloven.

På bakgrunn av det ovennevnte er vi av den oppfatning av at en eventuell overgang til utarbeidelse av årsregnskap og årsberetning på engelsk ikke vil føre til at mulige brukere av regnskapsinformasjonen vil bli vesentlig negativt berørt. Videre anser vi at formålet med regnskapsloven fortsatt vil være oppfylt

Skattekontorets vurdering

Etter regnskapsloven § 3-4 tredje ledd skal "årsregnskapet og årsberetningen ... være på norsk. Departementet kan ved ... enkeltvedtak bestemme at årsregnskapet og/eller årsberetningen kan være på et annet språk."

I Ot. prp. nr. 42 (1997-1998) Om lov om årsregnskap mv., er det uttalt følgende om regnskapslovens formål, jf. pkt. 1.1:

Regjeringen har som siktemål at regnskapsloven skal bidra til informative regnskaper for ulike grupper av regnskapsbrukere. Regnskapsbrukerne er dels investorer og kreditorer som tilfører kapital til foretakene, og dels andre grupper som har interesse av å vite hvordan foretaket drives, f.eks. de ansatte og lokalsamfunnet. Informasjonen til kapitalmarkedet skal gi grunnlag for riktig prising av finansielle objekter. Riktig prisdannelse på aksjer er en forutsetning for at ressursbruken i samfunnsøkonomien skal bli best mulig. Gode regnskaper vil også gjøre det vanskeligere for markedsdeltakere å ta ut spekulasjonsgevinster med basis i skjevt fordelt informasjon.

Det fremgår således at et av hovedformålene med regnskapsloven er å bidra til "informative regnskaper for ulike grupper av regnskapsbrukere". Regnskapsbrukere vil omfatte, jf. uttalelsen i proposisjonen, blant andre investorer, kreditorer, ansatte, kunder og lokalsamfunnet.

Det er etter skattekontorets vurdering derfor avgjørende ved vurdering av om dispensasjon fra kravet til å utarbeide årsregnskap og/eller årsberetning på norsk kan gis, at det ikke foreligger mulige brukere av regnskapsinformasjon som blir vesentlig berørt negativt ved en eventuell dispensasjon.

Som nevnt ovenfor er det særlig hensynet til brukerne av regnskapsinformasjon som skal vurderes ved en dispensasjonssøknad. I dette tilfellet er det opplyst at konsernets rapporterings- og arbeidsspråk er



engelsk. I tillegg benytter alle sentrale aktører og samarbeidspartnere innen bransjen engelsk. Skattekontoret finner at disse forholdene samlet tilsier at dispensasjon fra kravet om å utarbeide årsregnskap og årsberetning på norsk kan gis.

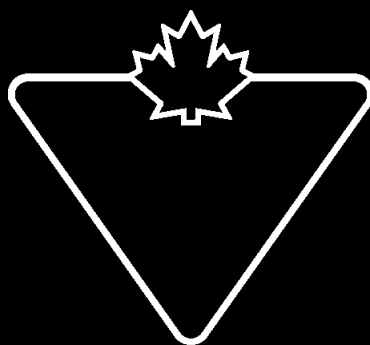
Vennligst oppgi vår referanse ved henvendelse i saken.

Med hilsen

Magrit Kilen Stoebner
underdirektør
Innsats, storbedrift
Skatteetaten

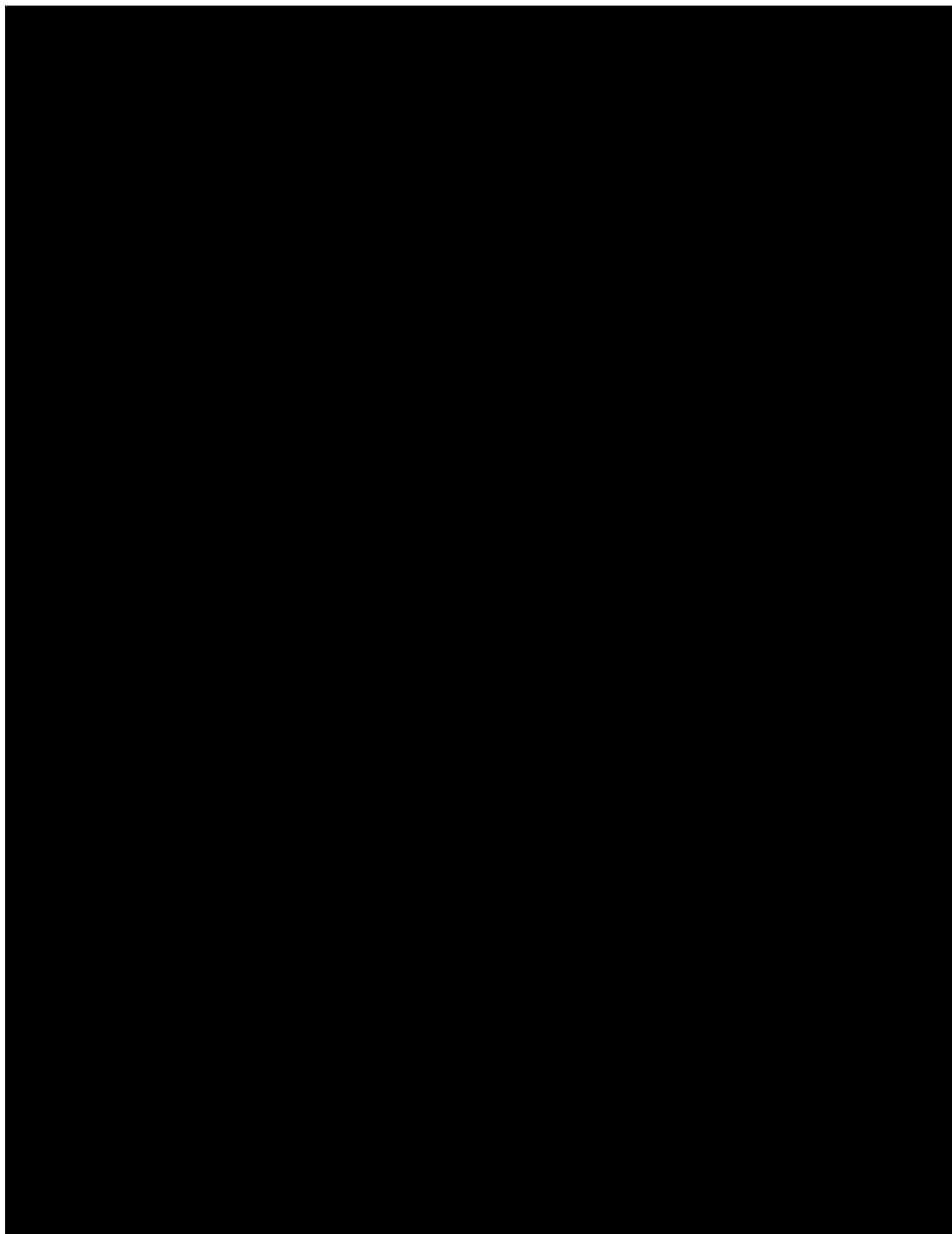
Robin Ingebrigtsen

Dokumentet er elektronisk godkjent og har derfor ikke håndskrevne signaturer.



**HERE'S TO THE
NEXT 100 YEARS**

**CANADIAN TIRE CORPORATION
2022 REPORT TO SHAREHOLDERS**





CANADIAN TIRE CORPORATION
2022 REPORT TO SHAREHOLDERS



MESSAGE FROM J. MICHAEL OWENS, CHAIRMAN OF THE BOARD

Dear Shareholders,

It is a privilege to write to you for the first time as Chairman of Canadian Tire Corporation's (CTC) Board of Directors. I was fortunate to be appointed Chairman during such a pivotal year in CTC's history: the hundredth birthday of Canadian Tire Retail. The year 2022 saw many significant initiatives befitting such a milestone, including the launch of the Company's evolved Brand Purpose, Core Values, *Better Connected* strategy, and \$3.4 billion of strategic investments to deliver an improved omnichannel customer experience.

I am excited to chair the Board of Directors of this iconic Canadian Company as it embarks on its next 100 years. Our founders' enduring commitment to innovation, resilience, and our country empowers us to continue fulfilling our Brand Purpose that We Are Here to Make Life in Canada Better. The Billes family's legacy and that of CTC are intertwined; I thank Martha Billes for her continued commitment to this Company, Canada, and its communities, and congratulate her on her well-deserved investiture as an Officer of the Order of Canada in 2022. I also want to express my gratitude to Owen Billes, whose unwavering dedication to this great Company is matched only by his devotion to its customers.

As we move forward, we are mindful of our responsibility to steward the legacy that has been entrusted to us. My top priorities as Chairman include establishing and maintaining strong governance practices and ensuring an overarching organizational commitment to creating long-term value for our shareholders and other key stakeholders. This requires the Board to operate as an effective, high-performing, and collaborative team that fosters productive working relationships with senior management. Aligned to a shared culture and values and with a determination bolstered by our past, we will continue to work together to fulfill our Brand Purpose and execute our strategy. I am ever impressed by our directors' acumen, adaptability, and cohesion, and I thank them for consistently going above and beyond to support CTC's management and the effective governance of the Company.

In addition to its many milestones, 2022 was yet another year marked by volatility and economic uncertainty, which required us to remain agile in our thinking and informed in our views. In this new environment, insight is as important as oversight. Our Board has taken the opportunity to reflect on our governance priorities and further improve how we

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CANADIAN TIRE CORPORATION

fulfill our responsibilities of monitoring the business's performance and execution of an approved strategy while also providing oversight on risk management and mitigation. We have prioritized the top risks to the business to ensure they receive timely attention from the Board. We have collaborated with Greg Hicks and his leadership team to develop a performance dashboard to effectively monitor progress on our strategy. Additionally, we continue to work closely with the management team as they consider strategic choices to optimize long-term value, leveraging the Board's diversity of experience to provide critical insight. The Board is also committed to overseeing CTC's Environmental, Social and Governance initiatives and ensuring that our Board is diverse and equipped with the necessary skills to support the Company's long-term growth and success.

To that end, during the past year, we remained focused on Board renewal, including formalizing a skills matrix and implementing a purposeful planning process to accelerate the diversity of thought around our table. Since our 2022 Annual Meeting of Shareholders, we appointed Christine Rupp to our Board and are pleased to propose Cathryn Cranston and Lyne Castonguay for election at this year's meeting. Our new members further enhance the skills, experience, and diversity of our Board, and we are confident they will bring fresh perspectives and valuable expertise.

I commend our management team for their progress against the *Better Connected* strategy to enhance customer experience and invest in communities across Canada. As a Board, we are confident in and committed to overseeing this strategy. We believe it is the catalyst for the Company's growth in the years to come.

None of CTC's accomplishments would be possible without the hard work and dedication of two critical stakeholder groups, our team members and Canadian Tire Associate Dealers. Thank you for your partnership, contributions, and commitment to quality, value, and embodying our Brand Purpose. Together this business works better.

Finally, I want to extend my sincere thanks to you, our shareholders, for your continued trust and support. We are committed to delivering long-term shareholder value and we will work tirelessly to ensure that Canadian Tire remains a leader in the retail industry and an important contributor to the Canadian economy.

We look forward to your participation at our Annual Meeting of Shareholders.

Sincerely,

J. Michael Owens

CHAIRMAN, BOARD OF DIRECTORS, CANADIAN TIRE CORPORATION

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MESSAGE FROM
GREG HICKS,
PRESIDENT AND
CHIEF EXECUTIVE OFFICER

To our valued Shareholders,

The year 2022 was one to remember. We emerged from the pandemic and celebrated the hundredth birthday of our flagship banner, Canadian Tire Retail, a milestone that gave us the opportunity to reflect on our remarkable past. Canadian Tire Corporation (CTC) is the successful, trusted, and resilient company it is today because of those who came before us, most notably the Billes family. Their innovative and entrepreneurial spirit fostered the foundation upon which we are building our future – a future that is better for our customers, employees, communities, and you: our shareholders. With an evolved Brand Purpose – We Are Here to Make Life in Canada Better – clear Core Values and an ambitious *Better Connected* strategy for growth, we are well positioned to achieve our collective ambition and not simply compete but win in the world of retail.

In 2022, we achieved a normalized diluted EPS of \$18.75, barely shy of 2021's record. This was a great finish to our centennial year and a testament to our teams' ability to manage well through a dynamic economic environment that included elevated supply chain and product costs and an increase in foreign exchange. By further strengthening our connection to Canadians through our Triangle Rewards Loyalty Program and credit card, loyalty sales outpaced retail sales and loyalty penetration increased to approximately 60%. Moreover, we successfully delivered our stated goal of more than \$300 million in operating efficiencies and renewed our share buyback program with the intention to repurchase between \$500 million and \$700 million by the end of 2023. As pleased as I am with what we achieved in 2022, I am even more pleased with how we achieved it, and I want to thank our tens of thousands of team members who, guided by our Brand Purpose and Core Values, remain committed to our strategy.

Since we announced our *Better Connected* strategy at our March 2022 Investor Day, we have made considerable progress against its pillars – and Canadians are already experiencing the benefits. We doubled down on our Triangle Rewards Loyalty Program through personalized offers that provide real value to our customers and drive sales growth. Through our successful beta test of Triangle Select in 2022, we learned that our subscription model drives significantly more spend and banner cross-shop while providing incredible value to our customers. With our full launch of Triangle Select in 2023, we are excited for more Canadians to benefit from this program. We also continued to improve our omnichannel experience, from refreshing, expanding, or replacing 36 Canadian Tire Retail stores in 2022 to rolling out



CANADIAN TIRE CORPORATION

in-store technology and launching One Digital Platform, our new digital infrastructure that will bring our major banners together on a single, modern, cloud-based platform, allowing us to scale for the future.

CTC has long been more than just tires, and through our *Better Connected* strategy, we are committed to designing and delivering world-class products our customers want and need. In 2022, we grew the breadth of our assortment, including expanding our ProSeries Owned Brand and the range of products available from our innovative IceFX brand. We launched Forward With Design, a new brand that was years in the making. We also welcomed new collaborations across our Owned Brands portfolio, including Drake's OVO and Disney with Sherwood, Jillian Harris with Canvas, and Puma and Land Rover with Helly Hansen.

At the same time, we know that making life in Canada better is about more than the products we sell and the services we provide. It also means supporting our communities and considering how our decisions today impact our world of tomorrow. In 2022, Canadian Tire Jumpstart Charities continued to make life in Canada better for kids and families, achieving a significant milestone – three million kids helped – and opening three inclusive playgrounds, four multi-sport courts, and one splash pad, bringing the total to 41 inclusive play spaces built since 2017. We also published our inaugural Environmental, Social and Governance Report and Diversity, Inclusion and Belonging Year in Review; if you have not yet had a chance to read these reports, I encourage you to do so to learn more about our progress to date and work ahead on these two critical journeys. We stepped up during crises, including making the difficult but correct decision to exit our Helly Hansen operations in Russia when Russia invaded Ukraine. We donated more than \$1.4 million to the Red Cross Ukraine Humanitarian Crisis Appeal and, closer to home, provided \$500,000 in essentials for Ukrainian newcomers and hosted a job fair to help them secure employment. When Hurricane Fiona hit, we donated \$400,000 to the relief efforts and supported the distribution of 20,000 wellness and personal care items to local organizations in need.

As we look ahead to 2023, we know we will continue to navigate a challenging macro environment and are ready to face that head-on. For more than a century, we have seen and overcome our share of turbulent times, and today, we are better prepared and stronger than ever. We are an iconic, resilient, and trusted customer-centric Canadian retailer with room to grow. While we are operating in a more challenging short-term environment due to current macroeconomic factors, our *Better Connected* strategy provides us with a clear roadmap for investment to bolster our omnichannel capabilities and drive long-term growth. We have a robust and mutually reinforcing platform of retail banners, brands, and financial services supported by our digital capabilities and vast real estate footprint. All of this, combined with our unparalleled positioning in the Canadian consumer landscape and deep understanding of Canadians, is our unrivalled competitive advantage.

Finally, we remain steadfast in our disciplined approach to capital stewardship, which includes returning capital to you: our valued shareholders. In 2022, our progress ultimately benefitted you through our thirteenth consecutive dividend increase. Thank you for your continued trust in and commitment to us. I also want to thank our Chairman of the Board, Mike Owens, and our Board of Directors for their unwavering support and guidance. And thank you to Martha Billes for her vision, business acumen and determination, and Owen Billes for continuing the Billes family legacy of striving always to make things better. You have both been instrumental in establishing CTC as the successful retailer and prominent brand it is today.

CTC is a company Canadians know and trust, and we take this very seriously. We have built a powerful emotional connection with Canadians – an emotional connection we will continue to grow, protect, and reinforce by striving always to make life in Canada better.

Best,

Greg Hicks

PRESIDENT AND CEO, CANADIAN TIRE CORPORATION



TEN INNOVATIVE MOMENTS THAT SHAPED CANADIAN TIRE



From its origins as a single auto garage to a national chain of over 1,700 retail stores and gas outlets, Canadian Tire Corporation (CTC) has proudly served customers across Canada for 100 years. As it grew, CTC was consistently at the forefront of retail innovation, with products and services designed to make life better for customers from coast to coast. These ten pivotal moments show how CTC innovated through a century in business.

1922

With their combined savings of \$1,800, brothers John W. and Alfred J. Billes purchased the Hamilton Tire and Garage Ltd. at the corner of Gerrard and Hamilton streets in Toronto. Five years later, in 1927, Canadian Tire Corporation was officially incorporated.

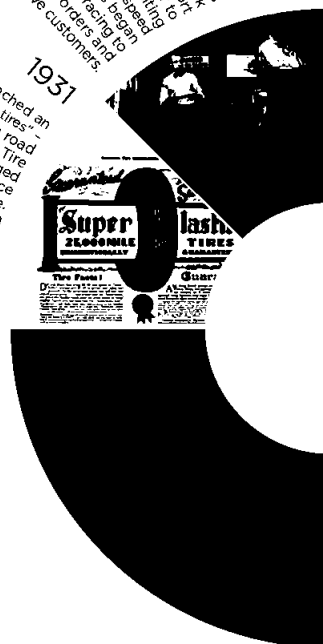


1926

Canadian Tire began sending free road maps to current and potential customers with a one-page price list on the reverse, leading to an influx of orders for tires and a growing product catalogue. The booming mail-order business caught the attention of aspiring entrepreneurs who saw an opportunity to sell products more efficiently in their retail stores. This marked the beginning of Canadian Tire's network of Associate Dealers.

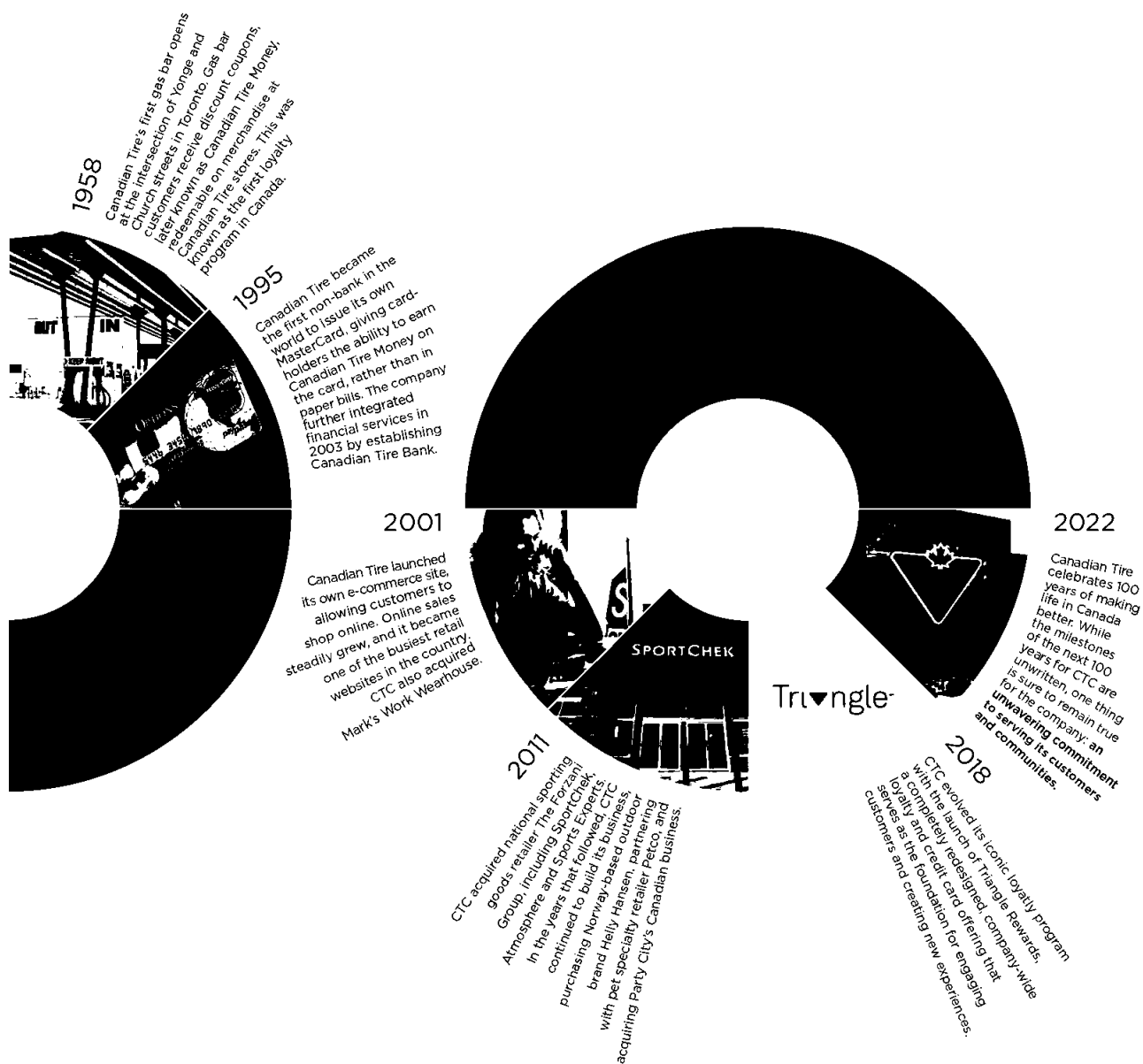
1937
After moving into a spacious new location with massive stock areas at Yonge and Davenport in Toronto, clerks took longer to fill orders for customers waiting at the service counter. To speed up service, salesclerks began wearing roller skates, racing to serve customers.

1931
Canadian Tire launched an "unconditional guarantee on tires" - the Billes' early take on road hazard insurance. Canadian Tire would either repair damaged tires at no cost or replace them at a reduced price. This was the first time that a Canadian company offered a guarantee on tires for anything other than manufacturing defects. The guarantee became hugely popular among customers.





CANADIAN TIRE CORPORATION



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CANADIAN TIRE CORPORATION

MANAGEMENT'S DISCUSSION AND ANALYSIS

AND

CONSOLIDATED FINANCIAL STATEMENTS

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Management's Discussion and Analysis

Canadian Tire Corporation, Limited
Fourth Quarter and Full-Year 2022



Management's Discussion and Analysis

Canadian Tire Corporation, Limited
Fourth Quarter and Full-Year 2022

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MANAGEMENT'S DISCUSSION AND ANALYSIS

1.0 Preface

1.1 Definitions

In this document, the terms "we", "us", "our", "Company", "Canadian Tire Corporation", "CTC", and "Corporation" refer to Canadian Tire Corporation, Limited, on a consolidated basis. This document also refers to the Corporation's three reportable operating segments: the "Retail segment", the "Financial Services segment", and the "CT REIT segment".

The financial results for the Retail segment are delivered by the businesses operated by the Company under the Company's retail banners, which include Canadian Tire, PartSource, Petroleum, Gas+, Party City, Mark's, Helly Hansen, SportChek, Sports Experts, Atmosphere, Pro Hockey Life ("PHL"), Sports Rousseau, and Hockey Experts.

In this document:

"Canadian Tire" refers to the general merchandise retail and services business carried on under the Canadian Tire name and trademarks.

"Canadian Tire Retail" and "CTR" refer to the general merchandise retail and services businesses carried on under the Canadian Tire, PartSource, PHL, and Party City names and trademarks.

"Canadian Tire stores" and "Canadian Tire gas bars" refer to stores and gas bars (which may include convenience stores, car washes, and propane stations) that operate under the Canadian Tire and Gas+ names and trademarks.

"CT REIT" refers to the business carried on by CT Real Estate Investment Trust and its subsidiaries, including CT REIT Limited Partnership ("CT REIT LP").

"Financial Services" refers to the business carried on by the Company's Financial Services subsidiaries, namely Canadian Tire Bank ("CTB" or the "Bank") and CTFS Bermuda Ltd. ("CTFS Bermuda"), a Bermuda reinsurance company.

"Franchise Trust" refers to a legal entity sponsored by a third-party bank that originates and services loans to certain Dealers for their purchases of inventory and fixed assets ("Dealer loans").

"Helly Hansen" refers to the international wholesale and retail businesses that operate under the Helly Hansen and Musto brands.

"Jumpstart" refers to Canadian Tire Jumpstart Charities.

"Mark's" refers to the retail and commercial wholesale businesses carried on by Mark's Work Wearhouse Ltd., and "Mark's stores" including stores that operate under the Mark's and L'Équipeur names and trademarks.

"Owned Brands" refers to brands owned by the Company and managed within the Retail segment.

"PartSource stores" refers to stores that operate under the PartSource name and trademarks.

"Party City" refers to the party supply business that operates under the Party City name and trademarks in Canada.

"Petroleum" refers to the retail petroleum business carried on under the Canadian Tire and Gas+ names and trademarks.

"SportChek" refers to the retail business carried on by FGL Sports Ltd., including stores that operate under the SportChek, Sports Experts, Atmosphere, Sports Rousseau, and Hockey Experts names and trademarks.



MANAGEMENT'S DISCUSSION AND ANALYSIS

Other terms that are capitalized in this document are defined the first time they are used.

This document contains trade names, trademarks, and service marks of CTC and other organizations, all of which are the property of their respective owners. Solely for convenience, the trade names, trademarks, and service marks referred to herein appear without the ® or TM symbol.

1.2 Forward-Looking Information

This Management's Discussion and Analysis ("MD&A") contains information that may constitute forward-looking information within the meaning of applicable securities laws. 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. Although the Company believes that the forward-looking information in this MD&A 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. The Company cannot provide assurance that any financial or operational performance, plans, or aspirations forecast will actually be achieved or, if achieved, will result in an increase in the Company's share price. Refer to section 14.0 in this MD&A for a more detailed discussion of the Company's use of forward-looking information.

1.3 Review and Approval by the Board of Directors

The Board of Directors, on the recommendation of its Audit Committee, approved the contents of this MD&A on February 15, 2023.

1.4 Quarterly and Annual Comparisons in the MD&A

Unless otherwise indicated, all comparisons of results for Q4 2022 (13 weeks ended December 31, 2022) are compared against results for Q4 2021 (13 weeks ended January 1, 2022) and all comparisons of results for the full-year 2022 (52 weeks ended December 31, 2022) are compared against results for the full-year 2021 (52 weeks ended January 1, 2022).

1.5 Accounting Framework

The annual consolidated financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS"), also referred to as Generally Accepted Accounting Principles ("GAAP"), using the accounting policies described in Note 3 of the annual consolidated financial statements.

1.6 Accounting Estimates and Assumptions

The preparation of the Company's consolidated financial statements that conforms to IFRS requires Management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent liabilities at the date of the consolidated financial statements and the reported amounts of revenue and expenses during the reporting period. Refer to section 9.1 in this MD&A for further information.

1.7 Key Performance Measures

The Company uses certain key performance measures, which provide useful information to both Management and investors in measuring the financial performance and financial condition of the Company. These measures are classified as GAAP measures, non-GAAP financial measures, non-GAAP ratios, capital management measures and supplementary financial measures, as well as non-financial measures. Readers are cautioned that the non-GAAP financial measures have no standardized meanings under IFRS and, therefore, may not be comparable to similar terms used by other companies. Refer to section 10.0 for additional information on these metrics. Many of the non-GAAP financial measures in this document are adjusted to normalize the results for certain activities Management does not believe reflect the ongoing business. Unless otherwise noted, analysis of changes in normalized results applies equally to changes in the reported results.



MANAGEMENT'S DISCUSSION AND ANALYSIS

1.8 Rounding and Percentages

Rounded numbers are used throughout the MD&A. All year-over-year percentage changes are calculated on whole dollar amounts except in the presentation of basic and diluted earnings per share ("EPS"), in which year-over-year percentage changes are based on fractional amounts.



MANAGEMENT'S DISCUSSION AND ANALYSIS

2.0 Company and Industry Overview

Canadian Tire Corporation, Limited (TSX: CTC.A) (TSX: CTC) and its subsidiaries, are a group of companies that include a Retail segment, a Financial Services segment and CT REIT. Our retail business is led by Canadian Tire, which was founded in 1922 and provides Canadians with products for life in Canada across its Automotive, Fixing, Living, Playing and Seasonal & Gardening divisions. PartSource, Gas+, Party City and Pro Hockey Life are key parts of the Company's retail network. The Retail segment also includes Mark's, a leading source for casual and industrial wear; and SportChek, Hockey Experts, Sports Experts and Atmosphere, which offer the best activewear brands. Over 1,700 retail and gasoline outlets are supported and strengthened by our Financial Services segment and the tens of thousands of people employed across Canada and around the world by the Company and its Canadian Tire Associate Dealers ("Dealers"), franchisees and petroleum retailers. In addition, Canadian Tire Corporation owns Helly Hansen, a leading global brand in sportswear and workwear based in Oslo, Norway, whose results are included in the Retail segment. A description of the Company's business and select core capabilities can be found in the Company's 2022 Annual Information Form ("2022 AIF"), including section 2 "Description of the Business" and on the Company's Corporate (<https://corp.canadiantire.ca>) and Investor Relations (<https://corp.canadiantire.ca/investors>) websites.



MANAGEMENT'S DISCUSSION AND ANALYSIS

3.0 Historical Performance Highlights

3.1 Select Annual Consolidated Financial Trends

The following table provides selected annual consolidated financial and non-financial information for the last three fiscal periods. The financial information has been prepared in accordance with IFRS. As a result of COVID-19, consolidated earnings and EPS were impacted by a number of items in 2020. The fourth-quarter and full-year 2020 results include one additional week of retail operations compared to the fourth-quarter and full-year of 2021 and 2022 results.

(C\$ in millions, except per share amounts and number of retail locations)	2022	2021	2020 ¹
Consolidated Comparable sales growth ^{2,3}	2.7 %	8.2 %	9.5 %
Retail sales, excluding Petroleum ³	\$ 16,580.7	\$ 16,194.0	\$ 15,172.7
Revenue	17,810.6	16,292.1	14,871.0
Net income	1,182.8	1,260.7	862.6
Normalized ⁴ net income ⁵	1,250.9	1,290.8	904.9
Basic EPS	17.70	18.56	12.35
Diluted EPS	17.60	18.38	12.31
Normalized ⁴ diluted EPS ⁵	18.75	18.91	13.00
Total assets	22,102.3	21,802.2	20,377.1
Total non-current financial liabilities	7,794.8	8,749.7	8,353.3
Financial Services gross average accounts receivable ³ (total portfolio)	6,654.2	5,876.4	6,008.6
Number of retail locations	1,704	1,711	1,741
Cash dividends declared per share	\$ 6.2750	\$ 4.8250	\$ 4.5875
Stock price (CTC.A) ⁶	141.50	181.44	167.33

¹ The full-year 2020 results include one additional week of retail operations compared to the full-year 2021 and 2022.

² Does not include Helly Hansen.

³ For further information about this measure see section 10.2 of this MD&A.

⁴ Refer to section 5.1.1 in this MD&A for a description of normalizing items.

⁵ This is a non-GAAP financial measure. For further information and a detailed reconciliation see section 10.1 of this MD&A.

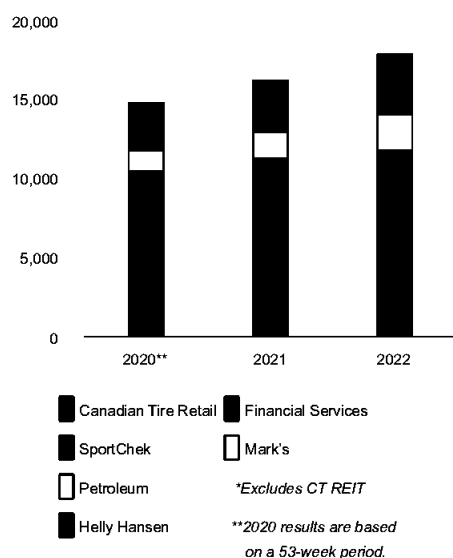
⁶ Closing share price as of the date closest to the Company's fiscal year end.



MANAGEMENT'S DISCUSSION AND ANALYSIS

REVENUE BY BANNER/UNIT*

(\$ millions)

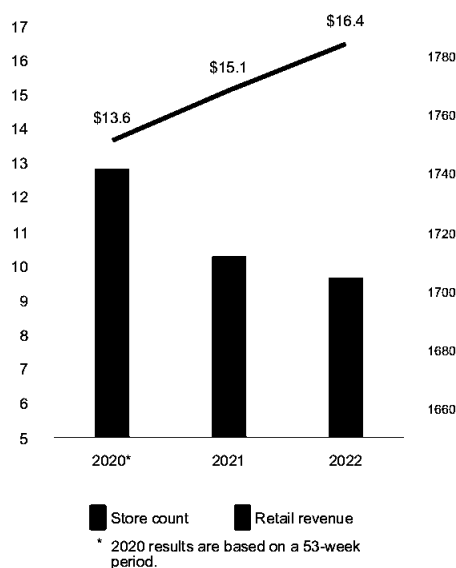


STORES AND RETAIL REVENUE

Retail revenue

(\$ billions)

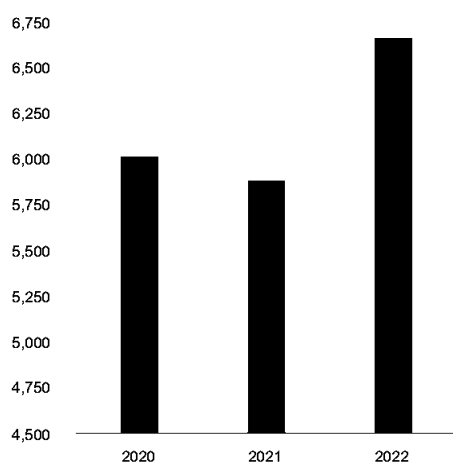
Number of stores



FINANCIAL SERVICES GROSS AVERAGE

ACCOUNTS RECEIVABLE

(\$ millions)

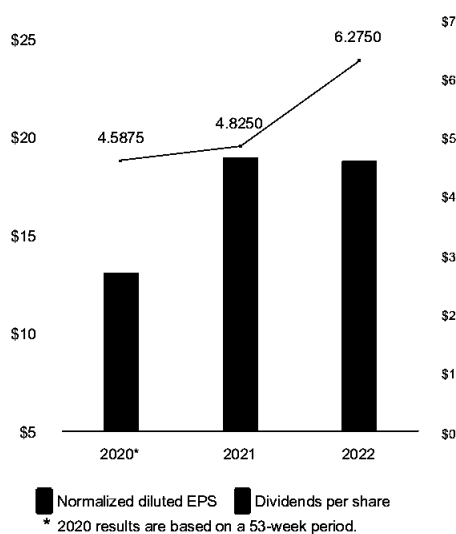


NORMALIZED DILUTED EPS AND

DIVIDENDS PER SHARE

(\$ per share)

(Dividends \$ per share)





MANAGEMENT'S DISCUSSION AND ANALYSIS

4.0 Strategy and Four-Year (2022 to 2025) Financial Aspirations

The following represents forward-looking information and readers are cautioned that actual results may vary.

In the Company's press release issued in conjunction with its Investor Day held on March 10, 2022, CTC announced the *Better Connected* strategy to bolster its omnichannel capabilities and drive long-term growth.

The Company's strategic growth plan builds on the Company's unparalleled brand trust and brand purpose: to *Make Life in Canada Better*. The focus on investing in the business is coupled with a balanced approach to dividends and share buybacks which positions CTC to continue to generate attractive returns to shareholders.

A key part of the Company's strategy and an underpinning for growth will be growing its differentiated and innovative Owned Brands portfolio and increasing customer engagement with the Triangle Rewards program.

The \$3.4 billion of strategic investments, announced in conjunction with the strategy, will create better customer experiences and deeper customer connections.

These investments are being allocated to:

- Enhancing the omnichannel customer experience by better connecting digital and physical channels and rolling out a new "Concept Connect" to approximately 225 Canadian Tire stores;
- Strengthening supply chain fulfillment infrastructure and automation; and
- Modernizing IT infrastructure and driving efficiency in how CTC operates.

In conjunction with the announcement of its strategic plan, CTC also established the following financial aspirations for fiscal years 2022 to 2025.

			Historical 2017-2019		Full-Year 2021		Aspiration 2022-2025		Full-Year 2022	
	Comparable sales growth ¹ achieved on average annual basis	>	<3%	>	8.2%	>	4%+	>	2.7%	
	Diluted earnings per share	>	<\$13.00 2019: \$13.04 normalized ²	>	\$18.38 \$18.91 normalized ²	>	\$26.00+ by 2025	>	\$17.60 \$18.75 normalized ²	
	Retail ROIC ²	>	<10%	>	13.6%	>	~15%+ by 2025	>	12.5%	

¹ For further information about this measure see section 10.2 of this MD&A.

² Normalized diluted EPS and Retail Return on Invested Capital ("ROIC") are non-GAAP ratios. For further information and detailed reconciliations see section 10.1 of this MD&A.

During 2022, the Company:

- Invested \$748 million in operating capital expenditures. Investments continue to be aimed at delivering a better omnichannel customer experience, with 36 stores updated during 2022, including the first two Remarkable Retail stores opened in Ottawa and in the Niagara region (Welland), and pickup lockers now rolled out to 80 percent of Canadian Tire stores;



MANAGEMENT'S DISCUSSION AND ANALYSIS

- Increased its annual dividend for the 13th consecutive year, to \$6.90 per share, a cumulative quarterly dividend increase of 33 percent since last year as a result of dividend increases approved on May 12, 2022 and November 9, 2022; and
- Completed the previously announced \$400 million share repurchase commitment and announced a new share repurchase program to purchase between \$500 to \$700 million Class A Non-Voting Shares by the end of 2023.

The Company's strategic framework for investment remains intact and it continues to focus on the priorities discussed at its Investor Day in March 2022. However, the Company is now operating in a more challenging environment in 2023 than expected when the *Better Connected* strategy was launched. If market forecasts prove accurate and the impact of interest rate increases and ongoing inflationary pressure continue to affect consumer demand and spending patterns, then many of the assumptions that underpin the financial aspirations could be challenged. While the Company remains committed to achieving its financial aspirations outlined at Investor Day, by continuing to invest in its building blocks for the longer term, the pacing will be different than originally planned.

The Operational Efficiency program originally announced in 2019 is now delivering \$300+ million of annual savings, which will help support solid margins at the operating level. The Company will maintain operational discipline and continued focus on driving further efficiencies in the business to offset supply chain costs, which are expected to remain elevated in 2023. As envisaged as part of the *Better Connected* strategy, the Company's investments in business enablers, fulfilment infrastructure and the omni-channel customer experience will include IT and digital investments which will contribute to improved efficiencies in the business and real estate investments to expand and intensify square footage.



MANAGEMENT'S DISCUSSION AND ANALYSIS

4.1 Material Assumptions and Risks

A discussion of the underlying material assumptions and risks that might impact the achievement of the financial aspirations are outlined below. In addition, achievement of the aspirations may be impacted by the risks identified in section 11.0 and risks and assumptions identified in section 14.0 of this MD&A.

4.1.1 Average Annual Consolidated Comparable Sales Growth (excluding Petroleum)

Material assumptions:

- 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

Material risks:

- Decline in economic growth, consumer confidence, household spending and other market disruptions; potential recession
- 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

4.1.2 Diluted EPS

Material assumptions:

- Realization of the Consolidated Comparable Sales Growth aspiration
- No major changes to retail gross margin rates
- Maintain selling, general and administrative expenses ("SG&A") discipline by institutionalizing the Operational Efficiency 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
- Active repurchase of shares under the Company's normal course issuer bid

Material risks:

- Risks associated with the Consolidated Comparable Sales Growth aspiration described above
- Lower or lesser contribution from Operational Efficiency initiatives
- Increased costs relating 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

4.1.3 Retail ROIC

Material assumptions:

- 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

Material risks:

- 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



MANAGEMENT'S DISCUSSION AND ANALYSIS

5.0 Financial Performance

5.1 Consolidated Financial Performance

5.1.1 Consolidated Financial Results

(C\$ in millions, except where noted)	Q4 2022	Q4 2021	Change	2022	2021	Change
Retail sales ¹	\$ 5,729.4	\$ 5,661.0	1.2 %	\$ 19,248.8	\$ 18,264.6	5.4 %
Revenue	\$ 5,340.4	\$ 5,137.6	3.9 %	\$ 17,810.6	\$ 16,292.1	9.3 %
Gross margin dollars	\$ 2,018.4	\$ 1,946.7	3.7 %	\$ 6,097.9	\$ 5,835.2	4.5 %
Gross margin rate ¹	37.8 %	37.9 %	(10) bps	34.2 %	35.8 %	(158) bps
Other expense (income)	\$ 0.2	\$ 5.2	NM ²	\$ 61.6	\$ (23.5)	NM ²
Selling, general and administrative expenses	1,200.1	1,167.4	2.8 %	4,221.5	3,934.3	7.3 %
Net finance costs	65.9	54.1	21.8 %	231.0	222.5	3.8 %
Income before income taxes	\$ 752.2	\$ 720.0	4.5 %	\$ 1,583.8	\$ 1,701.9	(6.9) %
Income tax expense	189.6	184.3	2.9 %	401.0	441.2	(9.1) %
Effective tax rate ¹	25.2 %	25.6 %		25.3 %	25.9 %	
Net income	\$ 562.6	\$ 535.7	5.0 %	\$ 1,182.8	\$ 1,260.7	(6.2) %
Net income attributable to:						
Shareholders of Canadian Tire Corporation	\$ 531.9	\$ 508.5	4.6 %	\$ 1,044.1	\$ 1,127.6	(7.4) %
Non-controlling interests	30.7	27.2	12.5 %	138.7	133.1	4.2 %
	\$ 562.6	\$ 535.7	5.0 %	\$ 1,182.8	\$ 1,260.7	(6.2) %
Basic EPS	\$ 9.13	\$ 8.40	8.7 %	\$ 17.70	\$ 18.56	(4.6) %
Diluted EPS	\$ 9.09	\$ 8.34	9.0 %	\$ 17.60	\$ 18.38	(4.2) %
Weighted average number of Common and Class A Non-Voting Shares outstanding:						
Basic	58,237,893	60,553,762	NM ²	58,983,364	60,744,440	NM ²
Diluted	58,499,745	61,008,556	NM ²	59,336,919	61,345,072	NM ²

¹ For further information about this measure see section 10.2 of this MD&A.

² Not meaningful.

Non-Controlling Interests

The following table outlines the net income attributable to the Company's non-controlling interests. For additional details, refer to Note 15 to the consolidated financial statements.

(C\$ in millions)	Q4 2022	Q4 2021	2022	2021
Financial Services				
Non-controlling interest 20.0% (2021 – 20.0%)	\$ 12.6	\$ 9.0	\$ 64.3	\$ 62.7
CT REIT				
Non-controlling interest 31.3% (2021 – 31.0%)	17.1	16.7	68.6	66.6
Retail segment subsidiary				
Non-controlling interest 50.0% (2021 – 50.0%)	1.0	1.5	5.8	3.8
Net income attributable to non-controlling interests	\$ 30.7	\$ 27.2	\$ 138.7	\$ 133.1



MANAGEMENT'S DISCUSSION AND ANALYSIS

Operational Efficiency Program

During the fourth quarter of 2022, the Company achieved its \$100 million target in additional annualized program run-rate savings. A total of \$300+ million of annualized run-rate savings have been achieved since launching the program in the fall of 2019. The Company continues to invest in efficiencies as part of its *Better Connected* strategy, as outlined above.

Normalizing Items

The results of operations in the fourth quarter of 2022 include costs relating to the Company's Operational Efficiency program which were considered as normalizing items. During the quarter, non-recurring costs relating to consulting and ongoing projects were \$19.6 million. These costs are included in selling, general and administrative expenses in the consolidated statements of income.

In addition, the Company recognized a \$36.5 million non-recurring charge in other expense (income) during the second quarter of 2022 related to the exit of Helly Hansen operations in Russia which has been classified as a normalizing item.

(C\$ in millions)	Q4 2022	Q4 2021	2022	2021
Operational Efficiency program	\$ 19.6	\$ 6.5	\$ 47.2	\$ 40.9
Helly Hansen Russia exit	—	—	36.5	—
Total	\$ 19.6	\$ 6.5	\$ 83.7	\$ 40.9

Selected Normalized Metrics – Consolidated

(C\$ in millions, except where noted)	Q4 2022	Normalizing Items	Normalized Q4 2022 ²	Q4 2021	Normalizing Items	Normalized Q4 2021 ²	Change ³
Revenue	\$ 5,340.4	\$ —	\$ 5,340.4	\$ 5,137.6	\$ —	\$ 5,137.6	3.9 %
Cost of producing revenue	3,322.0	—	3,322.0	3,190.9	0.4	3,191.3	4.1 %
Gross margin	\$ 2,018.4	\$ —	\$ 2,018.4	\$ 1,946.7	\$ (0.4)	\$ 1,946.3	3.7 %
Gross margin rate ⁴	37.8 %	— bps	37.8 %	37.9 %	— bps	37.9 %	(9) bps
Other expense	\$ 0.2	\$ —	\$ 0.2	\$ 5.2	\$ (0.1)	\$ 5.1	NM ⁵
Selling, general and administrative expenses	1,200.1	(19.6)	1,180.5	1,167.4	(6.8)	1,160.6	1.7 %
Net finance costs	65.9	—	65.9	54.1	—	54.1	21.8 %
Income before income taxes	\$ 752.2	\$ 19.6	\$ 771.8	\$ 720.0	\$ 6.5	\$ 726.5	6.2 %
Income tax expense	189.6	5.2	194.8	184.3	1.7	186.0	4.7 %
Net income	\$ 562.6	\$ 14.4	\$ 577.0	\$ 535.7	\$ 4.8	\$ 540.5	6.8 %
Net income attributable to shareholders of CTC	531.9	14.4	546.3	508.5	4.8	513.3	6.4 %
Diluted EPS	\$ 9.09	\$ 0.25	\$ 9.34	\$ 8.34	\$ 0.08	\$ 8.42	10.9 %

¹ Refer to Normalizing Items table in this section for more details.

² These normalized measures (excluding revenue and net finance costs) are non-GAAP financial measures or non-GAAP ratios. For further information and a detailed reconciliation see section 10.1 of this MD&A.

³ Change is between normalized results, if any.

⁴ For further information about this measure see section 10.2 of this MD&A.

⁵ Not meaningful.



MANAGEMENT'S DISCUSSION AND ANALYSIS

(C\$ in millions, except where noted)	2022	Normalizing Items	Normalized 2022 ²	2021	Normalizing Items	Normalized 2021 ²	Change ³
Revenue	\$ 17,810.6	\$ —	\$ 17,810.6	\$ 16,292.1	\$ —	\$ 16,292.1	9.3 %
Cost of producing revenue	11,712.7	—	11,712.7	10,456.9	(1.4)	10,455.5	12.0 %
Gross margin	\$ 6,097.9	\$ —	\$ 6,097.9	\$ 5,835.2	\$ 1.4	\$ 5,836.6	4.5 %
Gross margin rate ⁴	34.2 %	— bps	34.2 %	35.8 %	1 bps	35.8 %	(159) bps
Other expense (income)	\$ 61.6	\$ (36.5)	\$ 25.1	\$ (23.5)	\$ (1.0)	\$ (24.5)	NM ⁵
Selling, general and administrative expenses	4,221.5	(47.2)	4,174.3	3,934.3	(38.5)	3,895.8	7.1 %
Net finance costs	231.0	—	231.0	222.5	—	222.5	3.8 %
Income before income taxes	\$ 1,583.8	\$ 83.7	\$ 1,667.5	\$ 1,701.9	\$ 40.9	\$ 1,742.8	(4.3) %
Income tax expense	401.0	15.6	416.6	441.2	10.8	452.0	(7.8) %
Net income	\$ 1,182.8	\$ 68.1	\$ 1,250.9	\$ 1,260.7	\$ 30.1	\$ 1,290.8	(3.1) %
Net income attributable to shareholders of CTC	1,044.1	68.1	1,112.2	1,127.6	30.1	1,157.7	(3.9) %
Diluted EPS	\$ 17.60	\$ 1.15	\$ 18.75	\$ 18.38	\$ 0.53	\$ 18.91	(0.8) %

¹ Refer to Normalizing Items table in this section for more details.

