

A leading Canadian value retailer

Investor Presentation – Q4-FY2023

March 29, 2023





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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

People-focused

Value-oriented

Passionate

Agile and solution-driven

Innovative



A leading Canadian value retailer (TSX: DOL)

\$5.1B

FY23
revenues

43.5%

FY23 gross margin
as a % of sales

16.7%

FY23 sales
growth

14.3%

FY23 SG&A
as a % of sales

12.0%

FY23 comparable
store sales growth

\$0.4B

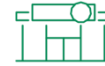
FY23 free cash flow
generation¹

\$1.5B

FY23 EBITDA or
30.0% of sales

36.8%

FY23 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

A growing reach and international footprint

1,486

corporate-operated
Dollarama stores across
Canada

10 provinces

Unrivalled Canadian
presence with locations in all
provinces and two territories

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



440

Dollarcity stores in LATAM,
based on localized
Dollarama concept

4 countries

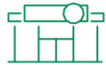
Growing presence in
Colombia, El Salvador
and Guatemala, in Peru
since May 2021

850

Dollarcity store
target by 2029
(including 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 two territories, 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

4,000+

store employee internal promotions in FY22

100%

of new District Manager positions filled via internal promotions in FY22

44%

female gender diversity at Management level and 40% 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

204

third-party audit reports received and reviewed by Dollarama through end of FY22



Our operations

Minimize environmental footprint and climate risks

83%

of network grid electricity consumption from non-GHG emitting sources, including 58% from renewable sources

59%

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

40K+

metric tons of cardboard and plastic diverted from stores for recycling

Pursuing our sustainability journey – 2022+ goals and initiatives



Our people

Promote a dynamic and inclusive workforce

- Maintain at least 40% female gender diversity at management level
- 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 vendor 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

- Reduce Scope 1 and Scope 2 GHG emissions intensity by 25% by 2030 from 2019 baseline
- Pursue alignment with TCFD recommendations

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 850 Dollarcity stores by 2029 (including 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

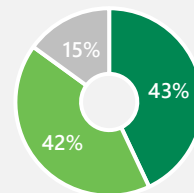
Consumables

-  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 categories¹

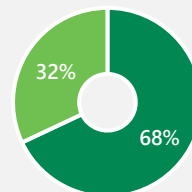


- General merchandise
- Consumables
- Seasonal

\$0.87-\$5.00

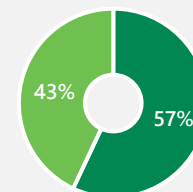
Merchandise sold at low fixed price points

Brand mix



- Private label
- National brands

Sourcing mix



- Imported
- Domestic (US/Can)

¹ Product categories are based on FY2022 retail sales, using a methodology updated in 2023. Department and seasonal listings not exhaustive. Brand and sourcing mix is based on retail value for FY2022.

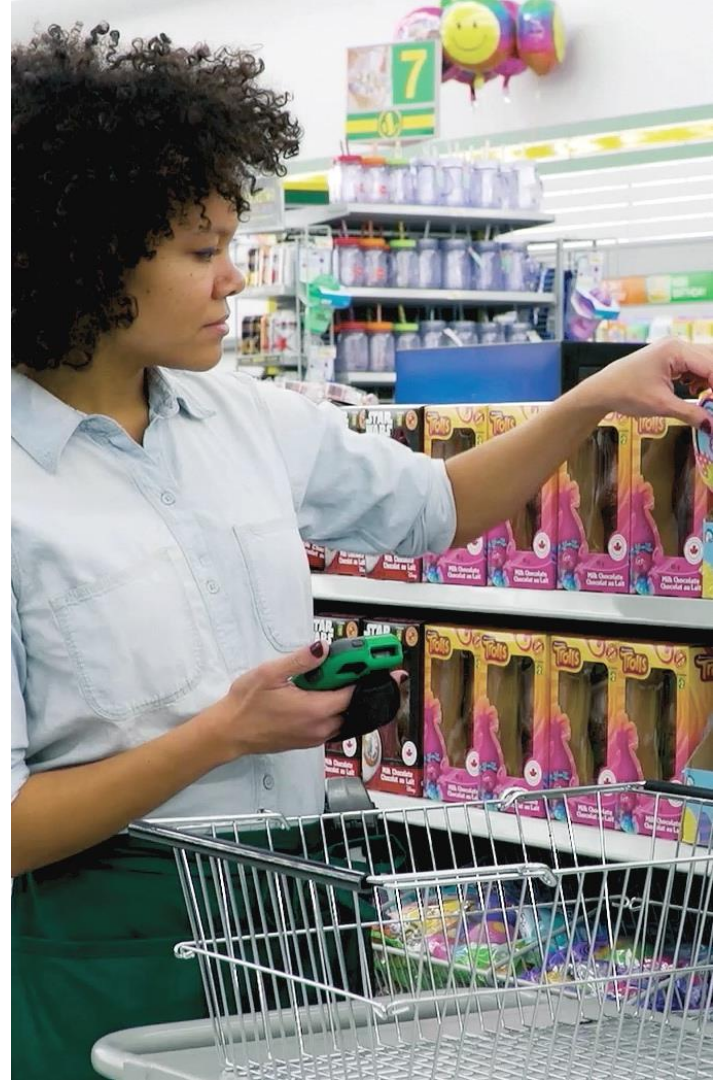
Effective sourcing and merchandising

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 leaders¹
- 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
- 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 and evolving the service model and customer experience

