

Investor Presentation

Q3-FY2021



Cautionary statement



This presentation does not constitute an offer to buy or sell or a solicitation of an offer to buy or sell any securities of Dollarama Inc. and does not constitute or form part of, and under no circumstances is to be construed as, an offering document, such as an offering memorandum, or an advertisement for an offer to buy or sell any securities of Dollarama Inc.

Forward-Looking Information

This presentation contains forward-looking information about results, levels of activity, performance, goals or achievements of Dollarama and Dollarcity or other future events or developments that may affect Dollarama and Dollarcity which are based on information currently available to management and estimates and assumptions that management believes are appropriate and reasonable in the circumstances. However, there can be no assurance that such estimates and assumptions will prove to be correct. Many factors could cause actual results, levels of activity, performance, goals or achievements or other future events or developments to differ materially from those expressed or implied by the forward-looking information contained herein including, without limitation, the risk factors described in Dollarama's Annual Management Discussion and Analysis (MD&A) dated April 1, 2020 and December 9, 2020, both filed with Canadian securities regulators and available on SEDAR at www.sedar.com. The forward-looking information contained in this presentation represents management's expectations as at December 9, 2020, and, accordingly, is subject to change after such date. Except as may be required by law, management has no intention and undertakes no obligation to update or revise any forward-looking information.

COVID-19

On March 11, 2020, the World Health Organization declared the rapidly spreading coronavirus disease (COVID-19) outbreak a pandemic. Subsequently, all of the jurisdictions in which Dollarama operates imposed strict measures in an attempt to slow the transmission of the virus. Similar measures have been taken in the countries of operation of Dollarcity. Dollarama has been recognized as an essential business in Canada, and Dollarcity received the same recognition in El Salvador, Guatemala and Colombia.

From the outset of the COVID-19 outbreak, the Corporation implemented mitigation strategies, contingency plans and several preventive measures across its operations to protect the health and safety of its employees and customers and to ensure business continuity. Measures adopted by the Corporation as well as measures implemented by different levels of governments continue to evolve to this date.

It remains impossible to reliably estimate the duration, severity and extent of public health and economic impacts of the COVID-19 pandemic on the operations and financial results of the Corporation, both in the short term and in the long term. The current resurgence of COVID-19 infections across Canada could force governments to impose stricter restrictions.

Cautionary statement



Presentation of Financial Information

All amounts are expressed in Canadian dollars, unless otherwise indicated. Certain values used in this presentation are for illustration purposes only and are based on various factors that may or may not materialize, including past performance metrics that may not be indicative of future performance.

Credit Ratings

A rating is not a recommendation to buy, sell or hold investments, and may be subject to revision or withdrawal at any time by the relevant rating agency.