² These normalized measures (excluding revenue and net finance costs) are non-GAAP financial measures or non-GAAP ratios. For further information and a detailed reconciliation see section 10.1 of this MD&A.

³ Change is between normalized results, if any.

⁴ For further information about this measure see section 10.2 of this MD&A.

⁵ Not meaningful.



MANAGEMENT'S DISCUSSION AND ANALYSIS

Consolidated Results Commentary

Diluted EPS for the fourth quarter of 2022 was \$9.09 per share, \$0.75 higher than the prior year. Normalized diluted EPS was \$9.34, \$0.92 higher than the prior year. The growth in earnings per share was driven by higher revenue in both the Retail and Financial Services segments, up 3.3 percent and 14.3 percent, respectively, in addition to a higher Retail segment gross margin rate and the impact of share repurchases associated with the Company's share repurchase program.

For the full year, Diluted EPS was \$17.60 and Normalized Diluted EPS was \$18.75, a decrease of \$0.78 and \$0.16, respectively, from the prior year. Revenue growth was strong in both the Retail and Financial Services segments, however, earnings per share declined due mainly to the year-over-year variance in the incremental expected credit loss ("ECL") allowance for loans receivable, higher SG&A, foreign exchange losses at Helly Hansen, and a lower Retail segment gross margin rate, partially offset by the impact of share repurchases associated with the Company's share repurchase program.

	Q4 2022	Full Year
Consolidated Results Summary	▲ Diluted EPS: \$0.75 per share - Consolidated revenue was \$5,340.4 million, an increase of \$202.8 million or 3.9 percent. Consolidated revenue excluding Petroleum¹ was \$4,791.4 million, an increase of 3.1 percent driven by revenue growth across all banners in the Retail segment, and revenue growth in the Financial Services segment. - Consolidated gross margin dollars were \$2,018.4 million, an increase of \$71.7 million or 3.7 percent. The increase in gross margin dollars was due to revenue growth in both the Retail and Financial Services segments, in addition to a higher Retail segment gross margin rate. - Other expense was \$0.2 million, a decrease of \$5.0 million compared to the prior year. The decrease was mainly driven by the Retail segment due to higher real estate related gains, partially offset by \$11.6 million of foreign exchange losses recognized at Helly Hansen in the current year compared to \$2.3 million of gains in the prior year.	▼ Diluted EPS: \$0.78 per share - Consolidated revenue was \$17,810.6 million, an increase of \$1,518.5 million or 9.3 percent. Consolidated revenue excluding Petroleum was \$15,469.1 million, an increase of 6.3 percent driven by revenue growth across all banners in the Retail segment, and revenue growth in the Financial Services segment. - Consolidated gross margin dollars were \$6,097.9 million an increase of \$262.7 million, or 4.5 percent driven by the Retail segment due to strong revenue growth across all banners, partially offset by a lower gross margin rate. The Financial Services segment also contributed to the increase in gross margin dollars due to strong revenue growth, partially offset by the \$76.2 million year-over-year variance in the incremental ECL allowance for loans receivable, which increased \$53.7 million in the year, compared to a \$22.5 million reduction in the prior year. - Other expense was \$61.6 million, an increase of \$85.1 million, compared to income of \$23.5 million in the prior year. Excluding the \$36.5 million charge relating to the exit of Helly Hansen operations in Russia, normalized other expense was \$25.1 million, an increase of \$49.6 million from the prior year. The increase was driven by a \$59.1 million year-over-year variance in foreign exchange impact at Helly Hansen, with \$40.5 million of foreign exchange losses recognized in the current year compared to \$18.6 million of gains in the prior year, partially offset by higher real estate related gains compared to the prior year.

¹ For further information about this measure see section 10.2 of this MD&A.



MANAGEMENT'S DISCUSSION AND ANALYSIS

Consolidated Results Commentary (continued)

Q4 2022	Full Year
- Consolidated SG&A was \$1,200.1 million, an increase of \$32.7 million or 2.8 percent. The increase was driven by the Retail segment mainly due to strategic investments relating to the <i>Better Connected</i> strategy including the transition to cloud-based IT infrastructure, and higher volume-related supply chain costs. This was partially offset by lower variable compensation expenses and savings from the Operational Efficiency program. - Net finance costs during the quarter were \$65.9 million, higher by 21.8 percent, primarily due to higher short-term borrowings and interest rates compared to the prior year. - Income taxes for the quarter were \$189.6 million, compared to \$184.3 million in the prior year primarily due to higher income. The effective tax rate decreased for the quarter, primarily due to lower non-deductible stock option expense. - Diluted EPS was \$9.09, an increase of \$0.75 or 9.0 percent. Normalized diluted EPS was \$9.34, an increase of \$0.92 or 10.9 percent. The increase in earnings was due to the reasons noted above and the impact of share repurchases under the Company's share repurchase program.	- Consolidated SG&A was \$4,221.5 million, an increase of \$287.2 million or 7.3 percent. The increase was mainly in the Retail segment due to strategic investments relating to the <i>Better Connected</i> strategy including the transition to cloud-based IT infrastructure, higher volume-related supply chain costs, and higher marketing and store operations expense given the stores were open for the full year. This was partially offset by lower variable compensation expenses and savings from the Operational Efficiency program. SG&A also increased within the Financial Services segment due to higher credit card operational costs, partially offset by lower marketing costs and variable compensation expenses. - Net finance costs were \$231.0 million, higher by 3.8 percent, primarily due to higher short-term borrowings and interest rates, partially offset by higher capitalized interest and lower lease related costs compared to the prior year. - Income taxes for the period were \$401.0 million, a decrease of \$40.2 million compared to the prior year primarily due to lower income. In addition, the effective tax rate decreased for the year, primarily due to lower non-deductible stock option expense, partially offset by the charge relating to the exit of Helly Hansen operations in Russia. - Diluted EPS was \$17.60, a decrease of \$0.78 or 4.2 percent. Normalized diluted EPS was \$18.75, a decrease of \$0.16 or 0.8 percent. The decline in earnings was due to the reasons noted above and the impact of share repurchases under the Company's share repurchase program.



MANAGEMENT'S DISCUSSION AND ANALYSIS

5.1.2 Consolidated Key Performance Measures

(C\$ in millions) increase/(decrease)		Q4 2022	Q4 2021	Change
Selling, general and administrative expenses	\$	1,200.1	\$ 1,167.4	\$ 32.7
Normalized ¹ SG&A adjusted for rent expense ² (excluding depreciation and amortization ³) as a percentage of revenue excluding Petroleum ^{4,5}		22.9 %	23.3 %	(39) bps
Income before income taxes	\$	752.2	\$ 720.0	\$ 32.2
Normalized ¹ EBITDA ⁶ adjusted for rent expense ² as a percentage of revenue excluding Petroleum ^{4,5}		18.2 %	17.4 %	74 bps

¹ Refer to section 5.1.1 in this MD&A for a description of normalizing items.

² Adjustments to SG&A include an addition of depreciation on right-of-use assets and net finance costs relating to lease liability as an estimate for rent expense.

³ Depreciation and amortization excluded amounted to \$103.5 million (2021 - \$98.1 million).

⁴ Revenue excludes Petroleum revenue, EBITDA excludes Petroleum gross margin.

⁵ This is a non-GAAP ratio. For further information and a detailed reconciliation see section 10.1 of this MD&A.

⁶ Earnings Before Interest, Tax, Depreciation and Amortization ("EBITDA").

(C\$ in millions) increase/(decrease)		2022	2021	Change
Selling, general and administrative expenses	\$	4,221.5	\$ 3,934.3	\$ 287.2
Normalized ¹ SG&A adjusted for rent expense ² (excluding depreciation and amortization ³) as a percentage of revenue excluding Petroleum ^{4,5}		25.0 %	24.7 %	33 bps
Income before income taxes	\$	1,583.8	\$ 1,701.9	\$ (118.1)
Normalized ¹ EBITDA ⁶ adjusted for rent expense ² as a percentage of revenue excluding Petroleum ^{4,5}		13.0 %	14.4 %	(142) bps

¹ Refer to section 5.1.1 in this MD&A for a description of normalizing items.

² Adjustments to SG&A include an addition of depreciation on right-of-use assets and net finance costs relating to lease liability as an estimate for rent expense.

³ Depreciation and amortization excluded amounted to \$390.1 million (2021 - \$391.1 million).

⁴ Revenue excludes Petroleum revenue, EBITDA excludes Petroleum gross margin.

⁵ This is a non-GAAP ratio. For further information and a detailed reconciliation see section 10.1 of this MD&A.

⁶ Earnings Before Interest, Tax, Depreciation and Amortization ("EBITDA").



MANAGEMENT'S DISCUSSION AND ANALYSIS

Key Performance Measures Commentary

	Q4 2022	Full Year
Normalized SG&A adjusted for rent expense (excluding depreciation and amortization) as a percentage of revenue excluding Petroleum	▼ 39 bps ▲ \$32.7 or 2.8% reported SG&A Normalized SG&A adjusted for rent (excluding depreciation and amortization) as a percentage of revenue excluding Petroleum, was 22.9 percent, a decrease of 39 bps due to revenue growth outpacing SG&A growth. The increase in the related revenue and SG&A is discussed under the Consolidated Results commentary in the previous charts.	▲ 33 bps ▲ \$287.2 or 7.3% reported SG&A Normalized SG&A adjusted for rent (excluding depreciation and amortization) as a percentage of revenue excluding Petroleum, increased 33 bps compared to the prior year due to SG&A growth outpacing revenue growth. The increase in the related SG&A is discussed under the Consolidated Results commentary in the previous charts.
Income before income taxes	▲ \$32.2 million The increase in earnings was attributable to the reasons described under the Consolidated Results commentary in the previous charts.	▼ \$118.1 million The decline in earnings was attributable to the reasons described under the Consolidated Results commentary in the previous charts.
Normalized EBITDA adjusted for rent expense, as a percentage of revenue excluding Petroleum	▲ 74 bps Normalized EBITDA adjusted for rent expense as a percentage of revenue, excluding Petroleum, was 18.2 percent, an improvement of 74 bps compared to the prior year, attributable to the increase in earnings described under the Consolidated Results commentary in the previous charts.	▼ 142 bps Normalized EBITDA adjusted for rent expense as a percentage of revenue, excluding Petroleum, decreased 142 bps compared to the prior year, attributable to the decline in earnings described under the Consolidated Results commentary in the previous charts.

5.1.3 Seasonal Trend Analysis

The following table shows the consolidated financial performance of the Company by quarter for the last two years.

(C\$ in millions, except per share amounts)	Q4 2022	Q3 2022	Q2 2022	Q1 2022	Q4 2021	Q3 2021	Q2 2021	Q1 2021	Q4 2020
Revenue	\$5,340.4	\$4,228.8	\$4,404.0	\$3,837.4	\$5,137.6	\$3,913.1	\$3,918.5	\$3,322.9	\$4,874.5
Net income	562.6	225.0	177.6	217.6	535.7	279.5	259.1	186.4	521.8
Diluted EPS	9.09	3.14	2.43	3.03	8.34	3.97	3.64	2.47	7.97



MANAGEMENT'S DISCUSSION AND ANALYSIS

5.2 Retail Segment Performance

5.2.1 Retail Segment Financial Results

(C\$ in millions)	Q4 2022	Q4 2021	Change	2022	2021	Change
Retail sales ¹	\$ 5,729.4	\$ 5,661.0	1.2 %	\$ 19,248.8	\$ 18,264.6	5.4 %
Revenue	\$ 4,990.9	\$ 4,830.0	3.3 %	\$ 16,436.3	\$ 15,083.1	9.0 %
Gross margin dollars	\$ 1,825.7	\$ 1,764.7	3.5 %	\$ 5,238.0	\$ 4,984.8	5.1 %
Gross margin rate ¹	36.6 %	36.5 %	4 bps	31.9 %	33.0 %	(118) bps
Other (income)	\$ (39.3)	\$ (32.9)	19.4 %	\$ (84.0)	\$ (165.4)	(49.2) %
Selling, general and administrative expenses	1,168.8	1,115.9	4.7 %	4,088.7	3,787.1	8.0 %
Net finance costs	53.8	43.6	23.7 %	185.3	187.4	(1.1) %
Income before income taxes	\$ 642.4	\$ 638.1	0.7 %	\$ 1,048.0	\$ 1,175.7	(10.9) %

¹ For further information about this measure see section 10.2 of this MD&A.

Selected Normalized Metrics – Retail

(C\$ in millions, except where noted)	Q4 2022	Normalizing Items	Normalized Q4 2022 ²	Q4 2021	Normalizing Items	Normalized Q4 2021 ²	Change ³
Revenue	\$ 4,990.9	\$ —	\$ 4,990.9	\$ 4,830.0	\$ —	\$ 4,830.0	3.3 %
Cost of producing revenue	3,165.2	—	3,165.2	3,065.3	0.4	3,065.7	3.2 %
Gross margin	\$ 1,825.7	\$ —	\$ 1,825.7	\$ 1,764.7	\$ (0.4)	\$ 1,764.3	3.5 %
Gross margin rate ⁴	36.6 %	— bps	36.6 %	36.5 %	— bps	36.5 %	4 bps
Other (income)	\$ (39.3)	\$ —	\$ (39.3)	\$ (32.9)	\$ (0.1)	\$ (33.0)	19.1 %
Selling, general and administrative expenses	1,168.8	(19.6)	1,149.2	1,115.9	(6.8)	1,109.1	3.6 %
Net finance costs	53.8	—	53.8	43.6	—	43.6	23.7 %
Income before income taxes	\$ 642.4	\$ 19.6	\$ 662.0	\$ 638.1	\$ 6.5	\$ 644.6	2.7 %

¹ Refer to section 5.1.1 in this MD&A for a description of normalizing items.

² These normalized measures (excluding revenue and net finance costs) are non-GAAP financial measures. For further information and a detailed reconciliation see section 10.1 of this MD&A.

³ Change is between normalized results, if any.

⁴ For further information about this measure see section 10.2 of this MD&A.

(C\$ in millions, except where noted)	2022	Normalizing Items	Normalized 2022 ²	2021	Normalizing Items	Normalized 2021 ²	Change ³
Revenue	\$ 16,436.3	\$ —	\$ 16,436.3	\$ 15,083.1	\$ —	\$ 15,083.1	9.0 %
Cost of producing revenue	11,198.3	—	11,198.3	10,098.3	(1.4)	10,096.9	10.9 %
Gross margin	\$ 5,238.0	\$ —	\$ 5,238.0	\$ 4,984.8	\$ 1.4	\$ 4,986.2	5.0 %
Gross margin rate ⁴	31.9 %	— bps	31.9 %	33.0 %	1 bps	33.1 %	(119) bps
Other (income)	\$ (84.0)	\$ (36.5)	\$ (120.5)	\$ (165.4)	\$ (1.0)	\$ (166.4)	(27.6) %
Selling, general and administrative expenses	4,088.7	(47.2)	4,041.5	3,787.1	(38.5)	3,748.6	7.8 %
Net finance costs	185.3	—	185.3	187.4	—	187.4	(1.1) %
Income before income taxes	\$ 1,048.0	\$ 83.7	\$ 1,131.7	\$ 1,175.7	\$ 40.9	\$ 1,216.6	(7.0) %

¹ Refer to section 5.1.1 in this MD&A for a description of normalizing items.

² These normalized measures (excluding revenue and net finance costs) are non-GAAP financial measures. For further information and a detailed reconciliation see section 10.1 of this MD&A.

³ Change is between normalized results, if any.

⁴ For further information about this measure see section 10.2 of this MD&A.

MANAGEMENT'S DISCUSSION AND ANALYSIS

5.2.2 Retail Segment Key Performance Measures

(Year-over-year percentage change,
C\$ in millions, except as noted)

	Q4 2022	Q4 2021	Change	2022	2021	Change
 Revenue ¹	\$ 4,990.9	\$ 4,830.0	3.3 %	\$ 16,436.3	\$ 15,083.1	9.0 %
Revenue, excluding Petroleum	4,441.9	4,340.3	2.3 %	14,094.8	13,345.9	5.6 %
Store count	1,704	1,711				
Retail square footage (in millions)	34.7	34.2				
Retail sales growth ²	1.2 %	6.5 %		5.4 %	8.3 %	
Retail sales growth, excluding Petroleum ²	0.2 %	4.5 %		2.4 %	6.7 %	
Consolidated Comparable sales growth ^{2,3}	0.3 %	11.3 %		2.7 %	8.2 %	
Retail ROIC ^{4,5}	12.5 %	13.6 %		n/a	n/a	
 Revenue ^{1,6}	\$ 2,900.3	\$ 2,867.4	1.2 %	\$ 9,647.9	\$ 9,197.1	4.9 %
Store count ⁷	665	664				
Retail square footage (in millions)	23.8	23.4				
Sales per square foot ^{2,8}	\$ 535	\$ 526	1.7 %	n/a	n/a	
Retail sales growth ^{2,9}	(0.1) %	3.4 %		2.0 %	4.3 %	
Comparable sales growth ²	— %	9.8 %		2.0 %	5.4 %	
 Revenue ¹	\$ 637.9	\$ 625.8	1.9 %	\$ 2,099.2	\$ 2,036.5	3.1 %
Store count	375	375				
Retail square footage (in millions)	7.2	7.2				
Sales per square foot ^{2,10}	\$ 331	\$ 326	1.5 %	n/a	n/a	
Retail sales growth ^{2,11}	(1.6) %	5.8 %		— %	13.8 %	
Comparable sales growth ²	(1.7) %	15.9 %		1.8 %	17.7 %	
 Revenue ^{1,12}	\$ 608.2	\$ 579.7	4.9 %	\$ 1,561.2	\$ 1,422.0	9.8 %
Store count	380	380				
Retail square footage (in millions)	3.7	3.6				
Sales per square foot ^{2,10}	\$ 417	\$ 390	6.9 %	n/a	n/a	
Retail sales growth ^{2,13}	4.4 %	9.6 %		9.8 %	17.8 %	
Comparable sales growth ²	4.3 %	15.0 %		9.6 %	19.2 %	
 Revenue ¹	\$ 301.8	\$ 250.4	20.6 %	\$ 781.2	\$ 644.9	21.2 %
 Revenue ¹	\$ 549.0	\$ 489.7	12.1 %	\$ 2,341.5	\$ 1,737.2	34.8 %
Gas bar locations	284	292				
Gross margin dollars	\$ 55.0	\$ 52.2	5.6 %	\$ 220.1	\$ 191.2	15.1 %
Retail sales growth ²	10.2 %	28.4 %		28.9 %	22.4 %	
Gasoline volume growth in litres	(0.6) %	(1.4) %		4.7 %	(1.6) %	
Comparable store gasoline volume growth in litres ²	0.5 %	6.8 %		5.0 %	0.4 %	

¹ Revenue reported for Canadian Tire Retail, SportChek, Mark's and Petroleum include inter-segment revenue. Helly Hansen revenue represents external revenue only. Therefore, in aggregate, revenue for Canadian Tire, SportChek, Mark's, Petroleum, and Helly Hansen will not equal total revenue for the Retail segment.

² For further information about this measure see section 10.2 of this MD&A.

³ Comparable sales growth excludes Petroleum.

⁴ Retail ROIC is calculated on a rolling 12-month basis based on normalized earnings.

⁵ This is a non-GAAP financial measure. For further information and a detailed reconciliation see section 10.1 of this MD&A.

⁶ Revenue includes revenue from Canadian Tire, PartSource, PHL, Party City and Franchise Trust.

⁷ Store count includes stores from Canadian Tire, and other banner stores of 161 (2021: 160 stores). Other banners include PartSource, PHL and Party City.

⁸ Sales per square foot figures are calculated on a rolling 12-month basis. Retail space excludes seasonal outdoor garden centres, auto service bays, warehouse and administrative space.

⁹ Retail sales growth includes sales from Canadian Tire, PartSource, PHL, Party City and the labour portion of Canadian Tire's auto service sales.

¹⁰ Sales per square foot figures are calculated on a rolling 12-month basis, include both corporate and franchise stores and warehouse and administrative space.

¹¹ Retail sales growth includes sales from both corporate and franchise stores.

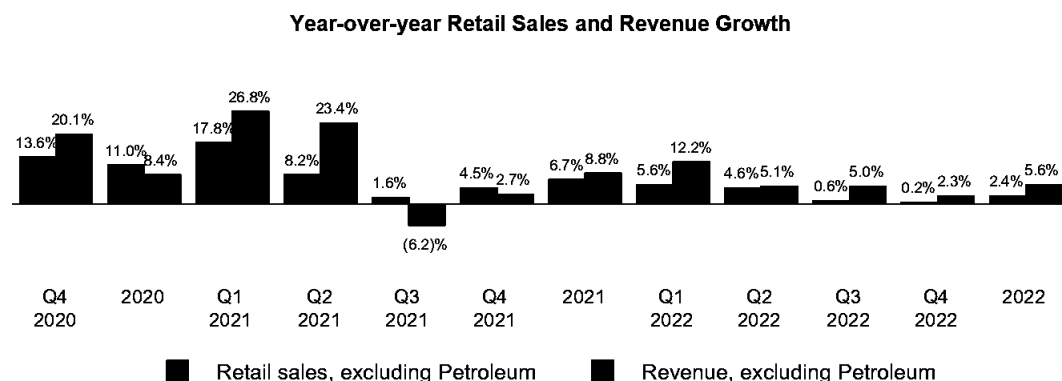
¹² Revenue includes the sale of goods to Mark's franchise stores, Retail sales from Mark's corporate stores, Mark's wholesale revenue from its commercial division, and includes ancillary revenue relating to embroidery and alteration services.

¹³ Retail sales growth includes Retail sales from Mark's corporate and franchise stores but excludes revenue relating to alteration and embroidery services.



MANAGEMENT'S DISCUSSION AND ANALYSIS

The following chart shows the Retail segment, excluding Petroleum, Retail sales and revenue performance by quarter for the last two years.



Retail Segment Commentary

Retail sales and revenue increased 1.2 percent and 3.3 percent, respectively, in the quarter against strong growth of 6.5 percent and 5.4 percent, respectively, in the prior year. Excluding Petroleum, Retail sales and revenue increased 0.2 percent and 2.3 percent respectively. eCommerce sales¹ were \$450 million in the quarter, well above pre-pandemic levels.

Retail income before income taxes was \$642.4 million for the quarter, compared to \$638.1 million in the prior year. Retail normalized income before income taxes was \$662.0 million for the quarter, compared to \$644.6 million in the prior year. The increase in earnings was driven by revenue growth across all banners in addition to higher other income, partially offset by higher SG&A and net finance costs. Increases in SG&A mainly reflected strategic investments relating to the *Better Connected* strategy including the transition to cloud-based IT infrastructure, as well as higher volume-related supply chain costs, partially offset by lower variable compensation expenses and savings from the Operational Efficiency program.

For the full year, Retail income before income taxes was \$1,048.0 million, a decrease of 10.9 percent from the prior year. Normalized Retail income before income taxes was \$1,131.7 million, a decrease of 7.0 percent from the prior year. The decline in earnings was driven by a decrease in other income that included the normalized charge relating to the exit of Helly Hansen operations in Russia and foreign exchange impacts relating to significant depreciation of the Norwegian kroner against the U.S. dollar impacting Helly Hansen, in addition to higher SG&A and a lower gross margin rate. This was partially offset by strong revenue growth across all banners. Consolidated loyalty sales as a percentage of Retail sales¹ was 59.7 percent and Owned Brands penetration¹ was 37.6 percent, up 135 bps and 10 bps respectively, contributing to the strong sales results.

¹ For further information about this measure see section 10.2 of this MD&A.



MANAGEMENT'S DISCUSSION AND ANALYSIS

Retail Segment Commentary (continued)

	Q4 2022	Full Year
Retail Sales	▲ \$68.4 million or 1.2% ▲ 0.3% in Comparable sales growth - Retail sales were \$5,729.4 million, an increase of 1.2 percent and, excluding Petroleum, Retail sales grew 0.2 percent, or \$10.3 million compared to prior year. ▼ Canadian Tire Retail sales were relatively flat, down 0.1 percent, against strong growth in the prior year when comparable sales increased 9.8 percent, with continued strong performance in Automotive categories offset by declines in Playing and Fixing. ▼ SPORTCHEK Retail sales declined 1.6 percent against the prior year when SportChek comparable sales increased 15.9 percent, benefitting from pent up demand. The decline was driven by several categories, led by Outerwear. ■ Mark's Retail sales grew 4.4 percent, against strong growth of 9.6 percent in the prior year, driven by growth in Casual Footwear, Casualwear, and Industrial businesses. ▼ GAS+ Retail sales increased 10.2 percent due to higher per litre gas prices, partially offset by lower gas volumes due to reductions in the number of gas bar locations, with same site volume up 0.5 percent from prior year.	▲ \$984.2 million or 5.4% ▲ 2.7% in Comparable sales growth - Retail sales were \$19,248.8 million, an increase of 5.4 percent and, excluding Petroleum, Retail sales grew 2.4 percent or \$386.6 million. Retail sales grew at all banners, apart from SportChek due to the impact of the National Sports banner closure. ▼ Canadian Tire Retail sales were up 2.0 percent against strong growth in the prior year when comparable sales increased 5.4 percent. Retail sales growth was driven by strength in product assortment with strong performance in Automotive, reflecting an increase in Canadians' driving activity, and winter businesses outperforming in the first quarter due to cold weather experienced across several provinces. ▼ SPORTCHEK Retail sales were flat, against exceptional comparable sales growth of 17.7 percent in the prior year. Comparable sales growth, which excludes impact of the National Sports banner closure, was 1.8 percent. ■ Mark's Retail sales increased 9.8 percent, against exceptional growth of 17.8 percent in the prior year, driven by strong inventory management and customer demand. ▼ GAS+ Retail sales increased by 28.9 percent due to higher per litre gas prices and higher gas volumes.
Revenue	▲ \$160.9 million or 3.3% ▲ 2.3% excluding Petroleum Retail revenue was \$4,990.9 million, an increase of 3.3 percent. Retail revenue growth was driven by growth across all banners, with particularly strong growth at Helly Hansen.	▲ \$1,353.2 million or 9.0% ▲ 5.6% excluding Petroleum Retail revenue was \$16,436.3 million, an increase of 9.0 percent. The strong growth in revenue across all Retail banners was led by Petroleum and shipment growth at Canadian Tire Retail. Petroleum and Mark's revenues were up due to the increase in retail sales as previously described, and SportChek experienced growth in franchise shipments, while Helly Hansen experienced growth across channels and most geographical regions, with the strongest growth coming from North American eCommerce.



MANAGEMENT'S DISCUSSION AND ANALYSIS

Retail Segment Commentary (continued)

	Q4 2022	Full Year
Gross Margin	▲ \$61.0 million or 3.5% ▲ 4 bps in gross margin rate ▲ 3.4% excluding Petroleum¹ ▲ 40 bps in gross margin rate, excluding Petroleum¹ - Retail gross margin dollars were \$1,825.7 million, an increase of \$61.0 million. Excluding Petroleum, gross margin dollars were \$1,770.7 million, an increase of \$58.1 million, due to the increase in revenue previously described. - Gross margin rate, excluding Petroleum, was 39.9 percent, an increase of 40 bps driven by improvement at Canadian Tire Retail due to higher product margins, partially offset by higher promotional intensity at SportChek.	▲ \$253.2 million or 5.1% ▼ 118 bps in gross margin rate ▲ 4.7% excluding Petroleum ▼ 32 bps in gross margin rate, excluding Petroleum - Retail gross margin dollars were \$5,238.0 million, an increase of \$253.2 million. Excluding Petroleum, gross margin dollars were \$5,017.9 million, an increase of \$224.3 million, due to the strong increase in revenue previously described. - Gross margin rate, excluding Petroleum, was 35.6 percent, down 32 bps due to headwinds in freight costs and product cost inflation which impacted all banners. Canadian Tire Retail, SportChek, and Helly Hansen only partially offset these costs. Mark's was able to more than offset these costs due to improved product margins through targeted promotions and a higher mix of in-store sales.
Other Income	▲ \$6.4 million or 19.4% Other income was \$39.3 million, higher by \$6.4 million, driven by higher real estate related gains. This was partially offset by \$11.6 million of foreign exchange losses recognized at Helly Hansen in the current year compared to \$2.3 million of gains in the prior year.	▼ \$81.4 million or 49.2% Other income was \$84.0 million, lower by \$81.4 million. Excluding the \$36.5 million charge relating to the exit of Helly Hansen operations in Russia, normalized other income was lower by \$45.9 million. The decrease was mainly due to \$40.5 million of foreign exchange losses recognized at Helly Hansen in the current year compared to \$18.6 million of gains in the prior year, partially offset by higher real estate related gains compared to the prior year.
SG&A	▲ \$52.9 million or 4.7% SG&A was \$1,168.8 million, an increase of \$52.9 million, or 4.7 percent. Normalized SG&A was \$1,149.2 million, an increase of 3.6 percent. The increase was mainly due to strategic investments relating to the <i>Better Connected</i> strategy including the transition to cloud-based IT infrastructure, and higher volume-related supply chain costs. This was partially offset by lower variable compensation expenses and savings from the Operational Efficiency program.	▲ \$301.6 million or 8.0% SG&A was \$4,088.7 million, an increase of \$301.6 million, or 8.0 percent. This increase was mainly due to strategic investments relating to the <i>Better Connected</i> strategy including the transition to cloud-based IT infrastructure, higher volume-related supply chain costs, and higher marketing and store operations expense given the stores were open for the full year. This was partially offset by lower variable compensation expenses and savings from the Operational Efficiency program.

¹ For further information about this measure see section 10.2 of this MD&A.



MANAGEMENT'S DISCUSSION AND ANALYSIS

Retail Segment Commentary (continued)

	Q4 2022	Full Year
Net Finance Costs	▲ \$10.2 million or 23.7% Net finance costs increased primarily due to higher short-term borrowings and interest rates compared to the prior year.	▼ \$2.1 million or 1.1% Net finance costs were relatively flat to prior year.
Earnings Summary	▲ \$4.3 million or 0.7% Income before income taxes was \$642.4 million, an increase of \$4.3 million. Normalized income before income taxes was \$662.0 million, an increase of \$17.3 million. The increase in income was driven by revenue growth and higher other income, partially offset by higher SG&A attributable to the reasons previously described.	▼ \$127.7 million or 10.9% Income before income taxes was \$1,048.0 million, a decrease of \$127.7 million. Normalized income before income taxes was \$1,131.7 million, a decrease of \$84.9 million. The decrease in income was primarily driven by lower other income, higher SG&A, and a decline in gross margin rate attributable to the reasons previously described, partially offset by strong revenue growth across all banners.

5.2.3 Retail Segment Seasonal Trend Analysis

Quarterly operating net income and revenue are affected by seasonality. The fourth quarter typically generates the greatest contribution to revenue and earnings, and the first quarter the least. The following table shows the Retail segment financial performance of the Company by quarter for the last two years.

(C\$ in millions)	Q4 2022	Q3 2022	Q2 2022	Q1 2022	Q4 2021	Q3 2021	Q2 2021	Q1 2021	Q4 2020
Retail sales	\$ 5,729.4	\$4,734.2	\$5,363.8	\$3,421.4	\$5,661.0	\$4,603.2	\$4,882.6	\$3,117.8	\$5,317.2
Revenue	4,990.9	3,873.7	4,067.2	3,504.5	4,830.0	3,607.1	3,623.2	3,022.8	4,582.2
Income before income taxes	642.4	133.0	123.8	148.8	638.1	226.5	208.6	102.5	577.9



MANAGEMENT'S DISCUSSION AND ANALYSIS

5.3 Financial Services Segment Performance

5.3.1 Financial Services Segment Financial Results

(C\$ in millions)	Q4 2022	Q4 2021	Change	2022	2021	Change
Revenue	\$ 357.2	\$ 312.4	14.3 %	\$ 1,389.7	\$ 1,213.3	14.5 %
Gross margin dollars	\$ 180.4	\$ 170.7	5.7 %	\$ 803.9	\$ 790.9	1.7 %
Gross margin rate ¹	50.5 %	54.6 %	(410) bps	57.8 %	65.2 %	(733) bps
Other expense (income)	\$ 3.4	\$ (1.0)	NM ²	\$ 4.3	\$ 2.5	68.9 %
Selling, general and administrative expenses	92.0	109.2	(15.5) %	363.2	359.3	1.1 %
Net finance (income)	(1.8)	(0.5)	259.3 %	(5.2)	(3.3)	56.1 %
Income before income taxes	\$ 86.8	\$ 63.0	37.5 %	\$ 441.6	\$ 432.4	2.1 %

¹ For further information about this measure see section 10.2 of this MD&A.

² Not meaningful.

Financial Services Segment Commentary

Financial Services segment income before income taxes was \$86.8 million in the quarter, an increase of \$23.8 million from the prior year, driven by strong revenue growth, as well as lower SG&A, which was partially offset by higher net impairment losses. Revenue growth was mainly attributable to higher interest income due to strong receivable growth and higher fee income on increased credit card sales.

The ECL allowance for loans receivable was \$897.1 million, an increase of \$28.4 million from Q3 2022, driven by higher receivables. The ECL allowance rate¹ finished the quarter at 12.6 percent, within the previously disclosed range of 11.5 to 13.5 percent and consistent with the rate at Q3 2022. The credit card portfolio continues to perform well despite ongoing economic uncertainty. Although delinquency has increased through 2022 back to historical levels, with the percentage of receivables past due two months or more ("PD2+ rate")² ending the quarter at 2.9 percent, the write-off rate continues to remain well below historical levels, finishing the year at 4.9 percent. GAAR was 12.4 percent higher relative to Q4 2021 due to increases in both active accounts and average balance, up 6.1 percent and 5.9 percent, respectively. Ending receivables were up 11.2 percent, resulting from slowed new account growth year-over-year and a reduction in the growth in overall cardholder spend.

On a full year basis, Financial Services income before income taxes was \$441.6 million, an increase of \$9.2 million from the prior year. The increase in earnings was mainly attributable to a 14.5 percent increase in revenue partially offset by a \$76.2 million year-over-year variance in the incremental ECL allowance for loans receivable, as well as higher write-offs.

¹ For further information about this measure see section 10.2 of this MD&A.

² This is a non-GAAP ratio. For further information and a detailed reconciliation see section 10.1 of this MD&A.



MANAGEMENT'S DISCUSSION AND ANALYSIS

Financial Services Segment Commentary (continued)

	Q4 2022	Full Year
Revenue	▲ \$44.8 million or 14.3% Revenue for the quarter was \$357.2 million, an increase of \$44.8 million, or 14.3 percent compared to the prior year. The increase in revenue was mainly due to higher interest income and fee income driven by strong receivables growth and credit card sales, respectively.	▲ \$176.4 million or 14.5% Revenue was \$1,389.7 million, an increase of \$176.4 million, or 14.5 percent compared to the prior year. The increase in revenue was mainly due to higher interest and fee income driven by strong receivables growth and credit card sales, respectively.
Gross Margin	▲ \$9.7 million or 5.7% Gross margin was \$180.4 million, an increase of \$9.7 million, or 5.7 percent compared to the prior year. The increase in gross margin was mainly due to revenue growth, partially offset by higher net impairment losses.	▲ \$13.1 million or 1.7% Gross margin was \$803.9 million, an increase of \$13.1 million, or 1.7 percent compared to the prior year. The increase in gross margin was mainly due to revenue growth, partially offset by an increase in net impairment driven by a \$76.2 million year-over-year variance in the incremental ECL allowance for loans receivable, which increased \$53.7 million this year, compared to a \$22.5 million reduction in the prior year.
SG&A	▼ \$17.2 million or 15.5% SG&A was \$92.0 million, a decrease of \$17.2 million, or 15.5 percent. The decrease in SG&A was primarily due to a decrease in acquisition related marketing and variable compensation expenses.	▲ \$3.9 million or 1.1% SG&A was \$363.2 million, an increase of \$3.9 million or 1.1 percent. The increase in SG&A was primarily due to higher credit card operational costs, partially offset by a decrease in acquisition related marketing and variable compensation expenses.
Earnings Summary	▲ \$23.8 million or 37.5% Income before income taxes was \$86.8 million, an increase of \$23.8 million, or 37.5 percent. The increase in earnings was due to strong revenue growth and a decline in operating expenses, partially offset by higher net impairment losses.	▲ \$9.2 million or 2.1% Income before income taxes was \$441.6 million, an increase of \$9.2 million or 2.1 percent. The increase in earnings was due to strong revenue growth, partially offset by an increase in the ECL allowance for loans receivable compared to a decrease in the prior year and higher write-offs.

5.3.2 Financial Services Segment Key Performance Measures

(C\$ in millions, except where noted)	Q4 2022	Q4 2021	Change	2022	2021	Change
Credit card sales growth ¹	4.0 %	24.8 %		16.3 %	22.6 %	
GAAR	\$ 6,970	\$ 6,200	12.4 %	\$ 6,654	\$ 5,876	13.2 %
Revenue (as a % of GAAR) ^{1, 2}	20.9 %	20.6 %		n/a	n/a	
Average number of accounts with a balance (thousands)	2,313	2,180	6.1 %	2,253	2,103	7.1 %
Average account balance ¹ (whole \$)	\$ 3,012	\$ 2,843	5.9 %	\$ 2,953	\$ 2,794	5.7 %
Net credit card write-off rate ^{1, 2}	4.9 %	4.1 %		n/a	n/a	
Past due credit card receivables ("PD2+")	2.9 %	2.0 %		n/a	n/a	
Allowance rate	12.6 %	13.2 %		n/a	n/a	
Operating expenses (as a % of GAAR) ^{1, 2}	5.5 %	6.1 %		n/a	n/a	
Return on receivables ^{1, 2}	6.6 %	7.4 %		n/a	n/a	

¹ For further information about this measure see section 10.2 of this MD&A.

² Figures are calculated on a rolling 12-month basis.



MANAGEMENT'S DISCUSSION AND ANALYSIS

Financial Services Segment Scorecard

To evaluate the overall financial performance of the Financial Services segment, the following scorecard demonstrates how Financial Services is progressing towards achieving its strategic objectives.

Q4 2022 vs. Q4 2021

Growth	▲ 12.4% in GAAR ▲ 4.0% in credit card sales growth ▲ 6.1% in average number of accounts with a balance ▲ 5.9% in average account balance - GAAR increased by 12.4 percent relative to Q4 2021 driven by increased customer activity. The average number of active accounts for the quarter increased by 6.1 percent along with an increase in average account balance of 5.9 percent. - Credit card sales grew by 4.0 percent against strong growth of 24.8 percent in Q4 2021 driven by higher sales at both Retail segment banners and external merchants.
Performance	▼ 72 bps in return on receivables ▲ 24 bps revenue as a % of GAAR ▼ 65 bps in Operating Expenditures ("OPEX") as a % of GAAR - Return on receivables decreased by 72 bps compared to the prior year as the growth in GAAR was higher than the growth in earnings. - Revenue as a % of GAAR increased by 24 bps compared to the prior year as growth in revenue outpaced the growth in receivables. - OPEX as a % of GAAR decreased by 65 bps compared to the prior year as the growth in GAAR outpaced the increase in operating expenses on a 12-month basis.
Operational metrics	▲ 87 bps in PD2+ rate ▲ 79 bps in net credit card write-off rate ▼ 12.6% allowance rate, down 54 bps - The PD2+ rate increased by 87 bps compared to the prior year as portfolio delinquency trends returned to historical norms. - The net credit card write-off rate increased compared to the prior year as portfolio performance returns to historical norms. - The allowance rate decreased by 54 bps from Q4 2021 to 12.6 percent, remaining within the previously disclosed range of 11.5 to 13.5 percent.

5.3.3 Financial Services Segment Seasonal Trend Analysis

Quarterly operating net income and revenue are affected by seasonality. The following table shows the financial performance of the segment by quarter for the last two years.

(C\$ in millions)	Q4 2022	Q3 2022	Q2 2022	Q1 2022	Q4 2021	Q3 2021	Q2 2021	Q1 2021	Q4 2020
Revenue	\$ 357.2	\$ 360.4	\$ 340.4	\$ 331.7	\$ 312.4	\$ 307.6	\$ 296.1	\$ 297.2	\$ 295.3
Income before income taxes	86.8	139.6	90.0	125.3	63.0	117.7	125.3	126.4	115.6



MANAGEMENT'S DISCUSSION AND ANALYSIS

5.4 CT REIT Segment Performance

5.4.1 CT REIT Segment Financial Results

(C\$ in millions)	Q4 2022	Q4 2021	Change	2022	2021	Change
Property revenue ¹	\$ 135.2	\$ 129.5	4.4 %	\$ 532.8	\$ 514.5	3.5 %
Property expense ¹	27.8	27.1	2.9 %	111.1	107.3	3.6 %
General and administrative expense ("G&A")	4.1	3.8	2.2 %	14.5	14.5	(0.8) %
Net finance costs	27.7	26.4	4.8 %	110.4	105.7	4.5 %
Fair value loss (gain) adjustment ³	0.9	(53.2)	NM ²	(27.8)	(169.9)	NM ²
Income before income taxes	\$ 74.7	\$ 125.4	(40.4) %	\$ 324.6	\$ 456.9	(29.0) %

Adjustment from fair value to amortized cost method on Investment property

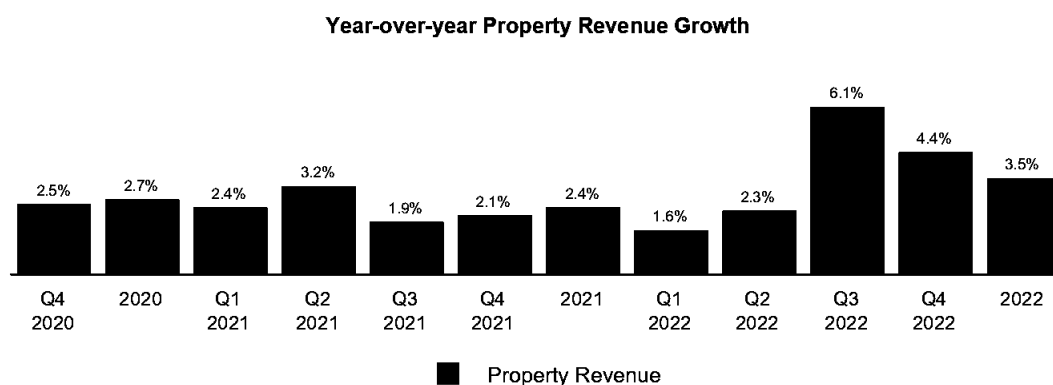
Fair value (loss) gain adjustment	(0.9)	53.2	NM ²	27.8	169.9	NM ²
Depreciation and impairment loss	21.1	18.1	16.6 %	76.7	71.6	7.1 %
Income before Income taxes, applying CTC accounting policies	\$ 54.5	\$ 54.1	0.7 %	\$ 220.1	\$ 215.4	2.2 %

¹ For further information about this measure see section 10.2 of this MD&A.

² Not meaningful.

³ Fair value is eliminated on consolidation.

The following shows the CT REIT year-over-year property revenue performance by quarter for the last two years.



CT REIT Segment Commentary

CT REIT segment income before income taxes was \$54.5 million, relatively flat to the prior year. The increase in property revenue and expenses was mainly due to the properties acquired, and developments and intensifications completed during 2022 and 2021, in addition to contractual rent escalations. Net finance costs were higher due to increased borrowing from the issuance of unsecured debentures, and the increase in prime rate on the variable rate mortgage.



MANAGEMENT'S DISCUSSION AND ANALYSIS

CT REIT Segment Commentary (continued)

	Q4 2022	Full Year
Property Revenue	▲ \$5.7 million or 4.4 % Property revenue was \$135.2 million, an increase of \$5.7 million, or 4.4 percent. The increase was mainly due to the properties acquired, and developments and intensifications completed during 2022 and 2021. Contractual rent escalations during the year also contributed.	▲ \$18.3 million or 3.5 % Property revenue was \$532.8 million, an increase of \$18.3 million, or 3.5 percent. The increase was mainly due to the properties acquired, and developments and intensifications completed during 2022 and 2021. Contractual rent escalations during the year also contributed.
Property Expense	▲ \$0.7 million or 2.9 % Property expense was \$27.8 million, an increase of \$0.7 million, or 2.9 percent. The increase was primarily due to higher operating expenses relating to property acquisitions completed during 2022 and 2021.	▲ \$3.8 million or 3.6 % Property expense was \$111.1 million, an increase of \$3.8 million, or 3.6 percent. The increase was primarily due to higher operating expenses relating to property acquisitions completed during 2022 and 2021.
G&A	▲ \$0.3 million or 2.2 % G&A was \$4.1 million, an increase of \$0.3 million, or 2.2 percent. The increase was driven by higher regulatory and legal fees compared to the prior year.	Flat to prior year G&A was \$14.5 million, relatively flat to the prior year.
Net Finance Costs	▲ \$1.3 million or 4.8 % Net finance costs were \$27.7 million, an increase of \$1.3 million or 4.8 percent, due to an increase in borrowing costs resulting from the issuance of Series H unsecured debentures and an increase in the prime rate on the variable rate mortgage, partially offset by the early redemption of Series A senior unsecured debentures.	▲ \$4.7 million or 4.5 % Net finance costs were \$110.4 million, an increase of \$4.7 million or 4.5 percent. The increase was due to the issuance of Series H unsecured debentures, a prepayment cost relating to the early redemption of Series A senior unsecured debentures, and an increase in the prime rate on the variable rate mortgage.
Earnings Summary	▲ \$0.4 million or 0.7% Income before income taxes was \$54.5 million, relatively flat to the prior year.	▲ \$4.7 million or 2.2% Income before income taxes was \$220.1 million, an increase of \$4.7 million or 2.2 percent. The increase in earnings was primarily due to higher property revenue, partially offset by higher net finance costs, property expenses, and depreciation due to property acquisitions.



MANAGEMENT'S DISCUSSION AND ANALYSIS

5.4.2 CT REIT Segment Key Performance Measures

(C\$ in millions)	Q4 2022	Q4 2021	Change	2022	2021	Change
Net operating income ¹	\$ 106.8	\$ 100.9	5.8 %	\$ 419.8	\$ 401.1	4.7 %
Funds from operations ¹	75.6	71.9	5.1 %	296.2	287.6	3.0 %
Adjusted funds from operations ¹	68.5	64.1	6.8 %	268.8	256.6	4.8 %

¹ This measure is a non-GAAP financial measure. For further information and a detailed reconciliation see section 10.1 of this MD&A.

Net Operating Income ("NOI")

NOI for the quarter increased by 5.8 percent compared to the prior year, primarily due to the acquisition of income-producing properties completed in 2022 and 2021, and rent escalations for CTC banner leases.

Funds from Operations ("FFO")

FFO for the quarter increased by 5.1 percent compared to the prior year, primarily due to the impact of NOI variances.

Adjusted Funds from Operations ("AFFO")

AFFO for the quarter increased by 6.8 percent compared to the prior year, primarily due to the impact of NOI variances.