Queue line and check-out process optimization

- Optimized queue lines for increased impulse item displays; in over 1,302 stores
- From u-shaped to straight line POS check-out design to accelerate transactions
- Self-checkouts technology selectively deployed in high traffic stores to accelerate transaction processing; in 350+ stores

Growing digital footprint to bring additional customer convenience

- Online store offering a subset of products for purchase by the full case to address niche market
- Mobile app with pay in-store, gift card, store finder and price check features
- Growing presence on third-party delivery platforms through participating stores to bring added convenience
 - Approx. 1,250 participating stores on Instacart, Uber Eats and Doordash delivery platforms across Canada
 - Available nationally on Instacart since Aug. 2022
 - Available in GTA on Uber Eats since Aug. 2022
 - Available through Doordash in BC and Ontario since Dec. 2022



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 system optimization to drive efficiency

- POS systems
- NCR POS terminals



Time management and training

- Kronos advanced scheduling
- Mobile apps
- “GPS” training program



Energy and environmental efficiency in support of ESG goals

- LED retrofits
- HVAC system upgrades
- 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

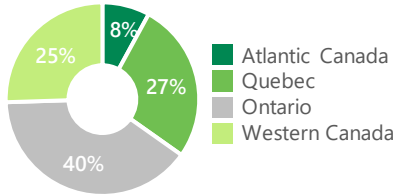
Driving profitable
growth in Canada



Well-balanced, growing store network

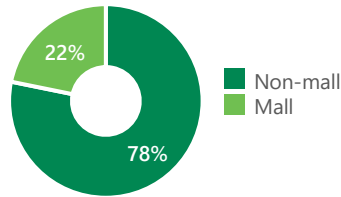
Store footprint

by geography



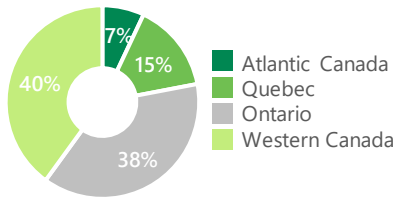
Store footprint

By building type



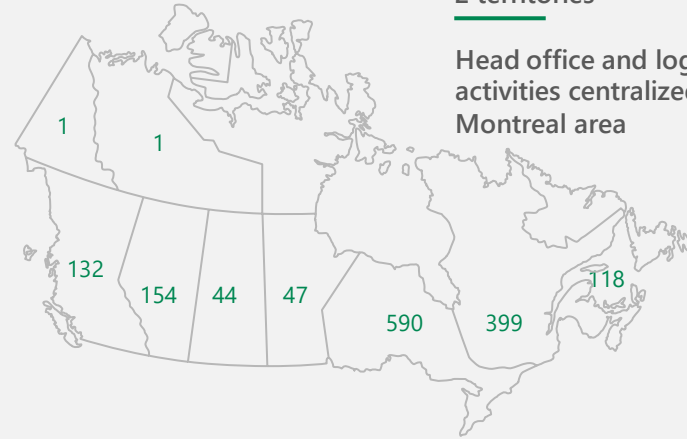
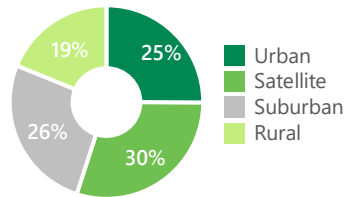
New store openings

By geography (last 2 years)



Store footprint

By market type



1,486 stores in
10 Canadian provinces and
2 territories

Head office and logistics
activities centralized in
Montreal area

\$3.5M

Average store
annual sales

15.5M sq. ft

Total retail space
across Canada

10,452 sq. ft.

Average per store

2.7M sq. ft.

Warehousing and
distribution space

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, Quebec 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 Q4-FY2020
after 7-year partnership

