



A leading Canadian value retailer

Investor Presentation – Q4-FY2022

March 30, 2022





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Serving Canadians with purpose



Our vision

To be the leading value retailer in every market in which we operate, providing customers with unsurpassed value for their hard-earned money in a time-pressed world

Our purpose

To provide Canadians from all walks of life with the best quality and value on every dollar they spend and with proximity and convenient access to affordable, everyday items that address their needs and exceed their expectations

Our values

Entrepreneurial
Customer-focused
Value-oriented
Passionate
Agile and solution-driven
Innovative

A leading Canadian value retailer (TSX: DOL)

\$4.3B

FY22
revenues

7.6%

FY22 sales
growth

1.7%

FY22 comparable
store sales growth

\$1.3B

FY22 EBITDA or
29.6% of sales¹

43.9%

FY22 gross margin
as a % of sales

15.1%

FY22 SG&A
as a % of sales

\$0.9B

FY22 free cash flow
generation²

68.8%

FY22 Dollarcity net earnings
contribution y-o-y growth



Recognized brand serving Canadians from all walks of life



Differentiated concept offering compelling value at multiple, low fixed price points



Consistent shopping experience and broad assortment of everyday products



Capital-efficient, growth-oriented business model with a superior direct sourcing platform



Nimble operator delivering consistently robust financial and operational results



Strong track record of stakeholder value creation since 2009 IPO

¹ Inclusive of direct costs related to COVID-19 measures implemented during fiscal year ended January 30, 2022 (approx. \$35.5M)

² FY22 free cash flow generation = cash flow from operations – capital expenditures
All figures for fiscal year ended January 30, 2022

A growing reach and international footprint

1,421

corporate-operated
Dollarama stores across
Canada

10 provinces

Unrivalled Canadian
presence with locations in all
provinces and one territory

2,000

Dollarama store
target by 2031

#1

and only national pure
play dollar store chain
in Canada

80%

of Canadian households
within 10 km of a
Dollarama



350

Dollarcity stores in LATAM,
based on localized
Dollarama concept

4 countries

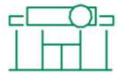
Growing presence in
Colombia, El Salvador
and Guatemala, in Peru
since May 2021

600

Dollarcity store
target by 2029
(excl. Peru)



Competitive advantages



Strong brand

98% brand recognition across Canada; sought-after destination for everyday and seasonal goods



Differentiated concept

Broad assortment of products at multiple, low fixed price points in a clean, compact, consistent format and shopping experience



Value proposition

Superior direct sourcing and buying capabilities, supported by efficient logistics, delivering compelling value to customers



Operational excellence

Nimble operator with proven track record, strong team committed to disciplined execution, culture of agility and entrepreneurship



National scale

Significant presence across Canada with stores in all provinces and one territory, offering proximity and convenience



Broad customer base

Serving Canadians from all walks of life from all demographics and income ranges, appealing to a broad range of consumer profiles



Capital-efficient

Simple, cost-effective growth-oriented business model, lean operations, solid growth metrics and investment payback periods



Technology

Robust infrastructure for reporting, budgeting, store operations and replenishment; growing internal data and analytics capabilities

Committed to building a sustainable business – Priority areas and highlights



Our people

Promote a dynamic and inclusive workforce

3,000+ store employee internal promotions in FY21

50% increase in store to field management promotions via DMiT program (FY19-FY21)

40% female gender diversity at Management level and 33% at Board level



Our products

Provide customers with safe, quality products

6,000 everyday products, over 50%+ directly sourced

2x toy product testing increase since FY20

Growing team of dedicated product and vendor compliance experts supporting procurement team



Our supply chain

Enhance vendor compliance and engagement

100% of vendors have signified compliance with comprehensive vendor code of conduct

Social audits and vendor engagement initiatives launched in FY20

152 third-party audit reports received and reviewed by Dollarama in FY20-FY21



Our operations

Minimize environmental footprint and climate risks

82% of network grid electricity consumption from non-GHG emitting sources and 54% from renewable sources

45% of stores equipped with interior LED lighting, in addition to all logistics facilities

30K+ metric tons of cardboard and plastic diverted from stores for recycling

Pursuing our sustainability journey – 2021+ goals and initiatives



Our people

Promote a dynamic and inclusive workforce

- Maintain and enhance talent attraction, retention and development programs
- Reduce frequency and severity of lost-time injuries



Our products

Provide customers with safe, quality products

- Implement additional targeted product testing programs and product risk monitoring
- Align Dollarama and Dollarcity compliance programs



Our supply chain

Enhance vendor compliance and engagement

- Continue roll-out of Tier 1 manufacturer social audits and enhance disclosure of social audit performance
- Roll out Vendor Code of Conduct to Dollarcity direct suppliers



Our operations

Minimize environmental footprint and climate risks

- Set Scope 1 and Scope 2 GHG emissions reduction target
- Develop TCFD alignment roadmap

ESG Governance/Framework

Embedded in Board and Committee charters; Management accountable for ESG strategies

Committed to enhancing ESG disclosure and setting long-term, measurable goals

Reporting framework aligned with SASB since 2021 ESG Report





Clear strategy driving sustainable growth and value creation

1

Maximize core business

- Maintain compelling value proposition
- Leverage strengths to stimulate sales
- Promote efficiency initiatives to maintain low-cost operating model
- Optimize and evolve the service model

2

Profitably grow Canadian footprint

- Grow Dollarama store network across Canada in a disciplined manner
- Long-term target of 2,000 Dollarama stores by 2031
- Optimize logistics operations in support of network growth

3

Scale up Dollarcity business in LATAM

- Grow footprint in the four current countries of operation
- Expand into new markets
- Target of 600 Dollarcity stores by 2029 (excl. Peru)

4

Optimize capital allocation to drive returns

- Actively manage balance sheet and capital structure
- Deploy capital with discipline towards target returns
- Prioritize shareholder returns via share buybacks using excess free cash flows
- Maintain consistent dividend; conservative annual growth


Guided by our robust ESG framework and commitment to serving Canadians from all walks of life

A strong core business










A diversified product mix offering compelling value

General merchandise

-  Electronics
-  Hardware
-  Homeware
-  Kitchenware
-  Party supplies
-  Stationery
-  Toys & apparel

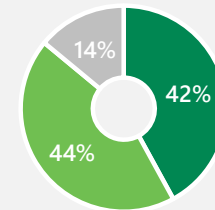
Consumables

-  Cleaning supplies
-  Confectionery
-  Drinks & snacks
-  Food/pantry
-  Health & beauty
-  Paper, plastics & foils
-  Pet care

Seasonal

-  Christmas
-  Easter
-  Halloween
-  Souvenirs
-  Spring
-  St. Patrick's Day
-  Summer
-  Winter
-  Valentine's Day