MANAGEMENT'S DISCUSSION AND ANALYSIS

6.0 Balance Sheet Analysis, Liquidity, and Capital Resources

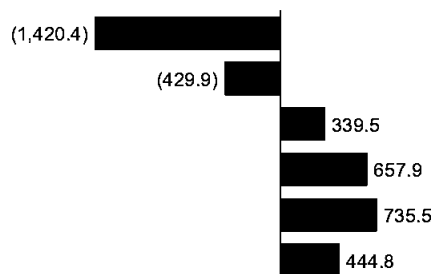
6.1 Selected Balance Sheet Highlights

Selected line items from the Company's assets and liabilities, as at December 31, 2022 and the year-over-year change versus January 1, 2022, are noted below:

Total change	▲ \$ 300.1
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Selected Assets	December 31, 2022
Cash and cash equivalents	331.3
Short-term Investments	176.3
Trade and other receivables	1,309.9
Loans receivable (current portion)	6,271.1
Merchandise inventories	3,216.1
Property and equipment	4,994.1

Year-over-year change in assets



Total change	▼ \$ 228.3
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Selected Liabilities	December 31, 2022
Deposits (current and long-term)	2,965.7
Trade and other payables	3,200.9
Short-term borrowings	576.2

Year-over-year change in liabilities



Assets		
Cash and cash equivalents	▼ \$1,420.4 million	Refer to section 6.2 and Consolidated Statements of Cash Flows for further details.
Short-term Investments	▼ \$429.9 million	The decrease was primarily due to a reduction of excess accumulated liquidity in the Financial Services segment.
Trade and other receivables	▲ \$339.5 million	The increase was driven by a higher CTR Dealer receivable due to timing of payments, higher fair value position for foreign exchange derivative contracts, and growth of Helly Hansen.
Loans receivable (current portion)	▲ \$657.9 million	The increase was primarily due to increased cardholder activity, in both the number of active credit cards and average balance, offset by a higher allowance.
Merchandise inventories	▲ \$735.5 million	Inventory increased in all Retail banners due in large part to higher product costs due to inflation. Canadian Tire also has a higher Spring/Summer inventory carryover, primarily in Cycling, Patio Furniture, and Marine Water Fun. Helly Hansen inventory increased to support growth in the business.
Property and equipment	▲ \$444.8 million	The increase was driven by the expansion of the Montreal and Calgary Distribution Centres, the construction of a new Greater Toronto Area Distribution Centre, and Canadian Tire Retail store updates during the year.



MANAGEMENT'S DISCUSSION AND ANALYSIS

Liabilities		
Deposits (current and long-term)	▼ \$928.0 million	The decrease was a result of a decline in demand deposits and guaranteed investment certificates ("GICs"), to reduce excess liquidity in Financial Services.
Trade and other payables	▲ \$286.6 million	The increase was driven by increased purchases and timing of payments.
Short-term borrowings	▲ \$468.0 million	The increase is due to funding receivables growth in Financial Services.



MANAGEMENT'S DISCUSSION AND ANALYSIS

6.2 Summary Cash Flows

Selected line items from the Company's Consolidated Statements of Cash Flows for the quarters and years ended December 31, 2022 and January 1, 2022 are noted in the following tables:

(C\$ in millions)	Q4 2022	Q4 2021	Change
Cash generated from operating activities	\$ 1,010.7	\$ 1,076.7	(66.0)
Cash (used for) investing activities	(281.8)	(293.2)	11.4
Cash (used for) financing activities	(705.5)	(567.2)	(138.3)
Cash generated in the period	\$ 23.4	\$ 216.3	(192.9)

(C\$ in millions)	2022	2021	Change
Cash generated from operating activities	\$ 566.0	\$ 1,735.9	(1,169.9)
Cash (used for) investing activities	(329.9)	(658.0)	328.1
Cash (used for) financing activities	(1,661.5)	(653.4)	(1,008.1)
Cash generated in the period	\$ (1,425.4)	\$ 424.5	(1,849.9)

	Q4 2022	Full Year
Operating activities	▼ \$66.0 million change	▼ \$1,169.9 million change
	The current quarter decline in cash generated from operating activities was due primarily from changes in operating working capital, partially offset by changes in loans receivable, compared to the same quarter of the prior year.	The decline in cash generated from operating activities is primarily due to lower cash earnings, a \$816 million change from 2021 to 2022 in cash from operating working capital and other due principally to higher ending inventory balances and an increase in loans receivable compared to 2021.
Investing activities	▲ \$11.4 million change	▲ \$328.1 million change
	Decrease in cash used for investing activities is due primarily to fewer additions to property and equipment, investment property and intangible assets.	The year-over-year decline in cash used for investing activities is primarily due to the reduction in short-term investments to reduce excess liquidity in the Financial Services segment partially offset by higher additions of property and equipment.
Financing activities	▼ \$138.3 million change	▼ \$1,008.1 million change
	The current quarter cash used for financing activities increased primarily due to higher net repayment of short-term borrowings relating to commercial paper, compared to Q4 of the prior year, partially offset by increase in deposits.	The year-over-year increase in cash used for financing activities is primarily due to a decline in deposits to reduce excess liquidity in the Financial Services segment and higher repurchases of shares under the Company's share repurchase program, partially offset by increased net issuance of short-term borrowings.



MANAGEMENT'S DISCUSSION AND ANALYSIS

6.3 Capital Management

The definition of capital varies from company to company, from industry to industry, and for different purposes. In the process of managing the Company's capital, Management includes the following items in its definition of capital, which includes Glacier Credit Card Trust ("GCCT") indebtedness but excludes Franchise Trust indebtedness:

(C\$ in millions)	2022	% of total	2021	% of total
Capital components				
Deposits	\$ 1,226.3	8.8 %	\$ 1,908.4	13.5 %
Short-term borrowings	576.2	4.1 %	108.2	0.8 %
Current portion of long-term debt	1,040.2	7.4 %	719.8	5.1 %
Long-term debt	3,217.5	23.0 %	3,558.7	25.2 %
Long-term deposits	1,739.4	12.4 %	1,985.3	14.0 %
Total debt	\$ 7,799.6	55.7 %	\$ 8,280.4	58.6 %
Redeemable financial instrument	567.0	4.0 %	567.0	4.0 %
Share capital	587.8	4.2 %	593.6	4.2 %
Contributed surplus	2.9	— %	2.9	— %
Retained earnings	5,070.2	36.1 %	4,696.5	33.2 %
Total capital under management	\$ 14,027.5	100.0 %	\$ 14,140.4	100.0 %

The Company's objectives when managing capital are:

- Ensuring sufficient liquidity to meet its financial obligations when due and execute its operating and strategic plans;
- Maintaining healthy liquidity reserves and the ability to access additional capital from multiple sources, if required; and
- Minimizing its after-tax cost of capital while taking into consideration the key risks outlined in section 11.0 of this MD&A including current and future industry, market, and economic risks and conditions.

6.3.1 Canadian Tire Bank's Regulatory Environment

CTB manages its capital under guidelines established by the Office of the Superintendent of Financial Institutions of Canada ("OSFI"). OSFI's regulatory capital guidelines are based on the international Basel Committee on Banking Supervision framework entitled Basel III: A Global Regulatory Framework for More Resilient Banks and Banking Systems, which came into effect in Canada on January 1, 2013, and measures capital relative to credit, market, and operational risks. The Bank has various capital policies, procedures, and controls in place, including an annual Internal Capital Adequacy Assessment Process ("ICAAP"), which it utilizes to achieve its goals and objectives.

The Bank's objectives include:

- maintaining strong capital ratios, as measured by regulatory guidelines and internal targets; and
- holding sufficient capital to maintain the confidence of investors and depositors.

As at Q4 2022, CTB complied with all regulatory capital guidelines established by OSFI and its internal targets as determined by its ICAAP.



MANAGEMENT'S DISCUSSION AND ANALYSIS

6.4 Investing

6.4.1 Capital Expenditures

The Company's capital expenditures for the periods ended December 31, 2022 and January 1, 2022 were as follows:

(C\$ in millions)	2022	2021
Modernization and efficiency enablers	\$ 119.5	\$ 136.9
Omnichannel customer experience	410.5	328.1
Fulfilment infrastructure and automation	217.6	204.8
Operating capital expenditures¹	\$ 747.6	\$ 669.8
CT REIT acquisitions and developments excluding vend-ins from CTC	101.1	134.1
Total capital expenditures²	\$ 848.7	\$ 803.9

¹ This measure is a non-GAAP financial measure. For further information and a detailed reconciliation see section 10.1 of this MD&A.

² Capital expenditures are presented on an accrual basis and include software additions, but exclude right-of-use asset additions, acquisitions relating to business combinations, intellectual properties, and tenant allowances received.

Full Year	
Total capital expenditures	▲ \$44.8 million
The Company's full-year operating capital expenditures and total capital expenditures were \$747.6 million and \$848.7 million respectively, an increase of \$77.8 million and \$44.8 million from the prior year. The increase was driven primarily by the planned increase in Omnichannel customer experience for the Canadian Tire store network as outlined in the Company's strategy.	

Capital Commitments

The Company had commitments of approximately \$165.5 million as at December 31, 2022 (January 1, 2022 – \$136.1 million) for the acquisition of tangible and intangible assets.

Operating Capital Expenditures

The following represents forward-looking information and readers are cautioned that actual results may vary.

The Company's full-year operating capital expenditures were \$747.6 million, in line with its previously disclosed expectation of \$750 million. In addition, as part of the \$3.4 billion announcement to fund the Company's *Better Connected* strategy and sustain the business, the Company expects 2023 full-year operating capital expenditures to be in the range of \$750 million to \$800 million, below the previously disclosed range of \$850 million to \$900 million. The reduction in expenditures is primarily due to shifts in timing of real estate expenditures, and lower capitalization of cloud-based IT solutions.

6.5 Liquidity and Financing

Management is focused on ensuring that the Company has sufficient liquidity, both through maintaining a strong balance sheet and the ability to access additional capital from multiple sources, if required. Several alternative financing sources are available to its Retail, Financial Services, and CT REIT segments to meet its financial obligations when due and to execute its operating and strategic plans.

As at Q4 2022, CTC, CT REIT, CTB and Helly Hansen each complied with all financial covenants under the agreements for the committed bank lines of credit listed in the following Financing Source table.



MANAGEMENT'S DISCUSSION AND ANALYSIS

As at December 31, 2022

(C\$ in millions)	Consolidated		Retail		Financial Services		CT REIT	
Cash and cash equivalents	\$	331.3	\$	102.0	\$	226.7	\$	2.6
Short-term investments		176.3		—		176.3		—
Less: Bank indebtedness		5.0		5.0				—
Total net cash and cash equivalents and short-term investments¹	\$	502.6	\$	97.0	\$	403.0	\$	2.6
Committed Bank Lines of Credit		4,548.5		1,998.5		2,250.0		300.0
Less: Borrowings outstanding ²		503.3		—		403.4		99.9
Less: U.S. commercial paper outstanding		21.7		21.7		—		—
Less: Letters of credit outstanding		5.0		—		—		5.0
Available Committed Bank Lines of Credit	\$	4,018.5	\$	1,976.8	\$	1,846.6	\$	195.1
Liquidity¹	\$	4,521.1	\$	2,073.8	\$	2,249.6	\$	197.7

¹ This measure is a non-GAAP financial measure with no standardized meaning under IFRS and therefore may not be comparable to similar measures presented by other issuers.

² For further information about this measure see section 10.2 of this MD&A.

The Company ended the quarter with \$502.6 million in cash and short-term investments, net of bank indebtedness, and \$4.5 billion in liquidity with \$2.1 billion, \$2.2 billion and \$197.7 million at its Retail, Financial Services, and CT REIT segments, respectively.



MANAGEMENT'S DISCUSSION AND ANALYSIS

Financing Source	
Committed Bank Lines of Credit and Securitized Note Purchase Facilities	• Provided by a syndicate of seven Canadian and three international financial institutions, \$1,975 million in an unsecured line of credit is available to CTC for general corporate purposes, expiring in June 2027. As at December 31, 2022, CTC had no borrowings under its line of credit. • Provided by a syndicate of seven Canadian financial institutions, \$300 million in an unsecured line of credit is available to CT REIT for general business purposes, expiring in September 2027. As at December 31, 2022, CT REIT had \$99.9 million of borrowings under its line of credit. • Scotiabank has provided CTB with a \$500 million unsecured line of credit and \$1.75 billion in securitized note purchase facilities for the purchase of senior and subordinated credit card asset-backed notes issued by GCCT. These facilities expire in October 2025. As at December 31, 2022, CTB had \$403.4 million of borrowings under its line of credit and note purchase facilities. • Helly Hansen has a 170 million Norwegian Krone ("NOK") secured line of credit (\$23.5M of C\$ equivalent) provided by a Norwegian bank, expiring January 2023. As at December 31, 2022, Helly Hansen had no borrowings outstanding on its line of credit. Subsequent to year end, Helly Hansen finalized a new NOK 175 million secured multi-currency committed overdraft facility (\$24.2M of C\$ equivalent) provided by the same Norwegian bank, expiring in January 2024.
Commercial Paper Programs	• CTC has a commercial paper program that allows it to issue up to a maximum aggregate principal amount of US\$1.0 billion of short-term promissory notes in the United States. Terms to maturity for the promissory note range from one to 270 days. Notes are issued at a discount and rank equally in right of payment with all other present and future unsecured and unsubordinated obligations to creditors of CTC. As at December 31, 2022, CTC had \$21.7M of C\$ equivalent U.S. commercial paper outstanding. • Concurrent with CTC's US\$ commercial paper issuances, CTC enters into foreign exchange derivatives to hedge the foreign currency risk associated with both the principal and interest components of the borrowings under the program. CTC does not designate these debt derivatives as hedges for accounting purposes. • GCCT has a commercial paper program that allows it to issue up to a maximum aggregate principal amount of \$300 million of short-term credit card asset-backed promissory notes. As at December 31, 2022, GCCT had \$51.2 million of asset-backed commercial paper notes outstanding.
Medium-Term Notes and Senior Unsecured Debentures	• As at December 31, 2022, CTC had an aggregate principal amount of \$950.0 million of medium-term notes outstanding. • As at December 31, 2022, CT REIT had an aggregate principal amount of \$1,175 million of senior unsecured debentures outstanding.
Asset-backed Senior and Subordinated Term Notes	• As at December 31, 2022, GCCT had an aggregate principal amount of \$2,074.1 million of credit card asset-backed term notes outstanding consisting of \$1,939.2 million principal amount of senior term notes and \$134.9 million principal amount of subordinated term notes.
Broker GIC Deposits	• Funds continue to be readily available to CTB through broker networks. As at December 31, 2022, CTB held \$2,255.3 million in broker GIC deposits.
Retail Deposits	• Retail deposits consist of HIS and retail GIC deposits held by CTB, available both within and outside a Tax-free savings account. As at December 31, 2022, CTB held \$710.4 million in retail deposits.
Real Estate	• CTC can undertake strategic real estate transactions involving properties not owned by CT REIT. It also owns an investment in CT REIT in the form of publicly traded CT REIT Units. As at December 31, 2022, CTC had a 68.7 percent effective ownership interest in CT REIT. • Additional sources of funding are available to CT REIT, as appropriate, including the ability to access debt and equity markets, subject to the terms and conditions of CT REIT's Declaration of Trust and all applicable regulatory requirements.



MANAGEMENT'S DISCUSSION AND ANALYSIS

Credit Ratings

A credit rating generally provides an indication of the risk that the borrower will not fulfill its full obligations in a timely manner with respect to both interest and principal commitments. Ratings for long-term debt instruments range from highest credit quality (generally "AAA") to default in payment (generally "D"). Ratings for short-term debt instruments range from "R-1 (high)" (DBRS Morningstar), "A-1+" (S&P), "P-1" (Moody's), or "F1+" (Fitch), representing the highest credit quality to "D" (DBRS Morningstar and Fitch), "C" (S&P and Fitch), and "not prime" (Moody's) for the lowest credit quality of securities rated.

Credit Rating Summary	DBRS Morningstar		S&P		Moody's		Fitch	
	Rating	Trend	Rating	Outlook	Rating	Outlook	Rating	Outlook
Canadian Tire Corporation								
Issuer rating	BBB	Stable	BBB	Stable	—	—	—	—
Medium-term notes	BBB	Stable	BBB	—	—	—	—	—
U.S. Commercial Paper	—	—	A-2	—	P-2	Stable	—	—
Glacier Credit Card Trust								
Asset-backed senior-term notes ¹	AAA (sf)	—	AAA (sf)	—	—	—	AAA (sf)	Stable
Asset-backed subordinated-term notes ¹	A (sf)	—	A (sf)	—	—	—	A (sf)	Stable
Asset-backed commercial paper	R-1 (high) (sf)	—	—	—	—	—	F1+ (sf)	—
CT REIT								
Issuer rating	BBB	Stable	BBB	Stable	—	—	—	—
Senior unsecured debentures	BBB	Stable	BBB	—	—	—	—	—

¹ DBRS Morningstar rates all Series of term notes, S&P rates all Series of term notes except the Series 2018-1 term notes, and Fitch only rates the Series 2018-1 term notes.

6.5.1 Contractual Obligations, Guarantees, and Commitments

The Company funds capital expenditures, working capital needs, dividend payments, and other financing needs, such as debt repayments and Class A Non-Voting Share purchases under a Normal Course Issuer Bid ("NCIB"), from a combination of sources. The following table shows the Company's contractual obligations to be paid over the next five years and beyond. The Company believes it has the ability to meet these contractual obligations as at December 31, 2022.

(C\$ in millions)	2023	2024	2025	2026	2027	2028 & beyond	Total
Deposits	\$ 1,234.7	\$ 489.3	\$ 577.9	\$ 323.7	\$ 348.5	\$ —	\$ 2,974.1
Total debt ¹	1,040.2	560.4	680.4	208.1	824.9	950.0	4,264.0
Lease obligations	496.6	444.5	401.5	348.5	259.8	1,298.0	3,248.9
Purchase obligations	2,474.6	283.8	214.7	182.5	172.8	232.1	3,560.5
Other obligations	116.3	90.6	43.8	28.4	20.6	19.5	319.2
Interest payments	192.9	156.6	127.9	109.0	77.1	207.6	871.1
	\$ 5,555.3	\$ 2,025.2	\$ 2,046.2	\$ 1,200.2	\$ 1,703.7	\$ 2,707.2	\$ 15,237.8

¹ Includes current debt, long-term debt (senior and subordinated term notes), Glacier Trust term notes, and mortgages. Details of both can be found in note 23 to the consolidated financial statements.

In the normal course of business, the Company enters into numerous agreements that may contain features that meet the definition of a guarantee. For a discussion of the Company's significant guarantees and commitments, refer to Note 34 to the Company's consolidated financial statements. The Company's maximum exposure to credit risk with respect to such guarantees and commitments is provided in Note 5 of the Company's 2022



MANAGEMENT'S DISCUSSION AND ANALYSIS

consolidated financial statements. There were no significant changes in guarantees and commitments identified at year end, other than those discussed in this document.

6.6 Funding Costs

The table below shows the funding costs relating to short-term and long-term debt, excluding deposits held by CTB, Franchise Trust indebtedness, and lease liability interest:

(C\$ in millions)		2022		2021
Interest expense ¹	\$	171.7	\$	147.1
Cost of debt ¹		3.53 %		3.25 %

¹ For further information about this measure see section 10.2 of this MD&A.

For a discussion of the liquidity and credit risks associated with the Company's ability to generate sufficient resources to meet its financial obligations, refer to section 11.1 in this MD&A.



MANAGEMENT'S DISCUSSION AND ANALYSIS

7.0 Equity

7.1 Shares Outstanding

(C\$ in millions)	2022	2021
Authorized		
3,423,366 Common Shares		
100,000,000 Class A Non-Voting Shares		
Issued		
3,423,366 Common Shares (2021 – 3,423,366)	\$ 0.2	\$ 0.2
54,276,998 Class A Non-Voting Shares (2021 – 56,723,758)	587.6	593.4
	\$ 587.8	\$ 593.6

Each year, the Company files a notice to make an NCIB with the Toronto Stock Exchange ("TSX") which allows it to purchase its Class A Non-Voting Shares on the open market through the facilities of the TSX and/or alternative Canadian trading systems, if eligible, at the market price of the shares at the time of purchase or as otherwise permitted under the rules of the TSX and applicable securities laws. Class A Non-Voting Shares purchased by the Company pursuant to the NCIB are restored to the status of authorized but unissued shares. Security holders may obtain a copy of the notice, without charge, by contacting the Corporate Secretary of the Company.

On February 19, 2021, the TSX accepted the Company's notice of intention to make an NCIB to purchase up to 5.4 million Class A Non-Voting Shares during the period March 2, 2021 to March 1, 2022 (the "2021-22 NCIB"). On February 17, 2022, the TSX accepted the Company's notice of intention to make an NCIB to purchase up to 5.3 million Class A Non-Voting Shares during the period March 2, 2022 to March 1, 2023 (the "2022-23 NCIB"). Also on February 17, 2022, the TSX accepted a new Automatic Securities Purchase Plan ("ASPP") which expires on March 1, 2023 (the "2022-23 ASPP") and allows a designated broker to purchase Class A Non-Voting Shares under the 2022-23 NCIB during the Company's blackout periods, subject to pre-defined parameters.

On November 11, 2021, the Company announced that it intended to purchase up to \$400 million of Class A Non-Voting Shares by the end of 2022, in excess of the amount required for anti-dilutive purposes (the "2021-22 Share Purchase Intention"). The following table summarizes the Company's purchases relating to the 2021-22 Share Purchase Intention which was completed during September 2022:

(C\$ in millions)	
2021-22 Share Purchase Intention announced on November 11, 2021	\$ 400.0
Shares purchased in fiscal 2021 under the 2021-22 Share Purchase Intention	116.2
Shares purchased in fiscal 2022 under the 2021-22 Share Purchase Intention	283.8
Total shares purchased under the 2021-22 Share Purchase Intention	\$ 400.0

The following represents forward-looking information and readers are cautioned that actual results may vary.

On November 10, 2022, the Company announced that it intends to purchase an additional \$500 million to \$700 million of its Class A Non-Voting Shares by the end of 2023, in excess of the amount required for anti-dilutive purposes, and subject to regulatory approval of the renewal of the Company's NCIB in Q1 2023 (the "2022-23 Share Purchase Intention"). The following table summarizes the Company's purchases relating to the 2022-23 Share Purchase Intention.

(C\$ in millions)	
2022-23 Share Purchase Intention announced on November 10, 2022	\$ 500 - 700
Shares purchased in fiscal 2022 under the 2022-23 Share Purchase Intention	121.8



MANAGEMENT'S DISCUSSION AND ANALYSIS

7.2 Dividends

The Company has a long-term dividend payout ratio¹ target of approximately 30 to 40 percent of the prior year normalized net income, after considering the period-end cash position, future cash flow requirements, capital market conditions, and investment opportunities. The long-term dividend payout ratio may fluctuate in any particular year due to unusual or non-recurring events.

The Company increased its annual dividend for the 13th consecutive year, to \$6.90 per share, a cumulative quarterly dividend increase of 33 percent since last year as a result of dividend increases approved on May 12, 2022 and November 9, 2022. The declared dividends are payable to holders of Class A Non-Voting Shares and Common Shares at a rate of \$1.725 per share payable on June 1, 2023, to shareholders of record as of April 30, 2023. The dividend is considered an "eligible dividend" for tax purposes.

7.3 Equity Derivative Contracts

The Company enters into equity-derivative contracts to partially offset its exposure to fluctuations in stock options, performance share units, restricted share units and deferred share units' expenses. The Company currently uses floating-rate equity forwards.

During Q4 2022, 300,000 units of equity forward contracts that hedged stock-options, performance share units, restricted share units and deferred share units settled and resulted in a cash payment to the counterparties of approximately \$10.8 million. 160,000 units of new equity-forward contracts were entered into in Q4 2022 with a hedge rate of \$149.75.

8.0 Tax Matters

In the ordinary course of business, the Company is subject to ongoing audits by tax authorities. While the Company has determined that its tax filing positions are appropriate and supportable, from time to time certain matters are reviewed and challenged by the tax authorities.

With respect to temporary differences relating to and arising from the Company's investment in its subsidiaries, the Company is able to control and has no plans that would result in the realization of the respective temporary differences. Accordingly, the Company has not provided for deferred taxes relating to these respective temporary differences that might otherwise occur from transactions relating to the Company's investment in its subsidiaries.

The Company regularly reviews the potential for adverse outcomes with respect to tax matters. The Company believes that the ultimate disposition of these matters will not have a material adverse effect on its liquidity, consolidated financial position, or net income, because the Company has determined that it has adequate provision for these tax matters. Should the ultimate tax liability materially differ from the provision, the Company's effective tax rate and its earnings could be affected positively or negatively in the period in which the matters are resolved.

Income taxes for the quarter ended December 31, 2022 were \$189.6 million compared with \$184.3 million in 2021. The effective tax rate for the quarter ended December 31, 2022 decreased to 25.2 percent from 25.6 percent in 2021 primarily due to lower non-deductible stock option expense in the period.

Income taxes for the full year ended December 31, 2022 were \$401.0 million compared with \$441.2 million in 2021. The effective tax rate for the full year ended December 31, 2022 decreased to 25.3 percent from 25.9 percent in 2021 primarily due to lower non-deductible stock option expense in the period, partially offset by the tax impact of the costs to exit Helly Hansen operations in Russia.

¹ For further information about this measure see section 10.1 of this MD&A.



MANAGEMENT'S DISCUSSION AND ANALYSIS

9.0 Accounting Policies and Estimates

9.1 Critical Accounting Estimates

The Company estimates certain amounts, which are reflected in its consolidated financial statements using detailed financial models based on historical experience, current trends, and other assumptions. Actual results could differ from those estimates. In Management's judgment, the accounting estimates and policies detailed in Note 2 and Note 3 to the Company's 2022 Consolidated Financial Statements do not require Management to make assumptions about matters that are highly uncertain and, accordingly, none of those estimates are considered a "critical accounting estimate" as defined in Form 51-102F1 – *Management's Discussion and Analysis*, published by the Canadian Securities Administrators, except for the allowance for loan impairment in the Financial Services segment.

Details of the accounting policies that are subject to judgments and estimates that the Company believes could have the most significant impact on the amounts recognized in its consolidated financial statements are described in Note 2 to the Company's 2022 Consolidated Financial Statements and Notes.

9.2 Changes in Accounting Policies

Standards, Amendments and Interpretations Issued and Adopted

Improving Accounting Policy Disclosures

In the current quarter, the Company early adopted Disclosure of Accounting Policies (Amendments to IAS 1 and IFRS Practice Statement 2), issued in February 2021. The amendments to IAS 1 – *Presentation of Financial Statements* ("IAS 1") require companies to disclose their material accounting policy information rather than their significant accounting policies. The amendments to IFRS Practice Statement 2 provide guidance on how to apply the concept of materiality to accounting policy disclosures. The Company has applied these changes in the current period. For further information refer to Note 3.

Deferred Tax Related to Assets and Liabilities Arising from a Single Transaction

In May 2021, the IASB issued targeted amendments to IAS 12 – *Income Taxes* to specify how companies account for deferred tax on transactions such as leases and decommissioning obligations. In specific circumstances, companies are exempt from recognizing deferred tax when they recognize assets or liabilities for the first time. Previously, there had been some uncertainty about whether the exemption applied to transactions such as leases and decommissioning obligations transactions for which companies recognize both an asset and a liability. The amendments clarify that the exemption does not apply and that companies are required to recognize deferred tax on such transactions. The aim of the amendments is to reduce diversity in the reporting of deferred tax on leases and decommissioning obligations. The Company has assessed there to be no material impact on deferred taxes as a result of the amendment. The Company early adopted this amendment during the year.

Software as a Service ("SaaS") Arrangements

The IFRS Interpretations Committee ("IFRIC") published a final agenda decision in April 2021, clarifying how to recognize certain configuration and customization expenditures relating to implementing SaaS arrangements. A review of the Company's accounting for SaaS projects was undertaken in light of the guidance. The Company refined its accounting policy to align with the IFRIC and capitalizes implementation costs associated with activities that create and meet the criteria of an intangible asset under IFRS. Costs not qualifying for capitalization have been expensed in the current period. The Company has assessed the impact of this interpretation and determined there to be no material impact on the consolidated financial statements.

Standards, Amendments and Interpretations Issued but not yet Adopted

The following new standards, amendments and interpretations have been issued but are not effective for the fiscal year ended December 31, 2022 and, accordingly, have not been applied in preparing these consolidated financial statements.

Insurance Contracts

In May 2017, the International Accounting Standards Board ("IASB") issued IFRS 17 – *Insurance Contracts* ("IFRS 17"), which replaces IFRS 4 – *Insurance Contracts* and establishes a new model for recognizing insurance



MANAGEMENT'S DISCUSSION AND ANALYSIS

policy obligations, premium revenue, and claims-related expenses. In June 2020, the IASB issued 'Amendments to IFRS 17' to address concerns and implementation challenges identified after IFRS 17 was published in 2017. The amendments also deferred the effective date for two years to January 1, 2023. Early adoption is permitted. The Company has assessed the impacts of adopting IFRS 17 and determined there to be no material impact on the consolidated financial statements.

Clarifying Distinction Between Accounting Policies and Accounting Estimates

In February 2021, the IASB issued narrow-scope amendments to IAS 8 – *Accounting Policies, Changes in Accounting Estimates and Errors* ("IAS 8"). The amendments to IAS 8 clarify how companies distinguish changes in accounting policies from changes in accounting estimates. That distinction is important because changes in accounting estimates are applied prospectively only to future transactions and other future events, but changes in accounting policies are generally also applied retrospectively to past transactions and other past events. The amendments are effective for annual reporting periods beginning on or after January 1, 2023. Earlier application is permitted. The Company assessed the potential impact of the amendment and determined there to be no material impact on the consolidated financial statements.

Lease Liability in a Sale and Leaseback

In September 2022, the IASB issued amendments to IFRS 16 – *Leases* ("IFRS 16") relating to sale leaseback transactions for seller-lessees. The amendment adds a requirement that measuring lease payments or revised lease payments shall not result in the recognition of a gain or loss that relates to the right-of-use asset retained by the seller-lessee. The amendments are effective for annual reporting periods beginning on or after January 1, 2024, with early adoption permitted. The Company is assessing the potential impact of these amendments.

Non-current Liabilities with Covenants

In October 2022, the IASB issued amendments to IAS 1, which specifies that covenants whose compliance is assessed after the reporting date do not affect the classification of debt as current or non-current at the reporting date. Instead, the amendments require disclosure of information about these covenants in the notes to the financial statements. The amendments are effective for annual reporting periods beginning on or after January 1, 2024, with early adoption permitted. The Company is assessing the potential impact of these amendments.



MANAGEMENT'S DISCUSSION AND ANALYSIS

10.0 Non-GAAP Financial Measures, Ratios and Supplementary Financial Measures

10.1 Non-GAAP Financial Measures and Ratios

The Company prepares and presents its financial information on a GAAP basis. Management uses many measures to assess performance, including non-GAAP financial measures and non-GAAP ratios. Non-GAAP financial measures and non-GAAP ratios have no standardized meanings under GAAP and may not be comparable to similar measures of other companies.

Management considers both reported and normalized results and measures useful in evaluating the performance of the core business operations of the Company. Management uses normalized results to assess changes in financial performance across periods on a comparable basis by removing specified items not related to the core business operations of the Company that are infrequent and non-operational in nature. The items, which can include acquisition-related transaction costs, restructuring or discontinued operations costs, Operational Efficiency program costs, one-time costs for new program rollouts, and infrequent, non-operational fair value adjustments, are removed from cost of producing revenue, SG&A and other income (expense), where applicable. Explanations of normalizing items can be found in subsection 5.1.1.

Normalized Cost of Producing Revenue

Normalized cost of producing revenue is most directly comparable to cost of producing revenue, a GAAP measure reported in the consolidated financial statements. The following table reconciles normalized cost of producing revenue to cost of producing revenue.

(C\$ in millions)	Q4 2022	Q4 2021	2022	2021
Cost of producing revenue	\$ 3,322.0	\$ 3,190.9	\$ 11,712.7	\$ 10,456.9
Less normalizing items: Operational Efficiency program	—	(0.4)	—	1.4
Normalized cost of producing revenue	\$ 3,322.0	\$ 3,191.3	\$ 11,712.7	\$ 10,455.5

Retail Normalized Cost of Producing Revenue

Retail normalized cost of producing revenue is most directly comparable to Retail cost of producing revenue, a GAAP measure reported in the consolidated financial statements. The following table reconciles Retail normalized cost of producing revenue to Retail cost of producing revenue.

(C\$ in millions)	Q4 2022	Q4 2021	2022	2021
Cost of producing revenue	\$ 3,322.0	\$ 3,190.9	\$ 11,712.7	\$ 10,456.9
Less: Other operating segments	156.8	125.6	514.4	358.6
Retail cost of producing revenue	\$ 3,165.2	\$ 3,065.3	\$ 11,198.3	\$ 10,098.3
Less normalizing items: Operational Efficiency program	—	(0.4)	—	1.4
Retail normalized cost of producing revenue	\$ 3,165.2	\$ 3,065.7	\$ 11,198.3	\$ 10,096.9



MANAGEMENT'S DISCUSSION AND ANALYSIS

Normalized Gross Margin and Normalized Gross Margin Rate

Normalized gross margin and normalized gross margin rate are used as additional measures when assessing the amount of revenue retained after incurring direct costs associated with the products and services the Company provides. The following table reconciles normalized gross margin to gross margin, a GAAP measure reported in the consolidated financial statements.

Normalized gross margin rate is normalized gross margin divided by revenue.

(C\$ in millions)	Q4 2022	Q4 2021	2022	2021
Gross margin	\$ 2,018.4	\$ 1,946.7	\$ 6,097.9	\$ 5,835.2
Add normalizing items: Operational Efficiency program	—	(0.4)	—	1.4
Normalized gross margin	\$ 2,018.4	\$ 1,946.3	\$ 6,097.9	\$ 5,836.6

Retail Normalized Gross Margin and related measures

Retail normalized gross margin, Retail normalized gross margin excluding Petroleum, Retail normalized gross margin rate, and Retail normalized gross margin rate excluding Petroleum are used as additional measures when assessing the amount of revenue retained after incurring direct costs associated with the products and services the Company provides. Retail normalized gross margin and its successive derivations are most directly comparable to gross margin, a GAAP measure reported in the consolidated financial statements.

Retail normalized gross margin rate is retail normalized gross margin divided by revenue. Retail normalized gross margin rate excluding Petroleum is retail normalized gross margin excluding Petroleum, divided by revenue excluding Petroleum.

(C\$ in millions)	Q4 2022	Q4 2021	2022	2021
Gross margin	\$ 2,018.4	\$ 1,946.7	\$ 6,097.9	\$ 5,835.2
Less: Other operating segments	192.7	182.0	859.9	850.4
Retail gross margin	\$ 1,825.7	\$ 1,764.7	\$ 5,238.0	\$ 4,984.8
Add normalizing items: Operational Efficiency program	—	(0.4)	—	1.4
Retail normalized gross margin	\$ 1,825.7	\$ 1,764.3	\$ 5,238.0	\$ 4,986.2
Less: Petroleum gross margin	55.0	52.2	220.1	191.2
Retail normalized gross margin excluding Petroleum	\$ 1,770.7	\$ 1,712.1	\$ 5,017.9	\$ 4,795.0

Normalized Other Expense (Income)

The following table reconciles normalized other expense (income) to other expense (income), a GAAP measure reported in the consolidated financial statements.

(C\$ in millions)	Q4 2022	Q4 2021	2022	2021
Other expense (income)	\$ 0.2	\$ 5.2	\$ 61.6	\$ (23.5)
Add normalizing items:				
Operational Efficiency program	—	(0.1)	—	(1.0)
Helly Hansen Russia exit	—	—	(36.5)	—
Normalized other expense (income)	\$ 0.2	\$ 5.1	\$ 25.1	\$ (24.5)



MANAGEMENT'S DISCUSSION AND ANALYSIS

Retail Normalized Other (Income)

The following table reconciles Retail normalized other (income) to Retail other (income), a GAAP measure reported in the consolidated financial statements.

(C\$ in millions)	Q4 2022	Q4 2021	2022	2021
Other expense (income)	\$ 0.2	\$ 5.2	\$ 61.6	\$ (23.5)
Less: Other operating segments	39.5	38.1	145.6	141.9
Retail other (income)	\$ (39.3)	\$ (32.9)	\$ (84.0)	\$ (165.4)
Add normalizing items:				
Operational Efficiency program	—	(0.1)	—	(1.0)
Helly Hansen Russia exit	—	—	(36.5)	—
Retail normalized other (income)	\$ (39.3)	\$ (33.0)	\$ (120.5)	\$ (166.4)

Normalized SG&A and related measures

Normalized SG&A, normalized SG&A adjusted for rent expense (excluding depreciation and amortization), and normalized SG&A adjusted for rent expense (excluding depreciation and amortization) as a percentage of revenue, excluding Petroleum, are used as additional measures when assessing the performance of the Company's ongoing operations. Normalized SG&A, and its successive derivations are most directly comparable to SG&A, a GAAP measure reported in the consolidated financial statements. SG&A is adjusted for normalizing items, further adjusted for rent expense, depreciation and amortization. Management has adjusted SG&A to include an estimate of rent expense, a significant operating expense for its retail business. Management removes Petroleum revenue because it may complicate variances, especially when reviewing the measure as a ratio.

Normalized SG&A adjusted for rent expense excluding depreciation and amortization as a percentage of revenue excluding Petroleum is a non-GAAP ratio that is calculated by dividing normalized SG&A adjusted for rent expense, depreciation and amortization, by revenue excluding Petroleum.

(C\$ in millions)	Q4 2022	Q4 2021	2022	2021
Selling, general and administrative expenses	\$ 1,200.1	\$ 1,167.4	\$ 4,221.5	\$ 3,934.3
Less normalizing items: Operational Efficiency program	19.6	6.8	47.2	38.5
Normalized selling, general and administrative expenses	\$ 1,180.5	\$ 1,160.6	\$ 4,174.3	\$ 3,895.8
Add: Net finance costs, related to leases	21.3	21.0	82.7	85.2
Less: Depreciation and amortization, other than right-of-use assets	103.5	98.1	390.1	391.1
Normalized selling, general and administrative expenses adjusted for rent expense excluding depreciation and amortization	\$ 1,098.3	\$ 1,083.5	\$ 3,866.9	\$ 3,589.9



MANAGEMENT'S DISCUSSION AND ANALYSIS

Retail Normalized SG&A and related measures

Retail normalized SG&A and Retail normalized SG&A adjusted for rent expense (excluding depreciation and amortization) are used as additional measures when assessing the performance of the Company's ongoing operations. These two metrics are most directly comparable to SG&A, a GAAP measure reported in the consolidated financial statements. Management has adjusted Retail SG&A to include an estimate of rent expense, a significant operating expense for the Retail segment.

(C\$ in millions)	Q4 2022	Q4 2021	2022	2021
Selling, general and administrative expenses	\$ 1,200.1	\$ 1,167.4	\$ 4,221.5	\$ 3,934.3
Less: Other operating segments	31.3	51.5	132.8	147.2
Retail selling, general and administrative expenses	\$ 1,168.8	\$ 1,115.9	\$ 4,088.7	\$ 3,787.1
Less normalizing items: Operational Efficiency program	19.6	6.8	47.2	38.5
Retail normalized selling, general and administrative expenses	\$ 1,149.2	\$ 1,109.1	\$ 4,041.5	\$ 3,748.6
Add: Retail net finance costs, related to leases	51.4	50.5	199.4	207.3
Less: Retail depreciation and amortization, other than right-of-use assets	81.2	78.7	307.8	314.0
Retail normalized selling, general and administrative expenses adjusted for rent expense (excluding depreciation and amortization)	\$ 1,119.4	\$ 1,080.9	\$ 3,933.1	\$ 3,641.9



MANAGEMENT'S DISCUSSION AND ANALYSIS

EBITDA and related measures

EBITDA, normalized EBITDA, normalized EBITDA adjusted for rent expense, and normalized EBITDA adjusted for rent expense as a percentage of revenue excluding Petroleum are used as additional measures when assessing the performance of the Company's ongoing operations and its ability to generate cash flows to fund its cash requirements, including capital expenditures. EBITDA and its successive derivations are most directly comparable to income before income tax, a GAAP measure reported in the consolidated financial statements, and is adjusted by deducting finance costs, depreciation and amortization. EBITDA itself is then adjusted for normalizing items and finally adjusted for rent expense. Management has adjusted EBITDA to include an estimate of rent expense, a significant operating expense for its retail business, and removes the effect of Petroleum operations because it may complicate variances, especially when reviewing the measure as a ratio.

Normalized EBITDA Adjusted for Rent Expense as a Percentage of Revenue excluding Petroleum is a non-GAAP Ratio that is calculated by dividing the Normalized EBITDA Adjusted for Rent Expense by Revenue excluding Petroleum.

(C\$ in millions)	Q4 2022	Q4 2021	2022	2021
Income before income taxes	\$ 752.2	\$ 720.0	\$ 1,583.8	\$ 1,701.9
Add:				
Depreciation and amortization, other than right-of-use assets ¹	109.7	103.2	414.6	408.8
Depreciation of right-of-use assets	84.6	75.1	328.9	292.7
Net finance costs, other than those related to leases	44.6	33.1	148.3	137.3
Net finance costs, related to leases	21.3	21.0	82.7	85.2
EBITDA	\$ 1,012.4	\$ 952.4	\$ 2,558.3	\$ 2,625.9
Add normalizing items:				
Operational Efficiency program	19.6	6.5	47.2	40.9
Helly Hansen Russia exit	—	—	36.5	—
Normalized EBITDA	\$ 1,032.0	\$ 958.9	\$ 2,642.0	\$ 2,666.8
Less:				
Depreciation of right-of-use assets	84.6	75.1	328.9	292.7
Net finance costs, related to leases	21.3	21.0	82.7	85.2
Normalized EBITDA adjusted for rent expense	\$ 926.1	\$ 862.8	\$ 2,230.4	\$ 2,288.9

¹ Depreciation and amortization reported in cost of producing revenue for the 13 and 39 weeks ended December 31, 2022 was \$6.2 million (2021 – \$5.1 million) and \$24.5 million (2021 – \$17.7 million).



MANAGEMENT'S DISCUSSION AND ANALYSIS

Retail EBITDA and related measures

Retail EBITDA, Retail normalized EBITDA, and Retail normalized EBITDA adjusted for rent expense are used as additional measures when assessing the performance of the Retail segment's ongoing operations and its ability to generate cash flows to fund its cash requirements, including capital expenditures. Retail EBITDA and its successive derivations are most directly comparable to income before income tax, a GAAP measure reported in the consolidated financial statements, and is adjusted by deducting finance costs, depreciation and amortization. Retail EBITDA is then adjusted for normalizing items and rent expense. Management has adjusted Retail EBITDA to include an estimate of rent expense, a significant operating expense for the Retail segment.

(C\$ in millions)	Q4 2022	Q4 2021	2022	2021
Income before income taxes	\$ 752.2	\$ 720.0	\$ 1,583.8	\$ 1,701.9
Less: Other operating segments	109.8	81.9	535.8	526.2
Retail income before income taxes	\$ 642.4	\$ 638.1	\$ 1,048.0	\$ 1,175.7
Add:				
Retail depreciation and amortization, other than right-of-use assets ¹	87.4	83.8	332.3	331.7
Retail depreciation of right-of-use assets	151.7	138.4	589.4	541.5
Retail net finance costs (income), other than related to leases	2.4	(6.9)	(14.1)	(19.9)
Retail net finance costs, related to leases	51.4	50.5	199.4	207.3
Retail EBITDA	\$ 935.3	\$ 903.9	\$ 2,155.0	\$ 2,236.3
Add normalizing items:				
Operational Efficiency program	19.6	6.5	47.2	40.9
Helly Hansen Russia exit	—	—	36.5	—
Retail Normalized EBITDA	\$ 954.9	\$ 910.4	\$ 2,238.7	\$ 2,277.2
Less:				
Retail depreciation of right-of-use assets	151.7	138.4	589.4	541.5
Retail net finance costs, related to leases	51.4	50.5	199.4	207.3
Retail Normalized EBITDA adjusted for rent expense	\$ 751.8	\$ 721.5	\$ 1,449.9	\$ 1,528.4

¹ Depreciation and amortization reported in cost of producing revenue for the 13 and 39 weeks ended December 31, 2022 was \$6.2 million (2021 – \$5.1 million) and \$24.5 million (2021 – \$17.7 million).

Normalized Income Before Income Taxes

Normalized income before income taxes is used as an additional measure to assess the Company's underlying operating performance and assists in making decisions regarding the ongoing operations of its business. The following table reconciles normalized income before income taxes to income before income taxes which is a GAAP measure reported in the consolidated financial statements.

(C\$ in millions)	Q4 2022	Q4 2021	2022	2021
Income before income taxes	\$ 752.2	\$ 720.0	\$ 1,583.8	\$ 1,701.9
Add normalizing items:				
Operational Efficiency program	19.6	6.5	47.2	40.9
Helly Hansen Russia exit	—	—	36.5	—
Normalized income before income taxes	\$ 771.8	\$ 726.5	\$ 1,667.5	\$ 1,742.8



MANAGEMENT'S DISCUSSION AND ANALYSIS

Retail Normalized Income Before Income Taxes

Retail normalized income before income taxes is used as an additional measure to assess the Company's underlying operating performance and assists in making decisions regarding the ongoing operations of its business. The following table reconciles Retail normalized income before income taxes to income before income taxes which is a GAAP measure reported in the consolidated financial statements.

(C\$ in millions)	Q4 2022	Q4 2021	2022	2021
Income before income taxes	\$ 752.2	\$ 720.0	\$ 1,583.8	\$ 1,701.9
Less: Other operating segments	109.8	81.9	535.8	526.2
Retail income before income taxes	\$ 642.4	\$ 638.1	\$ 1,048.0	\$ 1,175.7
Add normalizing items:				
Operational Efficiency program	19.6	6.5	47.2	40.9
Helly Hansen Russia exit	—	—	36.5	—
Retail normalized income before income taxes	\$ 662.0	\$ 644.6	\$ 1,131.7	\$ 1,216.6

Normalized Income Tax

Management uses normalized income tax to calculate normalized net income. The tax effect of normalizing items is calculated by multiplying normalizing items by the statutory tax rate. The following table reconciles Normalized income tax to income tax which is a GAAP measure reported in the consolidated financial statements.

(C\$ in millions)	Q4 2022	Q4 2021	2022	2021
Income tax expense	\$ 189.6	\$ 184.3	\$ 401.0	\$ 441.2
Add tax effect of normalizing items:				
Operational Efficiency program	5.2	1.7	12.5	10.8
Helly Hansen Russia exit	—	—	3.1	—
Normalized income tax expense	\$ 194.8	\$ 186.0	\$ 416.6	\$ 452.0



MANAGEMENT'S DISCUSSION AND ANALYSIS

Normalized Net Income, Normalized Net Income Attributable to Shareholders, Normalized Diluted Earnings per Share, and Long-term Dividend Payout Ratio

Normalized net income, normalized net income attributable to shareholders, and normalized diluted earnings per share are used as additional measures when assessing the Company's underlying operating performance. The following table reconciles normalized net income, normalized net income attributable to shareholders and normalized diluted earnings per share to net income, a GAAP measure reported in the consolidated financial statements.

Long-term dividend payout ratio target is calculated by dividing total dividends by the prior year's normalized net income.

(C\$ in millions, except per share amounts)	Q4 2022	Q4 2021	2022	2021	2020	2019
Net income	\$ 562.6	\$ 535.7	\$ 1,182.8	\$ 1,260.7	\$ 862.6	\$ 894.8
Net income attributable to shareholders	531.9	508.5	1,044.1	1,127.6	751.8	778.4
Add normalizing items:						
Operational Efficiency program	\$ 14.4	\$ 4.8	\$ 34.7	\$ 30.1	\$ 42.3	\$ 25.1
Helly Hansen Russia exit	—	—	33.4	—	—	—
Party City:						
Acquisition-related costs	—	—	—	—	—	1.6
Fair value adjustment for inventories acquired	—	—	—	—	—	1.8
Normalized net income	\$ 577.0	\$ 540.5	\$ 1,250.9	\$ 1,290.8	\$ 904.9	\$ 923.3
Normalized net income attributable to shareholders	\$ 546.3	\$ 513.3	\$ 1,112.2	\$ 1,157.7	\$ 794.1	\$ 806.9
Normalized diluted EPS	\$ 9.34	\$ 8.42	\$ 18.75	\$ 18.91	\$ 13.00	\$ 13.04

Operating Capital Expenditures

Operating capital expenditures is used to assess the resources used to maintain capital assets at their productive capacity. Operating capital expenditures is most directly comparable to the total additions, a GAAP measure reported in the consolidated financial statements.

