



**NOTICE OF  
ANNUAL MEETING OF SHAREHOLDERS  
AND  
MANAGEMENT PROXY CIRCULAR**

**April 17, 2015**



## NOTICE OF THE ANNUAL MEETING OF SHAREHOLDERS

**NOTICE IS HEREBY GIVEN that the annual meeting of the holders of common shares (the “Meeting”) of Dollarama Inc. (the “Corporation”) will be held at Hotel Ruby Foo’s, 7655 Décarie Boulevard, Montreal, Québec on June 10, 2015 at 10:00 a.m. (Montreal time) for the following purposes:**

- (1) to receive the consolidated financial statements of the Corporation for the fiscal year ended February 1, 2015, together with the auditor’s report thereon;
- (2) to elect the directors of the Corporation who will serve until the next annual shareholders meeting or until their successors are appointed;
- (3) to appoint the auditor of the Corporation and to authorize the directors to fix its remuneration; and
- (4) to transact such other business as may properly be brought before the Meeting or any adjournment thereof.

The accompanying management proxy circular provides additional information relating to the matters to be dealt with at the Meeting and is deemed to form part of this notice. Also enclosed is a form of proxy or voting instruction form, as applicable, for the Meeting.

The management’s discussion and analysis, the consolidated financial statements of the Corporation and the auditor’s report for the fiscal year ended February 1, 2015 are posted on SEDAR at [www.sedar.com](http://www.sedar.com).

The record date (the “Record Date”) for determining those shareholders entitled to receive notice and to vote at the Meeting is the close of business on April 22, 2015. Only persons registered as shareholders on the books of the Corporation as at the close of business on the Record Date are entitled to receive notice of and to vote at the Meeting, and no person becoming a shareholder after the Record Date shall be entitled to receive notice of and to vote at the Meeting or any adjournment thereof. The failure of any shareholder to receive notice of the Meeting does not deprive the shareholder of the right to vote at the Meeting.

**Regardless of whether or not shareholders are able to attend the Meeting (or any adjournment thereof) in person: (i) Non-Registered Shareholders (as defined in the accompanying management proxy circular) are requested to complete, date, sign and return the enclosed voting instruction form in accordance with the instructions set out on such form, and (ii) Registered Holders (as defined in the accompanying management proxy circular) are requested to complete, date and sign the enclosed form of proxy and to return it to Computershare Investor Services Inc. at its Toronto office at 100 University Avenue, 8<sup>th</sup> Floor, Toronto, Ontario, M5J 2Y1, in the enclosed envelope or by facsimile to 1-866-249-7775, or alternatively, to vote by telephone or over the Internet, at their discretion, in accordance with the instructions provided in the enclosed form of proxy. To be used at the Meeting, proxies must be received by 5:00 p.m. (Montreal time) two (2) business days prior to the Meeting, being June 8, 2015, or any adjournment thereof.**

Shareholders are invited to attend the Meeting as there will be an opportunity to ask questions and meet with the directors and the management of the Corporation.

Dated at Montreal, Québec, this 17<sup>th</sup> day of April 2015.

By order of the board of directors,

Larry Rossy  
Chairman and Chief Executive Officer

## TABLE OF CONTENTS

	<u>Page</u>
VOTING INFORMATION .....	1
VOTING IN PERSON .....	2
VOTING BY PROXY FOR REGISTERED HOLDERS.....	2
HOW A VOTE IS PASSED .....	4
INTEREST OF CERTAIN PERSONS IN MATTERS TO BE ACTED UPON .....	4
VOTING SECURITIES AND PRINCIPAL HOLDERS OF VOTING SECURITIES .....	4
BUSINESS OF THE MEETING.....	5
Financial Statements.....	5
Election of Directors.....	5
Appointment of Auditor .....	6
NOMINEES FOR ELECTION TO THE BOARD OF DIRECTORS .....	7
Description of Proposed Director Nominees .....	7
Director Compensation.....	18
DSU Plan .....	21
Director Share Ownership Guidelines .....	21
Cease Trade Orders or Bankruptcies .....	22
Penalties or Sanctions .....	22
COMPENSATION DISCUSSION AND ANALYSIS .....	23
Compensation Objectives .....	23
Annual Compensation Review Process .....	23
Compensation Consulting Services .....	24
Comparator Group.....	24
Performance Graph.....	25
Compensation Components .....	26
Management Option Plan .....	33
Incentive Plan Awards .....	36
Termination and Change of Control Benefits.....	37
Pension Benefits .....	39
SECURITIES AUTHORIZED FOR ISSUANCE UNDER EQUITY COMPENSATION PLANS.....	39
INDEBTEDNESS OF DIRECTORS AND EXECUTIVE OFFICERS .....	40
INTEREST OF INFORMED PERSONS IN MATERIAL TRANSACTIONS .....	40
CORPORATE GOVERNANCE.....	40
Board of Directors .....	40
Position Descriptions .....	44
Board of Directors Committees .....	45
Orientation and Continuing Education .....	47
Code of Conduct.....	48
Nomination of Directors .....	49
Diversity .....	49
Assessments.....	50
Indemnification and Insurance.....	51
GENERAL .....	51
ADDITIONAL INFORMATION.....	51
SHAREHOLDER PROPOSALS .....	51
APPROVAL BY DIRECTORS .....	52
SCHEDULE A .....	A-1

## DOLLARAMA INC.

### MANAGEMENT PROXY CIRCULAR

**This management proxy circular (the “Circular”) is furnished by management of Dollarama Inc. (the “Corporation”) in connection with the solicitation of proxies for use at the annual meeting of shareholders (the “Meeting”) to be held on June 10, 2015 at 10:00 a.m. (Montreal time) at Hotel Ruby Foo’s, 7655 Décarie Boulevard, Montreal, Québec, or any adjournments thereof, for the purposes set forth in the notice of annual meeting of shareholders (the “Notice of Meeting”).**

It is expected that the solicitation will be made primarily by mail, but proxies may also be solicited by telephone, over the Internet, in writing or in person, by directors, officers or regular employees of the Corporation who will receive no compensation therefor in addition to their regular remuneration. **The solicitation of proxies is being made by or on behalf of management of the Corporation.** The cost of the solicitation is expected to be nominal and will be borne by the Corporation.

The Corporation is not sending the Notice of Meeting, the Circular and other proxy-related materials (collectively, the “Meeting Materials”) directly to Non-Registered Holders (as hereinafter defined) who are “non-objecting beneficial owners” (or NOBOs). Meeting Materials are being sent through Broadridge Communications Corporation, and the Corporation assumes the delivery costs thereof. Furthermore, the Corporation intends to pay for the delivery of Meeting Materials to Non-Registered Holders who are “objecting beneficial owners” (or OBOs). Refer to the section entitled “Voting Information” to find out if you are a Non-Registered Holder.

The board of directors of the Corporation (the “Board of Directors”) approved the contents of this Circular and authorized it to be sent to each shareholder who is eligible to receive notice of, and vote his or her shares at the Meeting, as well as to the Corporation’s auditor and each of its directors.

Unless otherwise indicated, all information provided in this Circular is given as at April 16, 2015.

### VOTING INFORMATION

#### Registered Shareholders

You are a registered shareholder (a “Registered Holder”) if your name appears on your share certificate. If you are not sure whether you are a Registered Holder, please contact Computershare Investor Services at 1-800-564-6253 or 514-982-7555. Each Registered Holder is entitled to one vote for each common share of the Corporation (each a “Common Share”) registered in his or her name as at the record date (the “Record Date”). The directors of the Corporation have set April 22, 2015 as the Record Date.

If you are a Registered Holder, you may vote in person at the Meeting or vote by proxy, by 5:00 p.m. (Montreal time) on June 8, 2015 (or two (2) business days prior to any reconvened Meeting in the event of an adjournment of the Meeting), either by (i) completing, dating and signing the enclosed form of proxy and returning it to Computershare Investor Services Inc. at its Toronto office at 100 University Avenue, 8<sup>th</sup> Floor, Toronto, Ontario, M5J 2Y1 in the enclosed envelope or by facsimile to 1-866-249-7775, or (ii) voting over the Internet or by telephone, in accordance with the instructions provided in the enclosed form of proxy.

Only Registered Holders at the close of business on the Record Date, or the persons they appoint as their proxyholders, are permitted to vote at the Meeting. If you are unable to attend the Meeting in person or if you do not wish to personally cast your votes, refer to the section entitled “Voting by Proxy for Registered Holders” for more information.

If your Common Shares are registered in the name of an Intermediary (as hereinafter defined) or in the name of a depository such as CDS & Co. (“CDS”), refer to the section entitled “Non-Registered Shareholders” below.

## Non-Registered Shareholders

You are a non-registered shareholder (a “Non-Registered Holder”) if your Common Shares are registered either in the name of an intermediary, such as a bank, a trust company, a securities dealer or broker, or an administrator of a self-administered RRSP, RRIF, RESP or similar plan (each an “Intermediary”), and/or in the name of a depository, such as CDS. A majority of the Common Shares issued and outstanding are currently registered under the name of CDS.

Without specific instructions from Non-Registered Holders, CDS is prohibited from voting the Common Shares registered in its name. Non-Registered Holders should ensure that their instructions respecting the voting of their Common Shares are communicated to their respective Intermediary or depository. Therefore, except as set forth herein, Non-Registered Holders cannot be recognized at the Meeting for purposes of voting their Common Shares in person or by way of proxy.

Pursuant to National Instrument 54-101 – *Communication with Beneficial Owners of Securities of a Reporting Issuer*, each Intermediary is required to request voting instructions from Non-Registered Holders prior to shareholders meetings. Intermediaries have their own procedures for sending materials and their own guidelines for the return of documents. **Non-Registered Holders should strictly follow those instructions to ensure that the voting rights attached to their Common Shares are cast at the Meeting.**

If you are a Non-Registered Holder, in addition to the Notice of Meeting accompanying this Circular, you also received, depending on the Intermediary through which your Common Shares are held, either a voting instruction form which must be completed and returned in accordance with the directions printed on the form (in some cases, the completion of the voting instruction form by telephone, facsimile or over the Internet is permitted) or a form of proxy which has already been signed or stamped with a facsimile signature of the Intermediary and which is restricted as to the number of Common Shares beneficially owned by you. Non-Registered Holders who receive voting instruction forms, forms of proxy or other voting materials from an Intermediary should complete and return such materials in accordance with the instructions accompanying the materials in order to properly vote their Common Shares.

**If you are a Non-Registered Holder and wish to vote in person at the Meeting, you should carefully follow the instructions provided by your Intermediary or depository, including those regarding when and where the proxy or proxy authorization form is to be delivered, in order to appoint yourself as proxyholder.**

## VOTING IN PERSON

If you attend the Meeting in Montreal on June 10, 2015 and are a Registered Holder (or a Non-Registered Holder who has appointed himself or herself as proxyholder), you may cast one vote for each of your Common Shares on any and all resolutions voted on by way of ballot at the Meeting. This may include the election of directors, the other matters listed on the Notice of Meeting and any other business that may arise at the Meeting. You may oppose any matter proposed at the Meeting by either withholding your vote from, or voting your Common Shares against, any resolution at the Meeting, depending on the specific resolution.

## VOTING BY PROXY FOR REGISTERED HOLDERS

The following instructions are for Registered Holders only. **If you are a Non-Registered Holder, please follow your Intermediary’s instructions on how to vote your Common Shares.**

If you are unable to attend the Meeting or if you do not wish to personally cast your votes, as a Registered Holder, you may still make your votes count by (i) voting over the Internet or by telephone, in accordance with the instructions provided in the enclosed form of proxy, or (ii) authorizing another person who will be at the Meeting to vote on your behalf. You may either tell that person how you want to vote or let him or her choose for you. This is called voting by proxy.

## What Is a Proxy?

The document enclosed with this Circular is a form of proxy, a document that you may sign in order to authorize another person to cast your votes for you at the Meeting. You may use the enclosed form of proxy to assign your votes to the persons named therein, Larry Rossy or Michael Ross, or to any other person of your choice.

## Appointment of Proxies

Your proxyholder is the person you appoint to cast your votes at the Meeting on your behalf. **You may choose Larry Rossy or Michael Ross, any other person that you want to be your proxyholder. Each shareholder is entitled to appoint a person other than the individuals named in the enclosed form of proxy to represent such shareholder at the Meeting.** Please note that your proxyholder is not required to be a shareholder of the Corporation.

If you want to authorize Larry Rossy or Michael Ross, as your proxyholder, please leave the line near the top of the form of proxy blank as Larry Rossy's and Michael Ross' names are already pre-printed on the form. If you want to authorize another person as your proxyholder, fill in that person's name in the blank space located near the top of the enclosed form of proxy.

Your proxy authorizes the proxyholder to vote and otherwise act for you at the Meeting, including any continuation of the Meeting that may occur in the event that the Meeting is adjourned. **If you return the attached form of proxy to Computershare Investor Services Inc. and have left the line for the proxyholder's name blank, then Larry Rossy or Michael Ross, will automatically become your proxyholder.**

## Depositing Proxies

To be valid, the form of proxy must be filled out, correctly signed (exactly as your name appears on the form of proxy), and returned to Computershare Investor Services Inc. at its Toronto office at 100 University Avenue, 8<sup>th</sup> Floor, Toronto, Ontario, M5J 2Y1 in the enclosed envelope or by facsimile to 1-866-249-7775 by 5:00 p.m. (Montreal time) on June 8, 2015 (or two (2) business days prior to any reconvened Meeting in the event of an adjournment of the Meeting). Your proxyholder may then vote on your behalf at the Meeting.

You may instruct your proxyholder how you want to vote on the matters listed in the Notice of Meeting by checking the appropriate boxes on the form of proxy. If you have specified on the form of proxy how you want to vote on a particular issue (by checking FOR or WITHHOLD), then your proxyholder must cast your votes as instructed. By checking WITHHOLD on the form of proxy, where applicable, you will be abstaining from voting.

**If you have NOT specified how to vote on a particular matter, your proxyholder is entitled to vote your Common Shares as he or she sees fit. Please note that if your form of proxy does not specify how to vote on any particular matter and if you have authorized Larry Rossy or Michael Ross, to act as your proxyholder (by leaving the line for the proxyholder's name blank on the form of proxy), your Common Shares will be voted at the Meeting as follows:**

- FOR the election of each of the management's nominees as directors of the Corporation; and
- FOR the appointment of PricewaterhouseCoopers LLP as auditor.

For more information on these matters, please see the section entitled "Business of the Meeting" beginning on page 5 of this Circular. **The enclosed form of proxy also confers discretionary authority upon the persons named therein with respect to amendments to matters identified in the Notice of Meeting and with respect to other matters which may properly come before the Meeting.** At the date of this Circular, management of the Corporation is not aware of any such amendments or other matters.

## **Revocation of Proxies**

If you want to revoke your proxy after you have signed and delivered it to Computershare Investor Services Inc., you may do so by delivering another properly executed form of proxy bearing a later date and delivering it as set out above under the heading “Depositing Proxies” or by clearly indicating in writing that you want to revoke your proxy and delivering this written document to (i) the registered office of the Corporation at 5805 Royalmount Ave., Montreal, Québec, H4P 0A1, Attention: Michael Ross, Chief Financial Officer and Secretary, at any time up to and including the last business day preceding the day of the Meeting, or any adjournment of the Meeting, or (ii) the chair of the Meeting prior to the commencement of the Meeting on the day of the Meeting or any adjournment thereof, or in any other way permitted by law.

If you revoke your proxy and do not replace it with another form of proxy that is deposited with Computershare Investor Services Inc. on or before the deadline, set at 5:00 p.m. (Montreal time) on June 8, 2015 (or two (2) business days prior to any reconvened Meeting in the event of an adjournment of the Meeting), you may still vote your own Common Shares in person at the Meeting provided that you are a Registered Holder whose name appears on the shareholders’ register of the Corporation.

## **HOW A VOTE IS PASSED**

All matters that are scheduled to be voted upon at the Meeting are ordinary resolutions. Ordinary resolutions are passed by a simple majority, meaning that if more than half of the votes that are cast are in favour, then the resolution passes.

## **INTEREST OF CERTAIN PERSONS IN MATTERS TO BE ACTED UPON**

No proposed nominee for election as a director of the Corporation, or any person who has been a director or executive officer of the Corporation at any time since the beginning of the Corporation’s last fiscal year, nor any associate or affiliate of any such persons, has any material interest, direct or indirect, by way of beneficial ownership of securities or otherwise, in any matter to be acted upon at the Meeting, other than as set forth herein.

## **VOTING SECURITIES AND PRINCIPAL HOLDERS OF VOTING SECURITIES**

As at April 16, 2015, there were 129,674,613 Common Shares issued and outstanding. Each Common Share carries the right to one vote on all matters to come before the Meeting.

Only persons registered as shareholders on the books of the Corporation as at the close of business on April 22, 2015, the Record Date, are entitled to receive notice of and to vote at the Meeting, and no person becoming a shareholder after the Record Date shall be entitled to receive notice of and to vote at the Meeting or any adjournment thereof.

To the knowledge of the directors and executive officers of the Corporation, based on the information publicly available as at April 16, 2015, no person beneficially owns, or controls or directs, directly or indirectly, 10% or more of the outstanding Common Shares.

## BUSINESS OF THE MEETING

Four items will be covered at the Meeting:

- (1) Presentation before the shareholders of the consolidated financial statements of the Corporation for the fiscal year ended February 1, 2015, together with the auditor's report thereon;
- (2) Election of each of the directors who will serve until the end of the next annual shareholders meeting or until their successors are appointed;
- (3) Appointment of the auditor of the Corporation for the current year and the authorization of the directors to fix the auditor's remuneration; and
- (4) Consideration of such other business, if any, as may properly be brought before the Meeting or any adjournment thereof.

As at the date of this Circular, management of the Corporation is not aware of any changes to the items listed above, and does not expect any other items to be brought forward at the Meeting. If there are changes or new items, your proxyholder will be entitled to vote on those items as he or she sees fit.

### Financial Statements

The audited consolidated financial statements of the Corporation for the fiscal year ended February 1, 2015, together with the auditor's report thereon, will be submitted at the Meeting, but no vote thereon is required or expected. These audited consolidated financial statements, together with the management's discussion and analysis, were sent to shareholders who requested copies thereof with this Circular and are also available on SEDAR at [www.sedar.com](http://www.sedar.com).

### Election of Directors

On April 11, 2013, the Board of Directors adopted a majority voting policy providing that, in an uncontested election of directors, any nominee who receives a greater number of votes "withheld" than votes "for" in respect of his or her election will promptly tender his or her resignation following the meeting of shareholders. The nominating and governance committee of the Board of Directors (the "Nominating and Governance Committee") will then consider the tendered resignation and will make a recommendation to the Board of Directors. The decision of the Board of Directors to accept or reject the resignation will be announced in a press release within 90 days following the date of the meeting. A full description of the majority voting policy is included under the heading "Corporate Governance - Board of Directors - Majority Voting Policy".

The Board of Directors is currently comprised of ten (10) directors. The persons identified in the section "Nominees for Election to the Board of Directors" will be nominated for election as directors; all such nominees are presently directors of the Corporation and each of them was elected at the annual meeting of shareholders of the Corporation held on June 12, 2014 by at least a majority of the votes cast, except Ms. Elisa D. Garcia C. who was appointed by the Board on February 18, 2015 and will be standing for election for the first time on June 10, 2015. Each director is expected to hold office until the next annual meeting of shareholders. The directors are elected annually and, unless re-elected, retire from office at the close of the next annual meeting of shareholders.

**Unless a proxy specifies that the Common Shares it represents should be withheld from voting in respect of the election of one or more directors or voted in accordance with the specification in the proxy, the persons named in the enclosed form of proxy or voting instruction form, as applicable, intend to vote FOR the election of each of the nominees listed in this Circular.**

Management of the Corporation does not expect that any of the nominees will be unable to serve as a director. However, if, for any reason, at the time of the Meeting any of the nominees are unable to serve, unless otherwise specified, it is intended that the persons designated in the enclosed form of proxy or voting instruction form, as applicable, will vote in their discretion for a substitute nominee or nominees.



As the chair of the Board of Directors (the “Chair”) is not an independent director, the Board of Directors has appointed a lead director (the “Lead Director”) with the responsibility of ensuring that the Board of Directors functions independently from management. See “Corporate Governance – Board of Directors – Independence” and “Corporate Governance - Position Descriptions - The Lead Director”.

### Appointment of Auditor

At the Meeting, shareholders will be asked to appoint the firm of PricewaterhouseCoopers LLP to hold office as the Corporation’s auditor until the close of the next annual meeting of shareholders and to authorize the Board of Directors to fix its remuneration.

PricewaterhouseCoopers LLP has served as auditor of the Corporation since February 1, 2007. It has informed us that it is independent with respect to the Corporation within the meaning of the Code of Ethics of the *Ordre des comptables professionnels agréés du Québec*.