US\$92.7M

Total purchase price¹;
immediately EPS
accretive



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

440

Dollarcity stores in
LATAM, based on
localized Dollarama
concept

4 countries

Growing presence in
Colombia, El Salvador,
Guatemala and Peru



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

US\$737.5M

2022 revenues

\$45.4M

FY2023 net earnings
contribution for DOL,
representing 36.8%
Y-o-Y growth



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

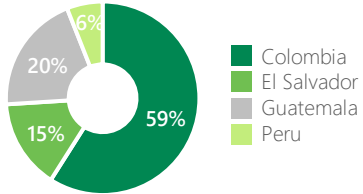


Self-run investment with robust governance structure in place

A growing footprint in key markets

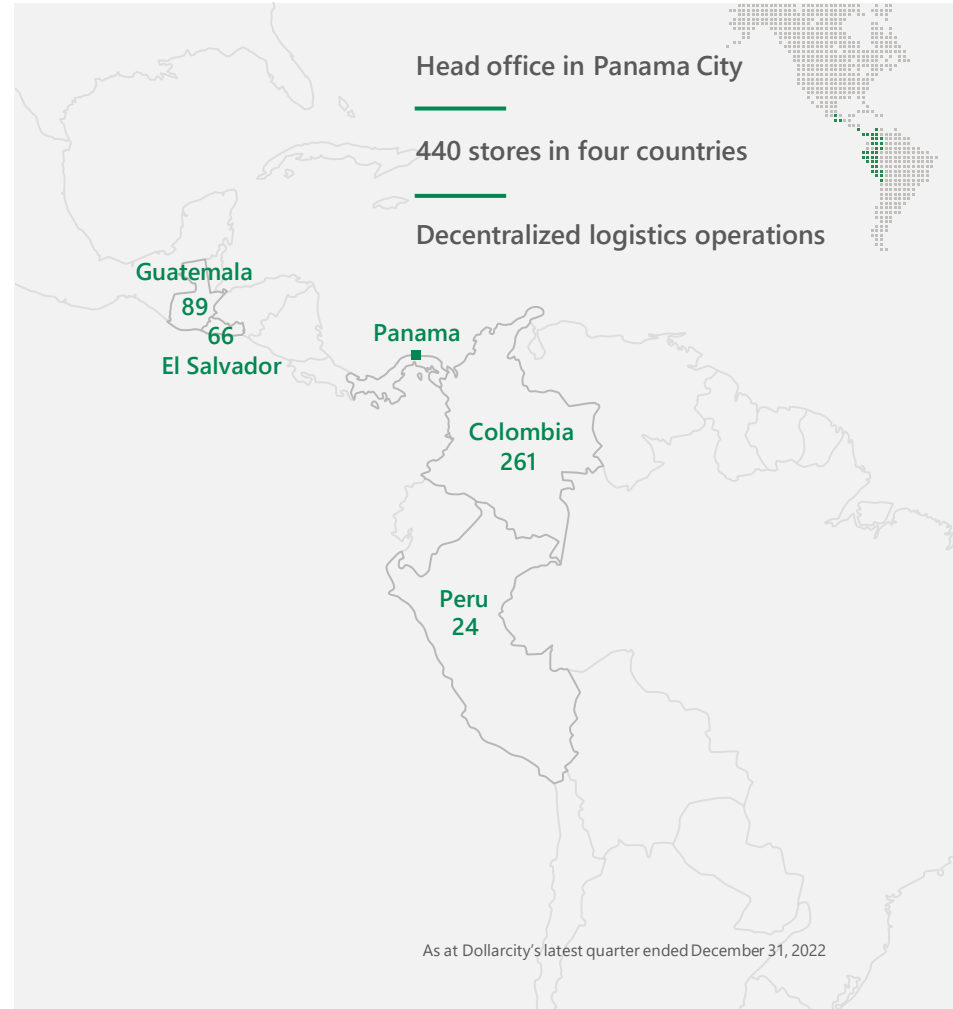
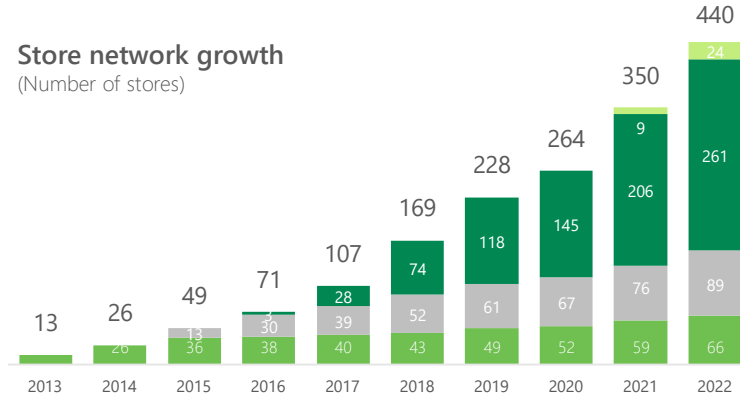
Store footprint

by geography



Store network growth

(Number of stores)



Long-term target of 850 Dollarcity stores

Maintain pace of growth; grow presence in key markets

- Target of 850 Dollarcity stores in Colombia, Guatemala, El Salvador, and Peru by 2029
- Entered Colombia in 2017
- Entered Peru in May 2021
- Majority of store network growth focused on Colombia and Peru 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

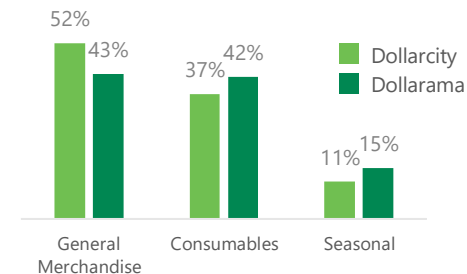


Dollarama vs. Dollarcity

	DOLLARAMA		DOLLARCITY	
	<i>For the year ended Jan. 30, 2022</i>	<i>For the year ended Jan. 29, 2023</i>	<i>For the year ended Dec. 31, 2021</i>	<i>For the year ended Dec. 31, 2022</i>
Number of stores	1,421	1,486	350	440
Population of countries of operation	<i>For the year ended Jan. 30, 2022</i> 37.1M		<i>For the year ended Dec. 31, 2021³</i> 107.2M	
Price point range	\$0.87-\$5.00		US\$0.69-\$4.00 ⁴ or local currency equivalents	
Net new store investment	~\$650K		~\$685K (US\$545K)	

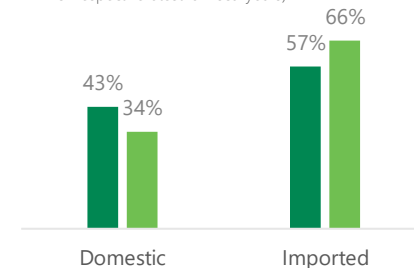
Merchandise mix¹

(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 is based on FY2022 retail sales (using a methodology updated in 2023), the 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

