CANADIAN TIRE CORPORATION

2024 ESG Report

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Canadian Tire store – Ottawa, Ontario

A Word from Our CEO

At Canadian Tire Corporation, we know our purpose: We Are Here to Make Life in Canada Better.

This commitment does not waver – even when facing considerable structural uncertainty. As one of Canada's longest-standing, locally owned and operated Canadian retailers, we recognize the role we play in securing long-term prosperity not only for our company but also for our country. That includes through our environmental, social, and governance (ESG) initiatives.

Sustainable prosperity is not achieved overnight; it takes time, perseverance, and a strategic approach that builds on our strengths while addressing areas of opportunity. Against a challenging backdrop, we achieved several ESG milestones in 2024, which you can read about in the pages of this report. Our team continued to make good progress on key initiatives, and for that, I am both proud and grateful.

Among our **environmental** highlights, we implemented mandatory circularity training for our product designers and merchants across all our banners; we are proud of how we are making our owned brand products more sustainable. We also expanded our EV charging network, adding over 100 charging stations across 22 new locations, providing more options for EV drivers.

We also continued to play our part in building a stronger nation. In addition to our significant investments in our store network and supply chain through our *Better Connected* strategy, we remained focused on driving positive **social** change in communities across Canada. In 2024, Jumpstart achieved a new milestone – four million kids helped since 2005[1] – and CTC became a Founding Partner of Canada's first women's professional soccer league, extending our commitment to gender parity in our sports funding.

As we always do in times of crisis, we stepped up for our communities when they needed us most. In 2024, we supported the relief and rebuilding efforts following the devastating wildfires in Jasper, Alberta. In addition to our $250,000 donation, our employees and customers collectively donated $100,000 to support their fellow Canadians in need.

Finally, we remain focused on good **governance**, including operating ethically and with integrity. For example, in 2024, we strengthened and clarified our expectations of our suppliers by completing the refresh of our Supplier Code of Business Conduct, which we will roll out in 2025. Additionally, we recognize the power – and potential risks – associated with generative AI and are embedding responsible practices into our AI use. In 2024, we launched our AI-powered shopping assistant, *CeeTee*, according to our AI Governance Framework, which is informed by industry and regulatory best practices and grounded in the tenets of responsible AI use, including privacy and data protection, transparency, control, and human oversight.

In 2024, we made the tough but necessary decisions to ensure our goals are impactful and realistic in our current reality. Although our commitment to ESG remains strong, macroeconomic, cost, and operational challenges forced us to adjust our goal of reducing our Scope 1 and 2 GHG emissions by 40% by 2030. Despite this setback, we are not walking away from our commitment to decarbonization; we are revising our decarbonization roadmap, including evaluating a new target and timeline. At the same time, we are pushing forward with our first Net Zero Ready store, which is set to open in late 2025.

Overall, our actions have helped reinforce Canadians' trust in us; in 2024, we were named the most trustworthy Canadian company in the world by Statista and Newsweek and the number one Canadian retailer in the inaugural Canadian Harris Reputation Poll. The trust of Canadians is one of our most precious assets – and we do not take it for granted. We are embarking on our next chapter guided by a new, transformative growth strategy, *True North*. By putting our customer at the centre of our decision-making, we are striving to create even stronger relationships with Canadians. And we know they choose us – or any other retailer – not simply based on the products we sell, services we provide, or shopping experiences we offer. Canadians need to know they can trust us to live up to our purpose and be true to our values, including showing up as leaders in their communities and for our country.

Thank you for trusting that no matter what comes our way, we will continue to do what is right for our company, customers, communities, and country. After 103 years, we have earned the right to have "Canadian" in our name. We will continue working hard to make this nation proud.

Best,

Greg Hicks

President and CEO
Canadian Tire Corporation

[1] Based on the total number of individual child participants who have participated in sport and recreation provided through Jumpstart's Individual Child, Community Development, Parasport Jumpstart Fund Grants, Sport Relief Fund, Play from Home, and Strategic Partnerships since 2005.

Land Acknowledgement

Long before Canada was a country, strong nations and cultures existed here – and they continue to exist. The lands on which Canadian Tire Corporation (CTC) operates, in what is currently known as Canada, have been the site of human activity for approximately 15,000 years.

Today, these lands and lakes continue to be home to many First Nations, Inuit and Métis communities from across Turtle Island, also known as North America. Our head office, located in what is currently known as Toronto, is situated on the traditional territory of the Anishinaabeg, Huron-Wendat and the Haudenosaunee Nations. This location is covered by Treaty 13, signed with the Mississaugas of the Credit, and the Williams Treaties, signed with multiple Mississauga and Chippewa bands. We are grateful that we can live and work here, and we are committed to building and sustaining a relationship with Indigenous peoples based on respect, dignity, trust and cooperation.

At CTC, we know that land acknowledgements mark a small but important step in the journey of confronting the truth and working towards reconciliation with Indigenous peoples. We are committed to acknowledging the truth and advancing reconciliation, step by step, year over year.

As our journey towards reconciliation continues, we are committed to promoting ongoing awareness, learning and community support through our partnerships with organizations including the Gord Downie & Chanie Wenjack Fund, the Orange Shirt Society and our employee resource group The Indigenous Peoples Network (TIPEN).

In 2024, CTC's support for truth and reconciliation came to life through collaboration and key initiatives, such as our continued partnership with the Orange Jersey Project. While the development of our Calgary office Legacy Space was delayed, our commitment to reconciliation continued as we added new art from local Indigenous artists to our Toronto Legacy space, hosted an Indigenous Marketplace in Toronto for Indigenous entrepreneurs and delivered virtual learning and reflection opportunities for all employees.

Read more about our approach to cultivating belonging in the Talent, Culture & Belonging section of this report.

Illustration of Indigenous artwork, titled *Seven Grandfather Teachings* by August Swinson in the Legacy Space at the Canadian Tire Corporation head office – Toronto, Ontario

About This ESG Report

This report provides a detailed overview of our approach to environmental, social and governance (ESG) issues, the actions and initiatives taken for our priority ESG topics, and key highlights for the year.

This year's edition also includes our reporting against certain industry standards, including those of the Sustainability Accounting Standards Board (SASB), an independent standards-setting organization. The SASB standards provide comparable sustainability metrics for public companies to disclose decision-useful information to investors. Our SASB index includes metrics from the Multiline and Specialty Retailers & Distributors industry standard as the Company's primary standard, with Apparel, Accessories & Footwear and Consumer Finance serving as secondary standards. We also include our Climate Data Index, which provides a detailed view of our energy consumption and greenhouse gas (GHG) emissions in the 2024 calendar year. For more details, refer to the Climate Data Index section of this report.

Scope

The findings of our 2024 ESG Report are inclusive of the activities and outcomes of the Company and all entities controlled by it, which, for greater certainty, includes Canadian Tire Bank (CTB) and CT REIT, throughout the Company's 2024 fiscal year (January 1 to December 28), unless otherwise indicated. Where relevant and appropriate, we have also included stories and achievements from Canadian Tire Jumpstart Charities (Jumpstart), Canadian Tire Associate Dealers (Dealers), franchisees and agents.

For more information on CT REIT's ESG efforts, visit their website to read their latest CT REIT ESG Report, and for more information on Helly Hansen's ESG efforts, visit their website to read the latest Helly Hansen Due Diligence for Responsible Business Conduct report.

Unless otherwise indicated, all references to employees across this ESG Report include full-time and part-time employees of CTC and do not include employees of Jumpstart, Dealers, franchisees or agents.

A glossary, which sets out definitions of key terms and acronyms that are not otherwise defined in this ESG Report, along with notes on trade names, trademarks and service marks, is located at the end of this report.

Assurance

CTC received limited assurance from Deloitte LLP with respect to select metrics in our Climate Data Index, which is further explained in this limited assurance report. CTC did not seek or receive external assurance from third parties with respect to other information contained in this ESG Report.

Report Archive

Our previous ESG Report Summaries and standalone ESG-related reports on topics like community impact and environmental sustainability can be accessed online here.

Forward-Looking Information

This ESG Report contains information that may constitute forward-looking information within the meaning of applicable securities laws. All statements other than statements of historical facts contained in this document may constitute forward-looking information, including, but not limited to, information with respect to: net-zero-ready Canadian Tire stores, plastic packaging, waste diversion, and the Company's Women's Sport Initiative. Forward-looking information provides insights regarding the Company's current expectations and plans and allows investors and others to better understand the Company's approach to key ESG topics, strategies and targets, and its operating environment. Readers are cautioned that such information may not be appropriate for other purposes. The Company is not required under securities law to prepare or publish this ESG Report, and the information contained herein should therefore not be read as necessarily rising to the same level of materiality of disclosure required in its securities law filings.

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 the Company. These assumptions include those set out section 14.0 (Forward-Looking Information and Other Investor Communication) of the Company's 2024 Fourth Quarter and Full-Year Management's Discussion and Analysis and all subsections therein, as well as those set out below: no material changes to the Company's strategic and capital allocation priorities, financial performance, corporate growth and development plans, as well as assumptions with respect to the viability and availability of decarbonization technologies and industry-specific solutions, the availability of high-quality and accurate data, and the active and continued participation of the Company's stakeholders (including Dealers, vendors, and governmental and non-governmental organizations) with respect to ESG matters. 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 ESG Report 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. Some of CTC's business and operational risks include risks with respect to strategic agility, franchise operations, brand and reputation, geopolitical conditions (including tariffs), talent, macroeconomic conditions, technology infrastructure, emerging and disruptive technology, cyber security, data and privacy, third parties, supply chain, responsible sourcing, loyalty program, competitive environment, customer trends, seasonality, legal, climate change, ESG and business disruptions. Some of CTC's financial risks include risks with respect to credit, liquidity, market, commodity price, and insurance.

For more information on the material risks, uncertainties, factors and assumptions that could cause the Company's actual results to differ materially from the forward-looking information, refer to section 14.0 (Forward-Looking Information and Other Investor Communication) of the Company's 2024 Fourth Quarter and Full-Year Management's Discussion and Analysis and all subsections therein, available on the SEDAR+ website at www.sedarplus.ca and https://investors.canadiantire.ca. The Company does not undertake to update any forward-looking information, whether written or oral, except as is required by applicable laws.

About Our Business

For over a century, our Company has been guided by the innovative and entrepreneurial spirit of its founders.

Starting from a single garage established by A.J. and J.W. Billes in 1922, CTC has grown to one of the country's most recognized brands and group of companies, ensuring Canadians have access to the products, services and support they need for life in Canada. Today, CTC has one of the largest retail networks in Canada, with retail stores operated by the Company, Dealers and franchisees, and gas bars operated by independent retailers. Our retail offerings are composed of owned brand products we control and design, along with national brand products.

CTC also maintains one of the country's largest loyalty programs, Triangle Rewards, and a credit card portfolio with 2.3 million active credit cardholders through Canadian Tire Bank. In addition, CTC holds a majority interest in CT REIT, which owns, manages, and develops income-producing commercial properties across Canada.

Our banners and businesses

Our Brand Purpose

As one of Canada's most iconic and trusted companies, we owe it to the customers and communities we serve to make our country a better place for today's generation and for generations to come. We Are Here to Make Life in Canada Better.

Our Core Values

Our Core Values help to guide our actions in pursuit of our Brand Purpose.

- We are **innovators** and **entrepreneurs** at our core.
- **Outcomes** drive us.
- **Inclusion** is a must.
- We are **stronger together**.
- We take **personal responsibility**.

[2] All facts and figures are as at the end of fiscal 2024.
[3] Owned brands include private label brands, sub-brands, and exclusive licenses.
[4] These figures refer to permanent employees, and do not include the employees of Dealers, franchisees and independent retailers.

CTC at a glance[2]

1,400+ retail stores and **275+** gas bars

100+ owned brands[3]

Nearly **14,000** full-time and **18,000+** part-time employees[4]

634 electric vehicle charging stations

10+ cities with CTC corporate offices across Canada

480+ Dealers operating 502 Canadian Tire stores and 69 Party City stores

2,400+ vendors from whom we source our retail products

13 Canadian distribution centres across three provinces

11.7 million active Triangle Rewards members

$16.4 billion in revenue generated and close to $360 million of dividends paid to shareholders

190+ franchised locations under our Sports Experts, Atmosphere, Hockey Experts, Sports Rousseau/L'Entrepôt du Hockey, and Mark's/L'Équipeur banners

50+ Helly Hansen and Musto retail stores across North America and Europe with a corporate office in Norway and distribution centres in the United States and the Netherlands

An international presence with retail sourcing offices in Bangladesh, Hong Kong, Vietnam and China

Our Approach to ESG

Our approach to managing environmental, social and governance (ESG) topics informs our business practices and proactively addresses the challenges facing our industry and country. It builds on our strengths, contributes to our competitiveness, and underscores our dedication to building a better future for all Canadians.

For over a century, we have been committed to the well-being of communities across this country through providing high-quality products and services for the jobs and joys of life in Canada, and by providing employment opportunities for Canadians across the country. This commitment includes an understanding that our country faces significant environmental, social, and economic challenges that demand our attention. Addressing these challenges is not only a responsibility; it is critical for securing the long-term success of our business and ensuring a prosperous future for Canadians. Focusing on ESG enables us to better manage risk, foster innovation and explore new revenue streams. Most importantly, our approach to ESG helps to build a relationship of trust with our customers, employees, and communities so that we can continue to support and serve Canadians for years to come.

