

Management's Discussion and Analysis

Canadian Tire Corporation, Limited
First Quarter 2026

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Table of Contents

1.	PREFACE	1
2.	COMPANY AND INDUSTRY OVERVIEW	2
3.	COMPANY STRATEGY	3
4.	FINANCIAL PERFORMANCE	4
5.	BALANCE SHEET ANALYSIS, LIQUIDITY, AND CAPITAL RESOURCES	19
6.	EQUITY	27
7.	TAX MATTERS	28
8.	ACCOUNTING POLICIES AND ESTIMATES	28
9.	NON-GAAP FINANCIAL MEASURES AND RATIOS	29
10.	RISKS AND RISK MANAGEMENT	39
11.	INTERNAL CONTROLS AND PROCEDURES	40
12.	ENVIRONMENTAL, SOCIAL, AND GOVERNANCE	41
13.	CAUTION REGARDING FORWARD-LOOKING INFORMATION	41
14.	COMMITMENT TO DISCLOSURE AND INVESTOR COMMUNICATION	43
15.	SUBSEQUENT EVENT	43

1. 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”.

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 and Party City names and trademarks.

“CT REIT” refers to CT Real Estate Investment Trust and its subsidiaries, including CT REIT Limited Partnership (CT REIT LP), unless the context otherwise requires.

“Financial Services” refers to the banking and reinsurance businesses carried on by the subsidiaries of CTFS Holdings Limited, including Canadian Tire Bank (CTB or the Bank).

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

“Helly Hansen” refers to the international wholesale and retail businesses carried on under the Helly Hansen and Musto names and trademarks which were sold to Kontoor Brands, Inc. on May 31, 2025, and reported in this MD&A as discontinued operations.

“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. under the Mark’s, L’Équipeur, Mark’s WorkPro, L’Équipeur Pro, Mark’s Commercial and L’Équipeur Commercial names and trademarks.

“Owned Brands” refers to brands owned by the Company and sold at the Company’s retail banners.

“Party City” refers to the party supply business carried on under the Party City name and trademarks in Canada.

“Petroleum” refers to the retail petroleum business carried on under the Canadian Tire Gas+ name and trademarks, in addition to the Petro-Canada and other branded gas stations owned by CTC.

“Retail” refers to the retail businesses carried on by the Company under the Company’s retail banners, including Petroleum.

“SportChek” refers to the retail businesses carried on by FGL Sports Ltd. under the SportChek, Sports Experts, Atmosphere, Pro Hockey Life (PHL), Sports Rousseau, Hockey Experts, and L’Entrepôt du Hockey names and trademarks, unless the context requires otherwise.

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 ™ 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, including the current economic uncertainty related to tariffs and trade. 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 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 May 13, 2026.

1.4 Quarterly and Annual Comparisons in the MD&A

Unless otherwise indicated, all comparisons of results for Q1 2026 (13 weeks ended April 4, 2026) are compared against results for Q1 2025 (13 weeks ended March 29, 2025).

1.5 Accounting Framework

The condensed interim consolidated financial statements have been prepared in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board (IASB), also referred to as Generally Accepted Accounting Principles (GAAP), using the accounting policies described in Note 2 to the Company's condensed interim consolidated financial statements for the first quarter of 2026.

1.6 Accounting Estimates and Assumptions

The preparation of the Company's condensed interim consolidated financial statements that conform to IFRS Accounting Standards, 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 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 Accounting Standards and, therefore, may not be comparable to similar terms used by other companies. Refer to Section 9 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. Company and Industry Overview

Canadian Tire Corporation, Limited (TSX: CTC.A) (TSX: CTC) has been a proudly Canadian business since 1922. Guided by its brand purpose, "We are here to make life in Canada better," CTC has built an expansive national retail presence, exceptional customer brand trust and one of Canada's strongest workforces – employing, along with its local Dealers and franchisees, tens of thousands of Canadians. At its core are retail businesses, each designed to serve life's pursuits: Canadian Tire, offering products spanning Living, Playing, Fixing, Automotive, and Seasonal & Gardening, bolstered by notable banners Party City and PartSource; Mark's, a leading source for casual and industrial wear; and SportChek, Sports Experts, Atmosphere, Pro Hockey Life, and Hockey Experts, offering the best brands of active wear and gear. CTC's banners, brand partners and credit card offerings are unified through its Triangle Rewards loyalty program – a linchpin of CTC's customer-driven strategy. With more than 12 million members, Triangle integrates first-party data to deliver valuable rewards and personalized experiences across over 1,600 retail and gasoline outlets. CTC also operates a retail petroleum business and a Financial Services business and holds a majority interest in CT REIT, a TSX-listed Canadian real estate investment trust. A description of the Company's business and select core capabilities can be found in the Company's 2025 Annual Information Form (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. Company Strategy

True North

In March 2025, CTC launched a four-year transformative growth strategy called True North. True North upholds CTC's Brand Purpose and is designed to drive core retail growth through four strategic cornerstones, putting customers at the core of the strategy, enhancing the Triangle Rewards loyalty program, and applying privileged data, enabled by technology and AI, to deliver enhanced digital and store experiences. The strategy is being delivered by a reconstituted senior leadership team and organizational structure, supporting CTC's transition from a holding company structure to a more integrated operating model that is agile, can operate with scale, and deliver customer value.

4. Financial Performance

Unless otherwise indicated, all 2025 financial information represents the Company's results from continuing operations. Discontinued operations reflect Helly Hansen's results up to its sale on May 31, 2025, as well as related post-closing adjustments. The selected segment information presented below should be read in conjunction with the Company's Q1 condensed interim consolidated financial statements.

4.1 Consolidated Financial Performance

4.1.1 Consolidated Financial Results

(C\$ in millions, except where noted)	Q1 2026	Q1 2025	Change
Retail sales ¹	\$ 3,375.7	\$ 3,423.0	(1.4) %
Revenue	\$ 3,570.9	\$ 3,456.7	3.3 %
Gross margin dollars	\$ 1,263.8	\$ 1,190.8	6.1 %
Gross margin rate ¹	35.4 %	34.4 %	94 bps
Other expense (income)	\$ 9.1	\$ 111.9	NM ²
Selling, general and administrative expenses	822.7	775.9	6.0 %
Depreciation and amortization	186.8	181.8	2.8 %
Net finance costs (income)	76.1	69.6	9.3 %
Income before income taxes	\$ 169.1	\$ 51.6	227.7 %
Income tax expense (recovery)	39.6	4.6	NM ²
Effective tax rate ¹	23.4 %	8.9 %	
Net income from continuing operations	\$ 129.5	\$ 47.0	175.5 %
Net income from discontinued operations	—	9.9	NM ²
Net income	\$ 129.5	\$ 56.9	127.6 %
Net income attributable to:			
Shareholders of Canadian Tire Corporation			
Continuing operations	\$ 107.0	\$ 27.3	291.9 %
Discontinued operations	—	9.9	NM ²
Non-controlling interests	22.5	19.7	14.2 %
	\$ 129.5	\$ 56.9	127.6 %
Basic earnings per share	\$ 2.03	\$ 0.67	203.0 %
Continuing operations	2.03	0.49	314.3 %
Discontinued operations	—	0.18	NM ²
Diluted earnings per share	\$ 2.02	\$ 0.67	201.5 %
Continuing operations	2.02	0.49	312.2 %
Discontinued operations	—	0.18	NM ²
Weighted average number of Common and Class A Non-Voting Shares outstanding:			
Basic	52,763,097	55,568,222	(5.0) %
Diluted	52,958,272	55,740,159	(5.0) %

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

² Not meaningful.

Non-Controlling Interests

The following table outlines the net income attributable to the Company's non-controlling interests. For additional details, refer to Note 14 of the Company's 2025 Consolidated Financial Statements.

(C\$ in millions)	Q1 2026	Q1 2025
CT REIT		
Non-controlling interest 32.0% (2025 – 31.7%)	\$ 20.0	\$ 19.0
Retail segment subsidiary		
Non-controlling interest 50.0% (2025 – 50.0%)	2.5	0.7
Net income attributable to non-controlling interests	\$ 22.5	\$ 19.7

Normalizing Items

There were no normalizing items in the first quarter of 2026. The first quarter of operations in 2025 included a one-time transformation charge of \$95.4 million including severance, in addition to costs for optimization of the SportChek store portfolio, including closing standalone Atmosphere stores. The Company also expensed \$18.7 million in other transformation and advisory costs. These costs were recorded within Other expense (income) in the Consolidated Statements of Income.

The following table summarizes the normalizing items recorded in the first quarter of 2025:

(C\$ in millions)	Q1 2026	Q1 2025
Restructuring costs	\$ —	\$ 95.4
Other transformation and advisory costs	—	18.7
Total normalized costs before income taxes	\$ —	\$ 114.1
Income tax expense	—	30.0
Total normalized costs after income taxes	\$ —	\$ 84.1

Selected Normalized Metrics – Consolidated

(C\$ in millions, except where noted)	Q1 2026	Normalizing Items ¹	Normalized Q1 2026 ²	Q1 2025	Normalizing Items ¹	Normalized Q1 2025 ²	Change ³
Revenue	\$ 3,570.9	\$ —	\$ 3,570.9	\$ 3,456.7	\$ —	\$ 3,456.7	3.3 %
Gross margin dollars	\$ 1,263.8	\$ —	\$ 1,263.8	\$ 1,190.8	\$ —	\$ 1,190.8	6.1 %
Gross margin rate ⁴	35.4 %	— bps	35.4 %	34.4 %	— bps	34.4 %	94 bps
Other expense (income)	\$ 9.1	\$ —	\$ 9.1	\$ 111.9	\$ (114.1)	\$ (2.2)	NM ⁵
Selling, general and administrative expenses	822.7	—	822.7	775.9	—	775.9	6.0 %
Depreciation and amortization	186.8	—	186.8	181.8	—	181.8	2.8 %
Net finance costs (income)	76.1	—	76.1	69.6	—	69.6	9.3 %
Income before income taxes	\$ 169.1	\$ —	\$ 169.1	\$ 51.6	\$ 114.1	\$ 165.7	2.1 %
Income tax expense (recovery)	39.6	—	39.6	4.6	30.0	34.6	14.5 %
Net income from continuing operations	\$ 129.5	\$ —	\$ 129.5	\$ 47.0	\$ 84.1	\$ 131.1	(1.2) %
Net income from discontinued operations	—	—	—	9.9	—	9.9	NM ⁵
Net income	\$ 129.5	\$ —	\$ 129.5	\$ 56.9	\$ 84.1	\$ 141.0	(8.2) %
Net income attributable to shareholders of CTC							
Continuing operations	\$ 107.0	\$ —	\$ 107.0	\$ 27.3	\$ 84.1	\$ 111.4	(3.9) %
Discontinued operations	—	—	—	9.9	—	9.9	NM ⁵
Diluted EPS	\$ 2.02	\$ —	\$ 2.02	\$ 0.67	\$ 1.51	\$ 2.18	(7.3) %
Continuing operations	2.02	—	2.02	0.49	1.51	2.00	1.0 %
Discontinued operations	—	—	—	0.18	—	0.18	NM ⁵
EBITDA⁶	\$ 437.1	\$ —	\$ 437.1	\$ 308.3	\$ 114.1	\$ 422.4	3.5 %

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

² These normalized measures (Other expense (income), Income before income taxes, Income tax expense (recovery), Net income from continuing operations, Net income, Diluted EPS, and EBITDA) 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 Earnings Before Interest, Tax, Depreciation and Amortization (EBITDA).

