

Management's Discussion and Analysis

Canadian Tire Corporation, Limited
Third Quarter 2023

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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, L’Équipeur, and Mark’s WorkPro 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.

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 13.0 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 November 8, 2023.

1.4 Quarterly and Annual Comparisons in the MD&A

Unless otherwise indicated, all comparisons of results for Q3 2023 (39 weeks ended September 30, 2023) are compared against results for Q3 2022 (39 weeks ended October 1, 2022).

1.5 Accounting Framework

The condensed interim 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 2 to the Company's interim consolidated financial statements for the third quarter of 2023.

1.6 Accounting Estimates and Assumptions

The preparation of the Company's condensed interim 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 condensed interim consolidated financial statements and the reported amounts of revenue and expenses during the reporting period. Refer to section 8.1 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 9.0 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.

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.

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, Mark's WorkPro, a leading source for casual and industrial wear; and SportChek, Hockey Experts, Sports Experts and Atmosphere, which offer the best activewear brands. CTC's 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.

3.0 Company Strategy

Better Connected Strategy

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 strategy built on the Company's unparalleled brand trust and brand purpose: to Make Life in Canada Better.

In conjunction with the strategy, CTC announced investments to create better customer experiences and deeper customer connections, enhancing the omnichannel customer experience by better connecting digital and physical channels and rolling out a new "Concept Connect" to Canadian Tire stores, strengthening supply chain fulfillment infrastructure and automation, modernizing IT infrastructure, and driving efficiency in how CTC operates.

The Company's *Better Connected* strategy initiatives have already proven to drive incremental sales and enhance connections to customers through an offering that has greater relevance and value.

Since the beginning of 2023, the Company has:

- Invested \$393.1 million in operating capital expenditures. More than 10 percent of CTR stores, or 13 percent of the CTR footprint, have now been refreshed, expanded, or replaced since March 2022, driving incremental sales, with 22 store projects completed in the first half of 2023 and a further 23 expected to complete in the second half of 2023.
- Completed the multi-year rollout of the Company's digital platform across all banners, enhancing the online experience for customers, and equipping over 90 percent of stores with new technology to drive better economic efficiency and a better customer experience.
- Repurchased \$470.0 million of the Company's Class A Non-Voting Shares.

In the second quarter of 2023, given the macroeconomic environment and consumer demand which differed significantly from the Company's expectations, and further to the noticeable slowdown in Retail sales during the second quarter of 2023, the Company withdrew the financial aspirations (average annual comparable sales growth, Retail Return on Invested Capital ["ROIC"] and Diluted EPS) for fiscal years 2022 to 2025, previously disclosed in section 4.0 of the Company's 2022 MD&A. Other sales aspirations disclosed in connection with Investor Day were similarly impacted.

The Company remains committed to pursuing the strategic objectives which support its vision and build on its strong market position, and to prioritizing investments within the *Better Connected* strategy to solidify CTC's brand and competitive positioning in Canada over the long term. Acceleration of the Company's loyalty strategy and omnichannel investments continue to be key areas of focus.

In March of 2022, CTC had announced that its investments in support of its *Better Connected* strategy were expected to total \$3.4 billion over four years. Since the beginning of 2022, CTC has invested \$1.1 billion in operating capital, at levels above its long-term run rate, including approximately \$675.0 million to enable a better omnichannel experience through investments in the CTR store network and loyalty strategy. More than \$450.0 million has been invested in the Company's fulfillment infrastructure and modernization initiatives.

At this juncture and given the changed economic conditions since early 2022 and continued softening of demand, the Company will slow the pace of previously-identified operating capital investments for the remainder of 2023 and 2024, prioritizing its highest returning capital investments. As a result, the Company no longer expects to invest \$3.4 billion in operating capital expenditures during the 2022-2025 period, as previously announced at its Investor Day and disclosed in section 4.0 of the Company's 2022 MD&A.

Capital Allocation

2023 operating capital expenditures are now expected to be between \$650.0 million to \$700.0 million, approximately \$200.0 million below the originally disclosed range of \$850.0 million to \$900.0 million. The Company expects 2024 operating capital expenditures to be in a range of \$550.0 million to \$600.0 million.

CTC remains focused on investing in the business and pursuing a balanced approach to dividends and share buybacks. On November 9, 2023, CTC announced an increase in its annual dividend for the 14th consecutive year, to \$7.00 per share from \$6.90 per share, as well as its intention to repurchase up to an additional \$200.0 million of its Class A Non-Voting Shares, in excess of the amount required for anti-dilutive purposes, during 2024.

Resource Allocation

The Company is accelerating efficiency initiatives, and actively managing its resource allocation. The Company expects a three percent decrease in full-time equivalent (“FTE”) employees as a result of targeted headcount reductions in Q4. In addition, the elimination of the majority of current vacancies will result in a further FTE reduction of three percent. Annualized run-rate savings are expected to be approximately \$50 million. The Company expects to take a charge between \$20.0 million to \$25.0 million in Q4 2023 in relation to these actions.

4.0 Financial Performance

4.1 Consolidated Financial Performance

4.1.1 Consolidated Financial Results

(C\$ in millions, except where noted)				YTD		Change
	Q3 2023	Q3 2022	Change	Q3 2023	Q3 2022	
Retail sales ¹	\$ 4,639.3	\$ 4,734.2	(2.0) %	\$ 13,180.7	\$ 13,519.4	(2.5) %
Revenue	\$ 4,250.5	\$ 4,228.8	0.5 %	\$ 12,213.5	\$ 12,470.2	(2.1) %
Gross margin dollars	\$ 1,436.5	\$ 1,385.3	3.7 %	\$ 4,166.8	\$ 4,079.5	2.1 %
Gross margin rate ¹	33.8 %	32.8 %	104 bps	34.1 %	32.7 %	140 bps
Other (income) expense	\$ (126.8)	\$ 13.8	NM ³	\$ 31.2	\$ 61.4	NM ³
Selling, general and administrative expenses ²	891.7	833.5	7.0 %	2,692.2	2,490.5	8.1 %
Depreciation and amortization ²	194.0	183.8	5.5 %	574.9	530.9	8.3 %
Net finance costs	80.3	55.6	44.3 %	230.7	165.1	39.7 %
Change in fair value of redeemable financial instrument	328.0	—	NM ³	328.0	—	NM ³
Income before income taxes	\$ 69.3	\$ 298.6	(76.8) %	\$ 309.8	\$ 831.6	(62.7) %
Income tax expense	97.1	73.6	31.9 %	167.9	211.4	(20.6) %
Effective tax rate ¹	139.9 %	24.6 %		54.2 %	25.4 %	
Net income (loss)	\$ (27.8)	\$ 225.0	(112.3) %	\$ 141.9	\$ 620.2	(77.1) %
Net income (loss) attributable to:						
Shareholders of Canadian Tire Corporation	\$ (66.4)	\$ 184.9	(135.9) %	\$ 40.8	\$ 512.2	(92.0) %
Non-controlling interests	38.6	40.1	(3.6) %	101.1	108.0	(6.3) %
	\$ (27.8)	\$ 225.0	(112.3) %	\$ 141.9	\$ 620.2	(77.1) %
Basic EPS	\$ (1.19)	\$ 3.15	NM ³	\$ 0.72	\$ 8.65	(91.7) %
Diluted EPS	\$ (1.19)	\$ 3.14	NM ³	\$ 0.72	\$ 8.59	(91.6) %
Weighted average number of Common and Class A Non-Voting Shares outstanding:						
Basic	55,766,255	58,671,402	NM ³	56,430,392	59,231,854	NM ³
Diluted	55,766,255	58,983,396	NM ³	56,677,046	59,611,273	NM ³

¹ For further information about this measure see section 9.2 of this MD&A.

² Certain prior year figures have been restated to conform to the current year presentation.

³ 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 Company's 2022 Consolidated Financial Statements.

(C\$ in millions)			YTD	
	Q3 2023	Q3 2022	Q3 2023	Q3 2022
Financial Services				
Non-controlling interest 20.0% (2022 – 20.0%)	\$ 18.1	\$ 20.4	\$ 42.9	\$ 51.7
CT REIT				
Non-controlling interest 31.5% (2022 – 31.2%)	18.4	18.0	54.2	51.5
Retail segment subsidiary				
Non-controlling interest 50.0% (2022 – 50.0%)	2.1	1.7	4.0	4.8
Net income attributable to non-controlling interests	\$ 38.6	\$ 40.1	\$ 101.1	\$ 108.0

Impact of the March 15th A.J. Billes Distribution Centre Fire

During the first quarter of 2023, the Company was impacted by a fire at its A.J. Billes Distribution Centre (the “DC fire”) which services Canadian Tire Retail stores nationally and is one of the Company’s largest distribution centres. Operations at the facility were suspended on March 15, 2023, and partially resumed on March 27, 2023. The Company has recognized a year-to-date charge of \$11.3 million net of insurance recoveries, relating to cleanup and repair costs, lost inventory, asset disposals, and building damage, up to the end of the reporting period. These costs and the related recovery are included in Other (income) expense in the Consolidated Statements of Income and have been treated as a normalizing item in the Retail segment. During the third quarter, the Company recognized a net recovery of \$131.0 million.

On a year-to-date basis, the DC fire also resulted in approximately \$23.0 million lower Income before income taxes, due to operating inefficiencies and shipment delays in the first quarter of 2023, which are included in the Company’s results of operations but not reflected as normalizing adjustments.

While remediation efforts remain underway, the Distribution Centre returned to full operational shipment capacity faster than anticipated, during the second quarter of 2023.

Impact of Bill C-47 GST/HST Legislative Amendments (the “GST/HST-related charge”)

The 2023 Federal Budget, released on March 28, 2023, included certain tax measures affecting CTB, specifically a proposal to amend the definition of “financial services” to exclude clearing services rendered by a payment card network operator. On June 22, 2023, Bill C-47 (“Bill C-47”), which included this proposal, received Royal Assent and as a result these services are subject to GST/HST both prospectively and retroactively, with a one-year deadline from Royal Assent for the CRA to reassess prior periods that are statute-barred. As previously disclosed, a \$33.3 million provision was recorded in the second quarter in Selling, general and administrative expenses (“SG&A”) and Provisions in the Consolidated Statements of Income and Consolidated Balance Sheet as a result of this development. This has been treated as a normalizing item in the Financial Services segment.

Redeemable Financial Instrument

Since 2014 the Company has recognized a redeemable financial instrument in its Financial Statements in relation to Scotiabank’s option to require the Company to purchase their 20 percent share of Canadian Tire Financial Services (“CTFS”).

During the third quarter, the negotiations with Scotiabank to repurchase the shares for \$895.0 million resulted in a change in fair value of \$328.0 million and thus the Company recognized a non-cash charge to the Consolidated Statements of Income. The full \$328.0 million will impact net income, as the fair value change is non-deductible, and has reduced earnings per share by approximately \$5.88.

The purchase of the shares from Scotiabank was completed in Q4 prior to the release of the Company’s Q3 results. See Subsequent Events for a description of the transaction and related financing arrangements.

Normalizing Items

The year-to-date results of operations in 2023 include costs and recoveries associated with the DC fire, the GST/HST-related charge, and Change in the fair value of the redeemable financial instrument which were considered as normalizing items. In 2022, costs relating to the Helly Hansen Russia exit and the Company’s Operational Efficiency program were considered as normalizing items. These costs are included in Other (income) expense, Change in fair value of redeemable financial instrument, and Selling, general and administrative expenses in the Consolidated Statements of Income.

(C\$ in millions)	Q3 2023		YTD	
	Q3 2023	Q3 2022	Q3 2023	Q3 2022
DC fire	\$ (131.0)	\$ —	\$ 11.3	\$ —
GST/HST-related charge	—	—	33.3	—
Change in fair value of redeemable financial instrument	328.0	—	328.0	—
Operational Efficiency program	—	15.8	—	27.6
Helly Hansen Russia exit	—	—	—	36.5
Total	\$ 197.0	\$ 15.8	\$ 372.6	\$ 64.1

Selected Normalized Metrics – Consolidated

(C\$ in millions, except where noted)	Q3 2023	Normalizing Items ¹	Normalized Q3 2023 ²	Q3 2022	Normalizing Items ¹	Normalized Q3 2022 ²	Change ³
Revenue	\$ 4,250.5	\$ —	\$ 4,250.5	\$ 4,228.8	\$ —	\$ 4,228.8	0.5 %
Cost of producing revenue	2,814.0	—	2,814.0	2,843.5	—	2,843.5	(1.0) %
Gross margin dollars	\$ 1,436.5	\$ —	\$ 1,436.5	\$ 1,385.3	\$ —	\$ 1,385.3	3.7 %
Gross margin rate ⁴	33.8 %	— bps	33.8 %	32.8 %	— bps	32.8 %	104 bps
Other (income) expense	\$ (126.8)	\$ 131.0	\$ 4.2	\$ 13.8	\$ —	\$ 13.8	NM ⁵
Selling, general and administrative expenses ⁶	891.7	—	891.7	833.5	(15.8)	817.7	9.0 %
Depreciation and amortization ⁶	194.0	—	194.0	183.8	—	183.8	5.5 %
Net finance costs	80.3	—	80.3	55.6	—	55.6	44.3 %
Change in fair value of redeemable financial instrument	328.0	(328.0)	—	—	—	—	NM ⁵
Income before income taxes	\$ 69.3	\$ 197.0	\$ 266.3	\$ 298.6	\$ 15.8	\$ 314.4	(15.3) %
Income tax expense	97.1	(34.6)	62.5	73.6	4.2	77.8	(19.7) %
Net income	\$ (27.8)	\$ 231.6	\$ 203.8	\$ 225.0	\$ 11.6	\$ 236.6	(13.9) %
Net income attributable to shareholders of CTC	(66.4)	231.6	165.2	184.9	11.6	196.5	(15.9) %
Diluted EPS	\$ (1.19)	\$ 4.15	\$ 2.96	\$ 3.14	\$ 0.20	\$ 3.34	(11.4) %

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

² These normalized measures (excluding Revenue, Cost of producing revenue, Gross margin dollars, Gross margin rate, Depreciation and amortization, and Net finance costs) are non-GAAP financial measures or non-GAAP ratios. For further information and a detailed reconciliation see section 9.1 of this MD&A.

³ Change is between normalized results.

⁴ For further information about this measure see section 9.2 of this MD&A.

⁵ Not meaningful.