At CTC, we prioritize and focus our efforts on the ESG topics that offer the greatest potential for positive impact on both our business and community. Our chosen ESG topics reflect a strong correlation to our Brand Purpose, represent significant impact for key stakeholders, and showcase our ability to leverage enterprise capabilities to bring about meaningful change.

Our commitment to ESG was recognized with several awards and rankings in 2024, including Corporate Knights 2024 Best 50 Ranking, MSCI ACWI ESG Leaders Index, Leger's Top 10 Most Reputable Companies in Canada, and The Harris Poll Corporate Reputation Quotient.

In 2021, we conducted a materiality assessment to determine the specific scope and theme of our ESG efforts. This process included external research and benchmarking, a focused stakeholder engagement process, internal analysis and discussion, and alignment with senior leaders in our business. Through this assessment, we identified the most relevant ESG themes to our organization, which we have organized into four pillars: Environment, People & Community, Responsible Sourcing and Governance. In recognition of the dynamic nature of ESG challenges and expectations, these themes are regularly reviewed and updated to reflect emerging trends and the needs of our stakeholders.

Environment

- Climate Change
- Circularity: Product, Packaging and Operational Waste

People & Community

- Talent, Culture & Belonging
- Community Impact

Responsible Sourcing

- Supply Chain: People
- Supply Chain: Planet
- Product Safety & Quality

Governance

- Corporate Governance
- Business Ethics
- Privacy & Cyber Security

To guide our ESG efforts and identify key ESG themes, we engage with key stakeholders through various channels like in-person meetings, targeted research, social media interactions, and our Customer Relations Call Centre. This helps us understand stakeholder sentiment and identify common areas of interest. While each stakeholder group holds diverse views, our engagement efforts to date have led us to understand the following common interest areas:

- **Customers** – Affordability; climate change; packaging and product waste; responsible sourcing; community investment
- **Employees** – An inclusive work environment; development opportunities ; climate change; packaging and product waste
- **Dealers** – Product quality and availability; packaging, product and operational waste; strong local communities
- **Investors** – Positive long-term returns through strong corporate governance and ESG leadership
- **Vendors** – Collaboration to advance ESG practices; support for growth and innovation
- **Community** – Investment in growing inclusive and equitable communities
- **Government** – Support for regulatory ESG practices in the private sector

Environment

Our environmental sustainability efforts are centred around responsibly stewarding our natural environment. We are committed to reducing both the waste and greenhouse gas emissions from our business and working with our vendors and customers to reduce their impact as well.

Climate Change

We are committed to reducing our climate impact by decarbonizing our operations and building the climate resiliency of our enterprise.

The effects of climate change continue to pose a significant threat to the planet. We recognize that rising mean global temperatures and the increasing frequency of extreme weather-related events, such as flooding and wildfires, have impacts on the stores we operate, the supply chains we rely upon and our communities nationwide. At CTC, we understand the need to manage how our business contributes to, and is impacted by, the effects of climate change. This includes reducing GHG emissions from our business, working to mitigate the impacts that climate change may have on our operations, and harnessing the opportunities that will arise from the shift to a low-carbon economy.

Our approach

We have been measuring our GHG emissions since 2010. In 2024, our Scope 1 emissions increased 2% from the prior year to 67,988 tCO_2e and our Scope 2 (location-based) emissions decreased 4% from the prior year to 29,387 tCO_2e. Our Scope 3 emissions were 5,722,044 tCO_2e.

In 2022, we set a target to reduce our Scope 1 and 2 GHG emissions, and those of our Dealer-operated Canadian Tire stores, by 40% by 2030 relative to our 2020 baseline. Since then, macroeconomic, cost, and operational challenges have resulted in changes to the underlying assumptions of our decarbonization roadmap. These factors have negatively impacted our expected outcomes and our ability to achieve our emissions reduction target. While we remain committed to finding effective ways to reduce the GHG emissions of our operations, we intend to revise our decarbonization roadmap to reflect these factors, including evaluating a new target and timeline.

Our efforts in 2025 will be focused on continuing to test and learn from our various decarbonization pilots and integrating those learnings into our decarbonization roadmap. To learn more about our 2024 and planned 2025 decarbonization actions, please see "Decarbonizing our business".

An archive of past reports that speak to our historical emissions is available online here. To learn more about our 2024 GHG reporting, including a full description of our organizational boundaries and methodology, please read the Climate Data Index in this ESG Report.

Decarbonizing our business

Our decarbonization efforts are largely focused on reducing emissions from our buildings by increasing energy efficiency. During 2024, we tested new technologies such as smart thermostats and continued efforts to retrofit older lighting and HVAC systems with more energy-efficient models. Where feasible, we also continued to work on improving the building envelope of our stores to reduce heating and cooling-related energy consumption. In 2025, our focus will be on testing decarbonization solutions, such as electric air-source heat pumps, and we will also be exploring renewable energy solutions such as power purchase agreements.

In addition, we are making progress on our net-zero-ready[5] (NZR) vision for Canadian Tire stores. In 2023, we shared our aim to build all newly constructed Canadian Tire stores to our NZR prototype starting in 2024. We were pleased to include some elements of our NZR prototype, including improved roofing insulation and upgraded overhead doors, in our recently opened Kitchener, Ontario store, despite construction having started prior to 2024. Our first NZR store is expected to open in Kelowna, British Columbia, in late 2025.

We recognize that our Scope 1 and 2 emissions represent a small fraction of our footprint when compared to our Scope 3 emissions. These Scope 3 emissions, which arise primarily from the manufacturing of our products and use of those products by customers, accounted for 98.3% of our total reported GHG footprint. For more information on our efforts to reduce these emissions, read our sections on Circularity: Product, Packaging & Operational Waste and Supply Chain: Planet.

Improving real estate climate resilience with CT REIT

In 2024, CT REIT focused on solidifying its governance processes to drive progress across its ESG efforts. With respect to climate change, this included reframing its ESG strategy to focus on creating sustainable outcomes for its stakeholders by prioritizing climate resiliency. Updates were also made to its Board of Trustees' and committees' mandates to adjust accountabilities and clarify oversight of the REIT's climate-related risks and opportunities. Finally, a new ESG data management system was implemented to support ESG reporting.

With respect to building operations, in 2024, CT REIT's multi-tenant retail Lake Shore Boulevard East property in Toronto, Ontario, was recognized for operational best practices and excellence in building management. This open-air property, which is anchored by a Canadian Tire store and home to a Mark's store, earned both the BOMA 360 Performance Program designation and an Outstanding Building of the Year (TOBY) award.

[5] CTC's net-zero-ready (NZR) stores are built to our NZR prototype, which has notably reduced energy demand through energy-efficient design. These stores are capable of achieving net-zero operational GHG emissions through the integration of additional measures, such as renewable energy.

Adapting to a changing climate

Our ability to make climate-informed decisions hinges on our understanding of the risks and opportunities that a changing climate poses to our business. We leverage both internal expertise and historical impacts to evaluate the short-term risks of climate change to our business, while also relying upon robust climate risk and opportunity assessments to understand the scope of the potential impacts of climate change on our business in the medium to long-term.

In 2024, we concluded our most comprehensive climate risk and opportunity assessment to date. The results of the assessment were shared with all senior leaders and executives across the enterprise, and we are working to better integrate climate change considerations into our operational and enterprise functions. This includes incorporating climate-related information into real estate decision-making, deploying AI solutions with our crisis management framework and emergency response protocols to help track and monitor weather and natural disaster events, and working to better understand the sustainability of the products and packaging that we sell within our stores. Climate-related risks also continue to be included in our enterprise risk management processes.

Electric vehicles

The ongoing adoption of electric vehicles (EVs) is expected to continue to change the automotive landscape in Canada. As a significant Canadian retailer of automotive products and services, we continue to support the rollout of EV charging solutions at select Canadian Tire retail locations and Petroleum gas bars (including select ONroute locations) nationwide. In 2024, 114 charging stations at 22 new locations were added to the network, bringing the total to 634 charging stations at 151 locations from coast to coast. Since 2017, our network has enabled over 1.6 million charging sessions and 88% of Canadian EV owners are within a 50-kilometre driving distance of one of our charging stations. To further support EV owners, the Canadian Tire website now features a dedicated electric vehicle page with product information, education, and CTC's charging station locations across the country.

Electric vehicle charging stations at a Canadian Tire Store – Welland, Ontario

Solar panels on the roof of CT REIT's net zero distribution centre – Calgary, Alberta

Additional Information

- 2024 CDP submission
- 2024 Report to Shareholders (Section 11.0 Risks and Risk Management)

Circularity: Product, Packaging & Operational Waste

We are committed to increasing the sustainability of our product assortment and packaging and reducing the waste from our operations.

As one of Canada's largest retailers, we recognize our role in supporting the industry's long-term shift towards circularity. This responsibility includes our continued efforts to develop sustainable alternatives for our product assortment, reduce unnecessary packaging, and promote recycling, repair and reuse efforts.

Our approach

Increasing the sustainability of our product assortment

Most of our impact on the environment comes from the products and services that we provide to Canadians. While we have a responsibility for all products and services that we sell, we have a higher degree of control over our owned brand products and therefore a heightened level of responsibility. As such, we remain committed to reducing the environmental impact of our owned brands.

In order to fulfill this commitment, we are focused on understanding the sustainability of our entire assortment, collaborating with vendors to improve data sets, and reducing negative environmental impacts associated with our products and packaging. These efforts are part of our larger circularity strategy as we strive to reduce waste, use fewer materials, and streamline the reusability, repairability and recyclability of products.

Garment label of a Helly Hansen coat

Innovating for impact with recycled materials

At CTC, our owned brand teams are on a journey to increase the proportion of our product assortment containing recycled materials and safer chemical alternatives that comply with design principles conducive to reusing and recycling. Below are examples demonstrating how recycled materials can be incorporated into a variety of product categories.

Recycled material	Examples of use in CTC owned brands in 2024
Plastic	• All 2024 CANVAS Christmas Shatterproof ornament sets were made from 95% recycled plastic.
Polyester and Nylon	• 11% of our camping products under the Outbound and WOODS brands are now manufactured with recycled polyester, including 74% of camping chairs and 39% of sleeping bags. • Over 70% of WindRiver casual apparel styles containing polyester and/or nylon now include recycled polyester and/or reprocessed nylon, with an average composition of at least 30%. • Over 90% of the 2024 FWD apparel assortment used recycled polyester or reprocessed nylon, with an average composition of 70%. • 22% of Helly Hansen apparel items incorporated recycled polyester or reprocessed nylon.
Polypropylene	• Over 60% of the outdoor rugs featured in the CANVAS Backyard Living Summer 2024 collection are composed of 50% recycled polypropylene. • 32 new floor mats in the For Living Fall/Winter 2024 collection feature a top surface made from 100% recycled polypropylene.
Other Materials	• Two new umbrella base styles featured in the CANVAS Backyard Living Summer 2024 collection are made with 100% post-consumer[6] recycled material such as rubber from used tires and polymers.

[6] Post-consumer material is defined by the International Standards Organization (ISO) as material generated by households or by commercial, industrial and institutional facilities in their role as end users of the product which can no longer be used for its intended purpose. This includes returns of material from the distribution chain. (ISO 14021:2016).

In 2024, we focused on improving our data around the sustainable attributes of our products, with an emphasis on third-party certifications and trademarked materials. We also designed and launched a "circular product" training program that is mandatory for our merchants, product designers, and brand managers. The program includes a comprehensive e-Learning module that encourages participants to think creatively and critically about the lifecycle of their designs, from material sourcing to end-of-life disposal.

Increasing the sustainability of our packaging

As our fibre-based owned brand product packaging can be easily recycled through curbside recycling programs, our sustainable packaging efforts are currently focused on reducing or improving plastic packaging. Improving plastic packaging is a multi-stakeholder endeavour that requires educating our packaging suppliers and vendors, improving the process for collecting data from them, and implementing changes along the manufacturing and assembly process.

Collaborating for change through the Canada Plastics Pact

We are proud to be a Founding Partner of the Canada Plastics Pact (CPP), an organization committed to the elimination of plastic waste by accelerating and scaling solutions to keep plastics in the economy and out of people, animals, and nature. Powered by innovation and collaboration, 100+ partners from across the plastics value chain are taking meaningful steps to eliminate unnecessary and problematic plastics, redesign packaging and increase their use of recycled plastic. Learn more about the CPP on the organization's website and read about its progress in its annual impact report.

In 2023, CTC adopted three targets in alignment with CPP's 2025 goals to demonstrate our commitment to reducing our contributions to plastic waste:

Progress on CPP plastic packaging targets

Target	Progress
Define a list of our owned brand plastic packaging that is problematic/unnecessary and take measures to eliminate those materials by 2025	In compliance with CPP's list of problematic plastics, we prioritized the removal of polyvinyl chloride, expanded polystyrene, polyethylene terephthalate glycol (PETG), and multi-material laminated plastics from our existing packaging in 2024. Of the 90% of our products where we have secured visibility into owned brand packaging materials, 12% had packaging that contained problematic plastics in 2024. We are collaborating with our vendor partners on plans to transition these products' packaging to alternative materials for future purchases. In addition, these plastics are banned in new owned brand packaging.
Design 100% of our owned brand plastic packaging to be reusable or recyclable by 2025	In 2024, we focused on improving our visibility of the materials used in our owned brand packaging across all product assortments and worked with vendors to develop plans to reduce packaging and/or transition to more recyclable packaging materials. In addition, these plastics are banned in new owned brand packaging. As of the end of 2024, we have secured visibility into owned brand packaging materials for roughly 90% of all our products, of which 88% are currently fully reusable or recyclable. We continue to work with our vendors to fill the visibility gaps and collaborate with them directly to achieve our goals.
Ensure an average of 30% recycled content in our owned brand plastic packaging by 2025	We continue to work with the industry to increase the amount of recycled content in our plastic packaging. For example, in 2024, CTC began a pilot project with Nova Chemical and Tempo Plastics to design food-grade plastic packaging made with post-consumer recycled plastic, with the shared goal of implementing these materials in our FRANK branded product packaging by 2026. However, making progress against this target is challenging in the absence of a robust market for recycled plastic. To support the development of such a market, we participate in industry initiatives and mandatory extended producer responsibility programs for plastic packaging. Nevertheless, volume and quantity constraints in the supply of recycled plastics persist, both locally and globally. While we continue to strive towards this target, the market it relies upon may not be realized by 2025.