(C\$ in millions)	2022	2021
Total additions ¹	\$ 834.6	\$ 778.8
Add: Accrued additions	14.1	10.8
Less:		
Business combinations, intellectual properties and tenant allowances	—	(14.3)
CT REIT acquisitions and developments excluding vend-ins from CTC	101.1	134.1
Operating capital expenditures	\$ 747.6	\$ 669.8

¹ This line appears on the Consolidated Statement of Cash Flows under Investing activities



MANAGEMENT'S DISCUSSION AND ANALYSIS

Retail Return on Invested Capital

Retail ROIC is calculated as Retail return divided by the Retail invested capital. Retail return is defined as trailing annual Retail after-tax earnings excluding interest expense, lease related depreciation expense, inter-segment earnings, and any normalizing items. Retail invested capital is defined as Retail segment total assets, less Retail segment trade payables and accrued liabilities and inter-segment balances based on an average of the trailing four quarters. Retail return and Retail invested capital are non-GAAP financial measures, which the Company does not consider useful in isolation. The Company believes that Retail ROIC is useful in assessing the Retail segment's performance relative to shareholder investment.

(C\$ in millions, except where noted)	2022	2021
Income before income taxes	\$ 1,583.8	\$ 1,701.9
Less: Other operating segments	535.8	526.2
Retail income before income taxes	\$ 1,048.0	\$ 1,175.7
Add normalizing items:		
Operational Efficiency program	47.2	40.9
Helly Hansen Russia exit	36.5	—
Retail normalized income before income taxes	\$ 1,131.7	\$ 1,216.6
Less:		
Retail intercompany adjustments ¹	207.1	196.5
Add:		
Retail interest expense ²	246.7	251.8
Retail depreciation of right-of-use assets	589.4	541.5
Retail effective tax rate	25.9 %	27.1 %
Add: Retail taxes	(456.4)	(491.4)
Retail return	\$ 1,304.3	\$ 1,322.0
Average total assets	\$ 21,734.5	\$ 21,364.1
Less: Average assets in other operating segments	4,413.5	5,026.0
Average Retail assets	\$ 17,321.0	\$ 16,338.1
Less:		
Average Retail intercompany adjustments ¹	3,534.8	3,421.2
Average Retail trade payables and accrued liabilities ³	2,924.5	2,519.8
Average Franchise Trust assets	458.0	507.6
Average Retail excess cash	—	167.4
Average Retail invested capital	\$ 10,403.7	\$ 9,722.1
Retail ROIC	12.5 %	13.6 %

¹ Intercompany adjustments include intercompany income received from CT REIT which is included in the Retail segment, and intercompany investments made by the Retail segment in CT REIT and CTFS.

² Excludes Franchise Trust.

³ Trade payables and accrued liabilities include trade and other payables, short-term derivative liabilities, short-term provisions and income tax payables.



MANAGEMENT'S DISCUSSION AND ANALYSIS

Helly Hansen Revenue on a Constant Currency Basis

Helly Hansen revenue on a constant currency basis is used to assess revenue variations by removing the effect of changes to foreign exchange rates. This is accomplished by applying the same foreign exchange rate to current and comparative periods. This measure is most directly comparable to revenue, a GAAP measure reported in the consolidated financial statements.

(C\$ in millions, except where noted)	Q4 2022	Q4 2021	2022	2021
Revenue	\$ 5,340.4	\$ 5,137.6	\$ 17,810.6	\$ 16,292.1
Less: Other operating segments and other banners	5,038.6	4,887.2	17,029.4	15,647.2
Helly Hansen Revenue (CAD)	\$ 301.8	\$ 250.4	\$ 781.2	\$ 644.9
NOK/CAD average FX rate	7.53	6.91	7.41	6.87
Helly Hansen Revenue (Kroner)	\$ 2,271.6	\$ 1,729.9	\$ 5,787.7	\$ 4,428.9
NOK/CAD constant FX rate	6.91	6.91	6.87	6.87
Helly Hansen Revenue (constant currency)	\$ 328.8	\$ 250.4	\$ 842.8	\$ 644.9

Adjusted Net Debt

The following tables present the components of adjusted net debt. The Company believes that adjusted net debt is relevant in assessing the amount of financial leverage employed.

As at December 31, 2022

(C\$ in millions)	Consolidated	Retail	Financial Services	REIT
Consolidated net debt				
Bank indebtedness	\$ 5.0	\$ 5.0	\$ —	\$ —
Short-term deposits	1,226.3	—	1,226.3	—
Long-term deposits	1,739.4	—	1,739.4	—
Short-term borrowings	576.2	21.7	454.6	99.9
Long-term debt	4,257.7	952.4	2,069.1	1,236.2
Total debt	\$ 7,804.6	\$ 979.1	\$ 5,489.4	\$ 1,336.1
Cash and cash equivalents [†]	(331.3)	(102.0)	(226.7)	(2.6)
Short-term investments [†]	(176.3)	—	(176.3)	—
Long-term investments [†]	(62.6)	(3.2)	(59.4)	—
Net debt	\$ 7,234.4	\$ 873.9	\$ 5,027.0	\$ 1,333.5
Intercompany debt	—	(1,542.7)	91.1	1,451.6
Adjusted net debt	\$ 7,234.4	\$ (668.8)	\$ 5,118.1	\$ 2,785.1

[†] Includes regulatory reserves.



MANAGEMENT'S DISCUSSION AND ANALYSIS

As at January 1, 2022

(C\$ in millions)	Consolidated	Retail	Financial Services	REIT
Consolidated net debt				
Short-term deposits	\$ 1,908.4	\$ —	\$ 1,908.4	\$ —
Long-term deposits	1,985.3	—	1,985.3	—
Short-term borrowings	108.2	58.0	50.2	—
Long-term debt	4,278.5	951.9	2,179.6	1,147.0
Total debt	\$ 8,280.4	\$ 1,009.9	\$ 6,123.5	\$ 1,147.0
Cash and cash equivalents	(1,751.7)	(707.6)	(1,040.5)	(3.6)
Short-term investments	(606.2)	—	(606.2)	—
Long-term investments ¹	(175.1)	—	(175.1)	—
Net debt	\$ 5,747.4	\$ 302.3	\$ 4,301.7	\$ 1,143.4
Intercompany debt	—	(1,614.3)	83.4	1,530.9
Adjusted net debt	\$ 5,747.4	\$ (1,312.0)	\$ 4,385.1	\$ 2,674.3

¹ Includes regulatory reserves.

Past Due Credit Card Receivables Rate

PD2+ rate is calculated by dividing gross credit card receivables that are two cycles or more overdue (30+ days past due) by total gross credit card receivables. Both components exclude allowances and discounts. Gross past due credit card receivables, total gross credit card receivables and PD2+ are non-GAAP financial measures and a non-GAAP ratio, respectively.

The ratio of past due credit card receivables provides Management and investors with an additional measure to assess the quality and health of credit card loan assets. Past due gross credit card receivables and total gross credit card receivables provide insight into the book value of cardholder balances of our existing portfolio at the reporting date; however, observed in isolation do not provide meaningful information.

(C\$ in millions)	2022	2021
Current portion of loans receivable	\$ 6,271.1	\$ 5,613.2
Add: ECL allowance	897.1	841.5
Less:		
Other discounts or adjustments	127.1	120.4
Line of credit and current portion of dealer loans	65.6	65.5
Total gross credit card receivables	\$ 6,975.5	\$ 6,268.8
Less: Loans no more than 30 days past due	6,774.9	6,142.8
Past due gross credit card receivables	\$ 200.6	\$ 126.0



MANAGEMENT'S DISCUSSION AND ANALYSIS

CT REIT Net Operating Income

NOI is defined as property revenue less property expense adjusted further for straight-line rent. This measure is most directly comparable to revenue, a GAAP measure reported in the consolidated financial statements. Management believes that NOI is a useful key indicator of performance as it represents a measure of property operations over which management has control. NOI is also a key input in determining the value of the portfolio. NOI should not be considered as an alternative to property revenue or net income and comprehensive income, both of which are determined in accordance with GAAP.

The following table shows the relationship of NOI to GAAP revenue and property expense in CT REIT's Consolidated Statements of Income and Comprehensive Income:

(C\$ in millions)	Q4 2022	Q4 2021	2022	2021
Revenue	\$ 5,340.4	\$ 5,137.6	\$ 17,810.6	\$ 16,292.1
Less: Other operating segments	5,205.2	5,008.1	17,277.8	15,777.6
CT REIT property revenue	\$ 135.2	\$ 129.5	\$ 532.8	\$ 514.5
Less:				
CT REIT property expense	27.8	27.1	111.1	107.3
CT REIT property straight-line rent revenue	0.6	1.5	1.9	6.1
CT REIT net operating income	\$ 106.8	\$ 100.9	\$ 419.8	\$ 401.1

CT REIT Funds from Operations and Adjusted Funds from Operations

Funds from Operations

FFO is a non-GAAP financial measure of operating performance used by the real estate industry, particularly by those publicly-traded entities that own and operate income-producing properties. This measure is most directly comparable to net income and comprehensive income, GAAP measures reported in the consolidated financial statements. FFO should not be considered as an alternative to net income or cash flow provided by operating activities determined in accordance with IFRS. CT REIT calculates its FFO in accordance with Real Property Association of Canada's publication "REALPAC Funds from Operations & Adjusted Funds From Operations for IFRS" ("REALPAC FFO & AFFO"). The use of FFO, together with the required IFRS presentations, have been included for the purpose of improving the understanding of the operating results of CT REIT.

Management believes that FFO is a useful measure of operating performance that, when compared period over period, reflects the impact on operations of trends in occupancy levels, rental rates, operating costs and property taxes, acquisition activities and interest costs, and provides a perspective of the financial performance that is not immediately apparent from net income determined in accordance with IFRS.

FFO adds back items to net income that do not arise from operating activities, such as fair-value adjustments. FFO, however, still includes non-cash revenues relating to accounting for straight-line rent and makes no deduction for the recurring capital expenditures necessary to sustain the existing earnings stream.

Adjusted Funds from Operations

AFFO is a non-GAAP financial measure of recurring economic earnings used in the real estate industry to assess an entity's distribution capacity. This measure is most directly comparable to net income and comprehensive income, GAAP measures reported in the consolidated financial statements. AFFO should not be considered as an alternative to net income or cash flows provided by operating activities determined in accordance with IFRS. CT REIT calculates its AFFO in accordance with REALPAC's FFO & AFFO.

CT REIT calculates AFFO by adjusting FFO for non-cash income and expense items such as amortization of straight-line rents. FFO is also adjusted for a reserve for maintaining productive capacity required for sustaining property infrastructure and revenue from real estate properties and direct leasing costs. As property capital expenditures do not occur evenly during the fiscal year or from year to year the capital expenditure reserve in the AFFO calculation, which is used as an input in assessing the REIT's distribution payout ratio, is intended to reflect an average annual spending level. The reserve is primarily based on average expenditures as determined by building condition reports prepared by independent consultants.



MANAGEMENT'S DISCUSSION AND ANALYSIS

Management believes that AFFO is a useful measure of operating performance similar to FFO as described, adjusted for the impact of non-cash income and expense items.

FFO per unit and AFFO per unit

FFO per unit and AFFO per unit are calculated by dividing FFO or AFFO by the weighted average number of units outstanding on a diluted basis. Management believes that these measures are useful to investors to assess the effect of this measure as it relates to their holdings

The following table reconciles GAAP net income and comprehensive income to FFO and further reconciles FFO to AFFO:

(C\$ in millions)	Q4 2022	Q4 2021	2022	2021
Income before income taxes	\$ 752.2	\$ 720.0	\$ 1,583.8	\$ 1,701.9
Less: Other operating segments	677.5	594.6	1,259.2	1,245.0
CT REIT income before income taxes	\$ 74.7	\$ 125.4	\$ 324.6	\$ 456.9
Add:				
CT REIT fair value loss (gain) adjustment	0.9	(53.2)	(27.8)	(169.9)
CT REIT deferred taxes	(0.5)	(0.5)	(0.1)	(0.1)
CT REIT lease principal payments on right-of-use assets	(0.1)	(0.2)	(0.6)	(1.1)
CT REIT fair value of equity awards	0.3	0.2	(0.9)	1.0
CT REIT internal leasing expense	0.3	0.2	1.0	0.8
CT REIT funds from operations	\$ 75.6	\$ 71.9	\$ 296.2	\$ 287.6
Less:				
CT REIT properties straight-line rent revenue	0.6	1.5	1.9	6.1
CT REIT internal and external leasing expenses not related to development	0.2	0.3	0.5	0.5
CT REIT capital expenditure reserve	6.3	6.0	25.0	24.4
CT REIT adjusted funds from operations	\$ 68.5	\$ 64.1	\$ 268.8	\$ 256.6



MANAGEMENT'S DISCUSSION AND ANALYSIS

Retail Free Cash Flow

Retail free cash flow is a measure used to assess the Company's ability to generate cash from its Retail operations. Retail free cash flow is defined as cash generated by Retail operating activities less capital expenditures and lease rent payments. Available Retail cash flow is free cash flow plus distributions received from Financial Services and CT REIT. Management believes that available Retail cash flow is an important measure in evaluating the Company's ability to fund its shareholder distributions, financing activities, and potential business acquisitions.

The following table reconciles cash generated from operating activities, a GAAP measure reported in the consolidated financial statements, to available Retail cash flow.

(C\$ in millions)	2022	2021
Cash generated from operating activities	\$ 566.0	\$ 1,735.9
Less: Other operating segments	(123.6)	148.9
Retail cash generated from operating activities	\$ 689.6	\$ 1,587.0
Retail capital expenditures, net of tenant allowances	(612.0)	(612.6)
Retail payment of lease liabilities (principal portion), net of payments received	(588.8)	(571.9)
Retail free cash flow	\$ (511.2)	\$ 402.5
Dividends from Financial Services to Retail	428.8	224.3
Distributions from CT REIT to Retail	201.5	195.3
Available Retail cash flow	\$ 119.1	\$ 822.1

The following table reconciles Retail income before income taxes to Retail cash from operating activities.

(C\$ in millions)	2022	2021
Income before income taxes	\$ 1,583.8	\$ 1,701.9
Less: Other operating segments	535.8	526.2
Retail income before income taxes	\$ 1,048.0	\$ 1,175.7
Adjustments for:		
Income from Financial Services and CT REIT	(320.1)	(318.5)
Retail depreciation and amortization	921.7	873.2
Retail change in working capital	(614.2)	149.6
Retail income taxes, interest costs and other	(345.8)	(293.0)
Retail cash generated from operating activities	\$ 689.6	\$ 1,587.0



MANAGEMENT'S DISCUSSION AND ANALYSIS

10.2 Supplementary Financial Measures

Average Account Balance

Average account balance measures average aggregate account balances for the credit card portfolio, excluding lines of credit and personal loans, divided by the average number of credit card accounts, for the applicable period.

Borrowings Outstanding

Borrowings outstanding represent drawdowns from committed bank lines of credit.

Credit Card Sales and Credit Card Sales Growth

Credit card sales is a measure of the net sales charged to credit cards. Credit card sales growth excludes balance transfers, and represents year-over-year percentage change.

Comparable Sales

Comparable sales is commonly used in the retail industry to identify sales growth generated by a Company's existing store network and removes the effect of opening and closing stores in the period. The calculation includes sales from all stores that have been open for a minimum of one year and one week, as well as eCommerce sales. Comparable sales do not form part of the Company's consolidated financial statements. Management applies this measure to Consolidated results (including and excluding Petroleum), the Retail segment (including and excluding Petroleum), and all banners under the Retail segment (including but not limited to Canadian Tire Retail, SportChek and Mark's).

Cost of Debt

Cost of debt represents the weighted average finance costs as a percentage of total short-term and long-term debt during the period.

eCommerce Sales

eCommerce sales refers to sales generated by the Company's online presence. Only eCommerce sales from corporate stores are included in the Company's consolidated financial statements. Management applies this measure to Consolidated results, the Retail segment, and banners under the Retail segment.

eCommerce Penetration Rate

eCommerce penetration rate is calculated by dividing eCommerce sales by Retail sales.

ECL Allowance Rate

This measure is the total allowance for expected credit losses as a percentage of total gross loans receivable for the Financial Services segment.

Effective Tax Rate

Effective tax rate is the tax expense for the period divided by the income before income taxes for the same period.

Gross Average Accounts Receivable

GAAR is the average accounts receivable from credit cards, personal loans and lines of credit, before allowances for expected credit losses. Measures using GAAR apply only to the Financial Services segment.

Gross Margin Rate

Gross margin rate is gross margin divided by revenue.

Gross Margin excluding Petroleum and Gross Margin Rate excluding Petroleum

Gross margin excluding Petroleum captures gross margin in the consolidated entity or Retail segment, as measured according to the Company's IFRS accounting policy, while excluding gross margin from Petroleum sales. Gross margin rate excluding Petroleum is calculated by dividing gross margin excluding Petroleum by revenue excluding Petroleum.



MANAGEMENT'S DISCUSSION AND ANALYSIS

Interest Expense

Interest expense represents the finance cost of short-term and long-term debt, which includes lines of credit, medium-term notes, debentures, and senior and subordinated term notes. This metric excludes deposits held by CTB, Franchise Trust indebtedness, and lease liability interest.

Loyalty Sales and Loyalty Sales as a % of Retail Sales (Loyalty Penetration)

Loyalty sales are Retail sales attributable to Triangle members. Loyalty sales as a percentage of retail sales is calculated by dividing loyalty sales by Retail sales.

Net Credit Card Write-off Rate

Net credit card write-off rate measures write-offs of credit card balances only, net of recoveries for the past twelve months, as a percentage of the credit card GAAR.

Operating Expenses as % of GAAR

Operating expenses as percentage of GAAR for the Financial Services segment is calculated using rolling 12-month operating expenses divided by gross average receivables accounts receivable.

Owned Brands Penetration

Owned Brands penetration is calculated by dividing sales of Owned Brands by Retail sales.

Property Revenue

Property revenue includes all amounts earned from tenants pursuant to lease agreements including property taxes, operating costs and other recoveries.

Property Expense

Property expense consists primarily of property taxes, operating costs and property management costs (including any outsourcing of property management services).

Retail Sales

Retail sales refers to the point-of-sale value of all goods and services sold to retail customers at stores operated by Dealers, Mark's and SportChek franchisees, and Petroleum retailers, at corporately-owned stores across all banners under the Retail segment, services provided as part of the Home Services offering, and of goods sold through the Company's online sales channels, and in aggregate do not form part of the Company's consolidated financial statements. Management applies this measure to Consolidated results (including and excluding Petroleum), the Retail segment (including and excluding Petroleum), and all banners under the Retail segment (including but not limited to Canadian Tire Retail, SportChek, Mark's, Helly Hansen, Gas+, and Owned Brands).

Retail SG&A Rate and Retail SG&A as a Percentage of Revenue Excluding Petroleum

Retail SG&A rate is calculated by dividing Retail SG&A by Retail revenue. Retail SG&A as a percentage of revenue excluding Petroleum is calculated by dividing Retail SG&A by Retail revenue excluding Petroleum.

Return on Receivables

Return on receivables ("ROR") assesses the profitability of the Financial Services' total portfolio of receivables. ROR is calculated by dividing Financial Services' income before income tax and gains/losses on disposal of property and equipment by the average of Financial Services' total-managed portfolio over a rolling 12-month period.

Revenue as % of GAAR

Revenue as percentage of GAAR for the Financial Services segment is the rolling 12-month revenue divided by gross average accounts receivable.

Revenue Excluding Petroleum

Revenue excluding Petroleum captures revenue in the consolidated entity and Retail segment, as measured according to the Company's IFRS accounting policy, while excluding revenues from petroleum sales.



MANAGEMENT'S DISCUSSION AND ANALYSIS

Sales per Square Foot

Comparisons of sales per square foot metrics over several periods help identify whether existing assets are being made more productive by the Company's introduction of new store layouts and merchandising strategies. Sales per square foot is calculated on a rolling 12-month basis for the Retail segment. This calculation includes the period in which stores were temporarily closed. For Canadian Tire, retail space does not include seasonal outdoor garden centres, auto service bays, warehouses, and administrative space. For SportChek and Mark's, it includes both corporate and franchise stores and warehouse and administrative space.



MANAGEMENT'S DISCUSSION AND ANALYSIS

11.0 Key Risks and Risk Management

Overview

In the normal course of its business activities, CTC is regularly faced with risks and opportunities. The effective management of risk is a key priority of the Company to support CTC in achieving its strategies and business objectives. Accordingly, CTC has adopted an Enterprise Risk Management Framework ("ERM Framework") for identifying, assessing, monitoring, mitigating, and reporting risks and opportunities facing CTC. Refer to section 2.6 in the 2022 AIF for further details of CTC's ERM Framework.

11.1 Key Risks

The Company regularly assesses its businesses to identify and assess key risks that alone, or in combination with other interrelated risks, could have a significant adverse impact on the Company's brand, financial performance, and/or ability to achieve its strategic objectives. CTC's risks are generally categorized as strategic, financial, or operational; however, certain risks can have impacts across categories. The following section provides a high-level view of CTC's risks that have the most potential to impact its businesses and CTC's approach to mitigating such risks.

The mitigation and management of risk is approached holistically with a view to ensuring all risk exposures are considered. Although the Company believes the measures taken to mitigate risks are reasonable, there can be no assurance that they will effectively mitigate risks that may have a negative impact on the Company's financial performance, brand, and/or ability to achieve its strategic objectives. In addition, there are numerous other external risk factors, such as macroeconomic (including inflation), geopolitical, cyber and ransomware attacks, changing consumer preferences, climate change, commodity pricing, supply chain disruption, pandemics, changing laws and regulations, or new technologies that are difficult to predict and could adversely impact financial performance, plans, and objectives.

The ongoing COVID-19 pandemic has had a significant impact on global economic activity since March 2020. The duration and long-term adverse effects of the pandemic on CTC remain uncertain. The Company has implemented comprehensive and evolving operational and risk management strategies to support its businesses and protect the health and well-being of its employees and customers through the pandemic.

11.1.1 Strategic Risks

CTC manages strategic risks, including strategy, key business relationships, and reputation, which are described below.

Strategy

CTC operates in a number of industries which are highly competitive and constantly evolving. The Company selects strategies intended to address opportunities and risks, and positively differentiate its performance in the marketplace. Should the Company be unable to appropriately respond to fluctuations in the external business environment as a result of inaction, ineffective strategies, or poor implementation of strategies, there could be adverse impacts on CTC's financial performance, brand, and/or ability to achieve its strategic objectives. Factors affecting these risks may include, but are not limited to:

- changes in the competitive landscape in the retail, banking, and/or real estate sectors, impacting the attractiveness of shopping at CTC's businesses and the value of its real estate holdings;
- economic recession, depression, or high inflation, impacting consumer spending;
- changes in the domestic or international political environments, impacting the cost and availability of products and services and CTC's ability to do business;
- shifts in the buying behaviour of consumers, demographics, or weather patterns, impacting the relevance of the products and services offered by CTC;
- transition and integration of significant acquisitions into the CTC business model and CTC's ability to achieve expected performance and growth plans;
- introduction of new technologies and trends impacting the relevance of the products, channels, or services offered by CTC; and
- health events, such as the COVID-19 pandemic, impacting the Company's operations, customer behaviours and financial performance.



MANAGEMENT'S DISCUSSION AND ANALYSIS

Risk management strategy:

The Company regularly assesses strategies to enable the achievement of its financial aspirations. These strategies take the form of a number of strategic objectives. On at least a quarterly basis, the Company identifies and assesses the external and internal risks that may impede the achievement of its strategic objectives. This includes the regular monitoring of economic, political, health, demographic, geographic and competitive developments in Canada and other countries where CTC conducts business, as well as the capabilities, strategic fit, and other benefits of key initiatives and acquisitions. The goal of this approach is to provide early warning and escalation within the Company regarding significant risks and engage in appropriate Management activities to mitigate these risks. In addition to supporting strategy execution, this approach enables Management to assess the effectiveness of its strategies considering external and internal conditions and propose changes to strategic objectives as appropriate.

Key Business Relationships

CTC's business model relies on certain significant business relationships. Such relationships include, but are not limited to, relationships with its Dealers, agents, franchisees, suppliers and service providers.

The scope, complexity, materiality, and/or criticality of these key business relationships can affect customer service, procurement, product and service delivery, information security and expense management. Failure to effectively manage these relationships may have a negative impact on CTC's financial performance, brand and/or ability to achieve its strategic objectives.

Risk management strategy:

The Company regularly assesses the capabilities, strategic fit, and other realized benefits of key business relationships in the context of supporting its strategies. Governance structures, including policies, processes, contracts, service agreements, and other management activities, are in place to maintain and strengthen the relationships that are critical to the success of the Company's performance and aligned with its overall strategic needs.

A key relationship for the Company is with its Dealers. Management of the Canadian Tire Dealer relationship is led by Senior Management with oversight by the Chief Executive Officer ("CEO") and Board of Directors.

Throughout the pandemic, the Company has worked closely with its Dealers, agents, franchisees, suppliers, and service providers to help maintain safe business operations and continue to provide Canadians and our communities with the essential products and services they require.

Reputation

The strength of CTC's brand significantly contributes to the success of the Company and is sustained through its culture, policies, processes, and ongoing investments that build trust and affinity with stakeholders. Maintaining and enhancing brand equity enables the Company to grow and achieve its financial goals and strategic aspirations. The Company recognizes that proper stewardship of environmental, social and governance ("ESG") matters that are relevant to its business contributes positively to the Company's reputation. CTC's reputation, and consequently, its brand, may be negatively affected by various factors, some of which may be outside its control. Should these factors materialize, stakeholders' trust in the Company, the perception of what its brand stands for, its connection with customers, and subsequently its brand equity, may significantly diminish. As a result, CTC's financial position, brand and/or ability to achieve its strategic objectives may be negatively affected.

Risk management strategy:

The Company's strategies include plans and investments to protect and enhance its reputation. The Company has identified the ESG matters that are most relevant to its stakeholders and invested in managing these areas of focus to not just meet but exceed regulatory standards. All employees are expected to manage risks that could impact the Company's reputation and thereby its brand equity through a set of established risk frameworks. Senior Management is accountable to ensure that employees identify and escalate matters that could create reputational risk. The Company monitors a variety of sources to identify issues that could damage its reputation and has established processes to respond to significant issues. The Company's Codes of Conduct are the



MANAGEMENT'S DISCUSSION AND ANALYSIS

foundation for ethical conduct at CTC, providing all employees, contractors, suppliers, and Directors with guidance on ethical values and expected behaviours that enable it to sustain its culture of integrity.

11.1.2 Financial Risks

Macroeconomic conditions are highly cyclical, volatile and can have a material effect on the ability of the Company to achieve strategic goals and aspirations. CTC manages a number of financial risks with respect to financial instruments, inflation, liquidity, foreign currency exchange and interest rates, which are described below.

Financial Instrument Risk

The Company's primary financial instrument risk exposures relate to the Bank's credit card loans receivable and the value of the Company's financial instruments (including derivatives and investments) employed to manage exposure to foreign currency risk, interest rate risk, and equity risk, all of which are subject to financial market volatility. For further disclosure of the Company's financial instruments, their classification, their impact on financial statements, and determination of fair value refer to Note 33 to the consolidated financial statements.

Liquidity Risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Company's approach to managing liquidity is to ensure that it will have sufficient liquidity to meet its liabilities when due, under normal circumstances, with the ability to react under some uncertainty.

For a comprehensive discussion of the Company's liquidity risk, see Note 5 of the consolidated financial statements.

Foreign Currency Risk

CTC sources merchandise globally. In 2022, approximately 55 percent, 23 percent and 46 percent of the value of inventory purchases of Canadian Tire Retail, SportChek and Mark's, respectively, were sourced directly from vendors outside Canada and denominated in U.S. dollars. The majority of Helly Hansen's purchases are from vendors in Asia and are denominated in U.S. dollars and Euros. To mitigate the impact of fluctuating foreign exchange rates on the cost of these purchases, the Company has an established foreign exchange risk management program that governs the proportion of forecast U.S. dollar and Euro purchases that are hedged through foreign exchange derivative contracts. The purpose of the program is to provide certainty with respect to a portion of the foreign exchange component of future merchandise purchases.

As the Company has hedged a significant portion of the cost of its near-term U.S. dollar-denominated forecast purchases, a change in foreign currency rates will not materially impact that portion of the cost relating to those purchases. The Company operates its hedging program on a continual basis to ensure that any sustained change in rates is reflected in the cost of the Company's U.S. dollar purchases over the entirety of its hedging horizon. This ensures that the cost of U.S. dollar purchases is smoothed relative to the foreign exchange market allowing the Company to defer the impact of sudden exchange rate movements on margins and allow it time to develop strategies to mitigate the impact of a sustained change in foreign exchange rates. Some vendors have an underlying exposure to U.S. currency fluctuations which may affect the price they charge the Company for merchandise, and the Company's hedging program does not mitigate that risk. While the Company may be able to pass on changes in foreign currency exchange rates through retail pricing, any decision to do so would be subject to competitive, market and economic conditions.

Interest Rate Risk

The Company may use interest rate derivatives or exercise its contractual early redemption options for Medium-Term Notes and Debentures to manage interest rate risk. The Company has a policy whereby, on a consolidated basis (excluding Franchise Trust), a minimum of 75 percent of its consolidated debt (short-term and long-term) will be at fixed versus floating interest rates.

Failure to develop, implement, and execute effective strategies to manage these financial risks may result in insufficient capital to absorb unexpected losses and/or decreases in margin and/or changes in asset value, negatively affecting CTC's financial position, brand, and/or ability to achieve its strategic objectives.



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Risk management strategy:

The Company has a Board-approved Financial Risk Management Policy in place which governs financial instruments, liquidity, foreign currency, interest rate and other financial risks. The Treasurer and Chief Financial Officer ("CFO") provide assurances with respect to policy compliance. Refer to section 6.3 in this MD&A for further details.

In particular, the Company's hedging activities, are governed by this policy. Hedge transactions are executed with highly rated financial institutions and are monitored against policy limits.

11.1.3 Operational Risks

CTC manages a number of operational risks, that are described below: talent; technology functionality, resiliency and security; cyber; data and information; operations; financial reporting; credit; and legal, regulatory and litigation.

Talent

To support its strategies, objectives and normal business operations, CTC needs to maintain a sufficient, appropriately skilled, focused and committed workforce. CTC's financial position, brand, and/or ability to achieve its strategic objectives may be negatively affected by its failure to manage its talent risk.

Risk management strategy:

The Company manages its talent risk through its organizational design, employee recruitment programs, succession planning, compensation structures, ongoing training, professional development programs, diversity, inclusion and belonging programs, change management, Code of Conduct, and performance management. The Company also continues to adopt strategies to attract and retain talent, to support areas of the business where labour shortages and high competition for talent are prevalent.

Technology Functionality, Resiliency and Security

CTC's business is affected by its technologies, which may positively or adversely impact CTC's products, channels, and services. CTC's choices of investments in technology may support its ability to achieve its strategic objectives, or may negatively affect its financial position, brand, and/or ability to achieve its strategic objectives. The COVID-19 pandemic accelerated the shift in consumer behaviour to online shopping and the risk to the Company's digital platforms and IT systems.

Risk management strategy:

The Company manages its risks through its investments in people, processes, systems, and tools to meet operational and security requirements, and leverage technological advances in the marketplace.

The Company maintains policies, processes, and controls to address capabilities, performance, security, and availability, including disaster recovery for systems, infrastructure, and data.

The Company regularly monitors and analyzes its technology needs and performance to determine the effectiveness of its investments and its investment priorities. CTC continues to enhance its digital platforms to effectively meet increased online customer demand and improve both the customer and Dealer eCommerce experiences. IT improvements pertaining to network infrastructure, devices, security, and incident management are effectively supporting the hybrid model.

Cyber

CTC relies on IT systems in all areas of operations. The Company's information systems are subject to the increasing frequency and sophistication of global cyber threats, including ransomware attacks. The methods used to obtain unauthorized access, disable, or degrade service or sabotage systems are constantly evolving. A breach of sensitive information or disruption to its systems may negatively impact CTC's financial position, brand, and/or ability to achieve its strategic objectives.



MANAGEMENT'S DISCUSSION AND ANALYSIS

Risk management strategy:

The Company maintains policies, processes, and controls to address capabilities, performance, security, and availability including disaster recovery for systems, infrastructure, and data. Security protocols, along with information security policies, address compliance with information security standards, including those relating to information belonging to the Company's customers and employees. The Company actively monitors, manages, and continues to enhance its ability to mitigate cyber risk through enterprise-wide programs. As a result of heightened risks, CTC has implemented additional security measures with respect to employee training, monitoring and testing, systems protection, and business continuity and contingency planning.

Data and Information

In the normal course of business, the Company collects and stores sensitive data, including the personal information of its customers and employees, information of its business partners, and internal information. The integrity, reliability and security of information are critical to its business operations and strategy. The hybrid model has heightened the importance of data and information security and privacy.

The lack of integrity and reliability of information for decision-making, loss or inappropriate disclosure or misappropriation of sensitive information could negatively affect CTC's financial position, brand, and/or ability to achieve its strategic objectives.

Risk management strategy:

The Company has policies, processes, and controls designed to manage and safeguard the information of its customers, employees, and internal information throughout its lifecycle. The Company continues to enhance its ability to mitigate information risk in conjunction with its cyber risk management programs. The Company monitors and enforces its practices supporting the security, privacy and confidentiality of sensitive data and information.

Operations

CTC has complex and diverse operations across its business units and functional areas. Sources of operational risk include, but are not limited to, merchandising, supply chain, store networks, property management and development, financial services, business disruptions, regulatory requirements, and reliance on technology.

Operations risk is the risk of potential loss resulting from inadequate or failed internal processes or systems, human interactions, or external events (such as health and weather events). Should this risk materialize, CTC's financial position, brand, and/or ability to achieve its strategic objectives could be negatively affected.

Past government-issued guidelines and restrictions in response to the COVID-19 pandemic resulted in the implementation of several operational measures that impacted the Company's offices, call centres, stores, and distribution networks, including temporary closures of facilities, reduced store hours and capacity, enhanced cleaning protocols, and actions to promote physical distancing. Reintroduction of government-response actions could have additional adverse impacts on the Company's operations and financial performance.

Risk management strategy:

Management in charge of each banner and corporate function is accountable for providing assurances that policies, processes, and procedures are adequately designed and operating effectively to support the strategic and performance objectives, availability of business services, and regulatory compliance of the banner that they operate or support. To ensure continuity of business activities and services, the Company has identified critical processes and developed robust business continuity plans to mitigate and respond to significant disruptions.

During the COVID-19 pandemic, the Company remained focused on maintaining safe and resilient business operations to support Canadians and communities by providing essential products and services for the joys of life in Canada. CTC continues to take the necessary measures and precautions to protect the health and well-being of its employees and customers, as appropriate.

Further information regarding the Company's exposure to this risk for each business segment is provided in section 11.2.



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Financial Reporting

Public companies such as CTC are subject to risks relating to the restatement and reissuance of financial statements, which may be due to:

- failure to adhere to financial accounting and presentation standards and securities regulations relevant to financial reporting;
- fraudulent activity and/or failure to maintain an effective system of internal controls; and/or
- inadequate explanation of a Company's operating performance, financial condition, and prospects.

The realization of one or more of these risks may result in regulatory-related issues or may negatively impact CTC's financial position, brand and/or ability to achieve its strategic objectives.

Risk management strategy:

Internal controls, which include policies, processes and procedures, provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements and other disclosure documents. This includes monitoring and responding to changing regulations and standards governing accounting and financial presentation. Further details are set out in section 12.0.

Credit

CTC's credit risk, which may result if a customer or counterparty fails to meet its contractual obligations, arises principally from operations of the Bank's credit card loan portfolio, CTC's interaction with its Dealer and franchisee networks, and financial instruments, which are discussed in more detail below.

Consumer Credit Risk

Through the granting of credit cards, the Company assumes certain risks with respect to the ability and willingness of the Bank's customers to repay loans owing to it. Upon cessation of measures put in place by government authorities in response to the COVID-19 pandemic, CTC could see an increase in cardholder delinquencies or impairments, which could negatively impact its financial performance and strategic objectives.

Dealer, Franchise and Other Wholesale Customer Credit Risk

Accounts receivable credit risk is primarily from Dealers, franchisees, and wholesale customers. In addition, the Company is required to provide credit enhancement to Franchise Trust in the form of standby letters of credit ("LCs") issued by highly-rated financial institutions and guaranteed by the Company to achieve the required "AAA" equivalent credit rating of the funding of the Dealer loan portfolio and may also provide guarantees of third-party bank debt agreements or inventory buy-back agreements, with respect to the bank financing of certain Dealers and franchisees.

Financial Instrument Counterparty Risk

The Company's Financial Risk Management Policy manages counterparty credit risk relating to cash balances, investment activity, and the use of financial derivatives. The Company limits its exposure to counterparty credit risk by transacting only with highly-rated financial institutions and other counterparties and by managing within specific limits for credit exposure and term-to-maturity. The Company's financial instrument portfolio is spread across financial institutions, provincial and federal governments and, to a lesser extent, corporate issuers that are at least dual rated and have a lowest (if dual rated) or median (if three or more ratings) credit rating in the "A(low)" equivalent category or better and asset-backed issuers that are at least dual rated and have credit ratings in the "AAA" equivalent category.

Failure to effectively manage this risk may negatively impact CTC's financial position, brand, and/or ability to achieve its strategic objectives.

Risk management strategy:

Various Board-approved policies, processes and controls are employed to manage and mitigate the Company's credit risk exposure and are monitored for compliance with policy limits.

Further information regarding the Company's exposure to consumer lending risk and the Bank's mitigation strategies is provided in section 11.2.2.

For further disclosure of the Company's maximum exposure to credit risk, over and above amounts recognized in the Consolidated Balance Sheets, refer to Note 5.3.2 to the consolidated financial statements.



MANAGEMENT'S DISCUSSION AND ANALYSIS

For further disclosure of the Company's allowance for impairment on loans receivable, refer to Note 9 to the consolidated financial statements.

Legal, Regulatory and Litigation

The Company is or may become subject to claims, disputes, legal proceedings, and regulatory compliance issues arising in the ordinary course of business. The outcome of litigation cannot be predicted or guaranteed. Unfavourable rulings may have a material adverse effect on CTC's financial position, brand, and/or ability to achieve its strategic objectives. Additional legislation and regulations (including climate change initiatives) may be adopted or instituted that impose additional constraints on CTC's operations, which may adversely impact its financial performance.

Regulatory risk may have a negative impact on business activities, earnings or capital, regulatory relationships, Company's brand or reputation as a result of failure to comply with or failure to adapt to current and changing regulations or regulatory expectations.

Risk management strategy:

Various Board-approved policies, processes and controls address requirements for compliance with applicable laws, regulations, and regulatory policies. A team of legal professionals assists employees with mitigating and managing risks relating to claims or potential claims, disputes, and legal proceedings. The Company's Legislative Compliance department provides compliance oversight and guidance to the organization, including the development and maintenance of a regulatory compliance management system. Specific activities that assist the Company in adhering to regulatory standards include communication of regulatory requirements, advice, training, testing, monitoring, reporting, and escalation of control deficiencies to Senior Management.

11.2 Business Segment Risks

11.2.1 Retail Segment Business Risks

The Retail segment is exposed to a number of risks in the normal course of its business that have the potential to affect its operating performance. Certain risks continue to be compounded by the ongoing COVID-19 pandemic. Following are the business risks most relevant to the Retail segment's operations. Refer to section 11.1 in this MD&A for further details of the Company's risk management strategies.

Seasonality Risk

Canadian Tire Retail derives a significant amount of its revenue from the sale of seasonal merchandise and, accordingly, derives a degree of sales volatility from abnormal weather patterns. Canadian Tire Retail mitigates this risk, to the extent possible, through the breadth of its product mix and proactive assortment management, effective procurement, and inventory management practices, as well as the development of products and offers to stimulate customer demand for 'non-seasonal' and year-round products not directly affected by weather patterns.

Mark's business remains seasonal, with the fourth quarter typically producing the largest share of sales and annual earnings. Detailed sales reporting and merchandise-planning modules assist Mark's in mitigating the risks and uncertainties associated with unseasonable weather and consumer behaviour during the important winter selling season but cannot eliminate such risks completely because inventory orders, especially for a significant portion of merchandise purchased offshore, must be placed well ahead of the season.

SportChek is affected by general seasonal trends that are characteristic of the apparel, footwear, and hard goods industries. SportChek strives to minimize the impact of the seasonality of the business by altering its merchandise mix at certain times of the year to reflect consumer demand.

Evolving Consumer Behaviour and Shopping Habits

Since the onset of the COVID-19 pandemic, the Company has seen a further shift in consumer behaviour with an unprecedented increase in online shopping demand. Failure to provide attractive, user-friendly, and secure digital platforms that meet the changing expectations of online shoppers could negatively impact the Company's reputation, place the Company at a competitive disadvantage and/or have a negative impact on business operations. In order to mitigate this risk, the Company monitors the competitive landscape, digital evolutions and



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eCommerce trends to ensure its strategic initiatives are designed to maintain competitive positioning and continue to be relevant.

Supply Chain Risk

A substantial portion of the Company's product assortment is sourced from foreign suppliers, lengthening the supply chain and extending the time between order and delivery. Canadian Tire Retail, Mark's, and SportChek use internal resources and third-party logistics providers to manage the movement of foreign-sourced goods from suppliers to the Company's distribution centres and retail stores. Accordingly, the Company is exposed to potential supply chain disruptions due to foreign supplier failures, pandemics, extreme weather events, geopolitical risk, raw material and component shortages, labour disruption or insufficient capacity at ports, and risks of delays or loss of inventory in transit. The Company mitigates these risks by using advanced tracking systems and visibility tools, effective supplier selection and procurement practices and through strong relationships with transportation companies and port and other shipping authorities, supplemented by marine insurance coverage. Key strategic relationships with vendors as well as the capability to utilize inventory across retail banners have aided the Company's ability to address customer demand.

Ethical Sourcing Risk

Products that are sourced from factories in less developed countries for which there is a high level of public scrutiny pertaining to working conditions and labour regulations, introduces a heightened level of reputational and brand risk to CTC. To mitigate these risks, CTC works with its suppliers to ensure that products are sourced, manufactured, and transported according to the standards outlined in its Supplier Code of Business Conduct. The Company also works with the Business Social Compliance Initiative factory audit methodology to assess the hiring and employment practices, as well as the health and safety standards of its foreign suppliers.

Environmental Risk

Environmental risks relating to the global transition to a net-zero economy and the physical impacts of climate change affect CTC. The Company monitors those risks and continues to develop strategies and plans in relation thereto. Environmental risk within CTC also involves the storage, handling, and recycling of certain materials. The Company has established and follows environmental policies and practices to avoid a negative impact on the environment, to comply with environmental laws, and protect its reputation. It addresses applicable environmental stewardship requirements and takes the necessary steps to manage the end-of-first life of product in accordance with these requirements. CTC's regulatory compliance program includes environmental reviews and the remediation of contaminated sites as required, supplemented by environmental insurance coverage.

Commodity Price and Disruption Risk

The operating performance of Petroleum can be affected by fluctuations in the commodity cost of oil. The wholesale price of gasoline is subject to global oil supply and demand conditions, domestic and foreign political policy, commodity speculation, global economic conditions, and potential supply chain disruptions from natural and human-caused disasters or health events such as pandemics. To mitigate this risk to profitability, Petroleum maintains tight controls over its operational costs and enters into long-term gasoline purchase arrangements with integrated gasoline wholesalers. Petroleum also enhances profitability through a comprehensive cross-marketing strategy with other retail banners and higher-margin, ancillary businesses such as convenience store and car wash sales.

Market Obsolescence Risk

Clothing and apparel retailers are exposed to ever-changing consumers' fashion preferences. The risk has increased due to the impact of the pandemic on consumer behaviour. SportChek and Mark's mitigate this risk through brand positioning, consumer preference monitoring, demand forecasting and merchandise selection efforts; as well as the product development process at Mark's. SportChek offers a comprehensive assortment of brand-name products under its various banners and partners with strong, national-branded suppliers that continually evolve their assortments to reflect customer preferences. In addition, SportChek employs a number of inventory management practices, including certain agreements with vendors to manage unsold product or offer markdown dollars to offset margin deterioration in liquidating aged inventory. Mark's specifically targets consumers of durable everyday casual wear and is less exposed to changing fashions than apparel retailers offering high-fashion apparel and accessories. Mark's industrial wear category is exposed to fluctuations in the resource and construction industry.



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11.2.2 Financial Services Segment Business Risks

Financial Services is exposed to risks in the normal course of its business that have the potential to affect its operating performance. Certain risks have been further compounded by the COVID-19 pandemic. The following are the business risks most relevant to Financial Services' operations. Refer to section 11.1 in this MD&A for further details of the Company's risk management strategies.

Consumer Credit Risk

Credit risk is the risk of financial loss resulting from the failure of a customer, for any reason, to fully honour its financial contractual obligations to Financial Services and arises principally from the Company's loans receivable. Financial Services manages credit risks incurred through its business activities by:

- maintaining credit risk management policies, processes and controls;
- employing sophisticated credit-scoring models to constantly monitor the creditworthiness of customers;
- using the latest technology to make informed credit decisions for each customer account to limit credit risk exposure;
- adopting technology to improve the effectiveness of the collection process; and
- monitoring the macroeconomic environment, especially with respect to consumer debt levels, interest rates, employment levels, and income levels.

Liquidity and Funding Risk

Liquidity and funding risk is the risk that Financial Services will be unable to meet its funding obligations or obtain funding at a reasonable cost. Financial Services mitigates its liquidity and funding risk by maintaining diversified funding sources that include securitization of receivables, broker GIC deposits, retail deposits, and committed bank lines of credit. Further mitigation is provided by maintaining a pool of high-quality marketable securities that can be used as a source of liquidity under a short-term stress scenario. Scotiabank has provided CTB with a \$500.0 million unsecured revolving committed credit facility and \$1.75 billion in note purchase facilities for the purchase of senior and subordinated notes issued by GCCT, both of which are committed to October 2025. A number of regulatory metrics are monitored including the Liquidity Coverage Ratio and Net Cumulative Cash Flow. Further details on financing sources for Financial Services are included in section 6.5.

Interest Rate Risk

Interest rate risk reflects the financial sensitivity of Financial Services to movements in interest rates. Interest rate exposure may produce favourable or unfavourable effects depending on the nature of the exposure, and the direction and volatility of interest rate fluctuations. Interest rate exposure is affected by the interest rate sensitivity of assets and liabilities and would impact net interest income or net economic value performance. A significant portion of the funding liabilities for Financial Services are fixed rate, which reduces interest-rate risk. A one percent change in interest rates does not materially affect net interest income or net economic value. Financial Services also utilizes interest rate hedges to manage its exposure to future increases in interest rates.

Regulatory Risk

Regulatory risk is the risk of negative impact to business activities, earnings or capital, regulatory relationships, or reputation as a result of failure to comply with or failure to adapt to current and changing regulations or regulatory expectations. The Bank's Compliance department is responsible for the development and maintenance of a regulatory compliance management system. Specific activities that assist the Financial Services segment in adhering to regulatory standards include communication of regulatory requirements, advice, training, testing, monitoring, reporting and escalation of control deficiencies.

11.2.3 CT REIT Segment Business Risks

CT REIT is exposed to a number of risks in the normal course of its business that have the potential to affect its operating performance. The following are the key risks specific to the operations of CT REIT. Please refer to Section 4 in CT REIT's Annual Information Form and Section 12.0 Enterprise Risk Management in CT REIT's Management's Discussion and Analysis for the period ended December 31, 2022, which are not incorporated herein by reference, for a discussion of risks that affect CT REIT's operations and also to section 11.1 in this MD&A for further details of the Company's risk management strategies.



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External Economic Environment

CT REIT is subject to risks resulting from fluctuations or fundamental changes in the external business environment, which could include changes in the current and future economic environment, the economic stability of local markets, geographic and industry concentrations, retail shopping behaviours and habits of consumers, and increased competition amongst investors, developers, owners, and operators of similar properties.

In response to the COVID-19 pandemic, government authorities implemented significant assistance programs to provide economic support to individuals and businesses. While in the short term these measures mitigated some effects of the pandemic, over the long term they may not be sufficient to fully offset its negative impact or adverse recessionary conditions.

Key Business Relationship

CT REIT's relationship with its majority unitholder, CTC, is integral to its business strategy. Key factors inherent in this relationship include situations where the interests of CTC and CT REIT are in conflict, including dependence of CT REIT's revenues on the ability of CTC to meet its rent obligations and renew its tenancies, tenant concentration, reliance on the services of key personnel including certain CTC personnel, and CTC lease renewals and rental increases.