⁶ Certain prior year figures have been restated to conform to the current year presentation.

(C\$ in millions, except where noted)	YTD Q3 2023	Normalizing Items	Normalized YTD Q3 2023 ²	YTD Q3 2022	Normalizing Items ¹	Normalized YTD Q3 2022 ²	Change ³
Revenue	\$ 12,213.5	\$ —	\$ 12,213.5	\$ 12,470.2	\$ —	\$ 12,470.2	(2.1) %
Cost of producing revenue	8,046.7	—	8,046.7	8,390.7	—	8,390.7	(4.1) %
Gross margin dollars	\$ 4,166.8	\$ —	\$ 4,166.8	\$ 4,079.5	\$ —	\$ 4,079.5	2.1 %
Gross margin rate ⁴	34.1 %	— bps	34.1 %	32.7 %	— bps	32.7 %	140 bps
Other expense	\$ 31.2	\$ (11.3)	\$ 19.9	\$ 61.4	\$ (36.5)	\$ 24.9	NM ⁵
Selling, general and administrative expenses ⁶	2,692.2	(33.3)	2,658.9	2,490.5	(27.6)	2,462.9	8.0 %
Depreciation and amortization ⁶	574.9	—	574.9	530.9	—	530.9	8.3 %
Net finance costs	230.7	—	230.7	165.1	—	165.1	39.7 %
Change in fair value of redeemable financial instrument	328.0	(328.0)	—	—	—	—	NM ⁵
Income before income taxes	\$ 309.8	\$ 372.6	\$ 682.4	\$ 831.6	\$ 64.1	\$ 895.7	(23.8) %
Income tax expense	167.9	11.5	179.4	211.4	10.4	221.8	(19.1) %
Net income	\$ 141.9	\$ 361.1	\$ 503.0	\$ 620.2	\$ 53.7	\$ 673.9	(25.4) %
Net income attributable to shareholders of CTC	40.8	356.1	396.9	512.2	53.7	565.9	(29.9) %
Diluted EPS	\$ 0.72	\$ 6.28	\$ 7.00	\$ 8.59	\$ 0.90	\$ 9.49	(26.2) %

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

² These normalized measures (excluding Revenue, Cost of producing revenue, Gross margin dollars, Gross margin rate, Depreciation and amortization, and Net finance costs) are non-GAAP financial measures or non-GAAP ratios. For further information and a detailed reconciliation see section 9.1 of this MD&A.

³ Change is between normalized results.

⁴ For further information about this measure see section 9.2 of this MD&A.

⁵ Not meaningful.

⁶ Certain prior year figures have been restated to conform to the current year presentation.

Consolidated Results Commentary

Effective from the first quarter of 2023, the Company's results reflect a change in accounting estimate related to the Company's Margin-Sharing Arrangement ("MSA") with Dealers (the "change in accounting estimate"), as outlined below.

Change in Accounting Estimate

The Company's contract with its Dealers governs how margin and expenses are shared between the two groups. Beginning in the first quarter of 2023, the Company implemented a change to accounting estimates associated with one component of the contract, the MSA with the Dealers. The Company already records a portion of its margin relating to revenue and margin on shipments to its Dealers in the quarter incurred, but the majority of the MSA has historically been accrued in the fourth quarter of every year. Effective with the first quarter of 2023, the Company began to record the MSA throughout the year to better reflect the pattern over which the MSA is earned. This change simply reflects a change in the timing of this revenue and will result in less quarterly fluctuation in Retail segment Gross margin and Income before income taxes throughout the year. This change impacts quarterly results, with no change to the annual reported figures other than year-over-year variances driven by business performance. The change in accounting estimate had a year-to-date impact of \$171.0 million on Revenue and Income before income taxes, and 119 bps impact on Retail segment Gross margin rate excluding Petroleum¹, of which the third quarter impact was \$32.7 million and 66 bps, respectively. Excluding the change in accounting estimate relating to the Company's MSA with its Dealers, Consolidated third quarter Revenue was down \$11.0 million, Retail segment Gross margin rate excluding Petroleum was up 77 bps, and Consolidated Income before income taxes was down \$262.0 million. On a year-to-date basis, excluding the impact of the change in accounting estimate, Consolidated Revenue was down \$427.7 million, Retail segment Gross margin rate excluding Petroleum was up 50 bps, and Consolidated Income before income taxes was down \$692.8 million.

Consolidated Results Summary

Diluted EPS for the third quarter of 2023 was \$(1.19) per share, \$4.33 lower than the prior year. Normalized Diluted EPS was \$2.96, \$0.38 lower than the prior year. Excluding the \$0.43 favourable impact of the change in accounting estimate, Normalized Diluted EPS was down \$0.81, attributable to a decline in earnings in both the Retail and Financial Services segments.

Consolidated Income before income taxes was \$69.3 million, a decrease of \$229.3 million compared to the prior year. Normalized Income before income taxes was \$266.3 million, down \$48.1 million from the prior year. Excluding the impact of the change in accounting estimate, Normalized Income before income taxes decreased by \$80.8 million, primarily due to lower revenue and higher operating costs in the Retail segment.

On a year-to-date basis, Consolidated Income before income taxes decreased by \$521.8 million, and Normalized Income before income taxes decreased by \$213.3 million. Excluding the impact of the change in accounting estimate, Normalized Income before income taxes decreased by \$384.3 million, primarily due to lower revenue and higher operating costs, including operating inefficiencies as a result of the DC fire, in the Retail segment.

¹ For further information about this measure see section 9.2 of this MD&A.

Consolidated Results Commentary (continued)

	Q3 2023	Year-to-Date
Consolidated Results Summary	<p>▼ Diluted EPS: \$4.33 per share</p> <ul style="list-style-type: none"> Consolidated Revenue was \$4,250.5 million, an increase of \$21.7 million or 0.5 percent from the prior year. Consolidated Revenue excluding Petroleum¹ was \$3,652.9 million, an increase of 1.1 percent. Excluding the impact of the change in accounting estimate, Consolidated Revenue excluding Petroleum was up 0.2 percent. The increase was driven by revenue growth in the Financial Services segment, partially offset by a decline in the Retail segment. Consolidated Gross margin dollars were \$1,436.5 million, an increase of \$51.2 million or 3.7 percent from the prior year. Excluding the impact of the change in accounting estimate, Consolidated Gross margin dollars were up \$18.5 million or 1.3 percent due to growth in the Retail segment, partially offset by a decline in the Financial Services segment. Other income was \$126.8 million, favourable by \$140.6 million compared to the prior year. Excluding the \$131.0 million recovery relating to the DC fire, Normalized Other expense was favourable by \$9.6 million driven by foreign exchange losses recognized at Helly Hansen in the prior year. Consolidated SG&A was \$891.7 million, an increase of \$58.2 million or 7.0 percent compared to the prior year. The increase was driven by the Retail segment due to higher variable compensation costs and strategic investments as part of the <i>Better Connected</i> strategy, including the transition to cloud-based IT infrastructure and investment in supply chain and store network. Variable compensation costs increased in part due to a \$19.6 million year-over-year unfavourable variance in the Company's share-based compensation awards driven by a mark-to-market adjustment on its equity hedges from the decline in share price during the third quarter. The Financial Services segment also contributed to the increase. Depreciation and amortization was \$194.0 million, an increase of 5.5 percent from the prior year driven by costs associated with the Company's strategic capital investments. Net finance costs were \$80.3 million, an increase of 44.3 percent from the prior year mainly due to higher interest rates and borrowings, and higher lease-related costs. 	<p>▼ Diluted EPS: \$7.87 per share</p> <ul style="list-style-type: none"> Consolidated Revenue was \$12,213.5 million, a decrease of \$256.7 million or 2.1 percent. Consolidated Revenue excluding Petroleum was \$10,585.5 million, a decrease of 0.9 percent. Excluding the impact of the change in accounting estimate, Consolidated Revenue excluding Petroleum was down 2.5 percent. The decline was driven by the Retail segment, partially offset by revenue growth in the Financial Services segment. Consolidated Gross margin dollars were \$4,166.8 million an increase of \$87.3 million, or 2.1 percent from the prior year. Excluding the impact of the change in accounting estimate, Consolidated Gross margin dollars were down \$83.7 million or 2.1 percent due to decreases in both the Retail and Financial Services segments. Other expense was \$31.2 million, favourable by \$30.2 million compared to the prior year. Excluding the current year \$11.3 million charge relating to the DC fire and the prior year \$36.5 million charge relating to the exit of Helly Hansen operations in Russia, Normalized Other expense was favourable by \$5.0 million driven by foreign exchange losses recognized at Helly Hansen in the prior year, partially offset by a \$13.5 million one-time cost to exit a supply chain contract and lower real estate related gains in 2023. Consolidated SG&A was \$2,692.2 million, an increase of \$201.7 million or 8.1 percent compared to the prior year. Excluding the GST/HST-related charge, Normalized SG&A was \$2,658.9 million, an increase of 196.0 million. The increase was driven by the Retail segment due to strategic investments as part of the <i>Better Connected</i> strategy, including the transition to cloud-based IT infrastructure and investment in supply chain and store network. In addition, there were higher supply chain costs and operating inefficiencies relating to the DC fire. Depreciation and amortization was \$574.9 million, an increase of 8.3 percent from the prior year driven by costs associated with the Company's strategic capital investments. Net finance costs were \$230.7 million, an increase of 39.7 percent from the prior year mainly due to higher interest rates and borrowings, and higher lease-related costs.

Consolidated Results Commentary (continued)

Q3 2023	Year-to-Date
<ul style="list-style-type: none"> Income taxes were \$97.1 million, compared to \$73.6 million in the prior year primarily due to a higher Effective tax rate, partially offset by lower Income before income taxes. The Effective tax rate increased for the quarter, primarily due to the non-deductibility of the Change in fair value of redeemable financial instrument. Diluted EPS was \$(1.19), a decrease of \$4.33 compared to the prior year. Normalized Diluted EPS was \$2.96, a decrease of \$0.38 compared to the prior year. Excluding the \$0.43 impact of the change in accounting estimate, Normalized Diluted EPS decreased by \$0.81 compared to the prior year, driven by the decline in earnings attributable to the reasons above. 	<ul style="list-style-type: none"> Income taxes for the period were \$167.9 million, compared to \$211.4 million in the prior year due to lower Income before income taxes, partially offset by a higher Effective tax rate. The Effective tax rate increased for the year, primarily due to the non-deductibility of the Change in fair value of redeemable financial instrument. Diluted EPS was \$0.72, a decrease of \$7.87 compared to the prior year. Normalized Diluted EPS was \$7.00, a decrease of \$2.49 or 26.2 percent. Excluding the \$2.22 impact of the change in accounting estimate, Normalized Diluted EPS decreased by \$4.71 compared to the prior year, driven by the decline in earnings attributable to the reasons above.

4.1.2 Consolidated Key Performance Measures

(C\$ in millions) increase/(decrease)	Q3 2023	Q3 2022	Change
Selling, general and administrative expenses ⁴	\$ 891.7	\$ 833.5	\$ 58.2
Normalized ¹ SG&A as a percentage of revenue ^{2,4}	21.0 %	19.3 %	165 bps
Income before income taxes	\$ 69.3	\$ 298.6	\$ (229.3)
Normalized ¹ EBITDA ³ as a percentage of revenue ^{2,4}	12.9 %	13.2 %	(37) bps

¹ Refer to section 4.1.1 in this MD&A for a description of normalizing items.

² This is a non-GAAP ratio. For further information and a detailed reconciliation see section 9.1 of this MD&A.

³ Earnings Before Interest, Tax, Depreciation and Amortization ("EBITDA").

⁴ Certain prior year figures have been restated to conform to the current year presentation.

(C\$ in millions) increase/(decrease)	YTD Q3 2023	YTD Q3 2022	Change
Selling, general and administrative expenses ³	\$ 2,692.2	\$ 2,490.5	\$ 201.7
Normalized ¹ SG&A as a percentage of revenue ^{2,3}	21.8 %	19.8 %	202 bps
Income before income taxes	\$ 309.8	\$ 831.6	\$ (521.8)
Normalized ¹ EBITDA as a percentage of revenue ^{2,3}	12.4 %	12.9 %	(53) bps

¹ Refer to section 4.1.1 in this MD&A for a description of normalizing items.

² This is a non-GAAP ratio. For further information and a detailed reconciliation see section 9.1 of this MD&A.

³ Certain prior year figures have been restated to conform to the current year presentation.

Changes in the percentages disclosed are driven by the related Revenue, SG&A, and Income before income taxes variances discussed under the Consolidated Results commentary in the previous charts.

4.1.3 Seasonal Trend Analysis

The following table shows the consolidated financial performance of the Company by quarter for the last two years. As discussed in section 4.1.1 of this MD&A, the Company implemented a change in accounting estimate beginning in the first quarter of 2023, with no change to the historical amounts reported.

(C\$ in millions, except per share amounts)	Q3 2023	Q2 2023	Q1 2023	Q4 2022	Q3 2022	Q2 2022	Q1 2022	Q4 2021	Q3 2021
Revenue	\$4,250.5	\$4,255.8	\$3,707.2	\$5,340.4	\$4,228.8	\$4,404.0	\$3,837.4	\$5,137.6	\$3,913.1
Net (loss) income	(27.8)	126.9	42.8	562.6	225.0	177.6	217.6	535.7	279.5
Diluted EPS	(1.19)	1.76	0.13	9.09	3.14	2.43	3.03	8.34	3.97

4.2 Retail Segment Performance

4.2.1 Retail Segment Financial Results

(C\$ in millions, except where noted)				YTD		YTD	
	Q3 2023	Q3 2022	Change	Q3 2023	Q3 2022	Change	
Retail sales ¹	\$ 4,639.3	\$ 4,734.2	(2.0) %	\$ 13,180.7	\$ 13,519.4	(2.5) %	
Revenue	\$ 3,867.3	\$ 3,873.7	(0.2) %	\$ 11,101.3	\$ 11,445.4	(3.0) %	
Gross margin dollars	\$ 1,207.0	\$ 1,153.3	4.7 %	\$ 3,507.9	\$ 3,412.3	2.8 %	
Gross margin rate ¹	31.2 %	29.8 %	144 bps	31.6 %	29.8 %	179 bps	
Other (income)	\$ (164.9)	\$ (21.9)	NM ³	\$ (79.5)	\$ (44.7)	NM ³	
Selling, general and administrative expenses ²	818.2	768.6	6.4 %	2,421.7	2,255.6	7.4 %	
Depreciation and amortization ²	244.7	228.8	6.9 %	722.6	664.3	8.8 %	
Net finance costs	70.0	44.8	56.6 %	197.8	131.5	50.5 %	
Income before income taxes	\$ 239.0	\$ 133.0	79.7 %	\$ 245.3	\$ 405.6	(39.5) %	

¹ For further information about this measure see section 9.2 of this MD&A.