Reducing our operational waste

At CTC, we aim to reduce our operational waste where possible, or divert waste away from landfills through reuse, recycling and composting initiatives. In 2024, CTC generated 40,400 tonnes of waste, diverting 34,900 tonnes, and achieving an operational waste diversion rate of 87%.[7] Given the diversity of CTC business operations, our various banners and functions are at different stages of maturity and move at different paces in adopting waste reduction strategies. This is particularly the case for our Petroleum gas bars, which experience challenges in balancing customer convenience with encouraging proper waste sorting. In response to these practical differences, in 2023, CTC set three 2025 waste diversion goals at the banner and function level. We are pleased to report that both Mark's and PartSource have reached their 90% target ahead of schedule. The following chart outlines our progress in achieving all of our waste diversion targets:

Progress on CTC waste targets

Target	2024 Measurement
Achieve a 90% waste diversion rate at CTC distribution centres by 2025	91%
Achieve a 90% waste diversion rate at our SportChek, Atmosphere, Mark's, PartSource and Pro Hockey Life retail stores by 2025	88%
Achieve a 60% waste diversion rate at Petroleum gas bars by 2025	57%

Refilling and recycling to reduce waste

Our extended producer responsibility programs and other voluntary collection programs help maximize reuse and recycling efforts and keep materials out of landfills. In 2024, over 1.1 million automotive batteries and over 200,000 automotive parts were collected through our program, diverting over 41.7 million pounds of material from landfills. Additionally, we expanded our battery collection efforts in partnership with Call2Recycle, building on the years of single-use and rechargeable battery collection by Canadian Tire stores. In 2024, 337 participating Canadian Tire stores collected over 126,000 kilograms of single-use and rechargeable used batteries for recycling. Furthermore, we diverted the equivalent of nearly 1 million used CO_2 canisters from landfill through our CO_2 refilling program in 2024.

In collaboration with EcoTank Canada, and with investment from the Canada Plastics Pact and Environment and Climate Change Canada, CTC's network of bulk windshield washer refill stations expanded to 51 refill stations across 15 Petroleum gas bars (including select ONroute locations) by the end of 2024. Equipped with gas pump-like nozzles, the refill stations allow customers to fill their vehicle's windshield wiper fluid reservoir with the exact amount they need, rather than having to purchase and pour from a conventional plastic jug of windshield washer fluid. Since the program's inception, the equivalent of 1,570 kilograms of plastic containers have been diverted from Canadian landfills as of December 31, 2024.

EcoTank windshield washer fluid refill station, Canadian Tire Gas+ gas bar – King City, Ontario

[7] Aggregating the data for our operational waste reporting is challenging given the multiple actors and commercial relationships involved. We are working to expand our scope of visibility regarding waste generation and diversion at locations connected to CTC. The scope of our operational waste footprint today represents approximately 37% of CTC-affiliated locations and is generally focused on corporate-controlled operations where CTC has the responsibility to manage the waste. It does not include locations where the landlord or municipality has responsibility to control the waste, our Dealer and franchisee locations, or our Helly Hansen locations.

Working with others to support a circular economy

As part of our journey towards circularity, CTC continues to explore alternative retailing models that give products a second life through repair, reuse or recycling. These initiatives help to evolve our understanding of customer needs and expectations, identify operational hurdles and opportunities, and initiate industry collaboration to drive change. Our learnings inform future pilots and programs as we continue to explore innovative ways to reduce our environmental impact.

Piloting circular models at SportChek

In 2024, we explored several opportunities to test circular business models in our stores. During the fall, at select SportChek locations in the Calgary area, we launched a repair pilot exclusively for WOODS-branded outer wear. Customers were invited to bring their WOODS apparel to be refreshed or repaired by an expert, free of charge. In addition to keeping these products out of landfill, we also gained operational and product-related insights that helped us identify opportunities for future design improvements in our owned brand WOODS apparel.

In addition, we also ran a product resale pilot in partnership with Goodwill Industries Ontario Great Lakes. At select Ontario SportChek locations in the summer, the “Second Shot” program encouraged our Triangle Rewards members to trade in gently used sporting gear in exchange for a SportChek gift card. The collected items, including snowboards, baseball gloves and yoga mats, were then resold by local Goodwill thrift stores at affordable prices.

Pilot projects like repair and resale programs allow us to collaborate with stakeholders to develop new supply chains that support a circular economy. As part of our commitment to advancing circularity in Canada, we continue to be a proud member of Circular Economy Leadership Canada and the Canadian Circular Textiles Consortium.

Promoting repair through post-purchase service

One way to reduce product waste is to help customers extend the life of their products. We support this through our Customer Relations Call Centre in Welland, Ontario, which answered 109,000 customer requests for post-purchase support, and through our Post-Purchase Program. In 2024, this program helped extend the life of 21,000 products by providing replacement parts and product repairs. The repair program worked with 96 independent repair centres across Canada, which helped repair 612 owned brand products. Over the course of the year, the program also shipped 38,000 replacement parts to customers.

SportChek employee – Calgary, Alberta

A WOODS-branded parka being repaired as part of a pilot at select SportChek locations

Additional Information

- 2023–24 CPP Impact Report

People & Community

At CTC, our team, community members, and customers are the cornerstone of our organization and integral to our continued success. The exceptional skills and unwavering commitment of CTC employees are the driving forces behind our Brand Purpose: **We Are Here to Make Life in Canada Better**. Moreover, we remain steadfast in our dedication to supporting their development at a workplace that champions diversity, inclusion and belonging. We firmly believe that the culture we foster internally shapes how we show up for communities. By focusing on our people, we are building a resilient organization that supports and serves Canadians.

Talent, Culture & Belonging

We are committed to being a retailer that attracts and retains the best talent by offering fulfilling employment opportunities, fostering an inclusive work environment and investing in our employees' personal development.

At CTC, our commitment to talent, culture, and belonging drives innovation, sustains competitive advantage, and fosters long-term growth. Our approach includes workforce management, employee engagement, and diversity, inclusion and belonging (DIB) initiatives. Through targeted strategies, we aim to cultivate a workplace where every employee feels valued, empowered, and a sense of true belonging.

Our approach

Maximizing performance through workforce management

Effective workforce management is essential for fostering innovation, maintaining our competitive edge and driving sustainable growth.

Attracting and retaining top talent

Attracting and retaining talent is essential for the health and prosperity of our business. Our initiatives target candidates on all career paths and at all stages, with a focus on creating a meaningful and inclusive employee experience. We are particularly proud of our ongoing efforts to diversify our talent attraction practices. For example, in 2024 we continued our partnership with the North York Harvest Food Bank to expand their Leadership in Logistics program, an initiative that provides warehouse logistics knowledge and experience to individuals dealing with food insecurity. Upon completion of the program, graduates are offered full-time, entry-level jobs at a CTC distribution centre. In 2024, we also undertook initiatives to support the development of employees facing systemic barriers. These included piloting a group leadership coaching program and providing access to community networks and programming.

We drive retention at CTC by allowing employees to explore internal mobility and expand their skills. One example is our annual AI Conference, which is open to employees across the enterprise. In 2024, this two-day, hybrid (in-person and virtual) event featured insightful conversations with industry leaders that focused on AI's role in improving productivity, driving growth, and fostering innovation. A networking session for in-person guests was also offered on the first day. Another example is our pilot of Grow@CTC in 2024, a speaker series and networking program designed to help employees navigate their careers within the Company. The first session focused exclusively on merchandising, highlighting career options and transferable skill development opportunities while enabling attendees to network with leaders. These initiatives underscore our commitment to continuous learning and internal growth.

PartSource employee – Hamilton, Ontario

Cultivating adaptability and career growth with learning and development programs

At CTC, we believe that learning and development programs enhance employee skills, foster adaptability, and build a high-performing workforce that supports long-term organizational growth and success. We offer an on-demand and comprehensive learning platform and performance review management program to support the development of our people.

Triangle Learning Academy (TLA), our in-house educational platform, is available to over 31,000 employees and contains more than 14,000 learning programs, on-demand learning experiences and access to LinkedIn Learning and Harvard ManageMentor. Content is available for a wide range of topics and interests, including AI and machine learning, climate change and responsible sourcing. In 2024, over 79% of our employees with access to the platform voluntarily engaged in optional TLA learning content, with over 3,000 individual learning materials consumed in total. As our people and business needs change, we are continuously evolving our program offerings. For example, in 2024 we introduced the Foundations in People Leadership program, which focused on fundamental leadership skills such as coaching and feedback, and a DIB Inclusion 101 training module for retail staff.

In addition to TLA, our performance review management program helps assess employee's learning, development and alignment with the Company's Core Values. It focuses both on "what" we achieve – aligning our business objectives to organizational priorities – and "how" we achieve these outcomes, i.e., our people and culture objectives that are grounded in our Core Value behaviours. Through the process, people leaders and employees have continuous, open and transparent dialogue and coaching to drive achievement of desired outcomes. At year end, employees are evaluated in a way that reflects both performance and demonstration of the Core Values, recognizing both the "what" and the "how".

Crowdsourcing skill development and innovation

Our dedication to fostering innovation was evident in our 2024 CTC Hackathon, an enterprise-wide competition open to all employees. With the goal of crowdsourcing ideas for improving efficiency in our operations, the event brought together more than 1,800 employees and saw more than 300 ideas submitted. All participants were offered skill building and coaching opportunities to further their development, and the top three finalist teams presented at CTC's 2024 AI Conference and received a monetary prize in recognition of their efforts.

The CTC Hackathon 2024 – Toronto, Ontario

Establishing stability and continuity through succession planning

Succession planning is crucial for long-term business sustainability as it ensures a pipeline of capable leaders. CTC continues to run programs and processes to cultivate a strong pipeline of diverse talent that is ready to progress into future leadership roles. This involves a focus on the succession planning process and the active development of key talent across the organization. Emergency succession plans are in place should an unexpected departure occur for a critical role within the organization.

Powering productivity with AI

At CTC, we recognize AI's potential for streamlining routine tasks. In 2023, we launched our internal AI chatbot, ChatCTC, as a tool to complement employees' everyday work, enhance productivity and free up time to focus on exceptional customer experiences. This year, we introduced new capabilities and updates to further expand the impact of ChatCTC across the enterprise. In 2024, ChatCTC was used by over 5,000 employees.

Corporate employee – Toronto, Ontario

Driving employee engagement

Fostering a motivated, productive workforce through active employee listening and engagement is key to driving continuous improvement and informed decision-making.

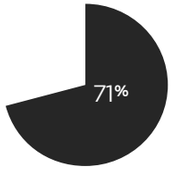
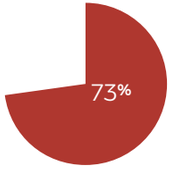
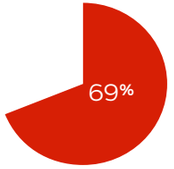
Learning and evolving through employee listening

We collect employee feedback through eVoice, CTC's employee listening program. eVoice is made up of an annual all-employee survey, as well as monthly pulse surveys given to a subset of the employee base to monitor sentiment on a regular basis. We continued to have a strong participation rate in 2024, with 69% of eligible employees participating. We made changes to streamline our employee listening activities in 2024, including integrating our previously separate Diversity, Inclusion and Belonging survey into our annual eVoice survey. The main scores we look to understand from our eVoice survey are engagement and belonging.

Engagement is measured as an index based on the responses to two indicators: "How happy are you working at CTC?" and "I would recommend CTC as a great place to work". In 2024, our engagement score remained stable at 76, driven primarily by consistent year-over-year scores from our store employee population, which represented 61% of survey participants. Overall, employee engagement at CTC is above the global benchmark, a position we will look to maintain.

Belonging is measured based on employee responses to the indicator, "I feel a sense of belonging at CTC". It is a key enabler of engagement across the enterprise. Our 2024 belonging scores showed that most equity-deserving employees feel more seen, heard, and represented than in previous years. Belonging across the employee base (72) was slightly below the global benchmark (73). Insights from the survey will be examined further to identify areas of opportunity related to belonging.

In 2023, employees communicated a desire for increased transparency around business strategy and performance. In response to that feedback, we launched a CEO video series and established consistent quarterly business unit townhall updates. Feedback regarding these changes has been positive, and employees have shared that they have a greater understanding of business performance and priorities.

eVoice Scores	2022	2023	2024
CTC Enterprise Participation			
CTC Engagement Score	77	76	76
Engagement Global Benchmark	75	74	74
CTC Belonging Score[8]	74	73	72
Belonging Global Benchmark	73	73	73

Pro Hockey Life employees – Hamilton, Ontario

Promoting well-being with health and wellness programs and initiatives

To boost employee well-being, reduce absenteeism, and enhance productivity, we prioritize holistic employee wellness through comprehensive health and wellness initiatives and retirement and savings programs. Our Triangle Flex Benefits program offers employees flexible health and dental benefits, virtual healthcare services and support for overall wellness. Mental health continues to be a focus for the organization, and we have increased employee awareness of available mental health supports such as virtual counselling and spotlighted employee stories and experiences through events hosted by our Mental Health Matters Employee Resource Group. In 2025 we will continue to leverage employee voices through focus groups led by our partners at the Centre for Addiction and Mental Health (CAMH). This work will help inform CTC's mental health strategy and outline recommendations for the organization.