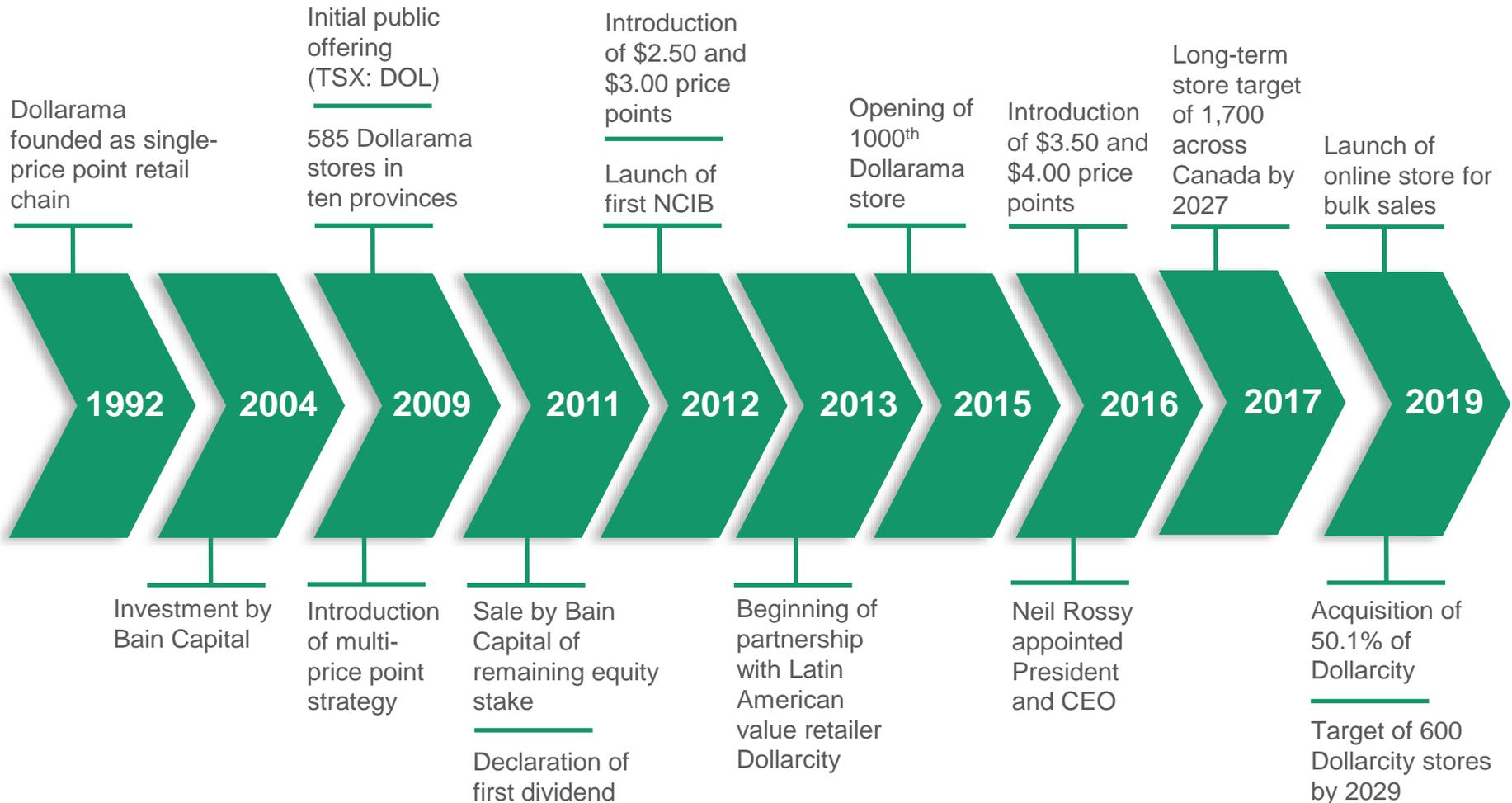
Market and Industry Data

This presentation contains market and industry data sourced from a combination of internal company surveys, third party information, including third party websites, and estimates of management. While those sources are believed to be reliable, they have not been independently verified, and management has no assurance that the information contained in third party websites is current and up-to-date. While management is not aware of any misstatements regarding the market and industry data presented herein, such data involves risks and uncertainties and is subject to change based on various factors. Unless otherwise indicated, the data contained in this presentation is stated as at December 9, 2020.

Non-GAAP Measures

This presentation refers to certain non-GAAP measures. These measures do not have a standardized meaning prescribed by GAAP and are therefore unlikely to be comparable to similar measures presented by other issuers. Consequently, they should not be considered in isolation or as a substitute for financial performance measures calculated in accordance with GAAP. Refer to the section entitled "Selected Consolidated Financial Information" of Dollarama's MD&A dated December 9, 2020 for a reconciliation of those non-GAAP measures to the most directly comparable GAAP measures.

Dollarama through the years



Dollarama today



Largest and only national dollar store chain in Canada

- 1,333 corporate-operated stores
- Avg. of 10,313 sq. ft. per store
- Avg. store annual sales of \$3.1 million

Strong value proposition at select fixed price points up to \$4

- Broad assortment of everyday goods
- ~50% of merchandise sourced directly
- ~75% of sales from products priced above \$1.25

Robust financial performance⁽¹⁾

- LTM sales: \$3.99B
- LTM⁽²⁾ EBITDA: \$1,133M (28.4% of sales)

(1) For the last twelve months ended November 1, 2020

(2) Direct costs related to COVID-19 measures implemented from the outset of the pandemic through to the end of the third quarter ended November 1, 2020 are approximately \$60.2 million



A simple, growth-oriented business model



We build

on our growing store network and our low-cost direct sourcing platform

We focus

on delivering compelling value to our customers

We solidify

our brand reputation and deliver superior financial results

Backed by seasoned team and disciplined execution

Competitive Advantages



Direct sourcing expertise



Longstanding relationships with low-cost supplier network:

- Overseas direct sourcing program initiated in 1992
- Well-diversified base of established suppliers
- ~50% merchandise sourced directly from over 25 countries (primarily China)



Benefits of direct sourcing:

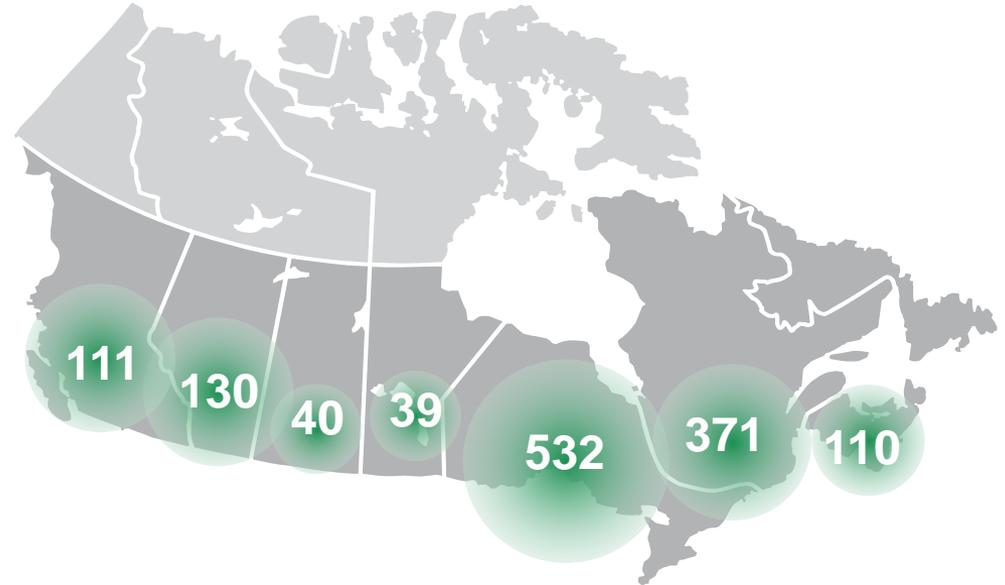
- Creates different, more compelling product selection
- Reduces costs associated with intermediaries
- Increases bargaining power with suppliers
- Provides cost flexibility to help control inflation and currency fluctuations