² Certain prior year figures have been restated to conform to the current year presentation.

³ Not meaningful.

Selected Normalized Metrics – Retail

(C\$ in millions, except where noted)	Normalizing Items			Q3 2022	Normalized			Change ³
	Q3 2023	Q3 2022	Change		Q3 2023 ²	Q3 2022	Change	
Revenue	\$ 3,867.3	\$ —	\$ 3,867.3	\$ 3,873.7	\$ —	\$ 3,873.7	(0.2) %	
Cost of producing revenue	2,660.3	—	2,660.3	2,720.4	—	2,720.4	(2.2) %	
Gross margin dollars	\$ 1,207.0	\$ —	\$ 1,207.0	\$ 1,153.3	\$ —	\$ 1,153.3	4.7 %	
Gross margin rate ⁴	31.2 %	— bps	31.2 %	29.8 %	— bps	29.8 %	144 bps	
Other (income)	\$ (164.9)	\$ 131.0	\$ (33.9)	\$ (21.9)	\$ —	\$ (21.9)	54.8 %	
Selling, general and administrative expenses ⁵	818.2	—	818.2	768.6	(15.8)	752.8	8.7 %	
Depreciation and amortization ⁵	244.7	—	244.7	228.8	—	228.8	6.9 %	
Net finance costs	70.0	—	70.0	44.8	—	44.8	56.6 %	
Income before income taxes	\$ 239.0	\$ (131.0)	\$ 108.0	\$ 133.0	\$ 15.8	\$ 148.8	(27.4) %	

¹ Refer to section 4.1.1 in this MD&A for a description of normalizing items.

² These normalized measures (Other (income), Selling, general and administrative expenses and Income before income taxes) are non-GAAP financial measures. For further information and a detailed reconciliation see section 9.1 of this MD&A.

³ Change is between normalized results.

⁴ For further information about this measure see section 9.2 of this MD&A.

⁵ Certain prior year figures have been restated to conform to the current year presentation.

(C\$ in millions, except where noted)	YTD Q3 2023	Normalizing Items	Normalized YTD Q3 2023 ²	YTD Q3 2022	Normalizing Items ¹	Normalized YTD Q3 2022 ²	Change ³
Revenue	\$ 11,101.3	\$ —	\$ 11,101.3	\$ 11,445.4	\$ —	\$ 11,445.4	(3.0) %
Cost of producing revenue	7,593.4	—	7,593.4	8,033.1	—	8,033.1	(5.5) %
Gross margin dollars	\$ 3,507.9	\$ —	\$ 3,507.9	\$ 3,412.3	\$ —	\$ 3,412.3	2.8 %
Gross margin rate ⁴	31.6 %	— bps	31.6 %	29.8 %	— bps	29.8 %	179 bps
Other (income)	\$ (79.5)	\$ (11.3)	\$ (90.8)	\$ (44.7)	\$ (36.5)	\$ (81.2)	11.8 %
Selling, general and administrative expenses ⁵	2,421.7	—	2,421.7	2,255.6	(27.6)	2,228.0	8.7 %
Depreciation and amortization ⁵	722.6	—	722.6	664.3	—	664.3	8.8 %
Net finance costs	197.8	—	197.8	131.5	—	131.5	50.5 %
Income before income taxes	\$ 245.3	\$ 11.3	\$ 256.6	\$ 405.6	\$ 64.1	\$ 469.7	(45.4) %

¹ Refer to section 4.1.1 in this MD&A for a description of normalizing items.

² These normalized measures (Other (income), Selling, general and administrative expenses and Income before income taxes) are non-GAAP financial measures. For further information and a detailed reconciliation see section 9.1 of this MD&A.

³ Change is between normalized results.

⁴ For further information about this measure see section 9.2 of this MD&A.

⁵ Certain prior year figures have been restated to conform to the current year presentation.

4.2.2 Retail Segment Key Performance Measures

(Year-over-year percentage change, C\$ in millions, except as noted)	Q3 2023	Q3 2022	Change	YTD		Change
				Q3 2023	Q3 2022	
Revenue ¹	\$3,867.3	\$3,873.7	(0.2) %	\$11,101.3	\$11,445.4	(3.0) %
Revenue, excluding Petroleum	3,269.7	3,259.1	0.3 %	9,473.3	9,652.9	(1.9) %
Store count	1,694	1,710				
Retail square footage (in millions)	34.8	34.4				
Retail sales growth ²	(2.0) %	2.8 %		(2.5) %	7.3 %	
Retail sales growth, excluding Petroleum ²	(1.9) %	0.6 %		(1.3) %	3.4 %	
Consolidated Comparable sales growth ^{2,3}	(1.6) %	0.7 %		(1.1) %	3.8 %	
Retail ROIC ^{4,5}	11.1 %	12.5 %	(138) bps	n/a	n/a	
Retail normalized ⁶ SG&A as a percentage of revenue excluding Petroleum ^{2,5}	25.0 %	23.1 %	192 bps	25.6 %	23.1 %	248 bps
Revenue ^{1,7}	\$2,201.0	\$2,179.7	1.0 %	\$6,526.7	\$6,747.6	(3.3) %
Store count ⁸	663	665				
Retail square footage (in millions)	23.9	23.5				
Sales per square foot ^{2,9}	\$ 522	\$ 538	(3.0) %	n/a	n/a	
Retail sales growth ^{2,10}	(0.9) %	0.6 %		(1.5) %	2.9 %	
Comparable sales growth ²	(0.6) %	0.7 %		(1.3) %	2.9 %	
Revenue ¹	\$ 518.3	\$ 576.4	(10.1) %	\$1,400.1	\$1,461.3	(4.2) %
Store count	370	375				
Retail square footage (in millions)	7.2	7.2				
Sales per square foot ^{2,11}	\$ 324	\$ 335	(3.3) %	n/a	n/a	
Retail sales growth ^{2,12}	(7.6) %	(1.5) %		(1.9) %	0.8 %	
Comparable sales growth ²	(7.4) %	(1.0) %		(1.7) %	3.6 %	
Revenue ^{1,13}	\$ 322.4	\$ 324.9	(0.8) %	\$ 970.3	\$ 953.0	1.8 %
Store count	379	380				
Retail square footage (in millions)	3.7	3.7				
Sales per square foot ^{2,11}	\$ 424	\$ 419	1.2 %	n/a	n/a	
Retail sales growth ^{2,14}	(0.1) %	3.9 %		1.4 %	13.7 %	
Comparable sales growth ²	0.2 %	3.6 %		1.6 %	13.4 %	
Revenue ¹	\$ 219.2	\$ 170.9	28.2 %	\$ 563.2	\$ 480.1	17.3 %
Revenue ¹	\$ 597.6	\$ 614.6	(2.8) %	\$1,628.0	\$1,792.5	(9.2) %
Gas bar locations	282	290				
Gross margin dollars	\$ 59.1	\$ 55.6	6.2 %	\$ 161.4	\$ 165.1	(2.3) %
Retail sales growth ²	(2.9) %	18.4 %		(9.1) %	35.9 %	
Gasoline volume growth in litres	(1.5) %	(1.6) %		(0.1) %	6.5 %	
Comparable store gasoline volume growth in litres ²	1.0 %	(1.7) %		2.9 %	6.4 %	

¹ Revenue reported for Canadian Tire Retail, SportChek, Mark's and Petroleum for the 13 and 39 weeks ended September 30, 2023 include inter-segment revenue of \$1.0 million (2022 – \$1.3 million) and \$3.1 million (2022 - \$3.8 million), respectively. 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 9.2 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 9.1 of this MD&A.

⁶ Refer to section 4.1.1 in this MD&A for a description of normalizing items.

⁷ Revenue includes revenue from Canadian Tire, PartSource, PHL, Party City and Franchise Trust.

⁸ Store count includes stores from Canadian Tire, and other banner stores of 161 (2022: 161 stores). Other banners include PartSource, PHL, and Party City.

⁹ 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.

¹⁰ Retail sales growth includes sales from Canadian Tire, PartSource, PHL, Party City and the labour portion of Canadian Tire's auto service sales.

¹¹ Sales per square foot figures are calculated on a rolling 12-month basis, include both corporate and franchise stores and warehouse, and administrative space.

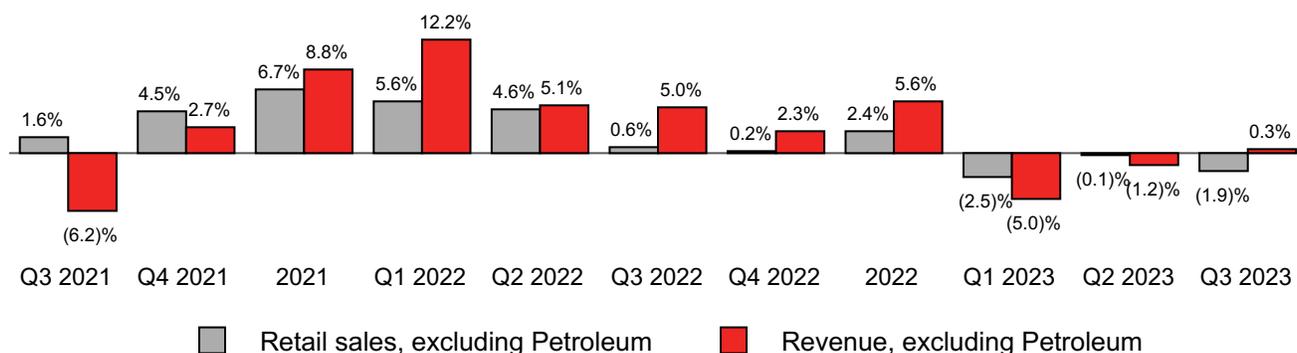
¹² Retail sales growth includes sales from both corporate and franchise stores.

¹³ 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.

¹⁴ Retail sales growth includes Retail sales from Mark's corporate and franchise stores but excludes revenue relating to alteration and embroidery services.

The following chart shows the Retail segment, excluding Petroleum, Retail sales and Revenue performance by quarter for the last two years. As discussed in section 4.1.1 of this MD&A, the Company implemented a change in accounting estimate beginning in the first quarter of 2023 which impacted Revenue, excluding Petroleum, with no change to the historical amounts reported; Retail sales, excluding Petroleum were not impacted by this change.

Year-over-year Retail Sales and Revenue Growth



Retail Segment Commentary

Retail sales decreased 2.0 percent and excluding Petroleum were down 1.9 percent, impacted by continued softening consumer demand, particularly in Ontario and British Columbia, and a mix shift to more essential and value offerings. eCommerce sales¹ were \$1.1 billion on a rolling 12-month basis. Consolidated Owned Brands penetration¹ was 36.2 percent, up 42 bps compared to the prior year driven by increased Owned Brands penetration at CTR.

As discussed in section 4.1.1 of this MD&A, the change in accounting estimate had a \$32.7 million favourable impact on Retail Revenue and Income before income taxes, and 66 bps favourable impact on Retail Gross margin rate excluding Petroleum in the third quarter of 2023. Softening of consumer demand, in addition to higher operating and interest costs impacting the Dealers led to a year-to-date adjustment in the third quarter based on the Company's best estimate of the annual forecast for MSA.

Retail Income before income taxes increased by \$106.0 million driven by the normalized recovery relating to the DC fire. Normalized Income before income taxes decreased by \$40.8 million. Excluding the impact of the change in accounting estimate, Normalized Income before income taxes decreased by \$73.5 million. The decline was driven by lower Revenue as well as higher SG&A and Depreciation and amortization. The increase in SG&A was mainly attributable to higher variable compensation costs and ongoing strategic investments as part of the *Better Connected* strategy. Variable compensation costs increased in part due to a \$19.6 million (\$0.22 impact on Diluted EPS) year-over-year unfavourable variance in the Company's share-based compensation awards driven by a mark-to-market adjustment on its equity hedges from the decline in share price during the third quarter. Net finance costs also increased in the quarter, up \$25.2 million mainly due to higher interest rates and borrowings.

On a year-to-date basis, Retail Income before income taxes decreased by \$160.3 million, and Normalized Income before income taxes decreased by \$213.1 million. Excluding the impact of the change in accounting estimate, Normalized Income before income taxes decreased by \$384.1 million. The decline was driven by lower Revenue, higher operating and net finance costs, as well as operating inefficiencies due to the DC fire. The Company estimates that approximately \$23.0 million of the decrease in Normalized Income before income taxes was attributable to operating inefficiencies and delayed shipments due to the DC fire.

¹ For further information about this measure see section 9.2 of this MD&A.