[8] This indicator was asked in two surveys in prior years and was only asked once in 2024.

Cultivating diversity, inclusion & belonging

A commitment to DIB is fundamental for driving innovation, enhancing decision-making and creating a workplace where all employees feel valued and empowered. At CTC, we actively foster a culture that values diverse perspectives and provides equitable opportunities.

Supporting and fostering a diverse workforce

Our Diverse Workforce Plan is built upon policies and programs that foster equitable opportunities at CTC. It leverages high-impact talent management practices to create an attractive work environment and provide career advancement opportunities while addressing the needs of equity-deserving communities at CTC. For more details on our Diverse Workforce Plan and DIB programming, refer to our 2024 Diversity, Inclusion & Belonging Year-in-Review report.

A step forward in 2024 was the launch of the Equity Sequence framework – voluntary training available to all employees that guides their ability to lead equitable change, impact, and innovation on their teams. Participants reported positive outcomes from the training including increased understanding of equitable decision-making methods and reduced bias in decision-making. Additionally, more than 500 employees completed the DIB Level-Up foundational learning course by participating in team-based group learning experiences. In collaboration with our EN-ABLE ERG, which focuses on driving inclusivity and accessible environments for persons with disabilities, we also began work on an enterprise-wide accessibility strategy this year.

Enhancing inclusion with Employee Resource Groups

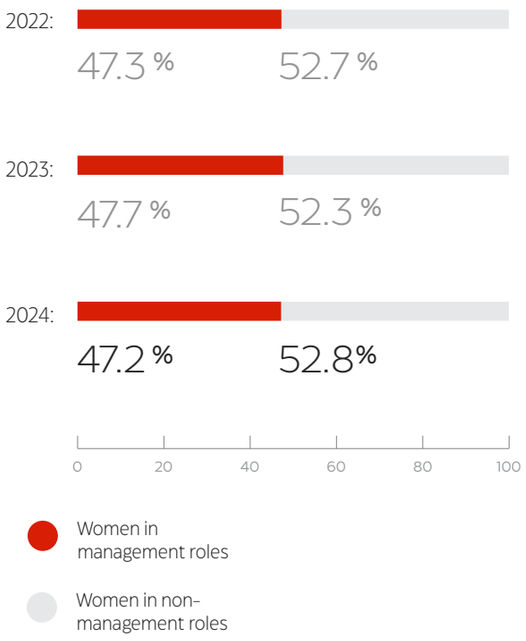
Employee Resource Groups (ERGs) promote an inclusive workplace, support diversity initiatives, and foster a sense of belonging that enhances employee satisfaction, retention and collaboration. CTC's ERGs include networks for women, Black, Asian, and 2SLGBTQ+ employees, among others. In 2024, we hosted over 45 events and activations to celebrate the diverse cultural heritage of our employees, drive awareness of important issues and support community initiatives. Learn more about those events in our 2024 Diversity, Inclusion & Belonging Year-in-Review report. By engaging with ERGs and encouraging community involvement, we aim to create an inclusive environment where all employees feel valued and celebrated for their unique contributions.

Increasing women's representation and opportunities for development

Gender equity programs are essential for fostering an inclusive workplace, enabling equal opportunities for women's talent development and leadership, and driving a culture that values diverse perspectives.

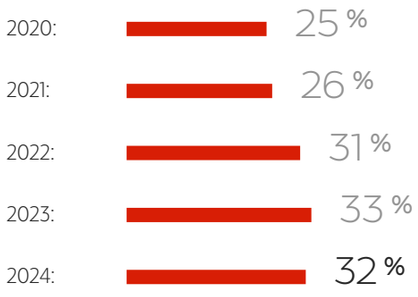
Our overall workforce continues to include strong representation of women (more than 50% in non-management roles and 47% overall). Additionally, as a result of increased focus on advancing gender equity at CTC, the proportion of women in executive management[9] roles has increased (32% in 2024, compared to 21% in 2018). This progress has been driven by initiatives that feature focused leadership development, partnerships with nonprofits working to advance women in leadership, and expanded sponsorship and coaching opportunities. To address selection bias and systemic barriers to advancement, employees accountable for talent acquisition and selection underwent unconscious bias training to ensure equitable treatment in hiring and promotions. Our 2024 eVoice scores saw a two-point increase in belonging scores for women employees.

Gender representation in management and non-management roles:



Gender representation in executive management roles over five years:

Women in executive management roles



Championing gender equality: CTC's commitment to inclusion

In 2024, we proudly accepted the Canadian Women Entrepreneur Industry Gala award for Gender Equality in the Workplace. This recognition celebrates Canada's leading companies for their significant role in creating a more equal and diverse ecosystem for women entrepreneurs. In alignment with our Core Value that "Inclusion is a must", we are dedicated to dismantling systemic barriers that limit talent mobility and career progression.

Additional Information

- 2024 Diversity, Inclusion & Belonging Year-in-Review report

[9] Executive management at CTC refers to leaders of the organization and its subsidiaries, including CTB and CT REIT, at the SVP, EVP and C-suite levels.

Community Impact

We are committed to investing in the communities where we operate by creating economic opportunities, supporting those in need and fostering inclusion.

At CTC, our success is rooted in the communities where we live and work. As such, we strive to collaborate with community partners, government representatives and local businesses to strengthen communities across Canada. We are proud of the investments we make in our store network and our involvement in local community causes. We also prioritize community well-being through our efforts to drive inclusivity in sports, as evidenced by our commitment to levelling the playing field for women in sports and through our support of Jumpstart.

Our Approach

Strengthening local economies across Canada

CTC is dedicated to supporting the growth of local Canadian economies. Since 2022, as part of our Better Connected strategy, we have invested $1.8 billion to advance our retail omnichannel network, supply chain, data and technology. As part of that investment, we refreshed close to a quarter of our more than 500 Canadian Tire stores across Canada. When combined with new store formats and refreshed stores at other banners, this represents an investment in approximately 1 million incremental retail square feet across our banners.

Getting more Canadians outdoors with accessible product design

At CTC, we strive to live our Core Value that "inclusion is a must". In 2024 we introduced a new line of accessible camping gear, the Outbound Boundless collection. Incorporating insights from campers with disabilities and their caregivers, the design process considered the needs of wheelchair users and individuals with grip strength or dexterity challenges. We also engaged Paralympic athlete partners to put our products to the test and provide us with valuable feedback. The resulting collection features thoughtful designs to simplify the user experience, such as a zipper-free sleeping bag with an innovative fold-over design for easy access.

Helping local communities

We are focused on contributing to the well-being and growth of local communities through the donation of products, services and resources. In 2024, we helped build more inclusive communities through our support of organizations such as the Rick Hansen Foundation, the Canadian National Institute of the Blind, and Treat Accessibly, where our support helped bring nine accessible Halloween festivals to life across the country, hosting over 15,500 guests.

We also remain committed to being there on the ground when the unexpected happens. In 2024, we continued our long-standing partnership with the Canadian Red Cross, supporting its mission of improving the lives of vulnerable people and providing emergency response assistance. In response to the devastating wildfires in Jasper, Alberta, we donated $250,000 to support relief and rebuilding efforts and also facilitated over $100,000 in additional customer and employee donations.

Dealers supporting their communities

No one understands Canadian communities quite like our Dealers. They are independent entrepreneurs who support their communities through hundreds of activities, donations and sponsorships. The following stories are just a few examples of how our Dealers helped their communities in 2024:

- Gander Canadian Tire harnesses summer anticipation to raise funds for hospital
- Waterloo region annual food drive gets a last-minute boost from Canadian Tire Dealer
- Charlottetown Canadian Tire shares its story of signs, social media, and the pay-it-forward spirit
- More kids can enjoy a summer of softball thanks to Merritt Canadian Tire support

Learn more about how our Dealers support local communities here.

John Anderson (centre), Dealer of the Canadian Tire store in Kitchener East, Ontario, and his staff members. For details on how John and his team gave a much-needed boost to The Food Bank of Waterloo Region, refer to the story link above.

Fans cheer on Team Canada in the 2024 Olympic Games – Paris, France

Driving inclusion in sport

Consistent with our Core Value that "Inclusion is a must," we believe that everyone should have equal access to sport and recreation. We are dedicated to advancing equity and inclusion in sport at all ages and stages, whether on the playground or in the professional arena.

In 2023, we announced the Women's Sport Initiative (WSI), a multi-million-dollar investment to help level the playing field, with a commitment to allocate a minimum of 50% of annual sponsorship dollars towards women's professional sports by 2026. Funded through a combination of the WSI media fund and core partnerships, CTC has allocated 38% of our total sponsorship dollars towards women's professional sports as of the end of 2024. Building on our landmark position as Founding Partner of the Professional Women's Hockey League (PWHL) in 2023, CTC also became a Founding Partner of the Northern Super League (NSL), Canada's first women's professional soccer league, in December 2024. Additionally, CTC continues its relationship with the WNBA as league sponsor and a proud sponsor of the league's annual exhibition games in Canada.

Beyond our commitment to advancing women's professional sports, CTC is a proud, long-serving Premier National Partner of Canada's Olympic and Paralympic Committees. CTC's support helped 463 Team Canada athletes compete in the Paris 2024 Summer Olympic Games and Paris 2024 Summer Paralympic Games, earning a combined 56 medals for Canada.

Growing the game at Canadian Tire and Pro Hockey Life

Our commitment to promoting gender equity in sport extends to our stores, where our assortment of women's hockey gear continued to grow. In 2024, we launched the Sherwood Women's Design Gear collection of protective equipment, designed by women to optimize a female player's movement and validated by elite women hockey players. As well, we introduced CCM's FTW line of protective gear and sticks in 2024, the first head-to-toe hockey assortment designed for women of various age groups. Our retail locations also launched PWHL apparel and jerseys in 2024, providing Canadians with the gear they need to cheer on their favourite teams and support the advancement of women's professional hockey.

Supporting Jumpstart in achieving its mission

Since 2005, Canadian Tire Jumpstart Charities (Jumpstart) has been helping kids and families overcome financial and accessibility barriers to sport and play. CTC is proud to be Jumpstart's biggest supporter, providing funding for all general administrative expenses to ensure that 100% of donations go directly towards helping kids get off the sidelines and into the game. Our customers, employees, Dealers, vendors and other CTC business partners also contribute through fundraising and volunteering, collectively raising $24.4 million in 2024. This in turn provided funding to over 500 community sport and recreation organizations in Canada. By dedicating these funds to reducing barriers to sport and play, Jumpstart and its supporters have helped 4 million kids since 2005[10] , including more than 384,000 in 2024 alone.

Complementing its financial contributions, Jumpstart continues to work hand-in-hand with community leaders to build a safe, inclusive and accessible sports landscape in Canada. Since 2022, Jumpstart has facilitated the Play to Lead program to offer girls and their coaches leadership training and mentorship in an effort to advance gender equity in sport. In 2024, Jumpstart launched three new cohorts of the Play to Lead program, in Halifax, Nova Scotia; Thunder Bay, Ontario; and Montreal, Quebec. Empowering kids beyond organized sport, Jumpstart has supported the development of 53 inclusive play spaces in Canada since 2017, including three new play spaces in 2024, in Yarmouth, Nova Scotia; Scarborough, Ontario; and Cochrane, Alberta. Grand Opening events for the three play spaces will be held in 2025 to coincide with Jumpstart's 20th anniversary.

Learn more about Jumpstart's work in its latest Annual Report.

Photo courtesy of Jumpstart

Additional Information

- Jumpstart Annual Report
- Latest Economic Impact Report

[10] Based on the total number of individual child participants who have participated in sport and recreation provided through Jumpstart's Individual Child, Community Development, Parasport Jumpstart Fund Grants, Sport Relief Fund, Play from Home, and Strategic Partnerships since 2005.

Responsible Sourcing

While our global supply chain is critical to our ability to deliver Canadians durable, safe and value-driven products, we recognize that it also results in environmental and social impacts. Working together with our vendors, we are committed to continuous improvements in environmental stewardship and upholding human rights across the globe.

Our Global Sourcing Network

We work with a global network of over 2,400 merchandise vendors in 88 countries to bring our products to our store shelves. In 2024, the top 10 countries we sourced from (based on dollars spent) were:

- China
- Canada
- United States of America
- Vietnam
- Bangladesh
- Mexico
- Cambodia
- Malaysia
- Taiwan
- Germany

Supplier Code of Business Conduct

Our Supplier Code of Business Conduct (the Supplier Code) outlines the standards we expect our vendors to adhere to, covering topics such as occupational health and safety, child labour, forced or involuntary labour, compensation and human rights.

In 2024 we completed our Supplier Code refresh, strengthening and clarifying the Supplier Code's expectations of our suppliers. The revised Supplier Code will be rolled out to new and existing suppliers in 2025, with merchandise vendors expected to sign onto our Supplier Code or provide a copy of their internal code that meets or exceeds our standards. Read the standards of our Supplier Code here. We also continue to monitor and engage with vendors to review and address new areas of concern as they arise.