Consolidated Results Commentary

Consolidated Income before income taxes was \$169.1 million, an increase of \$117.5 million mainly reflecting prior year restructuring expense. Normalized Income before income taxes was up \$3.4 million or 2.1 percent. Diluted EPS from continuing operations was \$2.02, up \$1.53 from the prior year. Normalized Diluted EPS from continuing operations was \$2.02, up \$0.02.

Q1 2026	
Consolidated Results Summary	▲ Diluted EPS: \$1.53 per share ▲ Normalized Diluted EPS: \$0.02 per share - Consolidated Revenue was \$3,570.9 million, an increase of \$114.2 million or 3.3 percent. Consolidated Revenue excluding Petroleum¹ was \$3,110.7 million, an increase of 5.2 percent. The increase was primarily driven by growth in the Retail segment. - Consolidated Gross margin dollars were \$1,263.8 million, an increase of \$73.0 million or 6.1 percent compared to the prior year due to revenue growth in the Retail segment and a 94 bps increase in gross margin rate. - Other expense (income) was \$9.1 million, favourable by \$102.8 million mainly due to transformation and restructuring costs in the prior year. On a normalized basis, Other expense (income) was \$9.1 million, unfavourable by \$11.3 million mainly due to fire related items. - Consolidated Selling, general and administrative expenses (SG&A) were \$822.7 million, an increase of 6.0 percent compared to the prior year. The increase was driven by both the Retail and Financial Services segments. - Depreciation and amortization was \$186.8 million, an increase of 2.8 percent or \$5.0 million, driven by store leases and supply chain investments. - Net finance costs were \$76.1 million, up \$6.5 million or 9.3 percent compared to the prior year, primarily due to higher lease-related costs. - Income tax expense (recovery) was \$39.6 million, an increase of \$35.0 million compared to the prior year due to higher income before income taxes this year and a favourable tax settlement in the prior year. - Diluted EPS from continuing operations was \$2.02, an increase of \$1.53 compared to the prior year. Normalized Diluted EPS from continuing operations was \$2.02, an increase of \$0.02, primarily due to a decrease in shares outstanding, partially offset by a decrease in normalized net income from continuing operations. - EBITDA² was \$437.1 million, an increase of \$128.8 million compared to the prior year. Excluding the \$114.1 million restructuring and transformation costs in the prior year, EBITDA increased \$14.7 million compared to the prior year, primarily due to an increase in gross margin dollars, partially offset by an increase in operating expenses.

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.

4.1.2 Consolidated Key Performance Measures

(C\$ in millions) increase/(decrease)	Q1 2026	Q1 2025	Change
Selling, general and administrative expenses	\$ 822.7	\$ 775.9	\$ 46.8
SG&A as a percentage of revenue	23.0 %	22.4 %	(60) bps
Income before income taxes	\$ 169.1	\$ 51.6	\$ 117.5
Normalized ¹ income before income taxes	169.1	165.7	3.4
EBITDA ²	437.1	308.3	128.8
Normalized ¹ EBITDA ²	437.1	422.4	14.7
Normalized ¹ EBITDA as a percentage of revenue ²	12.2 %	12.2 %	— bps

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

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

4.1.3 Seasonal Trend

Consolidated Results

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

(C\$ in millions, except per share amounts)	Q1 2026	Q4 2025 ¹	Q3 2025	Q2 2025	Q1 2025	Q4 2024	Q3 2024	Q2 2024	Q1 2024
Revenue	\$ 3,570.9	\$ 4,551.1	\$ 4,105.8	\$ 4,201.9	\$3,456.7	\$ 4,200.8	\$ 3,987.0	\$ 3,995.4	\$3,332.8
Net income (loss)	129.5	232.4	191.3	188.3	47.0	385.4	218.6	232.4	79.1
Diluted EPS	2.02	3.96	3.13	3.07	0.49	6.54	3.55	3.72	1.08

¹ The fourth quarter of 2025 results include one additional week of retail operations compared to the fourth quarter of 2024.

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

Normalized Consolidated Results

(C\$ in millions, except per share amounts)	Q1 2026	Q4 2025 ¹	Q3 2025	Q2 2025	Q1 2025	Q4 2024	Q3 2024	Q2 2024	Q1 2024
Revenue	\$ 3,570.9	\$ 4,551.1	\$ 4,105.8	\$ 4,201.9	\$3,456.7	\$ 4,200.8	\$ 3,987.0	\$ 3,995.4	\$3,332.8
Net income (loss) ²	129.5	259.7	226.5	216.0	131.1	201.2	218.6	232.4	79.1
Diluted EPS ²	2.02	4.47	3.78	3.57	2.00	3.24	3.55	3.72	1.08

¹ The fourth quarter of 2025 results include one additional week of retail operations compared to the fourth quarter of 2024.

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

4.2 Retail Segment Performance

4.2.1 Retail Segment Financial Results

(C\$ in millions, except where noted)	Q1 2026	Q1 2025	Change
Retail sales ¹	\$ 3,375.7	\$ 3,423.0	(1.4) %
Revenue	\$ 3,149.6	\$ 3,061.8	2.9 %
Gross margin dollars	\$ 1,034.5	\$ 977.8	5.8 %
Gross margin rate ¹	32.8 %	31.9 %	91 bps
Other expense (income)	\$ (29.9)	\$ 73.2	NM ²
Selling, general and administrative expenses	719.8	689.8	4.3 %
Depreciation and amortization	237.4	223.9	6.0 %
Net finance costs (income)	56.3	54.1	4.1 %
Income (loss) before income taxes from continuing operations	\$ 50.9	\$ (63.2)	NM ²
Income before income taxes from discontinued operations	—	13.2	NM ²
Income (loss) before income taxes	\$ 50.9	\$ (50.0)	NM ²

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

² Not meaningful.

Selected Normalized Metrics – Retail

(C\$ in millions, except where noted)	Q1 2026	Normalizing Items ¹	Normalized Q1 2026 ²	Q1 2025	Normalizing Items ¹	Normalized Q1 2025 ²	Change ³
Revenue	\$ 3,149.6	\$ —	\$ 3,149.6	\$ 3,061.8	\$ —	\$ 3,061.8	2.9 %
Gross margin dollars	\$ 1,034.5	\$ —	\$ 1,034.5	\$ 977.8	\$ —	\$ 977.8	5.8 %
Gross margin rate ⁴	32.8 %	— bps	32.8 %	31.9 %	— bps	31.9 %	91 bps
Other expense (income)	\$ (29.9)	\$ —	\$ (29.9)	\$ 73.2	\$ (114.1)	\$ (40.9)	(26.9) %
Selling, general and administrative expenses	719.8	—	719.8	689.8	—	689.8	4.3 %
Depreciation and amortization	237.4	—	237.4	223.9	—	223.9	6.0 %
Net finance costs (income)	56.3	—	56.3	54.1	—	54.1	4.1 %
Income (loss) before income taxes from continuing operations	\$ 50.9	\$ —	\$ 50.9	\$ (63.2)	\$ 114.1	\$ 50.9	— %
Income before income taxes from discontinued operations	—	—	—	13.2	—	13.2	NM ⁵
Income (loss) before income taxes	\$ 50.9	\$ —	\$ 50.9	\$ (50.0)	\$ 114.1	\$ 64.1	(20.6) %
EBITDA ²	\$ 349.7	\$ —	\$ 349.7	\$ 220.1	\$ 114.1	\$ 334.2	4.6 %
EBITDA as a percentage of revenue ²	11.1 %	— bps	11.1 %	7.2 %	373 bps	10.9 %	19 bps

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

² These normalized measures (Other expense (income), Income (loss) before income taxes from continuing operations, Income (loss) before income taxes, EBITDA and EBITDA as a percentage of revenue) 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.

Selected Metrics – Retail Excluding Petroleum

(C\$ in millions, except where noted)	Q1 2026	Q1 2025	Change
Retail sales, excluding Petroleum ¹	\$ 2,846.5	\$ 2,856.4	(0.3) %
Revenue, excluding Petroleum ¹	\$ 2,689.5	\$ 2,562.6	5.0 %
Gross margin dollars, excluding Petroleum ¹	\$ 971.2	\$ 926.1	4.9 %
Gross margin rate, excluding Petroleum ¹	36.1 %	36.1 %	(3) bps

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

4.2.2 Retail Segment Key Performance Measures

Effective for the fiscal year beginning January 4, 2026, PHL results are reported within SportChek (previously reported within CTR) and the methodology for calculating co-located stores has been updated, with applicable prior-year figures re-presented. For the current year, Comparable sales and Comparable gasoline volume have been calculated by aligning the 2025 fiscal calendar to match the 2026 fiscal calendar (i.e., sales from the first week in 2026 are compared with sales from the second week of 2025).