Retail Segment Commentary *(continued)*

	Q3 2023	Year-to-Date
Retail Sales	<p>▼ \$94.9 million or 2.0%</p> <p>▼ 1.6% in Comparable sales growth</p> <ul style="list-style-type: none"> • Retail sales were \$4,639.3 million, a decrease of 2.0 percent. Excluding Petroleum, Retail sales declined 1.9 percent, or \$74.8 million compared to the prior year, with all banners impacted by a continued softening of consumer demand, particularly in Ontario and British Columbia, and a mix shift to more essential and value offerings. • ▼ CTR Retail sales were down 0.9 percent, impacted by a continued softening of consumer demand, particularly in Ontario and British Columbia, and a mix shift to more essential and value offerings. Declines in Seasonal & Gardening and Playing were partially offset by growth in Automotive categories. • SPORTCHEK Retail sales were down 7.6 percent. Team Sports grew but continued softening of consumer demand in more discretionary categories such as Athletic Footwear and Clothing drove a decline. • Mark's Retail sales were down 0.1 percent, driven by declines in Industrial businesses and Men's Casualwear, offset by growth in Ladies' Casualwear and Casual Footwear. • ▼ GAS+ Retail sales declined 2.9 percent due to lower per litre gas prices and lower gas volumes due to fewer gas bar locations. Comparable store volume was up 1.0 percent. 	<p>▼ \$338.7 million or 2.5%</p> <p>▼ 1.1% in Comparable sales growth</p> <ul style="list-style-type: none"> • Retail sales were \$13,180.7 million, a decrease of 2.5 percent. Excluding Petroleum, Retail sales declined 1.3 percent or \$152.8 million compared to the prior year, with all banners impacted by a softening of consumer demand, particularly in Ontario and British Columbia, and a mix shift to more essential and value offerings. • ▼ CTR Retail sales were down 1.5 percent driven by the impact of unfavourable weather on sales of winter and spring products in the first quarter, and a softening of consumer demand, particularly in Ontario and British Columbia, partially offset by growth in Automotive and Living categories. • SPORTCHEK Retail sales declined 1.9 percent, impacted by softening consumer demand, led by declines in Outerwear, Outdoor Footwear, and Cycling, partially offset by growth in Team Sports. • Mark's Retail sales increased 1.4 percent, against strong growth of 13.7 percent in the prior year, driven by growth in Ladies' Casualwear, Casual Footwear, and Men's Casualwear. • ▼ GAS+ Retail sales declined 9.1 percent due to lower per litre gas prices, while gas volumes were relatively flat. Comparable store volume was up 2.9 percent.
Revenue	<p>▼ \$6.4 million or 0.2%</p> <p>▲ 0.3% excluding Petroleum</p> <ul style="list-style-type: none"> • Retail Revenue was \$3,867.3 million, down \$6.4 million. Excluding the \$32.7 million impact of the change in accounting estimate, Retail Revenue was down \$39.1 million due to lower sales and franchise shipments at SportChek, a decline in revenue at Petroleum, and lower shipments at CTR, partially offset by strong growth at Helly Hansen. 	<p>▼ \$344.1 million or 3.0%</p> <p>▼ 1.9% excluding Petroleum</p> <ul style="list-style-type: none"> • Retail Revenue was \$11,101.3 million, down \$344.1 million. Excluding the \$171.0 million impact of the change in accounting estimate, Retail Revenue was down \$515.1 million due to lower shipments at CTR, a decline in revenue at Petroleum, and lower sales and franchise shipments at SportChek. This was partially offset by strong growth in wholesale and eCommerce channels at Helly Hansen.

Retail Segment Commentary (continued)

	Q3 2023	Year-to-Date
Gross Margin	<ul style="list-style-type: none"> ▲ \$53.7 million or 4.7% ▲ 144 bps in gross margin rate ▲ 4.6% excluding Petroleum¹ ▲ 143 bps in gross margin rate, excluding Petroleum <ul style="list-style-type: none"> • Retail Gross margin dollars were \$1,207.0 million, an increase of \$53.7 million. Excluding Petroleum, Gross margin dollars were \$1,147.9 million, an increase of \$50.2 million. Excluding the impact of the change in accounting estimate, Retail Gross margin dollars excluding Petroleum were up \$17.5 million driven by a favourable Gross margin rate, partially offset by the decline in Revenue previously described. • Gross margin rate, excluding Petroleum, was 35.1 percent, an increase of 143 bps. Excluding the 66 bps impact of the change in accounting estimate, Gross margin rate, excluding Petroleum, was up 77 bps driven by CTR due to the benefit of lower freight costs, partially offset by increases in promotional intensity at SportChek and Mark's. 	<ul style="list-style-type: none"> ▲ \$95.6 million or 2.8% ▲ 179 bps in gross margin rate ▲ 3.1% excluding Petroleum ▲ 169 bps in gross margin rate, excluding Petroleum <ul style="list-style-type: none"> • Retail Gross margin dollars were \$3,507.9 million, an increase of \$95.6 million. Excluding Petroleum, Gross margin dollars were \$3,346.5 million, an increase of \$99.3 million. Excluding the impact of the change in accounting estimate, Retail Gross margin dollars excluding Petroleum were down \$71.7 million driven by the decline in Revenue previously described, partially offset by a favourable Gross margin rate. • Gross margin rate, excluding Petroleum, was 35.3 percent, an increase of 169 bps. Excluding the 119 bps impact of the change in accounting estimate, Gross margin rate, excluding Petroleum, was up 50 bps due to lower freight costs, a favourable sales mix among the banners, and actions to manage product cost headwinds, partially offset by increases in promotional intensity at SportChek and Mark's.
Other (Income)	<ul style="list-style-type: none"> ▲ \$143.0 million or 651.1% <ul style="list-style-type: none"> • Other income was \$164.9 million, favourable by \$143.0 million. Excluding the \$131.0 million recovery relating to the DC fire, Normalized Other expense was favourable by \$12.0 million driven by foreign exchange losses recognized at Helly Hansen in the prior year. 	<ul style="list-style-type: none"> ▲ \$34.8 million or 77.6% <ul style="list-style-type: none"> • Other income was \$79.5 million, favourable by \$34.8 million. Excluding the current year \$11.3 million charge relating to the DC fire and the prior year \$36.5 million charge relating to the exit of Helly Hansen operations in Russia, Normalized Other expense was favourable by \$9.6 million driven by foreign exchange losses recognized at Helly Hansen in the prior year, partially offset by a \$13.5 million one-time cost to exit a supply chain contract and lower real estate related gains in 2023.
SG&A	<ul style="list-style-type: none"> ▲ \$49.6 million or 6.4% <ul style="list-style-type: none"> • SG&A was \$818.2 million, an increase of \$49.6 million, or 6.4 percent. The increase was due to higher variable compensation costs and strategic investments as part of the <i>Better Connected</i> strategy, including the transition to cloud-based IT infrastructure and investment in supply chain and store network. Variable compensation costs increased in part due to a \$19.6 million year-over-year unfavourable variance in the Company's share-based compensation awards driven by a mark-to-market adjustment on its equity hedges from the decline in share price during the third quarter. 	<ul style="list-style-type: none"> ▲ \$166.1 million or 7.4% <ul style="list-style-type: none"> • SG&A was \$2,421.7 million, an increase of \$166.1 million, or 7.4 percent. This increase was due to strategic investments as part of the <i>Better Connected</i> strategy, including the transition to cloud-based IT infrastructure and investment in supply chain and store network. In addition, there were higher supply chain costs and operating inefficiencies relating to the DC fire.
Depreciation and amortization	<ul style="list-style-type: none"> ▲ \$15.9 million or 6.9% <ul style="list-style-type: none"> • Depreciation and amortization increased due to costs associated with the Company's strategic capital investments, including the Greater Toronto Area Distribution Centre which became fully operational in the year. 	<ul style="list-style-type: none"> ▲ \$58.3 million or 8.8 % <ul style="list-style-type: none"> • Depreciation and amortization increased due to costs associated with the Company's strategic capital investments, including the Greater Toronto Area Distribution Centre which became fully operational in the year.

¹ For further information about this measure see section 9.2 of this MD&A.

Retail Segment Commentary *(continued)*

	Q3 2023	Year-to-Date
Net Finance Costs	<p>▲ \$25.2 million or 56.6%</p> <ul style="list-style-type: none"> Net finance costs increased mainly due to higher interest rates and borrowings, and higher lease-related costs. 	<p>▲ \$66.3 million or 50.5%</p> <ul style="list-style-type: none"> Net finance costs increased mainly due to higher interest rates and borrowings, and higher lease-related costs.
Earnings Summary	<p>▲ \$106.0 million or 79.7%</p> <ul style="list-style-type: none"> Income before income taxes increased by \$106.0 million. Normalized Income before income taxes decreased by \$40.8 million attributable to the reasons above. 	<p>▼ \$160.3 million or 39.5%</p> <ul style="list-style-type: none"> Income before income taxes decreased by \$160.3 million. Normalized Income before income taxes decreased by \$213.1 million attributable to the reasons above.

4.2.3 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. As discussed in section 4.1.1 of this MD&A, the Company implemented a change in accounting estimate in the first quarter of 2023 which impacted Revenue and Income (loss) before income taxes, with no change to the historical amounts reported. Retail sales were not affected by this change.

(C\$ in millions)	Q3 2023	Q2 2023	Q1 2023	Q4 2022	Q3 2022	Q2 2022	Q1 2022	Q4 2021	Q3 2021
Retail sales	\$ 4,639.3	\$5,214.9	\$3,326.5	\$5,729.4	\$4,734.2	\$5,363.8	\$3,421.4	\$5,661.0	\$4,603.2
Revenue	3,867.3	3,896.1	3,337.9	4,990.9	3,873.7	4,067.2	3,504.5	4,830.0	3,607.1
Income (loss) before income taxes	239.0	85.6	(79.3)	642.4	133.0	123.8	148.8	638.1	226.5

4.3 Financial Services Segment Performance

4.3.1 Financial Services Segment Financial Results

(C\$ in millions)				YTD		YTD	
	Q3 2023	Q3 2022	Change	Q3 2023	Q3 2022	Change	
Revenue	\$ 393.1	\$ 360.4	9.1 %	\$ 1,127.4	\$ 1,032.5	9.2 %	
Gross margin dollars	\$ 210.9	\$ 218.1	(3.3) %	\$ 601.7	\$ 623.5	(3.5) %	
Gross margin rate ¹	53.7 %	60.5 %	(685) bps	53.4 %	60.4 %	(701) bps	
Other expense	\$ 1.8	\$ 0.7	NM ³	\$ 4.1	\$ 0.9	NM ³	
Selling, general and administrative expenses ²	84.5	75.8	11.6 %	298.5	261.1	14.4 %	
Depreciation and amortization ²	2.2	3.4	(34.0) %	7.4	10.1	(26.3) %	
Net finance (income)	(3.3)	(1.4)	NM ³	(8.1)	(3.4)	NM ³	
Income before income taxes	\$ 125.7	\$ 139.6	(10.0) %	\$ 299.8	\$ 354.8	(15.5) %	

¹ For further information about this measure see section 9.2 of this MD&A.

² Certain prior year figures have been restated to conform to the current year presentation.

³ Not meaningful.

(C\$ in millions, except where noted)	YTD Q3 2023	Normalizing Items ¹	Normalized YTD Q3 2023 ²	YTD Q3 2022		Normalized YTD Q3 2022 ²		Change ³
				YTD Q3 2022	Normalizing Items ¹	YTD Q3 2022	Normalizing Items ¹	
Revenue	\$ 1,127.4	\$ —	\$ 1,127.4	\$ 1,032.5	\$ —	\$ 1,032.5	9.2 %	
Gross margin dollars	601.7	—	601.7	623.5	—	623.5	(3.5)%	
Gross margin rate ⁵	53.4 %	— bps	53.4 %	60.4 %	— bps	60.4 %	(701) bps	
Other expense	\$ 4.1	\$ —	\$ 4.1	\$ 0.9	\$ —	\$ 0.9	NM ⁶	
Selling, general and administrative expenses ⁴	298.5	(33.3)	265.2	261.1	—	261.1	1.6 %	
Depreciation and amortization ⁴	7.4	—	7.4	10.1	—	10.1	(26.3)%	
Net finance (income)	(8.1)	—	(8.1)	(3.4)	—	(3.4)	NM ⁶	
Income before income taxes	\$ 299.8	\$ 33.3	\$ 333.1	\$ 354.8	\$ —	\$ 354.8	(6.1)%	

¹ Refer to section 4.1.1 for a description of normalizing items.

² These normalized measures (Selling, general and administrative expenses and Income before income taxes) are non-GAAP financial measures. For further information and a detailed reconciliation see section 9.1 of this MD&A.

³ Change is between normalized results.

⁴ Certain prior year figures have been restated to conform to the current year presentation.

⁵ For further information about this measure see section 9.2 of this MD&A.

⁶ Not meaningful.

Financial Services Segment Commentary

Financial Services segment Income before income taxes was \$125.7 million in the quarter, a decrease of \$13.9 million from the prior year. Revenue growth of \$32.7 million was mainly attributable to higher interest income due to growth in receivables. The decline in Gross margin dollars was a result of higher net impairment losses and increased funding costs.

Gross average accounts receivable (“GAAR”)¹ was 6.4 percent higher than Q3 2022 due to an increase in active accounts and average balances, up 2.6 percent and 3.7 percent, respectively. Past due credit card receivables (“PD2+ rate”)² was higher than the prior year and the net write-off rate finished the quarter at 5.9 percent, returning to historic levels.

The expected credit loss (“ECL”) allowance for loans receivable was \$912.4 million, flat to Q2 2023 reflecting ending receivables unchanged from the second quarter of 2023. The ECL allowance rate¹ finished the quarter at 12.6 percent, within the previously disclosed range of 11.5 percent to 13.5 percent.

Year-to-date Income before income taxes was down \$55.0 million to \$299.8 million, mainly reflecting the impact of the previously disclosed second quarter GST/HST-related charge, and down \$21.7 million on a normalized basis to \$333.1 million. The decline in Income before income taxes was mainly attributable to higher net impairment losses, increased funding costs and higher SG&A expenses, partially offset by higher Revenue.

	Q3 2023	Year-to-Date
Revenue	▲ \$32.7 million or 9.1% <ul style="list-style-type: none"> Revenue for the quarter was \$393.1 million, an increase of \$32.7 million, or 9.1 percent compared to the prior year. The increase in Revenue was mainly due to higher interest income driven by growth in receivables. 	▲ \$94.9 million or 9.2% <ul style="list-style-type: none"> Revenue was \$1,127.4 million, an increase of \$94.9 million, or 9.2 percent compared to the prior year. The increase in Revenue was primarily attributable to higher interest and fee income driven by growth in receivables and slightly higher credit card sales, respectively.
Gross Margin Dollars	▼ \$7.2 million or 3.3% <ul style="list-style-type: none"> Gross margin dollars were \$210.9 million, a decrease of \$7.2 million, or 3.3 percent compared to the prior year. The decrease in Gross margin dollars was mainly due to higher net impairment losses and funding costs, partially offset by Revenue growth. 	▼ \$21.8 million or 3.5% <ul style="list-style-type: none"> Gross margin dollars were \$601.7 million, a decrease of \$21.8 million, or 3.5 percent compared to the prior year. The decrease in Gross margin dollars was mainly due to higher net impairment losses and funding costs, partially offset by Revenue growth.
SG&A	▲ \$8.7 million or 11.6% <ul style="list-style-type: none"> SG&A was \$84.5 million, an increase of \$8.7 million, or 11.6 percent. The increase in SG&A was primarily due to higher marketing, personnel, and IT costs. 	▲ \$37.4 million or 14.4% <ul style="list-style-type: none"> SG&A was \$298.5 million, an increase of \$37.4 million or 14.4 percent. Excluding the \$33.3 million GST/HST-related charge, Normalized SG&A was higher by \$4.1 million due to higher personnel and IT costs, partially offset by lower marketing expenses.
Earnings Summary	▼ \$13.9 million or 10.0% <ul style="list-style-type: none"> Income before income taxes was \$125.7 million, a decrease of \$13.9 million, or 10.0 percent. The decrease in Income before income taxes was due to higher SG&A, as well as lower Gross margin dollars attributable to the reasons above. 	▼ \$55.0 million or 15.5% <ul style="list-style-type: none"> Income before income taxes was \$299.8 million, a decrease of \$55.0 million or 15.5 percent. Normalized Income before income taxes was \$333.1 million, a decrease of \$21.7 million attributable to the reasons above.