The content and implementation of the Supplier Code is the responsibility of our Chief Ethics Officer and the Triangle Ethics Office, and any material changes must be approved by the Board. Our Responsible Sourcing team operationalizes the Supplier Code through several activities, including:

- Scheduling third-party audits of our owned brand vendors and reviewing reports for risks;
- Collaborating with vendors and factory management to develop continuous improvement plans; and
- Working with our leaders to risk-assess vendor relationships in their business area and report on compliance and corrective action plans for any non-conformance.

CTC employees who interact with vendors and factories are also trained on our Supplier Code to support the identification and prevention of non-conformances against our standards.

Our Helly Hansen subsidiary maintains its own Code of Conduct, outlining the standards to which its vendors are expected to adhere to with respect to the topics covered by, and in a manner aligned with, the Supplier Code. Like the Supplier Code, all of Helly Hansen's merchandise vendors are expected to either sign onto its Code of Conduct or provide a copy of their internal code of conduct that meets or exceeds our standards.

From time to time, Helly Hansen engages in international sourcing, retail and licensing operations to support growth in new geographies. In 2020, the Company formed a joint venture (the JV), in which CTC does not have a majority interest, to market and sell Helly Hansen and Musto branded products in China, Hong Kong, Macau and Taiwan (the JV Territories). The JV manages the design, development and manufacturing of the products sold in the JV Territories and as of the end of 2024, had close to 60 retail locations. Helly Hansen engages with the JV regarding its sourcing processes to reduce risk and improve mechanisms to identify areas of concern so they can be addressed.

Supply chain transparency

Our global sourcing network is composed of a series of suppliers, each of which plays a role in the sourcing, production and manufacturing of products before they arrive on our store shelves. The factories that supply finished goods directly to CTC are referred to as our Tier 1 suppliers, and the legal entity with which CTC deals directly and that owns or contracts with that Tier 1 supplier is referred to as our "vendor." Our Tier 1 suppliers acquire inputs from other suppliers, which are considered our Tier 2 suppliers, and so on.

Tier 1 owned brand Supplier List: Apparel and Footwear

We publish a list of our Tier 1 owned brand apparel and footwear supplier factories, which can be found here.

As we have the most visibility and influence over our Tier 1 suppliers, we are currently focused on advancing responsible sourcing efforts at this level of our supply chain. However, we continue to explore ways to improve the transparency of our supply chain beyond Tier 1 through industry collaboration and piloting technologies from third parties. For example, in 2024, Helly Hansen continued to expand the use of TrusTrace, a traceability and compliance data platform to enhance our ability to see deeper into our supply chain and trace the origin of materials. To date, 84 of Helly Hansen's suppliers have been onboarded to the platform, totalling 36 Tier 1 and 48 Tier 2 suppliers, including key cotton suppliers.

As we look to improve our supply chain transparency in the future, continued collaboration with technology partners will be key to scaling our learnings across banners and product lines.

Supply Chain: People

We are committed to upholding human rights and working conditions across our supply chain and to collaborating with industry leaders to ensure our global service providers meet our rigorous standards.

From sourcing and extracting raw materials to processing, packaging and transporting our products, the global economy brings together individuals from diverse backgrounds all around the world to contribute to our products' creation. Leveraging this global network is what allows us to provide quality and value-driven products to our customers, but it also means we are responsible for managing the underlying social impacts of our supply chain and procurement choices. While we do not own or operate the manufacturing facilities that produce the products we sell, it is important to us that our vendors' employees be safe, paid fairly, and treated with respect and dignity.

Our Approach

Upholding workers' rights and working conditions across our supply chain

At CTC, we apply a risk-based approach to managing our supply chain and deploy compliance mechanisms proportionate to the risk. As a retailer that sells both owned brand and national brand products, we more actively manage sourcing risk in connection with the production of our owned brand products and generally look to and rely upon the efforts made by our national brand vendors to address sourcing risks within their own supply chains. As a result, we focus most of our compliance verification and improvement efforts on factories that manufacture our owned brand products, with additional consideration for factory location (e.g., region and country), the stringency of local laws, and results from past audits.

To ensure that our responsible sourcing standards are upheld by our global service providers, all CTC owned brand vendors are subject to a rigorous process that starts before we initiate work and continues throughout our relationship.

Workers at a garment manufacturer in Bangladesh

Our Responsible Sourcing Process

Factory capability assessment

All potential owned brand vendor factories must provide or complete a valid social compliance audit. Most of our audits are leveraged through the amfori Business Social Compliance Initiative (BSCI) standards, but factories may also submit a valid third-party audit report (referred to as a shared audit) produced against an approved social audit standard, such as Sedex Members Ethical Trade Audit (SMETA), Social Accountability International (SA8000), Worldwide Responsible Accredited Production (WRAP), Social & Labor Convergence Program (SLCP), Better Work, or ICTI Ethical Toy Program (IETP). We also leverage virtual audits for factories under access restrictions or where local auditors are limited.

Supplier Code

Once we have agreed to work with a vendor, they are required to either sign and attest to our Supplier Code or provide their standards that meet or exceed our own. The Supplier Code is supported by an audit process and resources that we provide to vendors to help them understand and apply our policies.

Risk assessment

We assess all our vendors to determine the appropriate level of monitoring to employ. This risk assessment process is ongoing, and we periodically review our risk assessments based on current geopolitical situations or changing industry trends. In 2024, our priority risk areas were:

- Forced labour risks associated with the treatment of migrant workers and unfair recruitment practices
- Poor worker safety
- Restriction on workers' right to freedom of association
- Lack of visibility beyond Tier 1 suppliers

To mitigate these risks, we regularly inspect factories during the selection process, throughout ongoing operations, and through our auditing program. In 2024, we continued to expand our visibility beyond Tier 1 in the high-risk apparel and footwear owned brand products' supply chain.

Ongoing factory audits

Based on our risk assessment, our vendors are audited periodically for compliance against our Supplier Code. In the case of strong factory audit performance, follow-up audits generally occur at least every two years. In other cases, continuous improvement plans are developed with the vendor and factory management, non-conformances are addressed collaboratively, and more frequent follow-up audits are implemented.

In 2024, we assessed 1,736 audits of factories manufacturing our owned brand products across 31 countries, through either globally recognized third-party audit firms, virtual audits or shared audits that meet our standards. We aim for 100% of our Tier 1 owned brand supplier factories to have been audited to a satisfactory labour code of conduct within a two-year period. By the end of 2024, 96% of our Tier 1 owned brand supplier factories had a current social compliance audit, with the gap primarily due to audits that were in progress or locations where qualified third-party auditors were limited.

Addressing non-conformances with our owned brand vendors

When our audits uncover areas needing improvement, our Responsible Sourcing team works with vendors and factory management to develop a corrective action plan. Actions may include worker remediation, increased documentation to verify that policies and procedures are executed consistently, photo or video documentation to verify that policies and procedures are executed consistently, photo or video documentation of physical changes to buildings or equipment, termination of an abusive employee, or the cessation of the business relationship with the factory. All corrective action plans are verified by follow-up audits and/or appropriate third-party confirmation.

In 2024, our audit program identified seven priority non-conformance incidents related to our Supplier Code, which equates to 0.4% of audits that were assessed. These priority non-conformance incidents were related to recruitment fees (5), physical abuse and harassment (1), and health and safety (1). In two instances, our Responsible Sourcing team worked with the vendor to develop corrective action plans and verified that the plans were implemented to address the issue. In one instance, the facility implemented the recommended plans to correct the critical violation and will be undergoing further auditing to confirm the corrected practices remain in place. The remaining four incidents relate to facilities that supply materials to CTC and a number of other brands, with whom we are working collaboratively to address the issues. Corrective action plans have been implemented or are in progress for 100% of the priority non-compliance incidents reported in 2024.

Collaborating with others to shape the industry

Improving working conditions along our supply chain is most effective through collaboration. CTC joins its peers in the retail industry to amplify a set of common expectations to drive better outcomes for everyone who brings our products to life.

In 2024, we participated in amfori's Member Advisory Council, representing North American amfori members and supporting many amfori initiatives, including updates to the amfori BSCI code of conduct and other standards and policies. Throughout the year, we dedicate resources to supporting amfori due to its importance in establishing a common set of auditing priorities in the industry. Similarly, to help us identify industry and country-specific risks, and to collaborate more closely with our peers, we sit on the Responsible Sourcing Committees of the Retail Council of Canada and the Retail Industry Leaders Association.

In 2019, CTC became a founding member of Nirapon, an organization aimed at promoting a culture of worker safety in Bangladesh. As founding member, CTC plays a leadership role on the Nirapon Board of Directors and in the Nirapon Member Engagement Committee supporting Nirapon in working with factories in Bangladesh to develop a culture of safety and reduce risks for workers. This is achieved through the worker helplines and safety training for factory workers and managers. Additionally, CTC and fellow members actively monitor ongoing systems and processes at factories to ensure safety is embedded in operations.

Partnering to advocate for change

In 2024, after learning of allegations that workers at four fabric suppliers in Taiwan were paying recruitment fees, CTC and Helly Hansen investigated and developed solutions in collaboration with over 40 brands and retailers also sourcing from these facilities. Assessments of the specified factories by global labour organizations were arranged. Where issues were identified, the brand and retailer representatives worked directly with the suppliers to implement solutions, including reimbursing workers. Collectively, the brands and retailers also advocated to the Taiwanese government for improvements to worker rights legislation.

Photo courtesy of Nirapon

Additional Information

- Supplier Code of Business Conduct
- Supplier List
- Forced Labour and Child Labour Report

Supply Chain: Planet

We are committed to improving the traceability of our supply chain and working with our vendors to reduce the environmental impact of our sourcing practices.

Our global sourcing approach relies on manufacturing and distribution service providers around the globe whose activities have the potential to create environmental impacts. Although international manufacturing and distribution operations are outside direct CTC control, it is our responsibility to work with service providers to collaborate to protect the environment.

Our Approach

Understanding the environmental impacts of our vendors

We continue to work on gaining visibility into the environmental impacts of our supply chain, particularly as it relates to raw materials extraction and product manufacturing. Given our large product assortment, we have chosen to prioritize the apparel industry, as the environmental risks within this landscape are well identified and understood. This prioritization has been anchored by two of our apparel-focused banners: Mark's and Helly Hansen.

As cotton is one of the main commodities used in the products sold at our Mark's stores, Mark's has focused on the cotton supply chain and its impact on the environment through water and pesticide usage. Since 2011, Mark's has been a proud supporter of CottonConnect and its mission to build sustainable, transparent, traceable and resilient supply chains for raw materials. In addition to supporting CottonConnect's REEL Cotton Training Program, which works to educate and enable farmers in China and India to sustainably cultivate cotton, Mark's has successfully transitioned more than 900,000 units of clothing to use cotton from CottonConnect-affiliated farms in 2024, representing over 20% of its casual wear owned brand products.

Within Helly Hansen's apparel and footwear supply chain, we continue to leverage the industry-leading Higg Facility Environmental Module (Higg FEM) program to better understand the environmental impacts of each vendor. In 2024, Helly Hansen joined a multi-brand initiative led by Cascale to identify shared suppliers to collectively encourage Higg FEM participation, including suppliers beyond Tier 1. By the end of 2024, the Higg FEM program had been rolled out to 45 of Helly Hansen's Tier 1 suppliers and 128 Tier 2 suppliers.

Workers at a CottonConnect-affiliated farm in Hebei province, China

Reducing emissions from our supply chain

We work closely with our transportation service providers to identify opportunities to improve the efficiency and environmental impact of our supply chain transportation networks while ensuring our products continue to be reliably available to our customers.

In 2024, CTC worked with one of our ocean carriers to explore the use of biofuel, a blend of conventional fuel and a biocomponent derived from used cooking oil, in an effort to lower emissions. Providing an alternative to traditional fuel, the use of biofuel in our supply chain helped to decrease our Scope 3 GHG emissions with this particular carrier by 13% in 2024. Going forward, we aim to continue to explore cost-effective solutions for emissions reduction across our ocean carrier supply chain, where feasible.

We also continue to monitor and investigate opportunities to electrify our ground transportation fleet and the equipment used in our distribution centres. Building on our learnings from the zero-emission vehicles we have purchased to date, including an electric shunt truck and an electric class-8 truck, we conducted a fleet and energy assessment for our business in 2024. The results will continue to inform our planning as we advance decarbonization across our supply chain.

Additional Information

- Supplier Code of Business Conduct

Product Safety & Quality

We are committed to continually improving product quality and durability to ensure that our products enable our customers to enjoy life in Canada safely and effectively.

Canadians trust CTC to deliver goods that they can confidently use in a variety of situations. We take this responsibility seriously and continue to invest in resources to protect customer safety and ensure customer satisfaction. As more Canadians consider the environmental impacts of products, we are focusing our efforts on methods that extend product life cycles and negate adverse environmental impacts across our assortment. Learn more in our Circularity: Product, Packaging & Operational Waste section.

By prioritizing product safety and quality, we reduce operational inefficiencies while mitigating risks and losses. This is achieved through a comprehensive approach that includes dedicated teams of engineering experts, strict adherence to design and compliance requirements, incorporation of customer feedback and monitoring of regulations and recalls.

Our Approach

Ensuring that our products are safe for customers

Across CTC, our Enterprise Product Quality team works with our product development teams and vendors to ensure compliance with local product safety laws and company standards and develops training for applicable employees. Our product safety and compliance expectations apply to all products that we sell through our stores: national brand vendors are responsible for providing us with sufficient evidence of compliance, while owned brand vendors are subjected to regular in-house and third-party testing, as well as product evaluations during the development and prototype stages. This testing includes, but is not limited to, chemical, material, safety, performance, functionality and durability evaluations, and certain testing occurs during the product life cycle to ensure product consistency. We are guided by a risk framework that implements further testing and inspection plans against the highest risk and most impactful products. We also subject all our high-risk owned brand products to third-party testing.