(Year-over-year percentage change, C\$ in millions, except as noted)		Q1 2026	Q1 2025	Change
	Revenue ¹	\$ 3,149.6	\$ 3,061.8	2.9 %
	Revenue, excluding Petroleum	2,689.5	2,562.6	5.0 %
	Store count	1,635	1,644	
	Retail square footage (in millions)	35.6	35.4	
	Retail sales growth ²	(1.4) %	5.1 %	
	Retail sales growth, excluding Petroleum ²	(0.3) %	4.9 %	
	Consolidated Comparable sales growth ^{2, 3}	(1.0) %	4.7 %	
	Retail Return on Invested Capital (ROIC) ^{4, 5}	10.9 %	10.4 %	56 bps
	Retail SG&A as a percentage of revenue excluding Petroleum ^{2, 5}	26.8 %	26.9 %	10 bps
	Loyalty penetration ^{2, 6}	57.4 %	55.9 %	158 bps
	Owned Brands penetration rate ²	34.6 %	35.1 %	(50) bps
	Revenue ^{1, 7}	\$ 1,907.6	\$ 1,819.4	4.9 %
	Store count ^{8, 9}	654	651	
	Retail square footage (in millions)	24.1	23.9	
	Sales per square foot ^{2, 10}	\$ 504	\$ 501	0.6 %
	Retail sales growth ^{2, 11}	(0.9) %	4.8 %	
	Comparable sales growth ²	(2.3) %	4.7 %	
	Revenue ¹	\$ 471.8	\$ 443.8	6.3 %
	Store count ⁹	317	331	
	Retail square footage (in millions)	7.6	7.7	
	Sales per square foot ^{2, 12}	\$ 338	\$ 320	5.6 %
	Retail sales growth ^{2, 13}	0.7 %	7.4 %	
	Comparable sales growth ²	3.3 %	6.3 %	
	Revenue ^{1, 14}	\$ 307.8	\$ 298.0	3.3 %
	Store count ⁹	387	383	
	Retail square footage (in millions)	3.9	3.8	
	Sales per square foot ^{2, 12}	\$ 405	\$ 411	(1.5) %
	Retail sales growth ^{2, 15}	1.9 %	2.6 %	
	Comparable sales growth ²	1.2 %	2.2 %	
	Revenue ¹	\$ 460.2	\$ 499.2	(7.8) %
	Gas bar locations	277	279	
	Gross margin dollars	\$ 63.3	\$ 51.6	22.6 %
	Retail sales growth ²	(6.6) %	5.8 %	
	Gasoline volume growth	(0.3) %	3.8 %	
	Comparable gasoline volume growth ²	(3.4) %	3.7 %	

¹ Revenue reported for CTR, SportChek, Mark's and Petroleum for the 13 weeks ended April 4, 2026 includes inter-segment revenue of \$2.7 million (2025 – \$2.8 million). Therefore, in aggregate, revenue for CTR, SportChek, Mark's, and Petroleum 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. For further information see section 9.1.4 of this MD&A.

⁵ This is a non-GAAP financial measure. For further information and a detailed reconciliation see Section 9.1 of this MD&A.

⁶ Effective for the fiscal year beginning January 4, 2026, Loyalty penetration is reported excluding Petroleum to align with management performance metrics, with applicable prior-year figures re-presented.

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

⁸ CTR Store count includes Canadian Tire stores as well as 152 Partsource and Party City stores (2025: 149 stores).

⁹ Effective for the fiscal year beginning January 4, 2026, co-located stores within CTR, SportChek and Mark's are counted as one store, resulting in the reduction of 57 total stores. Prior-year store counts have been re-presented.

¹⁰ CTR 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.

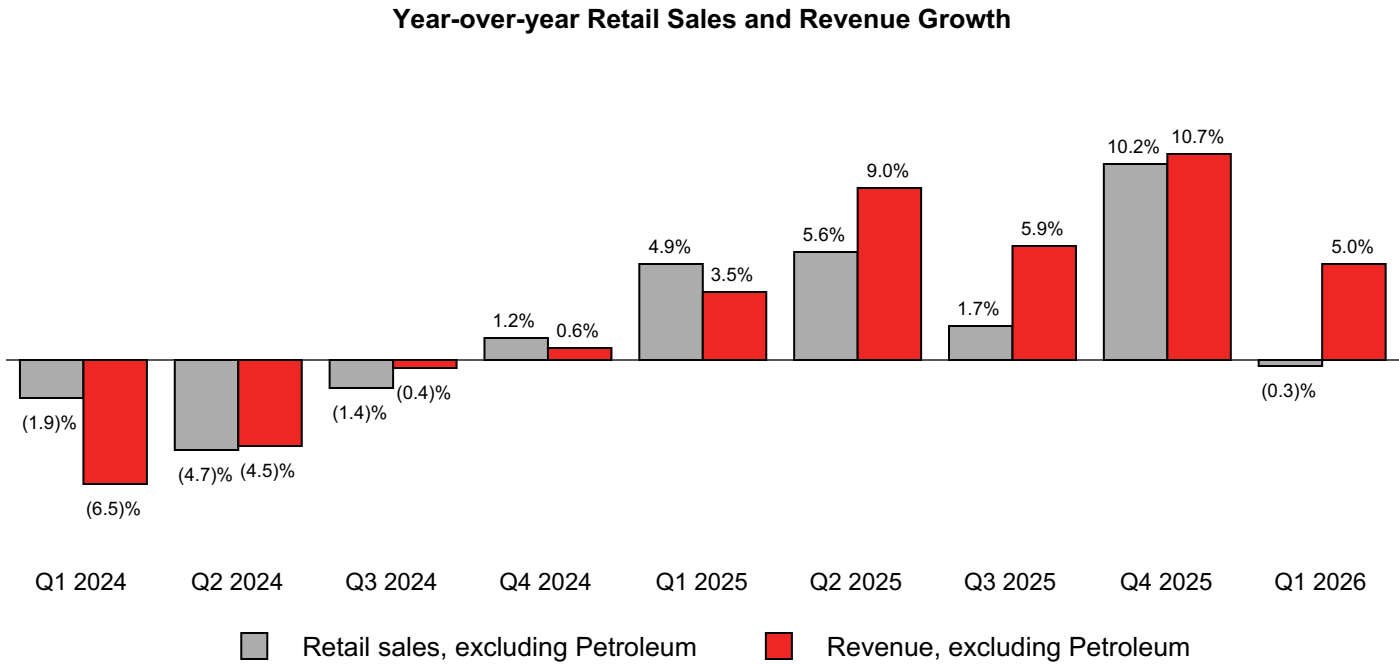
¹¹ CTR Retail sales growth includes sales from Canadian Tire, PartSource, Party City and the labour portion of Canadian Tire's auto service sales.

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

¹³ SportChek Retail sales growth includes sales from both corporate and franchise stores.

¹⁴ Mark's 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.
¹⁵ Mark's 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 Retail sales^{1, 2} and Revenue for the Retail segment, excluding Petroleum^{1, 2}, by quarter for the last two years. Numbers are on a continuing operations basis.



¹ The fourth quarter of 2025 results include one additional week of retail operations compared to the fourth quarter of 2024.
² For further information about this measure see section 9.2 of this MD&A.

Retail Segment Commentary

Income before income taxes was \$50.9 million, representing an increase of \$114.1 million compared to the prior year. The year-over-year increase primarily reflects gains in gross margin dollars, as well as the impact of one-time restructuring costs incurred in the prior year.

On a normalized basis, Income before income taxes was stable. Improved gross margin dollars offset increased True North IT investments which drove higher operating expenses beginning in the second quarter of 2025.

Q1 2026	
Retail Sales	▼ \$47.3 million or 1.4% ▼ 1.0% in Comparable sales growth - Retail sales were \$3,375.7 million, a decrease of 1.4 percent. Excluding Petroleum, Retail sales were down by 0.3 percent, or \$9.9 million with growth at SportChek and Mark's offset by declines at CTR. - eCommerce sales¹ were \$1.0 billion on a rolling 12-month basis. ▼ CTR Retail sales were down 0.9 percent. Fixing categories grew, while Seasonal and Gardening led the decline as weather drove lower seasonal traffic.  SPORTCHEK Retail sales were up 0.7 percent, led by higher sales in fanwear and growth in footwear and hard goods categories.  Mark's Retail sales were up 1.9 percent, on higher casualwear sales, partly driven by strength in new format store sales. ▼ GAS+ Retail sales were down 6.6 percent driven by lower per litre gas prices. Higher prices in the first quarter of the prior year were inclusive of the federal fuel charge, which was removed in April 2025.
Revenue	▲ \$87.8 million or 2.9% ▲ 5.0% excluding Petroleum Retail Revenue was \$3,149.6 million, an increase of 2.9 percent or \$87.8 million, due to higher shipments at CTR and higher sales to franchisees at SportChek partially offset by lower Petroleum revenue. Excluding Petroleum, Retail Revenue was up 5.0 percent.
Gross Margin	▲ \$56.7 million or 5.8% ▲ 91 bps in Gross margin rate ▲ 4.9% excluding Petroleum¹ ▶ 3 bps in Gross margin rate excluding Petroleum¹ - Retail Gross margin dollars were \$1,034.5 million, an increase of \$56.7 million, driven by the increase in Revenue previously described, combined with higher Petroleum gross margin. Excluding Petroleum¹, Gross margin dollars were \$971.3 million, an increase of \$45.1 million, or 4.9 percent. - Gross margin rate was 32.8 percent. Excluding Petroleum, Gross margin rate was 36.1 percent, largely flat.
Other Expense (Income)	▼ \$103.1 million or 140.9% Other income was \$29.9 million this year, including \$38.4 million of CT REIT distributions. After normalizing expenses of \$114.1 million in the prior year, Other income was unfavourable by \$11.0 million mainly due to fire related items.

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

Retail Segment Commentary (continued)

Q1 2026	
SG&A	▲ \$30.0 million or 4.3% SG&A was \$719.8 million, an increase of 4.3 percent, primarily due to higher IT costs and variable compensation.
Depreciation and amortization	▲ \$13.5 million or 6.0% Depreciation and amortization increased 6.0 percent driven by store leases and supply chain investments.
Net Finance Costs	▲ \$2.2 million or 4.1% Net finance costs increased from the prior year primarily due to higher lease related costs.
Earnings Summary	▲ \$114.1 million or 180.8% Income before income taxes increased by \$114.1 million. Normalized Income before income taxes remained stable, attributable to the reasons above.
EBITDA	▲ \$129.6 million or 58.9% EBITDA increased by \$129.6 million. Normalized EBITDA increased by \$15.6 million, attributable to the reasons above.

4.2.3 Retail Segment Seasonal Trend**Retail Segment Results**

Quarterly Revenue and Income (loss) before income taxes are affected by seasonality. The following table shows the Retail's segment financial performance of the Company from continuing operations by quarter for the last two years.

(C\$ in millions)	Q1 2026	Q4 2025 ¹	Q3 2025	Q2 2025	Q1 2025	Q4 2024	Q3 2024	Q2 2024	Q1 2024
Retail sales	\$ 3,375.7	\$ 5,860.7	\$ 4,541.5	\$ 5,161.7	\$ 3,423.0	\$ 5,380.5	\$ 4,539.5	\$ 5,000.2	\$ 3,257.5
Revenue	3,149.6	4,150.7	3,705.8	3,810.3	3,061.8	3,816.7	3,591.9	3,617.5	2,944.5
Income (loss) before income taxes	50.9	210.7	144.6	161.1	(63.2)	376.2	162.2	181.2	(18.3)
EBITDA ²	349.7	526.0	435.9	449.1	220.1	681.7	466.3	491.9	296.4

¹ The fourth quarter of 2025 results include one additional week of retail operations compared to the fourth quarter of 2024.