(in millions of dollars,
except per share amounts)

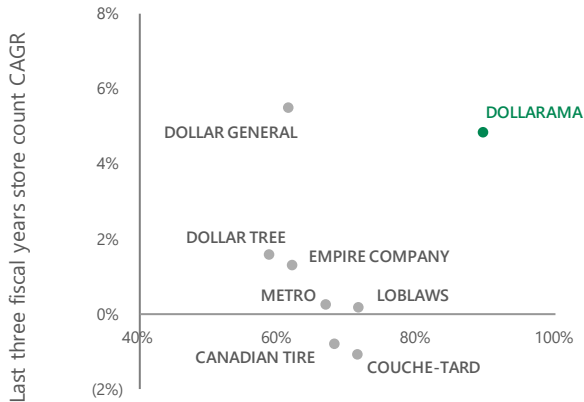
	FOURTH QUARTER ENDED				Y-O-Y	FISCAL YEAR ENDED				Y-O-Y
	Jan. 29, 2023		Jan. 30, 2022		Growth	Jan. 29, 2023		Jan. 30, 2022		Growth
Comparable store sales	15.9%		5.7%			12.0%		1.7%		
Sales	\$1,473	% of sales	\$1,225	% of sales	20.3%	\$5,053	% of sales	\$4,331	% of sales	16.7%
Gross margin	\$658	44.6%	\$553	45.2%	18.8%	\$2,198	43.5%	\$1,902	43.9%	15.6%
SG&A	\$210	14.2%	\$178	14.5%	17.8%	\$720	14.3%	\$653	15.1%	10.3%
Equity pick-up (Dollarcity)	\$20	1.3%	\$18	1.5%	7.6%	\$45	0.9%	\$33	0.8%	36.8%
EBITDA	\$468	31.7%	\$394	32.1%	18.8%	\$1,523	30.1%	\$1,283	29.6%	18.8%
Operating income	\$381	25.9%	\$316	25.8%	20.8%	\$1,191	23.6%	\$985	22.7%	21.0%
Net earnings	\$261	17.7%	\$220	18.0%	18.8%	\$802	15.9%	\$663	15.3%	20.9%
EPS (diluted)	\$0.91		\$0.74		23.0%	\$2.76		\$2.18		26.6%
Adj. net debt / LTM EBITDA¹	2.71x		2.77x			2.71x		2.77x		

¹ (Total net debt + total lease liabilities) / LTM EBITDA

Best-in-class performance on key metrics

Strong organic growth with low capital requirements

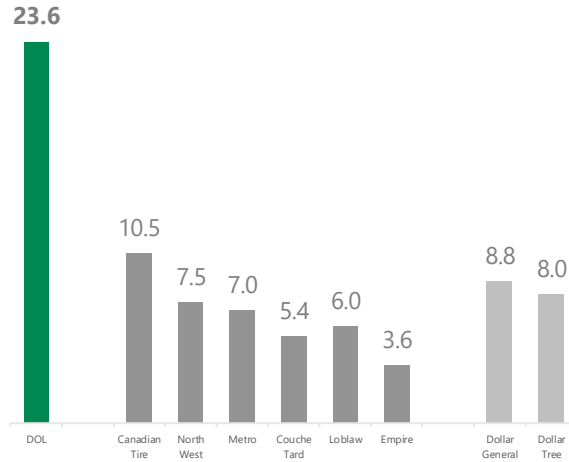
Growth and cash conversion (%)



Cash flow after CAPEX¹

Balanced approach to operating margin

LTM EBIT margin (%)



Canadian retailers with product offering overlap with Dollarama

US dollar stores

Return on invested capital²

Dollarama	21.0%
Dollar General	7.10%
Dollar Tree	9.6%
Couche-Tard	12.9%
Empire	6.7%
Loblaw	7.5%
Metro	8.1%
Canadian Tire	9.7%
North West	6.9%

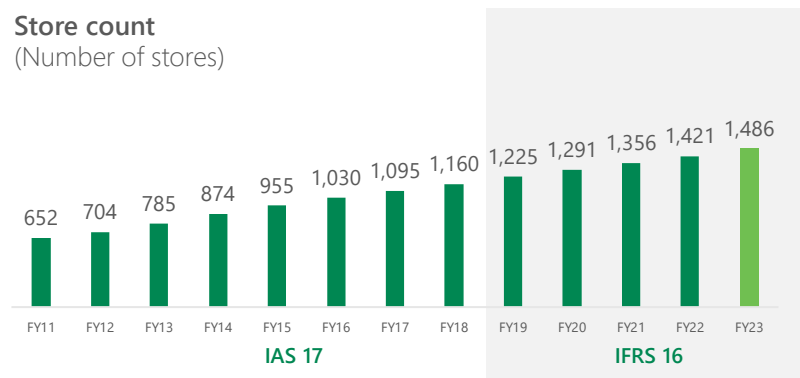
All financial figures as at Q4-FY23 for Dollarama, as at latest available quarter end for peers (at the latest as at March 29, 2023)
Sources: company websites; Walmart Canada figures not available