**Unless a proxy specifies that the Common Shares it represents should be withheld from voting in respect of the appointment of the auditor or voted in accordance with the specification in the proxy, the persons named in the enclosed form of proxy or voting instruction form, as applicable, intend to vote FOR the appointment of PricewaterhouseCoopers LLP as auditor of the Corporation and the authorization of the directors of the Corporation to fix its remuneration.**

For the fiscal years ended February 1, 2015 and February 2, 2014, the Corporation was billed the following fees for audit, audit-related, tax and all other services provided to the Corporation by its external auditor, PricewaterhouseCoopers LLP:

	<u>Fiscal year ended February 1, 2015</u>	<u>Fiscal year ended February 2, 2014</u>
Audit Fees <sup>(1)</sup> .....	\$450,000	\$440,000
Audit-Related Fees <sup>(2)</sup> .....	\$115,000	\$160,000
Tax Fees <sup>(3)</sup> .....	\$130,886	\$168,915
All Other Fees <sup>(4)</sup> .....	\$30,000	\$30,000
<b>Total Fees Paid</b> .....	<b>\$725,886</b>	<b>\$798,915</b>

- (1) “Audit Fees” include fees necessary to perform the annual audit of the consolidated financial statements.
- (2) “Audit-Related Fees” include fees for assurance and related services that are reasonably related to the performance of the audit or review of the financial statements and are not reported under “Audit Fees”. For the fiscal year ended February 2, 2014, this category included fees related to the issuance of a comfort letter and the performance of required procedures in connection with the November 2013 offering of senior unsecured notes as well as assistance with the Corporation’s 52-109 compliance project. For the fiscal year ended February 1, 2015, this category included fees related to the issuance of an agreed-upon procedures report on the Corporation’s continuous disclosure obligations and the performance of required procedures and due diligence in connection with the May 2014 offering of senior unsecured notes as well as assistance with the Corporation’s 52-109 compliance project.
- (3) “Tax Fees” include fees for all tax services other than those included in “Audit Fees” and “Audit-Related Fees”. This category includes fees for tax compliance, tax advice and tax planning.
- (4) “Other Fees” include fees for products and services provided by the external auditor other than those included above. This category represents primarily fees related to translation services.

Additional details with respect to the audit committee of the Board of Directors (the “Audit Committee”) can be found in the section entitled “Audit Committee Information” of the Corporation’s annual information form, available on SEDAR at [www.sedar.com](http://www.sedar.com).

## NOMINEES FOR ELECTION TO THE BOARD OF DIRECTORS

### Description of Proposed Director Nominees

Ten (10) directors are to be elected at the Meeting, each of whom is to hold office until the close of the next annual meeting of shareholders or until a successor is elected or appointed.

All nominees have established their eligibility and willingness to serve as directors. If prior to the Meeting, any of the listed nominees would become unable or unavailable to serve, proxies will be voted for any other nominee or nominees at the discretion of the proxyholder.

The following tables provide information about the proposed nominees for election as directors as at April 16, 2015, including their name, place of residence, age, independence from the Corporation, the date they became directors, their principal occupation, biography, committee memberships, attendance record, memberships on boards of other public companies during the last five years (if applicable) and total compensation received in their capacity as directors of the Corporation for each of the last two (2) fiscal years.

Also indicated is the number of securities of the Corporation beneficially owned, or controlled or directed, directly or indirectly, by each director as at February 1, 2015, the total market value of such securities as at February 1, 2015 and each director's level of attainment of the Director Share Ownership Guidelines (described hereinafter) as at the date hereof. These numbers reflect the two-for-one share split of the Common Shares effected by way of a share dividend on November 17, 2014 (the "Share Split").

**LARRY ROSSY****Chairman of the Board of Directors & CEO of the Corporation**

Québec, Canada  
Age: 72

Larry Rossy is the Chairman of the Board of Directors and the CEO. He has been a retailer since 1965 and is the founder of Dollarama. In 1992, Mr. Rossy made the strategic decision to convert the company to the “dollar store” concept. Since that time, Mr. Rossy’s principal focus has been on the expansion of the Dollarama retail network. In addition to overseeing the organization, Mr. Rossy is directly responsible for new store development and site selection. Mr. Rossy also assumed the duties and responsibilities of the chief operating officer, in collaboration with other members of the senior management team, during the first half of the fiscal year ended February 1, 2015, up until Johanne Choinière’s entrance into office. He received a Bachelor of Arts from McGill University.

Director since 2004  
Not independent<sup>(1)</sup>

2014 Annual Meeting of  
Shareholders Voting Results

	%	#
For:	95.63	54,553,587
Withheld:	4.37	2,491,899

**Other Public Company Directorships  
In the Past Five Years:**

—

**Board/Committee Memberships**

- Board of Directors

**Attendance**

7/7 (100.0%)

**Total**

7/7 (100.0%)

**Value of Total Compensation Received as Director<sup>(2)</sup>**

Fiscal year ended February 1, 2015: —

Fiscal year ended February 2, 2014: —

**Securities Held as at February 1, 2015**

**As at April 16, 2015**

Common Shares (#)	Market Value of Common Shares <sup>(3)</sup> (\$)	Options (#)	Value of Vested Options <sup>(3)</sup> (\$)	Total Market Value of Securities Held <sup>(3)</sup> (\$)	Total Ownership as Multiple of Retainer <sup>(4)</sup> (Target: 3x base salary)
8,374,460	505,398,661	500,000	3,773,100	509,171,761	769.9x

**Options Held as at February 1, 2015**

Grant Date	Expiry Date	Options (#)	Exercise Price (\$)	Vested Options (#)	Value of Vested Options <sup>(3)</sup> (\$)
January 18, 2012	January 18, 2022	100,000	21.75	60,000	2,316,000
April 11, 2013	April 11, 2023	300,000	36.065	60,000	1,457,100
April 8, 2014	April 8, 2024	100,000	44.39	0	0

**Notes**

- (1) Larry Rossy is not considered independent because he is the Chief Executive Officer of the Corporation.
- (2) Larry Rossy does not receive any compensation from the Corporation for his services as Chairman or member of the Board of Directors. For further details on his compensation as CEO, see “Compensation Discussion and Analysis - Compensation Components - Summary Compensation Table”.
- (3) Based on the closing price of the Common Shares (\$60.35) on January 30, 2015, being the last trading day before the end of the fiscal year ended February 1, 2015.
- (4) Equity ownership was assessed as at April 16, 2015, based on the closing price of the Common Shares (\$71.00) on such date. Larry Rossy is subject to Executive Share Ownership Guidelines rather than Director Share Ownership Guidelines as he is not compensated for his role as Chairman or member of the Board of Directors. For further details, see “Compensation Discussion and Analysis - Compensation Components - Executive Share Ownership Guidelines.”

**JOSHUA BEKENSTEIN**

Massachusetts, USA  
Age: 56

Director since 2004  
Independent

2014 Annual Meeting of  
Shareholders Voting Results

	%	#
For:	95.81	54,653,460
Withheld:	4.19	2,392,026

**Managing Director, Bain Capital Partners, LLC**

Joshua Bekenstein is a member of the Board of Directors, the Chair of the Human Resources and Compensation Committee and a member of the Nominating and Governance Committee. Mr. Bekenstein is a Managing Director at Bain Capital Partners, LLC. Prior to joining Bain Capital Partners, LLC in 1984, Mr. Bekenstein spent several years at Bain & Company, where he was involved with companies in a variety of industries. Mr. Bekenstein is a member of the board of directors and the chair of the human resources, nomination and governance committee of BRP Inc. Mr. Bekenstein also serves as a director of several other corporations, including Bright Horizons Family Solutions Inc., Burlington Stores, Inc., The Gymboree Corporation, Michaels Stores, Inc., Toys “R” Us, Inc., Waters Corporation, Canada Goose, Bob’s Discount Furniture and TOMS Shoes, LLC, and sits on the compensation committee of several of those corporations. Mr. Bekenstein received a Bachelor of Arts from Yale University and a Master of Business Administration (MBA) from Harvard Business School.

**Other Public Company Directorships  
In the Past Five Years:**

Waters Corporation	1994 – present
Bright Horizons Family Solutions Inc.	2013 – present <sup>(1)</sup>
BRP Inc.	2013 – present <sup>(1)</sup>
Burlington Stores, Inc.	2013 – present <sup>(1)</sup>

**Board/Committee Memberships**

- Board of Directors
- Human Resources and Compensation Committee (Chair)
- Nominating and Governance Committee

**Attendance**

7/7 (100.0%)
4/4 (100.0%)
4/4 (100.0%)
<b>Total</b> 15/15 (100.0%)

**Value of Total Compensation Received as Director**

Fiscal year ended February 1, 2015: \$118,500

Fiscal year ended February 2, 2014: \$109,000

**Securities Held as at February 1, 2015**

As at April 16, 2015

Common Shares (#)	Market Value of Common Shares <sup>(2)</sup> (\$)	Options (#)	Value of Vested Options <sup>(2)</sup> (\$)	Total Market Value of Securities Held <sup>(2)</sup> (\$)	Total Ownership as Multiple of Retainer <sup>(3)</sup> (Target: 3x annual cash retainer)
5,000	301,750	12,000	112,068	413,818	11.0x

**Options Held as at February 1, 2015<sup>(4)</sup>**

Grant Date	Expiry Date	Options (#)	Exercise Price (\$)	Vested Options (#)	Value of Vested Options <sup>(2)</sup> (\$)
January 18, 2012	January 18, 2022	4,000	21.75	2,400	92,640
April 11, 2013	April 11, 2023	4,000	36.065	800	19,428
April 8, 2014	April 8, 2024	4,000	44.39	0	0

**Notes**

- (1) Bright Horizons Family Solutions Inc. is a public company since January 2013 but Mr. Bekenstein has been on the board of directors since 2008. BRP Inc. is a public company since May 2013 but Mr. Bekenstein has been on the board of directors since 2003. Burlington Stores, Inc. is a public company since October 2013 but Mr. Bekenstein has been on the board of directors since 2006.
- (2) Based on the closing price of the Common Shares (\$60.35) on January 30, 2015, being the last trading day before the end of the fiscal year ended February 1, 2015.
- (3) Equity ownership was assessed as at April 16, 2015, based on the closing price of the Common Shares (\$71.00) on such date. For further details on the share ownership guidelines applicable to directors, see “Nominees for Election to the Board of Directors - Director Share Ownership Guidelines”.
- (4) Although a member of the Board of Directors since 2004, Mr. Bekenstein started receiving compensation for his services as director, including in the form of options as per the terms of the Director Compensation Policy then in effect, on July 1, 2011 only. For further details on director compensation, see “Nominees for Election to the Board of Directors - Director Compensation”.

**GREGORY DAVID**

Ontario, Canada  
Age: 47

Director since 2004  
Not independent<sup>(1)</sup>

2014 Annual Meeting of  
Shareholders Voting Results

	%	#
For:	97.36	55,537,138
Withheld:	2.64	1,508,348

**Chief Executive Officer, GRI Capital Inc.**

Gregory David is a member of the Board of Directors. He is the Chief Executive Officer of GRI Capital Inc. and has been with the company and its affiliates since 2003. Prior to GRI Capital Inc., Mr. David provided financial and strategic advisory services to private and public companies from 2000 to 2003. Previously, he worked at Claridge Inc. from 1998 to 2000 and at McKinsey & Co. from 1996 to 1998. He has a Bachelor of Commerce from Queen's University, a Bachelor of Laws from McGill University and a Master of Business Administration from Harvard Business School.

**Other Public Company Directorships  
In the Past Five Years:**

—

**Board/Committee Memberships**

- Board of Directors

**Attendance**

7/7 (100.0%)

**Total**

7/7 (100.0%)

**Value of Total Compensation Received as Director**

Fiscal year ended February 1, 2015: \$100,500      Fiscal year ended February 2, 2014: \$91,000

**Securities Held as at February 1, 2015**

As at April 16, 2015

Common Shares (#)	Market Value of Common Shares <sup>(2)</sup> (\$)	Options (#)	Value of Vested Options <sup>(2)</sup> (\$)	Total Market Value of Securities Held <sup>(2)</sup> (\$)	Total Ownership as Multiple of Retainer <sup>(3)</sup> (Target: 3x annual cash retainer)
—	—	24,000	568,624	568,624	15.1x

**Options Held as at February 1, 2015<sup>(4)</sup>**

Grant Date	Expiry Date	Options (#)	Exercise Price (\$)	Vested Options (#)	Value of Vested Options <sup>(2)</sup> (\$)
October 16, 2009	October 16, 2019	4,000	8.75	4,000	206,400
October 16, 2010	October 16, 2020	4,000	13.275	3,200	150,640
October 16, 2011	October 16, 2021	4,000	18.885	2,400	99,516
January 18, 2012	January 18, 2022	4,000	21.75	2,400	92,640
April 11, 2013	April 11, 2023	4,000	36.065	800	19,428
April 8, 2014	April 8, 2024	4,000	44.39	0	0

**Notes**

- (1) Gregory David is not considered independent due to his relationship with Larry Rossy and other members of the current or former management.
- (2) Based on the closing price of the Common Shares (\$60.35) on January 30, 2015, being the last trading day before the end of the fiscal year ended February 1, 2015.
- (3) Equity ownership was assessed as at April 16, 2015, based on the closing price of the Common Shares (\$71.00) on such date. For further details on the share ownership guidelines applicable to directors, see "Nominees for Election to the Board of Directors - Director Share Ownership Guidelines".
- (4) Until the end of the fiscal year ended January 29, 2012, annual option grants to Non-Executive Directors (as hereinafter defined) under the Director Compensation Policy then in effect were made on the anniversary date of each director's appointment. After that date, annual grants were made on the same date for all Non-Executive Directors. For further details on director compensation, see "Nominees for Election to the Board of Directors - Director Compensation".

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**ELISA D. GARCIA C.**Florida, USA  
Age: 57Director since February 2015  
Independent2014 Annual Meeting of  
Shareholders Voting Results

	%	#
For:	-	-
Withheld:	-	-

**Executive Vice President & Chief Legal Officer, Office Depot, Inc.**

Elisa D. Garcia C. is a member of the Board of Directors and a member of the Nominating and Governance Committee since February 18, 2015. Ms. Garcia currently serves as Executive Vice President and Chief Legal Officer of Office Depot, Inc., a leading global provider of products, services, and solutions for the workplace headquartered in Boca Raton, Florida. Prior to joining Office Depot in 2007, she was Executive Vice President, General Counsel and Corporate Secretary for Domino's Pizza, Inc. Earlier in her career, she served as Latin American Regional Counsel for Philip Morris International and Corporate Counsel for GAF Corporation. She also serves on the boards of the American Arbitration Association, the Institute for Inclusion in the Legal Profession, the Boca Raton Chamber of Commerce and acts as an advisory board member for the Corporate Pro Bono Institute. Ms. Garcia is a graduate of the St. John's University School of Law, and also received a joint BA/MS in Political Science and Management and Policy Sciences from W. Averell Harriman College, State University of New York at Stony Brook.

**Other Public Company Directorships  
In the Past Five Years:**

—

**Board/Committee Memberships**

- Board of Directors
- Nominating and Governance Committee

**Attendance<sup>(1)</sup>**

—

—

**Total**

—

---

**Value of Total Compensation Received as Director<sup>(1)</sup>**

Fiscal year ended February 1, 2015: —

Fiscal year ended February 2, 2014: —

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**Securities Held as at February 1, 2015****As at April 16, 2015**

Common Shares (#)	Market Value of Common Shares (\$)	Options (#)	Value of Vested Options (\$)	Total Market Value of Securities Held (\$)	Total Ownership as Multiple of Retainer <sup>(2)(3)</sup> (Target: 3x annual cash retainer)
—	—	—	—	—	—

**Notes**

- (1) Elisa D. Garcia C. was appointed on February 18, 2015 as independent director of the Corporation and member of the Nominating and Governance Committee. She participated in the meeting of the Board of Directors and the meeting of the Nominating and Governance Committee held since her appointment.
- (2) Elisa D. Garcia C. was awarded deferred share units in the amount of \$40,000 upon joining the Board of Directors on February 18, 2015, in accordance with the Director Compensation Policy (as amended on December 3, 2014). However, those units will vest on the first anniversary of the date of grant only. For further details on director compensation, see "Nominees for Election to the Board of Directors - Director Compensation".
- (3) Equity ownership was assessed as at April 16, 2015, based on the closing price of the Common Shares (\$71.00) on such date. Ms. Garcia has until February 2020 to reach the required level of ownership. For further details on the share ownership guidelines applicable to directors, see "Nominees for Election to the Board of Directors - Director Share Ownership Guidelines".



**NICHOLAS NOMICOS**

Massachusetts, USA  
Age: 52

Director since 2004  
Independent

2014 Annual Meeting of  
Shareholders Voting Results

	%	#
For:	85.69	48,881,568
Withheld:	14.31	8,163,918

**Managing Director, Sankaty Advisors, LLC**

Nicholas Nomicos is a member of the Board of Directors and of the Human Resources and Compensation Committee. Mr. Nomicos is a Managing Director at Sankaty Advisors, LLC, the credit affiliate of Bain Capital Partners, LLC. Prior to joining Sankaty in 2011, he was an Operating Partner at Bain Capital Partners, LLC where he worked since 1999 in a variety of investments in the manufacturing and consumer product sectors. He also served as Senior Vice President, Interim Chief Financial Officer and Secretary of the Corporation from September 2009 to April 2010. Prior to joining Bain Capital Partners, LLC, Mr. Nomicos was a senior corporate development and manufacturing executive at Oak Industries Inc., and he spent several years at Bain & Company where he was a Manager. Mr. Nomicos serves as a director of several corporations, including BRP Inc. and Penn Foster College. Mr. Nomicos received a Bachelor of Science in Engineering from Princeton University and a Master of Business Administration (MBA) from Harvard Business School.

**Other Public Company Directorships  
In the Past Five Years:**

BRP Inc. 2013 – present<sup>(1)</sup>

**Board/Committee Memberships**

- Board of Directors
- Human Resources and Compensation Committee

**Attendance**

7/7 (100.0%)

4/4 (100.0%)

**Total**

11/11 (100.0%)

**Value of Total Compensation Received as Director**

Fiscal year ended February 1, 2015: \$106,500

Fiscal year ended February 2, 2014: \$94,000

**Securities Held as at February 1, 2015**

As at April 16, 2015

Common Shares (#)	Market Value of Common Shares <sup>(2)</sup> (\$)	Options (#)	Value of Vested Options <sup>(2)</sup> (\$)	Total Market Value of Securities Held <sup>(2)</sup> (\$)	Total Ownership as Multiple of Retainer <sup>(3)</sup> (Target: 3x annual cash retainer)
—	—	12,000	112,068	112,068	3.9x

**Options Held as at February 1, 2015<sup>(4)</sup>**

Grant Date	Expiry Date	Options (#)	Exercise Price (\$)	Vested Options (#)	Value of Vested Options <sup>(2)</sup> (\$)
January 18, 2012	January 18, 2022	4,000	21.75	2,400	92,640
April 11, 2013	April 11, 2023	4,000	36.065	800	19,428
April 8, 2014	April 8, 2024	4,000	44.39	0	0

**Notes**

- (1) BRP Inc. is a public company since May 2013 but Mr. Nomicos has been on the board of directors since 2003.
- (2) Based on the closing price of the Common Shares (\$60.35) on January 30, 2015, being the last trading day before the end of the fiscal year ended February 1, 2015.
- (3) Equity ownership was assessed as at April 16, 2015, based on the closing price of the Common Shares (\$71.00) on such date. Mr. Nomicos has until April 2017 to reach the required level of ownership. For further details on the share ownership guidelines applicable to directors, see “Nominees for Election to the Board of Directors - Director Share Ownership Guidelines”.
- (4) Although a member of the Board of Directors since 2004, Mr. Nomicos started receiving compensation for his services as director, including in the form of options as per the terms of the Director Compensation Policy then in effect, on July 1, 2011 only. For further details on director compensation, see “Nominees for Election to the Board of Directors - Director Compensation”.



**NEIL ROSSY**

Québec, Canada  
Age: 45

Director since 2004  
Not independent<sup>(1)</sup>

2014 Annual Meeting of  
Shareholders Voting Results

	%	#
For:	98.40	56,134,968
Withheld:	1.60	910,518

**Chief Merchandising Officer of the Corporation**

Neil Rossy is a member of the Board of Directors. Mr. Rossy joined Dollarama at its inception in 1992 and currently serves as Chief Merchandising Officer. He led the design and construction of the Dollarama warehouses, distribution center and head office. Mr. Rossy is responsible for store design, merchandising, product development and special projects. He holds a Bachelor of Arts from Queen's University.