¹ For further information about this measure see section 9.2 of this MD&A.

² This is a non-GAAP financial measure. For further information and a detailed reconciliation see section 9.1 of this MD&A.

4.3.2 Financial Services Segment Key Performance Measures

(C\$ in millions, except where noted)	Q3 2023	Q3 2022	Change	YTD		Change
				Q3 2023	Q3 2022	
Credit card sales growth ¹	(2.1) %	14.1 %		0.4 %	21.3 %	
GAAR	\$ 7,212	\$ 6,781	6.4 %	\$ 7,090	\$ 6,549	8.3 %
Revenue (as a percentage of GAAR) ^{1,2}	21.0 %	20.8 %		n/a	n/a	
Average number of accounts with a balance (thousands)	2,338	2,279	2.6 %	2,312	2,232	3.6 %
Average account balance ¹ (whole \$)	\$ 3,084	\$ 2,975	3.7 %	\$ 3,067	\$ 2,933	4.6 %
Net credit card write-off rate ^{1,2}	5.9 %	4.5 %		n/a	n/a	
Past due credit card receivables ("PD2+") rate ³	3.3 %	2.8 %		n/a	n/a	
Allowance rate	12.6 %	12.6 %		n/a	n/a	
Return on receivables ^{1,2}	5.5 %	6.5 %		n/a	n/a	

¹ For further information about this measure see section 9.2 of this MD&A.

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

³ This is a non-GAAP financial measure. For further information and a detailed reconciliation see section 9.1 of this MD&A.

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.

Q3 2023 vs. Q3 2022	
Growth	<ul style="list-style-type: none"> ▲ 6.4% in GAAR ▼ 2.1% in credit card sales growth ▲ 2.6% in average number of accounts with a balance ▲ 3.7% in average account balance <ul style="list-style-type: none"> • GAAR increased by 6.4 percent relative to last year driven by continued strong cardholder engagement. The average number of active accounts for the quarter increased by 2.6 percent and average account balance was up 3.7 percent. • Credit card sales declined by 2.1 percent over the prior year driven by softer sales at Retail segment banners and external merchants.
Performance	<ul style="list-style-type: none"> ▼ 99 bps in return on receivables ▲ 21 bps in Revenue as a percentage of GAAR <ul style="list-style-type: none"> • Return on receivables decreased by 99 bps compared to the prior year due to both GAAR growth and a decline in earnings on a 12-month basis. • Revenue as a percentage of GAAR increased by 21 bps compared to the prior year due to strong revenue growth.
Operational metrics	<ul style="list-style-type: none"> ▲ 52 bps in PD2+ rate ▲ 138 bps in net credit card write-off rate ▼ 12.6% allowance rate, down 1 bps <ul style="list-style-type: none"> • The PD2+ rate increased by 52 bps compared to the prior year as a result of higher aging of the portfolio. • The increase in the net write-off rate compared to the prior year was driven by an expected increase in net write-off dollars relative to receivables with a return to historic levels of performance. • The allowance rate was flat to Q3 2022 at 12.6 percent, remaining within the previously disclosed range of 11.5 to 13.5 percent.

4.3.3 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)	Q3 2023	Q2 2023	Q1 2023	Q4 2022	Q3 2022	Q2 2022	Q1 2022	Q4 2021	Q3 2021
Revenue	\$ 393.1	\$ 364.5	\$ 369.8	\$ 357.2	\$ 360.4	\$ 340.4	\$ 331.7	\$ 312.4	\$ 307.6
Income before income taxes	125.7	55.4	118.7	86.8	139.6	90.0	125.3	63.0	117.7

4.4 CT REIT Segment Performance

4.4.1 CT REIT Segment Financial Results

(C\$ in millions)				YTD		YTD	
	Q3 2023	Q3 2022	Change	Q3 2023	Q3 2022	Change	
Property revenue ¹	\$ 137.5	\$ 133.1	3.2 %	\$ 412.8	\$ 397.6	3.8 %	
Property expense ¹	28.1	26.6	5.4 %	86.7	83.3	4.1 %	
General and administrative expense ("G&A")	3.1	2.5	24.4 %	11.1	10.4	6.3 %	
Net finance costs	28.3	27.6	2.5 %	84.5	82.7	2.2 %	
Fair value loss (gain) adjustment ³	66.7	(0.6)	NM ²	39.3	(28.7)	NM ²	
Income before income taxes	\$ 11.3	\$ 77.0	(85.3) %	\$ 191.2	\$ 249.9	(23.5) %	
Adjustment from fair value to amortized cost method on Investment property							
Fair value (loss) gain adjustment	(66.7)	0.6	NM ²	(39.3)	28.7	NM ²	
Depreciation and impairment loss	19.6	18.7	4.8 %	58.0	55.6	4.3 %	
Income before income taxes, applying CTC accounting policies	\$ 58.4	\$ 57.7	1.2 %	\$ 172.5	\$ 165.6	4.2 %	

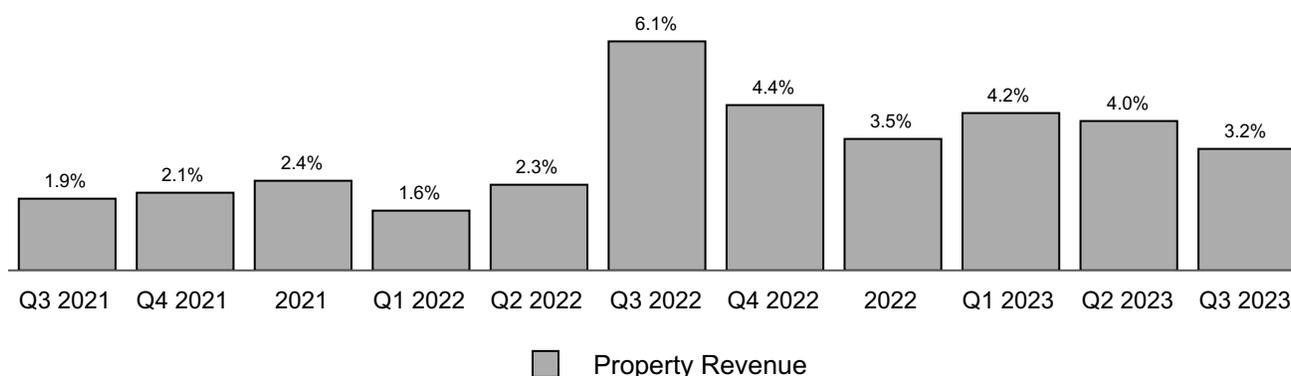
¹ For further information about this measure see section 9.2 of this MD&A.

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.

Year-over-year Property Revenue Growth



CT REIT Segment Commentary

CT REIT segment income increased \$0.7 million due to higher Property revenue, partially offset by higher operating costs during the quarter. The increase in earnings was mainly due to the intensifications and developments completed during 2022 and 2023, in addition to contractual rent escalations.

CT REIT Segment Commentary (continued)

	Q3 2023	Year-to-Date
Property Revenue	<p>▲ \$4.4 million or 3.2%</p> <ul style="list-style-type: none"> Property revenue was \$137.5 million, an increase of \$4.4 million, or 3.2 percent. The increase was mainly due to the intensifications and developments completed during 2022 and 2023, in addition to contractual rent escalations, partially offset by vacancies. 	<p>▲ \$15.2 million or 3.8%</p> <ul style="list-style-type: none"> Property revenue was \$412.8 million, an increase of \$15.2 million, or 3.8 percent. The increase was mainly due to the intensifications and developments completed during 2022 and 2023, in addition to contractual rent escalations, partially offset by vacancies.
Property Expense	<p>▲ \$1.5 million or 5.4%</p> <ul style="list-style-type: none"> Property expense was \$28.1 million, an increase of \$1.5 million, or 5.4 percent due to the intensifications and developments completed in 2022 and 2023. 	<p>▲ \$3.4 million or 4.1%</p> <ul style="list-style-type: none"> Property expense was \$86.7 million, an increase of \$3.4 million, or 4.1 percent due to the intensifications and development completed in 2022 and 2023.
G&A	<p>▲ \$0.7 million or 24.4%</p> <ul style="list-style-type: none"> G&A was \$3.1 million, an increase of 0.7 million, or 24.4 percent. The increase was driven by higher variable compensation expense. 	<p>▲ \$0.7 million or 6.3%</p> <ul style="list-style-type: none"> G&A was \$11.1 million, an increase of 0.7 million, or 6.3 percent. The increase was driven by higher variable compensation expense.
Depreciation and Impairment	<p>▲ \$0.9 million or 4.8%</p> <ul style="list-style-type: none"> Depreciation and impairment was \$19.6 million, an increase of \$0.9 million or 4.8 percent due to the intensifications and developments completed during 2022 and 2023. 	<p>▲ \$2.4 million or 4.3 %</p> <ul style="list-style-type: none"> Depreciation and impairment was \$58.0 million, an increase of \$2.4 million or 4.3 percent due to the intensifications and developments completed during 2022 and 2023.
Net Finance Costs	<p>▲ \$0.7 million or 2.5%</p> <ul style="list-style-type: none"> Net finance costs were \$28.3 million, an increase of \$0.7 million or 2.5 percent, driven by higher credit facilities utilization to fund 2023 developments and intensifications and an increase in the interest rate on the credit facilities, partially offset by capitalized interest on properties under development. 	<p>▲ \$1.8 million or 2.2%</p> <ul style="list-style-type: none"> Net finance costs were \$84.5 million, an increase of \$1.8 million or 2.2 percent. The increase was driven by higher credit facilities utilization to fund 2023 developments and intensifications and an increase in the interest rate on the credit facilities, partially offset by capitalized interest on properties under development and a prepayment cost in the prior year relating to the early redemption of Series A unsecured debentures.
Earnings Summary	<p>▲ \$0.7 million or 1.2%</p> <ul style="list-style-type: none"> Income before income taxes was \$58.4 million, an increase of \$0.7 million or 1.2 percent attributable to the reasons above. 	<p>▲ \$6.9 million or 4.2%</p> <ul style="list-style-type: none"> Income before income taxes was \$172.5 million, an increase of \$6.9 million or 4.2 percent attributable to the reasons above.

4.4.2 CT REIT Segment Key Performance Measures

(C\$ in millions)				YTD		YTD	
	Q3 2023	Q3 2022	Change	Q3 2023	Q3 2022	Change	
Net operating income ¹	\$ 109.9	\$ 106.2	3.5 %	\$ 327.4	\$ 313.1	4.6 %	
Funds from operations ¹	77.1	75.4	2.2 %	230.2	220.6	4.3 %	
Adjusted funds from operations ¹	71.0	68.6	3.5 %	211.9	200.3	5.8 %	

¹ This measure is a non-GAAP financial measure. For further information and a detailed reconciliation see section 9.1 of this MD&A.

Net Operating Income (“NOI”)

NOI for the quarter increased by 3.5 percent compared to the prior year, primarily due to the intensifications of income-producing properties completed in 2023 and 2022, and rent escalations.

Funds from Operations (“FFO”)

FFO for the quarter increased by 2.2 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 3.5 percent compared to the prior year, primarily due to the impact of NOI variances.

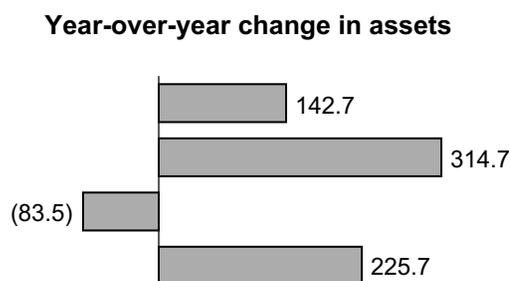
5.0 Balance Sheet Analysis, Liquidity, and Capital Resources

5.1 Selected Balance Sheet Highlights

Selected line items from the Company's assets and liabilities, as at September 30, 2023 and the year-over-year change versus October 1, 2022, are noted below:

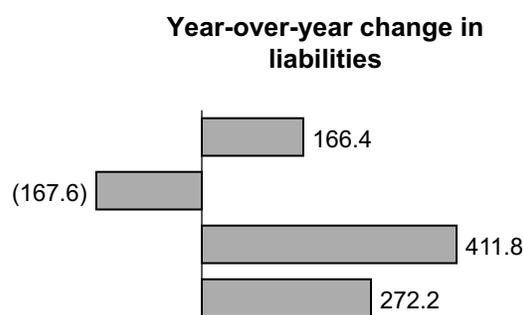
Change in Total assets	▲ \$ 501.4
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Selected Assets	September 30, 2023
Cash and cash equivalents	458.9
Loans receivable (current portion)	6,422.5
Merchandise inventories	3,360.0
Property and equipment	5,082.6



Change in Total liabilities	▲ \$ 827.1
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Selected Liabilities	September 30, 2023
Deposits (current and long-term)	3,249.5
Trade and other payables	2,990.4
Short-term borrowings	1,251.8
Other long-term liabilities	1,062.6



Assets

Cash and cash equivalents	▲ \$142.7 million	Refer to section 5.2 and Condensed Interim Consolidated Statements of Cash Flows for further details.
Loans receivable (current portion)	▲ \$314.7 million	The increase was primarily due to increased cardholder activity, in both the number of active credit cards and average balance, partially offset by a higher allowance than in the prior year.
Merchandise inventories	▼ \$83.5 million	Inventory declined 2.4 percent, down from a 5.9 percent year-over-year increase in the second quarter. Inventory decreased compared to prior year at CTR, partially offset by increases in the other Retail banners.
Property and equipment	▲ \$225.7 million	The increase was primarily driven by the Company's store investments as part of its <i>Better Connected</i> strategy.