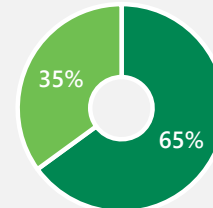
Product categories



- General merchandise
- Consumables
- Seasonal

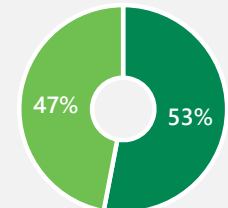
\$0.82-\$4.00¹
 Merchandise sold at ten low fixed price points

Brand mix



- Private label
- National brands

Sourcing mix



- Imported
- Domestic (US/Can)

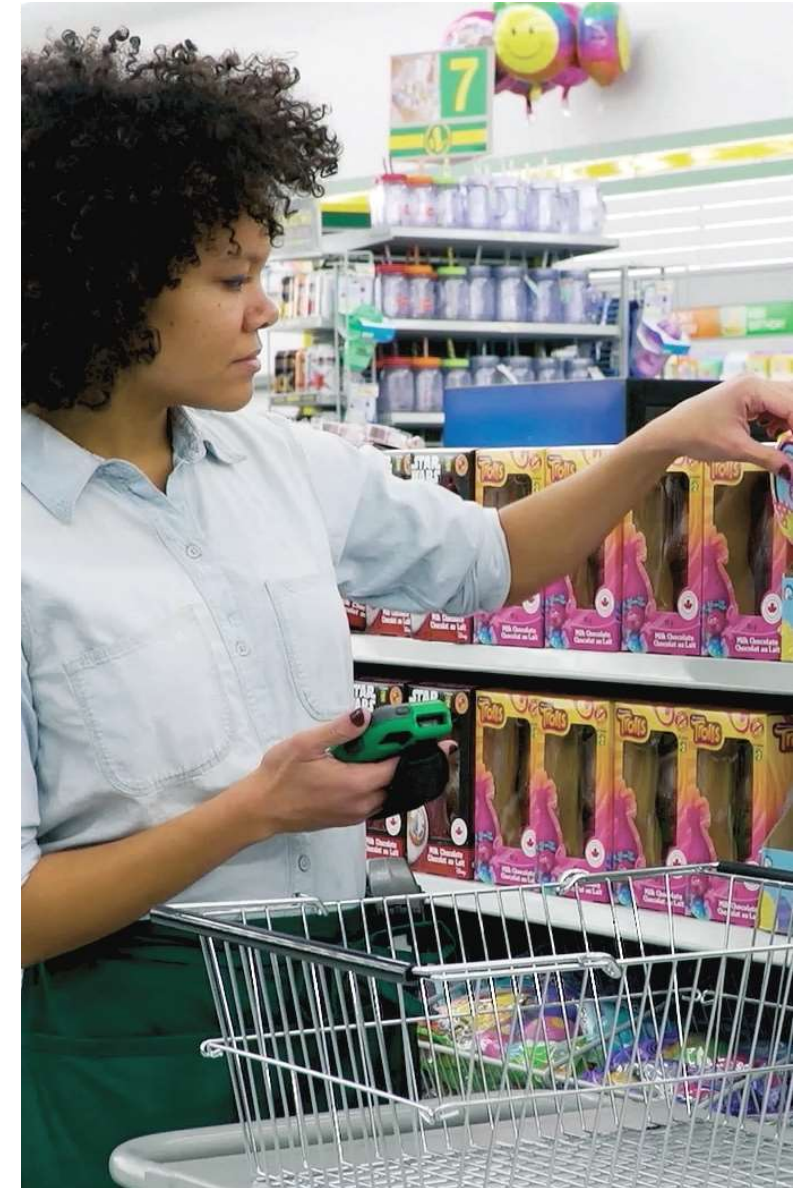
Effective sourcing and merchandising

Product sourcing expertise and built-in flexibility

- Strong direct sourcing capabilities, reducing costs associated with intermediaries and increasing bargaining power with suppliers
- Flexible product mix (brand vs. private label, import vs. domestic)
- 25-30% annual SKU refresh with no loss leaders⁽¹⁾
- Pricing flexibility through multi-price point strategy
- Product selection supported by industry/trend tracking, customer feedback and analytics

Efficient in-store merchandising

- Clean, bright, compact four-wall format with consistent offering and layout chain-wide
- Optimized product placement and display designs
- Effective merchandising system for execution of resets
- Flexible zonogram by department (vs. fixed plano) resulting in efficient everyday facing/zoning
- Centralized logistics and distribution; differentiated store replenishment and inventory management approach



(1) Lower in FY22 as a result of consequential effects of the COVID pandemic including travel restrictions, supply chain disruptions, and a general reduction in product innovation and diversification in global manufacturing.



Strong brand recognition and broad customer appeal

A value retail shopping destination

- Recognized for value for money and convenience
- Customers appreciate the breadth and depth of the product assortment
- Sought-after destination for focused trips as well as routine shopping

Serving Canadians from all walks of life

- Appeals to all demographics and income ranges
- High representation of young families with above-average income
- Highly loyal customer base



98%

brand awareness
across Canada

Top 10

Ranked one of Leger's
2021 Top 10 Most Reputable
Brands in Canada

Enhancing the service model and customer experience



Queue line optimization

- Optimized for increased impulse item displays
- In over 1,265 stores; part of new store plans



Self check-outs

- Roll out in higher traffic stores to accelerate transaction processing
- Now in 325+ stores



Check-out counter redesign

- From u-shaped to straight line design to accelerate transactions



Targeted initiatives, concept testing and pilots

- Online store to address niche market of case purchases; customer mobile app
- Partnerships, long-term or one-time cross-sell opps and other service model testing (Lucky Mobile, Instacart, etc.)

Constantly evolving the service and customer interaction model to stimulate sales and to stay abreast of consumer and industry trends

Optimizing processes and gaining efficiencies



Retail systems optimization

- POS systems
- NCR POS terminals



Time management and training

- Kronos advanced scheduling
- Mobile apps
- "GPS" training program



Environmental efficiency

- LED retrofits
- HVAC system upgrade
- Baler installation (in-store recycling)



Shrink management and loss prevention

- Security camera installation
- Other shrink management initiatives and programs

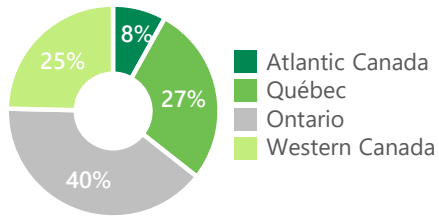
Technology investments and enhanced centralized data and analytics capabilities driving execution across our operations