**Other Public Company Directorships  
In the Past Five Years:**

—

**Board/Committee Memberships**

- Board of Directors

**Attendance**

7/7 (100.0%)

**Total**

7/7 (100.0%)

**Value of Total Compensation Received as Director<sup>(2)</sup>**

Fiscal year ended February 1, 2015: —

Fiscal year ended February 2, 2014: —

**Securities Held as at February 1, 2015****As at April 16, 2015**

Common Shares (#)	Market Value of Common Shares <sup>(3)</sup> (\$)	Options (#)	Value of Vested Options <sup>(3)</sup> (\$)	Total Market Value of Securities Held <sup>(3)</sup> (\$)	Total Ownership as Multiple of Retainer <sup>(4)</sup> (Target: 1.5x base salary)
1,264,688	76,323,921	220,000	1,606,380	77,930,301	178.6x

**Options Held as at February 1, 2015**

Grant Date	Expiry Date	Options (#)	Exercise Price (\$)	Vested Options (#)	Value of Vested Options <sup>(3)</sup> (\$)
January 18, 2012	January 18, 2022	40,000	21.75	24,000	926,400
April 11, 2013	April 11, 2023	140,000	36.065	28,000	679,980
April 8, 2014	April 8, 2024	40,000	44.39	0	0

**Notes**

- (1) Neil Rossy is not considered independent because he is the Chief Merchandising Officer of the Corporation.
- (2) Neil Rossy does not receive any compensation from the Corporation for his services as director. For further details on his compensation as Chief Merchandising Officer, see "Compensation Discussion and Analysis - Compensation Components - Summary Compensation Table".
- (3) Based on the closing price of the Common Shares (\$60.35) on January 30, 2015, being the last trading day before the end of the fiscal year ended February 1, 2015.
- (4) Equity ownership was assessed as at April 16, 2015, based on the closing price of the Common Shares (\$71.00) on such date. Neil Rossy is subject to Executive Share Ownership Guidelines rather than Director Share Ownership Guidelines as he is not compensated for his role as director. For further details, see "Compensation Discussion and Analysis - Compensation Components - Executive Share Ownership Guidelines".

**RICHARD ROY, FCPA, FCA**

Québec, Canada  
Age: 59

Director since 2012  
Independent

2014 Annual Meeting of  
Shareholders Voting Results

	%	#
For:	98.43	56,147,997
Withheld:	1.57	897,489

**President & Chief Executive Officer, Uni-Sélect Inc.**

Richard Roy, FCPA, FCA, is a member of the Board of Directors and a member of the Audit Committee. He serves as President and Chief Executive Officer of Uni-Sélect Inc., a distributor of automotive replacement parts, equipment, tools and accessories in North America, since January 1, 2008. He also sits on the board of directors of Uni-Sélect Inc. since May 2008. Prior to January 2008, he held various senior roles at Uni-Sélect Inc., including the positions of Vice President, Chief Operating Officer from April 2007 to January 2008, and Vice President, Administration and Chief Financial Officer from January 1999 to April 2007. Mr. Roy received his Fellow Chartered Accountant (FCA) designation from the *Ordre des comptables professionnels agréés du Québec* in 2012.

**Other Public Company Directorships In the Past Five Years:**

Uni-Sélect Inc. 2008 – present

**Board/Committee Memberships**

- Board of Directors
- Audit Committee

**Attendance**

7/7 (100.0%)  
4/4 (100.0%)  
**Total** 11/11 (100.0%)

**Value of Total Compensation Received as Director**

Fiscal year ended February 1, 2015: \$111,500

Fiscal year ended February 2, 2014: \$103,500

**Securities Held as at February 1, 2015**

As at April 16, 2015

Common Shares (#)	Market Value of Common Shares <sup>(1)</sup> (\$)	Options (#)	Value of Vested Options <sup>(1)</sup> (\$)	Total Market Value of Securities Held <sup>(1)</sup> (\$)	Total Ownership as Multiple of Retainer <sup>(2)</sup> (Target: 3x annual cash retainer)
4,000	241,400	12,000	64,868	306,268	8.5x

**Options Held as at February 1, 2015**

Grant Date	Expiry Date	Options (#)	Exercise Price (\$)	Vested Options (#)	Value of Vested Options <sup>(1)</sup> (\$)
October 11, 2012 <sup>(3)</sup>	October 11, 2022	4,000	31.95	1,600	45,440
April 11, 2013	April 11, 2023	4,000	36.065	800	19,428
April 8, 2014	April 8, 2024	4,000	44.39	0	0

**Notes**

- (1) Based on the closing price of the Common Shares (\$60.35) on January 30, 2015, being the last trading day before the end of the fiscal year ended February 1, 2015.
- (2) Equity ownership was assessed as at April 16, 2015, based on the closing price of the Common Shares (\$71.00) on such date. For further details on the share ownership guidelines applicable to directors, see “Nominees for Election to the Board of Directors - Director Share Ownership Guidelines”.
- (3) The grant approved on October 11, 2012 represents options granted to Richard Roy upon his appointment to the Board of Directors, as per the terms of the Director Compensation Policy then in effect. For further details on director compensation, see “Nominees for Election to the Board of Directors - Director Compensation”.

**JOHN J. SWIDLER, FCPA, FCA**

Québec, Canada  
Age: 71

Director since 2010  
Independent

2014 Annual Meeting of  
Shareholders Voting Results

	%	#
For:	98.50	56,190,253
Withheld:	1.50	855,233

**Consultant, Richter LLP**

John J. Swidler, FCPA, FCA, is a member of the Board of Directors and the Chair of the Audit Committee. Mr. Swidler is the lead director and the chair of the audit committee of Reitmans (Canada) Limited, the chair of the board of trustees of the Noranda Operating Trust (which supervises the Noranda Income Fund) and he also sits on the board of directors of Accord Financial Corp. He now acts as consultant for Richter LLP, after several years spent acting as senior advisor to the same firm. He was the Managing Partner of RSM Richter LLP (Richter LLP's predecessor) from 1996 to January 1, 2007 and was Chairman of the firm's executive committee from 1982 to 1996. Mr. Swidler graduated from McGill University with a Bachelor of Commerce degree and obtained his designation as a Chartered Accountant. He also received a Bachelor of Civil Law from McGill University. He received his Fellow Chartered Accountant (FCA) designation from the *Ordre des comptables professionnels agréés du Québec* in 1992.

**Other Public Company Directorships  
In the Past Five Years:**

Reitmans (Canada) Limited	2008 – present
Noranda Income Fund	2010 – present
Accord Financial Corp.	2013 – present

**Board/Committee Memberships**

- Board of Directors
- Audit Committee (Chair)

**Total****Attendance**

7/7 (100.0%)
4/4 (100.0%)
11/11 (100.0%)

**Value of Total Compensation Received as Director**

Fiscal year ended February 1, 2015: \$119,000

Fiscal year ended February 2, 2014: \$111,000

**Securities Held as at February 1, 2015**

As at April 16, 2015

Common Shares (#)	Market Value of Common Shares <sup>(1)</sup> (\$)	Options (#)	Value of Vested Options <sup>(1)</sup> (\$)	Total Market Value of Securities Held <sup>(1)</sup> (\$)	Total Ownership as Multiple of Retainer <sup>(2)</sup> (Target: 3x annual cash retainer)
111,400	6,722,990	24,000	547,128	7,270,118	172.8x

**Options Held as at February 1, 2015<sup>(3)</sup>**

Grant Date	Expiry Date	Options (#)	Exercise Price (\$)	Vested Options (#)	Value of Vested Options <sup>(1)</sup> (\$)
January 5, 2010	January 5, 2020	4,000	11.21	4,000	196,560
January 5, 2011	January 5, 2021	4,000	14.42	3,200	146,976
January 5, 2012	January 5, 2022	4,000	22.215	2,400	91,524
January 18, 2012	January 18, 2022	4,000	21.75	2,400	92,640
April 11, 2013	April 11, 2023	4,000	36.065	800	19,428
April 8, 2014	April 8, 2024	4,000	44.39	0	0

**Notes**

- (1) Based on the closing price of the Common Shares (\$60.35) on January 30, 2015, being the last trading day before the end of the fiscal year ended February 1, 2015.
- (2) Equity ownership was assessed as at April 16, 2015, based on the closing price of the Common Shares (\$71.00) on such date. For further details on the share ownership guidelines applicable to directors, see "Nominees for Election to the Board of Directors - Director Share Ownership Guidelines".
- (3) Until the end of the fiscal year ended January 29, 2012, annual option grants to Non-Executive Directors (as hereinafter defined) under the Director Compensation Policy then in effect were made on the anniversary date of each director's appointment. After that date, annual grants were made on the same date for all Non-Executive Directors. For further details on director compensation, see "Nominees for Election to the Board of Directors - Director Compensation".

**HUW THOMAS, FCPA, FCA**

Ontario, Canada  
Age: 62

Director since 2011  
Independent

2014 Annual Meeting of  
Shareholders Voting Results

	%	#
For:	95.44	54,446,348
Withheld:	4.56	2,599,138

**President & Chief Executive Officer, Calloway Real Estate Investment Trust**

Huw Thomas, FCPA, FCA, is a member of the Board of Directors and a member of the Audit Committee and Nominating and Governance Committee. From 1996 to 2010, Mr. Thomas served in various senior financial roles at Canadian Tire Corporation, Limited, including nine years as Chief Financial Officer and, from November 2009 until December 2010, as Executive Vice-President, Financial Strategy and Performance. Effective March 21, 2013, Mr. Thomas was appointed Interim Chief Executive Officer of Calloway Real Estate Investment Trust and transitioned to permanent President and Chief Executive Officer in July 2013. He also serves as a trustee of Calloway Real Estate Investment Trust. In addition, he is a member of the board of directors of Chartwell Master Care Corporation and a trustee of Chartwell Retirement Residences, and chairs the audit committee of the latter. He holds a Bachelor of Science degree in Economics from the University of London (U.K.), and is a Certified U.K. and Canadian Professional Chartered Accountant. He received his Fellowship designation (FCPA) from the Chartered Professional Accountants of Ontario in 2013.

**Other Public Company Directorships  
In the Past Five Years:**

Calloway REIT	2011 – present
KP Tissue Inc.	2012 – 2014
Chartwell Master Care Corporation	2012 – present

**Board/Committee Memberships**

- Board of Directors
- Audit Committee
- Nominating and Governance Committee

**Attendance**

7/7 (100.0%)
4/4 (100.0%)
4/4 (100.0%)
<b>Total</b> 15/15 (100.0%)

**Value of Total Compensation Received as Director**

Fiscal year ended February 1, 2015: \$117,500      Fiscal year ended February 2, 2014: \$108,000

**Securities Held as at February 1, 2015****As at April 16, 2015**

Common Shares (#)	Market Value of Common Shares <sup>(1)</sup> (\$)	Options (#)	Value of Vested Options <sup>(1)</sup> (\$)	Total Market Value of Securities Held <sup>(1)</sup> (\$)	Total Ownership as Multiple of Retainer <sup>(2)</sup> (Target: 3x annual cash retainer)
12,400	748,340	14,000	130,388	878,728	22.9x

**Options Held as at February 1, 2015**

Grant Date	Expiry Date	Options (#)	Exercise Price (\$)	Vested Options (#)	Value of Vested Options <sup>(1)</sup> (\$)
March 24, 2011 <sup>(3)</sup>	March 24, 2021	2,000	14.55	400	18,320
January 18, 2012	January 18, 2022	4,000	21.75	2,400	92,640
April 11, 2013	April 11, 2023	4,000	36.065	800	19,428
April 8, 2014	April 8, 2024	4,000	44.39	0	0

**Notes**

- (1) Based on the closing price of the Common Shares (\$60.35) on January 30, 2015, being the last trading day before the end of the fiscal year ended February 1, 2015.
- (2) Equity ownership was assessed as at April 16, 2015, based on the closing price of the Common Shares (\$71.00) on such date. For further details on the share ownership guidelines applicable to directors, see “Nominees for Election to the Board of Directors - Director Share Ownership Guidelines”.
- (3) The grant approved on March 24, 2011 represents options granted to Huw Thomas upon his appointment to the Board of Directors, as per the terms of the Director Compensation Policy then in effect. For further details on director compensation, see “Nominees for Election to the Board of Directors - Director Compensation”.

## Director Compensation

Each director who is not a member of the management of the Corporation (each a “Non-Executive Director”) is eligible to receive compensation under the Director Compensation Policy. Such Director Compensation Policy is reviewed every two years to determine whether it is aligned with the market and continues to reflect the Corporation’s objectives.

For the fiscal year ended February 1, 2015, the compensation of Non-Executive Directors consisted of the following elements: an annual cash retainer of \$50,000, 2,000 options to purchase Common Shares as well as a fee of \$1,500 per board and committee meeting attended.

The independent director acting as chair of the Audit Committee received an additional annual cash retainer of \$12,500 whereas the independent directors acting respectively as chair of the Human Resources and Compensation Committee and chair of the Nominating and Governance Committee received an additional annual cash retainer of \$6,000. The members of the Audit Committee (other than the chair) also received an additional annual cash retainer of \$5,000.

Travel fees as well as out-of-pocket expenses incurred by directors in attending board meetings, committee meetings and shareholder meetings and in the performance of other duties as directors of the Corporation are also reimbursed by the Corporation.

The following table provides information regarding the compensation provided to Non-Executive Directors during the fiscal year ended February 1, 2015.

Name and Principal Position <sup>(1)</sup>	Fees Earned			Share-Based Awards (\$)	Option-Based Awards <sup>(4)</sup> (\$)	All Other Compensation (\$)	Total Compensation (\$)
	Board Cash Retainer (\$)	Committee Cash Retainer <sup>(2)</sup> (\$)	Meeting Fees <sup>(3)</sup> (\$)				
Joshua Bekenstein <sup>(5)(6)</sup> ...	50,000	6,000	22,500	—	40,000	—	118,500
Gregory David .....	50,000	—	10,500	—	40,000	—	100,500
Elisa D. Garcia C. <sup>(7)</sup> .....	—	—	—	—	—	—	—
Stephen Gunn <sup>(8)(9)(10)</sup> .....	50,000	11,000	28,500	—	40,000	—	129,500
Nicholas Nomicos <sup>(10)</sup> .....	50,000	—	16,500	—	40,000	—	106,500
Richard Roy <sup>(9)</sup> .....	50,000	5,000	16,500	—	40,000	—	111,500
John J. Swidler <sup>(11)</sup> .....	50,000	12,500	16,500	—	40,000	—	119,000
Huw Thomas <sup>(6)(9)</sup> .....	50,000	5,000	22,500	—	40,000	—	117,500

(1) No compensation is paid to directors who are also members of management, namely Larry Rossy and Neil Rossy, for their services as Chairman of the Board of Directors and director, respectively.

(2) Includes the Committee chair retainer and the Audit Committee member retainer, as applicable.

(3) Includes the Board meeting fees and the Committee meeting fees, as applicable.

(4) Non-Executive Directors were granted options to purchase Common Shares as per the terms of the Director Compensation Policy in effect as at the end of the fiscal year ended February 1, 2015. The value of the option-based awards approved on April 8, 2014 reflects the estimated fair value of options on the date of grant, being \$10.00 per option. The grant date fair value was estimated using the Black-Scholes option pricing model with the following assumptions: (a) risk-free interest rate of 1.94%; (b) expected life of 6.4 years; (c) expected volatility of 20.12%; and (d) a dividend yield of 0.65%. The Black-Scholes model is used to estimate option fair values because it is the most commonly used share-based award pricing model and is considered to produce a reasonable estimate of fair value. There is no difference between the fair value of the award on the date of grant and the fair value determined in accordance with IFRS 2, Share-based Payment calculated by use of the Black-Scholes option pricing model.

(5) Chair of the Human Resources and Compensation Committee.

(6) Member of the Nominating and Governance Committee.

(7) Elisa D. Garcia C. was appointed as independent director and member of the Nominating and Governance Committee effective February 18, 2015 and therefore did not receive any compensation during the fiscal year ended February 1, 2015.

(8) Lead Director and Chair of the Nominating and Governance Committee.

(9) Member of the Audit Committee.

(10) Member of the Human Resources and Compensation Committee.

(11) Chair of the Audit Committee.

The following table summarizes the number of options granted to Non-Executive Directors that are outstanding under the Option Plan (as hereinafter defined) at the end of the fiscal year ended February 1, 2015.

Name	Option-Based Awards				Share-Based Awards		
	Number of Securities Underlying Unexercised Options <sup>(1)(2)</sup> (#)	Option Exercise Price <sup>(2)</sup> (\$)	Option Expiration Date	Value of Unexercised In-The-Money Options <sup>(3)</sup> (\$)	Number of Shares or Units of Shares that have not Vested (#)	Market or Payout Value of Share-Based Awards that have not Vested (\$)	Market or Payout Value of Vested Share-Based Awards not Paid out or Distributed (\$)
Joshua Bekenstein.....	4,000	21.75	January 18, 2022	154,400	—	—	—
	4,000	36.065	April 11, 2023	97,140	—	—	—
	4,000	44.39	April 8, 2024	63,840	—	—	—
Gregory David.....	4,000	8.75	October 16, 2019	206,400	—	—	—
	4,000	13.275	October 16, 2020	188,300	—	—	—
	4,000	18.885	October 16, 2021	165,860	—	—	—
	4,000	21.75	January 18, 2022	154,400	—	—	—
	4,000	36.065	April 11, 2023	97,140	—	—	—
	4,000	44.39	April 8, 2024	63,840	—	—	—
Elisa D. Garcia C. <sup>(4)</sup> .....	—	—	—	—	—	—	—
Stephen Gunn.....	4,000	8.75	October 16, 2019	206,400	—	—	—
	4,000	13.275	October 16, 2020	188,300	—	—	—
	4,000	18.885	October 16, 2021	165,860	—	—	—
	4,000	21.75	January 18, 2022	154,400	—	—	—
	4,000	36.065	April 11, 2023	97,140	—	—	—
	4,000	44.39	April 8, 2024	63,840	—	—	—
Nicholas Nomicos.....	4,000	21.75	January 18, 2022	154,400	—	—	—
	4,000	36.065	April 11, 2023	97,140	—	—	—
	4,000	44.39	April 8, 2024	63,840	—	—	—
Richard Roy.....	4,000	31.95	October 11, 2022	113,600	—	—	—
	4,000	36.065	April 11, 2023	97,140	—	—	—
	4,000	44.39	April 8, 2024	63,840	—	—	—
John J. Swidler.....	4,000	11.21	January 5, 2020	196,560	—	—	—
	4,000	14.42	January 5, 2021	183,720	—	—	—
	4,000	22.215	January 5, 2022	152,540	—	—	—
	4,000	21.75	January 18, 2022	154,400	—	—	—
	4,000	36.065	April 11, 2023	97,140	—	—	—
	4,000	44.39	April 8, 2024	63,840	—	—	—
Huw Thomas.....	2,000	14.55	March 24, 2021	91,600	—	—	—
	4,000	21.75	January 18, 2022	154,400	—	—	—
	4,000	36.065	April 11, 2023	97,140	—	—	—
	4,000	44.39	April 8, 2024	63,840	—	—	—

(1) Until the end of the fiscal year ended January 29, 2012, option grants to Non-Executive Directors under the Director Compensation Policy then in effect were made upon appointment of a director and on the anniversary date of each director's appointment. After that date, annual grants were made on the same date for all Non-Executive Directors.

(2) Numbers of securities underlying unexercised options and corresponding exercise prices reflect the Share Split.

(3) Based on the closing price of the Common Shares (\$60.35) on January 30, 2015, being the last trading day before the end of the fiscal year ended February 1, 2015. Includes the value of both vested and unvested options.

(4) Elisa D. Garcia C. was appointed as independent director and member of the Nominating and Governance Committee effective February 18, 2015 and therefore did not receive any compensation during the fiscal year ended February 1, 2015.

The following table provides a summary of the value of option-based and share-based awards vested or of non-equity incentive plan compensation earned by Non-Executive Directors during the fiscal year ended February 1, 2015.

Name	Option-Based Awards – Value Vested During the Fiscal Year <sup>(1)</sup> (\$)	Share-Based Awards – Value Vested During the Fiscal Year (\$)	Non-Equity Incentive Plan Compensation – Value Earned During the Fiscal Year (\$)
Joshua Bekenstein .....	36,244	—	—
Gregory David.....	119,184	—	—
Elisa D. Garcia C. <sup>(2)</sup> .....	—	—	—
Stephen Gunn.....	119,184	—	—
Nicholas Nomicos .....	36,244	—	—
Richard Roy .....	19,460	—	—
John J. Swidler .....	140,768	—	—
Huw Thomas .....	58,984	—	—

- (1) Calculated as the difference between the market price of the Common Shares on the date of vesting and the exercise price payable in order to exercise the options.
- (2) Elisa D. Garcia C. was appointed as independent director and member of the Nominating and Governance Committee effective February 18, 2015.

A review of the Director Compensation Policy took place at the end of the fiscal year ended February 1, 2015 and amendments approved by the Board of Directors, upon recommendation of the Human Resources and Compensation Committee, came into effect on February 2, 2015. The Human Resources and Compensation Committee chose to rely on the knowledge and experience of its members, internal human resources expertise and external market data to conduct the review.

Major changes to the Director Compensation Policy, effective February 2, 2015, can be summarized as follows:

- *Lead Director Retainer* – For as long as the role of Chairman of the Board of Directors is assumed by an executive director of the Corporation, the independent Non-Executive Director appointed by the Board of Directors as Lead Director will receive an additional annual cash retainer of \$20,000 in recognition of the added responsibilities and accountability of the role.
- *Committee Member Retainer* – The members of the Human Resources and Compensation Committee and the Nominating and Governance Committee of the Board of Directors will each receive an additional annual cash retainer of \$3,000.
- *Annual Deferred Share Unit Award* – On December 3, 2014, the Board of Directors adopted a deferred share unit plan (the “DSU Plan”) and decided to replace, starting in the fiscal year ending January 31, 2016, the annual grant of options under the Option Plan by an annual equity retainer comprised of deferred share units (“DSUs”) in the amount of \$40,000, which DSUs are awarded on the first day of the fiscal year and which, together with any additional DSUs credited as dividend equivalents in respect of such annual DSU award, vest on the first anniversary of the date of grant. Annual DSU awards were made on February 2, 2015 (or, in the case of Elisa D. Garcia C., on February 18, 2015) and will be reported in the Corporation’s 2016 management proxy circular.