With over 100 owned brands,[11] we spent over 4,400 person-days assessing facility capabilities and monitoring production in the factories of our manufacturing partners in 2024. We work diligently to ensure that our products remain safe and do not pose a risk to human health or the environment when correctly used and disposed of properly. Our teams often go beyond government requirements, designing products with scientifically proven safer substances and chemical alternatives. Moreover, all of CTC owned brand products must adhere to our Safer Chemicals Policy. As well, our Helly Hansen vendors and select Mark's apparel vendors continued to leverage bluesign's restricted substance list (RSL) in 2024.

When the unfortunate situation of a product recall occurs, our top priority is to inform customers who may have purchased that product. In addition to amplifying the manufacturer's message, we use our available Triangle Rewards membership data to reach customers directly to reduce the likelihood that they experience harm. We are proud to report that, of our thousands of owned brand products sold in 2024, none were involved in a consumer recall.

Providing customers with quality products that meet their needs

An unwavering focus on product quality has driven our success for years. To continually enhance the quality of our products, our Product Quality Assurance team employs various strategies, including construction specifications, assessment protocols for new products, root cause analysis for defects, and rigorous validation processes for corrective actions. The results of our dedicated efforts have been remarkable, with our focus on product quality resulting in some of the lowest defective claim rates in the industry at our Canadian Tire (0.85%), SportChek (0.17%) and Mark's (0.25%) banners.

TESTED for Life in Canada

Our Canadian Tire TESTED for Life in Canada program tests thousands of products using qualified testers. These testers use our products in real-life settings, examining every feature to ensure that they are quality products that are suitable for life in Canada. Honest feedback is then collected to help our customers make informed decisions. To earn a TESTED badge, products must have an average rating of four stars or higher and have 80% of testers willing to recommend them to family or friends. As of the end of 2024, over 4,500 of our owned brand products have earned the TESTED badge. Learn more about our TESTED for Life in Canada program.

The NOMA Circulating pedestal fan was a top-rated item in the TESTED for Life in Canada program in 2024

[11] Owned brands include private label brands, sub-brands and exclusive licenses.

Additional Information

- Safer Chemicals Policy

Governance

At CTC, our success in operating with accountability and transparency is directly tied to our governance practices. With sound principles and standards reflected throughout the enterprise, our foundation of good governance ensures that we can preserve the trust of our stakeholders.

We believe that good governance starts with an engaged Board of Directors, a strong code of ethical conduct and values, and policies that address key areas of governance and risk management within the organization, such as privacy and cyber security. With effective leadership and systems in place, we can achieve sustainable growth, remain resilient in the face of ongoing changes and challenges, and continue to serve our shareholders, customers, employees, partners and communities.

Corporate Governance

We are committed to upholding strong corporate governance practices, rooted in accountability and integrity, to promote responsible long-term growth.

Good governance begins with the Board, which is responsible for the stewardship of the Company. The Board acts in the best interests of the Company and its shareholders and is committed to working with management to achieve long-term, sustainable growth for the Company.

The Board's actions are guided by CTC's Core Values, and the Board has developed operating principles that support these values and facilitate an aligned culture throughout the organization.

Our Approach

Upholding strong corporate governance standards

Our Management Information Circular serves as our primary source of information for explaining the Board's stewardship of the Company and its approach to corporate governance, including on topics such as strategy, risk management, Board renewal and shareholder engagement. To learn more about these topics, please read the "Our Approach to Corporate Governance" section of our 2025 Management Information Circular.

Board oversight of ESG

CTC's ESG strategies are led by our CEO and brought to life by employees serving the various banners and functions across our group of companies. At the Board, primary oversight of our ESG strategies and risk management is delegated to the Brand and Corporate Responsibility Committee, whose ESG responsibilities include, but are not limited to:

- Monitoring emerging trends, risks, issues and regulatory developments in relation to ESG matters
- Overseeing the Company's management of its priority ESG topics (including strategies and targets) and the impacts of these topics on the Company's brand and reputation
- Approving the Company's ESG reporting

Certain ESG topics are delegated by the Board to its other Committees, and the Brand and Corporate Responsibility Committee coordinates with the Board and its other Committees, as needed. For example, the Management Resources and Compensation Committee oversees talent, culture and belonging, the Audit Committee oversees business ethics and cyber security, and the Governance Committee oversees the Board's approach to corporate governance.

Management oversight of ESG

Executive oversight of our ESG efforts is the responsibility of the Executive ESG Council, which is made up of a cross-functional group of CTC leaders whose responsibilities range from addressing the interests of our primary stakeholders to managing our enterprise risk profile. The membership of the Executive ESG Council in 2024 was as follows:

- Chief Financial Officer
- General Counsel
- Chief Brand and Customer Officer
- Chief Human Resources Officer
- Chief Risk Officer
- Chief Supply Chain Officer
- Head of Investor Relations
- Senior Vice President, Marketing & Brand

The Executive ESG Council oversees the development, execution and measurement of strategies for each of our priority ESG topics and reviews the Company's ESG reporting. The Executive ESG Council's knowledge and oversight of the Company's ESG efforts support the continued integration of ESG across the organization.

Senior leaders from CTC and CT REIT also sit on a joint Sustainability Committee to provide oversight on shared sustainability-related initiatives and facilitate greater coordination and collaboration on collective ESG efforts.

CTC's Chairman of the Board, J. Michael Owens, at the 2024 Annual Meeting of Shareholders – Toronto, Ontario

Left to right: CTC Corporate Secretary Eleni Damianakis, Chairman of the Board J. Michael Owens, and President and CEO Greg Hicks at the 2024 Annual Meeting of Shareholders – Toronto, Ontario

Instituting effective risk management policies and frameworks

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. The foundation of CTC's enterprise risk management (ERM) Policy and Framework is a governance approach that includes a committee structure and a comprehensive set of policies approved by the Board. The key elements of risk governance are the Board and the Audit Committee, the office of the CEO (supported by senior executives and the Enterprise Risk Committee), and the three lines of defence model. To learn more about our approach and governance of enterprise risk management, please read our 2024 Annual Information Form, 2025 Management Information Circular, and 2024 Report to Shareholders.

We have a responsibility to our stakeholders to understand and manage the ESG-related risks that derive from our strategic choices, while also harnessing the opportunities available to us. CTC's ERM Policy and Framework, which is aligned with the Committee of Sponsoring Organizations of the Treadway Commission (COSO) ERM framework, identifies, assesses, manages, monitors, escalates and reports enterprise risks, including ESG-related risks. The management of risk is supported by a dedicated ERM team and is approached holistically with a view to ensuring all risk exposures are considered and managed to an appropriate degree.

How ESG is integrated into Board renewal

The Governance Committee, on behalf of the Board, dedicates significant time and effort towards Board renewal to ensure that the Board is well-balanced and positioned to fulfill its responsibilities. This process leverages a skills matrix setting out the highest priority skills for effectively overseeing the management of the Company, which includes "ESG" as a priority skill. The Board's diversity policy also ensures that the composition of the Board continues to reflect a wide-ranging mix of personal characteristics, skills and experiences, and codifies the Board's commitment that it be composed of at least 30% women. At the end of 2024, women made up 38% of the Board.

Additional Information

- 2025 Management Information Circular
- 2024 Annual Information Form
- 2024 Report to Shareholders

Business Ethics

We are committed to maintaining our place as one of Canada's most trusted companies by reinforcing a culture that prioritizes operating ethically and with integrity.

Our efforts to consistently live our Brand Purpose, **We Are Here to Make Life in Canada Better**, have earned CTC the distinction of being one of Canada's most reputable brands for many years.[12] We take great pride in this achievement, as it signals a significant competitive advantage and inspires our employees.

We uphold high standards of conduct, as outlined in our Code of Conduct (the Code),[13] to ensure that we can achieve our goals while building and safeguarding our reputation with employees, customers, vendors and other stakeholders. In addition to the Code, we also rely on supplier codes of business conduct to establish clear expectations for our vendors. Our standards of ethical conduct are operationalized through the Triangle Ethics Office, which is mandated to fulfill our leadership's commitment to ethical behaviour. The Triangle Ethics Office functions as a centre of expertise for ethical conduct and cultural integrity through oversight of ethics-related processes.

[12] Leger's Top 10 Most Reputable Companies in Canada - 2024.
[13] While the majority of our subsidiaries are bound by the standards set forth in the Code, some of our subsidiaries also maintain their own codes of conduct, including CT REIT and Helly Hansen.
[14] Our Helly Hansen subsidiary currently manages the sign-off and compliance of its code of conduct outside of the Triangle Ethics Office through its human resources department.
[15] Not including Helly Hansen employees – see footnote 14 for more details.

Our Approach

Maintaining a culture of integrity

The team at the Triangle Ethics Office is dedicated to updating, communicating and overseeing compliance with the codes of conduct for CTC and its subsidiaries,[14] with executive oversight and quarterly reporting to the Audit Committee of the Board. Annual reviews of the CTC and CT REIT codes of conduct and related protocols are managed by the Triangle Ethics Office, along with oversight and resolution of all operational ethical misconduct incidents.

Our onboarding process requires new employees, directors and independent contractors to review and sign off on the applicable code of conduct. Employees are also required to complete training on harassment and discrimination, prevention of workplace violence, and occupational health and safety. Ongoing education and awareness of our ethics program is facilitated through an annual code of conduct sign-off process, which is paired with an employee training module every other year. In 2024, 100% of new and current employees[15] completed their designated sign-off. All CTC, CTB and CT REIT directors and trustees (as applicable) also completed their designated annual code of conduct sign-off in 2024.

To ensure that our ethical standards are followed, we maintain reporting channels that allow for anonymous and confidential reporting of concerns. We provide ongoing information, resources and guidance on ethical conduct, which includes managing conflicts of interest and tracking gifts and business entertainment. Where necessary, the Triangle Ethics Office conducts workplace investigations into potential violations of the Code. To support our efforts to maintain a culture of integrity, in 2024 we launched a revised Prevention of Workplace Violence, Workplace Harassment and Discrimination policy and training program.

Our values in action: We take personal responsibility

The commitments outlined in our Code reflect our values and form the foundation for our business conduct and interactions with stakeholders.

Commitment 1: We treat others as we would like to be treated.

Commitment 2: We safeguard our Company assets, information and reputation.

Commitment 3: We conduct our business honestly and with integrity.

Commitment 4: We contribute to the communities in which we operate.

Engaging in fair competition

The fundamental objective of competition law is to create a marketplace characterized by honest and vigorous competition in which the most innovative and efficient companies thrive, and consumers have access to products and services at fair prices. Our reputation and long-term success are contingent on our adherence to ethical business practices and competitive engagement in the marketplace. As such, we have an established competition law compliance governance structure, which includes a Competition Law Corporate Operating Directive and Compliance Manual that sets out operational expectations that must be complied with across the Company. We provide ongoing training to help employees recognize situations involving competition law issues, understand how to handle those situations and know when to seek legal advice.

Setting ethical standards for our vendors and other business relationships

At CTC, we believe that upholding consistent ethical standards across our supply chain can help achieve the best business outcomes and create a solid foundation for conducting business with a new vendor or other third parties. Since we are a company with global relationships, this often means exceeding local compliance requirements to ensure that we are consistently embodying our values of honesty, integrity and respect.

All merchandise vendors are required to demonstrate and attest to their understanding and compliance with the standards set out in our Supplier Code of Business Conduct, which is reviewed regularly and was most recently updated in 2024 for rollout to new and existing suppliers in 2025. We also have programs in place to audit our vendors against our standards. See our Supply Chain: People section to learn more.

Additional Information

- Code of Conduct
- Supplier Code of Business Conduct

Privacy & Cyber Security

We are committed to upholding Canadians' trust in our data practices by using data and technology ethically and responsibly to create superior customer experiences.

At CTC, we prioritize the careful handling of personal information and provide transparency regarding its collection, use, sharing and protection. This is particularly important as we increasingly use data, analytics and technology to inform and enhance our customers' shopping experiences through evolving product assortment and customized offers.

Our Company has a long history of stewarding sensitive data for millions of Canadians. Our conduct is anchored in earning and safeguarding customer trust, which is done by investing in people, processes and technology to protect personal information and our digital assets. Risks and responsibilities related to data privacy and security, and the ethical use of data, extend to our employees and vendors. As we focus even more on data-driven business solutions, we continue to seek strong technologies and practices to meet the expectations of our stakeholders.