Liabilities

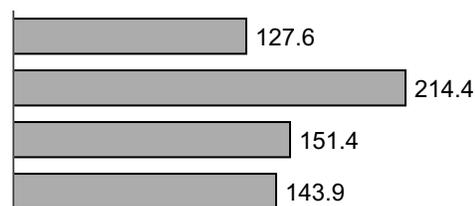
Deposits (current and long-term)	▲ \$166.4 million	The increase is primarily due to increases in guaranteed investment certificate ("GIC") deposits to fund loans receivable growth in the Financial Services segment.
Trade and other payables	▼ \$167.6 million	The decrease is due to timing, volume of payment and favourable change in fair values of derivative contracts.
Short-term borrowings	▲ \$411.8 million	The increase is primarily due to an increase in both commercial paper and credit facility debt payable in the Financial Services segment.
Other long-term liabilities	▲ \$272.2 million	The increase is primarily due to the change in the fair value of the redeemable financial instrument (refer to section 14.0) and partly offset by declines in other long-term liabilities.

Selected line items from the Company's assets and liabilities, as at September 30, 2023 and the change versus December 31, 2022, are noted below:

Change in Total assets ▲ \$ **610.5**

Selected Assets	September 30, 2023
Cash and cash equivalents	458.9
Trade and other receivables	1,524.3
Loans receivable (current portion)	6,422.5
Merchandise inventories	3,360.0

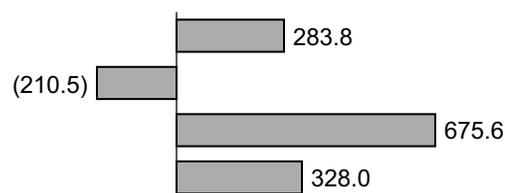
Change in assets



Change in Total liabilities ▲ \$ **1,148.8**

Selected Liabilities	September 30, 2023
Deposits (current and long-term)	3,249.5
Trade and other payables	2,990.4
Short-term borrowings	1,251.8
Other long-term liabilities	1,062.6

Change in liabilities



Assets

Cash and cash equivalents	▲ \$127.6 million	Refer to section 5.2 and Condensed Interim Consolidated Statements of Cash Flows for further details.
Trade and other receivables	▲ \$214.4 million	The increase is mainly due to higher Dealer receivables due to higher shipments and the timing of payment as well as insurance recovery receivable booked in Q3 2023.
Loans receivable (current portion)	▲ \$151.4 million	The increase was primarily due to increased cardholder activity, in both the number of active credit cards and average balance, partially offset by a higher allowance.
Merchandise inventories	▲ \$143.9 million	Inventory increased in all Retail banners except CTR due in large part to higher product costs due to inflation, early receipts, higher purchases, and specifically at Helly Hansen to support growth in the business.

Liabilities

Deposits (current and long-term)	▲ \$283.8 million	The increase is primarily due to increases in GIC deposits to fund loans receivable growth in the Financial Services segment.
Trade and other payables	▼ \$210.5 million	The decrease is due to timing, volume of payments, and a favourable change in fair values of derivative contracts.
Short-term borrowings	▲ \$675.6 million	The increase was primarily due to funding and capital requirements in the Retail segment. The CT REIT segment further drove the increase mainly due to amounts drawn on Bank Credit Facility to fund development and intensifications of properties and for repayment of a matured mortgage.
Other long-term liabilities	▲ \$328.0 million	The increase is due to the change in the fair value of the redeemable financial instrument (refer to section 14.0).

5.2 Summary Cash Flows

Selected line items from the Company's Condensed Interim Consolidated Statements of Cash Flows for the quarters ended September 30, 2023 and October 1, 2022 are noted in the following table:

(C\$ in millions)	Q3 2023	Q3 2022	Change
Cash generated from (used for) operating activities	\$ (28.5) \$	(339.5) \$	311.0
Cash generated from (used for) investing activities	(161.7)	(130.8)	(30.9)
Cash generated from (used for) financing activities	216.3	265.2	(48.9)
Cash generated (used) in the period	\$ 26.1 \$	(205.1) \$	231.2

(C\$ in millions)	YTD Q3 2023	YTD Q3 2022	Change
Cash generated from (used for) operating activities	\$ 483.8 \$	(444.7) \$	928.5
Cash generated from (used for) investing activities	(394.8)	(48.1)	(346.7)
Cash generated from (used for) financing activities	43.6	(956.0)	999.6
Cash generated (used) in the period	\$ 132.6 \$	(1,448.8) \$	1,581.4

	Q3 2023	Year-to-Date
Operating activities	<p>▲ \$311.0 million change</p> <ul style="list-style-type: none"> Higher net income adjusted for non-cash items and a lower increase in loans receivable compared to the prior year contributed to the decrease in Cash used from operating activities. 	<p>▲ \$928.5 million change</p> <ul style="list-style-type: none"> The increase in Cash generated from operating activities is primarily driven by a lower increase in loans receivable and working capital than in the prior year.
Investing activities	<p>▼ \$30.9 million change</p> <ul style="list-style-type: none"> Cash used in investing activities is relatively flat in comparison to the same period in the prior year. 	<p>▼ \$346.7 million change</p> <ul style="list-style-type: none"> The increase in Cash used in investing activities is primarily from changes in short-term investments. This is partially offset by reduced Additions to property and equipment, investment property and Additions to intangible assets.
Financing activities	<p>▼ \$48.9 million change</p> <ul style="list-style-type: none"> The Cash generated for financing activities declined primarily due to decreased Net issuance of short-term borrowings partially offset by cash generated from net debt issuance and Change in deposits. 	<p>▲ \$999.6 million change</p> <ul style="list-style-type: none"> The increase in Cash generated from financing activities is primarily due to Change in deposits, which produced positive cash flows in the current year-to-date period compared to cash used to reduce deposits in the prior year. Cash generated from net debt issuances is partially offset by Repurchases of share capital.

5.3 Capital Management

The Company's objectives when managing capital are:

- Ensuring sufficient liquidity to meet its financial obligations when due and executing 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 10.0 of this MD&A including current and future industry, market, and economic risks and conditions.

5.3.1 Canadian Tire Bank's Regulatory Environment

CTB manages its capital under guidelines established by the Office of the Superintendent of Financial Institutions ("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 determine the amount of capital that needs to be held based on the Bank's risk profile.

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 Q3 2023, CTB complied with all regulatory capital guidelines established by OSFI and its internal targets as determined by its ICAAP.

5.4 Investing

5.4.1 Capital Expenditures

The Company's capital expenditures for the periods ended September 30, 2023 and October 1, 2022 were as follows:

(C\$ in millions)	Q3 2023		YTD	
	Q3 2023	Q3 2022	Q3 2023	Q3 2022
Modernization and efficiency enablers	\$ 23.2	\$ 33.6	\$ 57.8	\$ 83.3
Omnichannel customer experience	97.7	119.0	261.2	301.8
Fulfilment infrastructure and automation	34.2	50.6	74.1	128.9
Operating capital expenditures¹	\$ 155.1	\$ 203.2	\$ 393.1	\$ 514.0
CT REIT acquisitions and developments excluding vend-ins from CTC	21.3	28.5	42.7	60.2
Total capital expenditures²	\$ 176.4	\$ 231.7	\$ 435.8	\$ 574.2

¹ This measure is a non-GAAP financial measure. For further information and a detailed reconciliation see section 9.1 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.

	Q3 2023	Year-to-Date
Total capital expenditures	▼ \$55.3 million	▼ \$138.4 million
	<ul style="list-style-type: none"> • On a year-to-date basis, the Company's operating capital expenditures and total capital expenditures were \$393.1 million and \$435.8 million respectively, a decrease of \$120.9 million and \$138.4 million from the prior year. The decrease was driven by lower spend relating to the Greater Toronto Area Distribution Centre and the Company's digital platform which became fully operational in the year and less extensive ongoing store capital projects. 	

Capital Commitments

The Company had commitments of approximately \$154.7 million as at September 30, 2023 (October 1, 2022 – \$265.1 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 expects its 2023 full-year operating capital expenditures to be in the range of \$650.0 to \$700.0 million, below the Q4 2022 disclosed range of \$750.0 to \$800.0 million.

The Company plans to fund the *Better Connected* strategy, sustain the business, and continue prudent capital management and expects 2024 full-year operating capital expenditures to be in the range of \$550.0 to \$600.0 million.

5.5 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. Several alternative financing sources are available to its Retail, Financial Services, and CT REIT segments to meet their financial obligations when due and to execute their operating and strategic plans.

The Company ended the quarter with \$584.1 million in cash and short-term investments, net of bank indebtedness, and \$4.2 billion in liquidity with \$1.5 billion, \$2.6 billion, and \$89.9 million at its Retail, Financial Services, and CT REIT segments, respectively.

As at September 30, 2023

(C\$ in millions)	Consolidated	Retail	Financial Services	CT REIT
Cash and cash equivalents	\$ 458.9	\$ 87.7	\$ 354.1	\$ 17.1
Short-term investments	125.2	—	125.2	—
Less: Bank indebtedness	—	—	—	—
Total net cash and cash equivalents and short-term investments¹	\$ 584.1	\$ 87.7	\$ 479.3	\$ 17.1
Committed Bank Lines of Credit	4,547.2	1,997.2	2,250.0	300.0
Less: Borrowings outstanding ²	353.0	—	129.0	224.0
Less: U.S. commercial paper outstanding	606.6	606.6	—	—
Less: Letters of credit outstanding	3.2	—	—	3.2
Available Committed Bank Lines of Credit	\$ 3,584.4	\$ 1,390.6	\$ 2,121.0	\$ 72.8
Liquidity¹	\$ 4,168.5	\$ 1,478.3	\$ 2,600.3	\$ 89.9

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 9.2 of this MD&A.

Financing Source	
Committed Bank Lines of Credit and Securitized Note Purchase Facilities	<ul style="list-style-type: none"> • Provided by a syndicate of seven Canadian and three international financial institutions, \$1,975 million in an unsecured line of credit is available to the Retail segment for general corporate purposes, expiring in June 2027. As of September 30, 2023, the Retail segment had no borrowings under this 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 of September 30, 2023, CT REIT had \$224.0 million of borrowings under this 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 Glacier Credit Card Trust ("GCCT"). As of September 30, 2023, CTB had \$129.0 million of borrowings under this line of credit and a nominal amount owing under its note purchase facilities. • Helly Hansen has a 175 million Norwegian Krone ("NOK") secured overdraft facility (\$22.2 million Canadian dollar equivalent) provided by a Norwegian bank, expiring in January 2024. As of September 30, 2023, Helly Hansen had no borrowings outstanding on this facility.
Commercial Paper Programs	<ul style="list-style-type: none"> • CTC has a commercial paper program that allows it to issue up to a maximum aggregate principal amount of US\$1.0 billion of unsecured short-term promissory notes in the United States. Terms to maturity for the promissory notes range from one to 270 days from the date of issue. 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 of September 30, 2023, CTC had \$606.6 million of Canadian dollar equivalent U.S. commercial paper outstanding. • Concurrent with CTC's US\$ commercial paper issuances, CTC enters 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 of September 30, 2023, GCCT had \$292.2 million of asset-backed commercial paper notes outstanding.
Medium-Term Notes and Senior Unsecured Debentures	<ul style="list-style-type: none"> • As of September 30, 2023, CTC had an aggregate principal amount of \$1,150.0 million of medium-term notes outstanding. • As of September 30, 2023, CT REIT had an aggregate principal amount of \$1.2 billion of senior unsecured debentures outstanding.
Asset-backed Senior and Subordinated Term Notes	<ul style="list-style-type: none"> • As of September 30, 2023, GCCT had an aggregate principal amount of \$2.0 billion of credit card asset-backed term notes outstanding, consisting of \$1.9 billion principal amount of senior term notes and \$129 million principal amount of subordinated term notes.
Broker GIC Deposits	<ul style="list-style-type: none"> • Funds continue to be readily available to CTB through broker networks. As of September 30, 2023, CTB held \$2.6 billion in broker GIC deposits.
Retail Deposits	<ul style="list-style-type: none"> • Retail deposits consist of High Interest Saving and retail GIC deposits held by CTB, available both within and outside a Tax-Free Savings Account. As of September 30, 2023, CTB held \$633.2 million in retail deposits.
Real Estate	<ul style="list-style-type: none"> • 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 of September 30, 2023, CTC had a 68.5 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. • As of September 30, 2023, CT REIT had an aggregate principal amount of \$9.0 million of mortgages, secured by certain investment properties, outstanding.

5.5.1 Contractual Obligations, Guarantees, and Commitments

For a description of contractual obligations as at December 31, 2022, refer to section 6.5.1 of the Company's 2022 Annual MD&A. There were no significant changes to the outstanding contractual obligations identified at year end, other than those discussed in this document. The Company believes it has the ability to meet its contractual obligations as at September 30, 2023.

During the second quarter, the Company entered into agreements to spend \$445 million over a period of seven years.

For a discussion of the Company's significant guarantees and commitments, refer to Note 34 to the Company's 2022 Consolidated Financial Statements. The Company's maximum exposure to credit risk with respect to such guarantees and commitments is provided in Note 5 to the Company's 2022 Consolidated Financial Statements. There were no significant changes in guarantees and commitments identified at year end, other than those discussed in this document.

6.0 Equity

6.1 Shares Outstanding

(C\$ in millions)	September 30, 2023	October 1, 2022	December 31, 2022
Authorized			
3,423,366 Common Shares			
100,000,000 Class A Non-Voting Shares			
Issued			
3,423,366 Common Shares (October 1, 2022 – 3,423,366; December 31, 2022 – 3,423,366)	\$ 0.2	0.2	0.2
52,197,823 Class A Non-Voting Shares (October 1, 2022 – 55,096,998; December 31, 2022 – 54,276,998)	591.7	599.5	587.6
	\$ 591.9	\$ 599.7	\$ 587.8

Each year, the Company files a Notice of Intention to Make a Normal Course Issuer Bid (“Notice of Intention”) 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 Normal Course Issuer Bid (“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 17, 2022, the TSX accepted the Company’s Notice of Intention 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”). On February 16, 2023, the TSX accepted the Company’s Notice of Intention to purchase up to 5.1 million Class A Non-Voting Shares during the period March 2, 2023 to March 1, 2024 (the “2023-24 NCIB”). Also on February 16, 2023, the TSX accepted a new Automatic Securities Purchase Plan (“ASPP”) which expires on March 1, 2024 (the “2023-24 ASPP”) and allows a designated broker to purchase Class A Non-Voting Shares under the 2023-24 NCIB during the Company’s blackout periods, subject to pre-defined parameters.