¹ (EBITDA - CAPEX) / EBITDA

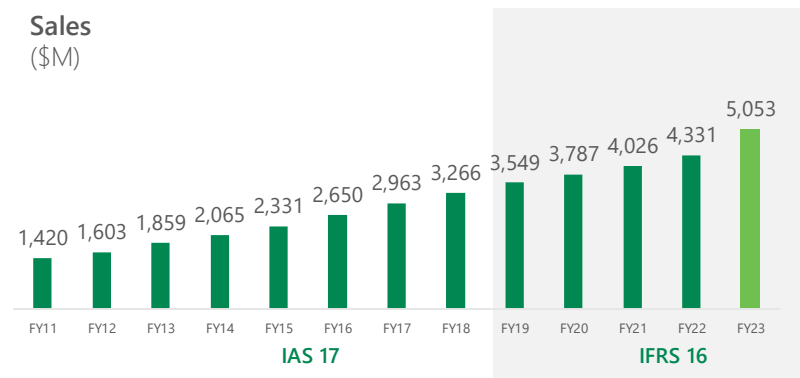
² LTM EBIT*(1-LTM Effective Tax Rate) / (Total debt + total equity)

Strong key metrics growth since IPO

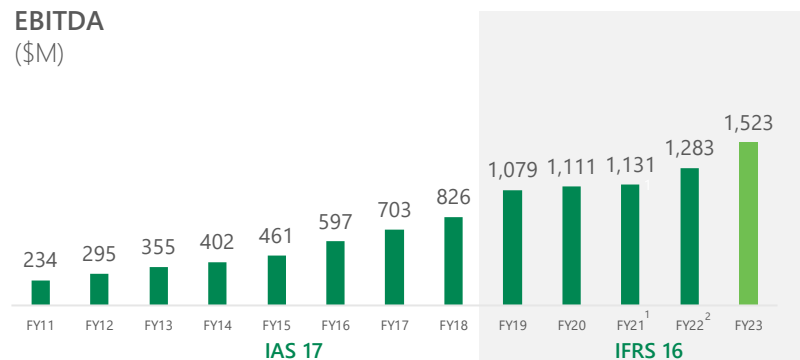
Store count
(Number of stores)



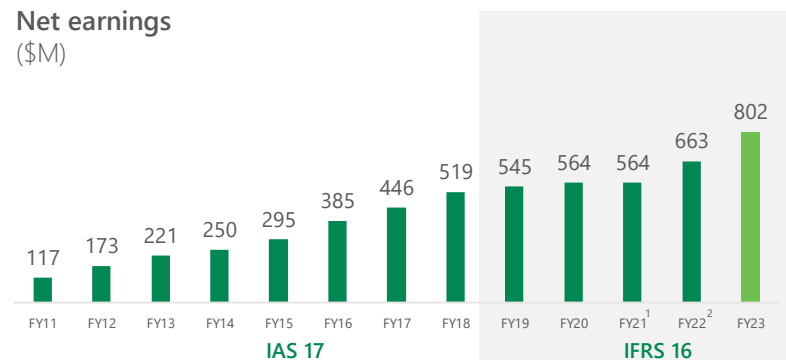
Sales
(\$M)



EBITDA
(\$M)



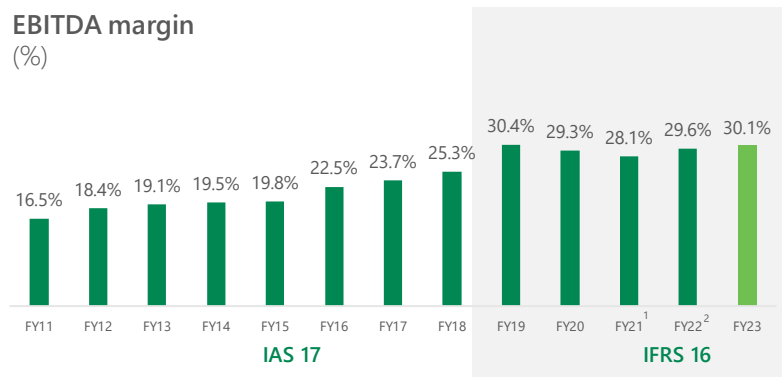
Net earnings
(\$M)



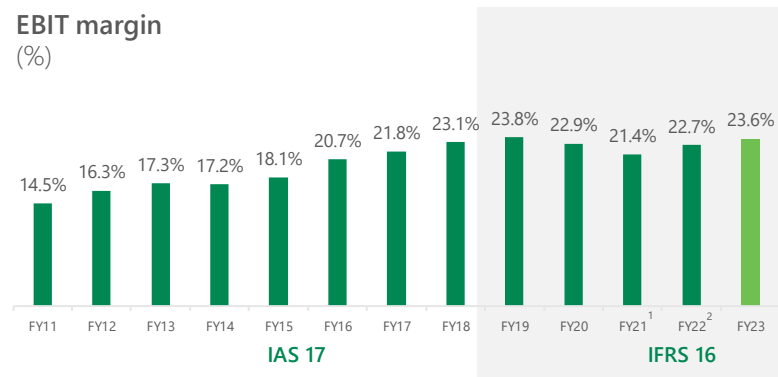
¹ FY21 EBITDA and net earnings reflect incremental direct costs related to COVID-19 (~\$84.0M on a pre-tax basis)
² FY22 EBITDA and net earnings reflect incremental direct costs related to COVID-19 (~\$35.5M on a pre-tax basis)