## **DSU Plan**

On December 3, 2014, upon recommendation of the Human Resources and Compensation Committee, the Board of Directors adopted the DSU Plan to provide eligible directors (i.e. Non-Executive Directors) with the opportunity to receive compensation in the form of equity and participate in the long-term success of the Corporation and to promote a greater alignment of interests between directors and shareholders for the duration of each director's tenure.

Starting in the fiscal year ending January 31, 2016, in addition to the annual DSU award described above and now formalized in the Director Compensation Policy (as amended on December 3, 2014), Non-Executive Directors may now elect to receive all or a portion of the cash component of their annual compensation (including the annual cash retainers and meeting fees, which are paid quarterly, but excluding reimbursement of expenses) in the form of DSUs.

If so elected, the Corporation will credit to the director's notional account, on a quarterly basis, such number of DSUs equal to the amount that the director elects to receive in the form of DSUs divided by the volume weighted average trading price of the Common Shares on the Toronto Stock Exchange ("TSX") for the five (5) trading days ending on the last business day of each fiscal quarter. Dividend equivalents in the form of additional DSUs that are equal in value to dividends paid on Common Shares will also be credited to the director's notional account on each dividend payment date based on the number of DSUs in such director's notional account as of the dividend record date. DSUs credited to a director's notional account as a result of the election by such director to receive all or a portion of his or her cash compensation in the form of DSUs will vest immediately.

Any DSUs credited to a director's notional account shall remain in such account for as long as he or she is a director, only to be redeemed, either (i) in cash based on the market price of a Common Share on the date of redemption or death, as applicable, or (ii) in Common Shares to be acquired on the open market by the Corporation, in each case net of any applicable tax withholdings, at the Corporation's sole discretion, following the director's resignation from the Board of Directors or death, in accordance with the terms of the DSU Plan. The DSU Plan is not dilutive. For the purposes of the DSU Plan, "market price" means the volume weighted average trading price of the Common Shares on the TSX for the five (5) trading days immediately preceding the date of calculation.

For the fiscal year ending January 31, 2016, six (6) of the Corporation's eight (8) Non-Executive Directors have elected to receive 100% of their annual compensation in the form of DSUs in lieu of cash. Non-Executive Directors are asked to make an election in respect of each fiscal year and the election is then irrevocable for that fiscal year.

## **Director Share Ownership Guidelines**

On April 10, 2012, upon recommendation of the Nominating and Governance Committee, the Board of Directors adopted Director Share Ownership Guidelines in order to better align directors' interests with shareholders' interests. Under such guidelines, each Non-Executive Director is required to accumulate at least three times the value of his or her annual cash retainer, currently representing a total value of \$150,000, in Common Shares and/or unexercised vested options within five years following the later of (i) such director's election or appointment to the Board of Directors and (ii) April 10, 2012.

As a result of the adoption of the DSU Plan on December 3, 2014, DSUs are now counted towards the attainment of the required ownership level, in addition to Common Shares and unexercised vested options. See "Nominees for Election to the Board of Directors - Description of Proposed Director Nominees" for information concerning the individual holdings of the director nominees and their respective level of attainment of the Director Share Ownership Guidelines.

Each Non-Executive Director is required to continue to hold such value in Common Shares, DSUs and/or unexercised vested options throughout the remainder of his or her tenure as director.

The Director Share Ownership Guidelines also prohibit directors from entering into any transaction that would operate as a hedge against such director's ownership position.



## **Cease Trade Orders or Bankruptcies**

To the knowledge of the Corporation, none of the proposed nominees for election to the Board of Directors:

- (a) is, as at the date of this Circular, or was, within the 10 years before the date of this Circular, a director, chief executive officer or chief financial officer of any company (including the Corporation) that,
  - (i) was subject to an order that was issued while the proposed director was acting in the capacity as director, chief executive officer or chief financial officer; or
  - (ii) was subject to an order that was issued after the proposed director ceased to be a director, chief executive officer or chief financial officer and which resulted from an event that occurred while that person was acting in the capacity as director, chief executive officer or chief financial officer; or
- (b) is, as at the date of this Circular, or has been within the 10 years before the date of this Circular, a director or executive officer of any company (including the Corporation) that, while that person was acting in that capacity, or within a year of that person ceasing to act in that capacity, became bankrupt, made a proposal under any legislation relating to bankruptcy or insolvency or was subject to or instituted any proceedings, arrangement or compromise with creditors or had a receiver, receiver manager or trustee appointed to hold its assets; or
- (c) has, within the 10 years before the date of this Circular, become bankrupt, made a proposal under any legislation relating to bankruptcy or insolvency, or become subject to or instituted any proceedings, arrangement or compromise with creditors, or had a receiver, receiver manager or trustee appointed to hold his or her assets.

For the purposes of the paragraphs above, “order” means: (i) a cease trade order; (ii) an order similar to a cease trade order; or (iii) an order that denied the relevant company access to any exemption under securities legislation, that was in effect for a period of more than 30 consecutive days.

## **Penalties or Sanctions**

To the knowledge of the Corporation, none of the proposed nominees for election to the Board of Directors has been subject to:

- (a) any penalties or sanctions imposed by a court relating to securities legislation or by a securities regulatory authority or has entered into a settlement agreement with a securities regulatory authority; or
- (b) any other penalties or sanctions imposed by a court or regulatory body that would likely be considered important to a reasonable securityholder in deciding whether to vote for a proposed director.

## COMPENSATION DISCUSSION AND ANALYSIS

The following discussion describes the significant elements of the Executive Officer Compensation Policy, with particular emphasis on the process for determining compensation payable to named executive officers (“NEOs”), being (i) the chief executive officer, (ii) the chief financial officer, and (iii) each of the three most highly compensated executive officers of the Corporation, including any of its subsidiaries, or the three most highly compensated individuals acting in a similar capacity, other than the chief executive officer and the chief financial officer.

For the fiscal year ended February 1, 2015, the NEOs are:

- Larry Rossy, Chief Executive Officer (“CEO”);
- Michael Ross, FCPA, FCA, Chief Financial Officer (“CFO”) and Secretary;
- Neil Rossy, Chief Merchandising Officer (“CMO”);
- Johanne Choinière, Chief Operating Officer (“COO”); and
- Geoffrey Robillard, Senior Vice President, Import Division.

### Compensation Objectives

The Corporation’s Executive Officer Compensation Policy is administered by the Human Resources and Compensation Committee, which makes recommendations to the Board of Directors. The compensation policy is designed to attract and retain highly qualified executive officers, to motivate and reward them for their performance and contribution to the long-term success of the Corporation, and to align the interests of the executive officers with those of the Corporation’s shareholders. The Board of Directors thereby seeks to compensate the executive officers by combining short and long-term cash compensation with long-term equity incentives. Accordingly, a significant portion of the executive officers’ compensation is based upon the Corporation’s success in meeting an aggressive corporate performance goal which would typically favourably impact the Corporation’s share price.

The Corporation has established a pay-for-performance compensation strategy for its executive officers which is weighted toward performance-driven variable compensation. While the Corporation provides competitive base salaries, a significant portion of the overall compensation package is awarded based on the Corporation’s performance.

### Annual Compensation Review Process

Based on recommendations made by the Human Resources and Compensation Committee, the Board of Directors makes decisions regarding base salaries, annual bonuses and equity incentive compensation for the executive officers, and approves corporate goals and objectives relevant to the compensation of the CEO and the other NEOs. The Human Resources and Compensation Committee solicits input from the CEO regarding the performance of the other executive officers. The Human Resources and Compensation Committee also reviews the Corporation’s compensation strategies and plans for each fiscal year as well as the results in order to recommend to the Board of Directors the compensation to be awarded to each NEO.

A market review of executive compensation is conducted on an annual basis, and the Human Resources and Compensation Committee assesses findings submitted to it by management of the Corporation. Each component of executive compensation, namely base salary, annual bonus and long-term equity incentives, further described under “Compensation Discussion and Analysis - Compensation Components”, is reviewed to ensure that it accurately reflects the market in which the Corporation competes for talent. Adjustments deemed necessary and appropriate, if approved by the Board of Directors, become effective for the then current fiscal year.

## Compensation Consulting Services

During the fiscal year ended February 1, 2015, the Corporation retained the services of Towers Watson (“Towers”) to provide market intelligence on compensation trends and independent advice on executive and director compensation, including in connection with the amendment of the Director Compensation Policy and the hiring of Johanne Choinière as COO. During the fiscal year ended February 2, 2014, the Corporation retained the services of AON Hewitt (“Aon”) to provide similar services. Such services are not required to be preapproved by the Human Resources and Compensation Committee or by the Board of Directors.

Towers was originally retained by the Corporation in 2014. For the fiscal year ended February 1, 2015, the Corporation was billed the following fees for executive compensation-related services provided by Towers:

	<b>Fiscal Year Ended February 1, 2015</b>
Executive Compensation-Related Fees.....	\$34,864
All Other Fees.....	Nil
<b>Total Fees Paid.....</b>	<b>\$34,864</b>

Aon was originally retained by the Corporation in 2009. No services were provided by Aon during the fiscal year ended February 1, 2015. For the fiscal year ended February 2, 2014, the Corporation was billed the following fees for executive compensation-related services and other services provided by Aon:

	<b>Fiscal Year Ended February 2, 2014</b>
Executive Compensation-Related Fees.....	\$13,920
All Other Fees <sup>(1)</sup> .....	\$6,209
<b>Total Fees Paid.....</b>	<b>\$20,129</b>

(1) General Canadian retail compensation reporting and support.

The Human Resources and Compensation Committee has the discretion to retain, at the Corporation’s expense, independent counsel or consultants to advise members on questions concerning executive and/or director compensation. For the fiscal years ended February 1, 2015 and February 2, 2014, the Human Resources and Compensation Committee chose to rely on the knowledge and experience of its members, internal human resources expertise, external market data and recommendations of the CEO to set appropriate levels of compensation for the executive officers.

Neither Towers nor Aon provides services to the Corporation’s directors or executive officers directly.

## Comparator Group

In designing and reviewing periodically the Corporation’s compensation policies, the Human Resources and Compensation Committee compares the compensation practices and elements of compensation of the Corporation against those of a comparator group composed of companies sharing activity, scope and/or financial characteristics with the Corporation (the “Comparator Group”) to assess the competitiveness of the Corporation’s compensation and to ensure that the Corporation is well positioned to attract and retain talent required to execute its growth strategy.

The companies that comprise the Comparator Group have revenues comparable to or greater than those of the Corporation and include companies in the retail and distribution industries and companies operating in logistics-intensive sectors. The Corporation also considers growth trajectory and geographical presence in the determination of its Comparator Group. The selected companies share similar economic and business challenges as the Corporation and are likely to recruit talent from the same pool of candidates as the Corporation, making relative performance and compensation comparisons meaningful.

During the fiscal year ended February 3, 2013, the Human Resources and Compensation Committee conducted an in-depth review of the Comparator Group as the first step towards a formal review of all elements of executive compensation. Using criteria such as revenues, assets, market capitalization, EBITDA and the potential competition for talent recruitment, the Human Resources and Compensation Committee, based on data, analysis and recommendations from management, decided to add The North West Company Inc. to the Comparator Group and to remove Uni-Sélect Inc. Going forward, the Human Resources and Compensation Committee will review the composition of the Comparator Group every four years, unless a material change in the Corporation's profile or in the profile of one or more companies comprising the Comparator Group calls for an earlier review.

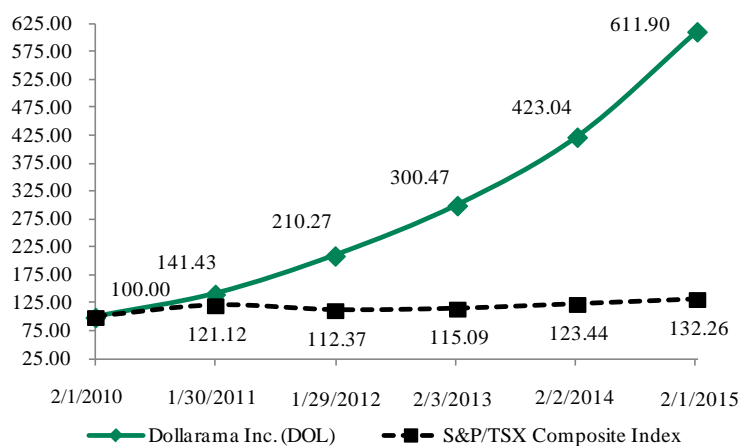
The Comparator Group used for the purpose of benchmarking executive compensation awarded for the fiscal year ended February 1, 2015 was composed of the following companies:

Alimentation Couche-Tard Inc.	Metro Inc.	Shoppers Drug Mart Corporation
Canadian Tire Corporation, Limited	Reitmans (Canada) Limited	The Jean Coutu Group (PJC) Inc.
Empire Company Limited (Sobeys Inc.)	RONA inc.	The North West Company Inc.
lululemon athletica, inc.	Sears Canada Inc	Tim Hortons Inc.

At the end of the fiscal year ended February 1, 2015, both Shoppers Drug Mart Corporation and Tim Hortons Inc. were removed from the Comparator Group, having both been recently acquired, thereby bringing the number of companies down from 12 to 10. For the moment, no new company has been added to the Comparator Group.

### Performance Graph

The following graph illustrates the cumulative total shareholder return ("TSR") of a \$100 investment in the Common Shares, with dividend reinvestments, compared to the cumulative return on the S&P/TSX Composite Index for the five-year period from February 1, 2010 to February 1, 2015.



	February 1, 2010	January 30, 2011	January 29, 2012	February 3, 2013	February 2, 2014	February 1, 2015
<b>Dollarama TSR</b>	\$100.00	\$141.43	\$210.27	\$300.47	\$423.04	\$611.90
<b>S&amp;P/TSX Composite Index</b>	\$100.00	\$121.12	\$112.37	\$115.09	\$123.44	\$132.26

The trend shown by the graph represents a marked growth in the TSR from February 1, 2010 to February 1, 2015, with the Corporation outperforming the S&P/TSX Composite Index consistently over that period.

Total annual compensation of the five NEOs who were in office at the end of each fiscal year increased by approximately 43% between January 30, 2011 (the Corporation's first full fiscal year as a public issuer) and February 1, 2015, after annualization of the base salary and the annual bonus of NEOs who were not in office for each full fiscal year, mainly because of the combined effect of base salary increases and option grants made in connection with new hires or promotions and under the Annual Grant Plan (as hereinafter defined). Over the same period, the TSR of a \$100 investment in the Common Shares, with dividend reinvestments, grew 333%.

	<b>February 1, 2010</b>	<b>January 30, 2011</b>	<b>January 29, 2012</b>	<b>February 3, 2013</b>	<b>February 2, 2014</b>	<b>February 1, 2015</b>
<b>NEOs Total Annual Compensation</b>	\$6.27 million <sup>(1)</sup>	\$8.62 million <sup>(2)</sup>	\$9.23 million <sup>(3)</sup>	\$7.40 million <sup>(4)</sup>	\$11.96 million <sup>(5)</sup>	\$12.36 million <sup>(6)</sup>
<b>Dollarama TSR</b>	\$100.00	\$141.43	\$210.27	\$300.47	\$423.04	\$611.90

- (1) Includes total annual compensation for Larry Rossy, Stéphane Gonthier, Neil Rossy and Geoffrey Robillard, as Nicholas Nomicos, an operating partner of Bain Capital acting as Senior Vice President, Interim CFO and Secretary of the Corporation from September 2009 to April 2010, was not directly or indirectly compensated by the Corporation for his services.
- (2) Includes total annual compensation for Larry Rossy, Michael Ross (including the Ross Options), Stéphane Gonthier, Neil Rossy and Geoffrey Robillard.
- (3) Includes total annual compensation for Larry Rossy, Michael Ross, Stéphane Gonthier, Neil Rossy and Geoffrey Robillard.
- (4) Includes total annual compensation for Larry Rossy, Michael Ross, Stéphane Gonthier, Neil Rossy and Geoffrey Robillard.
- (5) Includes total annual compensation for Larry Rossy, Michael Ross, Neil Rossy, Geoffrey Robillard and John Assaly. The timing difference in the annual grant of options from year to year explains in large part the increase in the total annual compensation awarded to NEOs between the fiscal year ended February 3, 2013 (which does not include the value of the January 18, 2012 grant, which was meant to be part of the overall compensation of executive officers for that fiscal year but was included in the previous year's total compensation because of the date of the grant) and the fiscal year ended February 2, 2014 (which includes the value of the April 11, 2013 grant). See "Compensation Components - Long-Term Equity Incentives" for further information on this timing difference.
- (6) Includes total annual compensation for Larry Rossy, Michael Ross, Neil Rossy, Johanne Choinière (including the Choinière Options) and Geoffrey Robillard.

Based on the foregoing, we believe that there was no disconnect between pay and performance at any time during those years.

## Compensation Components

The elements composing the Corporation's executive compensation program are determined in accordance with existing market standards and are reviewed against those of the companies comprising the Comparator Group. The elements of the Corporation's executive compensation program consist of the following: base salary, annual bonus and long-term equity incentives. Each element of compensation is described in more detail below.

### *Base Salary*

Base salaries for executive officers are established based on a range of factors, both quantitative and qualitative. The Human Resources and Compensation Committee generally takes into account the median of compensation levels paid by other companies in the Comparator Group for similar positions. Qualitative factors such as the scope and breadth of an executive officer's role and responsibilities, his or her prior relevant experience, and the overall market demand for such executive officer are also taken into account by the Human Resources and Compensation Committee in the determination of base salaries. An executive officer's base salary is also assessed in light of the level of the other compensation components to ensure that such executive officer's total compensation is in line with the Corporation's overall compensation philosophy.

Base salaries are reviewed annually to ensure that they continue to reflect individual performance and market conditions, and merit increases or adjustments are made, as deemed appropriate. Under specific circumstances, the Human Resources and Compensation Committee may recommend adjustments as warranted throughout the year for promotions or other changes in the scope or breadth of an executive officer's role or responsibilities.

At the beginning of the fiscal year ended February 1, 2015, the Human Resources and Compensation Committee benchmarked the total direct compensation packages of the Corporation's NEOs against compensation packages of individuals acting in similar capacities for companies comprising the Comparator Group, and concluded that base salaries of the Corporation's NEOs were generally aligned with the Corporation's performance, were competitive with the market for their respective positions, between the 50<sup>th</sup> and the 75<sup>th</sup> percentile of corresponding positions in the Comparator Group, and reflected the individuals' demonstrated capabilities. Therefore, no base salary adjustments were made for the fiscal year ended February 1, 2015, other than annual merit increases of 4.3% for each of the CEO, CFO and CMO, within the merit increase range applicable to all employees of the Corporation who exceeded expectations during the fiscal year ended February 1, 2015. A new COO joined the Corporation in May 2014, with a starting base salary of \$475,000. Further details regarding total annual NEO compensation components are available in the "Summary Compensation Table" section on page 31 of this Circular.

### *Annual Bonus*

As per the terms of the Executive Officer Compensation Policy, NEOs are eligible to receive an annual incentive cash bonus (the "Bonus"). The incentive plan is also applicable to certain other members of the management team of the Corporation (collectively, the "Bonus Participants"). The employment agreement of each Bonus Participant provides for an annual individual bonus target, established as a percentage of such Bonus Participant's base salary (the "Target Bonus"). At the end of each fiscal year, the Human Resources and Compensation Committee determines the Bonus to be awarded to each Bonus Participant, subject to final approval by the Board of Directors.

For the fiscal year ended February 1, 2015, the Board of Directors determined the Bonus to be awarded to each NEO based on the following two factors: (i) the Target Bonus and (ii) the Corporation's performance, which is measured against the Bonus EBITDA Target (as hereinafter defined) established by the Human Resources and Compensation Committee for the then current fiscal year. If the Corporation meets the Bonus EBITDA Target, the NEO receives 100% of his or her Target Bonus whereas if the Corporation's performance is below or exceeds such Bonus EBITDA Target, the Bonus to which the NEO is entitled is established based on a sliding scale, as described below.

EBITDA represents operating income, in accordance with generally accepted accounting principles in Canada ("GAAP"), plus amortization and depreciation. EBITDA is not recognized under GAAP. It was selected as the reference metric for establishing annual incentive compensation because the Corporation believes that it is an appropriate measure of its operating performance that highlights trends in the core business that may not otherwise be apparent when relying solely on GAAP measures. Furthermore, the Human Resources and Compensation Committee and the Board of Directors believe that EBITDA is the right metric to reward executive officers of a corporation that is still in a growth phase. Refer to the Management Discussion and Analysis of the Corporation for the year ended February 1, 2015, which is available on SEDAR at [www.sedar.com](http://www.sedar.com), for a reconciliation of EBITDA to operating income, the most directly comparable GAAP measure.