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 \$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. 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
Shares purchased in fiscal 2023 under the 2022-23 Share Purchase Intention	348.2
Total shares purchased under the 2022-23 Share Purchase Intention	\$ 470.0

Subsequent to the quarter, the Company announced that it intends to purchase up to \$200 million of its Class A Non-Voting Shares during 2024, in excess of the amount required for anti-dilutive purposes, and subject to regulatory approval of the renewal of the Company’s NCIB in 2024.

6.2 Dividends

The Company has a long-term dividend payout ratio¹ target of approximately 30 to 40 percent of the prior year’s 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.

¹ For further information about this measure see section 9.1 of this MD&A.

The Company increased its annual dividend for the 14th consecutive year, to \$7.00 per share, an increase of approximately 1.5 percent over last year. On November 9, 2023, the Company's Board of Directors declared dividends at a rate of \$1.750 per share payable on March 1, 2024 to shareholders of record as of January 31, 2024. The dividend is considered an "eligible dividend" for tax purposes.

6.3 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 Q3 2023, 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 \$5.6 million. The Company entered into 170,000 units of new equity-forward contracts in Q3 2023 with a hedge rate of \$168.11.

7.0 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.

There have been no material changes in the status of ongoing audits by tax authorities as disclosed in section 8.0 in the Company's 2022 Annual MD&A.

The Company regularly reviews the potential of 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 13 weeks ended September 30, 2023 were \$97.1 million (2022 – \$73.6 million). The effective tax rate for the 13 weeks ended September 30, 2023 increased to 140.1 percent (2022 – 24.6 percent), primarily due to the non-deductible change in the fair value of the redeemable financial instrument. When adjusted for normalizing items¹ the effective tax rate² is 23.5 percent.

Income taxes for the 39 weeks ended September 30, 2023 were \$167.9 million (2022 – \$211.4 million). The effective tax rate for the 39 weeks ended September 30, 2023 increased to 54.2 percent (2022 – 25.4 percent, primarily due to the non-deductible change in the fair value of the redeemable financial instrument. When adjusted for normalizing items¹ the effective tax rate is 26.3 percent.

¹ Refer to section 4.1.1 in this MD&A for a description of normalizing items.

² This measure is a non-GAAP ratio. For further information and a detailed reconciliation see section 9.1 of this MD&A.

8.0 Accounting Policies and Estimates

8.1 Critical Accounting Estimates

The Company estimates certain amounts, which are reflected in its condensed interim 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 condensed interim consolidated financial statements are described in Note 2 to the Company's 2022 Consolidated Financial Statements and Notes.

Effective first quarter of 2023, the Company changed an accounting estimate which results in a shift of earnings from the fourth quarter to the first, second, and third quarters; with no change to the annual amount. Refer to section 4.1.1 for a discussion of the impacts of the Company's MSA with Dealers.

8.2 Changes in Accounting Policies

Standards, Amendments and Interpretations Issued and Adopted

Insurance Contracts

In May 2017, the International Accounting Standards Board ("IASB") issued IFRS 17, which replaced IFRS 4 – *Insurance Contracts* and established 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. The Company adopted IFRS 17 on January 1, 2023 and determined there to be no material impact on the consolidated financial statements. The comparative period is presented under IFRS 4 – *Insurance Contracts* and has not been restated.

As a result of adopting IFRS 17, the Company updated its accounting policies for Reinsurance revenue and the measurement of insurance contracts as follows:

Reinsurance revenue in each reporting period represents the changes in liabilities for remaining coverage that relate to services for which the Company expects to receive consideration and an allocation of premiums that relate to recovering insurance acquisition cash flows.

IFRS 17 allows the optional simplification of the measurement of reinsurance contracts by applying the Premium Allocation Approach ("PAA"). When measuring liabilities for remaining coverage, the PAA is similar to the Company's previous accounting treatment. However, when measuring liabilities for incurred claims, the Company now discounts the future cash flows and includes an explicit risk adjustment for non-financial risk.

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 retroactively to past transactions and other past events. The Company assessed the impact of the amendment 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 ending December 30, 2023 and, accordingly, have not been applied in preparing these interim 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 – *Presentation of Financial Statements*, 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.

Supplier Finance Arrangements

In May 2023, the IASB issued amendments to IAS 7 – *Statement of Cash Flows* and IFRS 7 – *Financial Instruments: Disclosures*. The amendments add requirements to disclose information that allows users to assess how supplier finance arrangements affect an entity's liabilities, cash flows, and exposure to liquidity risk. 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.

International Tax Reform

In May 2023, the IASB issued amendments to IAS 12 – *Incomes Taxes*. The amendments require entities to disclose information relating to income taxes arising from implementation of Pillar Two Model Rules published by the Organisation for Economic Co-operation and Development which are expected to be enacted in local tax jurisdictions. The amendments are effective for annual reporting periods beginning on or after January 1, 2023. The Company is assessing the potential impact of these amendments.

Lack of Exchangeability

In August 2023, the IASB issued amendments to IAS 21 – *The Effects of Changes in Foreign Exchange Rates* in relation to Lack of Exchangeability. The amendments require entities to apply a consistent approach in assessing whether a currency can be exchanged into another currency, and in determining the exchange rate to use and the disclosures to provide when it cannot. These amendments are effective for annual reporting periods beginning on or after January 1, 2025, with early adoption permitted. The Company is assessing the potential impact of these amendments.

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

9.1 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 SG&A and Other (income) expense where applicable. Explanations of normalizing items can be found in subsection 4.1.1.

Normalized Other Expense

The following table reconciles Normalized Other expense to Other (income) expense, a GAAP measure reported in the consolidated financial statements. Normalized Other expense is most directly comparable to Other (income) expense, a GAAP measure reported in the consolidated financial statements.

(C\$ in millions)	Q3 2023	Q3 2022	YTD Q3 2023	YTD Q3 2022
Other (income) expense	\$ (126.8)	\$ 13.8	\$ 31.2	\$ 61.4
Add normalizing items:				
DC fire	131.0	—	(11.3)	—
Helly Hansen Russia exit	—	—	—	(36.5)
Normalized Other expense	\$ 4.2	\$ 13.8	\$ 19.9	\$ 24.9

Retail Normalized Other (Income)

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

(C\$ in millions)	Q3 2023	Q3 2022	YTD Q3 2023	YTD Q3 2022
Other (income) expense	\$ (126.8)	\$ 13.8	\$ 31.2	\$ 61.4
Less: Other operating segments	38.1	35.7	110.7	106.1
Retail Other (income)	\$ (164.9)	\$ (21.9)	\$ (79.5)	\$ (44.7)
Add normalizing items:				
DC fire	131.0	—	(11.3)	—
Helly Hansen Russia exit	—	—	—	(36.5)
Retail Normalized Other (income)	\$ (33.9)	\$ (21.9)	\$ (90.8)	\$ (81.2)

Normalized SG&A and Normalized SG&A as a Percentage of Revenue

Normalized SG&A is used as an additional measure when assessing the performance of the Company's ongoing operations. Normalized SG&A is most directly comparable to SG&A, a GAAP measure reported in the consolidated financial statements. SG&A is adjusted for normalizing items.

Normalized SG&A as a percentage of Revenue is a non-GAAP ratio that is calculated by dividing Normalized SG&A by Revenue.

(C\$ in millions)	Q3 2023		YTD	
	Q3 2023	Q3 2022	Q3 2023	Q3 2022
Selling, general and administrative expenses	\$ 891.7	\$ 833.5	\$ 2,692.2	\$ 2,490.5
Less normalizing items:				
GST/HST-related charge	—	—	33.3	—
Operational Efficiency program	—	15.8	—	27.6
Normalized Selling, general and administrative expenses	\$ 891.7	\$ 817.7	\$ 2,658.9	\$ 2,462.9

Retail Normalized SG&A and Retail Normalized SG&A as a Percentage of Revenue excluding Petroleum

Retail Normalized SG&A is used as an additional measure when assessing the performance of the Company's ongoing operations. This metric is most directly comparable to SG&A, a GAAP measure reported in the consolidated financial statements. Retail SG&A is adjusted for normalizing items.

Retail Normalized SG&A as a percentage of Revenue excluding Petroleum is a non-GAAP ratio that is calculated by dividing Retail Normalized SG&A by Retail Revenue excluding Petroleum.

(C\$ in millions)	Q3 2023		YTD	
	Q3 2023	Q3 2022	Q3 2023	Q3 2022
Selling, general and administrative expenses	\$ 891.7	\$ 833.5	\$ 2,692.2	\$ 2,490.5
Less: Other operating segments	73.5	64.9	270.5	234.9
Retail Selling, general and administrative expenses	\$ 818.2	\$ 768.6	\$ 2,421.7	\$ 2,255.6
Less normalizing items: Operational Efficiency program	—	15.8	—	27.6
Retail Normalized Selling, general and administrative expenses	\$ 818.2	\$ 752.8	\$ 2,421.7	\$ 2,228.0

Financial Services Normalized SG&A

Financial Services Normalized SG&A is used as an additional measure when assessing the performance of the Company's ongoing operations. This metric is most directly comparable to SG&A, a GAAP measure reported in the consolidated financial statements. Financial Services SG&A is adjusted for normalizing items.

(C\$ in millions)	Q3 2023		YTD	
	Q3 2023	Q3 2022	Q3 2023	Q3 2022
Selling, general and administrative expenses	\$ 891.7	\$ 833.5	\$ 2,692.2	\$ 2,490.5
Less: Other operating segments	807.2	757.7	2,393.7	2,229.4
Financial Services Selling, general and administrative expenses	\$ 84.5	\$ 75.8	\$ 298.5	\$ 261.1
Less normalizing items: GST/HST-related charge	—	—	33.3	—
Financial Services Normalized Selling, general and administrative expenses	\$ 84.5	\$ 75.8	\$ 265.2	\$ 261.1

EBITDA and related measures

EBITDA, Normalized EBITDA, and Normalized EBITDA as a percentage of Revenue 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 Net finance costs and Depreciation and amortization. EBITDA itself is then adjusted for normalizing items.

Normalized EBITDA as a Percentage of Revenue is a non-GAAP Ratio that is calculated by dividing the Normalized EBITDA by Revenue.

(C\$ in millions)	Q3 2023		YTD	
	Q3 2023	Q3 2022	Q3 2023	Q3 2022
Income before income taxes	\$ 69.3	\$ 298.6	\$ 309.8	\$ 831.6
Add:				
Depreciation and amortization ¹	200.6	190.0	599.0	549.2
Net finance costs	80.3	55.6	230.7	165.1
EBITDA	\$ 350.2	\$ 544.2	\$ 1,139.5	\$ 1,545.9
Add normalizing items:				
DC fire	(131.0)	—	11.3	—
GST/HST-related charge	—	—	33.3	—
Change in fair value of redeemable financial instrument	328.0	—	328.0	—
Operational Efficiency program	—	15.8	—	27.6
Helly Hansen Russia exit	—	—	—	36.5
Normalized EBITDA	\$ 547.2	\$ 560.0	\$ 1,512.1	\$ 1,610.0

¹ Depreciation and amortization reported in Cost of producing revenue for the 13 and 39 weeks ended September 30, 2023 was \$6.6 million (2022 – \$6.2 million) and \$24.1 million (2022 - \$18.3 million).

Retail EBITDA and related measures

Retail EBITDA and Retail Normalized EBITDA 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 Net finance costs and Depreciation and amortization. Retail EBITDA is then adjusted for normalizing items.

(C\$ in millions)	Q3 2023	Q3 2022	YTD Q3 2023	YTD Q3 2022
Income before income taxes	\$ 69.3	\$ 298.6	\$ 309.8	\$ 831.6
Less: Other operating segments	(169.7)	165.6	64.5	426.0
Retail Income before income taxes	\$ 239.0	\$ 133.0	\$ 245.3	\$ 405.6
Add:				
Depreciation and amortization ¹	251.3	235.0	746.7	682.6
Net finance costs	70.0	44.8	197.8	131.5
Retail EBITDA	\$ 560.3	\$ 412.8	\$ 1,189.8	\$ 1,219.7
Add normalizing items:				
DC fire	(131.0)	—	11.3	—
Operational Efficiency program	—	15.8	—	27.6
Helly Hansen Russia exit	—	—	—	36.5
Retail Normalized EBITDA	\$ 429.3	\$ 428.6	\$ 1,201.1	\$ 1,283.8

¹ Depreciation and amortization reported in Cost of producing revenue for the 13 and 39 weeks ended September 30, 2023 was \$6.6 million (2022 – \$6.2 million) and \$24.1 million (2022 - \$18.3 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)	Q3 2023	Q3 2022	YTD Q3 2023	YTD Q3 2022
Income before income taxes	\$ 69.3	\$ 298.6	\$ 309.8	\$ 831.6
Add normalizing items:				
DC fire	(131.0)	—	11.3	—
GST/HST-related charge	—	—	33.3	—
Change in fair value of redeemable financial instrument	328.0	—	328.0	—
Operational Efficiency program	—	15.8	—	27.6
Helly Hansen Russia exit	—	—	—	36.5
Normalized Income before income taxes	\$ 266.3	\$ 314.4	\$ 682.4	\$ 895.7

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)	Q3 2023		Q3 2022	
	Q3 2023	Q3 2022	YTD Q3 2023	YTD Q3 2022
Income before income taxes	\$ 69.3	\$ 298.6	\$ 309.8	\$ 831.6
Less: Other operating segments	(169.7)	165.6	64.5	426.0
Retail Income before income taxes	\$ 239.0	\$ 133.0	\$ 245.3	\$ 405.6
Add normalizing items:				
DC fire	(131.0)	—	11.3	—
Operational Efficiency program	—	15.8	—	27.6
Helly Hansen Russia exit	—	—	—	36.5
Retail Normalized Income before income taxes	\$ 108.0	\$ 148.8	\$ 256.6	\$ 469.7

Financial Services Normalized Income Before Income Taxes

Financial Services 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 Financial Services Normalized Income before income taxes to Income before income taxes which is a GAAP measure reported in the consolidated financial statements.