Best-in-class margin since IPO

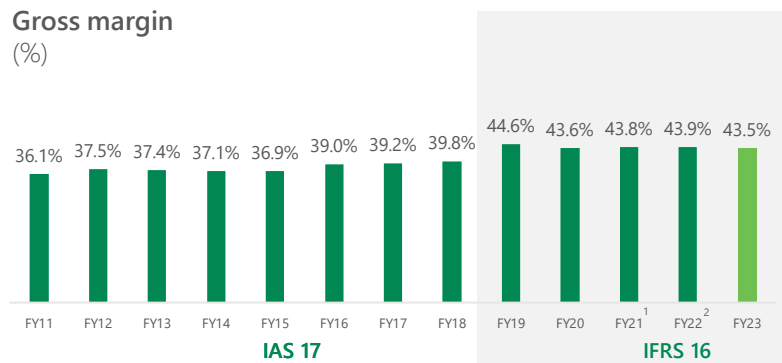
EBITDA margin (%)



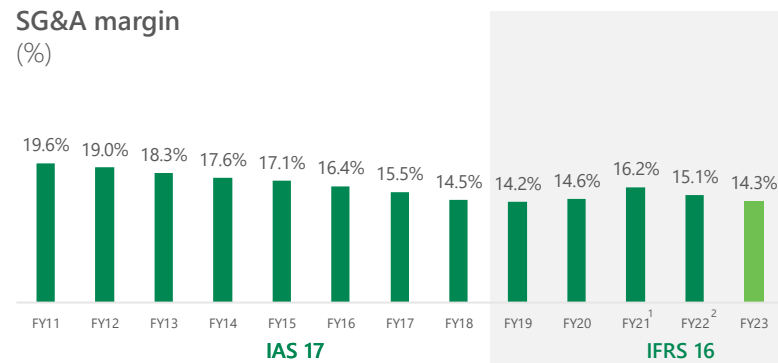
EBIT margin (%)



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 40% 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 12x since 2011)

Historical balanced approach to capital allocation has allowed for significant return of capital to shareholders

Returning capital to shareholders

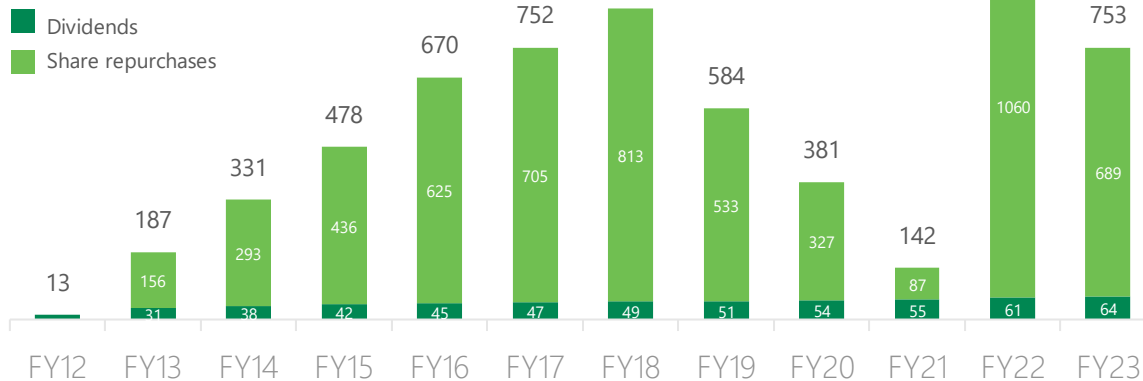
\$5.7B

returned to shareholders in
share repurchases since FY13

\$550M

returned to shareholders in
dividends since FY12

Uses of cash
(in millions of dollars)



Actively managed capital structure

91%

fixed rate debt,
9% floating rate debt¹

2.91%

weighted average
cost of debt

2.71x

Leverage (adjusted net
debt to EBITDA) ratio

\$1,151M

available liquidity
(\$101M cash + \$1,050M undrawn and
available under credit facility)²