Driving profitable growth in Canada

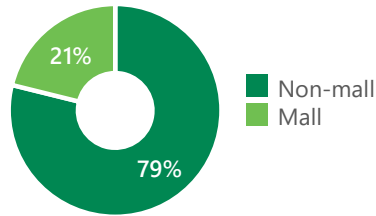


Well-balanced, growing store network

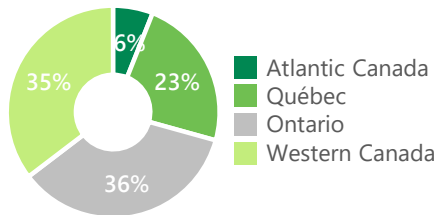
Store footprint
by geography



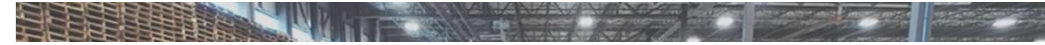
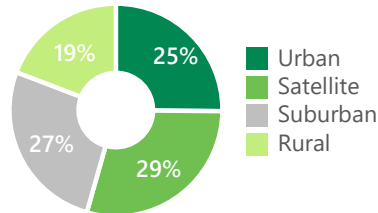
Store footprint
By building type



New store openings
By geography (last 2 years)

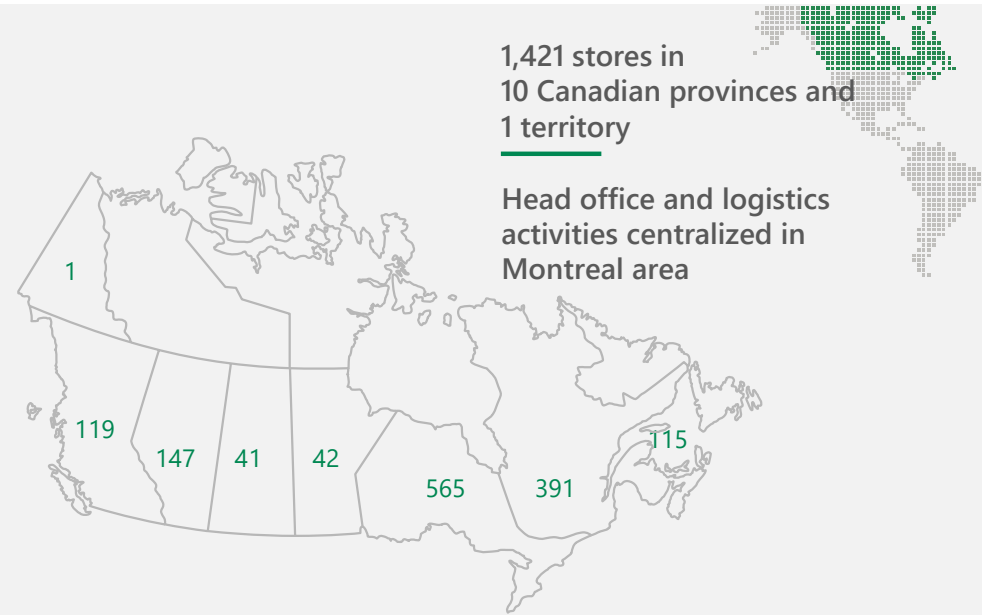


Store footprint
By market type



1,421 stores in
10 Canadian provinces and
1 territory

Head office and logistics
activities centralized in
Montreal area



\$3.1M

Average store
annual sales

14.7M sq. ft

Total retail space
across Canada

10,381 sq. ft.

Average per store

2.2M sq. ft.

Warehousing and
distribution space

All figures as at the fourth quarter ended January 30, 2022 (Q4-FY22)
New store openings by geography for two-year period from Q4-FY20 to Q4-FY22

Efficient and profitable network growth

\$2.6M

Average annual store sales within 2 years of opening

~\$650K

New store average investment

<2 years

store payback period

- Strong free cash flow generation to fund organic network growth
- Efficient capital model requiring an avg. of \$650K in leasehold improvements, fixtures and inventory, net of tenant allowance, for a new store
- Quick sales ramp up and payback period for new stores within 2 years' time, resulting in low capital intensity and high ROI on network growth
- Low store network maintenance capex requirements



A robust evaluation process: path to 2,000-store target



- Average of 70 net new stores opened annually over last 10 fiscal years
- New store payback period improved over time
- Additional growth opportunities in Ontario, Québec and Atlantic Canada
- Underpenetrated in Western Canada

Year	Store target	Status	
2009 (IPO)	900	Achieved in 2014	✓
2012	1,200	Achieved in 2018	✓
2015	1,400 by 2022	Achieved in 2021	✓
2017	1,700 by 2027	Updated in 2021	↗
2021	2,000 by 2031	Current target	🎯

Scaling up Dollarcity



Dollarcity, a high-potential LATAM value retailer

50.1%

DOL equity interest acquired in Q3-FY2020 after 7-year partnership

350

Dollarcity stores in LATAM, based on localized Dollarama concept

\$33.2M

FY2022 net earnings contribution for DOL, representing 68.8% Y-o-Y growth

US\$92.7M

Total purchase price¹; immediately EPS accretive

4 countries

Growing presence in Colombia, El Salvador, Guatemala and Peru



Compelling growth platform in dynamic LATAM markets with appetite for DOL model



Strong local partners and management team



Successful in adopting and adapting DOL model to LATAM markets and consumers



Strong store network growth execution, two new markets entered since 2017 (Colombia and Peru)



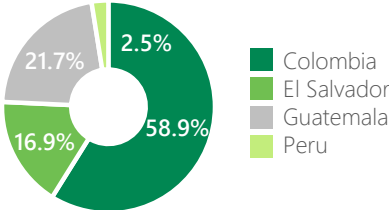
Sales performance comparable to DOL; rapid new store sales ramp up



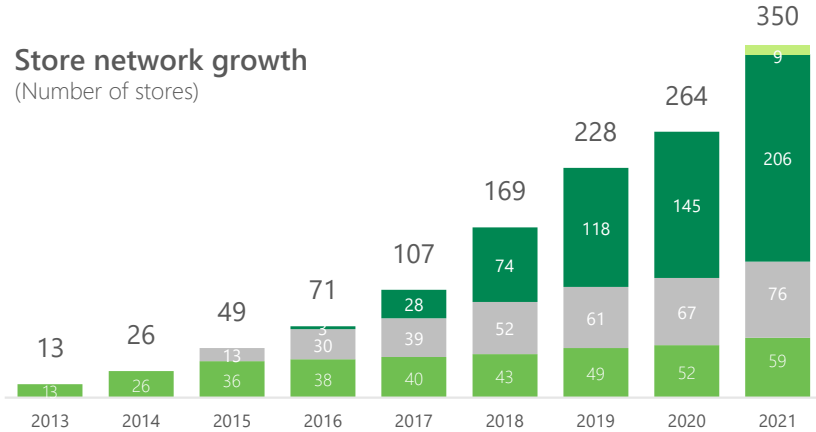
Self-run investment with robust governance structure in place

A growing footprint in key markets

Store footprint
by geography



Store network growth
(Number of stores)