(C\$ in millions)	Q3 2023		Q3 2022	
	Q3 2023	Q3 2022	YTD Q3 2023	YTD Q3 2022
Income before income taxes	\$ 69.3	\$ 298.6	\$ 309.8	\$ 831.6
Less: Other operating segments	(56.4)	159.0	10.0	476.8
Financial Services Income before income taxes	\$ 125.7	\$ 139.6	\$ 299.8	\$ 354.8
Add normalizing items: GST/HST-related charge	—	—	33.3	—
Financial Services Normalized Income before income taxes	\$ 125.7	\$ 139.6	\$ 333.1	\$ 354.8

Normalized Income Tax Expense and Normalized Effective Tax Rate

Management uses Normalized Income tax expense 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 expense to Income tax expense which is a GAAP measure reported in the consolidated financial statements.

Normalized effective tax rate is calculated by dividing normalized income tax expense by normalized income before income taxes.

(C\$ in millions)	Q3 2023	Q3 2022	YTD Q3 2023	YTD Q3 2022
Income tax expense	\$ 97.1	\$ 73.6	\$ 167.9	\$ 211.4
Add tax effect of normalizing items:				
DC fire	(34.6)	—	3.0	—
GST/HST-related charge	—	—	8.5	—
Operational Efficiency program	—	4.2	—	7.3
Helly Hansen Russia exit	—	—	—	3.1
Normalized Income tax expense	\$ 62.5	\$ 77.8	\$ 179.4	\$ 221.8

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 EPS 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 EPS 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)	Q3 2023	Q3 2022	YTD Q3 2023	YTD Q3 2022
Net (loss) income	\$ (27.8)	\$ 225.0	\$ 141.9	\$ 620.2
Net income attributable to shareholders	(66.4)	184.9	40.8	512.2
Add normalizing items:				
DC fire	\$ (96.4)	—	\$ 8.4	—
GST/HST-related charge ¹	—	—	24.7	—
Change in fair value of redeemable financial instrument	328.0	—	328.0	—
Operational Efficiency program	—	11.6	—	20.3
Helly Hansen Russia exit	—	—	—	33.4
Normalized net income	\$ 203.8	\$ 236.6	\$ 503.0	\$ 673.9
Normalized net income attributable to shareholders¹	\$ 165.2	\$ 196.5	\$ 396.9	\$ 565.9
Normalized diluted EPS	\$ 2.96	\$ 3.34	\$ 7.00	\$ 9.49

¹ \$5.0 million relates to non-controlling interests and is not included in the sum of Normalized net income attributable to shareholders.

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)	Q3 2023	Q3 2022	YTD Q3 2023	YTD Q3 2022
Total additions ¹	\$ 188.6	\$ 258.7	\$ 396.6	\$ 539.3
Add: Accrued additions	(12.2)	(27.0)	39.2	34.9
Less:				
Business combinations, intellectual properties, and tenant allowances	—	—	—	—
CT REIT acquisitions and developments excluding vend-ins from CTC	21.3	28.5	42.7	60.2
Operating capital expenditures	\$ 155.1	\$ 203.2	\$ 393.1	\$ 514.0

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

Retail Return on Invested Capital

Retail ROIC is calculated as Retail return divided by the Retail invested capital. Retail return is defined as trailing 12-month 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)	Rolling 12 months ended	
	Q3 2023	Q3 2022
Income before income taxes	\$ 1,062.0	\$ 1,551.6
Less: Other operating segments	174.3	507.9
Retail Income before income taxes	\$ 887.7	\$ 1,043.7
Add normalizing items:		
Operational Efficiency program	19.5	34.1
Helly Hansen Russia exit	—	36.5
DC fire	11.3	—
Retail Normalized Income before income taxes	\$ 918.5	\$ 1,114.3
Less:		
Retail intercompany adjustments ¹	213.7	203.5
Add:		
Retail interest expense ²	302.7	238.5
Retail depreciation of right-of-use assets	626.2	574.8
Retail effective tax rate	26.9 %	26.7 %
Add: Retail taxes	(439.4)	(459.8)
Retail return	\$ 1,194.3	\$ 1,264.3
Average total assets	\$ 22,204.6	\$ 21,633.1
Less: Average assets in other operating segments	4,490.9	4,590.2
Average Retail assets	\$ 17,713.7	\$ 17,042.9
Less:		
Average Retail intercompany adjustments ¹	3,509.3	3,521.4
Average Retail trade payables and accrued liabilities ³	2,972.3	2,855.2
Average Franchise Trust assets	505.1	446.2
Average Retail excess cash	—	114.4
Average Retail invested capital	\$ 10,727.0	\$ 10,105.7
Retail ROIC	11.1 %	12.5 %

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.

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)	Q3 2023		YTD	
	Q3 2023	Q3 2022	Q3 2023	YTD Q3 2022
Revenue	\$ 4,250.5	\$ 4,228.8	\$ 12,213.5	\$ 12,470.2
Less: Other operating segments and other banners	4,031.3	4,057.9	11,650.3	11,990.1
Helly Hansen Revenue (CAD)	\$ 219.2	\$ 170.9	\$ 563.2	\$ 480.1
NOK/CAD average FX rate	7.82	7.64	7.76	7.34
Helly Hansen Revenue (Kroner)	\$ 1,714.4	\$ 1,305.8	\$ 4,370.4	\$ 3,524.6
NOK/CAD constant FX rate	7.64	7.64	7.34	7.34
Helly Hansen Revenue (constant currency)	\$ 224.4	\$ 170.9	\$ 595.4	\$ 480.1

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 September 30, 2023

(C\$ in millions)	Consolidated	Retail	Financial Services	REIT
Consolidated net debt				
Bank indebtedness	\$ —	\$ —	\$ —	\$ —
Short-term deposits	1,037.8	—	1,037.8	—
Long-term deposits	2,211.7	—	2,211.7	—
Short-term borrowings	1,251.8	606.6	421.2	224.0
Long-term debt	4,315.3	1,150.3	1,984.3	1,180.7
Total debt	\$ 8,816.6	\$ 1,756.9	\$ 5,655.0	\$ 1,404.7
Cash and cash equivalents ¹	(458.9)	(87.7)	(354.1)	(17.1)
Short-term investments ¹	(125.2)	—	(125.2)	—
Long-term investments ¹	(63.4)	(4.2)	(59.2)	—
Net debt	\$ 8,169.1	\$ 1,665.0	\$ 5,116.5	\$ 1,387.6
Intercompany debt	—	(1,556.5)	104.9	1,451.6
Adjusted net debt	\$ 8,169.1	\$ 108.5	\$ 5,221.4	\$ 2,839.2

¹ Includes regulatory reserves.

As at October 1, 2022

(C\$ in millions)	Consolidated	Retail	Financial Services	REIT
Consolidated net debt				
Bank indebtedness	\$ 13.3	\$ —	\$ 13.3	—
Short-term deposits	1,337.4	—	1,337.4	—
Long-term deposits	1,745.7	—	1,745.7	—
Short-term borrowings	840.0	789.3	50.7	—
Long-term debt	4,257.1	951.8	2,068.8	1,236.5
Total debt	\$ 8,193.5	\$ 1,741.1	\$ 5,215.9	\$ 1,236.5
Cash and cash equivalents ¹	(316.2)	(150.0)	(160.1)	(6.1)
Short-term investments ¹	(173.6)	—	(173.6)	—
Long-term investments ¹	(96.6)	(3.2)	(93.4)	—
Net debt	\$ 7,607.1	\$ 1,587.9	\$ 4,788.8	\$ 1,230.4
Intercompany debt	—	(1,621.6)	110.3	1,511.3
Adjusted net debt	\$ 7,607.1	\$ (33.7)	\$ 4,899.1	\$ 2,741.7

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 in our portfolio at the reporting date; however, observed in isolation do not provide meaningful information.

(C\$ in millions)	Q3 2023	Q3 2022
Current portion of loans receivable	\$ 6,422.5	\$ 6,107.8
Add: ECL allowance	912.4	868.7
Less:		
Other discounts or adjustments	153.3	123.1
Line of credit and current portion of dealer loans	116.8	98.5
Total gross credit card receivables	\$ 7,064.8	\$ 6,754.9
Less: Loans no more than 30 days past due	6,828.5	6,564.1
Past due gross credit card receivables	\$ 236.3	\$ 190.8

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)	Q3 2023		YTD	
	Q3 2023	Q3 2022	Q3 2023	Q3 2022
Revenue	\$ 4,250.5	\$ 4,228.8	\$ 12,213.5	\$ 12,470.2
Less: Other operating segments	4,113.0	4,095.7	11,800.7	12,072.6
CT REIT Property revenue	\$ 137.5	\$ 133.1	\$ 412.8	\$ 397.6
Less:				
CT REIT Property expense	28.1	26.6	86.7	83.3
CT REIT property straight-line rent revenue	(0.5)	0.3	(1.3)	1.2
CT REIT net operating income	\$ 109.9	\$ 106.2	\$ 327.4	\$ 313.1

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 and 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 as 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 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 Income before income taxes to FFO and further reconciles FFO to AFFO:

(C\$ in millions)	Q3 2023	Q3 2022	YTD Q3 2023	YTD Q3 2022
Income before income taxes	\$ 69.3	\$ 298.6	\$ 309.8	\$ 831.6
Less: Other operating segments	58.0	221.6	118.6	581.7
CT REIT income before income taxes	\$ 11.3	\$ 77.0	\$ 191.2	\$ 249.9
Add:				
CT REIT fair value loss (gain) adjustment	66.7	(0.6)	39.3	(28.7)
CT REIT deferred taxes	(0.2)	(0.2)	0.7	0.4
CT REIT lease principal payments on right-of-use assets	(0.2)	(0.2)	(0.7)	(0.4)
CT REIT fair value of equity awards	(0.9)	(0.8)	(1.1)	(1.1)
CT REIT internal leasing expense	0.4	0.2	0.8	0.5
CT REIT funds from operations	\$ 77.1	\$ 75.4	\$ 230.2	\$ 220.6
Less:				
CT REIT properties straight-line rent revenue	(0.5)	0.3	(1.3)	1.2
CT REIT direct leasing costs	0.3	0.1	0.9	0.3
CT REIT capital expenditure reserve	6.3	6.4	18.7	18.8
CT REIT adjusted funds from operations	\$ 71.0	\$ 68.6	\$ 211.9	\$ 200.3

9.2 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 represents 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 Dollars excluding Petroleum and Gross Margin Rate excluding Petroleum

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

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 Percentage 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.

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 Percentage 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.

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.

10.0 Key Risks and Risk Management

In the normal course of its business activities, CTC regularly faces risks and opportunities. The effective management of risk is a key priority in supporting the Company in achieving its strategies and business objectives. Accordingly, CTC has adopted an Enterprise Risk Management (“ERM”) Framework for identifying, assessing, monitoring, mitigating, and reporting the Company’s risks and opportunities. Refer to Section 2.6 Risk Factors in the 2022 AIF for further details of CTC’s ERM Framework.

The Company regularly assesses its businesses to identify and monitor 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.

The mitigation and management of risk is approached holistically to ensure 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.

There are numerous external risk factors, such as macroeconomic (inflationary pressures; higher interest rates; volatilities in foreign currencies), geopolitical, cyber and ransomware attacks, changing consumer preferences, climate change, commodity pricing, supply chain disruption, pandemics, changing laws and regulations, or new technologies, the impact of which is difficult to predict.

Refer to Section 11.0 in the Company’s 2022 Annual MD&A and Section 13.0 Forward-Looking Information and other Investor Communication in this MD&A for further discussion of key risks.

11.0 Internal Controls and Procedures

Details relating to disclosure controls and procedures, and internal control over financial reporting, are disclosed in section 12.0 of the Company’s 2022 Annual MD&A.

Changes in Internal Control Over Financial Reporting

During the quarter ended September 30, 2023, 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.

12.0 Environmental, Social and Governance

12.1 Overview

The Company is making significant progress in executing its Environmental, Social and Governance (“ESG”) strategy. This includes initiatives that reduce both energy consumption and waste and increase the use of more sustainable materials in its products. In line with global and Canadian efforts to combat climate change, the Company has also set targets to reduce its greenhouse gas emissions.

CTC also invests in communities across Canada where it operates through supporting a variety of social causes, with the largest single beneficiary being Canadian Tire Jumpstart Charities. Additional information regarding Jumpstart is available on their website at: <https://jumpstart.canadiantire.ca>

For additional details on the Company's ESG strategy 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.

The Company's approach to ESG matters is led by the Chief Executive Officer, with support from the ESG Executive Council, and overseen by the Board of Directors, principally through its Brand and Corporate Responsibility Committee which coordinates with the other committees of the Board as needed.

13.0 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 strategic investments and strategic initiatives, including planned store projects, in section [3.0](#);
- The Company's operating capital expenditures for the 2023 and 2024 fiscal years, and during the 2022-2025 period, in sections [3.0](#) and [5.4.1](#);
- The Company's intention to purchase its Class A Non-Voting Shares by the end of the 2023 and 2024 fiscal years in sections [3.0](#) and [6.1](#); and
- The expected annualized run-rate savings and charge related to the Company's FTE reduction in sections [3.0](#) and [14.0](#).

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

By its very nature, forward-looking information requires Management to make assumptions and is subject to inherent risk factors and uncertainties, which give rise to the possibility that Management's assumptions, estimates, analyses, beliefs and opinions may not be correct and that the Company's expectations and plans will not be achieved. Examples of material assumptions and Management's beliefs 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 earnings 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, 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 and timing to complete any proposed acquisition or divestiture; (o) the Company's ability to realize the anticipated benefits or synergies from its acquisitions and investments or divestitures; and (p) the timing and results of the review of strategic alternatives for the Company's Financial Services business. Additional risk factors relating 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.

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 10.0 (Key Risks and Risk Management) in this MD&A and all subsections therein. For further information, refer to the Company's other public filings, available on the SEDAR+ website at <http://www.sedarplus.ca> and <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.sedarplus.ca>.

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

14.0 Subsequent Event

On October 31, 2023, the Company announced that it repurchased Scotiabank's 20 percent stake in CTFS, with the \$895.0 million consideration funded by CTC's existing short term funding channels, supplemented by a \$400.0 million, 18-month term loan. The transaction extinguishes the Company's redeemable financial instrument disclosed in Note 17 of the Q3 Condensed Interim Consolidated Financial Statements.

Subsequent to the end of the quarter, the Company undertook targeted headcount reductions and expects to record a charge between \$20.0 million to \$25.0 million in Q4 2023 in relation to these actions.

November 8, 2023