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

Normalized Retail Segment Results

(C\$ in millions, except per share amounts)	Q1 2026	Q4 2025 ¹	Q3 2025	Q2 2025	Q1 2025	Q4 2024	Q3 2024	Q2 2024	Q1 2024
Retail sales	\$ 3,375.7	\$ 5,860.7	\$ 4,541.5	\$ 5,161.7	\$ 3,423.0	\$ 5,380.5	\$ 4,539.5	\$ 5,000.2	\$ 3,257.5
Revenue	3,149.6	4,150.7	3,705.8	3,810.3	3,061.8	3,816.7	3,591.9	3,617.5	2,944.5
Revenue excluding Petroleum ²	2,689.5	3,667.9	3,218.6	3,341.9	2,562.6	3,312.0	3,038.8	3,066.6	2,476.6
Income (loss) before income taxes	50.9	241.6	192.4	198.8	50.9	162.0	162.2	181.2	(18.3)
EBITDA ³	349.7	556.9	483.7	486.8	334.2	467.5	466.3	491.9	296.4

¹ The fourth quarter of 2025 results include one additional week of retail operations compared to the fourth quarter of 2024.

² For further information about this measure see section 9.2 of this MD&A.

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

4.3 Financial Services Segment Performance

4.3.1 Financial Services Segment Financial Results

(C\$ in millions)	Q1 2026	Q1 2025	Change
Revenue	\$ 416.5	\$ 395.6	5.3 %
Gross margin dollars	\$ 201.6	\$ 191.7	5.1 %
Gross margin rate ¹	48.4 %	48.5 %	(7) bps
Other expense (income)	\$ 0.3	\$ 1.2	NM ²
Selling, general and administrative expenses	107.5	94.7	13.5 %
Depreciation and amortization	1.6	1.7	(3.5) %
Net finance costs (income)	(2.0)	(2.9)	(32.7) %
Income before income taxes	\$ 94.2	\$ 97.0	(3.1) %

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

² Not meaningful.

Financial Services Segment Commentary

Financial Services segment Income before income taxes was \$94.2 million in the quarter, a decrease of \$2.8 million from the prior year. Higher Gross margin dollars was primarily from higher interest revenue, partially offset by higher net impairment losses and funding costs. Increased Gross margin dollars were offset by higher SG&A expenses driven by previously disclosed regulatory and True North investments.

Q1 2026	
Revenue	▲ \$20.9 million or 5.3% Revenue was \$416.5 million, an increase of \$20.9 million, or 5.3 percent compared to the prior year due primarily to higher interest income.
Gross Margin Dollars	▲ \$9.9 million or 5.1% Gross margin dollars were \$201.6 million, an increase of \$9.9 million, or 5.1 percent from the prior year. The increase was due to Revenue growth, partially offset by higher net impairment losses and funding costs.
SG&A	▲ \$12.8 million or 13.5% SG&A was \$107.5 million, an increase of \$12.8 million, or 13.5 percent from the prior year. The increase was primarily due to higher IT and consulting costs to support regulatory infrastructure investment and True North initiatives, as well as higher card acquisition related marketing costs.
Earnings Summary	▼ \$2.8 million or 3.1% Income before income taxes was \$94.2 million, a decrease of \$2.8 million, or 3.1 percent from the prior year attributable to the reasons noted above.

4.3.2 Financial Services Segment Key Performance Measures

(C\$ in millions, except where noted)	Q1 2026	Q1 2025	Change
Credit card sales growth ¹	4.7 %	3.6 %	
GAAR ¹	\$ 7,632	\$ 7,402	3.1 %
Revenue (as a percentage of GAAR) ^{1, 2}	21.3 %	21.2 %	
Average number of accounts with a balance (thousands)	2,323	2,279	2.0 %
Average account balance ¹ (whole \$)	\$ 3,285	\$ 3,248	1.1 %
Net credit card write-off rate ^{1, 2}	7.2 %	7.1 %	
Past due credit card receivables rate ³	3.7 %	3.7 %	
Allowance rate	12.3 %	12.7 %	
Return on receivables ^{1, 2}	4.4 %	4.9 %	
Share of tender ^{1, 2}	13.2 %	13.2 %	
eCTM issued to CTB credit card holders ^{1, 2}	\$ 339.2	\$ 295.1	15.0 %

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 ratio. For further information and a detailed reconciliation see section 9.1 of this MD&A.

Financial Services Segment Scorecard

Q1 2026 vs. Q1 2025	
Growth	▲ 4.7% in credit card sales growth ▲ 3.1% in GAAR ▲ 2.0% in average number of accounts with a balance ▲ 1.1% in average account balance ▶ 2 bps increase in share of tender ▲ 15.0% in eCTM issued to CTB credit card holders • Credit card sales increased by 4.7 percent over the prior year led by higher spend at both internal retail banners and external merchants. • GAAR increased by 3.1 percent on continued cardholder engagement, driven by increased active accounts and credit card sales growth which resulted in a higher average account balance, up 1.1 percent. • Strong card sales and cardholder engagement drove increased electronic Canadian Tire Money (eCTM) issuance over the prior year.
Performance	▼ 53 bps in return on receivables ▲ 13 bps increase in Revenue as a percentage of GAAR • Return on receivables decreased by 53 bps due to the decline in earnings on a 12-month basis from regulatory infrastructure investments and True North initiatives, outpacing GAAR increases.
Operational metrics	▶ 2 bps increase in PD2+ rate ▲ 17 bps in net credit card write-off rate ▼ 42 bps in allowance rate • The PD2+ rate remained stable to the prior year. • The net credit card write-off rate was up 17 bps, driven by an expected increase in net write-off dollars relative to receivable growth. The net write-off rate was flat to Q4 2025. • The allowance rate decreased by 42 bps to 12.3 percent, remaining within the previously disclosed range of 11.5 to 13.5 percent. The Expected Credit Loss (ECL) allowance for loans receivable was relatively unchanged from Q4 2025, at \$934.7 million.

4.3.3 Financial Services Segment Seasonal Trend

Quarterly Income before income taxes 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)	Q1 2026	Q4 2025	Q3 2025	Q2 2025	Q1 2025	Q4 2024	Q3 2024	Q2 2024	Q1 2024
Revenue	\$ 416.5	\$ 404.8	\$ 401.3	\$ 392.1	\$ 395.6	\$ 388.9	\$ 399.1	\$ 383.2	\$ 389.0
Income before income taxes	94.2	79.2	84.4	74.1	97.0	67.5	110.3	88.5	95.7

4.4 CT REIT Segment Performance

4.4.1 CT REIT Segment Financial Results

CT REIT segment income increased \$10.2 million to \$115.7 million. The increase was due to higher Property revenue and an increase in the Fair value gain adjustment, partially offset by higher Net finance costs and Property expense. Acquisitions, intensifications and developments completed during 2025 as well as rent escalations, property expense recoveries and development fees contributed to the 4.7 percent increase in property revenue.

(C\$ in millions)	Q1 2026	Q1 2025	Change
External Property revenue	\$ 17.9	\$ 15.7	14.0 %
Intercompany Property revenue	139.6	134.7	3.6 %
Property revenue ¹	\$ 157.5	\$ 150.4	4.7 %
Property expense ¹	35.4	33.6	5.4 %
General and administrative expense (G&A)	4.2	4.7	(10.6) %
Net finance costs	33.4	31.4	6.4 %
Fair value (gain) loss adjustment ²	(31.2)	(24.8)	NM ³
Income before income taxes	\$ 115.7	\$ 105.5	9.7 %

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

² Fair value is eliminated on consolidation to align to CTC's amortized cost accounting policies.

³ Not meaningful.

For further information, refer to the Q1 2026 CT REIT MD&A issued on May 11, 2026, which is not incorporated by reference herein.

4.4.2 CT REIT Distributions to CTC

In relation to CTC's 68.0 percent effective ownership interest in CT REIT, distributions of \$38.4 million were received and included in Other income in the Retail segment earnings in the quarter.

The following table shows the CT REIT distributions received by Retail over the last two years.

(C\$ in millions)	Q1 2026	Q4 2025	Q3 2025	Q2 2025	Q1 2025	Q4 2024	Q3 2024	Q2 2024	Q1 2024
Distributions to CTC	\$ 38.4	\$ 38.4	\$ 38.4	\$ 37.8	\$ 37.5	\$ 37.4	\$ 37.3	\$ 36.6	\$ 36.2

4.4.3 CT REIT Segment Trend

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

(C\$ in millions)	Q1 2026	Q4 2025	Q3 2025	Q2 2025	Q1 2025	Q4 2024	Q3 2024	Q2 2024	Q1 2024
Property revenue ¹	\$ 157.5	\$ 153.0	\$ 151.1	\$ 149.8	\$ 150.4	\$ 145.4	\$ 144.6	\$ 144.5	\$ 144.2
Property revenue growth	4.7 %	5.2 %	4.5 %	3.7 %	4.3 %	3.9 %	5.2 %	4.9 %	5.1 %
Income before income taxes	\$ 115.7	\$ 191.3	\$ 117.1	\$ 103.2	\$ 105.5	\$ 135.3	\$ 94.5	\$ 103.3	\$ 101.1
Fair value (gain) loss adjustment ²	(31.2)	(110.4)	(36.6)	(23.6)	(24.8)	(54.8)	(17.7)	(23.0)	(23.6)

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

² Fair value is eliminated on consolidation to align to CTC's amortized cost accounting policies.

For further information on segment eliminations, see Note 3 of the Company's Q1 condensed interim consolidated financial statements.

5. Balance Sheet Analysis, Liquidity, and Capital Resources

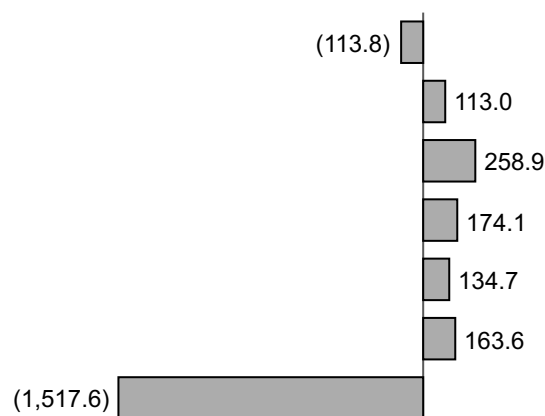
5.1 Selected Balance Sheet Highlights

Selected line items from the Company's assets and liabilities, as at April 4, 2026 and the year-over-year change versus March 29, 2025, are noted below. Additional information on the Company's financial position by operating segment is provided in Note 3 of the Company's Q1 condensed interim consolidated financial statements.