Financial

Risks associated with macroeconomic conditions which are highly cyclical and volatile could have a material effect on CT REIT. Such risks include changes in interest rates, the availability of capital, unit price risks, and CT REIT's degree of financial leverage.

Legal and Regulatory Compliance

Failure to adhere to laws and regulations and changes to laws and regulations applicable to CT REIT's operations may have adverse effects, including tax-related risks, regulatory risks, and environmental risks.

Operations

CT REIT is subject to the risk that a direct or indirect loss of operating capabilities may occur due to property, development, redevelopment and renovation risks, disasters, health events such as pandemics, cyber incidents, climate change, ineffective business continuity and contingency planning, and talent shortages.

Further government actions in response to COVID-19 could have additional adverse impact on the REIT's operations and financial performance.

The health and well-being of CT REIT's employees, tenants, tenants' employees and customers, has remained a top priority throughout the pandemic and the REIT has continued to take necessary measures and precautions to help protect and support them, reflecting best guidance by government and public health authorities.



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12.0 Internal Controls and Procedures

12.1 Disclosure Controls and Procedures

Management is responsible for establishing and maintaining a system of controls and procedures over the public disclosure of financial and non-financial information regarding the Company. Such controls and procedures are designed to provide reasonable assurance that all relevant information is gathered and reported to Senior Management on a timely basis, including the CEO and the CFO, so that they can make appropriate decisions regarding public disclosure.

The Company's system of disclosure controls and procedures include, but is not limited to, its Disclosure Corporate Operating Directive, its Codes of Conduct, the effective functioning of its Disclosure Committee, procedures in place to systematically identify matters warranting consideration of disclosure by the Disclosure Committee, verification processes for individual financial and non-financial metrics, and information contained in annual and interim filings, including the consolidated financial statements, MD&A, Annual Information Form, and other documents and external communications.

As required by CSA National Instrument 52-109 - *Certification of Disclosure in Issuers' Annual and Interim Filings* ("NI 52-109"), an evaluation of the adequacy of the design (quarterly) and effective operation (annually) of the Company's disclosure controls and procedures was conducted under the supervision of Management, including the CEO and the CFO, as at December 31, 2022. The evaluation included documentation review, enquiries and other procedures considered by Management to be appropriate in the circumstances. Based on that evaluation, the CEO and the CFO have concluded that the design and operation of the system of disclosure controls and procedures were effective as at December 31, 2022.

12.2 Internal Control over Financial Reporting

Management is also responsible for establishing and maintaining appropriate internal control over financial reporting. The Company's internal control over financial reporting includes, but is not limited to, detailed policies and procedures relating to financial accounting, reporting, and controls over systems that process and summarize transactions. The Company's procedures for financial reporting also include the active involvement of qualified financial professionals, Senior Management, and its Audit Committee.

All internal control systems, no matter how well designed, have inherent limitations. Therefore, even those systems determined to be effective can provide only reasonable assurance with respect to financial statement preparation and presentation.

As also required by NI 52-109, Management, including the CEO and the CFO, evaluated the adequacy of the design (quarterly) and the effective operation (annually) of the Company's internal control over financial reporting as defined in NI 52-109, as at December 31, 2022. In making this assessment, Management, including the CEO and the CFO, used the criteria set forth by the Committee of Sponsoring Organizations of the Treadway Commission in *Internal Control – Integrated Framework* (2013). This evaluation included review of the documentation of controls, evaluation of the design and testing the operating effectiveness of controls, and a conclusion about this evaluation. Based on that evaluation, the CEO and the CFO have concluded that the design and operation of the internal control over financial reporting were effective as at December 31, 2022 in providing reasonable assurance regarding the reliability of financial reporting and the preparation of consolidated financial statements for external purposes in accordance with IFRS.

12.3 Changes in Internal Control over Financial Reporting

During the quarter and year ended December 31, 2022, there were no changes in the Company's internal control over financial reporting that have materially affected, or are reasonably likely to materially affect, the Company's internal control over financial reporting.



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13.0 Environmental, Social and Governance

CTC has integrated ESG directly into its enterprise strategy as it is critical to fulfilling the Company's brand purpose, achieving its financial aspirations, and improving environmental and social outcomes for Canadians. The Company has identified 12 priority ESG topics, organized into four pillars, that are most relevant to the enterprise and its stakeholders:

CTC's ESG Topics

People & Community	Environment	Responsible Sourcing	Governance
Community Impact	Climate Change	Sustainable Supply Chain Management	Business Ethics
Diversity, Inclusion & Belonging	Circularity: Operational Waste	Human Rights & Social Responsibility	Corporate Governance & Risk Management
Talent & Culture	Circularity: Packaging & Product Waste	Product Safety & Quality	Privacy & Data Security

CTC's leaders develop and implement strategies for each of these ESG topics, aligned to the overall ESG strategy. The Company has been making significant progress in furthering its ESG program through initiatives that reduce its energy consumption, increase its waste diversion, and increase recycled and sustainable materials in its products. In line with global and Canadian efforts to combat climate change, the Company has also set a target to reduce its Scope 1 and 2 Greenhouse Gas emissions, which include its Dealer-operated Canadian Tire stores, by 40% by 2030 relative to a 2020 baseline.

For additional details on the Company's approach to ESG, please refer to section 2.8 of the 2022 AIF. A copy of the Company's ESG report, which includes a Climate Data Supplement, is available at: <https://corp.canadiantire.ca/Environmental-Social-Governance/default.aspx>. These reports are not incorporated herein by reference.

14.0 Forward-Looking Information and Other Investor Communication

Caution Regarding Forward-Looking Information

This document contains information that may constitute forward-looking information reflecting Management's current expectations relating to matters such as future financial performance and operating results of the Company. Specific forward-looking information included or incorporated by reference in this document includes, but is not limited to, information with respect to:

- The Company's financial aspirations for the 2022 to 2025 fiscal years in section 4.0;
- The Company's strategic investments for the 2022 to 2025 fiscal years, including the rollout of "Concept Connect" to certain Canadian Tire stores, in section 4.0;
- The Company's operating capital expenditures for the 2023 fiscal year in sections 4.0 and 6.4.1; and
- The Company's intention to purchase its Class A Non-Voting Shares in sections 4.0 and 7.1.

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



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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 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 operational efficiencies as well as anticipated benefits from strategic and other initiatives, and the availability of sufficient liquidity. Additional assumptions relating to Management's expectations with respect to the Company's strategic investments and operating capital expenditures include: (a) no material changes in the Company's strategic and capital allocation priorities; (b) no material changes to the Company's earning prospects and financial leverage; (c) no significant changes to the retail landscape or regulatory environment; (d) continued availability of skilled talent and source materials to execute on the capital investment agenda; and (e) continued successful investments in businesses to achieve organic growth and in projects and initiatives which yield improved asset productivity. 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) geopolitical risks (including the Russia-Ukraine conflict), 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. Additional risk factors related to Management's expectations with respect to the Operational Efficiency program include: (a) reduced/lower than forecasted contribution from both executed and new Operational Efficiency program initiatives; and (b) organizational capacity to execute Operational Efficiency initiatives. Additional risk factors related to Management's expectations with respect to the Company's strategic investments and operating capital expenditures include: (a) the occurrence of widespread economic restrictions, construction limitations, or supply chain delays due to, among other events, a global pandemic resurgence; (b) shortages of raw materials and/or skilled labour required to execute capital investment plans; (c) higher than expected cost inflation for materials, equipment, and labour required to execute capital investment plans; and (d) organizational capacity to execute the capital agenda. 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.



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For more information on the material risk factors, uncertainties and assumptions that could cause the Company's actual results to differ materially from predictions, forecasts, projections, expectations or conclusions, refer to section 4.0 (Strategy and Four-Year [2022 to 2025] Financial Aspirations) and section 11.0 (Key Risks and Risk Management) in this MD&A and all subsections thereunder. For more information, also refer to the Company's other public filings, available on the SEDAR (System for Electronic Document Analysis and Retrieval) website at <http://www.sedar.com> and at <https://investors.canadiantire.ca>.

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.

Information contained in or otherwise accessible through the websites referenced in this MD&A does not form part of this MD&A and is not incorporated by reference into this MD&A. All references to such websites are inactive textual references and are for information only.

This document contains trade names, trademarks and service marks of CTC and other organizations, all of which are the property of their respective owners. Solely for convenience, the trade names, trademarks, and service marks referred to herein appear without the ® or ™ symbol.

Commitment to Disclosure and Investor Communication

The Company strives to maintain a high standard of disclosure and investor communication and has been recognized as a leader in financial reporting practices. Reflecting the Company's commitment to full and transparent disclosure, the Investor Relations section of the Company's website at: <https://investors.canadiantire.ca>, includes the following documents and information of interest to investors:

- Annual and Quarterly Report to Shareholders;
- Quarterly earnings news releases, fact sheets, and other materials including conference call transcripts and webcasts (archived for one year);
- Supplementary information including investor presentations and videos;
- the Annual Information Form;
- the Management Information Circular;
- Information for Debtholders; and
- The Company's Approach to Corporate Governance.

The Company's Report to Shareholders, Annual Information Form, Management Information Circular and quarterly financial statements and MD&A are also available at <http://www.sedar.com>.

If you would like to contact the Investor Relations department directly, email investor.relations@cantire.com.

15.0 Related Parties

Martha Billes and Owen Billes, in aggregate, beneficially own, or control or direct approximately 61.4 percent of the Common Shares of the Company through two privately held companies, Tire 'N' Me Pty. Ltd. and Albikin Management Inc.

Transactions with Dealer members of the Company's Board of Directors represented less than one percent of the Company's total revenue and were in accordance with established Company policy applicable to all Dealers. Other transactions with related parties, as defined by IFRS, were not significant during the year.



CANADIAN TIRE CORPORATION, LIMITED

CONSOLIDATED FINANCIAL STATEMENTS

For the years ended December 31, 2022 and January 1, 2022



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Management's Responsibility for Financial Statements

The Management of Canadian Tire Corporation, Limited (the "Company") is responsible for the integrity and reliability of the accompanying consolidated financial statements. These consolidated financial statements have been prepared by Management in accordance with International Financial Reporting Standards and include amounts based on judgments and estimates. All financial information in our Management's Discussion and Analysis is consistent with these consolidated financial statements.

Management is responsible for establishing and maintaining adequate systems of internal control over financial reporting. These systems are designed to provide reasonable assurance that the financial records are reliable and form a proper basis for the timely and accurate preparation of financial statements. Management has assessed the effectiveness of the Company's internal controls over financial reporting based on the framework in Internal Control – Integrated Framework (2013) issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO) and concluded that the Company's internal controls over financial reporting were effective as at the date of these consolidated statements.

The Board of Directors oversees Management's responsibilities for the consolidated financial statements primarily through the activities of its Audit Committee, which is comprised solely of directors who are neither officers nor employees of the Company. This Committee meets with Management and the Company's independent auditors, Deloitte LLP, to review the consolidated financial statements and recommend approval by the Board of Directors. The Audit Committee is responsible for making recommendations to the Board of Directors with respect to the appointment of and, subject to the approval of the shareholders authorizing the Board of Directors to do so, approving the remuneration and terms of engagement of the Company's auditors. The Audit Committee also meets with the auditors, without the presence of Management, to discuss the results of their audit.

The consolidated financial statements have been audited by Deloitte LLP, in accordance with Canadian generally accepted auditing standards. Their report is presented on the following page.

Greg Hicks
President and
Chief Executive Officer

Gregory Craig
Executive Vice-President
and Chief Financial Officer

February 15, 2023



Independent Auditor's Report

To the Shareholders of Canadian Tire Corporation, Limited

Opinion

We have audited the consolidated financial statements of Canadian Tire Corporation, Limited (the "Company") and its subsidiaries, which comprise the consolidated balance sheets as at December 31, 2022 and January 1, 2022, and the consolidated statements of income, consolidated statements of comprehensive income, consolidated statements of cash flows and consolidated statements of changes in equity for the years ended December 31, 2022 and January 1, 2022, and notes to the consolidated financial statements, including material accounting policy information (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company as at December 31, 2022 and January 1, 2022, and its financial performance and its cash flows for the years then ended in accordance with International Financial Reporting Standards (IFRS).

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements for the year ended December 31, 2022. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key Audit Matter description - Impairment of assets

The Company's evaluation of goodwill for impairment involves the comparison of the recoverable amount of each cash generating unit to its carrying value. The goodwill balance was \$899.5 million as of December 31, 2022, of which \$398.6 million was related to the Helly Hansen cash generating unit ("CGU"). As noted in Note 11, the recoverable amount of the Helly Hansen CGU is estimated based on fair value less costs of disposal, estimated using discounted cash flows based on an after-tax discount rate and supported using a market multiple approach. This requires management to make significant estimates and assumptions related to the projected revenues and associated earnings before income taxes, depreciation and amortization ("EBITDA") margins, terminal growth rate, discount rate and guideline public company ("GPC") multiples. Changes in these assumptions could have a significant impact on the fair value. The recoverable amount of the CGU exceeded its carrying value as of the measurement date and, therefore, no impairment was recognized.

Given the significant judgments made by management to estimate the fair value of the Helly Hansen CGU, performing audit procedures to evaluate the reasonableness of the estimates and assumptions related to the projected cash flows, terminal growth rate, discount rate and GPC multiples required a high degree of auditor judgment and an increased extent of effort, including the need to involve fair value specialists.

How the Key Audit Matter Was Addressed in the Audit

Our audit procedures related to the projected revenues and associated EBITDA margins, terminal growth rate, discount rate and GPC multiples used by management to estimate the fair value of goodwill for the Helly Hansen CGU included the following, among others:

- Evaluated management's ability to accurately forecast future revenues and EBITDA margins by comparing actual results to management's historical forecasts.

Independent Auditor's Report

- Evaluated the reasonableness of management's forecasts of future revenues and EBITDA margins by comparing forecasts to:
 - Historical revenues and operating margins.
 - Internal communications to management and the board of directors.
 - Underlying analyses detailing business strategies and growth plans.
 - Third-party economic research and projected and historical growth of Helly Hansen's peer group.
- With the assistance of our fair value specialists;
 - Compared the terminal growth rate to available industry data and expected long term inflation rates.
 - Evaluated the reasonableness of the discount rate by testing the source information underlying the determination of the discount rate and developing a range of independent estimates and compared those to the discount rate used.
 - Evaluated the reasonableness of the GPC multiples by testing the source information underlying the estimate and developing an independent estimate of the GPC multiples and compared that to those used by Management.

Key Audit Matter description - Allowance on credit card loans receivable

The Company's estimate of allowance on credit card loans receivable is measured using an expected credit loss ("ECL") model. As disclosed in Note 2 and Note 9 to the consolidated financial statements, the Company recorded \$897.1 million in allowances on credit card receivables on its consolidated balance sheet using an ECL. The allowance on credit card loans receivable represents a complex accounting estimate based on an assessment of the probability of default ("PD"), exposure at default ("EAD") and loss given default ("LGD") of each cardholder. The Company's ECL model employs an analysis of historical data, economic indicators and experience of delinquency and default, to estimate the amount of credit card loans receivable that may default as a result of past or future events, with certain adjustments for other relevant circumstances influencing the recoverability of these credit card loans. ECL allowances are measured at amounts equal to either (i) 12-month ECL; or (ii) lifetime ECL for those credit card loans that have experienced a significant increase in credit risk ("SICR") since initial recognition or when there is objective evidence of impairment.

The allowance on credit card loans receivable was identified as a key audit matter given the inherent complexity of the models, assumptions, judgments and the interrelationship of these variables in measuring the ECL. Although many estimates and assumptions are required, those with the highest degree of subjectivity and impact on the allowance are related to the PD, EAD, LGD, SICR, lifetime credit losses, effective interest rate, forward looking scenarios including the weighting of those scenarios and the application of expert credit judgment. These matters required a high degree of auditor judgment and increased audit effort, including the involvement of financial modelling specialists.

How the Key Audit Matter Was Addressed in the Audit

Our audit procedures related to testing the models, assumptions and judgments used by management to estimate the ECL included the following, among others:

- Evaluated the effectiveness of management's internal controls related to the credit card portfolio data, the governance and oversight over the modelled results and the use of expert credit judgment.
- Evaluated the completeness and accuracy of the data used in the estimate of ECL.
- With the assistance of financial modelling specialists:
 - Evaluated the Company's ECL methodology and key assumptions used for compliance with IFRS.
 - Evaluated the appropriateness of the methodology and inputs used in the models to estimate PD, EAD, LGD, SICR, lifetime credit losses, effective interest rate and the design of the forward-looking scenarios including the weighting of those scenarios.
 - Evaluated the quantitative assessments of the ECL by comparing management's estimate of PD to actual default rates and comparing management's estimates of EAD and LGD to actual loss experience.
 - On a sample basis, independently recalculated the ECL.
 - Evaluated the qualitative assessments included in the ECL by comparing management's expert credit judgments against macroeconomic trends and evaluating those judgments to ensure they are reflective of the credit quality of the credit card portfolio.



Independent Auditor's Report

Other Information

Management is responsible for the other information. The other information comprises:

- Management's Discussion and Analysis
- The information, other than the financial statements and our auditor's report thereon, in the Annual Report.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We obtained Management's Discussion and Analysis prior to the date of this auditor's report. If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in this auditor's report. We have nothing to report in this regard.

The Annual Report is expected to be made available to us after the date of the auditor's report. If, based on the work we will perform on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact to those charged with governance.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IFRS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.



Independent Auditor's Report

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Company to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this independent auditor's report is Adam Charles Burke.

Deloitte LLP

Chartered Professional Accountants
Licensed Public Accountants

February 15, 2023
Toronto, Ontario



Consolidated Balance Sheets

As at			
(C\$ in millions)		December 31, 2022	January 1, 2022
ASSETS			
Cash and cash equivalents (Note 7)	\$	331.3	\$ 1,751.7
Short-term investments		176.3	606.2
Trade and other receivables (Note 8)		1,309.9	970.4
Loans receivable (Note 9)		6,271.1	5,613.2
Merchandise inventories		3,216.1	2,480.6
Income taxes recoverable		27.4	1.7
Prepaid expenses and deposits		195.7	216.1
Assets classified as held for sale		2.6	6.7
Total current assets		11,530.4	11,646.6
Long-term receivables and other assets (Note 10)		676.7	593.5
Long-term investments		62.6	175.1
Goodwill and intangible assets (Note 11)		2,341.6	2,372.2
Investment property (Note 12)		421.5	460.7
Property and equipment (Note 13)		4,994.1	4,549.3
Right-of-use assets (Note 14)		1,932.0	1,786.1
Deferred income taxes (Note 16)		143.4	218.7
Total assets	\$	22,102.3	\$ 21,802.2
LIABILITIES			
Bank indebtedness (Note 7)	\$	5.0	\$ —
Deposits (Note 17)		1,226.3	1,908.4
Trade and other payables (Note 18)		3,200.9	2,914.3
Provisions (Note 19)		197.2	195.2
Short-term borrowings (Note 21)		576.2	108.2
Loans (Note 22)		472.9	427.5
Current portion of lease liabilities		381.2	359.0
Income taxes payable		47.1	157.6
Current portion of long-term debt (Note 23)		1,040.2	719.8
Total current liabilities		7,147.0	6,790.0
Long-term provisions (Note 19)		66.1	64.1
Long-term debt (Note 23)		3,217.5	3,558.7
Long-term deposits (Note 17)		1,739.4	1,985.3
Long-term lease liabilities		2,026.4	1,916.8
Deferred income taxes (Note 16)		132.1	125.9
Other long-term liabilities (Note 24)		734.6	850.6
Total liabilities		15,063.1	15,291.4
EQUITY			
Share capital (Note 26)		587.8	593.6
Contributed surplus		2.9	2.9
Accumulated other comprehensive (loss)		(42.4)	(169.2)
Retained earnings		5,070.2	4,696.5
Equity attributable to shareholders of Canadian Tire Corporation		5,618.5	5,123.8
Non-controlling interests (Note 15)		1,420.7	1,387.0
Total equity		7,039.2	6,510.8
Total liabilities and equity	\$	22,102.3	\$ 21,802.2

The related notes form an integral part of these consolidated financial statements.

J. Michael Owens
Director

Nadir Patel
Director



Consolidated Statements of Income

For the years ended

(C\$ in millions, except share and per share amounts)

	December 31, 2022	January 1, 2022
Revenue (Note 28)	\$ 17,810.6	\$ 16,292.1
Cost of producing revenue (Note 29)	11,712.7	10,456.9
Gross margin	6,097.9	5,835.2
Other expense (income)	61.6	(23.5)
Selling, general and administrative expenses (Note 30)	4,221.5	3,934.3
Net finance costs (Note 31)	231.0	222.5
Income before income taxes	1,583.8	1,701.9
Income taxes (Note 16)	401.0	441.2
Net income	\$ 1,182.8	\$ 1,260.7
Net income attributable to:		
Shareholders of Canadian Tire Corporation	\$ 1,044.1	\$ 1,127.6
Non-controlling interests (Note 15)	138.7	133.1
	\$ 1,182.8	\$ 1,260.7
Basic earnings per share	\$ 17.70	\$ 18.56
Diluted earnings per share	\$ 17.60	\$ 18.38
Weighted average number of Common and Class A Non-Voting Shares outstanding:		
Basic	58,983,364	60,744,440
Diluted	59,336,919	61,345,072

The related notes form an integral part of these consolidated financial statements.



Consolidated Statements of Comprehensive Income

For the years ended

(C\$ in millions)

	December 31, 2022	January 1, 2022
Net income	\$ 1,182.8	\$ 1,260.7
Other comprehensive income (loss), net of taxes		
Items that may be reclassified subsequently to net income:		
Net fair value gains on hedging instruments entered into for cash flow hedges not subject to basis adjustment	77.1	5.4
Deferred cost of hedging not subject to basis adjustment – Changes in fair value of the time value of an option in relation to time-period related hedged items	4.1	1.4
Reclassification of losses to income	5.7	14.1
Currency translation adjustment	(26.0)	(34.7)
Items that will not be reclassified subsequently to net income:		
Actuarial gains (losses)	41.3	(0.7)
Net fair value gains on hedging instruments entered into for cash flow hedges subject to basis adjustment	165.8	5.7
Other comprehensive income (loss)	\$ 268.0	\$ (8.8)
Other comprehensive income (loss) attributable to:		
Shareholders of Canadian Tire Corporation	\$ 249.2	\$ (12.9)
Non-controlling interests	18.8	4.1
	\$ 268.0	\$ (8.8)
Comprehensive income	\$ 1,450.8	\$ 1,251.9
Comprehensive income attributable to:		
Shareholders of Canadian Tire Corporation	\$ 1,293.3	\$ 1,114.7
Non-controlling interests	157.5	137.2
	\$ 1,450.8	\$ 1,251.9

The related notes form an integral part of these consolidated financial statements.



Consolidated Statements of Cash Flows

For the years ended

(C\$ in millions)

December 31, 2022

January 1, 2022

Cash (used for) generated from:

Operating activities

Net income	\$	1,182.8	\$	1,260.7
Adjustments for:				
Depreciation of property and equipment, investment property and right-of-use assets		621.0		581.9
Impairment on property and equipment, investment property and right-of-use assets		3.1		5.3
Income taxes (Note 16)		401.0		441.2
Net finance costs (Note 31)		231.0		222.5
Amortization of intangible assets		122.5		119.6
(Gain) on disposal of property and equipment, investment property, assets held for sale and right-of-use assets		(22.1)		(18.6)
Non-cash loss on exit of Helly Hansen operations in Russia		20.8		—
Total except as noted below		2,560.1		2,612.6
Interest paid		(254.6)		(233.0)
Interest received		21.3		13.9
Income taxes paid		(529.3)		(333.9)
Change in loans receivable ¹		(657.1)		(565.3)
Change in operating working capital and other		(574.4)		241.6
Cash generated from operating activities		566.0		1,735.9

Investing activities

Additions to property and equipment and investment property		(712.0)		(630.6)
Additions to intangible assets		(122.6)		(148.2)
Total additions		(834.6)		(778.8)
Acquisition of short-term investments		(166.9)		(1,185.4)
Proceeds from maturity and disposition of short-term investments		713.1		1,290.2
Proceeds on disposition of property and equipment, investment property and assets held for sale		5.2		61.7
Lease payments received for finance subleases (principal portion)		16.3		23.8
Acquisition of long-term investments and other		(17.4)		(148.0)
Change in Franchise Trust Loans Receivable ¹		(45.6)		78.5
Cash used for investing activities		(329.9)		(658.0)

Financing activities

Dividends paid		(325.8)		(271.1)
Distributions paid to non-controlling interests		(143.0)		(103.5)
Net issuance (repayment) of short-term borrowings		468.0		(57.2)
Issuance of loans		267.8		292.3
Repayment of loans		(222.2)		(371.4)
Issuance of long-term debt		700.0		159.6
Repayment of long-term debt		(720.1)		(150.4)
Payment of lease liabilities (principal portion)		(357.2)		(365.3)
Payment of transaction costs related to long-term debt		(3.7)		(1.0)
Purchase of Class A Non-Voting Shares		(425.4)		(131.1)
Net receipts (payments) on financial instruments		32.6		(33.7)
Change in deposits		(932.5)		379.4
Cash used for financing activities		(1,661.5)		(653.4)
Cash (used) generated in the period		(1,425.4)		424.5

Cash and cash equivalents, net of bank indebtedness, beginning of period 1,751.7 1,327.2

Cash and cash equivalents, net of bank indebtedness, end of period (Note 7) \$ 326.3 \$ 1,751.7

¹ Certain prior year figures have been restated to conform to the current year presentation.

The related notes form an integral part of these consolidated financial statements.



Consolidated Statements of Changes in Equity

(C\$ in millions)	Total accumulated other comprehensive income (loss)					Retained earnings	Equity attributable to shareholders of Canadian Tire Corporation	Equity attributable to non-controlling interests	Total equity
	Share capital	Contributed surplus	Cash flow hedges	Currency translation adjustment	Total accumulated other comprehensive income (loss)				
Balance at January 1, 2022	\$ 593.6	\$ 2.9	\$ (19.9)	\$ (149.3)	\$ (169.2)	\$ 4,696.5	\$ 5,123.8	\$ 1,387.0	\$ 6,510.8
Net income	—	—	—	—	—	1,044.1	1,044.1	138.7	1,182.8
Other comprehensive income (loss)	—	—	235.3	(26.0)	209.3	39.9	249.2	18.8	268.0
Total comprehensive income (loss)	—	—	235.3	(26.0)	209.3	1,084.0	1,293.3	157.5	1,450.8
Transfers of cash flow hedge (gains) to non-financial assets	—	—	(82.5)	—	(82.5)	—	(82.5)	—	(82.5)
Contributions and distributions to shareholders of Canadian Tire Corporation									
Issuance of Class A Non-Voting Shares (Note 26)	19.8	—	—	—	—	—	19.8	—	19.8
Purchase of Class A Non-Voting Shares (Note 26)	(425.4)	—	—	—	—	—	(425.4)	—	(425.4)
Accrued liability for automatic share purchase plan commitment (Note 26)	2.1	—	—	—	—	54.3	56.4	—	56.4
Excess of purchase price over average cost (Note 26)	397.7	—	—	—	—	(397.7)	—	—	—
Dividends	—	—	—	—	—	(366.9)	(366.9)	—	(366.9)
Contributions and distributions to non-controlling interests									
Issuance of trust units to non-controlling interests, net of transaction costs	—	—	—	—	—	—	—	19.4	19.4
Distributions and dividends to non-controlling interests	—	—	—	—	—	—	—	(143.2)	(143.2)
Total contributions and distributions	(5.8)	—	(82.5)	—	(82.5)	(710.3)	(798.6)	(123.8)	(922.4)
Balance at December 31, 2022	\$ 587.8	\$ 2.9	\$ 132.9	\$ (175.3)	\$ (42.4)	\$ 5,070.2	\$ 5,618.5	\$ 1,420.7	\$ 7,039.2

(C\$ in millions)	Total accumulated other comprehensive income (loss)					Retained earnings	Equity attributable to shareholders of Canadian Tire Corporation	Equity attributable to non-controlling interests	Total equity
	Share capital	Contributed surplus	Cash flow hedges	Currency translation adjustment	Total accumulated other comprehensive income (loss)				
Balance at January 2, 2021	\$ 597.0	\$ 2.9	\$ (123.1)	\$ (114.6)	\$ (237.7)	\$ 4,136.9	\$ 4,499.1	\$ 1,335.6	\$ 5,834.7
Net income	—	—	—	—	—	1,127.6	1,127.6	133.1	1,260.7
Other comprehensive income (loss)	—	—	22.4	(34.7)	(12.3)	(0.6)	(12.9)	4.1	(8.8)
Total comprehensive income (loss)	—	—	22.4	(34.7)	(12.3)	1,127.0	1,114.7	137.2	1,251.9
Transfers of cash flow hedge losses to non-financial assets	—	—	80.8	—	80.8	—	80.8	—	80.8
Contributions and distributions to shareholders of Canadian Tire Corporation									
Issuance of Class A Non-Voting Shares (Note 26)	14.7	—	—	—	—	—	14.7	—	14.7
Purchase of Class A Non-Voting Shares (Note 26)	(131.1)	—	—	—	—	—	(131.1)	—	(131.1)
Reversal of accrued liability for automatic share purchase plan commitment (Note 26)	(10.2)	—	—	—	—	(153.0)	(163.2)	—	(163.2)
Excess of purchase price over average cost (Note 26)	123.2	—	—	—	—	(123.2)	—	—	—
Dividends	—	—	—	—	—	(291.2)	(291.2)	—	(291.2)
Contributions and distributions to non-controlling interests									
Issuance of trust units to non-controlling interests, net of transaction costs	—	—	—	—	—	—	—	17.7	17.7
Distributions and dividends to non-controlling interests	—	—	—	—	—	—	—	(103.5)	(103.5)
Total contributions and distributions	(3.4)	—	80.8	—	80.8	(567.4)	(490.0)	(85.8)	(575.8)
Balance at January 1, 2022	\$ 593.6	\$ 2.9	\$ (19.9)	\$ (149.3)	\$ (169.2)	\$ 4,696.5	\$ 5,123.8	\$ 1,387.0	\$ 6,510.8

The related notes form an integral part of these consolidated financial statements.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

1. The Company and its Operations

Canadian Tire Corporation, Limited is a Canadian public company primarily domiciled in Canada. Its registered office is 2180 Yonge Street, Toronto, Ontario, M4P 2V8, Canada. It is listed on the Toronto Stock Exchange (TSX – CTC, CTC.A). Canadian Tire Corporation, Limited and entities it controls are together referred to in these consolidated financial statements as the "Company", "CTC" or "Canadian Tire Corporation". Refer to Note 15 for the Company's major subsidiaries.

The Company comprises three main business operations, which offer a wide range of retail goods and services, including general merchandise, apparel, sporting goods, petroleum, Financial Services including a bank, and real estate operations. Details of the Company's three reportable operating segments are provided in Note 6.

This document contains trade names, trademarks, and service marks of CTC and other organizations, all of which are the property of their respective owners. Solely for convenience, the trade names, trademarks, and service marks referred to herein appear without the ® or TM symbol.

2. Basis of Preparation

Fiscal Year

The fiscal year of the Company consists of a 52 or 53-week period ending on the Saturday closest to December 31. The fiscal years for the consolidated financial statements and notes presented for 2022 and 2021 are the 52-week periods ended December 31, 2022 and January 1, 2022, respectively.

Statement of Compliance

These consolidated financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS") using the accounting policies described herein.

These consolidated financial statements were authorized for issuance by the Company's Board of Directors on February 15, 2023.

Basis of Presentation

These consolidated financial statements have been prepared on a historical cost basis, except for the following items, which are measured at fair value:

- financial instruments at fair value through profit or loss ("FVTPL");
- financial instruments at fair value through other comprehensive income ("FVOCI");
- derivative financial instruments;
- liabilities for share-based payment plans; and
- initial recognition of assets acquired and liabilities assumed in a business combination.

In addition, the post-employment defined benefit obligation is recorded at its discounted present value.

Functional and Presentation Currency

These consolidated financial statements are presented in Canadian dollars (" \$" or "C\$"), the Company's functional currency.

Judgments and Estimates

The preparation of these consolidated financial statements in accordance with IFRS requires Management to make judgments and estimates that affect:

- the application of accounting policies;
- the reported amounts of assets and liabilities;
- disclosures of contingent assets and liabilities; and
- the reported amounts of revenue and expenses during the reporting periods.

Actual results may differ from estimates made in these consolidated financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Judgments are made in the selection and assessment of the Company's accounting policies. Estimates are used mainly in determining the measurement of recognized transactions and balances. Estimates are based on historical experience and other factors, including expectations of future events believed to be reasonable. Judgments and estimates are often interrelated. The Company's judgments and estimates are continually re-evaluated to ensure they remain appropriate. Revisions to accounting estimates are recognized in the period in which they are revised and in future periods affected.

While there were no in-store capacity restrictions or closures that impacted the Company this year due to COVID-19, the duration and long-term effects of the pandemic, in addition to impacts from macroeconomic conditions on CTC, remain uncertain and Management continues to monitor and assess the impact on the business and on certain judgments and estimates, including the recoverable amount of goodwill and intangible assets.

The following are the accounting policies that are subject to judgments and estimates that the Company believes could have the most significant impact on the amounts recognized in these consolidated financial statements.

Impairment of Assets

Judgment – The Company uses judgment in determining the grouping of assets to identify its Cash Generating Units ("CGUs") for purposes of testing for impairment of property and equipment and goodwill and intangible assets. The Company has determined that its Retail CGUs comprise individual stores or groups of stores. In testing for impairment, goodwill acquired in a business combination is allocated to the CGUs that are expected to benefit from the synergies of the business combination. In testing for impairment of intangibles with indefinite lives, these assets are allocated to the CGUs to which they relate. Furthermore, on a quarterly basis, judgment is used in determining whether there has been an indication of impairment, which would require the completion of a quarterly impairment test, in addition to the annual requirement.

Estimation – The Company's estimate of a CGU's or group of CGUs' recoverable amount, based on value in use ("VIU"), involves estimating future cash flows before taxes. Future cash flows are estimated based on multi-year extrapolation of the most recent historical actual results or budgets and a terminal value is calculated by discounting the final year in perpetuity. The growth rate applied to the terminal value is based on the Bank of Canada's target inflation rate or Management's estimate of the growth rate specific to the item being tested. The future cash flow estimates are then discounted to their present value using an appropriate discount rate that incorporates a risk premium specific to each business.

The Company's determination of a CGU's or group of CGUs' recoverable amount based on fair value less cost to sell ("FVLCS") uses factors such as royalty rates or market rental rates for comparable assets or estimates using discounted cash flows based on an after-tax discount rate, consistent with the assumptions that a market participant would make. When using discounted cash flows based on an after-tax discount rate, the values assigned to the key assumptions represent Management's assessment of future trends in the relevant industry and are based on historical data from both external and internal sources, including review of historical and forecast growth rates, long-term inflationary and nominal Gross Domestic Product growth estimates for the primary countries in which a CGU or group of CGUs operates, consistent with the assumptions that a market participant would make.

Fair Value Measurement of Redeemable Financial Instrument

Judgment – The Company uses judgment in determining the fair value measurement of the redeemable financial instrument issued in conjunction with the sale of a 20 percent equity interest in the Company's Financial Services business. In calculating the fair value, judgment is used when determining the discount and growth rates applied to the forecast earnings in the discounted cash flow valuation. When considered appropriate, secondary market-based approaches are also used. Refer to Note 33 for further information regarding this financial instrument.

Estimation – The inputs to determine the fair value are taken from observable markets where possible but, where they are unavailable, assumptions are required in establishing fair value. The fair value of the redeemable financial instrument is determined based on the Company's best estimate of forecast earnings attributable to the Financial Services business, adjusted for any undistributed earnings.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Merchandise Inventories

Estimation – Merchandise inventories are carried at the lower of cost and net realizable value. The estimation of net realizable value is based on the most reliable evidence available of the amount the merchandise inventories are expected to realize. Additionally, estimation is required for inventory provisions due to shrinkage.

Income and Other Taxes

Judgment – In calculating current and deferred income and other taxes, the Company uses judgment when interpreting the tax rules in jurisdictions where the Company operates. The Company also uses judgment in classifying transactions and assessing probable outcomes of claimed deductions, which considers expectations of future operating results, the timing and reversal of temporary differences and possible audits of income tax and other tax filings by tax authorities.

Consolidation

Judgment – The Company uses judgment in determining the entities that it controls and consolidates accordingly. An entity is controlled when the Company has power over an entity, exposure or rights to variable returns from its involvement with the entity, and is able to use its power over the entity to affect its return from the entity. The Company has power over an entity when it has existing rights that give it the current ability to direct the relevant activities, which are the activities that significantly affect investees' returns. Since power comes from rights, power can result from contractual arrangements. However, certain contractual arrangements contain rights that are designed to protect the Company's interest, without giving it power over the entity.

Allowance on Loans Receivable

Estimation – The Company's estimate of allowances on credit card loans receivable is based on an Expected Credit Loss ("ECL") approach that employs an analysis of historical data, economic indicators and experience of delinquency and default to estimate the amount of loans that may default as a result of past or future events, with certain adjustments for other relevant circumstances influencing the recoverability of these loans receivable. Impairment of loans is assessed based on whether there has been a significant increase in credit risk since origination and incorporation of forward-looking information in the measurement of expected credit losses. Default rates, loss rates and the expected timing of future recoveries are periodically benchmarked against actual outcomes to ensure that they remain appropriate. Future customer behaviour may be affected by several factors, including changes in interest and unemployment rates and program design changes.

Post-Employment Benefits

Estimation – The accounting for the Company's post-employment benefit plan requires the use of assumptions. The accrued benefit liability is calculated using actuarial data and the Company's best estimates of future salary escalations, retirement ages of employees, employee turnover, mortality rates, market discount rates and expected health and dental care costs.

Lease Liabilities

Estimation – For the measurement of lease liabilities, Management considers all factors that create an economic incentive to exercise extension options, or not exercise termination options available in its leasing arrangements. Extension options, or periods subject to termination options, are only included in the lease term if Management determines it is reasonably certain to be extended or not terminated. The assessment is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the lessee.

The Company generally uses the lessee's incremental borrowing rate when initially recording property leases. For property leases, the implicit rates are not readily available as information from the lessor regarding the fair value of underlying assets and initial direct costs incurred by the lessor relating to the leased assets are not available. The Company determines the incremental borrowing rate as the rate of interest that the lessee would pay to borrow over a similar term and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use-asset in a similar economic environment.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Other

Other estimates include determining the useful lives and depreciation methods applied to investment property and intangible assets for the purposes of depreciation and amortization; in accounting for and measuring items such as deferred revenue, provisions, and purchase price adjustments on business combinations; and in measuring certain fair values, including those relating to the valuation of business combinations, share-based payments and financial instruments.

Standards, Amendments and Interpretations Issued and Adopted

Improving Accounting Policy Disclosures

In the current quarter, the Company early adopted Disclosure of Accounting Policies (Amendments to IAS 1 and IFRS Practice Statement 2), issued in February 2021. The amendments to IAS 1 – *Presentation of Financial Statements* ("IAS 1") require companies to disclose their material accounting policy information rather than their significant accounting policies. The amendments to IFRS Practice Statement 2 provide guidance on how to apply the concept of materiality to accounting policy disclosures. The Company has applied these changes in the current period. For further information refer to Note 3.

Deferred Tax Related to Assets and Liabilities Arising from a Single Transaction

In May 2021, the IASB issued targeted amendments to IAS 12 – *Income Taxes* to specify how companies account for deferred tax on transactions such as leases and decommissioning obligations. In specific circumstances, companies are exempt from recognizing deferred tax when they recognize assets or liabilities for the first time. Previously, there had been some uncertainty about whether the exemption applied to transactions such as leases and decommissioning obligations transactions for which companies recognize both an asset and a liability. The amendments clarify that the exemption does not apply and that companies are required to recognize deferred tax on such transactions. The aim of the amendments is to reduce diversity in the reporting of deferred tax on leases and decommissioning obligations. The Company has assessed there to be no material impact on deferred taxes as a result of the amendment. The Company early adopted this amendment during the year.

Software as a Service ("SaaS") Arrangements

The IFRS Interpretations Committee ("IFRIC") published a final agenda decision in April 2021, clarifying how to recognize certain configuration and customization expenditures relating to implementing SaaS arrangements. A review of the Company's accounting for SaaS projects was undertaken in light of the guidance. The Company refined its accounting policy to align with the IFRIC and capitalizes implementation costs associated with activities that create and meet the criteria of an intangible asset under IFRS. Costs not qualifying for capitalization have been expensed in the current period. The Company has assessed the impact of this interpretation and determined there to be no material impact on the consolidated financial statements.

Standards, Amendments and Interpretations Issued but not yet Adopted

The following new standards, amendments and interpretations have been issued but are not effective for the fiscal year ended December 31, 2022 and, accordingly, have not been applied in preparing these consolidated financial statements.

Insurance Contracts

In May 2017, the International Accounting Standards Board ("IASB") issued IFRS 17 – *Insurance Contracts* ("IFRS 17"), which replaces IFRS 4 – *Insurance Contracts* and establishes a new model for recognizing insurance policy obligations, premium revenue, and claims-related expenses. In June 2020, the IASB issued 'Amendments to IFRS 17' to address concerns and implementation challenges identified after IFRS 17 was published in 2017. The amendments also deferred the effective date for two years to January 1, 2023. Early adoption is permitted. The Company has assessed the impacts of adopting IFRS 17 and determined there to be no material impact on the consolidated financial statements.

Clarifying Distinction Between Accounting Policies and Accounting Estimates

In February 2021, the IASB issued narrow-scope amendments to IAS 8 – *Accounting Policies, Changes in Accounting Estimates and Errors* ("IAS 8"). The amendments to IAS 8 clarify how companies distinguish changes in accounting policies from changes in accounting estimates. That distinction is important because changes in



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

accounting estimates are applied prospectively only to future transactions and other future events, but changes in accounting policies are generally also applied retrospectively to past transactions and other past events. The amendments are effective for annual reporting periods beginning on or after January 1, 2023. Earlier application is permitted. The Company assessed the potential impact of the amendment and determined there to be no material impact on the consolidated financial statements.

Lease Liability in a Sale and Leaseback

In September 2022, the IASB issued amendments to IFRS 16 – *Leases* ("IFRS 16") relating to sale leaseback transactions for seller-lessees. The amendment adds a requirement that measuring lease payments or revised lease payments shall not result in the recognition of a gain or loss that relates to the right-of-use asset retained by the seller-lessee. The amendments are effective for annual reporting periods beginning on or after January 1, 2024, with early adoption permitted. The Company is assessing the potential impact of these amendments.

Non-current Liabilities with Covenants

In October 2022, the IASB issued amendments to IAS 1, which specifies that covenants whose compliance is assessed after the reporting date do not affect the classification of debt as current or non-current at the reporting date. Instead, the amendments require disclosure of information about these covenants in the notes to the financial statements. The amendments are effective for annual reporting periods beginning on or after January 1, 2024, with early adoption permitted. The Company is assessing the potential impact of these amendments.

3. Material Accounting Policy Information

The following accounting policies have been applied consistently to all periods presented in these consolidated financial statements, except as noted below.

Basis of Consolidation

These consolidated financial statements include the accounts of Canadian Tire Corporation and entities it controls. An entity is controlled when the Company has the ability to direct the relevant activities of the entity, has exposure or rights to variable returns from its involvement with the entity, and is able to use its power over the entity to affect its returns from the entity. Refer to Note 15.1 for details of the Company's significant controlled entities.

The results of certain subsidiaries that have different year ends have been included in these consolidated financial statements for the 52-week periods ended December 31, 2022 and January 1, 2022. The year end of CT Real Estate Investment Trust ("CT REIT"), Helly Hansen Group AS, Franchise Trust and CTFS Holdings Limited and their subsidiaries is December 31.

Income or loss and each component of other comprehensive income ("OCI") are attributed to the shareholders of the Company and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance on consolidation.

When the proportion of the equity held by non-controlling interests changes, the Company adjusts the carrying amounts of the controlling and non-controlling interests to reflect the changes in their relative interest in the subsidiary. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received are recognized directly in equity and attributed to the shareholders of the Company.

Business Combinations

The Company applies the acquisition method in accounting for business combinations by allocating the purchase price to the fair value of the assets acquired at the acquisition date, with any difference recognized as goodwill. The purchase price, or the consideration transferred, includes the recognized amount of any non-controlling interests in the acquiree, the fair value of the assets transferred (including cash), liabilities incurred by the Company on behalf of the acquiree, the fair value of any contingent consideration and equity interests issued by the Company.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

The Company determines the fair value of assets acquired by applying either the cost, market or income approach that provides the most reliable support for the specific asset. Market approaches are applied to property and securities that are available in the public market. The cost approach is applied to other major asset classes. The income approach is applied in calculating the fair value of intangible assets.

Transaction costs that the Company incurs in connection with a business combination are expensed immediately.

Joint Arrangement

A joint arrangement is an arrangement in which two or more parties have joint control. Joint control is the contractually agreed sharing of control whereby decisions about relevant activities require unanimous consent of the parties sharing control. A joint arrangement is classified as a joint operation when the parties that have joint control have rights to the assets and obligations for the liabilities related to the arrangement. The Company's interest in a joint operation includes assets, liabilities, revenues, and expenses in relation to the joint operation, along with its share of any assets and liabilities jointly held, and its share of revenue and expenses earned or incurred jointly.

CT REIT has a one-half interest in Canada Square, a mixed-use commercial property in Toronto, Ontario ("the Co-Ownership"), pursuant to a Co-Ownership arrangement. The Co-Ownership is a joint arrangement as the material decisions about relevant activities require unanimous consent of the co-owners. This joint arrangement is a joint operation as each co-owner has rights to the assets and obligations for the liabilities related to the Co-Ownership.

Investments in Joint Ventures and Associates (under the Equity Method)

A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the arrangement. An associate is an entity in which the Company has significant influence, which is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control of those policies.

The Company accounts for its interest in associates and joint ventures using the equity method and presents its interests in long-term receivables and other assets in the Consolidated Balance Sheets. Under the equity method, the investment is initially recognized at cost and adjusted thereafter for the post-acquisition change in the investors' share of the investee's net assets; through profit and loss and other comprehensive income respectively. The investment is reviewed at the end of each reporting period to determine whether there are any indicators of impairment. If such evidence exists, the Company recognizes an impairment loss to the extent the carrying value exceeds the recoverable amount of the investment. Impairment losses are recorded in other income (expense) in the Consolidated Statements of Income.

Functional and Presentation Currency

Each of the Company's foreign subsidiaries determines its own functional currency with transactions of each foreign subsidiary measured using that functional currency. Assets and liabilities of foreign operations having a functional currency other than the Canadian dollar are translated to the Canadian dollar presentation currency at the rate of exchange prevailing at the reporting date and revenues and expenses are translated at average rates during the period. Exchange differences are accumulated as a component of equity. On the disposal of a foreign operation, or the loss of control, the component of accumulated other comprehensive income ("AOCI") relating to that foreign operation is reclassified to net income.

Foreign Currency Transactions and Balances

Transactions in foreign currencies are translated into the entity's functional currency at rates in effect at the date of the transaction. Monetary assets and liabilities in foreign currencies are translated into the entity's functional currency at the closing exchange rate at the balance sheet date. Non-monetary items that are measured in terms of historical cost are translated into the entity's functional currency at the exchange rate at the date of the original transaction. Exchange gains or losses arising from translation are recorded in Other (income) expense or Cost of producing revenue as applicable in the Consolidated Statements of Income.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Instruments

Recognition, Derecognition and Initial Measurement

Financial instruments can include cash, derivatives, or any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial assets and financial liabilities are recognized in the Consolidated Balance Sheets when the Company becomes a party to the contractual provisions of a financial instrument. A financial asset is derecognized when the contractual rights to the cash flows from the asset expire or when the Company transfers substantially all the risks and rewards of ownership in the financial asset to another party without retaining control. Any interest in transferred financial assets created or retained by the Company is recognized as a separate asset or liability. A financial liability is derecognized when its contractual obligations are discharged, cancelled, or expire. All financial instruments are measured at fair value on initial recognition.

Transaction costs that are directly attributable to the acquisition or issuance of financial assets and financial liabilities, other than financial assets and financial liabilities classified as FVTPL, are added to or deducted from the fair value on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities classified as FVTPL are recognized immediately in net income.