Long-term target of 600 Dollarcity stores

Maintain pace of growth; grow presence in key markets

- Target of 600 Dollarcity stores in Colombia, Guatemala and El Salvador by 2029 (excluding Peru)
- Entered Colombia in 2017
- Entered Peru in May 2021
- Majority of store network growth focused on Colombia since 2017

Build efficient and low-cost operating platform to support growth

- Building up logistics platform to support growth plans – decentralized logistics network with local warehousing in countries of operations, mix of Dollarcity-owned and 3PL operations
- Product sourcing from DOL balanced with local sourcing from LATAM
- New store investment in line with Dollarama

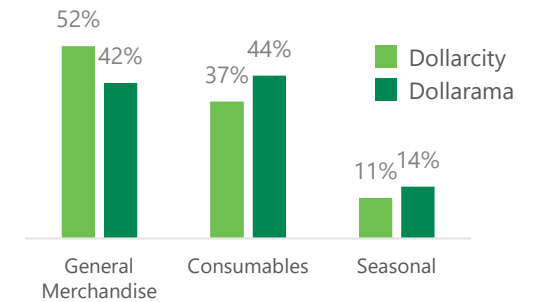


Dollarama vs. Dollarcity

	DOLLARAMA		DOLLARCITY	
	<i>For the year ended</i> Jan. 30, 2022	<i>For the quarter ended</i> Jan. 30, 2022	<i>For the year ended</i> Dec. 31, 2021	<i>For the quarter ended</i> Dec. 31, 2021
Number of stores	1,421	1,421	350	350
Population of countries of operation	<i>For the year ended</i> Jan. 30, 2022 37.1M		<i>For the year ended</i> Dec. 31, 2021 ³ 107.2M	
Price point range	\$0.82-\$4.00		US\$0.69-\$4.00 ⁴ or local currency equivalents	
Net new store investment	~\$650K		~\$685K (US\$545K)	

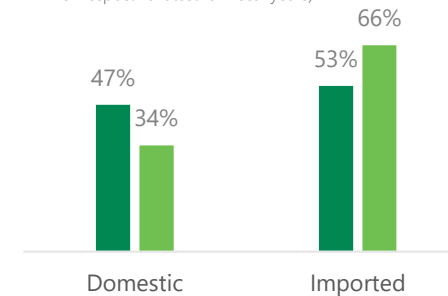
Merchandise mix¹

(based on annual retail value for respective latest full fiscal years)



Sourcing mix²

(based on annual retail value for respective latest full fiscal years)



¹ Merchandise mix categories may differ slightly between DOL and Dollarcity

² For DOL, domestic refers to merchandise purchased in Canada and the United States

For Dollarcity, domestic refers to merchandise purchased in the countries where the company operates stores

³ US\$ amounts converted to CA\$ using a USD/CAD average exchange rate of 1.2537 for the year ended December 31, 2021

⁴ Dollarcity price points include value-added tax

Financial metrics



Robust financial performance

	FOURTH QUARTER ENDED				Y-O-Y	FISCAL YEAR ENDED				Y-O-Y
	Jan. 30, 2022 ¹		Jan. 31, 2021 ¹		Growth	Jan. 30, 2022 ²		Jan. 31, 2021 ²		Growth
(in millions of dollars, except per share amounts)										
Comparable store sales³	5.7%		(0.2%)			1.7%		3.2%		
Sales	\$1,225	% of sales	\$1,104	% of sales	11.0%	\$4,331	% of sales	\$4,026	% of sales	7.6%
Gross margin	\$553	45.2%	\$502	45.5%	10.1%	\$1,902	43.9%	\$1,765	43.8%	7.8%
SG&A	\$178	14.5%	\$186	16.9%	(4.3%)	\$653	15.1%	\$654	16.2%	(0.2%)
Equity pick-up (Dollarcity)	\$18	1.5%	\$11	1.0%	74.6%	\$33	0.8%	\$20	0.5%	68.8%
EBITDA	\$394	32.1%	\$327	29.6%	20.4%	\$1,283	29.6%	\$1,131	28.1%	13.4%
Operating income	\$316	25.8%	\$256	23.2%	23.3%	\$985	22.7%	\$861	21.4%	14.4%
Net earnings	\$220	18.0%	\$174	15.8%	26.5%	\$663	15.3%	\$564	14.0%	17.5%
EPS (diluted)	\$0.74		\$0.56		32.1%	\$2.18		\$1.81		20.4%
Adj. net debt / LTM EBITDA⁴	2.77x		2.68x			2.77x		2.68x		

¹ ~ \$4.4M of direct costs were incurred in Q4-FY22 in connection with COVID-19 (Q4-FY21: ~\$23.8M)

² ~ \$35.5M of direct costs were incurred in FY22 in connection with COVID-19 (FY21: ~\$84.0M)

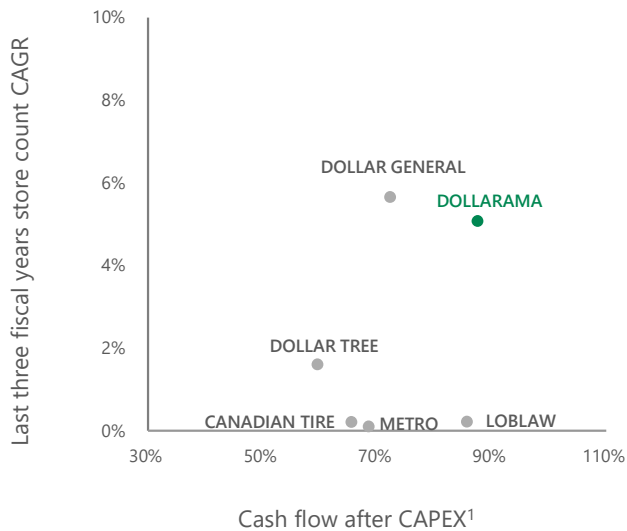
³ Excludes any temporarily closed stores due to COVID-19

⁴ (Total net debt + total lease liabilities) / LTM EBITDA

Best-in-class performance on key metrics

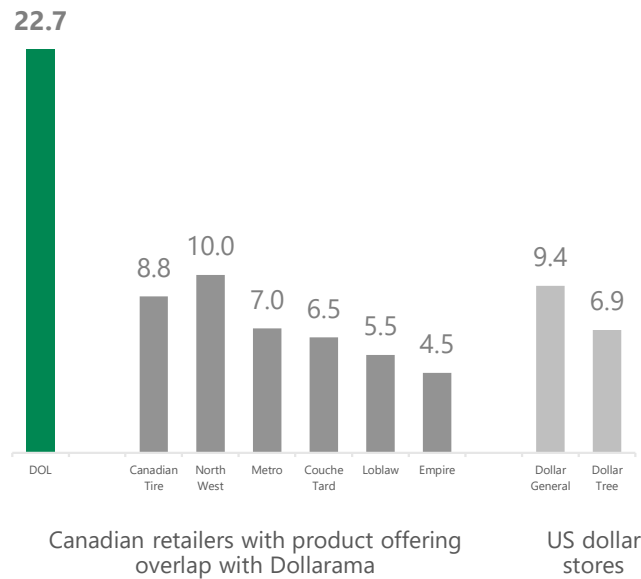
Strong organic growth with low capital requirements