For the fiscal year ended February 1, 2015, management set an annual EBITDA target for the Corporation, representing an 11.0% year-over-year increase in EBITDA, and the Human Resources and Compensation Committee decided to use the same annual EBITDA target for the purpose of determining Bonuses under the Executive Officer Compensation Policy (the "Bonus EBITDA Target"). The Bonus EBITDA Target was designed to be a stretch objective in order to drive sustainable long-term growth of corporate performance. It was set in order to be attainable only with significant effort. Each year, there is a possibility that payments will not be made at all or will be made at less than 100% of the targeted level. The Human Resources and Compensation Committee has the discretion to exclude certain extraordinary and non-recurring items from the calculation of the EBITDA for the specific purpose of determining Bonuses to be awarded to Bonus Participants if it determines the circumstances so warrant. No such determination has been made since the inception of the annual incentive cash bonus plan.

As CEO, Mr. Larry Rossy is entitled to a Target Bonus of 110% of his base salary whereas other NEOs are entitled to Target Bonuses ranging from 50% to 75% of their base salaries. The levels of Target Bonus are set to reflect the degree of managerial responsibility of each NEO. These percentages remain unchanged from the previous fiscal year.

The following table describes the key thresholds of the sliding scale used to establish Bonuses to which NEOs were entitled for the fiscal year ended February 1, 2015, based on the percentage of EBITDA growth compared to the fiscal year ended February 2, 2014. The sliding scale is not capped, and the EBITDA growth percentage thresholds are slightly lower than those used to establish Bonuses for the fiscal year ended February 2, 2014. The thresholds were revised by the Human Resources and Compensation Committee in the context of its annual executive compensation review conducted at the beginning of each fiscal year to take into account, among other elements, the fact that the base for the calculation is growing every year.

<b>Year-Over-Year EBITDA Growth %</b>	<b>Payout as % of Target Bonus</b>
< 3.0%	0%
11.0%	100%
19.0%	200%
27.0%	300%

The EBITDA for the fiscal year ended February 1, 2015 grew 14.5% compared to the previous fiscal year. Consequently, NEOs received Bonuses representing 144.0% of their respective Target Bonus. See “Compensation Components - Summary Compensation Table” for annual bonuses awarded to each NEO.

#### *Long-Term Equity Incentives*

The Human Resources and Compensation Committee believes that equity-based awards allow the Corporation to reward executive officers for their sustained contributions to the Corporation. Equity-based awards also reward continued employment by an executive officer, with an associated benefit to the Corporation of employee continuity and retention. The Human Resources and Compensation Committee further believes that incentive share options provide management with a strong link to long-term corporate performance and the creation of shareholder value.

The management option plan of the Corporation adopted on October 16, 2009 (the “Option Plan”) allows the Corporation the opportunity to grant options to purchase Common Shares to executive officers. See “Management Option Plan” for a detailed description of the terms and conditions attaching to options issued under the Option Plan.

On June 8, 2011, the Board of Directors approved an annual option grant plan (the “Annual Grant Plan”) which provides guidelines for annual grants of options to NEOs and other members of the senior management team. The Board of Directors also approved a maximum number of options that may be granted by the Human Resources and Compensation Committee pursuant to the Annual Grant Plan, which corresponded to the maximum number of Common Shares reserved for issuance under the Option Plan as at June 8, 2011, and delegated to such committee the power to administer and modify, from time to time, the Annual Grant Plan and grant options on an annual basis in accordance with the terms thereof. The first grants under the Annual Grant Plan were made on January 18, 2012. As at April 16, 2015, a total of 129,674,613 Common Shares remained issuable under the Option Plan (taking into account the Share Split).

Option grants approved on January 18, 2012 were meant to be part of the overall compensation of executive officers for the fiscal year ended February 3, 2013. However, given the timing of the approval, their value was included in the total compensation earned by executive officers for the fiscal year ended January 29, 2012.

Option grants approved on April 11, 2013 were part of the overall compensation of executive officers for the fiscal year ended February 2, 2014 and were included in the total compensation earned by executive officers for such fiscal year. Consequently, no value for option grants was included in the total compensation earned by executive officers for the fiscal year ended February 3, 2013. This timing difference in the annual grant of options explains in large part the apparent increase in the long-term equity incentive compensation awarded to NEOs between the fiscal year ended February 3, 2013 (which does not include the value of the January 18, 2012 grant) and the fiscal year ended February 2, 2014 (which includes the value of the April 11, 2013 grant).

Option grants approved on April 8, 2014 were part of the overall compensation of executive officers for the fiscal year ended February 1, 2015 and are included in the total compensation earned by executive officers for such fiscal year. See “Compensation Components - Summary Compensation Table”.

When considering new grants of options, the Human Resources and Compensation Committee takes into account a range of factors, including without limitation the individual’s position, scope and breadth of role and responsibility, his/her ability to affect profits and the value of previous awards, the whole in relation to other components of the executive officer’s total compensation.

#### *Executive Share Ownership Guidelines*

On April 10, 2012, upon recommendation of the Nominating and Governance Committee, the Board of Directors adopted Executive Share Ownership Guidelines applicable to NEOs in order to ensure that their interests remain aligned with shareholders’ interests and demonstrate that NEOs are financially committed to the Corporation through personal equity ownership. Within five years following the later of (i) an officer’s appointment as NEO and (ii) April 10, 2012, each NEO is expected to accumulate Common Shares and/or unexercised vested options equal to a multiple (ranging from 1.5 times to 3 times) of his or her annual base salary.

The following table sets forth the compliance by each NEO with the Executive Share Ownership Guidelines as at April 16, 2015.

NEO	Guideline	Equity Ownership as at April 16, 2015						Total Ownership as Multiple of Base Salary
		Common Shares (#)	Market Value of Common Shares <sup>(1)</sup> (\$)	Options <sup>(2)</sup> (#)	Unexercised Vested Options (#)	Value of Vested In-the-Money Options <sup>(1)</sup> (\$)	Total Value of Equity Ownership <sup>(1)</sup> (\$)	
Larry Rossy.....	<b>3x</b>	8,374,460	594,586,660	600,000	200,000	7,679,400	602,266,060	<b>769.9x</b>
Michael Ross, FCPA, FCA ...	<b>1.5x</b>	—	—	244,000	64,000	2,339,160	2,339,160	<b>5.3x</b>
Neil Rossy.....	<b>1.5x</b>	1,264,688	89,792,848	270,000	88,000	3,351,240	93,144,088	<b>178.6x</b>
Johanne Choinière.....	<b>1.5x</b>	15,550	1,104,050	294,000	50,800	1,351,788	2,455,838	<b>5.2x</b>
Geoffrey Robillard.....	<b>1.5x</b>	800,000	56,800,000	—	—	—	56,800,000	<b>28.4x</b>

(1) Based on the closing price of the Common Shares (\$71.00) on April 16, 2015.

(2) Including option grants approved on March 24, 2015, which were priced after the grant date, based on the volume-weighted average trading price of the Common Shares on the TSX for the five trading day period following the last day of the Corporation’s black-out period, and will be included in the “Summary Compensation Table” of the Corporation’s 2016 management proxy circular.

Compliance with the Executive Share Ownership Guidelines is reviewed annually by the Nominating and Governance Committee. As at April 16, 2015, all NEOs were in compliance with the Executive Share Ownership Guidelines.

Executive Share Ownership Guidelines also prohibit NEOs from entering into any transaction that would operate as a hedge against such officer’s ownership position.

#### *Executive Compensation Clawback Policy*

On April 10, 2012, the Board of Directors adopted an Executive Compensation Clawback Policy concerning performance-based incentive awards. Under the policy, which applies to all executive officers, the Board of Directors may, at its sole discretion, to the full extent permitted by applicable laws and to the extent it determines it is in the Corporation’s best interest to do so, require reimbursement of all or a portion of any performance-based incentive compensation received by an executive officer or former executive officer after the date the policy was adopted, if:



- the performance-based incentive compensation was based on the achievement of certain financial results that were subsequently restated;
- the executive officer engaged in intentional misconduct or fraud that caused or partially caused the need for the restatement; and
- the amount of performance-based incentive compensation that would have been awarded to the executive officer would have been lower had the financial results been properly reported.

### *Compensation Risk Management*

In accordance with its mandate, the Human Resources and Compensation Committee reviewed the Corporation's Executive Officer Compensation Policy for the year ended February 1, 2015 to determine whether it created or incentivized any inappropriate or excessive risk-taking by executive officers.

The Human Resources and Compensation Committee reviewed the list of elements identified in the course of its review at the end of the fiscal year ended February 2, 2014, and confirmed that the elements listed below were relevant and adequate, in its opinion, as at the end of the fiscal year ended February 1, 2015, to (i) mitigate any incentives for executive officers to take excessive risks and (ii) increase long-term value:

- a well-balanced mix of cash and equity, fixed and performance-based compensation, annual and long-term incentives;
- a strong link between pay and overall performance of the Corporation;
- the involvement of the Human Resources and Compensation Committee in setting and reviewing targets for performance-based compensation;
- an annual market review of executive compensation to ensure continued relevance, effectiveness and alignment with the Corporation's compensation objectives;
- the use EBITDA as a performance metric, a measure that is aligned with the Corporation's business strategy and the creation of shareholder value;
- the use of a stretch Bonus EBITDA Target approved by the Human Resources and Compensation Committee at the beginning of the relevant fiscal year against which actual results are measured at the end of the relevant fiscal year to determine annual incentive compensation;
- the use of a sliding scale to grant incentive compensation (as opposed to an all-or-nothing proposition with a hard threshold);
- policies and practices that are generally applied on a consistent basis to all executive officers;
- a five-year vesting period applicable to all options granted by the Corporation, which keeps optionees focused on long-term performance;
- the fact that the Corporation's Insider Trading Policy prohibits insiders (which include, among others, the Corporation's directors and NEOs) from engaging in short-selling, trading of puts or calls of Common Shares or any other type of equity monetization procedure;
- Executive Share Ownership Guidelines, which require NEOs to hold and maintain a meaningful equity ownership in the Corporation and also prohibit any hedging of equity-based compensation;
- an Executive Compensation Clawback Policy, which allows the Corporation to recover compensation paid to executive officers on the basis of intentional misconduct or fraud that caused or partially caused the need to restate financial results; and
- the fact that employment agreements of executive officers do not provide excessive severance in case of termination.

As mentioned earlier, incentive compensation is awarded based on the level of attainment of the Bonus EBITDA Target established by the Human Resources and Compensation Committee at the beginning of the fiscal year. Neither the Human Resources and Compensation Committee nor the Board of Directors will exercise discretion, either to award compensation absent attainment of the relevant performance goal or to reduce or increase the size of any award or payout, except in very exceptional and unforeseen circumstances.

Following its annual risk evaluation, the Human Resources and Compensation Committee concluded that the Executive Officer Compensation Policy is designed and administered with the appropriate balance of risk and reward, does not encourage executive officers to take inappropriate or excessive risks, does not create risks that are reasonably likely to have a material adverse effect on the Corporation and ultimately contributes to align the interests of executive officers, the Corporation and the shareholders.

*Summary Compensation Table*

The following table sets out information concerning the compensation paid by the Corporation to the NEOs for the fiscal years ended February 1, 2015, February 2, 2014 and February 3, 2013.

Name and Principal Position	Fiscal Year Ended	Base Salary (\$)	Share-Based Awards (\$)	Option-Based Awards (\$)	Non-Equity Incentive Plan Compensation	Pension Value (\$)	All Other Compensation <sup>(10)</sup> (\$)	Total Compensation (\$)
					Annual Incentive Plan <sup>(7)</sup> (\$)			
Larry Rossy .....								
CEO	February 1, 2015	782,250	—	1,000,000 <sup>(3)</sup>	1,239,084	— <sup>(9)</sup>	—	3,021,334
	February 2, 2014	750,000	—	2,287,500 <sup>(4)</sup>	701,250	1,815	—	3,740,565
	February 3, 2013	513,500	—	— <sup>(5)</sup>	1,140,997	3,000	—	1,657,497 <sup>(5)</sup>
Michael Ross, FCPA FCA .....								
CFO and Secretary	February 1, 2015	443,275	—	400,000 <sup>(3)</sup>	478,737	3,000	—	1,325,012
	February 2, 2014	425,000	—	1,067,500 <sup>(4)</sup>	270,938	3,147	—	1,766,585
	February 3, 2013	361,402	—	— <sup>(5)</sup>	547,524	3,000	—	911,926 <sup>(5)</sup>
Neil Rossy .....								
CMO	February 1, 2015	521,500	—	400,000 <sup>(3)</sup>	563,220	3,000	—	1,487,720
	February 2, 2014	500,000	—	1,067,500 <sup>(4)</sup>	318,750	3,320	—	1,889,570
	February 3, 2013	361,402	—	— <sup>(5)</sup>	547,524	3,000	—	911,926 <sup>(5)</sup>
Johanne Choinière <sup>(1)</sup> .....								
COO	February 1, 2015	347,225 <sup>(2)</sup>	—	2,088,640 <sup>(6)</sup> 390,400 <sup>(6)</sup>	563,000 <sup>(8)</sup>	3,000	—	3,392,265
	February 2, 2014	—	—	—	—	—	—	—
	February 3, 2013	—	—	—	—	—	—	—
Geoffrey Robillard.....								
Senior Vice President, Import Division	February 1, 2015	2,000,000	—	—	1,000,000	3,000	—	3,003,000
	February 2, 2014	2,000,000	—	—	1,000,000	3,000	—	3,003,000
	February 3, 2013	2,000,000	—	—	1,000,000	3,000	—	3,003,000

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- (1) Johanne Choinière was appointed COO, effective May 12, 2014. On April 11, 2014, the Corporation entered into an employment agreement, effective May 12, 2014, and two option agreements with Ms. Choinière, which provide for a base salary of \$475,000, an annual bonus with a target of 75% of the base salary set against the achievement of certain corporate performance metrics, an option to purchase 107,000 Common Shares at an exercise price of \$88.78 or, taking into account the Share Split, 214,000 Common Shares at an exercise price of \$44.39, granted in connection with her appointment and employment with the Corporation as COO (the “Choinière Options”), an option to purchase 20,000 Common Shares at an exercise price of \$88.78 or, taking into account the Share Split, 40,000 Common Shares at an exercise price of \$44.39, granted under the Annual Grant Plan as well as a one-time signing and retention bonus payment of \$50,000, of which \$25,000 was paid on the effective date of May 12, 2014 and \$25,000 is payable on or about the first year anniversary of the effective date of May 12, 2014.
  - (2) Represents the base salary effectively received by Johanne Choinière between May 12, 2014, the date of her entrance into office as COO of the Corporation, and February 1, 2015. The annualized salary earned by Johanne Choinière during the fiscal year ended February 1, 2015 corresponds to \$475,000.
  - (3) Options to purchase Common Shares were granted to Michael Ross, Larry Rossy and Neil Rossy on April 8, 2014 under the Annual Grant Plan. The value indicated in the table above reflects the estimated fair value of the options on the date of grant, being \$10.00 per option. It does not represent cash received by the optionees, and the actual value realized upon the future vesting and exercise of such options may be greater or less than the grant date fair value indicated in the table above. The grant date fair value of the options was estimated using the Black-Scholes option pricing model with the following assumptions: (a) risk-free interest rate of 1.94%; (b) expected life of 6.4 years; (c) expected volatility of 20.12%; and (d) a dividend yield of 0.65%. The Black-Scholes model is used to estimate option fair values because it is the most commonly used share-based award pricing model and is considered to produce a reasonable estimate of fair value. There is no difference between the fair value of the award on the date of grant and the fair value determined in accordance with IFRS 2, Share-based Payment calculated by use of the Black-Scholes option pricing model.
  - (4) Options to purchase Common Shares were granted to Michael Ross, Larry Rossy and Neil Rossy on April 11, 2013 under the Annual Grant Plan. The value indicated in the table above reflects the estimated fair value of the options on the date of grant, being \$7.65 per option, taking into account the Share Split. It does not represent cash received by the optionees, and the actual value realized upon the future vesting and exercise of such options may be greater or less than the grant date fair value indicated in the table above. The grant date fair value of the options was estimated using the Black-Scholes option pricing model with the following assumptions: (a) risk-free interest rate of 1.41%; (b) expected life of 6.49 years; (c) expected volatility of 20.07%; and (d) a dividend yield of 0.68%. The Black-Scholes model is used to estimate option fair values because it is the most commonly used share-based award pricing model and is considered to produce a reasonable estimate of fair value. There is no difference between the fair value of the award on the date of grant and the fair value determined in accordance with IFRS 2, Share-based Payment calculated by use of the Black-Scholes option pricing model.
  - (5) The option grants representing the long-term equity incentive portion of the overall compensation for executive officers for the fiscal year ended February 3, 2013 were approved on January 18, 2012, prior to the beginning of the relevant fiscal year. As such, the value of those grants was included in the total compensation earned by executive officers for the fiscal year ended January 29, 2012 as opposed to the fiscal year ended February 3, 2013. The option grants representing the long-term equity incentive portion of the overall compensation for executive officers for the fiscal year ended February 2, 2014 were approved on April 11, 2013 (see note (4) above). Consequently, the value of such grants was included in the total compensation earned by executive officers for the fiscal year ended February 2, 2014. This timing difference in the annual grant of options explains in large part the apparent increase in the long-term incentive compensation awarded to NEOs between the fiscal years ended February 3, 2013 and February 2, 2014.
  - (6) The Choinière Options, i.e. options to purchase 107,000 Common Shares at an exercise price of \$88.78 or, taking into account the Share Split, 214,000 Common Shares at an exercise price of \$44.39, were granted to Johanne Choinière on May 12, 2014 as per the terms of her employment agreement. In addition, on the same day, Johanne Choinière was granted an option to purchase 20,000 Common Shares at an exercise price of \$88.78 or, taking into account the Share Split, 40,000 Common Shares at an exercise price of \$44.39, under the Annual Grant Plan. The value indicated in the table above for each grant reflects the estimated fair value of the options on the date of grant, being \$9.76 per option. It does not represent cash received by the optionee, and the actual value realized upon the future vesting and exercise of such options may be greater or less than the grant date fair value indicated in the table above. The grant date fair value of the options was estimated using the Black-Scholes option pricing model with the following assumptions: (a) risk-free interest rate of 1.85%; (b) expected life of 6.4 years; (c) expected volatility of 20.12%; and (d) a dividend yield of 0.72%. The Black-Scholes model is used to estimate option fair values because it is the most commonly used share-based award pricing model and is considered to produce a reasonable estimate of fair value. There is no difference between the fair value of the award on the date of grant and the fair value determined in accordance with IFRS 2, Share-based Payment calculated by use of the Black-Scholes option pricing model.
  - (7) This column lists the annual incentive cash bonus awarded to each NEO for the services rendered in the reporting fiscal year, which annual incentive cash bonus was paid in the fiscal year following the reporting fiscal year.
  - (8) Represents the annual incentive cash bonus in the amount of \$513,000 awarded to Johanne Choinière for the services rendered during the fiscal year ended February 1, 2015 (which was paid for the full year, without proration, as per the terms of her employment agreement) as well as the \$50,000 one-time signing and retention bonus, as per the terms of her employment agreement.
  - (9) Contribution rights under the Pension Plan (defined hereinafter) expire at age 72.
  - (10) For the fiscal years ended February 1, 2015, February 2, 2014 and February 3, 2013, none of the NEOs were entitled to perquisites or other personal benefits which, in the aggregate, represented over \$50,000 or over 10% of their total salary.

## Management Option Plan

A total of 7,269,193 Common Shares or, taking into account the Share Split, 14,538,386 Common Shares were set aside and reserved for allotment for the purpose of the Option Plan (the “Total Reserve”). As at April 16, 2015, an aggregate of 9,425,549 options had been issued under the Option Plan, of which 2,335,000 remained outstanding, representing 1.8% of the issued and outstanding Common Shares on a non-diluted basis. As at such date, a total of 5,112,837 options remained issuable under the Option Plan, representing 3.9% of the issued and outstanding Common Shares on a non-diluted basis.

Under the Option Plan, options may be granted to the Corporation’s employees, officers and directors. However, following the adoption of the DSU Plan on December 3, 2014, the Board of Directors decided to replace the annual option grant to Non-Executive Directors by an annual DSU award, starting in the fiscal year ending January 31, 2016.

The Option Plan is administered by the Human Resources and Compensation Committee, which approves on an annual basis option grants under the Option Plan and the Annual Grant Plan, in the context of the Corporation’s overall executive compensation program and its incentive and retention objectives previously described. The following discussion is qualified in its entirety by the text of the Option Plan, which can be found on SEDAR at [www.sedar.com](http://www.sedar.com).

Pursuant to the terms of the Option Plan, the aggregate number of Common Shares (i) reserved for issuance at any time to any one optionee shall not exceed 5% of the issued and outstanding Common Shares at such time, (ii) issued to any one insider and his/her associates under the Option Plan or any other proposed or established share compensation arrangement of the Corporation within any one-year period, shall not exceed 5% of the issued and outstanding Common Shares, (iii) issued to insiders and their associates under the Option Plan or any other proposed or established share compensation arrangement within any one-year period shall not exceed 5% of the issued and outstanding Common Shares and (iv) issuable to insiders and their associates at any time under the Option Plan or any other proposed or established share compensation arrangement, shall not exceed 5% of the issued and outstanding Common Shares.

Unless otherwise determined by the Board of Directors, options vest and become exercisable over a five-year period, as to twenty percent (20%) of the options on each anniversary of the date of grant, commencing on the first anniversary of the date of grant.