Classification at Initial Recognition and Subsequent Measurement

At initial recognition, and on an ongoing basis, the Company classifies financial assets according to the Company's business model for managing the financial assets and the contractual terms of the cash flows. Financial assets are classified in one of the following measurement categories: (i) amortized cost, (ii) fair value through OCI, and (iii) fair value through profit or loss. Financial liabilities are classified and subsequently measured at amortized cost except for financial liabilities at FVTPL, which are those that either meet the definition of held for trading or are designated as FVTPL.

Financial Instruments at Amortized Cost, including Impairment

Financial liabilities are subsequently measured at amortized cost using the effective interest method with gains and losses recognized in net income in the period that the liability is derecognized, except for financial liabilities classified as FVTPL.

Financial assets are subsequently measured at amortized cost if both the following conditions are met and they are not designated as FVTPL:

- the financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Gains and losses are recognized in profit or loss when the asset is derecognized, modified, or impaired.

Financial assets are subsequently measured at amortized cost using the effective interest method, and are subject to impairment, with a loss allowance, ECL, recognized on either a 12-month or a lifetime ECL basis.

A 12-month ECL represents the loss expected to result from default events that are possible within 12-months of the reporting date. This 12-month ECL is recognized in the same reporting period as the initial recognition. The following types of financial assets are measured at 12-month ECL:

- investments determined to have low credit risk at the reporting date with a credit risk rating equivalent to investment grade; and
- other financial assets, such as loans receivable, for which credit risk has not increased significantly since initial recognition.

All other financial assets measured at amortized cost are impaired using a lifetime ECL model, which represents credit losses from all probable default events over the expected life of a financial instrument.

The loss allowance is measured at lifetime ECL if there is a significant increase in credit risk, which is assessed based on changes in the probability of default since initial recognition along with borrower specific qualitative information, or when the loan is more than 30 days past due. Credit card loans are considered impaired and in



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

default when they are 90 days past due or there is sufficient doubt regarding the collectability of principal and/or interest. Where a customer has initiated the consumer proposal insolvency process, the estimated credit card loans receivable is based on the present value of expected future cash flows outlined in the terms of the consumer proposal agreement received. Credit card loans over 180 days past due are written down to the present value of the expected future cash flows.

ECL is calculated as the product of the probability of default, exposure at default and loss given default over the remaining expected life of the loans and discounted to the reporting date. The ECL model also incorporates forward-looking information, which increases the degree of judgment required as to how changes in macroeconomic factors will affect ECLs, such as current and forecast unemployment rates. The methodologies and assumptions, including any forecasts of future economic conditions, are reviewed regularly.

Financial Instruments at Fair Value Through Other Comprehensive Income

Financial assets are classified as FVOCI when the financial asset meets the business model objective by both collecting contractual cash flows and selling financial assets, and the contractual terms of the financial asset give rise on specific dates to cash flows that are solely payments of principal and interest. Financial assets, in the form of equity instruments, can be designated as FVOCI or otherwise default as FVTPL.

Financial instruments classified as FVOCI are measured at fair value, with changes in fair value recorded in other comprehensive income in the period in which they arise.

Financial Instruments at Fair Value Through Profit or Loss

All financial assets not classified as amortized cost, or designated as FVOCI, are measured at FVTPL. This includes derivative financial assets that are not part of a designated hedging relationship. Financial liabilities, including derivative liabilities and the redeemable financial instrument, are classified as FVTPL when the financial instrument is either held for trading or designated as such upon initial recognition. Financial instruments are classified as held for trading if acquired principally for the purpose of selling in the near future or if part of an identified portfolio of financial instruments that the Company manages together and has a recent actual pattern of short-term profit-making.

Financial instruments classified as FVTPL are measured at fair value, with changes in fair value recorded in net income in the period they arise, to the extent they are not part of the effective portion of a designated hedging relationship.

Derivative Financial Instruments

The Company enters into various derivatives as part of a strategy to manage its foreign currency and interest rate exposures. The Company also enters into equity derivative contracts to hedge a portion of future share-based payment expenses. The Company does not enter into derivatives for trading purposes.

All derivative instruments are measured at fair value including embedded derivatives contained within financial or non-financial contracts that are not closely related to the host contract. The gain or loss that results from remeasurement at each reporting period is immediately recognized in net income unless the derivative qualifies and is designated as a hedging instrument, in which case the timing of the recognition in net income depends on the nature of the hedge relationship.

Cash Flow Hedges

For cash flow hedges, the effective portion of the changes in the fair value of the hedging derivative, net of taxes, is recognized in OCI, while the ineffective and unhedged portions are recognized immediately in net income. Amounts recorded in AOCI are reclassified to net income in the periods when the hedged item affects net income. When a forecast transaction that is hedged results in the recognition of a non-financial asset or liability, the gains and losses previously recognized in AOCI are directly transferred from AOCI to the initial measurement of the cost of the non-financial asset or liability.

When hedge accounting is discontinued, there is no further deferral of changes in market value of the derivative to OCI. The amounts previously deferred remain in AOCI until the cash flows relating to underlying exposure affects



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

net income; at this time the related AOCI is reclassified to net income. If hedge accounting is discontinued due to the hedged item no longer expected to occur, the amount previously deferred in AOCI is immediately reclassified to net income.

The Company enters into foreign currency derivative contracts to hedge the exposure against foreign currency risk on the future payment of foreign-currency-denominated inventory purchases and expenses. The critical terms of the foreign currency derivative contracts align with the hedged item on a 1:1 basis. Hedge ineffectiveness may arise if the timing of the hedged transactions changes from the original estimate. Once the inventory is received, the Company transfers the related AOCI amount to merchandise inventories and subsequent changes in the fair value of the foreign currency derivative contracts are recorded in net income as they occur. When the expenses are incurred, the Company reclassifies the related AOCI amount to the expense.

The Company enters into interest rate swap and swaption contracts to hedge the exposure against interest rate risk on the future interest payments of certain debt issuances. Entering into these hedge contracts enables the Company to manage its interest rate risk on future interest payments of certain debt issuances.

The critical terms of the interest rate swap and swaptions contracts align with the hedged item and have a 1:1 hedge ratio. In accordance with IFRS 9, the Company designates the change in fair value of the intrinsic value of the instrument as the hedging instrument. Change in the fair value of the time value of the option is also deferred in OCI and is amortized to the Consolidated Statements of Income as a component of net finance cost over the term of the debt on a systematic and rational basis over the period during which the underlying interest of the underlying debt affects profit or loss. Hedge ineffectiveness may arise if the timing of the hedged transactions changes from the original estimate. When the interest expense is incurred, the Company reclassifies the related AOCI amount to net finance costs.

Cash and Cash Equivalents

Cash and cash equivalents are defined as cash plus highly liquid and rated certificates of deposit or commercial paper with an original term to maturity of three months or less.

Short-Term Investments

Short-term investments are investments in highly liquid and rated certificates of deposit, commercial paper or other securities, primarily Canadian and United States government securities and notes of other creditworthy parties, with an original term to maturity of more than three months and remaining term to maturity of less than one year. The Company's exposure to credit, currency and interest rate risks relating to other investments is disclosed in Note 5.

Trade and Other Receivables

The Company recognizes a loss allowance based on lifetime ECL for trade and other receivables. It is estimated based on the Company's historical loss experience, adjusted for factors specific to the debtors and an assessment of both the current and forecast direction of conditions at the reporting date. The loss and any subsequent recoveries of amounts written off, are recognized in selling, general and administrative expenses in the Consolidated Statements of Income.

Loans Receivable

Loans receivable consists of credit card loans, as well as loans to certain Dealers, who are independent third-party operators of Canadian Tire stores. Impairment losses are recorded in Cost of producing revenue in the Consolidated Statements of Income.

Long-Term Investments

Investments in highly liquid and rated securities with a remaining term to maturity of greater than one year are classified as long-term investments. The Company's exposure to credit, currency and interest rate risks relating to other investments is disclosed in Note 5.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Debt

Debt is classified as current when the Company expects to settle the liability in its normal operating cycle, it holds the liability primarily for the purpose of trading, the liability is due to be settled within 12 months after the date of the Consolidated Balance Sheets, or it does not have an unconditional right to defer settlement of the liability for at least 12 months after the date of the Consolidated Balance Sheets.

Merchandise Inventories

Merchandise inventories are carried at the lower of cost and net realizable value. Net realizable value is the estimated selling price of inventory during the normal course of business less estimated selling expenses.

The cost of merchandise inventories is determined based on weighted average cost and includes costs incurred in bringing the merchandise inventories to their present location and condition. All inventories are finished goods.

Cash consideration received from vendors is recognized as a reduction to the cost of related inventory, unless the cash consideration received is either a reimbursement of incremental costs incurred by the Company or a payment for assets or services delivered to the vendor.

Intangible Assets

Intangible assets include goodwill, indefinite life and finite life intangible assets.

Goodwill represents the excess of the cost of an acquisition over the fair value of the Company's share of the identifiable assets acquired and liabilities assumed in a business combination. Goodwill is measured at cost less any accumulated impairment and is not amortized.

Intangible assets with indefinite useful lives are measured at cost, less any accumulated impairment and are not amortized. Intangible assets with finite useful lives are measured at cost and are amortized on a straight-line basis over their estimated useful lives, generally for a period of two to ten years.

Expenditures on research activities are expensed as incurred.

Investment Property

Investment property is property held to earn rental income or for appreciation of capital or both. The Company has determined that properties it provides to its Dealers, franchisees and agents are not investment property as they relate to the Company's operating activities. This was determined based on certain criteria such as whether the Company provides significant ancillary services to the lessees of the property. The Company includes property that it leases to third parties (other than Dealers, franchisees, or agents) in investment property. Investment property is measured and depreciated in the same manner as property and equipment.

Property and Equipment

Property and equipment are measured at cost less accumulated depreciation and any accumulated impairment except for land and properties during construction which are measured at cost less any accumulated impairment. The cost of an item of property or equipment includes initial estimates of the cost of dismantling and removing the item and restoring the site on which it is located. Depreciation is calculated on a straight-line basis over the following estimated useful lives:

Asset Category	Estimated Useful Lives
Buildings	10 – 45 years
Fixtures and equipment (including software intangible assets)	3 – 25 years
Leasehold improvements	Shorter of term of lease or estimated useful life

Borrowing Costs

Borrowing costs directly attributable to the acquisition or construction of a qualifying asset are capitalized. Qualifying assets are those that require a minimum of three months to prepare for their intended use. All other borrowing costs are recognized in Cost of producing revenue or in Net finance costs in the Consolidated Statements of Income in the period in which they are incurred.



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Leased Assets

Lessee

The Company assesses whether a contract is or contains a lease at inception of a contract. Leases are recognized as a right-of-use asset and corresponding liability at the commencement date.

Right-of-use assets are measured at cost which is calculated as the amount of the initial measurement of lease liability plus any lease payments made on or before the commencement date, any initial direct costs and related restoration costs. The right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Company expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

Lease liabilities are measured at the present value of fixed payments (including in-substance fixed payments), variable lease payments that depend on an index or a rate, amounts expected to be payable by the lessee under residual value guarantees, and where the lessee is reasonably certain to exercise an option, the exercise price of that purchase option and payments of penalties for terminating the lease. The lease liability is net of lease incentives receivable. The lease payments are discounted using the interest rate implicit in the lease or, if that rate cannot be determined, the Company's incremental borrowing rate. The period over which the lease payments are discounted is the lease term, including renewal options that the Company is reasonably certain to exercise. Renewal options are included in a number of leases across the Company. Each lease payment draws down the lease liability while the unwinding of the discount is reflected as a finance cost. The finance cost is recognized in net finance costs in the Consolidated Statements of Income over the lease period to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Payments associated with short-term leases, with a lease term of 12 months or less, and leases of low-value assets are recognized as an expense on a straight-line basis in selling, general and administrative expenses in the Consolidated Statements of Income. Variable lease payments that do not depend on an index or a rate or subject to a fair market value renewal are expensed as incurred and recognized in selling, general and administrative expenses in the Consolidated Statements of Income.

Lessor

When the Company is the lessor in an operating lease, rental income is recognized in net income on a straight-line basis over the term of the lease.

Subleases

When the Company enters into sublease arrangements as an intermediate lessor, it determines whether the sublease is a finance sublease or operating sublease by reference to the right-of-use asset arising from the head lease. When the Company is an intermediate lessor, it accounts for the head lease and the sublease as two separate contracts. A sublease is a finance sublease if substantially all the risks and rewards of the related head lease right-of-use asset have been transferred to the sub-lessee.

For finance subleases, the Company derecognizes the corresponding right-of-use asset and records a net investment in the finance sublease and corresponding interest income is recognized in net finance costs. The net investment in the sublease is recognized in trade and other receivables and long-term receivables and other assets.

Impairment of Assets

The property and equipment, investment property, right-of-use assets and intangible assets with finite useful lives are assessed for indicators of impairment at the end of each reporting period. If indicators exist, then the recoverable amount of the asset is estimated.

Goodwill, intangible assets with indefinite useful lives and intangible assets not yet available for use are not amortized but are tested for impairment at least annually or whenever there is an indicator that the asset may be



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impaired. These assets do not generate their own cashflows, as a result goodwill, intangible assets with indefinite useful lives, and intangible assets not yet available for use are allocated to the CGUs, or groups of CGUs (such as the Company's banners identified in Note 6 Operating Segments), to which they relate. A CGU is the smallest identifiable group of assets whose continuing use generates cash inflows that are largely independent of the cash inflows from other assets or groups of assets. Once allocated, the recoverable amount of the CGU is estimated for impairment testing.

The recoverable amount of an asset or CGU is defined as the higher of its fair value less cost to sell and its value in use. In assessing VIU, the estimated future cash flows are discounted to their present value, using a discount rate that includes a risk premium specific to each line of business. The Company estimates cash flows which are extrapolated over a period of up to five years adding a terminal value calculated by discounting the final year in perpetuity. The growth rate applied to the terminal values is based on the Bank of Canada's target inflation rate or a growth rate specific to the individual item being tested based on Management's estimate.

An impairment loss is recognized when the carrying amount of an asset, or of the CGU to which it belongs, exceeds the recoverable amount and is recognized in other expense (income) in the Consolidated Statements of Income. Any impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the CGU and then to the other assets of the CGU. Impairments of goodwill cannot be reversed. Impairments of other assets recognized in prior periods are assessed at the end of each reporting period to determine if the indicators of impairment have reversed or no longer exist. An impairment loss is reversed if the estimated recoverable amount exceeds the carrying amount; however, the resulting carrying amount may not exceed the carrying amount that would have been determined had no impairment been recognized in prior periods.

Employee Benefits

Short-Term Benefits

The Company recognizes a liability and an expense for short-term benefits such as bonuses, profit-sharing and employee stock purchases if the Company has a present legal obligation or constructive obligation to pay these amounts as a result of past service provided by the employees.

Post-Employment Benefits

The Company provides certain health care, dental care, life insurance and other benefits, but not pensions, for certain retired employees pursuant to Company policy. The Company accrues the cost of these employee benefits over the periods in which the employees earn the benefits. The cost of employee benefits earned is actuarially determined using the projected benefit method prorated on length of service and Management's best estimate of retirement ages of employees, employee turnover, life expectancy, and expected health and dental care costs. The costs are discounted at a rate that is based on market rates as at the measurement date. Actuarial gains and losses are recorded in OCI.

The Company also provides post-employment benefits with respect to contributions to a Deferred Profit Sharing Plan ("DPSP").

Share-Based Payments

Stock options are granted to employees allowing the recipient to exercise the stock option or receive a cash payment equal to the difference between the market price of the Company's Class A Non-Voting Shares as at the exercise date and the exercise price of the stock option. These stock options are considered to be compound instruments. The fair value of compound instruments is measured at each reporting date, taking into account the terms and conditions on which the rights to cash or equity instruments are granted. The corresponding expense and liability are recognized over the respective vesting period.

The fair value of the amount payable to employees with respect to share unit plans and trust unit plans, settled in cash, is recorded as the services are provided over the vesting period. The fair value of the liability is remeasured at each reporting date with the change in the liability being recognized in selling, general and administrative expenses in the Consolidated Statements of Income.



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Provisions

A provision is recognized if, as a result of a past event, the Company has a present legal or constructive obligation that can be estimated reliably and it is probable that an outflow of economic benefits will be required to settle the obligation. The amount recognized as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period. Where the effect of discounting is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

The provision for sales and warranty returns relates to the Company's obligation for defective goods in current store inventories and defective goods sold to customers that have yet to be returned, after-sales service for replacement parts and future corporate store sales returns. Accruals for sales and warranty returns are estimated on the basis of historical returns and are recorded as a reduction to revenue.

Site restoration and decommissioning provisions arise from legal or constructive obligations associated with the removal of underground fuel storage tanks and site remediation costs on the retirement of certain property and equipment and with the termination of certain lease agreements. The obligations are initially measured using an expected value approach and are discounted to present value.

Share Capital

Shares issued by the Company are recorded at the value of proceeds received. Repurchased shares are removed from equity. No gain or loss is recognized in net income on the purchase, sale, issue, or cancellation of the Company's shares. Share purchases are charged to Share capital at the average cost per share outstanding and the excess between the purchase price and the average cost is allocated to retained earnings.

Revenue

Sale of Goods

Revenue from the sale of goods includes merchandise sold to Dealers, Mark's, SportChek¹ and Party City² franchisees, the sale of gasoline through agents, the sale of goods to the general public by Mark's, PartSource, SportChek, Helly Hansen as well as the sale of goods through Helly Hansen's wholesale channels. This revenue is recognized when the goods are delivered, less an estimate for sales and warranty returns. Revenue from the sale of goods is measured at the fair value of the consideration received less an appropriate deduction for actual and expected returns, discounts, rebates and warranty and customer loyalty program costs, net of sales taxes.

Customer Loyalty Programs

Loyalty reward credits issued as part of a sales transaction result in revenue being deferred until the loyalty reward is redeemed. In addition, an obligation arises from the loyalty program when the Company sells merchandise to the Dealers, for which reward credits may be issued as part of the subsequent sales transaction. The obligation is measured at fair value by reference to the fair value of the rewards that could be redeemed and based on the estimated probability of their redemption.

Interest Income on Loans Receivable

Interest income, including interest charged on loans receivable, is determined using the effective interest method.

Services Rendered

Service revenue includes merchant, interchange and processing fees; cash advance fees; foreign exchange fees; and service charges on the loans receivable of the Financial Services operating segment. Service revenue is recognized according to the contractual provisions of the arrangement, which is generally when the service is provided or over the contractual period.

Merchant, interchange and processing fees, cash advance fees and foreign exchange fees on credit card transactions are recognized as revenue at the time transactions are completed.

¹ "SportChek" refers to the retail business carried on by FGL Sports Ltd., including stores operated under the SportChek, Sports Experts, Atmosphere, National Sports, Sports Rousseau and Hockey Experts names and trademarks.

² "Party City" refers to the party supply business that operate under the Party City name and trademarks in Canada.



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Reinsurance Revenue

Reinsurance premiums are recorded on an accrual basis and are included in net income on a pro rata basis over the life of the insurance contract, with the unearned portion deferred in the Consolidated Balance Sheets. Premiums subject to adjustment are estimated based on available information. Any variances from the estimates are recorded in the periods in which they become known.

Royalties and Licence Fees

Royalties and licence fees include licence fees from Petroleum agents and Dealers and royalties from Mark's and SportChek franchisees. Royalties and licence fee revenues are recognized as they are earned in accordance with the substance of the relevant agreement, which is generally based on percentage of sales.

Rental Income

Rental income from operating leases where the Company is the lessor is recognized on a straight-line basis over the terms of the respective leases.

Vendor Rebates

The Company records cash consideration from vendors as a reduction in the price of vendors' products and recognizes it as a reduction to the cost of related inventory or, if the related inventory has been sold, to the cost of producing revenue. Certain exceptions apply where the cash consideration received is either a reimbursement of incremental selling costs incurred by the Company or a payment for assets or services delivered to the vendor, in which case the cost is reflected as a reduction in selling, general and administrative expenses.

The Company recognizes rebates that are at the vendor's discretion when the vendor either pays the rebates or agrees to pay them.

Net Finance Costs

Finance income comprises interest income on funds invested and interest income on lease receivables for finance subleases. Interest income is recognized as it accrues using the effective interest method.

Finance costs comprise interest expense on borrowings (including borrowings relating to the Dealer Loan Program), unwinding of the discount on provisions, as well as finance cost on lease liabilities and is net of borrowing costs that have been capitalized. Interest on deposits is recorded in cost of producing revenue in the Consolidated Statements of Income.

Income Taxes

The income tax expense for the year comprises current and deferred income tax. Income tax expense is recognized in net income except to the extent that it relates to items recognized either in OCI or directly in equity, for which the income tax expense is recognized in OCI or in equity, respectively.

The income tax expense is calculated based on the tax laws enacted or substantively enacted at the reporting date in the countries where the Company operates and generates taxable income.

Deferred income tax is recognized using the liability method for unused tax losses, unused tax benefits and temporary differences arising between the tax bases of assets and liabilities and their carrying amounts. However, deferred income tax is not recognized if it arises from the initial recognition of goodwill or the initial recognition of an asset or liability in a transaction, other than a business combination that, at the time of the transaction, affects neither accounting nor taxable income, and does not give rise to equal taxable and deductible temporary differences. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantively enacted at the reporting date and are expected to apply when the related deferred income tax asset is realized or the deferred income tax liability is settled.

Deferred income tax assets are recognized only to the extent that it is probable that future taxable income will be available against which the temporary differences can be utilized. Deferred income tax liabilities are provided on temporary differences arising from investments in subsidiaries and associates, except where the timing of the



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reversal of the temporary difference is controlled by the Company and it is probable that the temporary difference will not reverse in the foreseeable future.

Earnings per Share

Basic earnings per share is calculated by dividing the net income attributable to the shareholders of the Company by the weighted average number of Common and Class A Non-Voting shares outstanding during the reporting period. Diluted earnings per share is calculated by dividing the net income attributable to the shareholders of the Company by the weighted average number of shares outstanding adjusted for the effects of all potentially dilutive equity instruments, which comprise employee stock options.

4. Capital Management

The Company's objectives when managing capital are:

- ensuring sufficient liquidity to meet its financial obligations when due and to execute its operating and strategic plans;
- maintaining healthy liquidity reserves and the ability to access additional capital from multiple sources, if required; and
- minimizing the after-tax cost of capital while taking into consideration current and future industry, market and economic risks and conditions.

The definition of capital varies from company to company, industry to industry and for different purposes. In the process of managing the Company's capital, Management includes the following items in its definition of capital, which includes Glacier Credit Card Trust ("GCCT") indebtedness but excludes Franchise Trust indebtedness because it is a legal liability of the Dealers:

(C\$ in millions)	2022	% of total	2021	% of total
Capital components				
Deposits	\$ 1,226.3	8.8 %	\$ 1,908.4	13.5 %
Short-term borrowings	576.2	4.1 %	108.2	0.8 %
Current portion of long-term debt	1,040.2	7.4 %	719.8	5.1 %
Long-term debt	3,217.5	23.0 %	3,558.7	25.2 %
Long-term deposits	1,739.4	12.4 %	1,985.3	14.0 %
Total debt	\$ 7,799.6	55.7 %	\$ 8,280.4	58.6 %
Redeemable financial instrument (Note 24)	567.0	4.0 %	567.0	4.0 %
Share capital	587.8	4.2 %	593.6	4.2 %
Contributed surplus	2.9	— %	2.9	— %
Retained earnings	5,070.2	36.1 %	4,696.5	33.2 %
Total capital under management	\$ 14,027.5	100.0 %	\$ 14,140.4	100.0 %

The Company monitors its capital structure by measuring debt-to-earnings ratios and manages its debt service and other fixed obligations by tracking its interest and other coverage ratios and forecasting corporate liquidity.

The Company manages its capital structure over the long term to optimize the balance among capital efficiency, financial flexibility, and risk mitigation. Management calculates ratios to approximate the methodologies of credit-rating agencies and other market participants on a current and prospective basis. To assess its effectiveness in managing capital, Management monitors these ratios against targeted ranges.

The Company has a policy to manage capital. As part of the overall management of capital, Management and the Audit Committee of the Board of Directors review the Company's compliance with and performance against, the policy. In addition, periodic review of the policy is performed to ensure consistency with risk tolerances.

In order to maintain or adjust the capital structure, the Company has the flexibility to adjust discretionary capital spending, adjust the amount of credit card loans receivables outstanding, issue debt or equity, early redeem



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outstanding debt, purchase the Company's Class A Non-Voting Shares, adjust the amount of dividends paid to shareholders, monetize various assets, and engage in sale and leaseback transactions of real estate properties.

Financial covenants are reviewed by Management on an ongoing basis to monitor compliance.

The key financial covenant for Canadian Tire Corporation, Limited is a requirement for the Retail segment to maintain a ratio of total indebtedness to total capitalization equal to or lower than a specified maximum percentage (as defined in the Canadian Tire Corporation, Limited's bank credit agreements, but which excludes consideration of CTFS Holdings Limited, CT REIT, Franchise Trust, and their respective subsidiaries). Canadian Tire Corporation, Limited was in compliance with all financial covenants under its credit agreements as at December 31, 2022 and January 1, 2022.

Helly Hansen is required to comply with covenants established under its bank credit agreements, and was in compliance with all financial covenants thereunder as at December 31, 2022 and 2021.

CT REIT is required to comply with covenants established under its Declaration of Trust, Trust Indenture and bank credit agreement and was in compliance with all financial covenants thereunder as at December 31, 2022 and 2021.

Canadian Tire Bank ("CTB" or "the Bank"), a federally chartered Schedule I bank, is required to comply with regulatory requirements for capital, other regulatory requirements that have an impact on its business operations and certain financial covenants established under its bank credit agreements.

CTB manages its capital under guidelines established by the Office of the Superintendent of Financial Institutions of Canada ("OSFI"). OSFI's regulatory capital guidelines are based on the international Basel Committee on Banking Supervision framework entitled Basel III: A Global Regulatory Framework for More Resilient Banks and Banking Systems ("Basel III"), which came into effect in Canada on January 1, 2013, and measures capital in relation to credit, market, and operational risks. The Bank has various capital policies, procedures, and controls in place, including an annual Internal Capital Adequacy Assessment Process ("ICAAP"), which it utilizes to achieve its goals and objectives.

The Bank's objectives include:

- maintaining strong capital ratios, as measured by regulatory guidelines and internal targets; and
- holding sufficient capital to maintain the confidence of investors and depositors.

OSFI's regulatory capital guidelines under Basel III allow for two tiers of capital. Common Equity Tier 1 ("CET1") capital includes common shares, retained earnings, and accumulated other comprehensive income, less regulatory adjustments deducted from capital. The Bank currently does not hold any additional Tier 1 capital instruments. Tier 2 capital consists of the eligible portion of general allowances. Risk-weighted assets ("RWAs") include a credit risk component for all on-balance sheet assets weighted for the risk inherent in each type of asset, off-balance sheet financial instruments, an operational risk component based on a percentage of average risk-weighted revenues and a market-risk component for assets held for trade. For the purposes of calculating RWAs, securitization transactions are considered off-balance sheet and, therefore, except for CTB's retained exposures, are not included in the RWAs calculation.

The leverage ratio prescribed by OSFI's Leverage Requirements Guideline provides an overall measure of the adequacy of an institution's capital and is defined as the all-in Tier 1 capital divided by the leverage exposure. The leverage ratio exposure is the sum of on-balance sheet exposures, derivative exposures, securities financing transaction exposures, and a portion of unused credit limits.

As at December 31, 2022 and 2021, CTB complied with all regulatory capital guidelines established by OSFI and its internal targets as determined by its ICAAP.



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5. Financial Risk Management

5.1 Overview

The Company has exposure to the following risks from its use of financial instruments:

- credit risk;
- liquidity risk; and
- market risk (including foreign currency and interest rate risk).

This note presents information about the Company's exposure to each of the foregoing risks and the Company's objectives, policy and processes for measuring and managing risk. Further quantitative disclosures are included throughout these consolidated financial statements and notes thereto.

5.2 Risk Management Framework

The Company's Board-approved Financial Risk Management Policy serves to identify and analyze the risks faced by the Company, to set acceptable risk tolerance limits and controls, and monitor risks and adherence to limits. The financial risk management strategies and systems are reviewed regularly to ensure they remain consistent with the objectives and risk tolerance acceptable to the Company and current market trends and conditions. The Company, through its training and management standards and procedures, aims to uphold a disciplined and constructive control environment in which all employees understand their roles and obligations.

5.3 Credit Risk

Credit risk, the risk of financial loss to the Company if a customer or counterparty fails to meet its contractual obligations, arises principally from operations of the Bank's credit card loan portfolio, CTC's interaction with its Dealer and franchisee networks, and financial instruments, which are discussed in more detail below.

5.3.1 Financial Instrument Counterparty Credit Risk

The Company's Financial Risk Management Policy manages counterparty credit risk relating to cash balances, investment activity, and the use of financial derivatives. The Company limits its exposure to counterparty credit risk by transacting only with highly-rated financial institutions and other counterparties and by managing within specific limits for credit exposure and term-to-maturity. The Company's financial instrument portfolio is spread across financial institutions, provincial and federal governments and, to a lesser extent, corporate issuers that are at least dual rated and have a lowest (if dual rated) or median (if three or more ratings) credit rating in the "A(low)" equivalent category or better and asset-backed issuers that are at least dual rated and have credit ratings in the "AAA" equivalent category.

5.3.2 Consumer and Dealer/Franchisee Credit Risk

Through the granting of credit cards, the Company assumes certain risks with respect to the ability and willingness of the Bank's customers to repay loans owing to it. In addition, the Company is required to provide credit enhancement to Franchise Trust in the form of standby letters of credit ("LCs") issued by highly-rated financial institutions and guaranteed by the Company to achieve the required "AAA" equivalent credit rating of the funding of the Dealer loan portfolio and may also provide guarantees of third-party bank debt agreements or inventory buy-back agreements, with respect to the bank financing of certain Dealers and franchisees (Note 34).

The Company's maximum exposure to credit risk, over and above amounts recognized in the Consolidated Balance Sheets, include the following:

(C\$ in millions)		2022	2021
Undrawn loan commitments	\$	11,647.5	\$ 10,956.7
Guarantees		371.5	369.8
Total	\$	12,019.0	\$ 11,326.5

Refer to Note 9 for information on the credit quality and performance of loans receivable.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

5.4 Liquidity Risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Company's approach to managing liquidity is to ensure that it will have sufficient liquidity to meet its liabilities when due, under normal circumstances, with the ability to react under some uncertainty. The Company's Financial Risk Management Policy serves to manage its exposure to liquidity risk. The Company uses a detailed consolidated cash flow forecast model to regularly monitor its near-term and longer-term cash flow requirements, which assists in optimizing its short-term cash and indebtedness position while evaluating longer-term funding and capital allocation strategies.

In addition, CTB has an Asset Liability Management Policy. It is CTB's objective to ensure the availability of adequate funds by maintaining a strong liquidity management framework and satisfy all applicable regulatory and statutory requirements.

Provided by a syndicate of seven Canadian and three international financial institutions, \$1.975 billion in an unsecured committed bank line of credit is available to CTC for general corporate purposes, expiring in June 2027.

Provided by a syndicate of seven Canadian financial institutions, \$300.0 million in an unsecured committed bank line of credit is available to CT REIT for general business purposes, expiring in September 2027.

The Bank of Nova Scotia ("Scotiabank") has provided CTB with a \$500.0 million unsecured committed bank line of credit and \$1.75 billion in committed securitized note purchase facilities for the purchase of senior and subordinated credit card asset-backed notes issued by GCCT, each of which expire in October 2025.

Provided by a syndicate of five Canadian financial institutions, \$300.0 million in a committed liquidity facility provides backstop protection to GCCT's Series 1997-1 credit card asset-backed commercial paper ("ABCP") program, expiring in June 2025.

In addition to the unsecured committed bank lines of credit outlined above, the Company has access to additional funding sources including internal cash generation, access to public and private financial markets, and the monetization of various assets. Assets of CTB are funded through internal cash generation, unsecured committed bank line of credit outlined above, the securitization of credit card loans receivable using GCCT, broker guaranteed investment certificate ("GIC") deposits and retail deposits (including GIC and High-Interest Savings ["HIS"] accounts). CTB also holds high quality liquid assets, as required by regulators, which are available to address any funding disruptions.

The Company has a U.S. dollar-denominated commercial paper ("US CP") program that allows it to issue up to a maximum aggregate principal amount of U.S. \$1.0 billion of short-term promissory notes in the United States. Funds can be borrowed under this program with terms to maturity ranging from one to 270 days. Any issuances made under the program are issued at a discount and the notes rank equally in right of payment with all other present and future unsecured and unsubordinated obligations to creditors of the Company.

Due to the diversification of its funding sources, the Company is not overly exposed to concentration risk. The following table summarizes the Company's contractual maturities for its financial liabilities, including both principal and interest payments:



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(C\$ in millions)	2023	2024	2025	2026	2027	Thereafter	Total
Non-derivative financial liabilities							
Deposits ^{1,2}	\$ 1,234.7	\$ 489.3	\$ 577.9	\$ 323.7	\$ 348.5	\$ —	\$ 2,974.1
Trade and other payables (Note 18)	2,656.0	—	—	—	—	—	2,656.0
Short-term borrowings	576.2	—	—	—	—	—	576.2
Loans	472.9	—	—	—	—	—	472.9
Long-term debt	984.0	560.0	680.0	200.0	825.1	950.0	4,199.1
Mortgages	56.0	0.4	0.4	8.1	—	—	64.9
Interest payments ³	192.9	156.6	127.9	109.0	77.1	207.6	871.1
Total	\$ 6,172.7	\$ 1,206.3	\$ 1,386.2	\$ 640.8	\$ 1,250.7	\$ 1,157.6	\$ 11,814.3

¹ Deposits exclude the GIC broker fee discount of \$8.4 million.

² The average remaining term of the GIC deposits is 27 months as at December 31, 2022.

³ Includes interest payments on deposits, short-term borrowings, loans, and long-term debt.

It is not expected that the cash flows included in the maturity analysis would occur significantly earlier or at significantly different amounts.

5.5 Market Risk

Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates and equity prices, will affect the Company's income or the value of its holdings of financial instruments. The objective of market risk management is to manage market risk exposures within acceptable parameters while optimizing the return. The Company's Financial Risk Management Policy establishes guidelines on how the Company is to manage the market risk inherent to the business and provides mechanisms to ensure business transactions are executed in accordance with established limits, processes, and procedures.

All such transactions are carried out within the established guidelines and, generally, the Company seeks to apply hedge accounting in order to manage volatility in its net income.

5.5.1 Foreign Currency Risk

CTC sources merchandise globally. In 2022, approximately 55 percent, 23 percent and 46 percent of the value of inventory purchases of Canadian Tire, SportChek and Mark's, respectively, were sourced directly from vendors outside Canada and denominated in U.S. dollars. The majority of Helly Hansen's purchases are from vendors in Asia and are denominated in U.S. dollars and Euros. To mitigate the impact of fluctuating foreign exchange rates on the cost of these purchases, the Company has an established foreign exchange risk management program that governs the proportion of forecast U.S. dollar and Euro purchases that are hedged through foreign exchange derivative contracts. The purpose of the program is to provide certainty with respect to a portion of the foreign exchange component of future merchandise purchases.

As the Company has hedged a significant portion of the cost of its near-term U.S. dollar-denominated forecast purchases, a change in foreign currency rates will not materially impact that portion of the cost relating to those purchases. The Company operates its hedging program on a continual basis to ensure that any sustained change in rates is reflected in the cost of the Company's U.S. dollar purchases over the entirety of its hedging horizon. This ensures that the cost of U.S. dollar purchases is smoothed relative to the foreign exchange market allowing the Company to defer the impact of sudden exchange rate movements on margins and allow it time to develop strategies to mitigate the impact of a sustained change in foreign exchange rates. Some vendors have an underlying exposure to U.S. currency fluctuations which may affect the price they charge the Company for merchandise, and the Company's hedging program does not mitigate that risk. While the Company may be able to pass on changes in foreign currency exchange rates through retail pricing, any decision to do so would be subject to competitive, market and economic conditions.

5.5.2 Interest Rate Risk

The Company may use interest rate derivatives or exercise its contractual early redemption options for Medium-Term Notes and Debentures to manage interest rate risk. The Company has a policy whereby, on a consolidated basis (excluding Franchise Trust), a minimum of 75 percent of its consolidated debt (short-term and long-term) will be at fixed versus floating interest rates.



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A one percent change in interest rates would therefore not materially affect the Company's net income or equity as the Company has minimal floating interest rate exposure given the indebtedness of the Company is predominantly at fixed rates.

The Company's exposure to interest rate changes is predominantly driven by short-term Retail borrowings (on the bank lines of credit or in the U.S. commercial paper market) and the Financial Services business to the extent that the interest rates on future issuances of GIC deposits, HIS account deposits, tax-free savings account ("TFSA") deposits and securitization transactions are market-dependent. Partially offsetting this could be interest rates charged on credit cards and a significant portion of the current funding liabilities of Financial Services are at a fixed rate, which reduces interest rate risk. In addition, CTB has entered into interest rate derivatives to hedge a portion of its planned issuances of GCCT term debt and GIC deposits in 2023 to 2027. Furthermore, CTB holds short-term interest-bearing investments held in reserve in support of its liquidity and regulatory requirements.

6. Operating Segments

The Company has three reportable operating segments: Retail, Financial Services, and CT REIT. The reportable operating segments are strategic business units offering different products and services. They are separately managed due to their distinct nature. The following summary describes the operations of each of the Company's reportable segments:

- The retail business is conducted under a number of banners including Canadian Tire, Canadian Tire Gas ("Petroleum"), Mark's, PartSource, Helly Hansen, Party City in Canada and various SportChek banners. Retail also includes the Dealer Loan Program (the portion [silo] of Franchise Trust that issues loans to certain Dealers). Non-CT REIT real estate is included in Retail.
- Financial Services issues Canadian Tire's Triangle branded credit cards, including Triangle Mastercard, Triangle World Mastercard and Triangle World Elite Mastercard. Financial Services also offers Cash Advantage Mastercard and Gas Advantage Mastercard products, markets insurance products, and provides settlement services to the Company's affiliates. Financial Services includes CTB, a federally regulated Schedule I bank that manages and finances the Company's consumer Mastercard portfolio, as well as an existing block of Canadian Tire branded line of credit loans. CTB also offers HIS account deposits, TFSA and GIC deposits, both directly and through third-party brokers. Financial Services includes GCCT, a structured entity established to purchase co-ownership interests in the Company's credit card loans receivable. GCCT issues debt to third-party investors to fund its purchases.
- CT REIT is an unincorporated, closed-end real estate investment trust. CT REIT holds a geographically-diversified portfolio of properties mainly comprising Canadian Tire banner stores, Canadian Tire anchored retail developments, mixed-use commercial property, and industrial properties.



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Performance is measured based on segment income before income taxes, as included in internal management reports. Management has determined that this measure is the most relevant in evaluating segment results and allocating resources. Information regarding the results of each reportable operating segment is as follows:

	2022					2021				
(C\$ in millions)	Retail	Financial Services	CT REIT	Eliminations and adjustments	Total	Retail	Financial Services	CT REIT	Eliminations and adjustments	Total
External revenue	\$16,431.4	\$ 1,335.6	\$ 56.9	\$ (13.3)	\$17,810.6	\$15,080.4	\$ 1,165.4	\$ 53.4	\$ (7.1)	\$16,292.1
Intercompany revenue	4.9	54.1	475.9	(534.9)	—	2.7	47.9	461.1	(511.7)	—
Total revenue	16,436.3	1,389.7	532.8	(548.2)	17,810.6	15,083.1	1,213.3	514.5	(518.8)	16,292.1
Cost of producing revenue	11,198.3	585.8	—	(71.4)	11,712.7	10,098.3	422.4	—	(63.8)	10,456.9
Gross margin	5,238.0	803.9	532.8	(476.8)	6,097.9	4,984.8	790.9	514.5	(455.0)	5,835.2
Other (income) expense	(84.0)	4.3	—	141.3	61.6	(165.4)	2.5	—	139.4	(23.5)
Selling, general and administrative expenses	4,088.7	363.2	125.6	(356.0)	4,221.5	3,787.1	359.3	121.8	(333.9)	3,934.3
Net finance costs (income)	185.3	(5.2)	110.4	(59.5)	231.0	187.4	(3.3)	105.7	(67.3)	222.5
Fair value loss (gain) on investment properties	—	—	(27.8)	27.8	—	—	—	(169.9)	169.9	—
Income before income taxes	\$ 1,048.0	\$ 441.6	\$ 324.6	\$ (230.4)	\$ 1,583.8	\$ 1,175.7	\$ 432.4	\$ 456.9	\$ (363.1)	\$ 1,701.9
Items included in the above:										
Depreciation and amortization	\$ 921.7	\$ 13.3	\$ —	\$ (191.5)	\$ 743.5	\$ 873.2	\$ 13.1	\$ —	\$ (184.8)	\$ 701.5
Interest income	89.7	1,158.8	0.3	(69.2)	1,179.6	77.8	1,013.8	—	(64.3)	1,027.3
Interest expense	260.5	153.8	110.7	(191.4)	333.6	258.0	154.4	105.7	(192.2)	325.9

Transactions between reportable operating segments are carried out at arm's length prices. The eliminations and adjustments include the following items:

- reclassifications of certain revenues and costs in the Financial Services segment to net finance costs (income);
- conversion from CT REIT's fair value investment property measurement policy to the Company's cost model, including the recording of depreciation and impairment; and
- intersegment eliminations and adjustments including intercompany rent, property management fees, credit card processing fees and the change in fair value of the redeemable financial instrument.

While the Company primarily operates in Canada, it also operates in foreign jurisdictions primarily through Helly Hansen. Foreign revenue earned by Helly Hansen amounted to \$710.7 million for the year ended December 31, 2022 (January 1, 2022 – \$592.2 million). Property and equipment and intangible assets (brand and goodwill) and right-of-use assets located outside of Canada was \$976.9 million as at December 31, 2022 (January 1, 2022 – \$929.2 million). The Company recognized a \$36.5 million loss in other expense (income) during the second quarter of 2022 related to the exit of Helly Hansen operations in Russia.

Capital expenditures by reportable operating segment are as follows:

	2022				2021			
(C\$ in millions)	Retail	Financial Services	CT REIT	Total	Retail	Financial Services	CT REIT	Total
Capital expenditures ¹	\$ 732.5	\$ 15.1	\$ 101.1	\$ 848.7	\$ 661.1	\$ 8.7	\$ 134.1	\$ 803.9

¹ Capital expenditures are presented on an accrual basis and include software additions, but exclude right-of-use asset additions, acquisitions relating to business combinations and intellectual property additions.

Right-of-use asset additions by reportable operating segment are as follows:

	2022				2021			
(C\$ in millions)	Retail	Financial Services	CT REIT	Total	Retail	Financial Services	CT REIT	Total
Right-of-use asset additions	\$ 501.2	\$ —	\$ 27.0	\$ 528.2	\$ 406.9	\$ —	\$ 13.4	\$ 420.3



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Total assets by reportable operating segment are as follows:

(C\$ in millions)	2022	2021
Retail	\$ 17,729.6	\$ 16,741.9
Financial Services	7,060.4	7,731.4
CT REIT	6,844.8	6,503.1
Eliminations and adjustments	(9,532.5)	(9,174.2)
Total assets¹	\$ 22,102.3	\$ 21,802.2

¹ The Company employs a shared-services model for several of its back-office functions, including finance, information technology, human resources and legal. As a result, expenses relating to these functions are allocated on a systematic and rational basis to the reportable operating segments. The associated assets and liabilities are not allocated among segments in the presented measures of segmented assets and liabilities.

Total liabilities by reportable operating segment are as follows:

(C\$ in millions)	2022	2021
Retail	\$ 10,395.5	\$ 9,876.4
Financial Services	5,883.4	6,555.2
CT REIT	3,017.6	2,825.0
Eliminations and adjustments	(4,233.4)	(3,965.2)
Total liabilities¹	\$ 15,063.1	\$ 15,291.4

¹ The Company employs a shared-services model for several of its back-office functions, including finance, information technology, human resources and legal. As a result, expenses relating to these functions are allocated on a systematic and rational basis to the reportable operating segments. The associated assets and liabilities are not allocated among segments in the presented measures of segmented assets and liabilities.

The eliminations and adjustments include the following items:

- conversion from CT REIT's fair value investment property valuation policy to the Company's cost model, including the recording of depreciation; and
- intersegment eliminations.

7. Cash and Cash Equivalents

Cash and cash equivalents, net of bank indebtedness, comprise the following:

(C\$ in millions)	2022	2021
Cash	\$ 229.1	\$ 1,043.4
Cash equivalents	84.7	691.6
Restricted cash and cash equivalents ¹	17.5	16.7
Total cash and cash equivalents²	\$ 331.3	\$ 1,751.7
Bank indebtedness	(5.0)	—
Cash and cash equivalents, net of bank indebtedness	\$ 326.3	\$ 1,751.7

¹ Restricted cash and cash equivalents of \$14.3 million (January 1, 2022 – \$11.5 million) relates to GCCT and is restricted for the purpose of paying principal and interest to note holders and additional funding costs. \$3.2 million (January 1, 2022 – \$5.2 million) represents Helly Hansen's operational items.

² Included in cash and cash equivalents are amounts held in reserve in support of CTB's liquidity and regulatory requirements (refer to Note 32.1).



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8. Trade and Other Receivables

Trade and other receivables include the following:

(C\$ in millions)	2022	2021
Trade receivables	\$ 865.1	\$ 696.8
Other receivables	237.2	169.5
Net investment in subleases	17.7	17.3
Derivatives (Note 33.2)	189.9	86.8
	\$ 1,309.9	\$ 970.4

Trade receivables are primarily from Dealers, franchisees and Helly Hansen's wholesale customers. This is a large and geographically-dispersed group whose receivables, individually, generally comprise less than one percent of the total balance outstanding. Other receivables are primarily receivables from vendors and tenants, and insurance receivables.

Receivables from Dealers are in the normal course of business and include cost and margin-sharing arrangements. The credit range period on sale of goods is between 1 and 180 days.

9. Loans Receivable

Quantitative information about the Company's loans receivable portfolio is as follows:

(C\$ in millions)	Total principal amount of receivables ¹	
	2022	2021
Credit card loans ²	\$ 6,206.3	\$ 5,549.2
Dealer and other loans ³	474.7	429.1
Total loans receivable	6,681.0	5,978.3
Less: long-term portion ⁴	409.9	365.1
Current portion of loans receivable	\$ 6,271.1	\$ 5,613.2

¹ Amounts shown are net of allowance for loans receivable.

² Includes line of credit loans and are expected to be recovered within one year of the reporting date.

³ Loans issued to certain Dealers by Franchise Trust (refer to Note 22).

⁴ The long-term portion of loans receivable is included in long-term receivables and other assets and includes Dealer loans of \$408.2 million (January 1, 2022 – \$363.4 million).

For the year ended December 31, 2022, cash received from interest earned on credit cards and loans was \$1,070.9 million (January 1, 2022 – \$952.3 million).

Loans to Dealers are secured by the Canadian Tire store assets of the respective Dealers' corporations. The Company's exposure to loans receivable credit risk resides at Franchise Trust and at the Bank. No allowances have been made for Dealer loans given the historical performance and the nature of the collateral. Credit risk at the Bank is influenced mainly by the individual characteristics of each credit card customer. The Bank uses sophisticated credit scoring models, monitoring technology and collection modelling techniques to implement and manage strategies, policies, and limits that are designed to control risk. Loans receivable are generated by a large and geographically-dispersed group of customers. Current credit exposure is limited to the loss that would be incurred if all of the Bank's counterparties were to default at the same time.