Change in Total assets	▼ \$ 815.1
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Selected Assets	April 4, 2026
Investments (current and long-term)	221.9
Trade and other receivables	1,362.6
Loans receivable (current and long-term portion)	7,191.9
Merchandise inventories	2,763.1
Property and equipment	5,506.6
Right-of-use assets	2,068.7
Assets classified as held for sale and discontinued operations	5.8

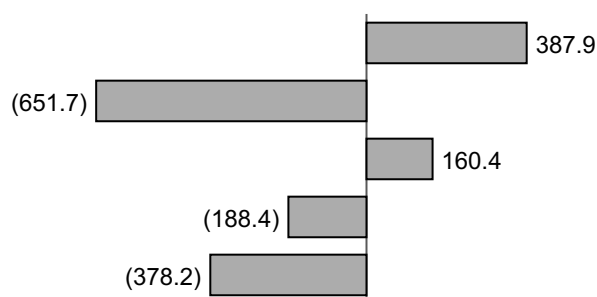
Year-over-year change in assets



Change in Total liabilities	▼ \$ 708.0
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Selected Liabilities	April 4, 2026
Trade and other payables	3,089.7
Short-term borrowings	376.7
Lease liabilities (current and long-term)	2,505.4
Long-term debt (current and long-term)	4,368.4
Liabilities associated with discontinued operations	—

Year-over-year change in liabilities



Assets		
Investments (current and long-term)	▼ \$113.8 million	The decrease in investments was primarily due to a reduction of excess liquidity in the Financial Services segment.
Trade and other receivables	▲ \$113.0 million	The increase is primarily due to the timing and collection of receivables.
Loans receivable (current and long-term)	▲ \$258.9 million	The increase is primarily due to increased cardholder activity in both the average balance and number of active credit card accounts.
Merchandise inventories	▲ \$174.1 million	The increase is mainly in support of spring and summer sales.
Property and equipment	▲ \$134.7 million	The increase is primarily driven by corporate office, store, and supply chain investments.
Right-of-use assets	▲ \$163.6 million	The increase is driven by the Canada Square lease extension and expansion and reasonably certain lease renewals, including the purchase option of an existing leased property.
Assets classified as held for sale and discontinued operations	▼ \$1,517.6 million	The decrease is largely attributable to the sale of Helly Hansen in Q2 2025.
Liabilities		
Trade and other payables	▲ \$387.9 million	The increase is primarily due to timing and volume of payments related to purchases and other payables in Retail.
Short-term borrowings	▼ \$651.7 million	The decrease is mainly due to repayment of short-term borrowings with the cash proceeds from the Helly Hansen sale in Q2 2025.
Lease liabilities (current and long-term)	▲ \$160.4 million	The increase is driven by the Canada Square lease extension and expansion and reasonably certain lease renewals, including the purchase option of an existing leased property.
Long-term debt (current and long-term)	▼ \$188.4 million	The decrease is primarily due to repayment of \$200 million medium-term notes during Q2 2025.
Liabilities associated with discontinued operations	▼ \$378.2 million	The decrease is due to the sale of Helly Hansen in Q2 2025.

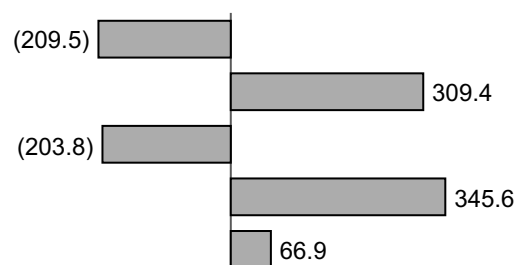
Selected line items from the Company's assets and liabilities, as at April 4, 2026 and the change versus January 3, 2026, are noted below.

Change in Total assets ▲ \$ **296.7**

Selected Assets **April 4, 2026**

Cash and cash equivalents	344.0
Trade and other receivables	1,362.6
Loans receivable (current and long-term)	7,191.9
Merchandise inventories	2,763.1
Right-of-use assets	2,068.7

Change in assets

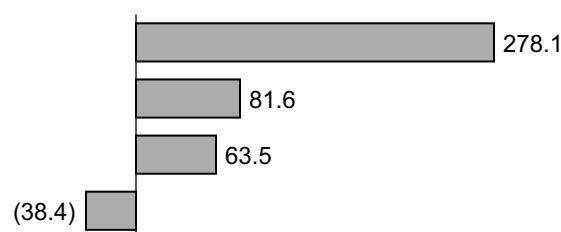


Change in Total liabilities ▲ \$ **315.2**

Selected Liabilities **April 4, 2026**

Trade and other payables	3,089.7
Short-term borrowings	376.7
Lease liabilities (current and long-term)	2,505.4
Provisions (current and long-term)	277.4

Change in liabilities



Assets

Cash and cash equivalents	▼ \$209.5 million	Refer to Section 5.2 Summary Cash Flows for further details.
Trade and other receivables	▲ \$309.4 million	The increase is primarily due to the normal seasonality of trade receivables as well as timing and collection of receivables.
Loans receivable (current and long-term)	▼ \$203.8 million	The decrease is primarily due to seasonality of the credit card portfolio in the Financial Services segment.
Merchandise inventories	▲ \$345.6 million	The increase is mainly attributable to timing and seasonality of purchases.
Right-of-use assets	▲ \$66.9 million	The increase is primarily driven by reasonably certain lease renewals, including the purchase option of an existing leased property.

Liabilities

Trade and other payables	▲ \$278.1 million	The increase is primarily due to timing and volume of payments related to purchases and other payables in Retail.
Short-term borrowings	▲ \$81.6 million	The increase is primarily due to increased borrowings for seasonal working capital requirements.
Lease liabilities (current and long-term)	▲ \$63.5 million	The increase is primarily driven by reasonably certain lease renewals, including the purchase option of an existing leased property.
Provisions (current and long-term)	▼ \$38.4 million	The decrease is mainly due to normal seasonality of sales leading to lower return provisions and a decrease in provisions relating to True North.

5.2 Summary Cash Flows

Selected line items from the Company's Condensed Interim Consolidated Statements of Cash Flows from both continuing and discontinued operations for the quarters ended April 4, 2026 and March 29, 2025 are noted in the following table:

(C\$ in millions)	Q1 2026	Q1 2025	Change
Cash generated from (used for) operating activities	\$ 35.9	\$ (303.0)	\$ 338.9
Cash generated from (used for) investing activities	(72.4)	(183.5)	111.1
Cash generated from (used for) financing activities	(173.0)	406.0	(579.0)
Cash generated (used) in the period	\$ (209.5)	\$ (80.5)	\$ (129.0)

Q1 2026	
Operating activities	▲ \$338.9 million The increase in cash generated from operating activities was primarily driven by changes in working capital and higher net income.
Investing activities	▲ \$111.1 million The decrease in cash used for investing activities was primarily driven by lower net acquisition of short-term and long-term investments.
Financing activities	▼ \$579.0 million The increase in cash used for financing activities was due to lower net issuance of short-term borrowings.

5.3 Capital Management

The Company's capital management objectives are to:

- ensure sufficient liquidity with the flexibility to access additional capital from multiple sources, if required; to meet financial obligations as they come due and to support the execution of operating and strategic plans; and
- minimize the after-tax cost of capital while considering key risks, including current and future industry, market, and economic conditions, as outlined in Section 10 of this MD&A.

5.3.1 Canadian Tire Bank's Regulatory Environment

CTB manages its capital in accordance with guidelines established by the Office of the Superintendent of Financial Institutions of Canada (OSFI), which are based on the Basel III framework, developed by the International Basel Committee on Banking Supervision. Basel III, in effect since January 1, 2013, is designed to strengthen regulation, supervision, and risk management in the banking sector.

To comply with these regulations, CTB has implemented several capital policies, procedures, and controls. A key component of this framework is the annual Internal Capital Adequacy Assessment Process (ICAAP), which supports CTB in achieving its capital management, strategic, and operational objectives.

The Bank's capital management objectives include:

- meet all applicable regulatory requirements;
- maintain and reinforce confidence in the safety and soundness of the Bank;
- support growth in assets and liabilities; and
- offset unexpected operating and investment losses and volatility.

As at the end of the first quarter of 2026, the Bank was in compliance with all applicable regulatory capital requirements established by OSFI, and had achieved its internal targets as determined through its ICAAP.

5.4 Investing

5.4.1 Capital Expenditures

The Company's capital expenditures for the periods ended April 4, 2026 and March 29, 2025 were as follows:

(C\$ in millions)	Q1 2026	Q1 2025
Fulfillment and systems modernization	\$ 16.0	\$ 30.1
Omnichannel customer experience	33.2	11.3
Store investments	36.9	69.0
Operating capital expenditures¹	\$ 86.1	\$ 110.4
CT REIT acquisitions and developments excluding vend-ins from CTC	7.9	5.5
Total capital expenditures²	\$ 94.0	\$ 115.9

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.

Q1 2026	
Total capital expenditures	▼ \$21.9 million The Company's operating capital expenditures and total capital expenditures were \$86.1 million and \$94.0 million respectively, a decrease of \$24.3 million and \$21.9 million from the prior year. The decrease was driven mainly by the timing of spend.

Capital Commitments

The Company had commitments of approximately \$70.4 million as at April 4, 2026 (March 29, 2025 – \$90.5 million) for the acquisition of tangible and intangible assets.

Operating Capital Expenditures

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

Full-year operating capital expenditures for 2026 are expected to be in the previously disclosed range of \$500 million to \$550 million.

5.5 Liquidity and Financing

Management is focused on ensuring that the Company maintains sufficient liquidity through a strong balance sheet and the ability to access additional capital from multiple sources. Each of the Retail, Financial Services, and CT REIT segments has access to various alternative sources of funding and liquidity to meet financial obligations as they come due and to support the execution of operating and strategic plans.