All options granted have an exercise price determined and approved by the Board of Directors at the time of grant, which shall not be less than the market value of the Common Shares at such time. For purposes of the Option Plan, the market value of the Common Shares shall be: (i) if the grant is made during a black-out period (a period self-imposed by the Corporation during which designated employees cannot trade the securities of the Corporation), the volume weighted average trading price of the Common Shares on the TSX for the five trading day period following the last day of such black-out period, and (ii) if the grant is made outside a black-out period, the volume weighted average trading price of the Common Shares on the TSX for the five trading day period ending on the last trading day before the day on which the options are granted.

Subject to any accelerated termination as set forth under the Option Plan, options expire and are cancelled on the tenth (10<sup>th</sup>) anniversary of the date of grant, unless the expiry date falls within a black-out period or within nine business days after the end of such black-out period, in which case such expiration date will be automatically extended without any further act or formality to that date which is the tenth (10<sup>th</sup>) business day after the end of such black-out period.

Unless otherwise determined by the Board of Directors in its discretion at any time prior to or after the following events and in any option agreement, the right to exercise vested options granted pursuant to the Option Plan will expire on the earliest to occur of the following: (a) the date on which the exercise period of the options expire, (b) 365 days from the date of the optionee’s death, (c) 90 days from the date of the optionee’s disability or retirement, (d) 30 days from the termination of the optionee’s employment or term in office without cause, and (e) the date on which of the optionee’s employment or term of office is terminated for cause by the Corporation or

voluntarily by the optionee. For greater certainty, any options that were not exercisable at the time of occurrence of events contemplated above immediately expire and are cancelled on such date.

The Board of Directors may advance the date on which any option may be exercised notwithstanding the vesting schedule set forth in such option, regardless of any adverse or potentially adverse tax consequences resulting from such acceleration or, subject to applicable regulatory provisions and shareholder approval, extend the exercise period of any option, provided that the period during which an option is exercisable does not exceed 10 years from the date such option is granted or such later date as provided under the Option Plan in case of an extension due to a black-out period.

Except as provided under the Option Plan in the case of an optionee's death or disability or as otherwise specifically provided in an option agreement approved by the Board of Directors, options granted under the Option Plan may only be exercised during the lifetime of an optionee by such optionee personally. No sale, assignment, encumbrance or other transfer of options, whether voluntary, involuntary, by operation of law or otherwise (other than upon the death of an optionee), vests any interest or right in such options whatsoever in any assignee or transferee (except that an optionee may transfer options to registered retirement savings plans or registered retirement income funds of which the optionee is the annuitant and to a corporation in respect of which the optionee is the sole shareholder) and immediately upon any assignment or transfer, or any attempt to make the same, such options will terminate and be of no further force or effect.

Except as otherwise set forth in any option agreement, in the event of any change of control transaction in which there is an acquiring or surviving entity, the Board of Directors may provide for substitute or replacement options of similar value from, or the assumption of outstanding options by, the acquiring or surviving entity or one or more of its affiliates, any such substitution, replacement or assumption to be on such terms as the Board of Directors in good faith determines; provided, however, that in the event of a change of control transaction the Board of Directors may take, as to any outstanding option, any one or more of the following actions:

- provide that any or all options shall thereupon terminate; provided that any such outstanding options that have vested shall remain exercisable until consummation of such change of control; or
- make any outstanding option exercisable in full.

For purposes of the Option Plan, a change of control means the occurrence of (a) any transaction or series of related transactions, whether or not the Corporation is a party thereto, after giving effect to which in excess of fifty percent (50%) of the Corporation's voting power is owned directly, or indirectly through one or more entities, by any person and its affiliates; or (b) a sale, lease or other disposition of all or substantially all of the assets of the Corporation, other than in connection with an internal reorganization.

Notwithstanding anything contained to the contrary in the Option Plan or in any option agreement, in the event of a change of control, a reorganization of the Corporation, an amalgamation of the Corporation, an arrangement involving the Corporation, a take-over bid (as that term is defined in the *Securities Act* (Québec)) for all of the Common Shares or the sale or disposition of all or substantially all of the property and assets of the Corporation, the Board of Directors may make such provision for the protection of the rights of the optionees as the Board of Directors in its discretion considers appropriate in the circumstances, including, changing the vesting conditions of the options and the date on which any option expires.

The Option Plan also provides that appropriate adjustments, if any, will be made by the Board of Directors in connection with a reclassification, reorganization or other change of shares, consolidation, distribution, merger or amalgamation (in each case, a "Change in Capitalization"), in order to maintain the optionees' economic rights in respect of their options in connection with such Change in Capitalization, including adjustments to the exercise price or the number of Common Shares to which an optionee is entitled upon exercise of options, or permitting the immediate exercise of any outstanding options that are not otherwise exercisable.

The Board of Directors may amend the Option Plan or any option at any time without the consent of the optionees provided that such amendment shall (i) not adversely alter or impair any option previously granted except as permitted pursuant to certain adjustments as provided under the Option Plan, (ii) be subject to any regulatory

approvals including, where required, the approval of the TSX, and (iii) be subject to shareholder approval, where required, by law or the requirements of the TSX, provided however that shareholder approval shall not be required for the following amendments and the Board of Directors may make any changes which may include but are not limited to:

- amendments of a “housekeeping” nature;
- a change to the provisions of any option governing vesting, assignability and effect of termination of an optionee’s employment or cessation of an optionee’s term of office;
- the introduction or amendment of a cashless exercise feature payable in cash or in securities, whether or not such feature provides for a full deduction of the number of underlying securities from the Total Reserve;
- the addition of a form of financial assistance and any amendment to a financial assistance provision which is adopted;
- a change to advance the date on which any option may be exercised under the Option Plan;
- a change to the eligible participants of the Option Plan, including a change which would have the potential of broadening or increasing participation by insiders;
- the addition of a deferred or restricted share unit or any other provision which results in optionees receiving securities while no cash consideration is received by the Corporation.

In addition, the Board of Directors may, subject to regulatory approval, discontinue the Option Plan at any time without the consent of the optionees provided that such discontinuance shall not materially and adversely affect any options previously granted under the Option Plan.

For greater certainty, the Board of Directors shall be required to obtain shareholder approval to make the following amendments:

- any change to the maximum number of Common Shares issuable from treasury under the Option Plan, including an increase to the fixed maximum number of Common Shares or a change from a fixed maximum number of Common Shares to a fixed maximum percentage, other than an adjustment as provided under the Option Plan;
- any amendment which reduces the exercise price of any option after the options have been granted or any cancellation of an option and the substitution of that option by a new option with a reduced price, except in the case of an adjustment as provided under the Option Plan;
- any amendment which extends the exercise period of any option beyond the original exercise period, except in case of an extension due to a black-out period;
- any amendment which would permit any option granted under the Option Plan to be transferable or assignable by any optionee other than as allowed under the Option Plan;
- any amendment which increases the maximum number of Common Shares that may be issued to (i) insiders and their associates; or (ii) any one insider and his/her associates under the Option Plan or any other proposed or established share compensation arrangement of the Corporation in a one-year period, except in case of an adjustment as provided under the Option Plan;
- any amendment to the amendment provisions of the Option Plan;

provided that Common Shares held directly or indirectly by insiders benefiting from the amendments shall be excluded when obtaining such shareholder approval.

## Incentive Plan Awards

### Outstanding Option-Based Awards and Share-Based Awards

The following table summarizes for each NEO the number of options outstanding under the Option Plan at the end of the fiscal year ended February 1, 2015.

Name	Option-Based Awards				Share-Based Awards		
	Number of Securities Underlying Unexercised Options (#)	Option Exercise Price (\$)	Option Expiration Date	Value of Unexercised In-The-Money Options <sup>(1)</sup> (\$)	Number of Shares or Units of Shares that have not Vested (#)	Market or Payout Value of Share-Based Awards that have not Vested (\$)	Market or Payout Value of Vested Share-Based Awards not Paid out or Distributed (\$)
Larry Rossy .....	100,000	21.75	January 18, 2022	3,860,000	—	—	—
CEO	300,000	36.065	April 11, 2023	7,285,500	—	—	—
	100,000	44.39	April 8, 2024	1,596,000	—	—	—
Michael Ross, FCPA, FCA...	40,000 <sup>(2)</sup>	12.255	March 18, 2020	1,923,800	—	—	—
CFO and Secretary	24,000	14.825	April 21, 2021	1,092,600	—	—	—
	40,000	21.75	January 18, 2022	1,544,000	—	—	—
	140,000	36.065	April 11, 2023	3,399,900	—	—	—
	40,000	44.39	April 8, 2024	638,400	—	—	—
Neil Rossy .....	40,000	21.75	January 18, 2022	1,544,000	—	—	—
CMO	140,000	36.065	April 11, 2023	3,399,900	—	—	—
	40,000	44.39	April 8, 2024	638,400	—	—	—
Johanne Choinière .....	214,000 <sup>(3)</sup>	44.39	May 12, 2024	3,415,440	—	—	—
COO	40,000 <sup>(4)</sup>	44.39	May 12, 2024	638,400	—	—	—
Geoffrey Robillard .....	—	—	—	—	—	—	—
Senior Vice President, Import Division							

- (1) Based on the closing price of the Common Shares (\$60.35) on January 30, 2015, being the last trading day before the end of the fiscal year ended February 1, 2015.
- (2) On March 18, 2010, the Corporation entered into an employment agreement, effective April 12, 2010, and an option agreement with Michael Ross, whereby the Corporation granted him, concurrently with his appointment and employment with the Corporation as CFO and Secretary, options to purchase 100,000 Common Shares at an exercise price of \$24.51 per option or, taking into account the Share Split, 200,000 Common Shares at an exercise price of \$12.255 per option (the “**Ross Options**”). The Ross Options have a term of 10 years from the date of the grant and vest and become exercisable in equal (20%) instalments on the first, second, third, fourth and fifth anniversaries of the date of the grant. The other terms and conditions relating to the exercise of the Ross Options are governed by the provisions of the Option Plan. As at April 16, 2015, there were no Ross Options outstanding, the last tranche having been exercised on March 30, 2015.
- (3) On April 11, 2014, the Corporation entered into an employment agreement, effective May 12, 2014, and an option agreement with Johanne Choinière whereby the Corporation granted her, concurrently with her appointment and employment with the Corporation as COO, an option to purchase 107,000 Common Shares at an exercise price of \$88.78 per option or, taking into account the Share Split, 214,000 Common Shares at an exercise price of \$44.39 per option (the “**Choinière Options**”). The Choinière Options have a term of 10 years from the date of the grant and vest and become exercisable in equal installments on the first, second, third, fourth and fifth anniversaries of the date of the grant. The other terms and conditions relating to the exercise of the Choinière Options are governed by the provisions of the Option Plan. As at April 16, 2015, the Common Shares relating to the Choinière Options represented 0.17% of the aggregate number of issued and outstanding Common Shares, on a non-diluted basis.
- (4) On April 11, 2014, the Corporation also entered into a second option agreement with Johanne Choinière whereby the Corporation granted her an option to purchase 20,000 Common Shares at an exercise price of \$88.78 per option or, taking into account the Share Split, 40,000 Common Shares at an exercise price of \$44.39 per option under the Annual Grant Plan.

### *Incentive Plan Awards – Value Vested or Earned During the Fiscal Year*

The following table provides a summary of the value of option-based and share-based awards vested or of non-equity incentive plan compensation earned during the Corporation’s fiscal year ended February 1, 2015.

<b>Name</b>	<b>Option-Based Awards – Value Vested During the Fiscal Year<sup>(1)</sup> (\$)</b>	<b>Share-Based Awards – Value Vested During the Fiscal Year (\$)</b>	<b>Non-Equity Incentive Plan Compensation – Value Earned During the Fiscal Year (\$)</b>
Larry Rossy..... CEO	1,234,300	—	1,239,084
Michael Ross, FCPA, FCA..... CFO and Secretary	2,036,740	—	478,737
Neil Rossy..... CMO	526,540	—	563,220
Johanne Choinière..... COO	—	—	563,000 <sup>(2)</sup>
Geoffrey Robillard..... Senior Vice President, Import Division	—	—	1,000,000

(1) Calculated as the difference between the market price of the Common Shares on the date of vesting and the exercise price payable in order to exercise the options.

(2) Represents the annual incentive cash bonus in the amount of \$513,000 awarded to Johanne Choinière for the services rendered during the fiscal year ended February 1, 2015 (which was paid for the full year, without proration, as per the terms of her employment agreement) as well as the \$50,000 one-time signing and retention bonus, as per the terms of her employment agreement.

### **Termination and Change of Control Benefits**

Each of Larry Rossy, Michael Ross, Neil Rossy, Geoffrey Robillard and Johanne Choinière entered into an executive employment agreement with Dollarama L.P., the entity that operates the Dollarama business. These agreements provide for, among other things, the continuation of the executives’ employment for an indeterminate term in accordance with applicable law, as well as their base salary and bonus entitlement in the event of termination without cause or constructive termination.

The employment agreements provide that Dollarama L.P. may terminate the employment of Larry Rossy, Michael Ross, Neil Rossy and Johanne Choinière without cause, by providing each of them with a written notice of termination of employment of 24 months or termination pay in lieu of notice representing the executive’s base salary for 24 months, payable by way of salary continuance or in a lump sum payment, at the sole discretion of Dollarama L.P.

The agreements also provide that in the event of the constructive termination of Larry Rossy, Michael Ross, Neil Rossy or Johanne Choinière, Dollarama L.P. shall pay to the executive a payment representing the executive’s base salary for 24 months, payable by way of salary continuance or in a lump sum payment, at the sole discretion of Dollarama L.P.

The employment agreement of Geoffrey Robillard provides that, in the event his employment is terminated by Dollarama L.P. without cause, or in the event of constructive termination, Dollarama L.P. shall pay to Mr. Robillard an aggregate amount of \$1,000,000 as an indemnity of termination, payable over a period of three years in equal quarterly instalments.

Larry Rossy, Michael Ross, Neil Rossy, Johanne Choinière and Geoffrey Robillard are also entitled to receive, in the event of a termination without cause or constructive termination, the portion of the annual bonus earned for the fiscal year in which the date of termination occurs, prorated for the time of the NEO’s employment



during the relevant fiscal year. These termination payments are conditional upon the executive (i) continuing to fulfill the remainder of his or her contractual obligations towards Dollarama L.P. and (ii) signing a release of any and all claims related to his or her employment or the termination thereof. Under their respective employment agreements and assuming that the termination without cause or constructive termination occurred on January 30, 2015, the last business day of the Corporation's fiscal year ended February 1, 2015, the NEOs would be entitled to receive potential incremental payouts representing approximately \$2,803,584 for Larry Rossy, \$1,365,287 for Michael Ross, \$1,606,220 for Neil Rossy, \$1,463,000 for Johanne Choinière and \$4,000,000 for Geoffrey Robillard.

Upon termination without cause or constructive termination, the vested options held by an NEO at the date of termination continue to be exercisable by the NEO until the earlier of (i) the date that is 30 days after the date of termination and (ii) the date which is ten (10) years from the date of the grant. Assuming that the termination occurred on January 30, 2015, the last business day of the Corporation's fiscal year ended February 1, 2015, the NEOs would be entitled to receive, upon exercise of their options, amounts representing \$3,773,100 for Larry Rossy, \$1,970,580 for Michael Ross and \$1,606,380 for Neil Rossy. Geoffrey Robillard did not hold any options as at January 30, 2015 whereas the options held by Johanne Choinière as at January 30, 2015 were not vested yet.

The employment agreements of Larry Rossy, Michael Ross, Neil Rossy and Johanne Choinière also provide for certain restrictive covenants that continue to apply following the termination of the executive's employment, including an obligation of non-disclosure of confidential information, assignment of intellectual property rights, and non-competition, non-solicitation of suppliers and non-solicitation of employees covenants effective for a period of 24 months following the executive's termination of employment. The employment agreement of Geoffrey Robillard provides that the non-competition, non-solicitation of suppliers and non-solicitation of employee restrictions shall continue to apply for a period of three years following the termination of his employment. In consideration of the non-competition covenant undertaken by Geoffrey Robillard, in the event that his employment is terminated by Dollarama L.P. without cause, or in the event of his constructive termination, Dollarama L.P. shall pay to Mr. Robillard an additional aggregate amount of \$2,000,000, payable over a period of three years in equal quarterly instalments.

The actual amounts to be paid out under any of the scenarios can only be determined at the time of the NEO's actual separation from the Corporation, and the Human Resources and Compensation Committee has the discretion to recommend to the Board of Directors the payment of additional benefits to executives upon termination if it determines the circumstances so warrant.

## Pension Benefits

The NEOs participate in the pension benefit plan of the Corporation, a registered defined contribution plan (the “Pension Plan”). Under the terms of the Pension Plan, the Corporation will match an eligible employee’s contribution thereto, up to a maximum of \$3,000 per year.

The table below provides a summary of the payments or benefits payable to the NEOs at, following or in connection with retirement pursuant to the Pension Plan.

Name of NEO	Accumulated Value at Start of Fiscal Year (\$)	Compensatory (\$)	Accumulated Value at End of Fiscal Year <sup>(1)</sup> (\$)
Larry Rossy .....	— <sup>(2)</sup>	—	—
CEO			
Michael Ross, FCPA, FCA .....	28,058	3,000	37,568
CFO and Secretary			
Neil Rossy .....	36,395	3,000	46,553
CMO			
Johanne Choinière .....	— <sup>(3)</sup>	3,000	6,269
COO			
Geoffrey Robillard .....	35,287	3,000	45,105
Senior Vice President, Import Division			

- (1) Includes both compensatory and non-compensatory amounts (the latter representing employee contributions and regular investment earnings on employer and employee contributions, as applicable).
- (2) Contribution rights under the Pension Plan expire at age 72, and Larry Rossy elected to withdraw his accumulated value before the end of the fiscal year ended February 2, 2014, before reaching the age limit.
- (3) Johanne Choinière was appointed COO effective May 12, 2014.

## SECURITIES AUTHORIZED FOR ISSUANCE UNDER EQUITY COMPENSATION PLANS

The following table provides a summary, as at February 1, 2015, of the security-based compensation plans or individual compensation arrangements pursuant to which equity securities of the Corporation may be issued.

Plan Category	Number of Securities to be Issued upon Exercise of Outstanding Options	Weighted-Average Exercise Price of Outstanding Options	Number of Securities Remaining Available for Future Issuance under Equity Compensation Plans (excluding securities reflected in the first column)
Equity Compensation Plans Approved by Securityholders:			
Plan.....	2,009,348	\$35.25	5,513,134
Individual Compensation Arrangements not Approved by Securityholders:			
“Ross Options” <sup>(1)</sup> .....	40,000	\$12.255	N/A
“Choinière Options” <sup>(2)</sup> .....	214,000	\$44.39	N/A
<b>Total</b> .....	<b>2,263,348</b>		

- (1) On March 18, 2010, the Corporation entered into an employment agreement, effective April 12, 2010, and an option agreement with Michael Ross, whereby the Corporation granted the Ross Options to Michael Ross, concurrently with his appointment and employment with the Corporation as CFO and Secretary. The terms and conditions relating to the exercise of the Ross Options are governed by the provisions of the Option Plan. Of the 200,000 Ross Options granted on March 18, 2010 (taking into account the Share Split), only 40,000 remained issued and outstanding as at February 1, 2015, and such balance was exercised in full on March 30, 2015. As at April 16, 2015, there were no Ross Options outstanding.
- (2) On April 11, 2014, the Corporation entered into an employment agreement, effective May 12, 2014, and an option agreement with Johanne Choinière whereby the Corporation granted the Choinière Options to Johanne Choinière, concurrently with her appointment and employment with the Corporation as COO. The Choinière Options have a term of 10 years from the date of the grant and vest and become exercisable in equal installments on the first, second, third, fourth and fifth anniversaries of the date of the grant. The terms and conditions relating to the exercise of the Choinière Options are governed by the provisions of the Option Plan. As at April 16, 2015, the Common Shares relating to the Choinière Options represented 0.17% of the aggregate number of issued and outstanding Common Shares, on a non-diluted basis.

A maximum of 14,538,386 Common Shares may be issued under the Option Plan. As at April 16, 2015, an aggregate of 9,425,549 options had been issued under the Option Plan, of which 2,335,000 remained outstanding, representing 1.8% of the issued and outstanding Common Shares on a non-diluted basis. As at such date, a total of 5,112,837 options remained issuable under the Option Plan, representing 3.9% of the issued and outstanding Common Shares on a non-diluted basis.

## **INDEBTEDNESS OF DIRECTORS AND EXECUTIVE OFFICERS**

None of the directors, executive officers, employees, former directors, former executive officers or former employees of the Corporation or any of its subsidiaries, and none of their associates, is or has, at any time since the beginning of the most recently completed fiscal year, been indebted to the Corporation or any of its subsidiaries or another entity, where the indebtedness is the subject of a guarantee, support agreement, letter of credit or other similar agreement or understanding provided by the Corporation or any of its subsidiaries, except for routine indebtedness.