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A continuity of the Company's allowances for loans receivable is as follows:

	2022			
(C\$ in millions)	12-month ECL (Stage 1)	Lifetime ECL – not credit-impaired (Stage 2)	Lifetime ECL – credit-impaired (Stage 3)	Total
Balance at January 1, 2022	\$ 435.9	\$ 174.3	\$ 231.3	\$ 841.5
Increase (decrease) during the period				
Write-offs	(10.7)	(21.1)	(387.6)	(419.4)
Recoveries	—	—	85.4	85.4
New loans originated	27.2	—	—	27.2
Transfers				
to Stage 1	70.3	(29.6)	(40.7)	—
to Stage 2	(20.7)	25.9	(5.2)	—
to Stage 3	(26.0)	(20.1)	46.1	—
Net remeasurements	(52.1)	68.0	346.5	362.4
Balance at December 31, 2022	\$ 423.9	\$ 197.4	\$ 275.8	\$ 897.1
	2021			
(C\$ in millions)	12-month ECL (Stage 1)	Lifetime ECL – not credit-impaired (Stage 2)	Lifetime ECL – credit-impaired (Stage 3)	Total
Balance at January 2, 2021	\$ 409.1	\$ 161.3	\$ 293.6	\$ 864.0
Increase (decrease) during the period				
Write-offs	(7.7)	(15.9)	(314.0)	(337.6)
Recoveries	—	—	91.3	91.3
New loans originated	25.5	—	—	25.5
Transfers				
to Stage 1	114.8	(38.0)	(76.8)	—
to Stage 2	(15.4)	23.7	(8.3)	—
to Stage 3	(21.0)	(19.8)	40.8	—
Net remeasurements	(69.4)	63.0	204.7	198.3
Balance at January 1, 2022	\$ 435.9	\$ 174.3	\$ 231.3	\$ 841.5

Credit card loans are considered impaired when a payment is over 90 days past due or there is sufficient doubt regarding the collectability of the outstanding balance. No collateral is held against loans receivable, except for loans to Dealers, as discussed above. The Bank continues to seek recovery on amounts that were written-off during the period, unless the Bank no longer has the right to collect, the receivable has been sold to a third party, or all reasonable efforts to collect have been exhausted.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

The following table sets out information about the credit risk exposure of loans receivable:

	2022			
(C\$ in millions)	Stage 1	Stage 2	Stage 3	Total
Low risk	\$ 3,069.3	\$ 58.9	\$ —	\$ 3,128.2
Moderate risk	2,154.1	109.2	—	2,263.3
High risk	911.9	260.4	539.6	1,711.9
Total gross carrying amount	6,135.3	428.5	539.6	7,103.4
ECL allowance	423.9	197.4	275.8	897.1
Net carrying amount	\$ 5,711.4	\$ 231.1	\$ 263.8	\$ 6,206.3

	2021			
(C\$ in millions)	Stage 1	Stage 2	Stage 3	Total
Low risk	\$ 2,830.3	\$ 57.5	\$ —	\$ 2,887.8
Moderate risk	1,961.8	100.5	—	2,062.3
High risk	779.1	170.0	491.5	1,440.6
Total gross carrying amount	5,571.2	328.0	491.5	6,390.7
ECL allowance	435.9	174.3	231.3	841.5
Net carrying amount	\$ 5,135.3	\$ 153.7	\$ 260.2	\$ 5,549.2

Transfers of Financial Assets

Glacier Credit Card Trust

GCCT is a structured entity created to securitize the Bank's credit card loans receivable. The Bank has transferred co-ownership interest in credit card loans receivable to GCCT and has determined, for the purposes of accounting, consolidation of GCCT is appropriate. The associated liabilities, as at December 31, 2022 and January 1, 2022, secured by these assets, include the commercial paper notes and term notes on the Consolidated Balance Sheets and are carried at amortized cost. The table below sets out the carrying amounts and the fair values of the Bank's transferred credit card loans receivable and the associated liabilities.

	2022		2021	
(C\$ in millions)	Carrying amount	Fair value	Carrying amount	Fair value
Credit card loans receivable transferred ¹	\$ 2,125.3	\$ 2,125.3	\$ 2,234.1	\$ 2,234.1
Associated liabilities	2,120.4	2,045.7	2,229.7	2,256.5
Net position	\$ 4.9	\$ 79.6	\$ 4.4	\$ (22.4)

¹ The fair value measurement of credit card loans receivable is categorized within Level 2 of the fair value hierarchy. For definitions of the levels refer to Note 33.2.

For legal purposes, the co-ownership interests in the Bank's credit card loans receivable owned by GCCT have been sold at law to GCCT and are not available to the creditors of the Bank. Furthermore, GCCT's liabilities are not legal liabilities of the Company.

The Bank has not identified any factors arising from current market circumstances that could lead to a need for the Bank to extend liquidity and/or credit support to GCCT over and above the existing arrangements or that could otherwise change the substance of the Bank's relationship with GCCT. There have been no relevant changes in the capital structure of GCCT since the Bank's assessment for consolidation.

Franchise Trust

The consolidated financial statements include a portion (silo) of Franchise Trust, a legal entity sponsored by a third-party bank that originates and services loans to certain Dealers for their purchases of inventory and fixed assets ("Dealer loans"). The Company has arranged for several major Canadian banks to provide standby LCs to Franchise Trust as credit support for the Dealer loans. Franchise Trust has sold all its rights in the LCs and outstanding Dealer loans to other independent trusts set up by major Canadian banks ("Co-owner Trusts") that raise funds in the capital markets to finance their purchase of these undivided co-ownership interests. Due to the retention of substantially all the risks and rewards relating to these Dealer loans, the transfers are accounted for



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as secured financing transactions. Accordingly, the Company continues to recognize the current portion of these assets in loans receivable and the long-term portion in long-term receivables and other assets and records the associated liability secured by these assets as loans, being the loans that Franchise Trust has incurred to fund the Dealer loans. The Dealer loans and Loans are initially recorded at fair value and subsequently carried at amortized cost.

(C\$ in millions)	2022		2021	
	Carrying amount	Fair value	Carrying amount	Fair value
Dealer loans ¹	\$ 472.9	\$ 472.9	\$ 427.5	\$ 427.5
Associated liabilities (Note 22)	472.9	472.9	427.5	427.5
Net position	\$ —	\$ —	\$ —	\$ —

¹ The fair value measurement of Dealer loans is categorized within Level 2 of the fair value hierarchy. For definitions of the levels refer to Note 33.2

The Dealer loans have been sold at law and are not available to the creditors of the Company. Loans are not legal liabilities of the Company.

If a Dealer defaults on a loan, the Company has the right to purchase such loan from the Co-owner Trusts, at which time the Co-owner Trusts will assign such Dealer's debt instrument and related security documentation to the Company. The assignment of this documentation provides the Company with first-priority security rights over all such Dealer's assets, subject to certain prior ranking statutory claims.

In most cases, the Company expects to recover any payments made to purchase a defaulted loan, including any associated expenses. In the event the Company does not choose to purchase a defaulted Dealer loan, the Co-owner Trusts may draw against the LCs.

The Co-owner Trusts may also draw against the LCs to cover any shortfalls in certain related fees owing to them. In any case, where a draw is made against the LCs, the Company has agreed to reimburse the bank issuing the LCs for the amount so drawn. Refer to Note 34 for further information.

10. Long-Term Receivables and Other Assets

Long-term receivables and other assets include the following:

(C\$ in millions)	2022	2021
Loans receivable (Note 9)	\$ 409.9	\$ 365.1
Net investment in subleases	88.7	94.0
Derivatives (Note 33.2)	107.9	52.6
Mortgages receivable	—	10.0
Other receivables	10.7	9.1
Total long-term receivables	617.2	530.8
Other	59.5	62.7
	\$ 676.7	\$ 593.5

Included in Other in Long-term receivables and other assets is the Company's minority interest in Ashcroft Terminal Ltd., a 320-acre inland transload and storage terminal strategically located at the intersection of both Canadian Pacific Railways Limited and Canadian National Railways Company railway networks in British Columbia. The interest was acquired on July 28, 2021 and comprises the Company's initial investment of \$40 million in addition to adjustments required under the equity method of accounting.



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11. Goodwill and Intangible Assets

The following table presents the changes in cost and accumulated amortization and impairment of the Company's goodwill and intangible assets:

	2022					
	Indefinite-life intangible assets and goodwill			Finite-life intangible assets		
(C\$ in millions)	Goodwill	Banners and trademarks	Franchise agreements and other intangibles	Software	Other intangibles	Total
Cost						
Balance, beginning of year	\$ 880.8	\$ 917.5	\$ 167.7	\$ 1,396.6	\$ 11.7	\$ 3,374.3
Additions	—	—	—	120.1	—	120.1
Disposals/retirements	—	—	—	(2.8)	—	(2.8)
Reclassifications and transfers	—	—	—	1.3	—	1.3
Currency translation adjustment	(13.6)	(15.9)	—	—	—	(29.5)
Balance, end of year	\$ 867.2	\$ 901.6	\$ 167.7	\$ 1,515.2	\$ 11.7	\$ 3,463.4
Accumulated amortization and impairment						
Balance, beginning of year	\$ (4.0)	\$ (16.6)	\$ —	\$ (969.8)	\$ (11.7)	\$ (1,002.1)
Amortization for the year	—	—	—	(122.5)	—	(122.5)
Disposals/retirements	—	—	—	2.8	—	2.8
Balance, end of year	\$ (4.0)	\$ (16.6)	\$ —	\$ (1,089.5)	\$ (11.7)	\$ (1,121.8)
Net carrying amount, end of year	\$ 863.2	\$ 885.0	\$ 167.7	\$ 425.7	\$ —	\$ 2,341.6

	2021					
	Indefinite-life intangible assets and goodwill			Finite-life intangible assets		
(C\$ in millions)	Goodwill	Banners and trademarks	Franchise agreements and other intangibles	Software	Other intangibles	Total
Cost						
Balance, beginning of year	\$ 893.5	\$ 934.1	\$ 167.7	\$ 1,252.3	\$ 11.7	\$ 3,259.3
Additions	—	—	—	148.4	—	148.4
Disposals/retirements	—	—	—	(4.1)	—	(4.1)
Currency translation adjustment	(12.7)	(16.6)	—	—	—	(29.3)
Balance, end of year	\$ 880.8	\$ 917.5	\$ 167.7	\$ 1,396.6	\$ 11.7	\$ 3,374.3
Accumulated amortization and impairment						
Balance, beginning of year	\$ (4.0)	\$ (16.6)	\$ —	\$ (854.2)	\$ (11.7)	\$ (886.5)
Amortization for the year	—	—	—	(119.6)	—	(119.6)
Disposals/retirements	—	—	—	4.0	—	4.0
Balance, end of year	\$ (4.0)	\$ (16.6)	\$ —	\$ (969.8)	\$ (11.7)	\$ (1,002.1)
Net carrying amount, end of year	\$ 876.8	\$ 900.9	\$ 167.7	\$ 426.8	\$ —	\$ 2,372.2

The following table presents the details of the Company's goodwill:

(C\$ in millions)	2022	2021
Helly Hansen	\$ 372.1	\$ 385.7
SportChek	362.5	362.5
Canadian Tire	71.9	71.9
Mark's	56.7	56.7
Total	\$ 863.2	\$ 876.8



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The Company's banners and trademarks, which include SportChek, Mark's, Helly Hansen and Party City and acquired private-label brands, represent legal trademarks of the Company with expiry dates ranging from 2023 to 2038 with further renewals at the Company's election and discretion dependent on use. As the Company currently has no approved plans to change its store banners and intends to continue to use and renew its trademarks and private-label brands at each expiry date for the foreseeable future, there is no foreseeable limit to the period over which the assets are expected to generate net cash inflows. Therefore, these intangible assets are considered to have indefinite useful lives.

Franchise agreements have expiry dates with options to renew, or have indefinite lives. As the Company intends to renew these agreements at each renewal date for the foreseeable future, there is no foreseeable limit to the period over which the franchise agreements and franchise locations will generate net cash inflows. Therefore, these assets are considered to have indefinite useful lives.

Finite-life intangible assets are amortized over a term of two to 10 years.

Borrowing costs capitalized were \$4.5 million (January 1, 2022 – \$2.8 million). The capitalization rate used to determine the amount of borrowing costs capitalized during the year was 4.9 percent (January 1, 2022 – 4.9 percent).

Amortization expense of software and other finite-life intangible assets is included in selling, general and administrative expenses in the Consolidated Statements of Income.

Impairment of Intangible Assets and Subsequent Reversal

The Company performed its annual impairment test on goodwill and indefinite-life intangible assets for all CGUs based on VIU except as noted. The cash flow projections included specific estimates for up to five years and terminal growth rates to extrapolate cash flow projections beyond the period covered by the most recent forecasts, except as noted below.

For all goodwill and intangible assets except those noted, the estimated recoverable amount is based on VIU, which exceeds the carrying amount. A material change in any of the assumptions used in testing goodwill and intangible assets could cause the carrying amount to exceed the estimated recoverable amount.

During 2022, the recoverable amount of goodwill and intangible assets of Helly Hansen was based on fair value less costs of disposal, estimated using discounted cash flows based on an after-tax discount rate and supported by the market multiple approach, under the Guideline Public Company ("GPC") multiples. The fair value measurement was categorized as a Level 3 fair value based on the inputs in the valuation technique. The cash flow projections included specific estimates for seven years, taking into account a terminal value calculated by discounting the final year in perpetuity. A material change in any of the assumptions used in testing Helly Hansen goodwill and intangible assets could cause the carrying amount to exceed the estimated recoverable amount.

The key assumptions used in the estimation of the recoverable amount for all CGUs are set out below.

	2022	2021
Discount rate	8.0 to 11.5 %	6.0 to 9.8 %
Terminal growth rate	2.0 to 3.0 %	2.0 to 3.0 %

There were no impairment charges nor reversal of impairments for indefinite-life and finite-life intangible assets (January 1, 2022 – nil). There were no impairment charges for goodwill (January 1, 2022 – nil).



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12. Investment Property

The following table presents changes in the cost and the accumulated depreciation and impairment on the Company's investment property:

(C\$ in millions)	2022	2021
Cost		
Balance, beginning of year	\$ 534.6	\$ 447.0
Additions	105.0	91.4
Other ¹	(131.5)	(3.8)
Balance, end of year	\$ 508.1	\$ 534.6
Accumulated depreciation and impairment		
Balance, beginning of year	\$ (73.9)	\$ (61.2)
Depreciation for the year	(11.8)	(7.6)
Other ¹	(0.9)	(5.1)
Balance, end of year	\$ (86.6)	\$ (73.9)
Net carrying amount, end of year²	\$ 421.5	\$ 460.7

¹ Other includes disposals, retirements, impairment, reclassifications and transfers. The Company reclassified \$131.4 million (January 1, 2022 – nil) of property including \$0.9 million in accumulated amortization to property and equipment (refer to Note 13).

² Investment property includes \$7.0 million (January 1, 2022 – \$7.9 million) right-of-use assets related to operating subleases where the Company is an intermediate lessor.

The investment properties generated rental income of \$61.0 million (January 1, 2022 – \$56.6 million). Direct operating expenses (including repairs and maintenance) arising from investment property recognized in net income were \$22.1 million (January 1, 2022 – \$20.5 million).

The estimated fair value of investment property was \$567.8 million (January 1, 2022 – \$579.9 million). This recurring fair value measurement is categorized within Level 3 of the fair value hierarchy (refer to Note 33.2 for definition of levels). The Company determines the fair value of investment property by applying a pre-tax discount rate to the annual rental income for the current leases. The discount rate ranged from 4.25 percent to 8.71 percent (January 1, 2022 – 4.25 percent to 9.21¹ percent). The cash flows are for a term of five years, including a terminal value. The Company has real estate management expertise that is used to perform the valuation of investment property and has also completed independent appraisals on certain investment property owned by CT REIT.

Impairment of Investment Property and Subsequent Reversal

Any impairment or reversals of impairment are reported in other expense (income) in the Consolidated Statements of Income. There were no impairment losses nor reversal of impairments for investment property (January 1, 2022 – nil).

¹ The company has restated the discount rate used in the prior year from 8.21 percent to 9.21 percent.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

13. Property and Equipment

The following table presents changes in the cost and the accumulated depreciation and impairment on the Company's property and equipment:

	2022					
(C\$ in millions)	Land	Buildings	Fixtures and equipment	Leasehold improvements	Construction in progress	Total
Cost						
Balance, beginning of year	\$ 1,071.9	\$ 3,683.8	\$ 1,808.0	\$ 1,342.7	\$ 424.6	\$ 8,331.0
Additions	13.9	106.0	153.1	112.5	238.1	623.6
Disposals/retirements ¹	(0.5)	(6.4)	(49.9)	(10.2)	—	(67.0)
Currency translation adjustment	—	—	(0.2)	(0.5)	(0.2)	(0.9)
Other ²	15.4	132.2	(6.9)	(14.2)	(15.5)	111.0
Balance, end of year	\$ 1,100.7	\$ 3,915.6	\$ 1,904.1	\$ 1,430.3	\$ 647.0	\$ 8,997.7
Accumulated depreciation and impairment						
Balance, beginning of year	\$ (7.0)	\$ (1,863.7)	\$ (1,171.5)	\$ (739.5)	\$ —	\$ (3,781.7)
Depreciation for the year	—	(78.7)	(130.9)	(70.5)	—	(280.1)
Net impairment (loss) reversal	0.4	0.3	0.1	(1.1)	—	(0.3)
Disposals/retirements ¹	0.5	5.2	45.3	9.3	—	60.3
Other ²	0.1	(5.8)	0.2	3.7	—	(1.8)
Balance, end of year	\$ (6.0)	\$ (1,942.7)	\$ (1,256.8)	\$ (798.1)	\$ —	\$ (4,003.6)
Net carrying amount, end of year	\$ 1,094.7	\$ 1,972.9	\$ 647.3	\$ 632.2	\$ 647.0	\$ 4,994.1

¹ Current year disposals includes \$40.5 million of assets no longer in use with a net book value of nil.

² Other includes reclassifications, transfers and tenant allowances. The Company reclassified \$131.4 million (January 1, 2022 – nil) of investment property to property and equipment

	2021					
(C\$ in millions)	Land	Buildings	Fixtures and equipment	Leasehold improvements	Construction in progress	Total
Cost						
Balance, beginning of year	\$ 1,072.6	\$ 3,644.3	\$ 1,707.8	\$ 1,291.1	\$ 149.7	\$ 7,865.5
Additions	5.2	37.0	154.4	80.3	287.3	564.2
Disposals/retirements ¹	(1.9)	(3.5)	(46.5)	(12.4)	(2.2)	(66.5)
Currency translation adjustment	—	(0.1)	(0.6)	(0.2)	(0.3)	(1.2)
Other ²	(4.0)	6.1	(7.1)	(16.1)	(9.9)	(31.0)
Balance, end of year	\$ 1,071.9	\$ 3,683.8	\$ 1,808.0	\$ 1,342.7	\$ 424.6	\$ 8,331.0
Accumulated depreciation and impairment						
Balance, beginning of year	\$ (7.0)	\$ (1,793.6)	\$ (1,084.8)	\$ (681.9)	\$ —	\$ (3,567.3)
Depreciation for the year	—	(79.4)	(132.1)	(70.1)	—	(281.6)
Net impairment (loss) reversal	—	—	(0.3)	0.5	—	0.2
Disposals/retirements ¹	—	3.3	45.2	12.1	—	60.6
Other ²	—	6.0	0.5	(0.1)	—	6.4
Balance, end of year	\$ (7.0)	\$ (1,863.7)	\$ (1,171.5)	\$ (739.5)	\$ —	\$ (3,781.7)
Net carrying amount, end of year	\$ 1,064.9	\$ 1,820.1	\$ 636.5	\$ 603.2	\$ 424.6	\$ 4,549.3

¹ Disposals includes \$42.2 million of assets no longer in use with a net book value of nil.

² Other includes reclassifications, transfers and tenant allowances.

The Company capitalized borrowing costs of \$19.3 million (January 1, 2022 – \$9.4 million) relating to property and equipment under construction. The rate used to determine the amount of borrowing costs capitalized during the year was 4.8 percent (January 1, 2022 – 4.8 percent).

Impairment of Property and Equipment and Subsequent Reversal

There was a net impairment of \$0.3 million (January 1, 2022 – reversal of \$0.2 million). Any impairment or reversal of impairment is reported in other expense (income) in the Consolidated Statements of Income.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

14. Leases

14.1 As a Lessee

Extension and termination options are included in a number of leases across the Company particularly for property related leases. These terms are used to maximize the operational flexibility of managing contracts. The majority of the extension and termination options held are exercisable only by the Company and not by the respective lessor.

14.1.1 Right-of-use Assets

The following table presents changes to the carrying amount of the Company's right-of-use assets at the end of the reporting period:

	2022		
(C\$ in millions)	Property	Non-property ¹	Total
Balance, beginning of year	\$ 1,727.0	\$ 59.1	\$ 1,786.1
Additions	499.5	28.7	528.2
Depreciation for the year	(304.8)	(23.8)	(328.6)
Impairment	(1.3)	—	(1.3)
Disposals/retirements and other	(52.4)	—	(52.4)
Balance, end of year	\$ 1,868.0	\$ 64.0	\$ 1,932.0

¹ Non-property leases consist of leased IT equipment, supply chain and transportation related assets.

	2021		
(C\$ in millions)	Property	Non-property ¹	Total
Balance, beginning of year	\$ 1,659.2	\$ 37.5	\$ 1,696.7
Additions	380.5	39.8	420.3
Depreciation for the year	(274.5)	(18.2)	(292.7)
Reversal of Impairment	1.2	—	1.2
Disposals/retirements and other	(39.4)	—	(39.4)
Balance, end of year	\$ 1,727.0	\$ 59.1	\$ 1,786.1

¹ Non-property leases consist of leased IT equipment, supply chain and transportation related assets.

Impairment of Right-of-use Assets and Subsequent Reversal

There was an impairment charge of \$1.3 million (January 1, 2022 – reversal of \$1.2 million). Any impairment or reversal of impairment is reported in other expense (income) in the Consolidated Statements of Income.

14.1.2 Undiscounted Cash Flows

The annual lease payments for property and non-property leases are as follows:

(C\$ in millions)	2022		2021
Less than one year	\$	483.0	\$ 419.0
One to five years		1,481.8	1,474.2
More than five years		1,125.6	937.7
Total undiscounted lease obligation ¹	\$	3,090.4	\$ 2,830.9

¹ Excludes \$451.8 million (January 1, 2022 – \$66.2 million) commitment for lease agreements signed but not yet commenced.

14.2 As a Lessor

The Company leases out a number of its investment properties (refer to Note 12) and has certain sublease arrangements with the majority having an option to renew after the expiry date. The lessee does not have an option to purchase the property at the expiry of the lease period.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

14.2.1 Net Investment in Subleases

The table below summarizes the Company's contractual cash flows from its net investment in subleases.

(C\$ in millions)		2022	2021
Less than one year	\$	21.9	\$ 21.6
One to two years		21.1	19.1
Two to three years		21.2	19.8
Three to four years		16.8	19.4
Four to five years		13.3	14.2
More than five years		24.8	32.4
Total undiscounted lease payments receivable		119.1	126.5
Unearned finance income		(12.7)	(15.2)
Net investment in subleases	\$	106.4	\$ 111.3

14.2.2 Operating Leases

The table below summarizes the Company's future undiscounted annual minimum lease payments receivable from lessees under non-cancellable operating leases.

(C\$ in millions)		2022	2021
Less than one year	\$	34.3	\$ 32.7
One to two years		31.3	28.3
Two to three years		28.7	25.4
Three to four years		25.2	23.0
Four to five years		19.5	19.9
More than five years		68.9	73.2
Total	\$	207.9	\$ 202.5



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

15. Subsidiaries

15.1 Control of Subsidiaries and Composition of the Company

These Consolidated Financial Statements include entities controlled by Canadian Tire Corporation. Control exists when the Company has the ability to direct the relevant activities of the entity, has exposure or rights to variable returns from its involvement with the entity, and is able to use its power over the entity to affect its returns from the entity. The financial statements of these entities are included in these consolidated financial statements from the date that control commences until the date that control ceases. Details of the Company's significant entities are as follows:

Name of subsidiary	Principal activity	Country of incorporation and operation	Ownership Interest	
			2022	2021
CTFS Holdings Limited ¹	Marketing of insurance products, processing credit card transactions at Canadian Tire Retail Banners, banking and reinsurance	Canada	80.0 %	80.0 %
Canadian Tire Real Estate Limited	Real estate	Canada	100.0 %	100.0 %
CT Real Estate Investment Trust	Real estate	Canada	68.7 %	69.0 %
FGL Sports Ltd. ("SportChek") ²	Retailer of sporting equipment, apparel and footwear	Canada	100.0 %	100.0 %
Franchise Trust ³	Canadian Tire Dealer Loan Program	Canada	0.0 %	0.0 %
Glacier Credit Card Trust ⁴	Financing program to purchase co-ownership interests in the Bank's credit card loans	Canada	0.0 %	0.0 %
Mark's Work Wearhouse Ltd.	Retailer of clothing and footwear	Canada	100.0 %	100.0 %
Helly Hansen Group AS	Holding company for "Helly Hansen" branded global wholesaler of sportswear and workwear	Norway	100.0 %	100.0 %

¹ Legal entity CTFS Holdings Limited, incorporated in 2014, is the parent company of CTB and CTFS Bermuda Ltd. CTB's principal activity is banking, marketing of insurance products and processing credit card transactions at the Company's stores. CTFS Bermuda Ltd.'s principal activity is reinsurance.

² "SportChek" refers to the retail business carried on by FGL Sports Ltd., including stores operated under the SportChek, Sports Experts, Atmosphere, National Sports, Sports Rousseau and Hockey Experts names and trademarks.

³ Franchise Trust is a legal entity sponsored by a third-party bank that originates loans to certain Dealers under the Dealer Loan program. The Company does not have any share ownership in Franchise Trust; however, the Company has determined that it has the ability to direct the relevant activities and returns on the silo of assets and liabilities of Franchise Trust that relate to the Canadian Tire Dealer Loan Program. As the Company has control over this silo of assets and liabilities, it is consolidated in these financial statements.

⁴ GCCT was formed to meet specific business needs of the Company, namely to buy co-ownership interests in the Company's credit card loans receivable. GCCT issues debt to third-party investors to fund such purchases. The Company does not have any share ownership in GCCT; however, the Company has determined that it has the ability to direct the relevant activities and returns of GCCT. As the Company has control over GCCT, it is consolidated in these financial statements.

15.2 Details of Non-wholly Owned Subsidiaries that have Non-Controlling Interests

The portion of net assets and income attributable to third parties is reported as non-controlling interests and net income attributable to non-controlling interests in the Consolidated Balance Sheets and Consolidated Statements of Income, respectively. The non-controlling interests of CT REIT and CTFS Holdings Limited were initially measured at fair value on the date of acquisition.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

The following table summarizes the information relating to non-controlling interests:

	2022			
(C\$ in millions)	CTFS Holdings Limited ¹	CT REIT ²	Other ³	Total
Non-controlling interests	20.0 %	31.3 %	50.0 %	
Current assets	\$ 6,790.6	\$ 10.0	\$ 23.4	\$ 6,824.0
Non-current assets	269.8	6,834.9	47.1	7,151.8
Current liabilities	2,626.2	278.7	9.9	2,914.8
Non-current liabilities	3,257.2	2,739.0	35.9	6,032.1
Net assets	1,177.0	3,827.2	24.7	5,028.9
Revenue	\$ 1,512.7	\$ 532.8	\$ 282.5	\$ 2,328.0
Net income attributable to non-controlling interests	\$ 64.3	\$ 68.6	\$ 5.8	\$ 138.7
Equity attributable to non-controlling interests	532.6	877.9	10.2	1,420.7
Distributions to non-controlling interests	(76.4)	(62.4)	(4.4)	(143.2)

¹ Net income attributable to non-controlling interests is based on the net income of CTFS Holdings Limited adjusted for contractual requirements as stipulated in the Universal Shareholder Agreement.

² Net income attributable to non-controlling interests is based on net income of CT REIT adjusted to convert to the Company's cost method, including recording of depreciation.

³ Net income attributable to non-controlling interests is based on net income of the subsidiary adjusted for contractual requirements as stipulated in the ownership agreement.

	2021			
(C\$ in millions)	CTFS Holdings Limited ¹	CT REIT ²	Other ³	Total
Non-controlling interests	20.0 %	31 %	50.0 %	
Current assets	\$ 7,348.1	\$ 7.1	\$ 22.9	\$ 7,378.1
Non-current assets	383.2	6,493.7	49.6	6,926.5
Current liabilities	2,902.7	300.7	13.9	3,217.3
Non-current liabilities	3,652.5	2,522.0	39.4	6,213.9
Net assets	1,176.1	3,678.1	19.2	4,873.4
Revenue	\$ 1,341.4	\$ 514.5	\$ 198.9	\$ 2,054.8
Net income attributable to non-controlling interests	\$ 62.7	\$ 66.6	\$ 3.8	\$ 133.1
Equity attributable to non-controlling interests	525.9	852.3	8.8	1,387.0
Distributions to non-controlling interests	(41.6)	(59.1)	(2.8)	(103.5)

¹ Net income attributable to non-controlling interests is based on the net income of CTFS Holdings Limited adjusted for contractual requirements as stipulated in the Universal Shareholder agreement.

² Net income attributable to non-controlling interests is based on net income of CT REIT adjusted to convert to the Company's cost method, including recording of depreciation.

³ Net income attributable to non-controlling interests is based on net income of the subsidiary adjusted for contractual requirements as stipulated in the ownership agreement.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

16. Income Taxes

16.1 Deferred Income Tax Assets and Liabilities

The amount of deferred tax assets or liabilities recognized in the Consolidated Balance Sheets and the corresponding movement recognized in the Consolidated Statements of Income, Consolidated Statements of Changes in Equity, or resulting from a business combination is as follows:

	2022				
(C\$ in millions)	Balance, beginning of year	Recognized in profit or loss	Recognized in other comprehensive income	Recognized in equity	Balance, end of year
Provisions, deferred revenue and reserves	\$ 206.8	\$ 2.4	\$ —	\$ 0.1	\$ 209.3
Property and equipment	(76.5)	(6.7)	—	0.3	(82.9)
Intangible assets	(282.2)	5.5	—	3.7	(273.0)
Employee benefits	52.0	1.3	(14.7)	—	38.6
Cash flow hedges	10.6	—	(90.8)	29.4	(50.8)
Right-of-use asset and lease liabilities	142.4	(9.2)	—	—	133.2
Non-capital losses carryforward	39.5	(4.8)	—	(1.8)	32.9
Other	0.2	2.4	—	1.4	4.0
Net deferred tax asset (liability) [†]	\$ 92.8	\$ (9.1)	\$ (105.5)	\$ 33.1	\$ 11.3

[†] Includes the net amount of deferred tax assets of \$143.4 million and deferred tax liabilities of \$132.1 million.

	2021				
(C\$ in millions)	Balance, beginning of year	Recognized in profit or loss	Recognized in other comprehensive income	Recognized in equity	Balance, end of year
Provisions, deferred revenue and reserves	\$ 199.8	\$ 7.0	\$ —	\$ —	\$ 206.8
Property and equipment	(54.1)	(22.7)	—	0.3	(76.5)
Intangible assets	(275.1)	(10.4)	—	3.3	(282.2)
Employee benefits	50.9	0.9	0.2	—	52.0
Cash flow hedges	49.0	—	(9.6)	(28.8)	10.6
Right-of-use asset and lease liabilities	153.7	(11.3)	—	—	142.4
Non-capital losses carryforward	44.5	(4.0)	—	(1.0)	39.5
Other	8.0	(7.7)	—	(0.1)	0.2
Net deferred tax asset (liability) [†]	\$ 176.7	\$ (48.2)	\$ (9.4)	\$ (26.3)	\$ 92.8

[†] Includes the net amount of deferred tax assets of \$218.7 million and deferred tax liabilities of \$125.9 million.

No deferred tax is recognized on the amount of temporary differences arising from the difference between the carrying amount of the investment in subsidiaries, branches and associates and interests in joint arrangements accounted for in these consolidated financial statements and the cost amount for tax purposes of the investment. The Company is able to control the timing of the reversal of these temporary differences and believes it is probable that they will not reverse in the foreseeable future. The amount of these taxable temporary differences was approximately \$2.5 billion at December 31, 2022 (January 1, 2022 – \$2.5 billion).

No deferred tax asset is recognized for the carryforward of unused tax losses and unused tax credits to the extent that it is not probable that future taxable profit will be available against which to use the unused tax losses and tax credits. The amount of these deductible temporary differences was approximately \$178.8 million at December 31, 2022 (January 1, 2022 – \$160.5 million).



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

16.2 Income Tax Expense

The following are the major components of income tax expense:

(C\$ in millions)	2022	2021
Current tax expense		
Current period	\$ 402.3	\$ 434.9
Adjustments with respect to prior years	(10.4)	(41.9)
	\$ 391.9	\$ 393.0
Deferred tax expense (benefit)		
Deferred income tax expense relating to the origination and reversal of temporary differences	\$ 4.8	\$ 10.9
Deferred income tax expense adjustments with respect to prior years	9.6	37.0
Deferred income tax (benefit) expense resulting from change in tax rate	(5.3)	0.3
	9.1	48.2
Total income tax expense	\$ 401.0	\$ 441.2

Income tax expense recognized in other comprehensive income was as follows:

(C\$ in millions)	2022	2021
Net fair value gains on hedging instruments entered into for cash flow hedges not subject to basis adjustment	\$ 28.7	\$ 1.9
Deferred cost of hedging not subject to basis adjustment – Changes in fair value of the time value of an option in relation to time-period related hedged items	1.6	0.5
Reclassification of losses to income	2.2	5.1
Net fair value gains on hedging instruments entered into for cash flow hedges subject to basis adjustment	58.3	2.1
Actuarial gains (losses)	14.7	(0.2)
Total income tax expense	\$ 105.5	\$ 9.4

Reconciliation of Income Tax Expense

Income taxes in the Consolidated Statements of Income vary from amounts that would be computed by applying the statutory income tax rate for the following reasons:

(C\$ in millions)	2022	2021
Income before income taxes	\$ 1,583.8	\$ 1,701.9
Income taxes based on the applicable statutory tax rate of 26.42% (January 1, 2022 – 26.42%)	\$ 418.4	\$ 449.7
Adjustment to income taxes resulting from:		
Income attributable to non-controlling interests in flow-through entities	(19.5)	(18.4)
Non-deductible stock option expense	(6.4)	15.1
Changes in tax rates ¹	(5.3)	0.3
Non-taxable portion of capital gains	(1.6)	(1.5)
Tax losses not benefitted ¹	5.7	4.1
Write off of Russia net assets not benefitted	4.7	—
Other ¹	5.0	(8.1)
Income tax expense	\$ 401.0	\$ 441.2

¹ Certain prior year figures have been restated to conform to the current year presentation.

The applicable statutory tax rate is the aggregate of the Canadian federal income tax rate of 15.0 percent (January 1, 2022 – 15.0 percent) and the Canadian provincial income tax rate of 11.42 percent (January 1, 2022 – 11.42 percent).



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

In the ordinary course of business, the Company is subject to ongoing audits by tax authorities. While the Company has determined that its tax filing positions are appropriate and supportable, occasionally certain matters are reviewed and challenged by the tax authorities.

The Company regularly reviews the potential for adverse outcomes with respect to tax matters. The Company believes that their ultimate disposition will not have a material adverse effect on its liquidity, Consolidated Balance Sheets, or net income because the Company has determined that it has adequate provision for these tax matters. Should the ultimate tax liability materially differ from the provision, the Company's effective tax rate and its earnings could be affected positively or negatively in the period in which the matters are resolved.

17. Deposits

Total deposits of \$2,965.7 million (January 1, 2022 - \$3,893.7 million) consist of broker deposits and retail deposits.

Cash from broker deposits is generated from GIC offerings through broker channels rather than direct receipts from retail customers. Broker deposits are offered for varying terms ranging from 30 days to five years and issued broker GICs are non-redeemable prior to maturity (except in rare circumstances). Total short-term and long-term broker deposits outstanding at December 31, 2022, were \$2,255.3 million (January 1, 2022 - \$2,523.6 million).

Retail deposits consist of HIS deposits, retail GICs and TFSA deposits. Total retail deposits outstanding at December 31, 2022, were \$710.4 million (January 1, 2022 - \$1,370.1 million).

For repayment requirements of deposits refer to Note 5.4. The following are the effective rates of interest:

	2022	2021
GIC deposits	2.87 %	2.72 %
HIS account deposits	1.62 %	1.52 %

18. Trade and Other Payables

Trade and other payables include the following:

(C\$ in millions)	2022	2021
Trade payables and accrued liabilities	\$ 2,656.0	\$ 2,369.2
Derivatives (Note 33.2)	74.5	15.5
Financial liabilities	2,730.5	2,384.7
Deferred revenue	316.4	291.2
Insurance reserve	5.6	6.2
Other	148.4	232.2
	\$ 3,200.9	\$ 2,914.3

Deferred revenue consists mainly of unearned revenue relating to gift cards and customer loyalty program rewards. Deferred revenue will be recognized as revenue as the customer utilizes gift cards and loyalty rewards are redeemed. The majority of deferred revenue is expected to be redeemed within one year from issuance. \$266.7 million included in deferred revenue at the beginning of the period was recognized as revenue in 2022 (January 1, 2022 - \$222.4 million).

Other consists primarily of the short-term portion of share-based payment transactions and sales taxes payable.

The payment terms for trade payables range from due immediately to 180 days (January 1, 2022 - one to 180 days).



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

19. Provisions

The following table presents the changes to the Company's provisions:

	2022			
(C\$ in millions)	Sales and warranty returns	Site restoration and decommissioning	Other	Total
Balance, beginning of year	\$ 193.7	\$ 45.1	\$ 20.5	\$ 259.3
Charges, net of reversals	667.8	9.9	13.6	691.3
Utilizations	(663.4)	(8.7)	(8.1)	(680.2)
Discount adjustments	2.7	(9.8)	—	(7.1)
Balance, end of year	\$ 200.8	\$ 36.5	\$ 26.0	\$ 263.3
Current provisions	189.4	4.4	3.4	197.2
Long-term provisions	11.4	32.1	22.6	66.1

20. Contingencies

Legal Matters

The Company is party to a number of legal and regulatory proceedings and has determined that each such proceeding constitutes a routine matter incidental to the business it conducts, and that the ultimate disposition of the proceedings will not have a material effect on its consolidated net income, cash flows, or financial position.

21. Short-Term Borrowings

Short-term borrowings include commercial paper notes issued by the Company and GCCT, note purchase facility borrowings issued by GCCT, and borrowings on its committed bank lines of credit. Short-term borrowings may bear interest payable monthly at maturity or be sold at a discount and mature at face value.

The commercial paper notes are short-term notes issued with varying original maturities of one year or less for GCCT's ABCP and 270 days or less for the Company's U.S. CP at interest rates fixed at the time of each renewal and are recorded at amortized cost. As at December 31, 2022, GCCT had \$51.2 million of ABCP outstanding (January 1, 2022 – \$50.1 million) and the Company had \$21.7 million of C\$ equivalent U.S. CP outstanding (January 1, 2022 – nil).

As at December 31, 2022, the Company (excluding Helly Hansen) had no borrowings on its unsecured committed bank lines of credit (January 1, 2022 – nil), Helly Hansen had no borrowings on its committed line of credit (January 1, 2022 – \$58.0 million C\$ equivalent), CT REIT had \$99.9 million of borrowings under its unsecured committed bank line of credit (January 1, 2022 – nil), and CTB had \$403.4 million of borrowings under its unsecured committed bank line of credit and note purchase facilities (January 1, 2022 – nil).



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

22. Loans

Franchise Trust, a special purpose entity, is a legal entity sponsored by a third-party bank that originates loans to certain Dealers. Loans are what Franchise Trust incurs to fund Dealer loans, which are secured by such Dealers' store assets. These loans are not direct legal liabilities of the Company but have been consolidated in the accounts of the Company as the Company effectively controls the silo of Franchise Trust containing the Canadian Tire Dealer Loan Program (refer to note 15.1). Loans, which are initially recognized at fair value and are subsequently measured at amortized cost, are due within one year.

23. Long-Term Debt

Long-term debt includes the following:

(C\$ in millions)	2022		2021	
	Face value	Carrying amount	Face value	Carrying amount
Medium-term notes (CTC)				
3.167% due July 6, 2023	400.0	399.8	400.0	399.6
6.500% due April 13, 2028	150.0	150.9	150.0	150.9
6.570% due February 24, 2034	200.0	201.7	200.0	201.5
5.610% due September 4, 2035	200.0	199.7	200.0	199.7
Debentures (CT REIT)				
Series A, 2.852% due June 9, 2022	—	—	150.0	149.9
Series B, 3.527% due June 9, 2025	200.0	199.6	200.0	199.4
Series D, 3.289% due June 1, 2026	200.0	199.5	200.0	199.4
Series E, 3.469% due June 16, 2027	175.0	174.5	175.0	174.4
Series F, 3.865% due December 7, 2027	200.0	199.3	200.0	199.2
Series G, 2.371%, January 6, 2031	150.0	149.2	150.0	149.1
Series H, 3.029%, February 5, 2029	250.0	248.7	—	—
Senior asset-backed term notes (GCCT)				
Series 2017-1, 2.048%, September 20, 2022 ¹	—	—	523.6	523.3
Series 2018-1, 3.138%, September 20, 2023 ¹	546.0	545.6	546.0	545.0
Series 2019-1, 2.280%, June 6, 2024 ¹	523.6	522.8	523.6	522.5
Series 2020-1, 1.388%, September 22, 2025 ¹	448.8	447.6	448.8	447.1
Series 2022-1, 4.958%, September 20, 2027 ¹	420.8	418.6	—	—
Subordinated asset-backed term notes (GCCT)				
Series 2017-1, 3.298%, September 20, 2022 ¹	—	—	36.4	36.4
Series 2018-1, 4.138%, September 20, 2023 ¹	38.0	38.0	38.0	38.0
Series 2019-1, 3.430%, June 6, 2024 ¹	36.4	36.4	36.4	36.4
Series 2020-1, 2.438%, September 22, 2025 ¹	31.2	31.2	31.2	31.2
Series 2022-1, 6.108%, September 20, 2027 ¹	29.3	29.3	—	—
Mortgages	64.9	65.3	75.0	75.5
Total debt	\$ 4,264.0	\$ 4,257.7	\$ 4,284.0	\$ 4,278.5
Current	1,040.2	1,040.2	719.8	719.8
Non-current	3,223.8	3,217.5	3,564.2	3,558.7

¹ The expected repayment date as defined in the series supplemental indenture.

The carrying amount of long-term debt is net of debt issuance costs of \$11.7 million (January 1, 2022 – \$11.0 million).



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Senior and Subordinated Credit Card Asset-Backed Term Notes (GCCT)

The asset-backed senior and subordinated term notes issued by GCCT are securitized by a co-ownership interest in a pool of loans receivable that are owing by selected credit card customer accounts of the Bank ("Securitized Pool"). These notes are recorded at amortized cost using the effective interest method.

Subject to the payment of certain priority amounts, the senior asset-backed term notes of a series have recourse on a priority basis to the allocable collections from such series' co-ownership interest in the Securitized Pool. The subordinated asset-backed term notes of such series have recourse to such series' allocable collections on a subordinated basis to the senior asset-backed term notes of such series in terms of the priority of payment of principal and, in some circumstances, interest. The entitlement of noteholders and other parties to such assets is governed by the priority and payment provisions set forth in GCCT's Trust Indenture dated as of November 29, 1995, as amended, and the related series supplements under which the outstanding series of notes were issued as well as the series purchase agreements which set forth the Bank's overcollateralization credit enhancement.

Repayment of the principal of the series 2018-1, 2019-1, 2020-1 and 2022-1 asset-backed term notes is scheduled for the expected repayment dates indicated in the preceding table. None of the GCCT's asset-backed term notes are otherwise early redeemable by GCCT or the Bank. During a contractual liquidation period prior to the expected repayment date of a particular series' notes, collections from the Securitized Pool allocable to GCCT with respect to the liquidating series as well as all outstanding series in their revolving periods will be accumulated by the custodian. If any amount remained owing after the expected repayment date, collections from the Securitized Pool allocable to GCCT with respect to the liquidating series as well as any outstanding series in their revolving periods will be applied to pay such amount until a specified termination date.

Principal repayments may commence earlier than a series' expected repayment date (an amortization period) if certain events occur including:

- the Bank failing to make required payments to GCCT or failing to meet covenant or other contractual terms;
- the performance of the Securitized Pool failing to achieve set criteria; and
- insufficient credit card loans receivable in the Securitized Pool.

None of these events occurred in the Bank's year ended December 31, 2022 and 2021.

Medium-Term Notes and Debentures

Medium-term notes and debentures are unsecured and those issued by the Company and CT REIT with initial terms greater than two years are redeemable by the Company or CT REIT, as applicable, in whole or in part, at any time, at the greater of par or a formula price based upon interest rates at the time of redemption.

Mortgages

Mortgages payable as at December 31, 2022 had a weighted average interest rate of 5.49% percent and have maturity dates that range from March 10, 2023 to March 1, 2026.

24. Other Long-Term Liabilities

Other long-term liabilities include the following:

(C\$ in millions)		2022	2021
Redeemable financial instrument ¹	\$	567.0	\$ 567.0
Employment Benefits (Note 25)		146.7	198.8
Derivatives (Note 33.2)		4.4	10.5
Other		16.5	74.3
	\$	734.6	\$ 850.6

¹ A financial liability; refer to Note 33 for further information on the redeemable financial instrument.

Other primarily includes the long-term portion of share-based payment transactions.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

25. Employment Benefits

Profit-Sharing Program

The Company has a profit-sharing program for certain employees. The amount awarded to employees is contingent on the Company's profitability but shall be equal to at least one percent of the Company's previous year's net profits after income tax. A portion of the award ("Base Award") is contributed to a DPSP for the benefit of the employees. The maximum amount of the Company's Base Award contribution to the DPSP per employee per year is subject to limits set by the Income Tax Act. Each participating employee is required to invest and maintain 10 percent of the Base Award in a Company share fund of the DPSP. The share fund holds both Common Shares and Class A Non-Voting Shares. The Company's contributions to the DPSP, with respect to each employee, vest 20 percent after one year of continuous service and 100 percent after two years of continuous service.

In 2022, the Company contributed \$28.0 million (January 1, 2022 – \$27.7 million) under the terms of the DPSP.

Defined Benefit Plan

The Company provides certain health care, dental care, life insurance and other benefits to certain retired employees pursuant to Company policy. The Company does not have a pension plan. Information about the Company's defined benefit plan is as follows:

(C\$ in millions)	2022	2021
Change in the present value of defined benefit obligation		
Defined benefit obligation, beginning of year	\$ 198.8	\$ 194.7
Current service cost	2.3	2.5
Interest cost	5.9	5.0
Actuarial loss arising from changes in demographic assumptions	—	4.5
Actuarial (gain) arising from changes in financial assumptions	(54.5)	(10.4)
Actuarial (gain) loss arising from changes in experience assumptions	(1.5)	6.8
Benefits paid	(4.3)	(4.3)
Defined benefit obligation, end of year ¹	\$ 146.7	\$ 198.8

¹ The accrued benefit obligation is not funded because funding is provided when benefits are paid. Accordingly, there are no plan assets.

Significant actuarial assumptions used:

	2022	2021
Defined benefit obligation, end of year:		
Discount rate	5.10 %	3.00 %
Net benefit plan expense for the year:		
Discount rate	3.00 %	2.60 %

For measurement purposes, a 3.33 percent weighted average health care cost trend rate is assumed for 2022 (January 1, 2022 – 3.38 percent). The rate is assumed to decrease gradually to 1.90 percent for 2040 and remain at that level thereafter.

The December 31, 2022 actuarial valuation was extrapolated from the actuarial valuation performed as of January 1, 2022.

The cumulative amount of actuarial losses before tax recognized in equity at December 31, 2022, was \$21.8 million (January 1, 2022 – \$77.8 million).

Sensitivity Analysis:

The Company's defined benefit plan is exposed to actuarial risks such as the health care cost trend rate, the discount rate and the life expectancy assumptions. The following table provides the sensitivity of the defined



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

benefit obligation to these assumptions. For each sensitivity test, the impact of a reasonably possible change in a single factor is shown with other assumptions left unchanged.

(C\$ in millions)	2022	
Sensitivity analysis	Accrued benefit obligation	
	Increase	Decrease
A fifty basis point change in assumed discount rates	\$ (9.4)	\$ 10.5
A one-percentage-point change in assumed health care cost trend rates	12.6	(10.9)
A one-year change in assumed life expectancy	3.0	(3.1)

The weighted-average duration of the defined benefit plan obligation at December 31, 2022 is 13.6 years (January 1, 2022 – 16.6 years).