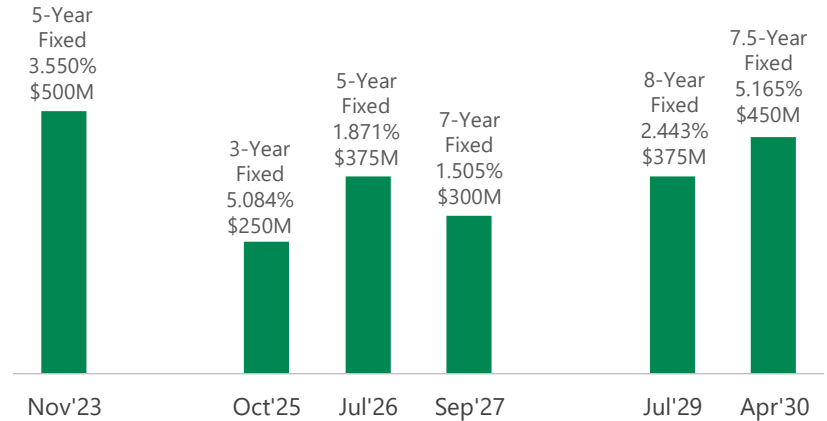
4.19

years weighted average
time to maturity

BBB/Baa2

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

Debt structure as at Q4-FY2023⁴

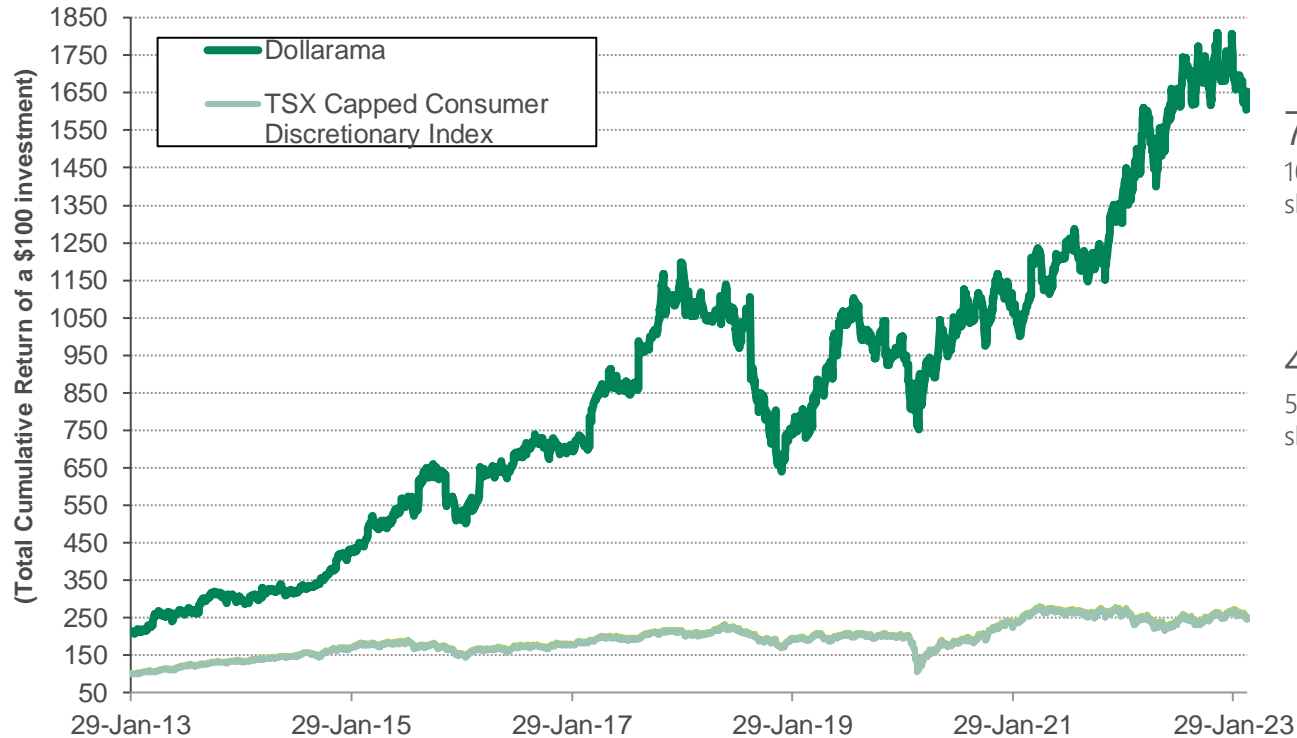


¹ Includes the impact of the fixed-to-floating interest rate swap derivative (\$200M notional amount) entered into during Q4 -FY23

² Excludes letters of credit (approximately \$1.4M)

Strong track record of shareholder value creation

Stock performance since January 29, 2013



704%
10-year total
shareholder return¹

42%
5-year total
shareholder return¹

Appendix

FY2021

A seasoned board and management team

Board of directors



Stephen Gunn
Chair of the Board
Corporate Director



Joshua Bekenstein
Co-Chair
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



Thecla Sweeney
Partner
Alphi Capital, Inc.