## **INTEREST OF INFORMED PERSONS IN MATERIAL TRANSACTIONS**

The Board of Directors reviews and approves transactions between the Corporation on the one hand and a related party, such as the directors, officers, holders of 10% or more of the voting securities and their affiliates and associates, the immediate family members of any of the foregoing persons and any other persons whom the Board of Directors determines may be considered a related party, on the other hand. Prior to the Board of Directors' consideration of a transaction with a related party, the material facts as to the related party's relationship or interest in the transaction are disclosed to the Board of Directors, and the transaction is not considered approved by the Board of Directors unless a majority of the directors who are not interested in the transaction approve the transaction. The Corporation believes each of the transactions set forth below were made on terms no less favorable to the Corporation than could have been otherwise obtained from unaffiliated third parties.

### *Real Property Leases*

The Corporation currently leases 19 stores, five warehouses, its distribution center and its head office from entities controlled by Larry Rossy, the Corporation's Chairman and CEO, or certain members of his immediate family pursuant to long-term lease agreements. Rental expenses associated with these related-party leases are established at market terms and represented an aggregate amount of approximately \$16.9 million for the fiscal year ended February 1, 2015.

## **CORPORATE GOVERNANCE**

### **Board of Directors**

#### *Independence*

The Board of Directors is comprised of ten directors, seven of which are independent as at April 16, 2015. Pursuant to National Instrument 52-110 – *Audit Committees*, as amended from time to time ("NI 52-110"), an independent director is one who is free from any direct or indirect relationship which could, in the view of the Board of Directors, be reasonably expected to interfere with the exercise of a director's independent judgment.

Larry Rossy and Neil Rossy are not independent under these standards as they are part of the management of the Corporation. Gregory David may not be considered independent within the meaning of NI 52-110 due to his relationship with Larry Rossy and other members of the current or former management. However, the Board of Directors does not view his relationship with members of management as impairing the ability of the Board of Directors to act independently of management, or to act in the best interests of the shareholders of the Corporation.

All of the other directors are considered independent within the meaning of NI 52-110 as they do not have any direct or indirect relationship which could, in the view of the Board of Directors, be reasonably expected to interfere with their exercise of independent judgment.

The following table indicates the status of each director in terms of independence as at the date of this Circular.

Name	Status		Reason for Non-Independence
	Independent	Not Independent	
<b>Larry Rossy</b> Chairman of the Board of Directors		✓	Larry Rossy is the CEO of the Corporation.
<b>Joshua Bekenstein</b> Chair of the Human Resources and Compensation Committee Member of the Nominating and Governance Committee	✓		
<b>Gregory David</b>		✓	Gregory David is not considered independent due to his relationship with Larry Rossy and other members of the current or former management.
<b>Elisa D. Garcia C.</b> Member of the Nominating and Governance Committee	✓		
<b>Stephen Gunn</b> Lead Director Chair of the Nominating and Governance Committee Member of the Audit Committee Member of the Human Resources and Compensation Committee	✓		
<b>Nicholas Nomicos</b> Member of the Human Resources and Compensation Committee	✓		
<b>Richard Roy</b> Member of the Audit Committee	✓		
<b>Neil Rossy</b>		✓	Neil Rossy is the Chief Merchandising Officer of the Corporation.
<b>John J. Swidler</b> Chair of the Audit Committee	✓		
<b>Huw Thomas</b> Member of the Audit Committee Member of the Nominating and Governance Committee	✓		
<b>Total</b>	<b>7</b>	<b>3</b>	

The Corporation has implemented adequate structures and processes which permit the Board of Directors to function independently of the management of the Corporation. The Board of Directors maintains the exercise of independent supervision over management by encouraging open and candid discussion from its independent directors. Any independent director may, at any time, call a meeting or request an *in camera* portion of a board or committee meeting at which non-independent directors and members of management are not present. An *in camera* session is scheduled as part of every meeting of the Board of Directors and its committees to allow independent directors to meet without non-independent directors and members of management, as necessary. For the fiscal year ended February 1, 2015, the Audit Committee held four *in camera* sessions and the Human Resources and Compensation Committee held multiple *in camera* sessions.

#### *Chairman of the Board of Directors and Lead Director*

As the Chairman is not an independent director, Stephen Gunn, one of the independent directors, has been appointed as Lead Director in order to ensure appropriate leadership for the independent directors. The primary responsibilities of the Lead Director are to (i) ensure that appropriate structures and procedures are in place so that the Board of Directors may function independently of the management of the Corporation and (ii) lead the process

by which independent directors seek to ensure that the Board of Directors represents and protects the interests of all shareholders. See “Position Descriptions” for further detail on the respective roles of the Chairman and the Lead Director.

#### *Directorship of Other Reporting Issuers*

Some members of the Board of Directors are also members of the boards of other public companies. See “Nominees for Election to the Board of Directors - Description of Proposed Director Nominees”.

The Board of Directors did not adopt a director interlock policy but is keeping informed of other public directorships held by its members. As at the date of this Circular, two directors, namely Joshua Bekenstein and Nicholas Nomicos, serve together on one other public company board.

#### *Board of Directors’ Attendance Record*

The following table summarizes the attendance of individual directors at meetings of the Board of Directors and its committees held during the fiscal year ended February 1, 2015. Directors are expected to attend all meetings and each director generally attends all meetings, subject to occasional scheduling conflicts.

Director	Board of Directors (7 meetings)		Audit Committee (4 meetings)		Human Resources & Compensation Committee (4 meetings)		Nominating & Governance Committee (4 meetings)		Total Attendance	
	Number	%	Number	%	Number	%	Number	%	Number	%
Larry Rossy.....	7 (chair)	100.0	–	–	–	–	–	–	7/7	100.0
Joshua Bekenstein.....	7	100.0	–	–	4 (chair)	100.0	4	100.0	15/15	100.0
Gregory David .....	7	100.0	–	–	–	–	–	–	7/7	100.0
Elisa D. Garcia C. <sup>(1)</sup> .....	–	–	–	–	–	–	–	–	–	–
Stephen Gunn .....	7 (Lead Director)	100.0	4	100.0	4	100.0	4 (chair)	100.0	19/19	100.0
Nicholas Nomicos.....	7	100.0	–	–	4	100.0	–	–	11/11	100.0
Richard Roy.....	7	100.0	4	100.0	–	–	–	–	11/11	100.0
Neil Rossy.....	7	100.0	–	–	–	–	–	–	7/7	100.0
John J. Swidler.....	7	100.0	4 (chair)	100.0	–	–	–	–	11/11	100.0
Huw Thomas.....	7	100.0	4	100.0	–	–	4	100.0	15/15	100.0

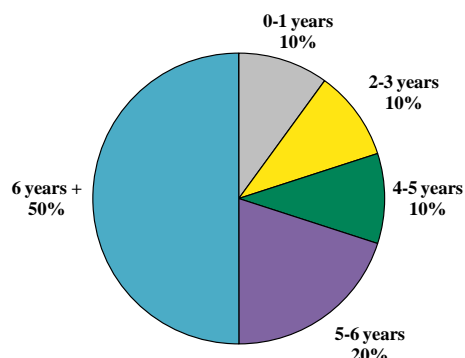
(1) Elisa D. Garcia C. was appointed as independent director and member of the Nominating and Governance Committee on February 18, 2015. She participated in the meeting of the Board of Directors and the meeting of the Nominating and Governance Committee held since her appointment.

#### *Board of Directors Size*

The Board of Directors will be comprised of ten (10) directors in the event that all of the proposed director nominees are elected. See “Nominees for Election to the Board of Directors – Description of Proposed Director Nominees”. The Board of Directors is of the view that this size and its composition are adequate and allow for the efficient functioning of the Board of Directors as a decision making body.

### *Board of Directors Tenure*

The following chart shows the tenure (number of completed years of service) of the Board of Directors.



The average tenure of the Corporation's current directors is 6.6 years, and the average tenure of Non-Executive Directors is 5.75 years.

### *Director Term Limits and Other Mechanisms for Board Renewal*

The Corporation does not have a retirement policy for directors. The Nominating and Governance Committee considered whether to propose the adoption of term limits for directors or other mechanisms for board renewal, and determined not to do so. The Board of Directors fully endorses the recommendation because it believes that imposing a term limit or an arbitrary retirement age would discount the value of experience and continuity of board service, and may unnecessarily deprive the Corporation of the contribution of directors who have developed a deep knowledge of the Corporation over time.

Even though director term limits may provide opportunities to address gender imbalance, the Board of Directors believes that renewal should be driven by results of director evaluations, both formal and informal, and a periodic review of the director skills matrix to ensure that the Board of Directors, as a whole, is functioning efficiently.

Non-Executive Directors average 5.75 years of service, and service ranges from less than one year to ten years. At this point in time, the Board of Directors does not believe that average tenure is too lengthy or excessive. The Nominating and Governance Committee will continue to fulfill its responsibility of assessing the size, composition and effectiveness of the Board of Directors, and will make recommendations as deemed appropriate on whether to nominate a director for re-election.

### *Mandate of the Board of Directors*

The Board of Directors is responsible for supervising the management of the business and affairs of the Corporation. The Board of Directors' key responsibilities relate to the stewardship of management, generally through the CEO, to pursue the best interests of the Corporation, and include the following: (i) reviewing and approving the strategic plan and in relation thereto approving the annual business and capital plans and policies and processes generated by management relating to the authorization of major investments and significant allocations of capital; (ii) supervising senior management and reviewing, in conjunction with the Human Resources and Compensation Committee and the Nominating and Governance Committee, as applicable, the succession planning of the Corporation, including the appointment of the CEO, the Chairman and the Lead Director of the Corporation, and ensuring that other executives are in place to ensure sound management of the Corporation, (iii) ensuring that the Corporation has risk management systems in place, (iv) ensuring that the Corporation has appropriate internal controls and corporate governance policies in place and reviewing, as applicable, the Nominating and Governance Committee's recommendations regarding the Corporation's corporate governance policies, the disclosure in the Corporation's public disclosure documents relating to corporate governance practices, the relationship between management and the Board of Directors and the Board of Director's ability to act independently from management,

and (v) ensuring a business ethics, compliance and corporate governance mindset and creation of a culture of integrity throughout the organization.

Under its mandate, the Board of Directors is entitled to engage outside advisors, at the Corporation's expense, where, in the view of the Board of Directors, additional expertise or advice is required. The mandate of the Board of Directors is attached hereto as Schedule A.

#### *Majority Voting Policy*

The Corporation does not employ the practice of "slate voting" and, as such, at meetings of shareholders where directors are to be elected, shareholders of the Corporation are entitled to vote in favour of, or to withhold from voting, separately for each director nominee. The Secretary of the Corporation ensures that the number of shares voted in favor or withheld from voting for each director nominee is recorded and promptly disclosed after the meeting.

On April 11, 2013, the Board of Directors adopted a majority voting policy in order to promote enhanced director accountability. The policy stipulates that, in an uncontested election of directors, any nominee who receives a greater number of votes "withheld" than votes "for" his or her election will promptly tender his or her resignation to the Nominating and Governance Committee for consideration.

The Nominating and Governance Committee shall consider the resignation and recommend to the Board of Directors the action to be taken with respect to such tendered resignation. The Nominating and Governance Committee will be expected to accept and recommend acceptance of the resignation by the Board of Directors unless the circumstances direct otherwise. The Board of Directors shall consider the recommendation of the Nominating and Governance Committee and determine whether or not to accept it. A press release disclosing the Board of Directors' determination (and the reasons for rejecting the resignation, if applicable) shall be issued within 90 days following the date of the meeting of shareholders. A copy of such press release shall be sent concurrently to the TSX. The resignation will become effective when accepted by the Board of Directors.

Any director who tenders his or her resignation pursuant to this policy shall not participate in the recommendation of the Nominating and Governance Committee or the decision of the Board of Directors with respect to such resignation.

Subject to any restrictions imposed by law, in the case where the Board of Directors accepts any tendered resignation in accordance with the majority voting policy, the Board of Directors may leave the vacancy unfilled until the next annual meeting of shareholders, fill the vacancy through the appointment of a new director or call a special meeting of shareholders during which a new candidate will be presented to fill the vacant position.

The policy only applies in circumstances involving an uncontested election of directors. For purposes of the majority voting policy, an "uncontested election" means any meeting of shareholders called for, either alone or with other matters, the election of directors, with respect to which (i) the number of nominees for election is equal to the number of positions on the Board of Directors to be filled through the election to be conducted at such meeting and/or (ii) proxies are being solicited for such election of directors solely by the Corporation.

#### **Position Descriptions**

##### *The Chairman of the Board of Directors and Committee Chairs*

Larry Rossy, the Chairman, is an executive director. The Board of Directors has adopted a written position description for the Chairman which sets out the Chairman's key responsibilities, including duties related to Board of Directors' meetings, shareholders' meetings, director development and communication with shareholders and regulators. The Board of Directors has also adopted a written position description for each of the committee chairs which sets out each of the committee chair's key responsibilities, including duties relating to setting committee meeting agendas, chairing committee meetings and working with the respective committee and management to ensure, to the greatest extent possible, the effective functioning of the committee. These descriptions are reviewed by the Board of Directors upon recommendation of the Nominating and Governance Committee.

### *The CEO*

Larry Rossy is also the Corporation's CEO. The primary functions of the CEO are to lead the management of the Corporation's business and affairs and to lead the implementation of the resolutions and the policies of the Board of Directors. The Board of Directors has developed a written position description and mandate for the CEO which sets out the CEO's key responsibilities, including duties relating to strategic planning, operational direction, interaction with the Board of Directors, succession planning and communication with shareholders. The CEO mandate is reviewed by the Board of Directors annually.

### *The Lead Director*

Stephen Gunn acts as Lead Director since the Corporation became public in October 2009. The primary functions of the Lead Director are to provide leadership to the independent directors and to facilitate the efficient functioning of the Board of Directors independently of management. The Board of Directors has developed a written position description and mandate for the Lead Director which sets out the Lead Director's key responsibilities, including duties relating to independent directors' meetings, policy implementation, succession planning and flow of information to the Board of Directors. The Lead Director mandate is reviewed by the Board of Directors upon recommendation of the Nominating and Governance Committee.

## **Board of Directors Committees**

### *Audit Committee*

The audit committee of the Corporation (the "Audit Committee") is composed of four (4) directors, namely John J. Swidler, Stephen Gunn, Huw Thomas and Richard Roy, all of whom are and must at all times be financially literate and independent within the meaning of NI 52-110. John J. Swidler is the Chair of the Audit Committee. The relevant education and experience of each member of the Audit Committee is described as part of their respective biographies. See "Nominees for Election to the Board of Directors - Description of Proposed Director Nominees".

The Board of Directors has adopted a written charter for the Audit Committee, which sets out the Audit Committee's key responsibilities, including reviewing the financial statements of the Corporation and reporting on such review to the Board of Directors, ensuring that adequate procedures are in place for the review of the Corporation's public disclosure documents that contain financial information, overseeing the work and reviewing the independence of the external auditor and reviewing, evaluating and approving the internal control procedures that are implemented and maintained by management.

As part of its mandate, the Audit Committee has been delegated the primary risk oversight responsibility and reports periodically to the Board of Directors on its findings. More specifically, the Audit Committee is responsible to ensure that risks facing the Corporation are identified, assessed, monitored and appropriately managed and mitigated. In order to gain reasonable assurance that risk management activities are comprehensive and effective, the Audit Committee receives quarterly presentations from management on the principal areas of exposure associated with the Corporation's business and operations and the systems implemented to manage and mitigate these risks, including the Corporation's internal control systems and its insurance programs. During the fiscal year ended February 1, 2015, an enterprise-wide risk assessment was conducted by management, with the assistance of subject matter experts, and findings were shared with the Audit Committee. A final report was presented to the Board of Directors. An update on risk mitigation strategies is now presented at each meeting of the Audit Committee.

Additional information relating to the Audit Committee can be found in the section entitled "Audit Committee Information" of the Corporation's annual information form available on SEDAR at [www.sedar.com](http://www.sedar.com).

### *Human Resources and Compensation Committee*

The Human Resources and Compensation Committee is composed of three (3) directors, namely Joshua Bekenstein, Stephen Gunn and Nicholas Nomicos, all of whom are independent. Joshua Bekenstein acts as Chair of the Human Resources and Compensation Committee.



Each of these directors has a wealth of experience designing effective management incentive and compensation plans to attract and retain highly qualified executives and to align NEOs' performance objectives with those of the Corporation's stakeholders. The members of the Human Resources and Compensation Committee have several years of experience negotiating executive compensation agreements and managing or advising large private and public corporations on compensation matters. For more information regarding the professional background and experience of each member of the Human Resources and Compensation Committee, please refer to the section entitled "Nominees for Election to the Board of Directors - Description of Proposed Director Nominees" of this Circular.

The Human Resources and Compensation Committee is charged with overseeing the administration of the Corporation's compensation plans, assisting the Board of Directors with its responsibilities in regard of the Corporation's executive officers' compensation, and reviewing and approving the disclosure of executive compensation as required by securities laws before such disclosure is disseminated to the public.

As part of its oversight of the implementation of the Corporation's compensation plans and policies, the Human Resources and Compensation Committee reviews and makes recommendations to the Board of Directors with respect to the adoption or amendment of incentive and equity-based compensation plans for the Corporation. For example, during the fiscal year ended February 1, 2015, the Human Resources and Compensation Committee recommended to the Board of Directors the adoption of the DSU Plan as well as consequential amendments to the Director Compensation Policy in order to replace annual option grants to Non-Executive Directors by annual DSU awards.

The Human Resources and Compensation Committee annually reviews and approves the corporate goals and objectives relevant to the compensation of the CEO and other NEOs, evaluates their performance in light of these goals and objectives and makes recommendations to the Board of Directors regarding the CEO's and other NEOs' compensation packages. In setting compensation, the Human Resources and Compensation Committee considers all factors it deems relevant including the Corporation's performance and relative shareholder return, the value of proposed compensation packages against those offered by companies comprising the Comparator Group to individuals with similar responsibilities, and awards given by the Corporation in prior years. The Human Resources and Compensation Committee has also been delegated by the Board of Directors the responsibility to conduct an annual evaluation of compensation-related risks.

Finally, the Human Resources and Compensation Committee is also responsible for monitoring the succession planning process for the CEO, other NEOs as well as other key members of the senior management team. The objective of this process is to identify individuals who are able to move into key leadership roles not only in the normal course of the Corporation's growth but also in the event of an unplanned vacancy, and to assist these individuals in developing their skills and competencies. The Human Resources and Compensation Committee receives periodic updates from management on this leadership succession planning process, discusses succession scenarios, assesses the readiness of potential candidates to fill senior leadership roles and identifies roles for which an external talent search may be required. For example, members of the Human Resources and Compensation Committee participated in the executive search process that eventually led to the hiring and appointment of Johanne Choinière as COO and met with candidates considered for the role before making a formal recommendation to the Board of Directors.

The Human Resources and Compensation Committee may retain external compensation consultants to assist in the proper discharge of its mandated responsibilities.

The Board of Directors has adopted a written charter describing the mandate of the Human Resources and Compensation Committee. The charter of such committee was amended on April 23, 2012 to expressly reflect the compensation risk oversight responsibility delegated by the Board of Directors to the Human Resources and Compensation Committee.

The Human Resources and Compensation Committee's responsibilities include the following:

- reviewing and approving and then recommending to the Board of Directors the compensation of the CEO and other NEOs of the Corporation;

- reviewing and approving corporate goals and objectives relevant to the CEO's and other NEOs' compensation, including the evaluation of the CEO's and NEOs' performance in light of those goals and objectives and determining their respective compensation packages based on these evaluations;
- designing, establishing and overseeing the Corporation's executive compensation policy;
- considering, at least annually, the implications of the risks associated with the Corporation's executive compensation policy and/or practices;
- reviewing and approving annually the compensation discussion and analysis to be included in the Corporation's management proxy circular;
- reviewing, at least annually, compensation market data and competitor benchmark data to attract and retain the human resources needed;
- administering the Annual Grant Plan and granting options, up to a number corresponding to the maximum number of shares reserved for issuance under the Option Plan and approved for distribution by the Board of Directors, in accordance with the terms of the Annual Grant Plan;
- developing and reviewing the Corporation's management succession plans;
- making recommendations to the Board of Directors with respect to such other compensation plans or structures to be adopted by the Corporation from time to time; and
- making recommendations regarding the Corporation's overall compensation philosophy and strategy.

#### *Nominating and Governance Committee*

The Nominating and Governance Committee is composed of four (4) independent directors, namely Stephen Gunn, Huw Thomas, Joshua Bekenstein and, effective February 18, 2015, Elisa D. Garcia C. Stephen Gunn serves as the Chair of the Nominating and Governance Committee.

The Nominating and Governance Committee is mandated by the Board of Directors to assess, develop, recommend and review corporate governance policies and guidelines for the Corporation and ensuring their implementation within the Corporation, review the size of the Board of Directors to ensure optimal decision-making and effectiveness, coordinate an annual evaluation of the Board of Directors, identify individuals qualified to become members of the Board of Directors and recommend such individuals to the Board of Directors for nomination for election to the Board of Directors or to fill vacancies on the Board of Directors occurring between annual meetings of shareholders, and make recommendations to the Board of Directors concerning committee appointments. For example, during the fiscal year ended February 1, 2015, the Nominating and Governance Committee, with the assistance of an executive search firm, spearheaded the recruitment efforts which led to the appointment of Elisa D. Garcia C. as independent director of the Corporation.