26. Share Capital

Share capital consists of the following:

(C\$ in millions)	2022	2021
Authorized		
3,423,366 Common Shares		
100,000,000 Class A Non-Voting Shares		
Issued		
3,423,366 Common Shares (2021 – 3,423,366)	\$ 0.2	\$ 0.2
54,276,998 Class A Non-Voting Shares (2021 – 56,723,758)	587.6	593.4
	\$ 587.8	\$ 593.6

All issued shares are fully paid. The Company does not hold any of its Common or Class A Non-Voting Shares. Neither the Common nor the Class A Non-Voting Shares has a par value.

During 2022 and 2021, the Company issued and purchased Class A Non-Voting Shares. The Company's share purchases were made pursuant to its Normal-Course Issuer Bid ("NCIB") program, in connection with its anti-dilutive policy and announced share purchase intentions.

During the fourth quarter of 2022, the Company entered into an automatic securities purchase plan ("ASPP") and provided notice to its broker to purchase Class A Non-Voting Shares under the NCIB during the Company's blackout period starting January 1, 2023. As at December 31, 2022, the maximum obligation to purchase \$106.7 million Class A Non-Voting Shares (January 1, 2022 – \$163.2 million) under the ASPP was recognized in trade and other payables.

The following transactions occurred with respect to Class A Non-Voting Shares during 2022 and 2021:

(C\$ in millions)	2022		2021	
	Number	\$	Number	\$
Shares outstanding at beginning of the year	56,723,758	\$ 593.4	57,383,758	\$ 596.8
Issued under the dividend reinvestment plan	121,009	19.8	81,715	14.7
Purchased ¹	(2,567,769)	(425.4)	(741,715)	(131.1)
Change in accrued liability for ASPP commitment	—	2.1	—	(10.2)
Excess of purchase price over average cost	—	397.7	—	123.2
Shares outstanding at end of the period	54,276,998	\$ 587.6	56,723,758	\$ 593.4

¹ Purchased shares, pursuant to the Company's NCIB program, have been restored to the status of authorized but unissued shares. The Company records shares purchased on a transaction date basis.



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Conditions of Class A Non-Voting Shares and Common Shares

The holders of Class A Non-Voting Shares are entitled to receive a fixed cumulative preferential dividend at the rate of \$0.01 per share per annum. After payment of fixed cumulative preferential dividends at the rate of \$0.01 per share per annum on each of the Class A Non-Voting Shares with respect to the current year and each preceding year and payment of a non-cumulative dividend on each of the Common Shares with respect to the current year at the same rate, the holders of the Class A Non-Voting Shares and the Common Shares are entitled to further dividends declared and paid in equal amounts per share without preference or distinction or priority of one share over another.

In the event of the liquidation, dissolution, or winding up of the Company, all of the property of the Company available for distribution to the holders of the Class A Non-Voting Shares and the Common Shares shall be paid or distributed equally, share for share, to the holders of the Class A Non-Voting Shares and to the holders of the Common Shares without preference or distinction or priority of one share over another.

The holders of Class A Non-Voting Shares are entitled to receive notice of and to attend all meetings of the shareholders; however, except as provided by the *Business Corporations Act* (Ontario) and as hereinafter noted, they are not entitled to vote at those meetings. Holders of Class A Non-Voting Shares, voting separately as a class, are entitled to elect the greater of (i) three Directors or (ii) one-fifth of the total number of the Company's Directors.

The holders of Common Shares are entitled to receive notice of, to attend and to have one vote for each Common Share held at all meetings of holders of Common Shares, subject only to the restriction on the right to elect those directors who are elected by the holders of Class A Non-Voting Shares as set out above.

Common Shares can be converted, at any time and at the option of each holder of Common Shares, into Class A Non-Voting Shares on a share-for-share basis. The authorized number of shares of either class cannot be increased without the approval of the holders of at least two-thirds of the shares of each class represented and voted at a meeting of the shareholders called for the purpose of considering such an increase. Neither the Class A Non-Voting Shares nor the Common Shares can be changed in any manner whatsoever, whether by way of subdivision, consolidation, reclassification, exchange, or otherwise, unless at the same time the other class of shares is also changed in the same manner and in the same proportion.

Should an offer to purchase Common Shares be made to all, or substantially all of the holders of Common Shares, or be required by applicable securities legislation or by the Toronto Stock Exchange to be made to all holders of Common Shares in Ontario and should a majority of the Common Shares then issued and outstanding be tendered and taken up pursuant to such offer, the Class A Non-Voting Shares shall thereupon and thereafter be entitled to one vote per share at all meetings of the shareholders and thereafter the Class A Non-Voting Shares shall be designated as Class A Shares. The foregoing voting entitlement applicable to Class A Non-Voting Shares would not apply in the case where an offer is made to purchase both Class A Non-Voting Shares and Common Shares at the same price per share and on the same terms and conditions.

The foregoing is a summary of certain conditions attached to the Class A Non-Voting Shares of the Company and reference should be made to the Company's articles of amendment dated December 15, 1983 for a full statement of such conditions, which are available on SEDAR at www.sedar.com.

As of December 31, 2022, the Company had dividends declared and payable to holders of Class A Non-Voting Shares and Common Shares of \$99.5 million (January 1, 2022 – \$78.2 million) at a rate of \$1.7250 per share (January 1, 2022 – \$1.3000 per share).

On February 15, 2023 the Company's Board of Directors declared a dividend of \$1.7250 per share payable on June 1, 2023 to shareholders of record as of April 30, 2023.

Dividends per share declared were \$6.2750 in 2022 (January 1, 2022 – \$4.8250).

The dilutive effect of employee stock options is 353,555 (January 1, 2022 – 600,632).



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27. Share-Based Payments

The Company's share-based payment plans are described below.

Stock Options

The Company granted stock options to certain employees that enable such employees to exercise those stock options and subscribe for Class A Non-Voting Shares or surrender their options and receive a cash payment. Such cash payment is calculated as the difference between the fair market value of Class A Non-Voting Shares as at the surrender date and the exercise price of the option. Stock options vest over a three-year period. All outstanding stock options have a term of seven years. At December 31, 2022, and January 1, 2022, the aggregate number of Class A Non-Voting Shares authorized for issuance under the stock option plan was 3.4 million.

Stock option transactions during 2022 and 2021 were as follows:

	2022		2021	
	Number of options	Weighted average exercise price	Number of options	Weighted average exercise price
Outstanding at beginning of year	1,323,987	\$ 118.91	1,945,328	\$ 115.67
Granted	226,744	187.25	224,448	174.11
Exercised and surrendered ¹	(210,564)	108.17	(768,440)	128.55
Forfeited	(47,158)	129.53	(77,349)	101.89
Outstanding at end of year	1,293,009	\$ 132.26	1,323,987	\$ 118.91
Stock options exercisable at end of year	310,215		462,950	

¹ The weighted average market price of the Company's shares when the options were exercised in 2022 was \$183.44 (January 1, 2022 – \$194.70).

The following table summarizes information about stock options outstanding and exercisable at December 31, 2022:

Range of exercise prices	Options outstanding			Options exercisable	
	Number of outstanding options	Weighted average remaining contractual life ¹	Weighted average exercise price	Number of exercisable options	Weighted average exercise price
\$ 187.25	219,538	6.24	\$ 187.25	—	—
177.09	93,837	2.16	177.09	—	—
173.14	200,643	5.21	173.14	—	—
156.29	66,390	1.16	156.29	—	—
144.35	148,723	3.15	144.35	—	—
129.92	23,583	0.16	129.92	23,583	129.92
80.49	540,295	4.23	80.49	286,632	80.49
\$ 80.49 to 187.25	1,293,009	4.22	\$ 132.26	310,215	\$ 84.25

¹ Weighted average remaining contractual life is expressed in years.

Performance Share Units and Performance Units

The Company grants Performance Share Units ("PSUs") to certain of its employees that generally vest after three years. Each PSU entitles the participant to receive a cash payment equal to the fair market value of the Company's Class A Non-Voting Shares on the date set out in the Performance Share Unit plan, multiplied by a factor determined by specific performance-based criteria and a relative total shareholder return modifier.

CT REIT grants Performance Units ("PUs") to certain of its employees that generally vest after three years. Each PU entitles the participant to receive a cash payment equal to the fair market value of Units of CT REIT on the



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

date set out in the Performance Unit plan, multiplied by a factor determined by specific performance-based criteria.

Restricted Share Units and Restricted Units

The Company grants Restricted Share Units ("RSUs") to certain of its employees that generally vest on a graduated basis, with one-third vesting each year on the anniversary date of the grant. Each RSU entitles the participant to receive a cash payment equal to the fair market value of the Company's Class A Non-Voting Shares on the date set out in the Restricted Share Unit plan.

CT REIT offers a Restricted Unit ("RU") plan for its Executives. RUs may be issued as discretionary grants or, Executives may elect to receive all or a portion of their annual bonus in RUs. At the end of the vesting period, which is generally three years from the date of grant (in the case of discretionary grants) and five years from the annual bonus payment date (in the case of deferred bonus), an Executive receives an equivalent number of Units issued by CT REIT or, at the Executive's election, the cash equivalent thereof.

The fair value of stock options, PSUs and RSUs at the end of the year was determined using the Black-Scholes option pricing model with the following inputs:

	2022						2021	
	Stock options		PSUs		RSUs ¹	Stock options	PSUs	RSUs ¹
Share price at end of year (C\$)	\$	141.50	\$	141.50	\$	141.50	\$	181.44
Weighted average exercise price ² (C\$)	\$	131.93		N/A		N/A	\$	117.24
Expected remaining life (years)		3.3		0.6		1.9		3.8
Expected dividends		6.0 %		7.9 %		5.7 %		2.7 %
Expected volatility ³		30.1 %		27.4 %		31.1 %		29.0 %
Risk-free interest rate		4.1 %		4.9 %		4.6 %		1.8 %

¹ Certain prior period figures have been restated to conform to the current year presentation.

² Reflects expected forfeitures.

³ Reflects historical volatility over a period of time similar to the remaining life of the stock options, which may not necessarily be the actual outcome.

Service and non-market performance conditions attached to the transactions are not taken into account in determining fair value.

Deferred Share Units and Deferred Units

The Company offers Deferred Share Unit ("DSU") plans to certain of its Executives and to members of its Board of Directors. Under the Executives' DSU plan, eligible Executives may elect to receive all or a portion of their annual bonus in DSUs. The Executives' DSU plan also provides for the granting of discretionary DSUs. Under the Directors' DSU plan, eligible Directors may defer all or a portion of their annual director fees into DSUs. DSUs received under both the Executives' and Directors' DSU plans are settled in cash following termination of service with the Company and/or the Board based on the fair market value of the Company's Class A Non-Voting Shares on the settlement date.

CT REIT also offers a Deferred Unit ("DU") plan for members of its Board of Trustees. Under this plan, eligible trustees may elect to receive all or a portion of their annual trustee fees in DUs. DUs are settled through the issuance of an equivalent number of Units of CT REIT or, at the election of the trustee, cash, following termination of service with the Board.

The Company enters into equity derivative transactions to hedge share-based payments and does not apply hedge accounting. The expense recognized for share-based compensation is summarized as follows:



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(C\$ in millions)	2022	2021
Expense arising from share-based payment transactions	\$ (18.3)	\$ 123.5
Effect of hedging arrangements	70.9	(36.1)
Total expense included in net income	\$ 52.6	\$ 87.4

The total carrying amount of liabilities for share-based payment transactions at December 31, 2022, was \$112.1 million (January 1, 2022 – \$202.8 million).

The intrinsic value of the liability for vested benefits at December 31, 2022, was \$32.2 million (January 1, 2022 – \$39.3 million).

28. Revenue

External revenue by reportable operating segment is as follows:

	2022					2021				
(C\$ in millions)	Retail	Financial Services	CT REIT	Adjustments	Total	Retail	Financial Services	CT REIT	Adjustments	Total
Sale of goods	\$15,834.8	\$ —	\$ —	\$ —	\$15,834.8	\$14,510.1	\$ —	\$ —	\$ —	\$14,510.1
Interest income on loans receivable	14.6	1,153.0	—	(8.9)	1,158.7	7.2	1,009.6	—	(3.3)	1,013.5
Royalties and licence fees	64.0	—	—	—	64.0	58.7	—	—	—	58.7
Services rendered	19.9	182.6	—	(4.4)	198.1	19.6	155.8	—	(3.8)	171.6
Rental income	498.1	—	56.9	—	555.0	484.8	—	53.4	—	538.2
	\$16,431.4	\$ 1,335.6	\$ 56.9	\$ (13.3)	\$17,810.6	\$15,080.4	\$ 1,165.4	\$ 53.4	\$ (7.1)	\$16,292.1

Retail revenue breakdown is as follows:

(C\$ in millions)	2022	2021
Canadian Tire	\$ 9,647.9	\$ 9,197.1
SportChek	2,099.2	2,036.5
Mark's	1,561.2	1,422.0
Helly Hansen ¹	781.2	644.9
Petroleum	2,341.5	1,737.2
Other and intersegment eliminations	0.4	42.7
	\$ 16,431.4	\$ 15,080.4

¹ Helly Hansen revenue represents external revenue only.

Major Customers

The Company does not rely on any one customer.

29. Cost of Producing Revenue

Cost of producing revenue consists of the following:

(C\$ in millions)	2022	2021
Inventory cost of sales ¹	\$ 11,197.9	\$ 10,101.6
Net impairment loss on loans receivable	366.4	210.1
Finance costs on deposits	81.7	89.7
Other	66.7	55.5
	\$ 11,712.7	\$ 10,456.9

¹ Inventory cost of sales includes depreciation for the year ended December 31, 2022 of \$24.5 million (January 1, 2022 – \$17.7 million).



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Inventory write-downs, as a result of net realizable value being lower than cost, recognized in the year ended December 31, 2022 were \$71.8 million (January 1, 2022 – \$115.9 million).

Inventory write-downs recognized in prior periods and reversed in the year ended December 31, 2022 were \$12.0 million (January 1, 2022 – \$14.9 million). The reversal of write-downs was the result of actual losses being lower than previously estimated.

The write-downs and reversals are included in inventory cost of sales.

30. Selling, General and Administrative Expenses

Selling, general and administrative expenses consist of the following:

(C\$ in millions)	2022	2021
Personnel expenses	\$ 1,577.5	\$ 1,575.5
Occupancy	486.8	461.6
Marketing and advertising	429.1	377.6
Depreciation of property and equipment and investment property ¹	267.6	271.5
Depreciation of right-of-use assets	328.9	292.7
Amortization of intangible assets	122.5	119.6
Information systems	290.9	248.7
Other	718.2	587.1
	\$ 4,221.5	\$ 3,934.3

¹ Refer to Note 29 for depreciation included in cost of producing revenue.

31. Net Finance Costs

Net finance costs consists of the following:

(C\$ in millions)	2022	2021
Finance (income)	\$ (16.0)	\$ (8.6)
Finance (income) on lease receivables	(4.9)	(5.1)
Finance costs	164.3	145.9
Finance costs on lease liabilities	87.6	90.3
	\$ 231.0	\$ 222.5



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

32. Notes to the Consolidated Statements of Cash Flows

Changes in liabilities arising from financing activities comprise the following:

	2022		
(C\$ in millions)	Lease liabilities	Deposits	Long-term debt
Balance, beginning of year	\$ 2,275.8	\$ 3,893.7	\$ 4,278.5
Cash changes:			
Payment of lease liabilities (principal portion)	(357.2)	—	—
Change in deposits	—	(932.5)	—
Long-term debt issuance	—	—	700.0
Long-term debt repayment	—	—	(710.0)
Mortgage issuance	—	—	—
Mortgage repayment	—	—	(10.1)
Payment of transaction costs related to long-term debt	—	—	(3.7)
Total changes from financing cash flows	(357.2)	(932.5)	(23.8)
Non-cash and other changes:			
New leases, interest accretion, currency translation adjustment and other	489.0	—	(0.3)
Amortization of broker commission	—	4.5	—
Amortization of debt issuance costs	—	—	3.3
Balance, end of year	\$ 2,407.6	\$ 2,965.7	\$ 4,257.7
	2021		
(C\$ in millions)	Lease liabilities	Deposits	Long-term debt
Balance, beginning of year	\$ 2,226.5	\$ 3,509.7	\$ 4,266.2
Cash changes:			
Payment of lease liabilities (principal portion)	(365.3)	—	—
Change in deposits	—	379.4	—
Long-term debt issuance	—	—	150.0
Long-term debt repayment	—	—	(150.0)
Mortgage issuance	—	—	9.6
Mortgage repayment	—	—	(0.4)
Payment of transaction costs related to long-term debt	—	—	(1.0)
Total changes from financing cash flows	(365.3)	379.4	8.2
Non-cash and other changes:			
New leases, interest accretion and other	414.6	—	0.3
Amortization of broker commission	—	4.6	—
Amortization of debt issuance costs	—	—	3.8
Balance, end of year	\$ 2,275.8	\$ 3,893.7	\$ 4,278.5

32.1 Cash and Marketable Investments Held in Reserve

Cash and marketable investments includes reserves held by the Financial Services segment in support of its liquidity and regulatory requirements. As at December 31, 2022, reserves held by Financial Services totalled \$323.0 million (January 1, 2022 – \$383.1 million) and includes restricted cash disclosed in Note 7 as well as short-term investments.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

33. Financial Instruments

33.1 Fair Value of Financial Instruments

Fair values have been determined for measurement and/or disclosure purposes based on the following:

The carrying amount of the Company's cash and cash equivalents, trade and other receivables, loans receivable, bank indebtedness, trade and other payables, short-term borrowings and loans approximate their fair value either due to their short-term nature or because they are derivatives, which are carried at fair value.

The carrying amount of the Company's long-term receivables and other assets approximate their fair value either because the interest rates applied to measure their carrying amount approximate current market interest or because they are derivatives, which are carried at fair value.

Fair values of financial instruments reflect the credit risk of the Company and counterparties when appropriate.

Investments in Debt Securities

The fair values of financial assets traded in active markets are determined by reference to their quoted closing bid price or dealer price quotations at the reporting date. For investments that are not traded in active markets, the Company determines fair values using a combination of discounted cash flow models, comparison to similar instruments for which market-observable prices exist and other valuation models.

Derivatives

The fair value of a foreign exchange forward contract is estimated by discounting the difference between the contractual forward price and the current forward price for the residual maturity of the contract using a risk-free interest rate (based on government bonds).

The fair value of interest rate swaps and swaptions reflect the estimated amounts the Company would receive or pay if it were to settle the contracts at the measurement date and is determined by an external valuator using valuation techniques based on observable market input data.

The fair value of equity derivatives is determined by reference to share price movement adjusted for interest using market interest rates specific to the terms of the underlying derivative contracts.

Redeemable Financial Instrument

On October 1, 2014, Scotiabank acquired a 20.0 percent interest in the Financial Services business from the Company for proceeds of \$476.8 million, net of \$23.2 million in transaction costs. In conjunction with the transaction, Scotiabank was provided an option to sell and require the Company to purchase all the interest owned by Scotiabank at any time during the six-month period following the tenth anniversary of the transaction. This obligation gives rise to a liability for the Company ("redeemable financial instrument") and is recorded on the Company's Consolidated Balance Sheets in Other long-term liabilities. The purchase price will be based on the fair value of the Financial Services business and Scotiabank's proportionate interest in the Financial Services business, at that time.

The redeemable financial instrument was initially recorded at \$500.0 million and is subsequently measured at fair value with changes in fair value recorded in net income for the period in which they arise. The subsequent fair value measurements of the redeemable financial instrument are estimated in consideration of a discounted cash flow analysis using earnings attributable to the Financial Services business and secondary market-based approaches when considered appropriate, adjusted for any undistributed earnings and Scotiabank's proportionate interest in the business. The Company estimates future annual earnings over the forecast period, taking into account a terminal value calculated by discounting the final year in perpetuity. The growth rate applied to the terminal value is based on an industry-based estimate of the Financial Services business. The discount rate reflects the cost of equity of the Financial Services business and is based on expected market rates adjusted to reflect the risk profile of the business. The fair value measurement is performed quarterly using internal estimates and judgments supplemented by input from a third party, as required. This recurring fair value measurement is categorized within Level 3 of the fair value hierarchy (refer to Note 33.2).



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

33.2 Fair Value of Financial Assets and Financial Liabilities Classified Using the Fair Value Hierarchy

The Company uses a fair value hierarchy to categorize the inputs used to measure the fair value of financial assets and financial liabilities, the levels of which are:

Level 1 – Inputs are unadjusted quoted prices of identical instruments in active markets;

Level 2 – Inputs are other than quoted prices included in Level 1 but are observable for the asset or liability, either directly or indirectly; and

Level 3 – Inputs are not based on observable market data.

The following table presents the financial instruments measured at fair value classified by the fair value hierarchy:

(C\$ in millions)			2022		2021
	Category	Level		Level	
Trade and other receivables	FVTPL ¹	2	\$ 35.5	2	50.2
Trade and other receivables	Effective hedging instruments	2	154.4	2	36.6
Long-term receivables and other assets	FVTPL ¹	2	—	2	3.5
Long-term receivables and other assets	Effective hedging instruments	2	107.9	2	49.1
Trade and other payables	FVTPL ¹	2	73.4	2	8.9
Trade and other payables	Effective hedging instruments	2	1.1	2	6.6
Redeemable financial instrument	FVTPL	3	567.0	3	567.0
Other long-term liabilities	FVTPL ¹	2	3.9	2	7.4
Other long-term liabilities	Effective hedging instruments	2	0.5	2	3.1

¹ Relates to derivatives not designated as hedging instruments.

There were no transfers in either direction between categories in 2022 or 2021.

Changes in Fair Value Measurement for Instruments Categorized in Level 3

Level 3 financial instruments include a redeemable financial instrument.

As of December 31, 2022, the fair value of the redeemable financial instrument was estimated to be \$567.0 million (January 1, 2022 – \$567.0 million). The determination of the fair value of the redeemable financial instrument requires significant judgment on the part of Management. Refer to Note 2 of these consolidated financial statements for further information.

33.3 Fair Value Measurement of Investments, Debt and Deposits

The fair value measurement of investments, debt and deposits is categorized within Level 2 of the fair value hierarchy (refer to Note 33.2). The fair values of the Company's investments, debt and deposits compared to the carrying amounts are as follows:

As at	December 31, 2022		January 1, 2022	
(C\$ in millions)	Carrying amount	Fair value	Carrying amount	Fair value
Short-term investments	\$ 176.3	\$ 176.8	\$ 606.2	\$ 605.6
Long-term investments	62.6	63.1	175.1	174.5
Long-term debt ¹	4,257.7	4,085.3	4,278.5	4,475.4
Deposits	2,965.7	2,910.7	3,893.7	3,915.0

¹ Includes current portion of Long-term debt.

The difference between the fair values and the carrying amounts (excluding transaction costs, which are included in the carrying amount of debt) is due to changes in market interest rates for similar instruments. The fair values are determined by discounting the associated future cash flows using current market interest rates for items of similar risk.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

33.4 Items of Income, Expense, Gains or Losses

The following table presents certain amounts of income, expense, gains, or losses, arising from financial instruments that were recognized in net income or equity:

(C\$ in millions)	2022	2021
Net (loss) gain on:		
Financial instruments designated and/or classified as FVTPL ¹	\$ 113.4	\$ 42.7
Interest income (expense):		
Total interest income calculated using effective interest method for financial instruments that are not at FVTPL	1,174.7	1,022.1
Total interest expense calculated using effective interest method for financial instruments that are not at FVTPL	(241.7)	(232.3)
Fee expense arising from financial instruments that are not at FVTPL:		
Other fee expense	(20.3)	(20.4)

¹ Excludes gains (losses) on cash flow hedges, which are effective hedging relationships and are reflected on the Consolidated Statements of Comprehensive Income.

33.5 Derivatives Designated as Hedging Instruments

The following table details the effectiveness of the hedging relationships and the amounts reclassified from hedging reserve to profit or loss:

(C\$ in millions)	2022		
	Current period hedging gains (losses) recognized in OCI	Due to hedged item affecting profit or (loss)	Line item in profit or loss affected by the reclassification
Foreign currency risk	227.1	(1.6)	Other expense (income)
Interest rate risk	108.5	9.5	Net finance costs

(C\$ in millions)	2021		
	Current period hedging gains (losses) recognized in OCI	Due to hedged item affecting profit or loss	Line item in profit or loss affected by the reclassification
Foreign currency risk	\$ 7.7	\$ 3.1	Other (income)
Interest rate risk	\$ 9.3	\$ 16.1	Net finance costs

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

The following table shows a reconciliation of cash flow hedges net of tax, in total accumulated other comprehensive income (loss):

(C\$ in millions)	2022	2021
Balance, beginning of year	\$ (19.9)	\$ (123.1)
Changes in fair value:		
<i>Foreign currency risk</i>		
Hedging instruments entered into for cash flow hedges subject to basis adjustment	224.1	7.8
Hedging instruments entered into for cash flow hedges not subject to basis adjustment	3.0	(0.1)
<i>Interest rate risk</i>		
Hedging instruments entered into for cash flow hedges not subject to basis adjustment	102.8	7.4
Deferred cost of hedging not subject to basis adjustment – time value of an option in relation to time-period related hedged items	5.7	1.9
Amount reclassified to profit or loss:		
Foreign currency risk	(1.6)	3.1
Interest rate risk	9.5	16.1
Amount reclassified to non-financial assets:		
Foreign currency risk	(111.9)	109.6
Tax on movements on reserves during the year	(61.4)	(38.4)
Attributable to non-controlling interests	(17.4)	(4.2)
Balance, end of year	\$ 132.9	\$ (19.9)

34. Guarantees and Commitments

Guarantees

In the normal course of business, the Company enters into numerous agreements that may contain features that meet the definition of a guarantee. A guarantee is defined to be a contract (including an indemnity) that contingently requires the Company to make payments to the guaranteed party based on (i) changes in an underlying interest rate, foreign exchange rate, equity or commodity instrument, index or other variable that is related to an asset, a liability or an equity security of the counterparty; (ii) failure of another party to perform under an obligating agreement; or (iii) failure of a third party to pay its indebtedness when due.

The Company has provided the following significant guarantees and other commitments to third parties:

Standby Letters of Credit

Franchise Trust, a legal entity sponsored by a third-party bank, originates loans to certain Dealers for their purchase of Canadian Tire store inventory and fixed assets. While Franchise Trust is consolidated as part of these financial statements, the Company has arranged for several major Canadian banks to provide standby LCs to Franchise Trust to achieve the required "AAA" equivalent credit rating of the funding of the Dealer loan portfolio. Franchise Trust has sold all its rights in the LCs to the Co-owner Trusts. Franchise Trust, on behalf of the Co-owner Trusts, may draw against the LCs in certain pre-defined circumstances. Should a draw be made against an LC, the Company has agreed to reimburse the bank issuing such standby LC for the amount so drawn. The Company has not recorded any liability for these amounts due to: there having been no historical draws made by Franchise Trust under such LCs; the credit quality of the Dealer loans; and the nature of the underlying collateral represented by the inventory and fixed assets of the borrowing Dealers. The Company's maximum exposure as at December 31, 2022 under the LCs was \$62.0 million (January 1, 2022 – \$62.9 million).

The Company has obtained documentary and standby LCs aggregating \$27.5 million (January 1, 2022 – \$31.0 million) relating to the importation of merchandise inventories and to facilitate various real estate activities.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Business and Property Dispositions

In connection with agreements for the sale of all or part of a business or property, and in addition to indemnifications relating to failure to perform covenants and breach of representations and warranties, the Company has agreed to indemnify the purchasers against claims from its past conduct, including environmental remediation. Typically, the term and amount of such indemnification will be determined by the parties in the agreements. The nature of these indemnification agreements prevents the Company from estimating the maximum potential liability it would be required to pay to counterparties. Historically, the Company has not made any significant indemnification payments under such agreements and no amount has been accrued in the consolidated financial statements with respect to these indemnification agreements.

Lease Agreements Guarantees

The Company has guaranteed leases on certain franchise stores in the event the franchisees are unable to meet their remaining lease commitments. These lease agreements have expiration dates through November 2028. The maximum amount that the Company may be required to pay under these agreements is \$3.5 million (January 1, 2022 – \$1.1 million). In addition, the Company could be required to make payments for percentage rents, realty taxes and common area costs. No amount has been accrued in the consolidated financial statements with respect to these lease agreements.

Third-Party Financial Guarantees

The Company has guaranteed certain bank loan amounts of certain Dealers. These third-party financial guarantees require the Company to make payments if the Dealer fails to make scheduled debt payments. The majority of these third-party financial guarantees have expiration dates extending up to and including January 2025 and any extension is at the Company's discretion. The Company's maximum exposure as at December 31, 2022 under these financial guarantees was \$5.5 million (January 1, 2022 – \$5.8 million).

The Company has entered into agreements to buy back certain franchisee-owned merchandise inventory should the banks foreclose on any of the applicable franchisees. The initial terms of the buy-back agreements are for one year and any extension is at the Company's discretion. The Company's maximum exposure as at December 31, 2022 under these buy-back agreements was \$24.6 million (January 1, 2022 – \$21.8 million).

No amount has been accrued in the consolidated financial statements with respect to these guarantees and buy-back agreements.

Indemnification of Lenders and Agents Under Credit Facilities

In the ordinary course of business, the Company has agreed to indemnify its lenders under various credit facilities against costs or losses resulting from changes in laws and regulations that would increase the lenders' costs and from any legal action brought against the lenders relating to the use of the loan proceeds. These indemnifications generally extend for the term of the credit facilities and do not provide any limit on the maximum potential liability. Historically, the Company has not made any significant indemnification payments under such agreements and no amount has been accrued in the consolidated financial statements with respect to these indemnification agreements.

Other Indemnification Agreements

In the ordinary course of business, the Company provides other additional indemnification agreements to counterparties in transactions such as leasing transactions, service arrangements, investment banking agreements, securitization agreements, indemnification of trustees under indentures for outstanding public debt, Director and Officer indemnification agreements, escrow agreements, price escalation clauses, sales of assets (other than dispositions of businesses noted) and the arrangements with Franchise Trust noted. These additional indemnification agreements require the Company to compensate the counterparties for certain amounts and costs incurred, including costs resulting from changes in laws and regulations (including tax legislation) or as a result of litigation claims or statutory sanctions that may be suffered by a counterparty as a consequence of the transaction.

The terms of these additional indemnification agreements vary based on the contract and do not provide any limit on the maximum potential liability. Historically, the Company has not made any significant payments under such



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

additional indemnifications and no amount has been accrued in the consolidated financial statements with respect to these additional indemnification commitments.

The Company's exposure to credit risks related to the above-noted guarantees are disclosed in Note 5.

Capital and Other Commitments

As at December 31, 2022, the Company had capital commitments for the acquisition of property and equipment, investment property and intangible assets for an aggregate cost of approximately \$165.5 million (January 1, 2022 – \$136.1 million).

As at December 31, 2022 the Company had other commitments of \$145.8 million (January 1, 2022 – \$26.8 million).

35. Related Parties

Martha Billes and Owen Billes, in aggregate, beneficially own, or control or direct approximately 61.4 percent of the Common Shares of the Company through two privately held companies, Tire 'N' Me Pty. Ltd. and Albikin Management Inc.

Transactions with Dealer members of the Company's Board of Directors represented less than one percent of the Company's total revenue and were in accordance with established Company policy applicable to all Dealers. Other transactions with related parties, as defined by IFRS, were not significant during the year.

The following outlines the compensation of the Company's Board of Directors and key Management personnel (the Company's Chief Executive Officer, Chief Financial Officer and certain other Senior Officers):

(C\$ in millions)	2022	2021
Salaries and short-term employee benefits	\$ 16.0	\$ 15.1
Share-based payments and other ¹	(2.4)	37.4
	\$ 13.6	\$ 52.5

¹ The Company has adjusted the January 1, 2022 amount of share-based payments and other by \$16.6 million from \$20.8 million to \$37.4 million.



2022 Quarterly Information

	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Total
(C\$ in millions, except where noted)	(January 2, 2022 to April 2, 2022)	(April 3, 2022 to July 2, 2022)	(July 3, 2022 to October 1, 2022)	(October 2, 2022 to December 31, 2022)	
(Store numbers are cumulative at end of period)					
Retail segment					
Revenue	\$ 3,504.5	\$ 4,067.2	\$ 3,873.7	\$ 4,990.9	\$ 16,436.3
Income before income taxes	148.8	123.8	133.0	642.4	1,048.0
Financial Services segment					
Revenue	331.7	340.4	360.4	357.2	1,389.7
Income before income taxes	125.3	90.0	139.6	86.8	441.6
CT REIT segment					
Revenue	131.9	132.6	133.1	135.2	532.8
Income before income taxes	93.1	79.8	77.0	74.7	324.6
Total					
Revenue	\$ 3,837.4	\$ 4,404.0	\$ 4,228.8	\$ 5,340.4	\$ 17,810.6
Cost of producing revenue	2,526.0	3,021.2	2,843.5	3,322.0	11,712.7
Other (income) expense	(1.3)	48.9	13.8	0.2	61.6
Selling, general and administrative expenses	963.2	1,040.9	1,017.3	1,200.1	4,221.5
Net finance costs	54.6	54.9	55.6	65.9	231.0
Income taxes	77.3	60.5	73.6	189.6	401.0
Net income	217.6	177.6	225.0	562.6	1,182.8
Net income attributable to shareholders of Canadian Tire Corporation	182.1	145.2	184.9	531.9	1,044.1
Net income attributable to non-controlling interests	35.5	32.4	40.1	30.7	138.7
Basic EPS ¹	3.05	2.45	3.15	9.13	17.70
Diluted EPS ¹	3.03	2.43	3.14	9.09	17.60
Canadian Tire					
Retail sales growth ^{2, 9}	4.5 %	3.8 %	0.6 %	(0.1)%	2.0 %
Comparable sales growth ^{3, 9}	4.5 %	3.9 %	0.7 %	0.0 %	2.0 %
Number of Canadian Tire stores	504	504	504	504	
Number of Other Canadian Tire stores ⁴	161	161	161	161	
SportChek					
Retail sales growth ⁵	4.5 %	0.6 %	(1.5)%	(1.6)%	0.0 %
Comparable sales growth ³	10.2 %	4.1 %	(1.0)%	(1.7)%	1.8 %
Number of SportChek stores	375	376	375	375	
Canadian Tire Petroleum					
Number of gas bars	292	292	290	284	
Mark's					
Retail sales growth ⁶	17.4 %	21.1 %	3.9 %	4.4 %	9.8 %
Comparable sales growth ³	17.1 %	20.9 %	3.6 %	4.3 %	9.6 %
Number of Mark's stores	380	380	380	380	
Financial Services segment					
Average number of accounts with a balance (thousands) ⁷	2,182	2,236	2,279	2,313	2,253
Average account balance(\$) ^{7, 9}	2,892	2,931	2,975	3,012	2,953
Gross average accounts receivable (millions) ⁸	6,313	6,553	6,781	6,970	6,654



2022 Quarterly Information

	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	
(C\$ in millions, except where noted)	(January 2, 2022 to April 2, 2022)	(April 3, 2022 to July 2, 2022)	(July 3, 2022 to October 1, 2022)	(October 2, 2022 to December 31, 2022)	Total
Class A Non-Voting Shares					
High	\$ 196.75	\$ 195.00	\$ 173.46	\$ 157.40	\$ 196.75
Low	170.88	159.36	145.22	139.24	139.24
Close	185.80	162.40	147.05	141.50	141.50
Volume (thousands of shares)	12,376	14,055	15,674	16,111	58,216
Common Shares					
High	\$ 361.50	\$ 425.00	\$ 320.00	\$ 298.89	\$ 425.00
Low	312.15	300.15	259.80	243.18	243.18
Close	361.50	320.00	266.92	249.99	249.99
Volume (thousands of shares)	15	8	12	15	50

¹ Basic EPS is calculated by dividing the net income attributable to shareholders of Canadian Tire Corporation by the weighted average number of Common and Class A Non-Voting shares outstanding during the reporting period. Diluted EPS is calculated by dividing the net income attributable to shareholders of Canadian Tire Corporation by the weighted average number of shares outstanding adjusted for the effects of all dilutive potential equity instruments, which comprise employee stock options.

² Retail sales growth includes sales from Canadian Tire, PartSource, PHL, Party City and the labour portion of Canadian Tire's auto service sales.

³ Comparable sales growth excludes Petroleum. The Canadian Tire banner includes PartSource, PHL and Party City. Comparable sales growth and comparable store gasoline volume growth includes the sales from stores which were temporarily closed during 2021. Refer to section 10.2 in this MD&A for additional information on Comparable sales growth.

⁴ Other Canadian Tire banners include PartSource, PHL and Party City.

⁵ Retail sales include sales from both corporate and franchise stores.

⁶ Retail sales growth includes Retail sales from Mark's corporate and franchise stores but excludes revenue relating to alteration and embroidery services.

⁷ Credit card portfolio only.

⁸ Total portfolio of loans receivable.

⁹ For further information about this measure see section 10.2 (Supplementary Financial Measures) of the Company's MD&A included in this document.



2021 Quarterly Information

	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	
(C\$ in millions, except where noted)	(January 3, 2021 to April 3, 2021)	(April 4, 2021 to July 3, 2021)	(July 4, 2021 to October 2, 2021)	(October 3, 2021 to January 1, 2022)	Total
(Store numbers are cumulative at end of period)					
Retail segment					
Revenue	\$ 3,022.8	\$ 3,623.2	\$ 3,607.1	\$ 4,830.0	\$ 15,083.1
Income before income taxes	102.5	208.6	226.5	638.1	1,175.7
CT REIT segment					
Revenue	297.2	296.1	307.6	312.4	1,213.3
Income before income taxes	126.4	125.3	117.7	63.0	432.4
Financial Services segment					
Revenue	129.9	129.6	125.5	129.5	514.5
Income before income taxes	74.6	178.6	78.3	125.4	456.9
Total					
Revenue	\$ 3,322.9	\$ 3,918.5	\$ 3,913.1	\$ 5,137.6	\$ 16,292.1
Cost of producing revenue	2,136.5	2,573.5	2,556.0	3,190.9	10,456.9
Other (income) expense	(16.8)	(9.2)	(2.7)	5.2	(23.5)
Selling, general and administrative expenses	891.4	940.5	935.0	1,167.4	3,934.3
Net finance costs	57.3	56.2	54.9	54.1	222.5
Income taxes	68.1	98.4	90.4	184.3	441.2
Net income	186.4	259.1	279.5	535.7	1,260.7
Net income attributable to shareholders of Canadian Tire Corporation	151.8	223.6	243.7	508.5	1,127.6
Net income attributable to non-controlling interests	34.6	35.5	35.8	27.2	133.1
Basic EPS ¹	2.50	3.68	4.01	8.40	18.56
Diluted EPS ¹	2.47	3.64	3.97	8.34	18.38
Canadian Tire					
Retail sales growth ^{2, 9}	20.1 %	1.9 %	(0.6)%	3.4 %	4.3 %
Comparable sales growth ^{3, 9}	19.2 %	(2.0)%	1.4 %	9.8 %	5.4 %
Number of Canadian Tire stores	504	504	504	504	
Number of Other Canadian Tire stores ⁴	163	163	163	160	
SportChek					
Retail sales growth ⁵	10.0 %	39.8 %	9.0 %	5.8 %	13.8 %
Comparable sales growth ³	18.7 %	28.6 %	11.2 %	15.9 %	17.7 %
Number of SportChek stores	397	387	377	375	
Canadian Tire Petroleum					
Number of gas bars	296	296	293	292	
Mark's					
Retail sales growth ⁶	13.7 %	58.0 %	10.5 %	9.6 %	17.8 %
Comparable sales growth ³	22.0 %	43.2 %	7.9 %	15.0 %	19.2 %
Number of Mark's stores	380	381	382	380	
Financial Services segment					
Average number of accounts with a balance (thousands) ⁷	2,025	2,078	2,128	2,180	2,103
Average account balance (\$) ^{7, 9}	2,788	2,752	2,791	2,843	2,794
Gross average accounts receivable (millions) ⁸	5,646	5,720	5,940	6,200	5,876



2021 Quarterly Information

	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	
(C\$ in millions, except where noted)	(January 3, 2021 to April 3, 2021)	(April 4, 2021 to July 3, 2021)	(July 4, 2021 to October 2, 2021)	(October 3, 2021 to January 1, 2022)	Total
Class A Non-Voting Shares					
High	\$ 183.90	\$ 213.85	\$ 206.97	\$ 186.83	\$ 213.85
Low	159.44	181.27	173.64	168.80	159.44
Close	182.02	194.67	176.86	181.44	181.44
Volume (thousands of shares)	13,617	13,285	9,406	14,331	50,639
Common Shares					
High	\$ 220.00	\$ 275.00	\$ 270.00	\$ 365.89	\$ 365.89
Low	192.00	214.00	246.97	250.00	192.00
Close	220.00	252.67	250.00	342.23	342.23
Volume (thousands of shares)	34	24	13	23	94

¹ Basic EPS is calculated by dividing the net income attributable to shareholders of Canadian Tire Corporation by the weighted average number of Common and Class A Non-Voting shares outstanding during the reporting period. Diluted EPS is calculated by dividing the net income attributable to shareholders of Canadian Tire Corporation by the weighted average number of shares outstanding adjusted for the effects of all dilutive potential equity instruments, which comprise employee stock options.

² Retail sales growth includes sales from Canadian Tire, PartSource, PHL, Party City and the labour portion of Canadian Tire's auto service sales

³ Comparable sales growth excludes Petroleum. The Canadian Tire banner includes PartSource, PHL and Party City. Comparable sales growth and comparable store gasoline volume growth has been calculated by aligning the 2020 fiscal calendar to match the 2021 fiscal calendar (i.e., sales from the first week in 2021 are compared with the sales from the second week of 2020) and includes the sales from stores which were temporarily closed during 2021. Comparable sales in the prior year, for SportChek and Mark's, were calculated on sales up to March 18, 2020, after which their retail stores were closed. Refer to section 10.2 (Supplementary Financial Measures) in this MD&A for additional information on Comparable sales growth.

⁴ Other Canadian Tire banners include PartSource, PHL and Party City.

⁵ Retail sales include sales from both corporate and franchise stores.

⁶ Retail sales growth includes retail sales from Mark's corporate and franchise stores, but excludes ancillary revenue relating to alteration and embroidery services.

⁷ Credit card portfolio only.

⁸ Total portfolio of loans receivable.

⁹ For further information about this measure see section 10.2 (Supplementary Financial Measures) of the Company's MD&A included in this document.



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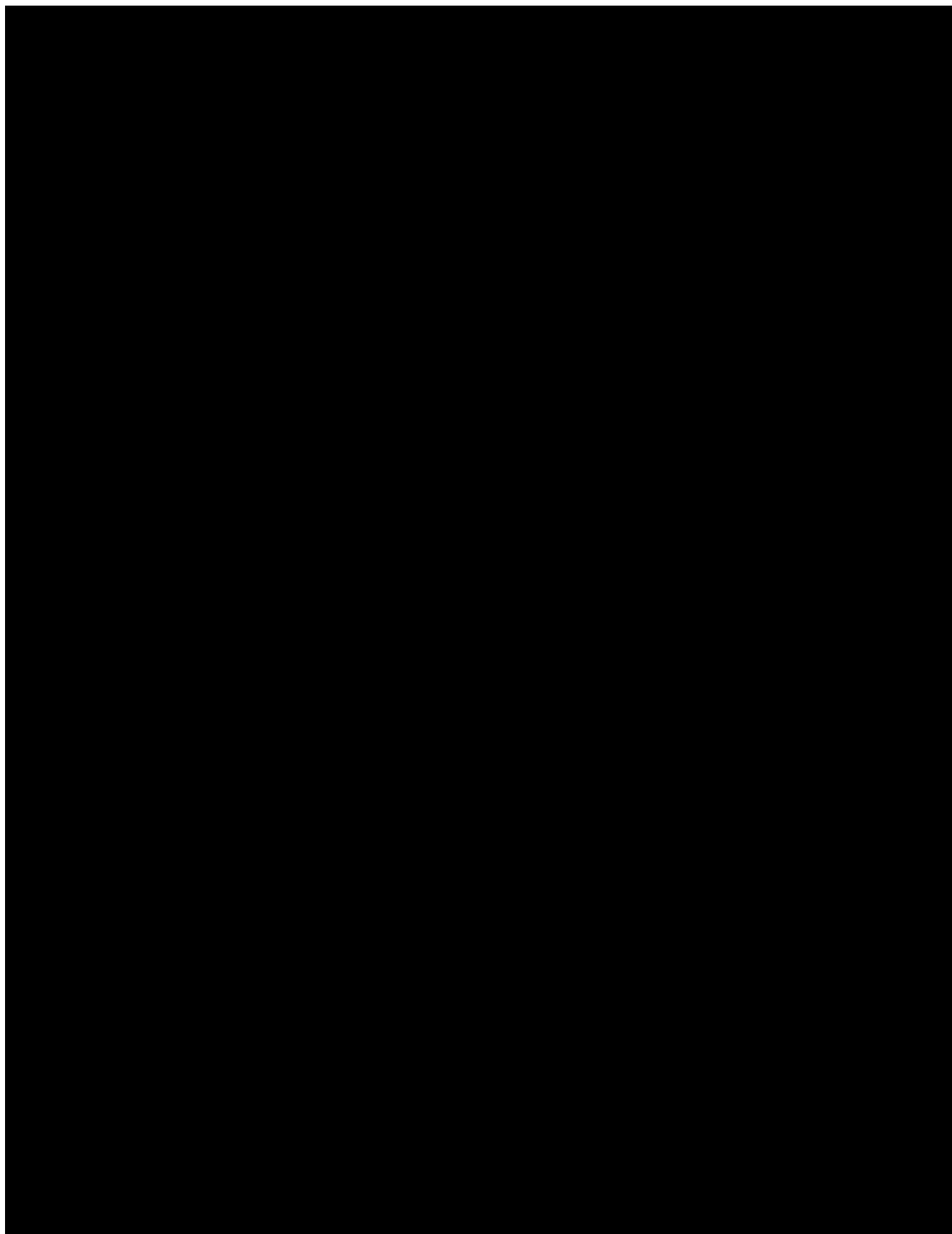
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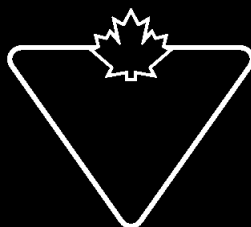
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To the General Meeting of CTC Triangle (Norway) I AS

INDEPENDENT AUDITOR'S REPORT

Opinion

We have audited the financial statements of CTC Triangle (Norway) I AS (the Company), which comprise the balance sheet as at 31 December 2022, the income statement and cash flow statement for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion

- the financial statements comply with applicable statutory requirements, and
- the financial statements give a true and fair view of the financial position of the Company as at 31 December 2022, and its financial performance and its cash flows for the year then ended in accordance with the Norwegian Accounting Act and accounting standards and practices generally accepted in Norway.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Company as required by relevant laws and regulations in Norway and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The Board of Directors and the Managing Director (management) are responsible for the information in the Board of Directors' report. The other information comprises information in the annual report, but does not include the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the information in the Board of Directors' report.

In connection with our audit of the financial statements, our responsibility is to read the Board of Directors' report. The purpose is to consider if there is material inconsistency between the Board of Directors' report and the financial statements or our knowledge obtained in the audit, or whether the Board of Directors' report otherwise appears to be materially misstated. We are required to report if there is a material misstatement in the Board of Directors' report. We have nothing to report in this regard.

Based on our knowledge obtained in the audit, it is our opinion that the Board of Directors' report

- is consistent with the financial statements and
- contains the information required by applicable statutory requirements.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the Norwegian Accounting Act and accounting standards and practices generally accepted in Norway, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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Organisasjonsnummer: 980 211 282

Penneo Dokumentnr: XX2KN-77845-iIN45-OIOEH-6N54-5MM7D



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In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern. The financial statements use the going concern basis of accounting insofar as it is not likely that the enterprise will cease operations.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error. We design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- conclude on the appropriateness of management's use of the going concern basis of accounting, and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves a true and fair view.

We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Oslo, 13 June 2023
Deloitte AS

Stian Jilg-Scherven
State Authorised Public Accountant

Penneo Dokumentnr: XX2KN-77845-iIN45-OIOEH-6N54-5MM7D



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Stian Jilg-Scherven

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