Huw Thomas, FCPA, FCA
Corporate Director

Executive officers



Neil Rossy
President and Chief Executive Officer



Johanne Choinière
Chief Operating Officer



J.P. Towner
Chief Financial Officer



Nicolas Hien
Chief Information Officer



Laurence L'Abbé
Senior Vice-President, Legal Affairs and
Corporate Secretary



Geoffrey Robillard
Senior Vice President
Import Division

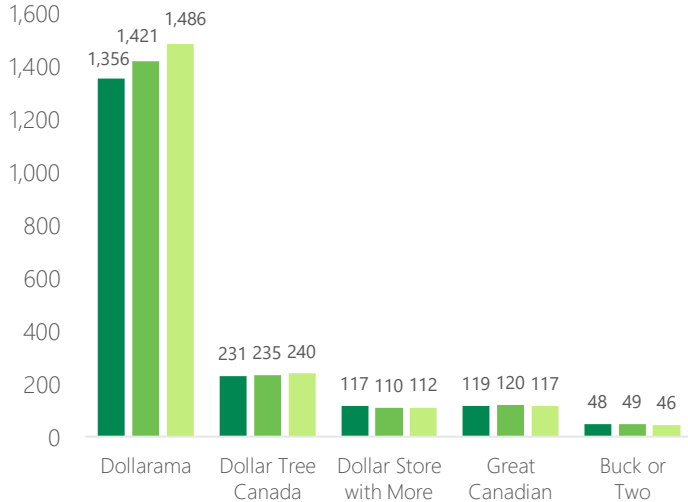
Dollarama through the years

1992	2004	2009	2011	2012	2013
Dollarama founded as single-price point retail chain by Larry Rossy	Investment by Bain Capital	IPO (TSX:DOL) 585 stores in 10 provinces Introduction of multi-price point strategy	Sale by Bain Capital of remaining equity stake Declaration of first dividend	Introduction of \$2.50 and \$3.00 price points Launch of first NCIB Publication of first sustainability statement	Beginning of commercial partnership with LATAM value retailer Dollarcity
2015	2016	2019	2020	2021	2022
Opening of 1,000 th Dollarama store Introduction of first Vendor Code of Conduct	Introduction of \$3.50 and \$4.00 price points Appointment of Neil Rossy as President and CEO	Launch of online store for bulk sales Acquisition of 50.1% of Dollarcity; Target of 600 stores by 2029 (excluding Peru) Publication of first ESG report	Recognition as essential business amid COVID-19 pandemic	New long-term target of 2,000 Dollarama stores in Canada by 2031 Dollarcity enters Peru Publication of first SASB-aligned ESG report	Introduction of price points up to \$5.00 Publication of first climate strategy and first-generation climate goal New long-term target of 850 Dollarcity stores by 2029 (including Peru)

DOL vs. Canadian dollar store landscape

Three-year store count

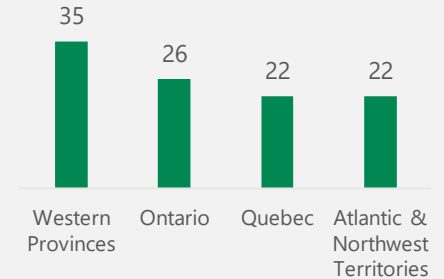
Dollarama vs. next four pure play competitors¹



~6.2x
larger than our
next largest pure
play competitor
in Canada

~2.9x
more Dollarama's
than 4 largest pure
play competitors
combined

Thousands of people per Dollarama store²



¹ Source: Q4-FY23 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)	\$5,053	US\$37,845	US\$28,327	
	LTM EBITDA (\$ millions)	\$1,523	US\$4,053	US\$3,039	
	Number of stores	1,486	19,104	16,340	
	Average sales / store (\$ millions)	C\$3.5	US\$2.0	US\$1.7	
	Average store size (sq. ft)	10,452	7,445	7,989	
	Average sales / sq. ft	\$333	US\$266	US\$217	
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	43% Consumables 15% Seasonal 42% General merchandise	80% Consumables 11% Seasonal 6% Home products 3% Apparel	45% Consumables 6% Seasonal 49% Variety categories	78% Consumables 9% Seasonal 13% Variety categories
	Price points	\$0.87 - \$5.00	US\$10.00 or less	Predominantly US\$1.25 (\$1.50 or less in Canada), US\$5.00 or less	\$US1.00 to \$US10.00

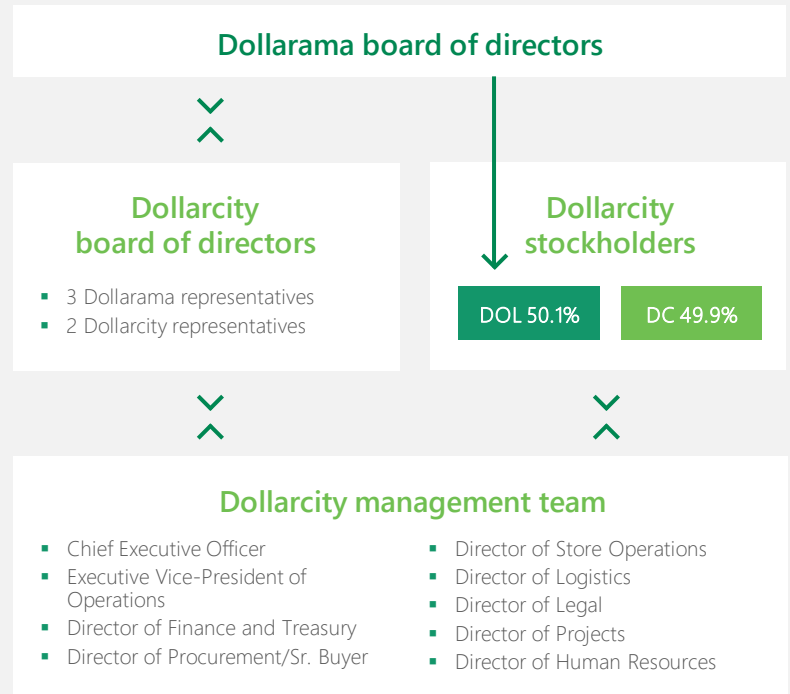
Dollarcity governance framework

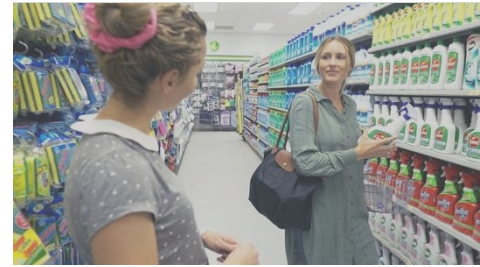
Dollarama (50.1%)

- 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%)

- Since October 1, 2022, ordinary course put rights may be exercised by Dollarcity's founding stockholders, 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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