The Nominating and Governance Committee is also responsible for monitoring the relationship between management and the Board of Directors, and to review the Corporation's governance structures to ensure that the Board of Directors is able to function independently of management. As necessary, the Nominating and Governance Committee may retain external advisors to assist in the proper discharge of its mandated responsibilities. The Nominating and Governance Committee reviews the mandate of the Board of Directors and the charter for each committee of the Board of Directors and recommends changes as necessary.

The Board of Directors has adopted a written charter describing the mandate of the Nominating and Governance Committee.

#### **Orientation and Continuing Education**

The Corporation provides an orientation process for newly elected or appointed members of the Board of Directors to enhance their understanding of the Corporation and their responsibilities as directors. As part of this orientation process, the Chairman and/or the Lead Director explain the role of the Board of Directors, its committees

and the expectations of directors with respect to contribution and time commitment. New directors are provided with extensive information on the Corporation's business, its strategic and operational performance, its industry position and its financial results. In order to fully grasp the role they are expected to play as directors and/or committee members, new directors are also provided with copies of the Corporation's key documents, including the Code of Conduct, insider trading and public disclosure policies, the mandate of the Board of Directors and the charters of each committee as well as the position descriptions of each of the Chairman and the Lead Director and the chair of each committee. Up-to-date information on the Corporation's corporate organization, operations, strategy, its current year business plan and financial information is also provided to enable each new director to better understand the Corporation and his or her role and responsibilities.

As part of its mandate, the Nominating and Governance Committee is also responsible for providing continuing education for all members of the Board of Directors. Senior management members make regular presentations to the Board of Directors in each of their respective areas, and directors are invited to meet individually with the Chair, the CEO, the CFO, the COO and other senior executive officers to discuss further any topic of interest in order to ensure that their knowledge and understanding of the Corporation's business remains current. Management periodically briefs the Board of Directors with up-to-date industry and benchmarking information, and experts are also invited to make presentations to the Board of Directors on relevant subjects of interest to the directors. Furthermore, tours of the warehouses, the distribution center and the stores are also available for directors so they can enhance their understanding of the operational aspects of the Corporation's business.

The Corporation encourages the attendance by directors of conferences, seminars or courses relevant to their directorship at the Corporation. The Corporation reimburses directors for expenses incurred by attending such events.

### **Code of Conduct**

The Board of Directors has adopted a written code of conduct (the "Code of Conduct") that applies to all directors, officers, head office management and employees, warehouse management, distribution center management, field management and store management, including those employed by subsidiaries. The Code of Conduct has been circulated to all such persons to whom it applies.

The objective of the Code of Conduct is to provide guidelines for maintaining the integrity, reputation, honesty, objectivity and impartiality of Dollarama, its subsidiaries and business units. The Code of Conduct addresses conflicts of interest, protection of the assets, confidentiality, fair dealing with the securityholders, customers, suppliers, competitors and employees, insider trading, compliance with laws and reporting of any illegal or unethical behaviour.

Any person subject to the Code of Conduct is required to avoid or fully disclose interests or relationships that are harmful or detrimental to the Corporation's best interests or that may give rise to real, potential or the appearance of conflicts of interest.

The Code of Conduct also provides for procedures that have been established to allow officers and employees to report breaches of the Code of Conduct or any illegal or unethical behaviour anonymously to their immediate supervisor(s) and/or any other person designated under the Code of Conduct (each a "Designated Person"). Upon receipt of a complaint, a Designated Person is required to register same in a log book and to review and assess the seriousness of the complaint along with the assistance of the Board of Directors or the persons or committee appointed under the Code of Conduct. On a quarterly basis and upon request, a Designated Person may be mandated to prepare a report for the Board of Directors or the persons or committee appointed under the Code of Conduct, which report must be forwarded to the CFO and provide for a description of all the complaints received over the applicable period. Those procedures have been established to ensure that the Board of Directors or the persons or committee appointed under the Code of Conduct have the ultimate responsibility for the stewardship of the Code of Conduct.

The Code of Conduct was filed with the Canadian securities regulatory authorities and is available on SEDAR at [www.sedar.com](http://www.sedar.com) and on the Corporation's website at [www.dollarama.com](http://www.dollarama.com).

## **Nomination of Directors**

The Nominating and Governance Committee is responsible for identifying, assessing and proposing new director nominees and for the assessment of current directors. The Nominating and Governance Committee actively seeks individuals qualified to become members of the Board of Directors and recommends such individuals for nomination for election to the Board of Directors by the shareholders or for appointment by the Board of Directors to fill a vacancy.

The Nominating and Governance Committee established a matrix setting out the desired qualifications, skills and attributes of potential nominees. Candidates must display ethical conduct, integrity and seasoned business judgment. Strong interpersonal skills are also essential to ensure open, candid, collegial and effective discussion and debate among the directors. Diversity, including gender diversity, is also one of the criteria considered in the director identification and selection process.

Once a candidate meets the basic requirements enumerated above, the Nominating and Governance Committee takes a closer look at core competencies, which include, without limitation: experience in the retail industry; expertise in financial accounting and reporting and risk oversight; distribution, warehousing and/or logistics experience; international sourcing knowledge; real estate acumen; public company board service; know-how in executive compensation programs and leadership development; experience with international development and operations; and general senior leadership operating experience. Members are not required to have significant experience and expertise in each of these areas. The Nominating and Governance Committee rather aims for the right balance and mix of skills and ensures that the Board of Directors, as a group, is well versed in those areas that are critical to the Corporation's success.

Finally, the Nominating and Governance Committee (i) evaluates the ability of the candidate to devote sufficient time and resources to participate actively on the Board of Directors, (ii) ensures that the skill set of the candidate complements the abilities and areas of expertise of the incumbent members of the Board of Directors and meets the current and future needs of the Corporation, and (iii) assesses potential conflicts of interest.

Throughout the process, the chair of the Nominating and Governance Committee updates the Chairman of the Board of Directors and solicits his input on candidates. Candidates are interviewed by the Chairman of the Board of Directors, members of the Nominating and Governance Committee and other directors, as appropriate. The Nominating and Governance Committee ultimately makes a recommendation to the Board of Directors, which approves the candidate for appointment or submission to shareholders for election at the next annual meeting of shareholders.

The Nominating and Governance Committee may identify candidates for nomination as directors through individuals known to the members of the Board of Directors or recommended through individuals known to the members of the Board of Directors. The Nominating and Governance Committee may also seek assistance from search firms for the identification of candidates for nomination as directors. Such external assistance was sought in the context of the recruitment efforts which ultimately led to the appointment of Elisa D. Garcia C. as independent director of the Corporation on February 18, 2015.

The search for qualified individuals is an ongoing process, regardless of whether there is a vacancy on the Board of Directors, and the Nominating and Governance Committee reviews the director skills matrix periodically to ensure that it remains aligned with the Corporation's strategic plan and the Board of Directors' needs.

## **Diversity**

### *Representation of Women on the Board of Directors*

As mentioned earlier, the Nominating and Governance Committee is mandated by the Board of Directors to, among other things, identify individuals qualified to become directors and recommend such individuals for election at annual meetings of shareholders or for appointment to fill vacancies occurring between meetings. In fulfilling its mandate, the Nominating and Governance Committee strives to ensure that the Board of Directors is populated by individuals who have diverse backgrounds, not only in terms of gender, national origin or ethnic

background but also in terms of skills, professional experience, viewpoint and other individual qualities and attributes that will further the interests of the Corporation.

The Board of Directors recognizes the value and importance of diversity, including gender diversity, but has decided not to adopt a formal policy regarding the representation of women on the Board of Directors. Gender diversity is one of the criteria embedded in the director identification and selection process. However, recommendations for election and appointment are made primarily based on merit, in light of the skills, experience, independence and knowledge that the Board of Directors, as a whole, requires to be most effective. The Board of Directors must retain the flexibility to add qualified directors, as appropriate. Gender cannot be a decisive factor above all other considerations.

Similarly, the Board of Directors believes that adopting a target number or percentage regarding the representation of women may compromise its ability to be responsive to the needs of the Corporation, may disqualify desirable candidates and may create a perception that individuals have been nominated solely or primarily on the basis of gender to meet targets. The Board of Directors remains committed to increasing diversity as turnover occurs in the normal course, taking into account skills, background, experience and expertise desired at that particular time to complement to the mix of skills and experience of other directors.

Following the Meeting, assuming that all nominees are elected as contemplated in the Circular, one out of ten directors (10%) or one out of seven independent directors (14%) will be a woman. Ms. Elisa D. Garcia C. was appointed as independent director on February 18, 2015 even though there was no vacancy to be filled at that date. The search for qualified individuals is an ongoing process, regardless of whether there is a vacancy on the Board of Directors, and the Nominating and Governance Committee, having identified a qualified candidate with the right fit and a strong skills set, complementary to the skills of the other directors of the Corporation, decided to recommend her appointment, bringing the number of directors to ten, seven of whom are independent. The Board of Directors is of the view that its size and composition are adequate and allow for efficient functioning of the board as a decision making body.

#### *Representation of Women in Executive Officer Positions*

The Corporation is committed to promoting diversity and inclusion at all levels of the organization and does take into account the representation of women and the importance of diversity when filling executive level positions.

Because of the limited size of the executive team and the need to ensure that recruitment efforts and appointments are primarily based on the merits of the individuals and the needs of the Corporation at the relevant time, the Board of Directors has decided not to set targets regarding the representation of women in executive officer positions. However, the Board of Directors is committed to equality of opportunity and to the recruitment, retention, development and promotion of qualified female candidates among its workforce, including at the highest levels. As at the date hereof, one out of six executive officers is a female (17%).

#### **Assessments**

The Nominating and Governance Committee is responsible for providing oversight of the evaluation of the performance and effectiveness of the Board of Directors as a whole, its committees, the Chairman, committee chairs and the individual directors. All directors are free to make suggestions on improvement of the Board of Directors' practices at any time and are encouraged to do so. The Nominating and Governance Committee receives comments and discusses any such comments at its next regular meeting. The Chair of the Nominating and Governance Committee then presents the committee's findings and recommendations to the Board of Directors, as needed. The Chair of the Nominating and Governance Committee also meets regularly with each director to discuss such director's performance and such director's assessment of the Board of Directors', the committees' and other directors' performance.

## **Indemnification and Insurance**

The Corporation currently has an \$85 million directors and officers insurance program, as well as an additional \$25 million difference in conditions (DIC) coverage. The Corporation also entered into indemnification agreements with each of its directors. The indemnification agreements generally require that the Corporation indemnify and hold the indemnitees harmless to the greatest extent permitted by law for liabilities arising out of the indemnitees' service to the Corporation as directors, provided that the indemnitees acted honestly and in good faith and in a manner the indemnitees reasonably believed to be in or not opposed to the Corporation's best interests and, with respect to criminal and administrative actions or proceedings that are enforced by monetary penalty, the indemnitees had no reasonable grounds to believe that their conduct was unlawful. The indemnification agreements also provide for the advancement of defence expenses to the indemnitees by the Corporation.

## **GENERAL**

Information contained herein is given as at April 16, 2015, except as otherwise stated. Management of the Corporation knows of no matter to come before the Meeting other than the matters referred to in the accompanying Notice of Meeting.

## **ADDITIONAL INFORMATION**

The Corporation's financial information is included in the audited financial statements of the Corporation and notes thereto and in the accompanying management's discussion and analysis for the fiscal year ended February 1, 2015. Copies of these documents and additional information concerning the Corporation can be found on SEDAR ([www.sedar.com](http://www.sedar.com)) and may also be obtained upon request made to the CFO and Secretary of the Corporation, Michael Ross, at the head office: 5805 Royalmount Ave., Montreal, Québec, H4P 0A1, telephone: (514) 737-1006 x1237.

## **SHAREHOLDER PROPOSALS**

The Corporation received a proposal from Vancity Investment Management Ltd. ("Vancity"), on behalf of the IA Clarington Inhance Canadian Equity SRI Class Fund, requesting that the Board of Directors issue a public statement committing the Corporation to a policy on gender diversity and provide a report to shareholders by December 2015 describing, among other things, efforts made to encourage gender diversity on the Board of Directors and in senior management, the criteria for board qualification and executive officer level positions, and the selection process for director nominees and committee members. Following discussions with the Corporation regarding measures taken by the Board of Directors to address some of the diversity concerns outlined in the proposal, Vancity decided to withdraw its proposal. The Board of Directors wishes to thank Vancity for the constructive dialogue. Relevant information on the topic of diversity can be found under the headings "Nomination of Directors" and "Diversity".

Shareholder proposals for the Corporation's 2016 annual shareholders meeting must be received by the Corporation by 5:00 p.m. (Montreal time) on January 18, 2016. They must be sent in writing to the attention of the Corporate Secretary of the Corporation, either by mail at 5805 Royalmount Ave., Montreal, Québec, H4P 0A1, or by email to [corporatesecretary@dollarama.com](mailto:corporatesecretary@dollarama.com).

## APPROVAL BY DIRECTORS

The content and the sending to the shareholders of this Circular have been approved by the Board of Directors of the Corporation.

Dated at Montreal, this 17<sup>th</sup> day of April 2015.



Larry Rossy  
Chairman and Chief Executive Officer

**SCHEDULE A**  
**BOARD OF DIRECTORS MANDATE**  
**(the “Board Mandate”)**  
**OF DOLLARAMA INC.**  
**(the “Corporation”)**

**1. PURPOSE**

The members of the Board of Directors (the “**Board**”) have the duty to supervise the management and affairs of the Corporation. The Board, directly and through its committees, shall provide direction to senior management, generally through the chief executive officer (the “**CEO**”), to pursue the best interests of the Corporation.

**2. DUTIES AND RESPONSIBILITIES**

The Board shall have the specific duties and responsibilities outlined below:

**A. Strategic Planning**

- (1) At least annually, the Board shall review and, if advisable, approve the Corporation’s strategic planning process and the Corporation’s annual strategic plan. In discharging this responsibility, the Board shall review the plan in light of management’s assessment of emerging trends, the competitive environment, the opportunities for the business of the Corporation, risk issues, and significant business practices and products.
- (2) The Board shall review and, if advisable, approve the Corporation’s annual business and capital plans as well as policies and processes generated by management relating to the authorization of major investments and significant allocation of capital.
- (3) The Board shall review management’s implementation of the Corporation’s strategic, business and capital plans. The Board shall review and, if advisable, approve any material amendments to, or variances from, these plans.

**B. Risk Management**

- (1) The Board shall periodically identify the principal risks associated with the Corporation’s business and operations, review the implementation by management of appropriate systems to manage these risks, and review the reports by management relating to the operation of, and any material deficiencies in, these systems.
- (2) The Board shall verify that internal, financial, non-financial and business control and management information systems have been established by management.

**C. Human Resource Management**

- (1) At least annually, the Board shall review the Human Resources and Compensation Committee’s recommendations regarding the compensation of the CEO, the other executive officers and the Eligible Board members (as defined in the Director Compensation Policy).
- (2) At least annually, the Board shall review, in conjunction with the Nominating and Governance Committee, the succession plans of the Corporation for the chair of the Board (the “**Chair**”), the lead director of the Board (the “**Lead Director**”) as applicable, the CEO and other executive officers, including the appointment, training and monitoring of such persons.



- (3) The Board shall, to the extent feasible, satisfy itself as to the integrity of the CEO and other executive officers of the Corporation and that the CEO and other senior officers strive to create a culture of integrity throughout the Corporation.

**D. Corporate Governance**

- (1) The Board shall review as applicable, the Nominating and Governance Committee's recommendations regarding the Corporation's corporate governance policies, the disclosure in the Corporation's public disclosure documents relating to corporate governance practices, the relationship between management and the Board, the Board's ability to act independently from management.
- (2) The Board has adopted the Code of Conduct and Ethics (the "Code") applicable to directors, officers and employees of the Corporation. At least annually, the Board shall review compliance with, or material deficiencies from, the Code. The Board shall receive reports from the CEO and/or Chief Financial Officer regarding breaches of the Code. The Board shall review investigations and any resolutions of complaints received under the Code.
- (3) The Board shall monitor conflicts of interest (real or perceived) of both the Board and management in accordance with the Code.
- (4) From time to time or as required, the Board shall review the Nominating and Governance Committee's recommendations regarding the Board Mandate and the mandates for each committee of the Board, together with the position descriptions of each of the Chair, the CEO, the Lead Director (as applicable) and the chairs of each Board committee.

**E. Communications**

- (1) As required, the Board shall review the Nominating and Governance Committee's recommendations regarding the Corporation's disclosure policy, including measures for receiving feedback from the Corporation's stakeholders, and management's compliance with such policy.
- (2) The Corporation endeavors to keep its shareholders informed of its progress through an annual report, annual information form, quarterly interim reports and periodic press releases. Directors and management meet with the Corporation's shareholders at the annual meeting and are available to respond to questions at that time.

**F. Composition**

- (1) The composition and organization of the Board, including the number, qualifications and remuneration of directors, the number of Board meetings, Canadian residency requirements, quorum requirements, meeting procedures and notices of meetings shall comply with applicable requirements of the *Canada Business Corporations Act*, the securities laws and regulations applicable in the Province of Québec and the articles and by-laws of the Corporation, subject to any exemptions or relief that may be granted from such requirements.
- (2) Each director must have an understanding of the Corporation's principal operational and financial objectives, plans and strategies, and financial position and performance. Directors must have sufficient time to carry out their duties and not assume responsibilities that would materially interfere with, or be incompatible with, Board membership. Directors who experience a significant change in their personal circumstances, including a change in their principal occupation, are expected to advise the chair of the Human Resources and Compensation Committee.
- (3) If the Chair is not independent (as defined in National Policy 58-201 - Corporate Governance Guidelines, as may be amended from time to time), then the independent directors shall select

from among their number an independent director who will act as “Lead Director” and who will assume responsibility for providing leadership to enhance the effectiveness and independence of the Board. The Chair, if independent, or the Lead Director if the Chair is not independent, shall act as the effective leader of the Board and ensure that the Board’s agenda will enable it to successfully carry out its duties.

**G. Committees of the Board**

- (1) The Board has established the Audit Committee, the Human Resources and Compensation Committee and the Nominating and Governance Committee. Subject to applicable law, the Board may establish other Board committees or merge or dispose of any Board committee.
- (2) The Board has approved mandates for each of the Committees and shall approve mandates for each new Board committee. The Board shall review the Nominating and Governance Committee’s recommendations regarding the appropriate structure, size, composition, mandate and members for the each Board committee, and approve any modifications to such items as considered advisable.
- (3) The Board has delegated to the applicable committee those duties and responsibilities set out in each committee’s charter.
- (4) As required by applicable law, by applicable committee charter or as the Board may consider advisable, the Board shall consider for approval the specific matters delegated for review to the Board committees.
- (5) To facilitate communication between the Board and each of the Board committees, each committee chair shall provide a report to the Board on material matters considered by the committee at the first Board meeting after the committee’s meeting.

**H. Meetings**

- (1) The Board will meet at least once in each quarter, with additional meetings held as deemed advisable. The Chair (or the Lead Director if the Chair is not independent) is primarily responsible for the agenda and for supervising the conduct of any Board meeting. Any director may propose the inclusion of items on the agenda, request the presence of, or a report by any member of senior management, or at any Board meeting raise subjects that are not on the agenda for that meeting.
- (2) Meetings of the Board shall be conducted in accordance with the Corporation’s articles and by-laws.
- (3) The secretary of the Corporation (the “**Corporate Secretary**”), his or her designate or any other person the Board requests shall act as secretary of Board meetings. Minutes of Board meetings shall be recorded and maintained by the Corporate Secretary, or any other person acting in such capacity, and subsequently presented to the Board for approval.
- (4) The independent members of the Board shall hold regularly-scheduled meetings, or portions of regularly scheduled meetings, at which non-independent directors and members of management are not present.
- (5) Each director is expected to attend all meetings of the Board and any committee of which he or she is a member. Directors will be expected to have read and considered the materials sent to them in advance of each meeting and to actively participate in the meetings.
- (6) The Board shall have unrestricted access to management and employees of the Corporation (including, for greater certainty, its affiliates, subsidiaries and their respective operations). The

Board shall have the authority to retain and terminate external legal counsel, consultants or other advisors to assist it in fulfilling its responsibilities and to set and pay the respective reasonable compensation of these advisors without consulting or obtaining the approval of any officer of the Corporation. The Corporation shall provide appropriate funding, as determined by the Board, for the services of these advisors.

**I. Management**

- (1) The Board shall approve position descriptions for the Chair, the Lead Director and the chair of each Board committee. As required, the Board shall review the Nominating and Governance Committee's recommendations regarding such position descriptions.
- (2) The Board shall approve a position description for the CEO which includes delineating management's responsibilities. The Board shall also approve the corporate goals and objectives that the CEO has responsibility for meeting. As required, the Board shall review this position description and, at least annually, such corporate goals and objectives.
- (3) Each new director shall participate in the Corporation's initial orientation program and each director shall participate in the Corporation's continuing director development programs. As required, the Board shall review the Nominating and Governance Committee's recommendations regarding the Corporation's initial orientation program and continuing director development programs.
- (4) This Board Mandate is a statement of broad policies and is intended as a component of the flexible governance framework within which the Board, assisted by its committees, directs the affairs of the Corporation. While it should be interpreted in the context of all applicable laws, regulations and listing requirements, as well as in the context of the Corporation's articles and by-laws, it is not intended to establish any legally binding obligations.