As at April 4, 2026

(C\$ in millions)	Consolidated	Retail	Financial Services	CT REIT
Cash and cash equivalents	\$ 344.0	\$ 24.7	\$ 312.9	\$ 6.4
Short-term investments	150.5	—	150.5	—
Total net cash and cash equivalents and short-term investments¹	\$ 494.5	\$ 24.7	\$ 463.4	\$ 6.4
Committed bank lines of credit ²	3,775.0	1,975.0	1,500.0	300.0
Less: Borrowings outstanding on committed bank lines of credit	—	—	—	—
Less: U.S. commercial paper outstanding ³	83.7	83.7	—	—
Less: Letters of credit outstanding	1.5	—	—	1.5
Adjusted for intercompany balances	—	188.4	(20.2)	(168.2)
Available committed bank lines of credit	\$ 3,689.8	\$ 2,079.7	\$ 1,479.8	\$ 130.3
Liquidity¹	\$ 4,184.3	\$ 2,104.4	\$ 1,943.2	\$ 136.7

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

² The funding commitment for the Financial Services segment includes a Glacier Credit Card Trust (GCCT) Note Purchase Facility (NPF) in the amount of \$1.2 billion and a \$300.0 million secured bank line of credit.

³ U.S. commercial paper is fully back-stopped by CTC's syndicated committed bank line of credit so such borrowings reduce Retail's liquidity.

The Company ended the quarter with \$494.5 million in cash and short-term investments, net of bank indebtedness, and \$4.2 billion in liquidity with \$2.1 billion, \$1.9 billion, and \$136.7 million at its Retail, Financial Services, and CT REIT segments, respectively.

As at April 4, 2026, CTC, CT REIT, and CTB each complied with all financial covenants under the agreements for the committed bank lines of credit listed in the following Financing Source table:

Financing Sources	
Committed Bank Lines of Credit and Securitized Note Purchase Facility	- A syndicate of eight Canadian and two international financial institutions provide the Retail segment with a \$1.975 billion unsecured bank line of credit for general corporate purposes, including back-stopping outstanding U.S. CP discussed below, expiring in September 2030. As of April 4, 2026, there were no borrowings outstanding on this facility. - CT REIT has access to a \$300.0 million unsecured bank line of credit from a syndicate of seven Canadian financial institutions, also expiring in September 2030. As of April 4, 2026, CT REIT had no borrowings outstanding on this facility. - CTB has access to a \$300.0 million secured bank line of credit and a \$1.2 billion securitized GCCT NPF, both expiring in April 2028. As of April 4, 2026, CTB had no borrowings outstanding on its bank line of credit and a nominal amount owing on the senior and subordinated credit card asset-backed notes issued by GCCT to the lender under the NPF.
Commercial Paper Programs	- CTC has a U.S. dollar-denominated commercial paper (U.S. CP) program with a maximum issuance capacity of USD \$1.0 billion in unsecured short-term promissory notes. These notes mature between one and 270 days and are issued at a discount and rank <i>pari passu</i> with all other unsecured and unsubordinated obligations of CTC. As of April 4, 2026, CTC had \$83.7 million CAD equivalent of U.S. CP outstanding. - Concurrently, CTC uses foreign exchange derivatives to hedge the currency risk associated with its U.S. CP issuances, covering both the principal and interest components. For accounting purposes, CTC does not designate these derivatives as hedges. - GCCT maintains an asset-backed commercial paper (ABCP) program that permits the issuance of up to \$300.0 million of short-term credit card asset-backed promissory notes. The program is fully supported by a global-style liquidity facility provided by a syndicate of five Canadian financial institutions, expiring in September 2028. As of April 4, 2026, GCCT had \$293.0 million of ABCP notes outstanding in short term borrowings.
Medium-Term Notes and Senior Unsecured Debentures	- As of April 4, 2026, CTC had an aggregate principal amount of \$950.0 million of medium-term notes outstanding. - As of April 4, 2026, CT REIT had an aggregate principal amount of \$1,425.0 million of senior unsecured debentures outstanding.
Asset-backed Senior and Subordinated Term Notes	As of April 4, 2026, GCCT had \$2,000.0 million of credit card asset-backed term notes outstanding. This includes \$1,870.0 million in senior term notes and \$130.0 million in subordinated term notes.
Broker GIC Deposits	As of April 4, 2026, CTB had \$2,980.8 million of GIC deposits through various active broker networks.
Retail Deposits	As of April 4, 2026, CTB had \$589.4 million in retail deposits consisting of High Interest Savings (HIS) and retail GIC deposits, available both within and outside tax-free savings accounts.
Real Estate	- As of April 4, 2026, CTC had a 68.0 percent effective ownership interest in CT REIT, which includes publicly traded CT REIT units. CTC also engages in strategic real estate transactions involving properties not owned by CT REIT. - CT REIT has access to additional funding sources, including access to debt and equity markets, subject to the terms and conditions of CT REIT's Declaration of Trust and all applicable regulatory requirements. - As of April 4, 2026, the CT REIT mortgage has been fully repaid.

5.6 Adjusted Net Debt

Adjusted Net Debt is a non-GAAP financial measure used by Management to assess the Corporation's overall leverage position, funding capacity, and financial flexibility. This measure adjusts reported debt for certain items that management believes are relevant to understanding the Corporation's underlying net debt position and how capital is managed over time.

Management uses Adjusted Net Debt, together with other liquidity and leverage metrics, to support capital allocation decisions, evaluate compliance with internal leverage targets, and assess the Corporation's capacity to fund operations, strategic initiatives, dividends, and other capital commitments.

Adjusted Net Debt does not have a standardized meaning under IFRS and may not be comparable to similar measures presented by other issuers. It should be considered as a supplement to, and not a substitute for, measures prepared in accordance with IFRS.

As at April 4, 2026

(C\$ in millions)	Consolidated	Retail	Financial Services	CT REIT
Consolidated net debt				
Short-term deposits	\$ 1,144.4	\$ —	\$ 1,144.4	\$ —
Long-term deposits	2,425.8	—	2,425.8	—
Short-term borrowings	376.7	83.7	293.0	—
Long-term debt	4,368.4	951.0	1,995.3	1,422.1
Total debt	\$ 8,315.3	\$ 1,034.7	\$ 5,858.5	\$ 1,422.1
Cash and cash equivalents ¹	(344.0)	(24.7)	(312.9)	(6.4)
Short-term investments ¹	(150.5)	—	(150.5)	—
Long-term investments ¹	(71.4)	(11.4)	(60.0)	—
Net debt	\$ 7,749.4	\$ 998.6	\$ 5,335.1	\$ 1,415.7
Intercompany debt and other payables	—	(256.1)	87.9	168.2
Outstanding Class C CT REIT LP units	—	(1,451.6)	—	1,451.6
Adjusted net debt before lease liabilities	\$ 7,749.4	\$ (709.1)	\$ 5,423.0	\$ 3,035.5
Lease liabilities ²	\$ 2,505.4	\$ 5,167.2	\$ 9.1	\$ 127.4
Total adjusted net debt	\$ 10,254.8	\$ 4,458.1	\$ 5,432.1	\$ 3,162.9

¹ Includes regulatory reserves.

² Segments indicate gross lease liabilities, consolidated is netted for intercompany leases.

As at March 29, 2025

(C\$ in millions)	Consolidated	Retail	Financial Services	CT REIT
Consolidated net debt				
Short-term deposits	\$ 1,221.4	\$ —	\$ 1,221.4	\$ —
Long-term deposits	2,330.5	—	2,330.5	—
Short-term borrowings	1,028.4	736.0	292.4	—
Long-term debt	4,556.8	1,150.9	1,975.5	1,430.4
Total debt	\$ 9,137.1	\$ 1,886.9	\$ 5,819.8	\$ 1,430.4
Cash and cash equivalents ¹	(395.1)	(89.3)	(302.6)	(3.2)
Short-term investments ¹	(194.1)	—	(194.1)	—
Long-term investments ¹	(141.6)	(19.0)	(122.6)	—
Net debt	\$ 8,406.3	\$ 1,778.6	\$ 5,200.5	\$ 1,427.2
Intercompany debt	—	(166.9)	99.7	67.2
Outstanding Class C CT REIT LP units	—	(1,451.6)	—	1,451.6
Adjusted net debt before lease liabilities	\$ 8,406.3	\$ 160.1	\$ 5,300.2	\$ 2,946.0
Lease liabilities ²	\$ 2,345.0	\$ 4,956.8	\$ 5.5	\$ 124.5
Total adjusted net debt	\$ 10,751.3	\$ 5,116.9	\$ 5,305.7	\$ 3,070.5

¹ Includes regulatory reserves.

² Segments indicate gross lease liabilities, consolidated is netted for intercompany leases

At the end of the first quarter, the total consolidated cost of debt (excluding leases and deposits) was 4.34%, compared to 4.40% as of January 4, 2025.

5.7 Contractual Obligations, Guarantees and Commitments

For a description of contractual obligations as at January 3, 2026, refer to Section 6.5.1 of the Company's 2025 Annual MD&A. The Company believes it has the ability to meet its contractual obligations as at April 4, 2026.

For a discussion of the Company's significant guarantees and commitments, refer to Note 35 of the Company's 2025 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 2025 Consolidated Financial Statements. There were no significant changes in guarantees and commitments identified at year end, other than those discussed in this document.

6. Equity

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

6.1 Shares Outstanding

(C\$ in millions)	April 4, 2026	March 29, 2025	January 3, 2026
Authorized			
3,423,366 Common Shares			
100,000,000 Class A Non-Voting Shares			
Issued			
3,423,366 Common Shares (March 29, 2025 – 3,423,366; January 3, 2026 – 3,423,366)	\$ 0.2	\$ 0.2	\$ 0.2
49,189,530 Class A Non-Voting Shares (March 29, 2025 – 51,669,794; January 3, 2026 – 49,524,531)	615.7	625.6	615.7
	\$ 615.9	\$ 625.8	\$ 615.9

Each year, the Company files a notice of intention to make a normal course issuer bid (NCIB) with the Toronto Stock Exchange (TSX) which allows it to repurchase its Class A Non-Voting Shares by means of open market transactions through the TSX and/or alternative Canadian trading systems, if eligible, at the market price of the Class A Non-Voting Shares at the time of repurchase or as otherwise permitted under the rules of the TSX and applicable securities laws. Class A Non-Voting Shares repurchased by the Company pursuant to the NCIB are restored to the status of authorized but unissued shares. Copies of the notices are available from the Corporate Secretary of the Company.