Growth and cash conversion (%)



Balanced approach to operating margin

LTM EBIT margin (%)



Return on invested capital²

Dollarama	21.1%
Dollar General	12.4%
Dollar Tree	8.3%
Couche-Tard	13.4%
Empire	8.1%
Loblaw	8.4%
Metro	8.5%
Canadian Tire	8.1%
North West	17.6%

All financial figures as at Q4-FY22 for Dollarama, as at latest available quarter end for peers (at the latest as at March 30, 2022)

Sources: company websites; Walmart Canada figures not available

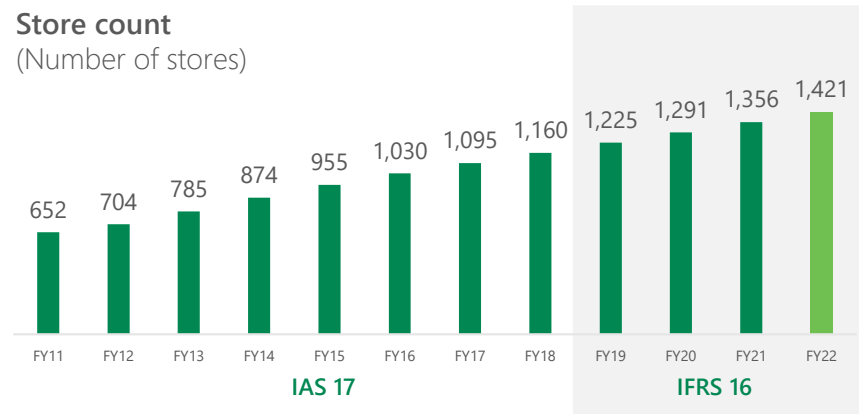
¹ (EBITDA – CAPEX) / EBITDA

² LTM EBIT*(1-LTM Effective Tax Rate) / (Total debt + total equity)

Strong key metrics growth since IPO

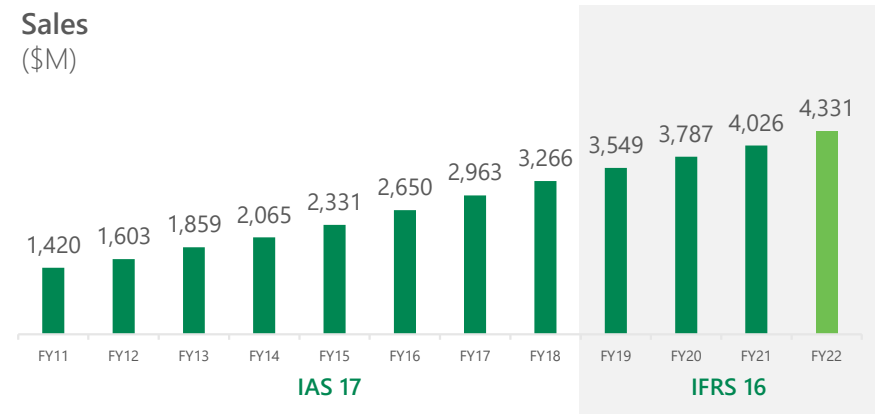
Store count

(Number of stores)



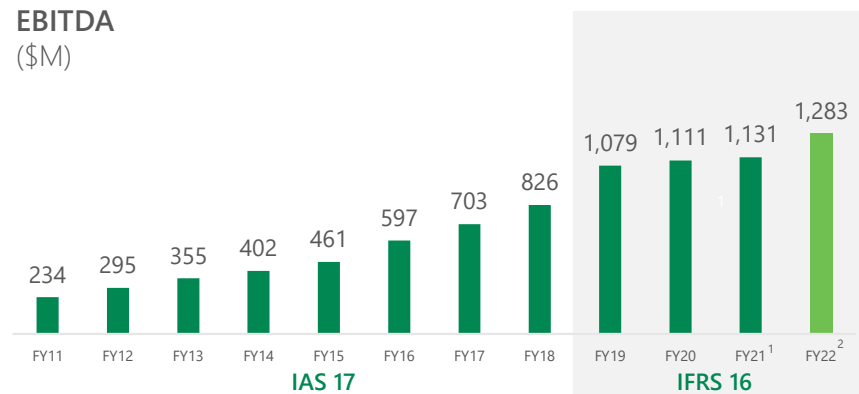
Sales

(\$M)



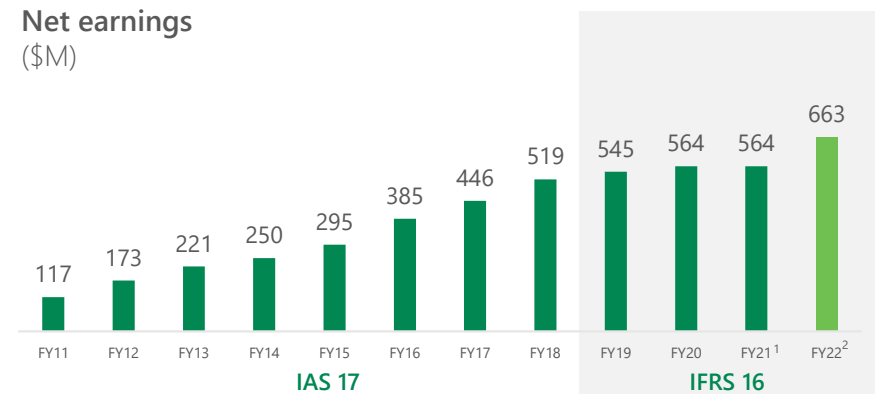
EBITDA

(\$M)



Net earnings

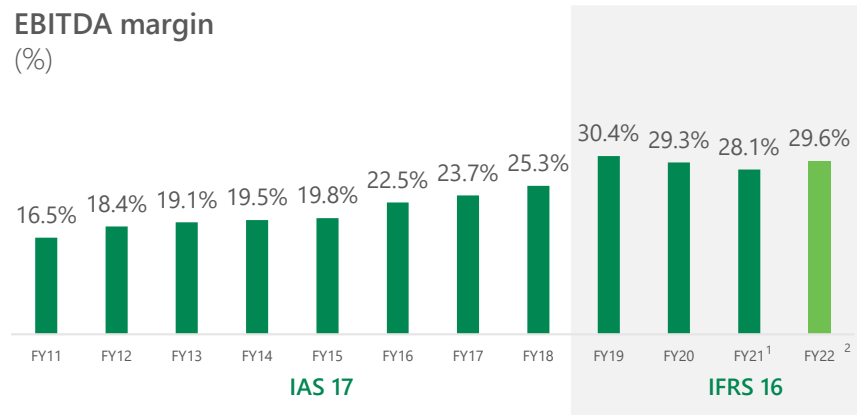
(\$M)