Our Approach

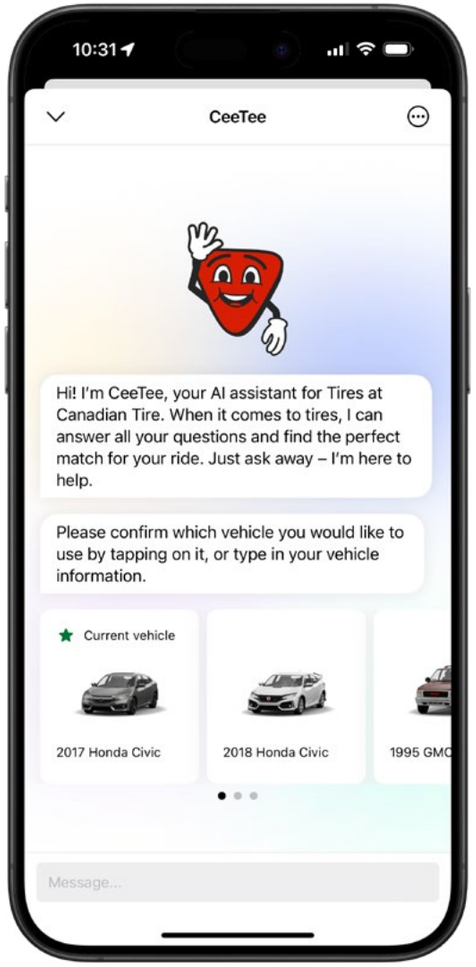
Promoting a culture of data trust, transparency and privacy

Our comprehensive privacy program is overseen by our Chief Privacy Officer and involves close coordination with our cyber security program. The program is centred on trust and transparency and is embedded in all areas of our business. All employees are required to take training to understand the importance of our privacy practices, with 96% of corporate employees completing the training in 2024. To learn more about how we collect, use, disclose, and protect personal information from our customers, please read our Privacy Policy.[16] Additionally, we maintain and abide by an internal Employee Privacy Policy, which governs the collection, use, disclosure and protection of employee personal information.

In 2024, CTC successfully marked another year without fines or penalties from privacy-related regulatory compliance enforcement actions. As the expectations of our customers, employees, stakeholders and regulators continue to evolve, so too does our work to advance and improve upon our program.

Responsible use of Artificial Intelligence (AI)

At CTC, we recognize the power of AI in driving value for customers. In 2024, CTC launched our AI-powered shopping assistant, CeeTee, to help streamline the shopping experience for customers during the tire selection process. All AI-related services and products are governed by the CTC AI Governance Framework, which is informed by industry and regulatory best practices. Moreover, our AI Governance Framework is anchored by the tenets of responsible AI use, including privacy and data protection, transparency, control and human oversight. Looking ahead, we continue to invest in employee education around AI use to ensure that we embed our framework across the enterprise and establish a strong foundation of AI and data literacy.



CeeTee welcome screen on the Canadian Tire app

[16] Some of our subsidiaries maintain their own privacy policies, including CT REIT and Helly Hansen.

Building strong cyber security practices to safeguard technology and data

Accountability for cyber security resides with our CEO. The Company's cyber security program, operations and governance are executed by our Chief Information Security Officer who reports to, and is supported by, the Chief Information & Technology Officer, and is overseen by our Enterprise Risk Committee, our Audit Committee and the Board. However, all employees are expected to build on their cyber security vigilance by annually completing our mandatory cyber security training and regularly engaging in other awareness initiatives. By participating in this training, employees have the knowledge and tools to identify and safeguard against cyber security risks and threats. In 2024, 100% of applicable employees completed the annual cyber security training.

Our actions are informed by the National Institute of Standards and Technology Cybersecurity Framework (NIST CSF) to help us build resiliency against cyberattacks through a culture of awareness, integrated policies and standards, embedded multi-layered controls and constant monitoring.

At CTC, we have a robust threat management and intelligence program that is intended to identify cyber security threats and mitigate risks (e.g., vulnerabilities). To enhance our awareness of emerging cyber security threats, we collaborate with government, information-sharing organizations and regulatory agencies, and regularly attend cyber security events. We continuously monitor our environment using sophisticated tools and techniques to detect, respond to and recover from potential cyber security issues.

Our "defence in depth" strategy integrates people, technology and operational capabilities to create layers of cyber security controls and multiple defence barriers. To bolster the program and safeguard against the latest cyber security threats, we made adjustments to our cyber security program in 2024, including, but not limited to:

- Improvements to business continuity planning for critical business processes
- Enhancements to technology resilience and disaster recovery capabilities
- Automation of security controls to minimize dependence on manual processes

In 2024, we experienced zero material cyber security-related breaches or regulatory compliance enforcement actions. We continue to evolve our cyber security program through regular reviews of our capabilities and controls, tests of our ability to respond to cyber security threats and incidents, and ensuring our policies and standards remain up to date and enforced.

Canadian Tire Gas+ gas bar – Welland, Ontario

Building our cyber security culture at CTC

We have developed cyber security policies and standards that meet or exceed legal and regulatory requirements, industry standards and internal policies (e.g., data classification and retention), and our program is subject to internal, external and regulatory audits.

Our cyber security training and awareness program updates users and keeps them informed of cyber security risk, current threats and expected cyber secure behaviours.

To maintain resiliency against phishing attacks, we keep up to date on current research and conduct simulation phishing campaigns to make employees aware of phishing risks and the expected responses when faced with real phishing attempts.

Additional Information

- CTC Privacy Policy
- CT REIT Privacy Policy
- Helly Hansen Privacy Policy

Climate Data Index

Climate Data Index

Scope

This Climate Data Index provides an overview of CTC's Scope 1, Scope 2, and select Scope 3 GHG emissions and select energy consumption data in the 2024 calendar year (January 1, 2024 to December 31, 2024), along with the 2023 calendar year GHG emissions and energy consumption data for comparison.

Assurance

CTC engaged Deloitte LLP to provide limited assurance over certain metrics within this Climate Data Index. Their conclusion and assurance report can be found here.

Methodology

The emissions data presented in this Climate Data Index was quantified in accordance with the standards published by the GHG Protocol and energy consumption in accordance with management-developed criteria. All data presented in this Climate Data Index is based on the best information available at the time of publication. From time to time, we may restate or adjust reported values based on structural changes, the discovery of errors, changes to methodology and/or accuracy improvements.

More information about our climate change commitments, targets and initiatives can be found in this report in the Climate Change section. We have a long history of reporting our GHG emissions and energy consumption data, which can be found in our online Report Archive.

Table 1: Summary of CTC's 2024 Scope 1 and Scope 2 GHG Emissions

Scope 1 & Scope 2 GHG Emissions	2024 (Metric tonnes of CO_2e)	2023 (Metric tonnes of CO_2e)	% Change[17]	Description	Exclusions
Total Scope 1 GHG emissions	67,988	66,898[18]	2% increase	See descriptions in the rows below.	See exclusions in the rows below.
Scope 1 stationary GHG emissions	47,207	47,590[18]	1% decrease	GHG emissions from on-site fuel used at CTC corporate stores, Petroleum gas bars, and select offices, distribution centres, depots, and warehouses.	Diesel used at Helly Hansen Distribution Centres due to data unavailability.
Scope 1 mobile GHG emissions	20,546	19,308	6% increase[19]	GHG emissions from fuel used in CTC fleet trucks, PartSource commercial delivery vehicles, and CTC shunt trucks and mobile stackers.	Diesel used at Helly Hansen Distribution Centres due to data unavailability.
Scope 1 fugitive GHG emissions	235	–[20]	–	GHG emissions from fugitive release of refrigerants at CTC corporate stores, Petroleum gas bars, and select offices, distribution centres, depots, and warehouses.	No known exclusions.
Total Scope 2 purchased electricity (location-based) GHG emissions	29,387	30,690[18]	4% decrease	GHG emissions from electricity used at CTC corporate stores, Petroleum gas bars, and select offices, distribution centres, depots, and warehouses.	No known exclusions.
Total Scope 2 purchased electricity (market-based) GHG emissions	30,099	31,761[18]	5% decrease[21]		

[17] Explanations are provided for year-over-year % change greater than 5%.
[18] Improvements to the quantification methodology by utilizing more accurate square footage data as the basis for estimates where actual consumption data is not available and adjustment to previously estimated energy consumption data for select distribution centres.
[19] Increase fuel consumption due to higher usage in like-for-like mobile equipment compared to the previous year, in conjunction with additional fuel consumption from on-site mobile equipment that was excluded last year.
[20] New to 2024 reporting.
[21] Decrease in electricity consumption and update to published emission factors.

Table 2: Summary of CTC's 2024 Scope 3 GHG Emissions

Scope 3 GHG Emissions	2024 (Metric tonnes of CO_2e)	2023 (Metric tonnes of CO_2e)	% Change[22]	Description	Exclusions
Category 1 – Purchased goods and services	2,030,526	2,458,277[23]	17% decrease[24]	GHG emissions from the extraction, production and transportation (cradle-to-gate) of retail and Petroleum kiosk products sold, and fuels sold at Petroleum gas bars.	Financial services, purchased services, non-merchandise procurement, Canadian Tire non-corporate products, and PartSource products ordered from vendors outside of established procurement processes. Wholesale operations for the portion of products purchased from wholesalers.
Category 2 – Capital goods	Currently not estimated due to data unavailability.				
Category 3 – Fuel- and energy-related activities (not included in Scope 1 & 2)	4,125	4,638[25]	11% decrease[26]	GHG emissions from the generation (upstream activities and combustion) of electricity that is consumed (i.e. lost) in a transmission and distribution system.	Upstream emissions of purchased fuels, upstream emissions of purchased electricity, and transmission and distribution losses from fuels.
Category 4 – Upstream transportation and distribution	140,814	135,741[27]	4% increase	GHG emissions from third-party transportation of products from suppliers to distribution centres and from distribution centres to stores. GHG emissions from third-party transportation of petroleum fuel from refineries to Petroleum gas bars. GHG emissions from on-site fuel and electricity used at distribution centres. GHG emissions from fuel used in shunt trucks and mobile stackers at distribution centres. GHG emissions from fugitive release of refrigerants at distribution centres.	Petroleum kiosk deliveries. Transportation from vendor manufacturing facilities to airports and for Marks/FGL only from Canadian airports to the destination distribution centres. Transportation from offshore vendor manufacturing facilities to container ports; Canadian Tire non-corporate products. FGL and Marks distribution centre to store transportation. Third-party logistics distribution centres closed throughout 2024. Transportation and distribution associated with financial services.
Category 5 – Waste generated in operations	Currently not estimated due to data unavailability.				
Category 6 – Business travel	2,682	3,400	21% decrease[28]	GHG emissions from business related air travel and business related car travel.	GHG emissions from Helly Hansen business related travel. GHG emissions from car rentals only include those from CTC's preferred vendor which accounts for over 90% of CTC's car rentals. All other vendors are not included due to data unavailability.
Category 7 – Employee commuting	Currently not estimated due to data unavailability.				

[22] Explanations are provided for year-over-year % change greater than 5%.
[23] Improvements to quantification methodology to use supply chain emission factors without margin to remove double counting of emissions already included in other scopes of emissions.
[24] Decrease in spend and update to published emission factors.
[25] Improvements to the quantification methodology by utilizing more accurate square footage data as the basis for estimates where actual consumption data is not available and adjustment to previously estimated energy consumption data for select distribution centres.
[26] Decrease in electricity consumption and update to published emission factors.
[27] Improvements to quantification methodology to remove data already included in other scopes of emissions as well as refining the application of emission factors due to delineation of activity data to the transportation used.
[28] Decrease in air travel and update to published emission factors.

Table 2: Summary of CTC's 2024 Scope 3 GHG Emissions (continued)

Scope 3 GHG Emissions	2024 (Metric tonnes of CO_2e)	2023 (Metric tonnes of CO_2e)	% Change[22]	Description	Exclusions
Category 8 – Upstream leased assets	3,293	3,921	16% decrease[29]	GHG emissions from on-site fuel and electricity used, and fugitive release of refrigerants at leased offices that do not fall under CTC's operational control.	Electricity associated with the critical cooling load at a data centre due to data unavailability.
Category 9 – Downstream transportation and distribution	7,725	11,645	34% decrease[30]	GHG emissions from transportation of sold products from retail stores to customers' homes.	GHG emissions from Helly Hansen transportation of sold products from one carrier.
Category 10 – Processing of sold products	Currently not estimated due to data unavailability.				
Category 11 – Use of sold products	3,416,925	3,511,028	3% decrease	GHG emissions from use of sold petroleum products from Petroleum gas bars.	GHG emissions from use of sold retail products.
Category 12 – End-of-life treatment of sold products	Currently not estimated due to data unavailability.				
Category 13 – Downstream leased assets	244	324	25% decrease[29]	GHG emissions from on-site fuel and electricity used, and fugitive release of refrigerants at CTC income tenants.	No known exclusions.
Category 14 – Franchises	114,210	128,849	11% decrease[29]	GHG emissions from on-site fuel and electricity used, and fugitive release of refrigerants at CTC franchisee- and Dealer-operated stores.	No known exclusions.
Category 15 – Investments	1,500	1,049	43% increase[31]	GHG emissions from on-site fuel and electricity used in equity investments, namely CT REIT common areas and vacant sites over which CT REIT has operational control, at an equity ownership of 68.4%.	Electricity and fuel consumption in CT REIT non-CTC tenant occupied sites. GHG emissions from fugitive release of refrigerants in CT REIT non-CTC tenant occupied sites, common areas and vacant sites.
Total Scope 3 GHG emissions	5,722,044	6,258,872	9% decrease	See descriptions in the rows above.	See exclusions in the rows above.

[29] Decrease in energy consumption and update to published emission factors.
[30] Decrease in e-commerce shipments.
[31] Increase in energy consumption.

Table 3: Summary of CTC's 2024 Operational Energy Consumed in Scope 1 & 2

Energy Management	2024	2023	% Change[32]
Operational energy consumed in Scope 1 (GJ)	1,194,206	1,186,288[33]	1% increase
Operational energy consumed in Scope 2 (GJ)	798,762	799,919[33]	0.1% decrease
Total operational energy consumed (GJ)	1,992,968	1,986,207	0.3% increase

[32] Explanations are provided for year-over-year % change greater than 5%.
[33] Improvements to the quantification methodology by utilizing more accurate square footage data as the basis for estimates where actual consumption data is not available and adjustment to previously estimated energy consumption data for select distribution centres.