On March 9, 2026, the TSX approved the Company's notice of intention to renew its NCIB. Under the NCIB approved by the TSX, the Company may repurchase up to 4.7 million Class A Non-Voting Shares between March 11, 2026 to March 10, 2027 (2026-27 NCIB). The TSX also approved a new automatic securities purchase plan which expires on or before March 10, 2027, allowing a designated broker to facilitate repurchases of Class A Non-Voting Shares under its 2026-27 NCIB at times when the Company would ordinarily not be permitted to repurchase its securities due to regulatory restrictions and customary self-imposed black-out periods. Additionally, on March 6, 2025, the TSX accepted the Company's notice of intention to repurchase up to 4.9 million Class A Non-Voting Shares during the period March 11, 2025 to March 10, 2026.

On November 6, 2025, the Company announced its intention to repurchase up to \$400 million of its Class A Non-Voting Shares in excess of the amount required for anti-dilutive purposes by the end of 2026 (the 2025-26 Share Repurchase Intention). The following table summarizes the Company's repurchases relating to this 2025-26 Share Repurchase Intention.

Repurchased under the 2025-26 Share Repurchase Intention	Number of Shares	C\$ in millions
Shares repurchased in Q4 2025 (November 13, 2025 to January 2, 2026)	249,800	\$ 42.4
Shares repurchased in Q1 2026 (January 5, 2026 to April 2, 2026)	335,000	60.1
Total shares purchased under the 2025-26 Share Repurchase Intention	584,800	\$ 102.5

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 dividend payout ratio may fluctuate in any particular year.

On November 5, 2025, the Company increased its annual dividend for the 16th consecutive year, to \$7.20 per Common Voting Share and Class A Non-Voting Share from \$7.10, an increase of approximately 1.4 percent over the prior year.

On May 13, 2026, the Company's Board of Directors declared dividends of \$1.80 per share payable on September 1, 2026, to shareholders of record as of July 31, 2026. The dividend is considered an "eligible dividend" for tax purposes.

6.3 Equity Derivative Contracts

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

During the first quarter of 2026, 235,000 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 receipt from counterparties of approximately \$5.1 million. The Company entered into 235,000 units of new equity-forward contracts during the quarter.

7. 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 in the Company's 2025 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 as it has determined that there is adequate provision. 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 April 4, 2026 were \$39.6 million (2025 – \$4.6 million). The Effective tax rate² for the 13 weeks ended April 4, 2026 increased to 23.4 percent (2025 – 8.9 percent). After adjusting for normalizing items³, the Effective tax rate for the quarter ended April 4, 2026 increased to 23.4 percent (2025 – 20.9 percent), primarily due to a favourable tax settlement in the prior year.

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

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

³ Refer to Section 4.1.1 in this MD&A for a description of the normalizing items.

8. 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 2025 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 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 2025 Consolidated Financial Statements.

8.2 Changes in Accounting Policies

Standards, Amendments, and Interpretations Issued and Adopted

Classification and Measurement of Financial Instruments

In May 2024, the IASB issued amendments to IFRS 9 – *Financial Instruments* and IFRS 7 – *Financial Instruments: Disclosures*. The amendments relate to settling financial liabilities using an electronic payment system and assessing contractual cash flow characteristics of financial assets, and create additional disclosure requirements for financial instruments. The Company has adopted these amendments effective for the interim and annual consolidated financial statements commencing January 4, 2026. To remain consistent with prior practice, the Company has elected to derecognize financial liabilities before the settlement date, when settled using an electronic payment system. The amendments have been applied retrospectively in accordance with the transition provisions of IFRS 9. The adoption of these amendments has not had a material impact on the Company's financial results.

Standards, Amendments, and Interpretations Issued but not yet Adopted

The following new standards, amendments, and interpretations have been issued but are not effective for the fiscal year ended January 2, 2027 and, accordingly, have not been applied in preparing the Company's Q1 condensed interim consolidated financial statements.

Presentation and Disclosure in Financial Statements

In April 2024, the IASB issued the new standard IFRS 18 – *Presentation and Disclosure in Financial Statements* that will replace IAS 1 – *Presentation of Financial Statements*. The new standard introduces newly defined subtotals on the income statement, requirements for aggregation and disaggregation of information, and disclosure of management performance measures in the financial statements. The new standard is effective for annual reporting periods beginning on or after January 1, 2027, with early adoption permitted. The Company is assessing the impacts to the consolidated financial statements.

9. Non-GAAP Financial Measures and Ratios

Unless otherwise indicated, all 2025 financial information represents the Company's results from continuing operations. Discontinued operations reflect Helly Hansen's results up to its sale on May 31, 2025, as well as related post-closing adjustments. The selected segment information presented below should be read in conjunction with the Company's Q1 condensed interim consolidated financial statements.

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.

9.1.1 Normalizing non-GAAP Financial Measures

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 other dispositions, including store closures, operational efficiency program costs, one-time costs for new program rollouts, and infrequent non-operational valuation adjustments, are removed from Cost of producing revenue, SG&A and Other expense (income) where applicable. Explanations of normalizing items can be found in Section 4.1.1.

Normalized Other Expense (Income)

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

(C\$ in millions)	Q1 2026	Q1 2025
Other expense (income)	\$ 9.1	\$ 111.9
Less normalizing items:		
Restructuring costs	—	95.4
Other transformation and advisory costs	—	18.7
Normalized Other expense (income)	\$ 9.1	\$ (2.2)

Retail Normalized Other Expense (Income)

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

(C\$ in millions)	Q1 2026	Q1 2025
Other expense (income)	\$ 9.1	\$ 111.9
Less: Other operating segments	39.0	38.7
Retail Other expense (income)	\$ (29.9)	\$ 73.2
Less normalizing items:		
Restructuring costs	—	95.4
Other transformation and advisory costs	—	18.7
Retail Normalized Other expense (income)	\$ (29.9)	\$ (40.9)

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)	Q1 2026	Q1 2025
Income before income taxes	\$ 169.1	\$ 51.6
Add normalizing items:		
Restructuring costs	—	95.4
Other transformation and advisory costs	—	18.7
Normalized Income before income taxes	\$ 169.1	\$ 165.7

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)	Q1 2026	Q1 2025
Income before income taxes	\$ 169.1	\$ 51.6
Less: Other operating segments	118.2	114.8
Retail Income (loss) before income taxes	\$ 50.9	\$ (63.2)
Add normalizing items:		
Restructuring costs	—	95.4
Other transformation and advisory costs	—	18.7
Retail Normalized Income (loss) before income taxes	\$ 50.9	\$ 50.9

Normalized Income Tax Expense (Recovery) and Normalized Effective Tax Rate

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

Normalized effective tax rate is calculated by dividing Normalized Income tax expense (recovery) by Normalized Income before income taxes.

(C\$ in millions)	Q1 2026	Q1 2025
Income tax expense (recovery)	\$ 39.6	\$ 4.6
Add tax effect of normalizing items:		
Restructuring costs	—	25.1
Other transformation and advisory costs	—	4.9
Normalized Income tax expense (recovery)	\$ 39.6	\$ 34.6

Normalized Net Income, Normalized Net Income Attributable to Shareholders, Normalized Diluted Earnings per Share, and 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.

Dividend payout ratio is calculated by dividing total dividends by the prior year's Normalized Net income.

(C\$ in millions, except per share amounts)	Q1 2026	Q1 2025
Net income	\$ 129.5	\$ 47.0
Net income attributable to shareholders	107.0	27.3
Add normalizing items, net of tax:		
Restructuring costs	—	70.3
Other transformation and advisory costs	—	13.8
Normalized Net income	\$ 129.5	\$ 131.1
Normalized Net income attributable to shareholders	\$ 107.0	\$ 111.4
Normalized Diluted EPS	\$ 2.02	\$ 2.00

9.1.2 EBITDA

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 (income) and Depreciation and amortization.

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

(C\$ in millions)	Q1 2026	Q1 2025
Income before income taxes	\$ 169.1	\$ 51.6
Add:		
Depreciation and amortization ¹	191.9	187.1
Net finance costs (income)	76.1	69.6
EBITDA	\$ 437.1	\$ 308.3
Add normalizing items:		
Restructuring costs	—	95.4
Other transformation and advisory costs	—	18.7
Normalized EBITDA	\$ 437.1	\$ 422.4

¹ Depreciation and amortization reported in Cost of producing revenue for the 13 weeks ended April 4, 2026 was \$5.1 million (2025 – \$5.3 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 meet 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 (income) and Depreciation and amortization.

Retail EBITDA as a Percentage of Revenue is a non-GAAP Ratio calculated by dividing Retail EBITDA by Retail Revenue.

(C\$ in millions)	Q1 2026	Q1 2025
Income before income taxes	\$ 169.1	\$ 51.6
Less: Other operating segments	118.2	114.8
Retail Income (loss) before income taxes	\$ 50.9	\$ (63.2)
Add:		
Depreciation and amortization ¹	242.5	229.2
Net finance costs (income)	56.3	54.1
Retail EBITDA	\$ 349.7	\$ 220.1
Add normalizing items:		
Restructuring costs	—	95.4
Other transformation and advisory costs	—	18.7
Retail Normalized EBITDA	\$ 349.7	\$ 334.2

¹ Depreciation and amortization reported in Cost of producing revenue for the 13 weeks ended April 4, 2026 was \$5.1 million (2025 – \$5.3 million).

9.1.3 Other Consolidated Non-GAAP Financial Measures

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)	Q1 2026	Q1 2025
Total additions ¹	\$ 93.9	\$ 96.9
Add: Change in accrued additions and other non-cash items	0.1	19.0
Less:		
CT REIT acquisitions and developments excluding vend-ins from CTC	7.9	5.5
Operating capital expenditures	\$ 86.1	\$ 110.4

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

9.1.4 Other Retail

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)	Q1 2026	Q1 2025
Income before income taxes	\$ 996.0	\$ 1,123.8
Less: Other operating segments	428.6	467.4
Retail Income before income taxes	\$ 567.4	\$ 656.4
Add normalizing items:		
Restructuring costs	29.7	95.4
Other transformation and advisory costs	69.7	18.7
Gain on sale of Brampton DC, net of inventory write-down	—	(222.9)
Expenses related to the strategic review of CTFS	—	8.7
Other impairment costs	17.0	—
Retail Normalized Income before income taxes	\$ 683.8	\$ 556.3
Less:		
Retail intercompany adjustments ¹	232.7	220.5
Add:		
Retail interest expense ²	293.3	319.8
Retail depreciation of right-of-use assets	605.1	569.8
Retail effective tax rate	26.7 %	24.5 %
Add: Retail taxes	(360.2)	(299.6)
Retail return	\$ 989.3	\$ 925.8
Average total assets from continuing operations	\$ 21,692.4	\$ 20,863.9
Less: Average assets in other operating segments	4,483.0	4,353.9
Average Retail assets from continuing operations	\$ 17,209.4	\$ 16,510.0
Less:		
Average Retail intercompany adjustments ¹	4,568.0	4,340.6
Average Retail trade payables and accrued liabilities ³	2,903.9	2,654.9
Average Franchise Trust assets	554.3	574.9
Average Retail excess cash	123.2	—
Average Retail invested capital	\$ 9,060.0	\$ 8,939.6
Retail ROIC	10.9 %	10.4 %

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.