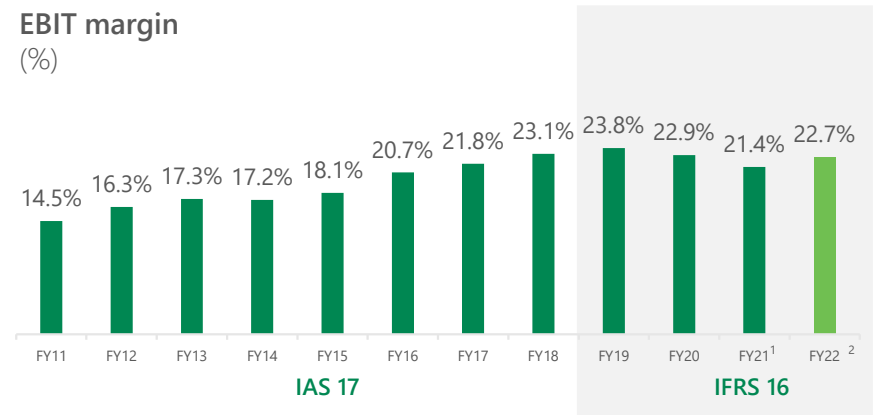
¹ FY21 EBITDA and net earnings reflect incremental direct costs related to COVID-19 (~\$84.0M on a pre-tax basis)
² FY22 EBITDA and net earnings reflect incremental direct costs related to COVID-19 (~\$35.5M on a pre-tax basis)

Best-in-class margin since IPO

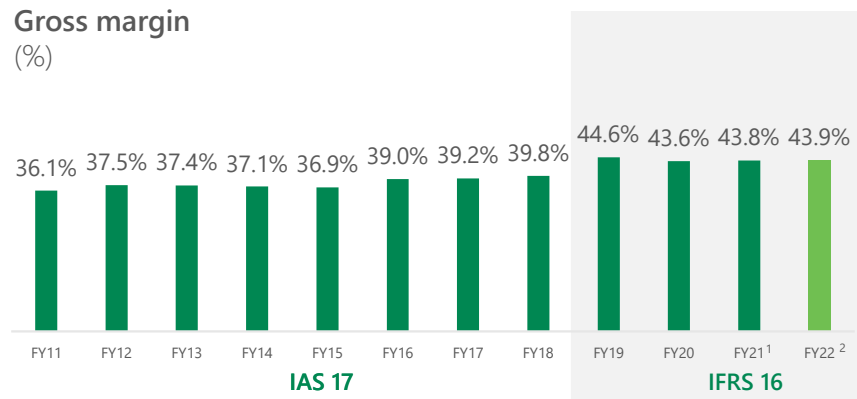
EBITDA margin
(%)



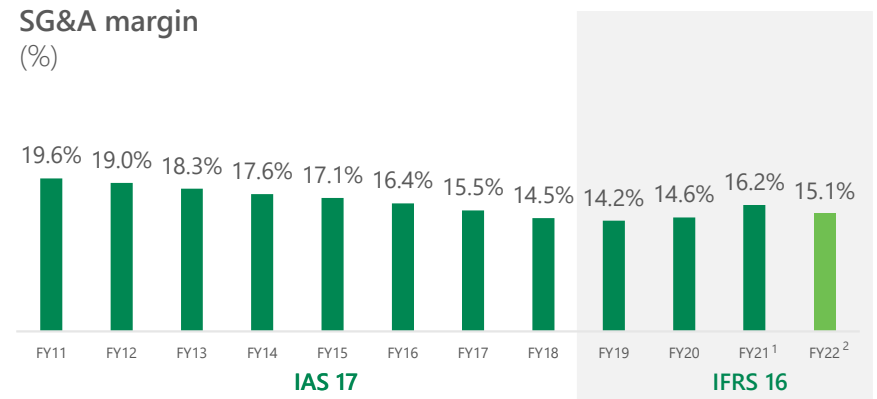
EBIT margin
(%)



Gross margin
(%)



SG&A margin
(%)



¹ FY21 metrics reflect incremental direct costs related to COVID-19 (~\$2.9M in Gross Margin, ~\$81.1M in SG&A, ~\$84.0M in EBITDA and EBIT)
² FY22 metrics reflect incremental direct costs related to COVID-19 (~\$35.5M in SG&A, ~\$35.5M in EBITDA and EBIT)



A balanced approach to capital allocation

Invest in organic growth

- New stores (avg. of 70 net new stores opened annually in last 10 fiscal years)
- Logistics infrastructure in support of long-term target of 2,000 stores (i.e. WH/DC capacity)
- Transformational and maintenance capex (enhancing service model, optimizing processes, gaining efficiencies and maintaining assets)

Return capital to shareholders

- Maximize shareholder returns with a focus on value-enhancing share buybacks (over 38% of public float repurchased since the inception of the NCIB in June 2012)
- Consistent dividend distribution, approved quarterly (declared every quarter since 2011 inception)
- Modest annual dividend growth (dividend increased annually or 11x since 2011)

Target leverage (adjusted net debt to EBITDA) ratio of 2.75x-3.00x allowing for significant return of capital to shareholders