SASB Index

SASB Index

Sustainability Accounting Standards Board (SASB) Standards enable organizations to provide industry-based disclosures about sustainability-related risks and opportunities that could reasonably be expected to affect the entity's cash flows, access to finance or cost of capital over the short, medium or long term.

This year marks our third published SASB Index, prepared in alignment with the **Multiline and Specialty Retailers & Distributors** industry standard, which SASB has identified as our primary Sustainable Industry Classification System® industry. We have also included select indicators from other SASB standards that are relevant to our business (**Apparel, Accessories & Footwear** and **Consumer Finance**). Indicators suggested by a given standard that were not deemed applicable, where the information is not currently aggregated or quantified, or that we do not disclose at this time, were excluded. For additional information about SASB and a full list of all SASB industry standards, please refer to the SASB website. We will continue to monitor regulatory developments and enhance our disclosures as we progress along our ESG reporting journey.

All data provided pertains to the fiscal year ending December 28, 2024, unless otherwise indicated.

Multiline and Specialty Retailers & Distributors

Topic	Accounting Metric	Code	CTC Result	More Information
Energy Management in Retail & Distribution	1. Total energy consumed 2. Percentage grid electricity 3. Percentage renewable	CG-MR-130a.1	1. 1,992,968 GJ 2. 40.1% 3. 0%	For more information about our energy management practices, please see the Climate Change section and the Climate Data Index.
Data Security	Description of approach to identifying and addressing data security risks	CG-MR-230a.1	CTC has a robust threat management and intelligence program that identifies cyber security threats and mitigates risks (e.g., vulnerabilities). To enhance our awareness of emerging cyber security threats, we collaborate with government, information-sharing organizations, and regulatory agencies, and regularly attend cyber security events. We continuously monitor our environment using sophisticated tools and techniques to detect, respond to and recover from potential cyber security issues. Our "defence in depth" strategy integrates people, technology and operational capabilities to create layers of cyber security controls and multiple defence barriers.	For more information about our cyber security practices, please see the Privacy & Cyber Security section.
Workforce Diversity & Inclusion	Percentage representation among: a. management b. all other employees by: a. gender b. diversity group	CG-MR-330a.1	Gender:[34] a. 47% women representation among management employees b. 53% women representation among all other employees Diversity group:[35,36] • 5% 2SLGBTQIA+ representation among employees • 22% racialized/People of Colour representation among employees • 4% Indigenous representation among employees • 7% disabled representation among employees	For more information about our efforts to improve the diversity of our workforce, please see the Talent, Culture & Belonging section.

[34] These disclosures represent all full-time and part-time employees of CTC and its subsidiaries, including CTB and CT REIT, and do not include employees of Jumpstart, Dealers, franchisees or agents. Management includes all employees at the manager level and above.
[35] CTC is in the process of maturing its diversity tracking capabilities, including its ability to segment the data in accordance with these standards. In 2024 we made changes to streamline employee listening activities, including integrating our previously separate Diversity, Inclusion & Belonging survey into our annual eVoice survey. The participation rate of 69% for our voluntary eVoice survey reflects responses from full-time and part-time employees of CTC and its subsidiaries (other than Helly Hansen), and therefore, did not include employees of Jumpstart, Dealers, franchisees or agents.
[36] In Canada, and at CTC, Indigenous data is not aggregated with visible minority data given the unique lived experiences of these demographics.

Multiline and Specialty Retailers & Distributors (continued)

Topic	Accounting Metric	Code	CTC Result	More Information
Product Sourcing, Packaging & Marketing	Discussion of processes to assess and manage risks or hazards associated with chemicals in products	CG-MR-410a.2	Across CTC, our Product Safety & Compliance team works with our product development teams and vendors to ensure compliance with local product safety laws and company standards, and it also provides applicable training to employees. Our product safety and compliance expectations apply to all products that we sell through our stores: national brand vendors are responsible for providing us with sufficient evidence of compliance, while owned brand vendors are subjected to regular in-house and third-party testing, as well as product evaluations during the development and prototype stages. This testing includes – but is not limited to – chemical, material, safety, performance, functionality and durability evaluations. We are guided by a risk framework that involves implementing testing and inspection plans that target the highest risk and most impactful products. We also subject all our high-risk owned brand products to third-party testing. We maintain a Safer Chemicals Policy that describes our chemical management framework and goals that we are working to achieve with respect to chemical usage in our product assortment and transparency.	For more information about our strategies to manage chemical risks in our products, please see the Product Safety & Quality section and our Safer Chemicals Policy.
	Discussion of strategies to reduce the environmental impact of packaging	CG-MR-410a.3	Our strategies to reduce the environmental impacts of our owned brand packaging include reducing the amount of plastic packaging, moving to more recyclable materials and accelerating the elimination of polyvinyl chloride, expanded polystyrene, PETG and multi-material laminated plastics from existing packaging. We also work to design packaging in line with the Consumer Goods Forum Golden Design Rules. These efforts build on industry learning and resources from being a founding member of the Canada Plastics Pact (CPP), and contribute towards our CPP-aligned 2025 plastic packaging targets.	For more information about our strategies to reduce the environmental impacts of our packaging and our 2025 plastic packaging targets, please see the Circularity: Product, Packaging & Operational Waste section.

Activity Metrics	Code	CTC Result	More Information
Number of: 1. Retail locations[37] 2. Distribution centres[38]	CG-MR-000.A	1. 995 retail locations 2. 11 distribution centres	For more information, see our 2024 Annual Information Form.
Total area of: 1. Retail space[37] 2. Distribution centres[38]	CG-MR-000.B	1. 920K square metres 2. 636K square metres	For more information, see our 2024 Annual Information Form.

[37] Includes corporate operated retail locations and Petroleum gas bars.
[38] Includes corporate operated distribution centres.

Apparel, Accessories & Footwear[39]

Topic	Accounting Metric	Code	CTC Result	More Information
Management of Chemicals in Products	Discussion of processes to maintain compliance with restricted substances regulations	CG-AA-250a.1	We comply with all Canadian regulatory requirements and maintain surveillance of global chemical regulations in order to inform constraints we apply to our assortment. Additionally, we maintain active surveillance of Canada's legislative processes and participate in government forums to have early visibility to impending regulatory changes. We also aim for early adoption of pending regulations in order to both mitigate risks to the consumer and the environment and to give our supplier base time to adapt as required. We further exceed the Canadian regulatory requirements by restricting certain substances that could create a health impact on customers, our communities and workers in our supply chain, as well as environmental impacts.	For more information about our strategies to manage chemical risks in our products, please see the Product Safety & Quality section and our Safer Chemicals Policy.
	Discussion of processes to assess and manage risks or hazards associated with chemicals in products	CG-AA-250a.2	See the response to CG-MR-410a.2 above.	For more information about our strategies to manage chemical risks in our products, please see the Product Safety & Quality section and our Safer Chemicals Policy.
Labour Conditions in the Supply Chain	Percentage of: 1. Tier 1 supplier factories that have been audited to a labour code of conduct 2. Supplier factories beyond Tier 1 that have been audited to a labour code of conduct 3. Total audits conducted by a third-party auditor	CG-AA-430b.1	1. 97% of 310 Tier 1 owned brand factories had a current social compliance audit at year end. The eight outstanding audits were in progress and will be completed in 2025. 2. We do not currently conduct audits beyond Tier 1 due to transparency issues, however we expect all vendors to have responsible sourcing practices in place within their supply chains. As we increase transparency in our value chain, we will be working with those vendors to protect worker rights. 3. 100% of audits were conducted by a third-party auditor.	For more information about our auditing practices, please see the Supply Chain: Planet section and Supply Chain: People section
	1. Priority non-conformance rate 2. Associated corrective action rate for suppliers' labour code of conduct audits	CG-AA-430b.2	1. Percentage of audits with priority non-conformances: 0.3% 2. Corrective action rate: 100%.	For more information about our non-conformances and the corrective actions we took across all of our Tier 1 owned brand suppliers, please see the Supply Chain: People section.
	Description of the greatest risks in the supply chain related to: 1. Labour 2. Environmental, health and safety factors	CG-AA-430b.3	We risk assess all our vendors to determine the appropriate level of monitoring to employ. This risk assessment process is ongoing, and we periodically review our risk assessments based on current geopolitical situations or changing industry trends. In 2024, our priority risk areas were: • Forced labour risks associated with the treatment of migrant workers and unfair recruitment practices • Poor worker safety • Restriction on workers' right to freedom of association • Lack of visibility beyond Tier 1 suppliers	For more information about our approach to managing risks in our supply chain, please see the Supply Chain: Planet section and Supply Chain: People section, and our Forced Labour and Child Labour Report.

Activity Metrics	Code	CTC Result	More Information
Number of apparel, accessories & footwear Tier 1 suppliers	CG-AA-000.A	Tier 1 owned brand factories: 310	For a complete list of our Tier 1 owned brand apparel and footwear supplier factories (excluding factories manufacturing exclusively for Helly Hansen), see our Supplier List

[39] Metrics in this section refer only to our apparel and footwear owned brand factories. We are looking to expand our disclosures to include non-apparel accessories and non-footwear accessories owned brand factories in the future.

Consumer Finance

Topic	Accounting Metric	Code	CTC Result	More Information
Customer Privacy	Number of account holders whose information is used for secondary purposes	FN-CF-220a.1	CTB uses customer personal information only for the purpose for which it was collected and in accordance with the Canadian Tire Privacy Charter. This includes using personal information to process an application for a product or service and for administrative and operational purposes. CTB also uses information for marketing, advertising, and research purposes to better understand product and service needs and to offer relevant information, products, services, and rewards to meet those needs, as well as to improve our products, services, and website. Information may also be used for security and fraud prevention, mitigation/detection and manage business risks. A detailed list of data uses is found in the Canadian Tire Privacy Charter on the CTB website. CTB does not sell or rent personal information including to any affiliates and non-affiliates. Personal information may be transferred within the CTC family of companies and to current or future Partners in the Loyalty Program in a manner consistent with the Canadian Tire Privacy Charter.	For more information about our privacy program, please see the Privacy & Cyber Security section.
Data Security	Description of approach to identifying and addressing data security risks	FN-CF-230a.3	See the response to CG-MR-230a.1 above.	For more information about our privacy program, please see the Privacy & Cyber Security section.
Selling Practices	Percentage of total remuneration for covered employees that is variable and linked to the amount of products and services sold	FN-CF-270a.1	Certain banners assist with the cross-selling of Triangle credit cards on behalf of CTB. Although these employees are not directly employed by CTB, they do receive variable compensation for this cross-selling activity for the successful activation of an application. The amount of variable compensation provided for this activity as a percentage of total wages of eligible stores was 0.9%.	
	1. Number of customer complaints filed 2. Percentage with monetary or non-monetary relief	FN-CF-270a.4	CTB is committed to customer service excellence and recognizes a consumer's right to make a complaint. Complaints provide vital feedback about CTB's products and services and the way they are offered or sold. Complaints also aid in identifying processes, systems and/or areas of service that may need improvement. CTB operates under a complaints construct regulated by the Financial Consumer Agency of Canada (FCAC) that requires key disclosures including the total number of resolved and closed complaints, as well as the average length of time to deal with the complaints. In 2024, CTB received approximately 16,700 complaints. On average, it took CTB three days to resolve a complaint. Out of the total number of complaints, approximately 700 were escalated to CTB's internal Complaint Resolution Team for further review and investigation. Approximately 96% of these cases were resolved by the end of 2024, with outstanding cases being carried over into 2025 and resolved by the end of February 2025.	For more information about our Complaint Resolution Process, please see CTB's Latest Annual Complaints Report and the FCAC's Guideline on Complaint-Handling Procedures for Banks and Authorized Foreign Banks.

Consumer Finance (continued)

Activity Metrics	Code	CTC Result	More Information
Number of unique customers with an active:[40] 1. Credit card account 2. Pre-paid debit card account	FN-CF-000.A	1. 2,318,345 2. NIL	For more information, see our Q4 and Full Year 2024 Management's Discussion and Analysis.
Number of :[41] 1. Credit card accounts 2. Pre-paid debit card accounts	FN-CF-000.B	1. 2,818,260 2. NIL	

[40] Represents 2024 average number of accounts with a balance.
[41] Represents 2024 average number of open accounts.

Glossary

Term	Definitions
Board	Refers to the CTC Board of Directors
Canadian Tire	Refers to the general merchandise retail and services business carried on under the Canadian Tire name and trademarks
CT REIT	Refers to the business carried on by CT Real Estate Investment Trust and its subsidiaries
CTB	Refers to Canadian Tire Bank
CTC or the Company	Refers to Canadian Tire Corporation, Limited, its predecessor corporations and all entities controlled by it and their collective businesses, unless the context otherwise requires
Dealers	Refers to independent third-party operators of Canadian Tire and Party City stores across the country
DIB	Refers to diversity, inclusion and belonging
ESG	Refers to environmental, social and governance, and encompasses the range of issues a company manages that are related to sustainable development, including environmental protection, social responsibility and good governance
Helly Hansen	Refers to the international wholesale and retail businesses carried on under the Helly Hansen and Musto names and trademarks
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
national brand products	Refers to third-party products that are designed and manufactured outside of our control and sold at multiple retail stores
owned brand products	Refers to products sold under private label brands that are designed internally and manufactured for CTC
Party City	Refers to the party supply business carried on under the Party City name and trademarks in Canada
Petroleum gas bars	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
supplier	Refers to a party that provides goods or services anywhere within our value chain
vendor	Refers to suppliers along our value chain from whom we directly purchase goods or services

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