9.1.5 Other Financial Services

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)	Q1 2026	Q1 2025
Current portion of loans receivable	\$ 6,662.6	\$ 6,426.9
Add: ECL allowance	934.7	935.4
Less:		
Other discounts or adjustments	235.3	205.4
Line of credit and current portion of Dealer loans	10.8	19.5
Total gross credit card receivables	\$ 7,351.2	\$ 7,137.4
Less: Loans no more than 30 days past due	7,079.6	6,875.3
Past due gross credit card receivables	\$ 271.6	\$ 262.1
Past due credit card receivables rate	3.7 %	3.7 %

9.2 Supplementary Financial Measures

Average Account Balance

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

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 Gasoline Volume Growth

Comparable gasoline volume growth is used to identify the growth in gasoline sales by volume generated by the Company's existing gas bar network and removes the effect of opening and closing gas bars in the period. The calculation includes gasoline volumes sold from all gas bars that have been open for a minimum of one year and one week and uses a 52-week time frame. Comparable gasoline volume growth does not form part of the Company's consolidated financial statements.

Comparable Sales Growth

Comparable sales growth is commonly used in the retail industry to identify sales growth generated by the 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, and uses a 52 week time frame. 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.

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.

eCTM Issued to CTB Credit Card Holders

eCTM issued to CTB credit card holders measures the amount of eCTM issued to CTB credit card holders based on their purchases at the Company's banners, partners and external retailers. This measure is calculated on a rolling 12-month basis.

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)

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 Standards 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 also includes Franchise Trust interest expense and lease liability interest, but excludes deposits held by CTB.

Loyalty Penetration

Loyalty penetration is Retail sales attributable to Triangle Rewards members from banners eligible for eCTM issuance in which loyalty or Triangle-branded credit cards are scanned at point-of-sale (Loyalty sales) excluding sales at Petroleum, divided by Retail sales from those banners excluding Petroleum, over a rolling 12-month period.

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. Management applies this measure to intercompany and external tenants.

Property Expense

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

Retail Sales and Retail Sales Excluding Petroleum

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, and at corporate stores across all banners under the Retail segment, as well as all goods sold through the Company's online sales channels, that 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, and Petroleum). Retail Sales excluding Petroleum is calculated as per above, while excluding retail sales from Petroleum stores. eCommerce sales is a component of Retail sales and refers to sales generated by the Company's online presence.

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 (ROR)

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 Standards 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.

Share of Tender

Share of tender measures the percentage of Retail sales from the Company's major banners charged on a CTB credit card (in lieu of cash, debit or a competing credit card for purchases) divided by total Retail sales from the same banners. Share of tender is calculated on a rolling 12-month basis.

10. Risks and Risk Management

The effective management of risk is a key priority for the Board and Senior Management. Balanced risk-taking and effective risk management create valuable business returns and shareholder value, as well as market opportunities and competitive advantages, all of which support profitable growth over the long-term. CTC has adopted an Enterprise Risk Management (ERM) Policy and Framework, Risk Appetite Statements and other policies designed to identify, assess, manage, monitor, escalate and report 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 (key risks). For further information on the ERM Policy and Framework, please refer to Section 2.6 of the Company's 2025 AIF.

The Company's 2025 Annual MD&A sets out a description of key risks as well as other risks that may have a material adverse effect on the Company, grouped into business and operational risks, and financial risks. In addition to these risks, there may be additional risks and uncertainties not currently known to Management, or risks that are not considered material at this time which may evolve and materially and adversely affect the Company in the future. The actual effect of any risk may be materially different than what is currently anticipated. Many of the risks are interconnected, influencing the likelihood and impact of other risks. For further information on the Company's risks, please refer to Section 11 of the Company's 2025 Annual MD&A.

CTC strives to implement appropriate measures and risk management strategies to address its key risks. Management regularly reviews its risk management strategies and measures for sufficiency given the dynamic nature of the risks, as well as emerging risks and/or trends, which might have an impact on CTC's residual risk exposures. However, there can be no assurance that these strategies and measures will successfully mitigate these risks.

When considering whether to purchase or sell securities of CTC, investors and others should carefully consider these risks (including that risk management strategies and measures may not successfully mitigate such risks) as well as other uncertainties and factors that may adversely impact CTC's future performance.

For a further discussion of risks that affect CT REIT, please refer to Section 5 in CT REIT's Annual Information Form and Section 12 in CT REIT's Management's Discussion and Analysis for the period ended December 31, 2025, which are not incorporated herein by reference.

11. Internal Controls and Procedures

Details relating to disclosure controls and procedures, and internal control over financial reporting, are disclosed in Section 12 of the Company's 2025 Annual MD&A.

Changes in Internal Control Over Financial Reporting

During the quarter ended April 4, 2026, 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. Environmental, Social, and Governance

CTC's Brand Purpose, *We Are Here to Make Life in Canada Better*, informs its decisions and strategy, which includes its approach to ESG matters. The Company has identified the ESG topics that are most relevant to the enterprise and its stakeholders, and manages the associated risks and opportunities.

CTC publishes an ESG Report which outlines its approach to ESG, including underlying strategies and targets. The report includes a Climate Data Index and disclosures against the Sustainability Accounting Standards Board (SASB) standards. The Company also publishes reports on specific ESG matters, including a Forced Labour and Child Labour Report and a Diversity, Inclusion & Belonging Year-in-Review.

These reports are available at: <https://corp.canadiantire.ca/Environmental-Social-Governance/>, and are not incorporated by reference herein.

13. Caution Regarding Forward-Looking Information

This document 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. Statements containing forward-looking information are neither historical facts nor assurances of future performance. Forward-looking information included or incorporated by reference in this document includes, but is not limited to, information with respect to:

- the Company's operating capital expenditure expectations in Section 5.4.1;
- the Company's intention to repurchase its Class A Non-Voting Shares in Sections 6.1; and
- the Company's sale of certain Petroleum gas bars in Section 15.

Other non-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 objectives 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", "target", "forecast", "anticipate", "aspire", "foresee", "continue", "ongoing" or the negative of these terms or variations of them or similar terminology.

By its nature, forward-looking information is based on estimates and assumptions and information currently available to Management. Among other things, and except where noted, Management has assumed that there will be no material adverse changes to regional, provincial, national and global macroeconomic conditions (such as inflation, gross domestic product and consumer income and debt levels), geopolitical conditions (including tariffs), consumer spending levels, interest rates, foreign exchange rates, regulatory environment (including taxes), and the Company's competitive position in the retail landscape, earnings prospects and liquidity. Management has also assumed that there will be no material changes to the Company's strategic and capital allocation priorities, that anticipated cost savings and operational efficiencies will be achieved, that anticipated benefits from initiatives, partnerships or acquisitions will be realized and that all required regulatory approvals will be received. There can be no assurance that the estimates and assumptions upon which forward-looking information is based will prove to be correct.

Although the Company believes that the forward-looking information in this document is based on information, estimates and assumptions that are reasonable, such information is necessarily subject to a number of risks, uncertainties and other factors that could cause actual results to differ materially from those expressed or implied in such forward-looking information. These risks, uncertainties and other factors are set out below and include those described in Section 10 (Risks and Risk Management) in this MD&A and all subsections therein:

- failure of the Company to respond to evolving trends and developments and execute on its True North strategy, acquisitions, projects, investments and cost saving measures, as well as associated transformation-related risks;
- poor operating or financial performance by Dealers, franchisees and independent retailers;
- damage to the Company's brand and reputation;
- adverse geopolitical conditions, including trade restrictions, quotas, tariffs and other import-related taxes, changes in government commitments and international conflicts;
- failure to attract, retain and develop its workforce, including executives and other key personnel;
- adverse macroeconomic conditions, such as increased inflation and consumer debt levels and lower gross domestic product and consumer income levels;
- increasing dependence on technology and legacy IT systems, with increased risk of system failures or outages;
- emergence of disruptive technologies, including AI;
- increasing frequency and sophistication of global cyber security threats and potential cyber security breaches;
- evolving privacy laws, which may impact the collection, use and disclosure of customer and other data that support the Company's strategy;
- reliance on third parties which are in turn subject to a variety of risks that could impact their performance;
- supply chain disruptions and product shortages;
- failure to identify human rights, worker safety, environmental or other issues in the Company's supply chain;
- failure to attract, retain and grow membership in the Company's loyalty program and expand and execute loyalty partnerships;
- failure to maintain and grow market share given the highly competitive and constantly evolving markets in which the Company operates;
- shifts in customer trends, preferences and spending patterns;
- risks associated with the seasonal nature of the Company's business, including the impact of unusual weather patterns;
- changes in laws and regulations to which the Company is subject to, and any involvement in civil or regulatory actions, investigations or proceedings;
- risks associated with climate change, including physical risks and transition risks;
- risks associated with the Company's management of its priority ESG topics;
- business disruptions and challenges restoring operations and critical business services;
- credit risks from a counterparty failing to meet its contractual obligations, including financial instrument counterparty credit risk and consumer, Dealer and franchisee credit risks;
- insufficient liquidity to meet the obligations associated with the Company's indebtedness and other financial liabilities;
- the risk that changes in market prices, resulting from foreign currency rate and interest rate fluctuations, will affect the Company's income or value of its holdings of financial instruments;
- price fluctuations in the commodity price of oil; and
- the unavailability of adequate insurance coverage on reasonable terms.

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. In addition, the Company cautions that the foregoing lists of risks and assumptions are not exhaustive, and other risks, uncertainties and factors could also adversely affect the Company's results and may cause actual results to differ materially from those expressed or implied in the forward-looking information.

The forward-looking information contained herein is based on information, estimates and assumptions as of the date hereof. The Company does not undertake to update any forward-looking information, whether written or oral, except as is required by applicable 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.

14. Commitment to Disclosure and Investor Communication

The Company strives to maintain a high standard of disclosure and investor communication. 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.

15. Subsequent Event

Subsequent to quarter end, on April 23, 2026, the Company entered into a definitive agreement with a third party to sell up to 21 petroleum gas bars. The transaction is subject to regulatory approvals and other closing conditions and is expected to close on a site-by-site basis in the 2026 fiscal year.

May 13, 2026