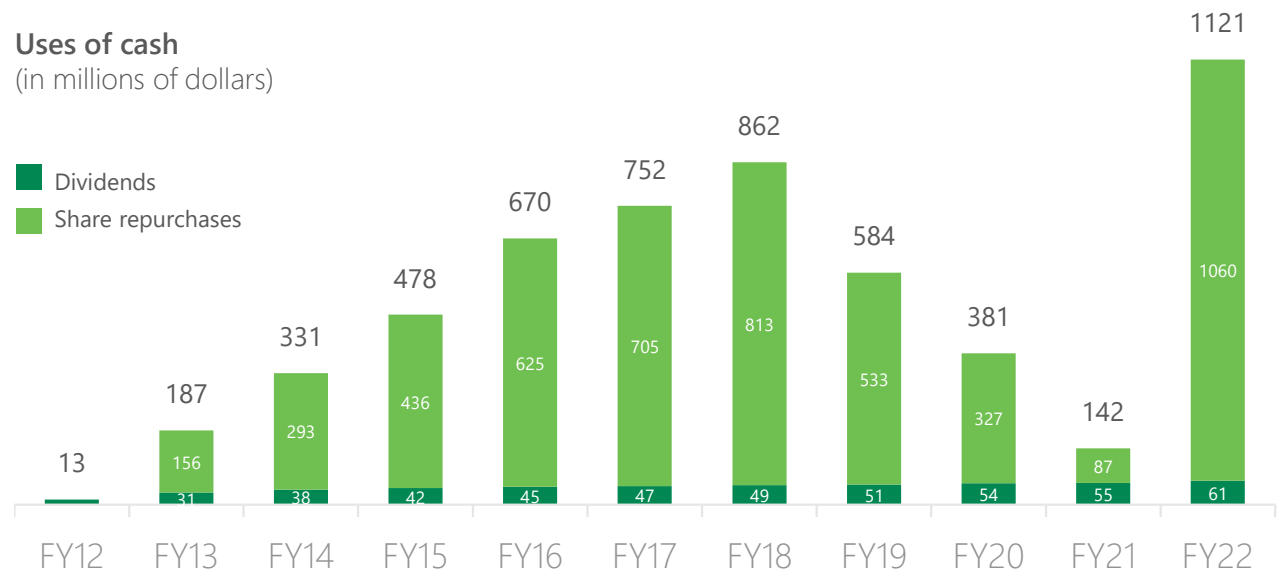
Returning capital to shareholders

\$5.0B

returned to shareholders in
share repurchases since FY13

\$486M

returned to shareholders in
dividends since FY12



Actively managed capital structure

89%

fixed rate debt,
11% floating rate debt¹

\$782M

available liquidity
(\$71M cash + \$711M undrawn and
available under credit facility)^{2,3}

2.3%

weighted average
cost of debt

3.8

years weighted average
time to maturity

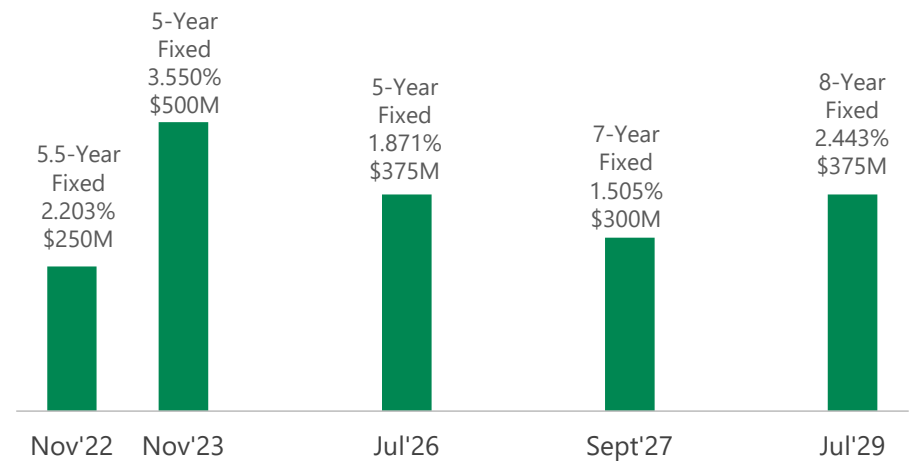
2.77x

Leverage (adjusted net
debt to EBITDA) ratio

BBB/Baa2

Investment grade ratings from
S&P, DBRS and Moody's

Debt structure as at Q4-FY2022




¹ Includes the impact of the fixed-to-floating interest rate swap derivative (\$200M notional amount) entered into during Q2-FY22


² Excludes letters of credit (approximately \$1.3M)

³ The undrawn portion of the credit facility may be used to backstop the US CP borrowings (Q4-FY22: \$89.4M CAD)

Strong track record of shareholder value creation



839.9% 
 10-year total shareholder return¹

100.1% 
 5-year total shareholder return¹

¹ Stock price as at January 28, 2022



Appendix

FY20

A seasoned board and management team

Board of directors



Stephen Gunn
Chair of the Board
Corporate Director



Joshua Bekenstein
Managing Director
Bain Capital Partners



Gregory David
Chief Executive Officer
GRI Capital



Elisa D. Garcia
Chief Legal Officer
Macy's



Kristin W. Mugford
Senior Lecturer
Harvard Business School



Nicholas Nomicos
Senior Advisor
Nonantum Capital Partners



Neil Rossy
President and Chief Executive Officer
Dollarama



Samira Sakhia
President and Chief Executive Officer
Knight Therapeutics



Huw Thomas, FCPA, FCA
Corporate Director

Executive officers



Neil Rossy
President and Chief Executive Officer



Johanne Choinière
Chief Operating Officer



Nicolas Hien
Chief Information Officer



Josée Kouri
Senior Vice-President, Legal Affairs and
Corporate Secretary



Geoffrey Robillard
Senior Vice President
Import Division



J.P. Towner
Chief Financial Officer

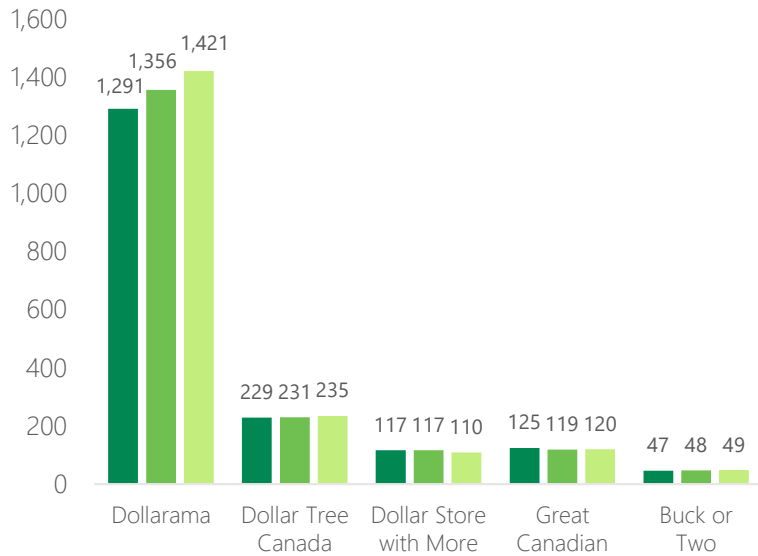
Dollarama through the years

1992 > Dollarama founded as single-price point retail chain by Larry Rossy	2004 > Investment by Bain Capital	2009 > IPO (TSX:DOL) 585 stores in 10 provinces Introduction of multi-price point strategy	2011 > Sale by Bain Capital of remaining equity stake Declaration of first dividend	2012 > Introduction of \$2.50 and \$3.00 price points Launch of first NCIB Publication of first sustainability statement	2013 > Beginning of commercial partnership with LATAM value retailer Dollarcity
2015 > Opening of 1,000 th Dollarama store Introduction of first Vendor Code of Conduct	2016 > Introduction of \$3.50 and \$4.00 price points Appointment of Neil Rossy as President and CEO	2019 > Launch of online store for bulk sales Acquisition of 50.1% of Dollarcity; Target of 600 stores by 2029 (excl. Peru) Publication of first ESG report	2020 > Recognition as essential business amid COVID-19 pandemic	2021 > New long-term target of 2,000 Dollarama stores in Canada by 2031 Dollarcity enters Peru Publication of first SASB-aligned ESG report	2022 > Gradual introduction of price points up to \$5.00

DOL vs. Canadian dollar store landscape

Three-year store count

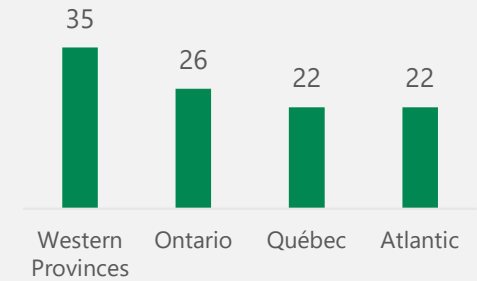
Dollarama vs. next four pure play competitors¹



~6.0x
larger than our
next largest pure
play competitor
in Canada

~2.8x
more Dollarama's
than 4 largest pure
play competitors
combined

Thousands of people per Dollarama store²



¹ Source: Q4-FY22 store count; company websites

² Source: Statistics Canada; Q4-FY22 store count

DOL vs. US pure play dollar stores

		DOLLARAMA	DOLLAR GENERAL	DOLLAR TREE	
SCALE	LTM revenues (\$ millions)	\$4,331	US\$34,220	US\$26,321	
	LTM EBITDA (\$ millions)	\$1,283	US\$3,862	US\$2,527	
	Number of stores	1,421	18,130	16,077	
	Average sales / store (\$ millions)	C\$3.1	US\$1.9	US\$1.7	
	Average store size (sq. ft)	10,381	7,420	8,018	
	Average sales / sq. ft	\$303	US\$261	US\$207	
MIX AND LOCATIONS	Real estate locations	Metropolitan areas, mid-sized cities and small towns	Rural, suburban and urban communities	DOLLAR TREE Suburban locations, with focus on opening new stores in strip shopping centers anchored by large retailers	FAMILY DOLLAR Urban and rural locations with focus on opening new stores in strip shopping centers, freestanding buildings and downtown buildings
	Merchandise mix	44% Consumables 14% Seasonal 42% General merchandise	77% Consumables 12% Seasonal 7% Home products 4% Apparel	45% Consumables 6% Seasonal 49% Variety categories	76% Consumables 9% Seasonal 15% Variety categories
	Price points	\$0.82 - \$4.00 ¹	US\$10.00 or less	Predominantly US\$1.00 (\$1.25 or less in Canada), they have now started testing the introduction of new prices up to \$US5.00	\$US1.00 to \$US10.00

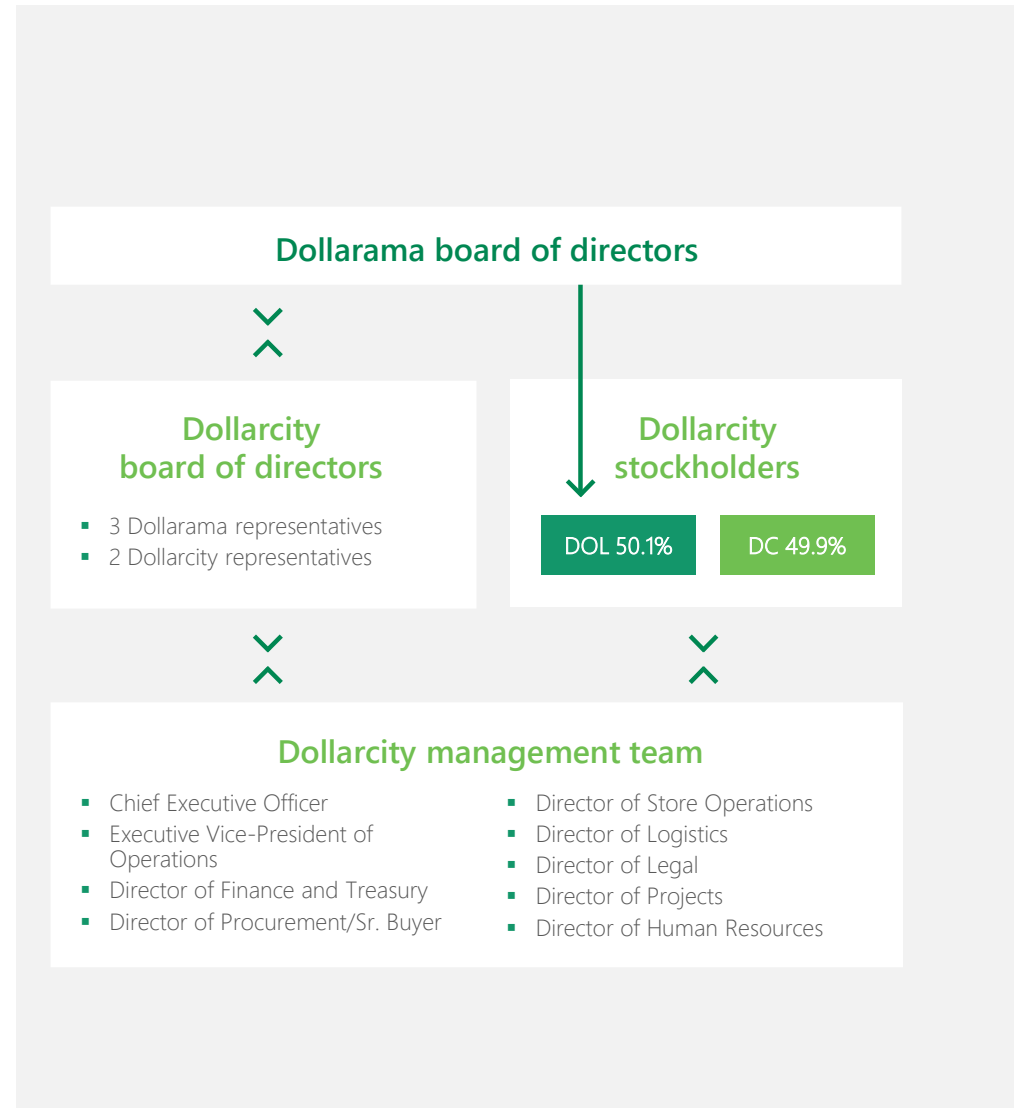
Dollarcity governance framework

Dollarama (50.1%)

- Majority representation on Dollarcity Board of Directors, with certain strategic and operational decisions subject to 100% stockholder approval under current ownership threshold, such as those decisions related to capital structure, nature of the business, M&A, executive appointments, annual budget and business plan approval, and entry into new countries
- No remaining call options
- Ability to postpone the exercise of Dollarcity founding group put right in certain situations
- Ability to purchase all remaining shares if exercise of put right results in Dollarcity founding group holding less than a specified ownership threshold

Dollarcity founding group (49.9%)

- Ordinary course put rights commencing in October 2022, subject to transaction size thresholds, required ownership thresholds for designated person and freeze periods, among other conditions and restrictions
- Event-driven put rights in case of drag-along/sale transaction, DOL change of control or a designated person departure event
- Exercise of any put right triggers fair market share price valuation





Thank you

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