Large network with over 1,300 stores across Canada

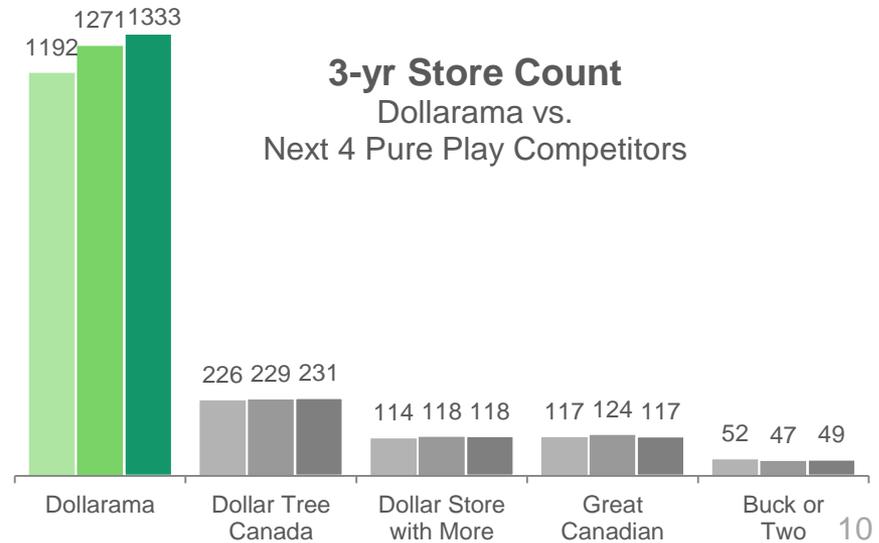


Only dollar store chain with a significant presence in **all ten provinces**



~2.6x more stores than 4 largest pure play competitors combined

~5.8x larger than next largest pure play competitor



Source: company reports and websites

Compelling product offering



 Broad assortment of products across 20+ departments at compelling value

 Mix of store brands and name brands

 Multiple fixed price points



Offering convenience and value



-  Strong brand recognition and reputation for delivering value
-  Unrivaled presence across Canada in convenient locations
-  Destination store appealing to broad customer base
-  Consistent in-store shopping experience



Strategies for driving growth and creating value



Grow store network in Canada in a disciplined manner

- Target of 1,700 Dollarama stores by 2027
- Leverage strengths to stimulate sales
- Maintain low-cost operating model



Develop second growth platform in Latin America

- Acquisition of 50.1% interest in Dollarcity in Q3-FY2020
- Target of 600 Dollarcity stores by 2029 in the initial 3 countries



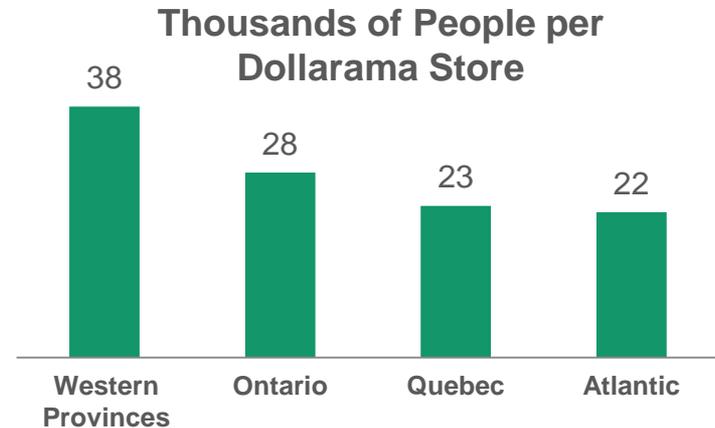
Significant potential for additional growth in Canada



Average of **69 net new stores** per year over last 10 fiscal years

Eastern Canadian market **not saturated**

Dollarama **underpenetrated** in Ontario and Western Canada



Source: Statistics Canada; Q3-FY21 store count

Canadian market **underpenetrated** relative to US dollar store segment
(subject to notable differences in business models)



Canada: Dollarama, Buck or Two, Dollar Store with More, Dollar Tree Canada, Great Canadian
US: Dollar General, Dollar Tree, Family Dollar, Fred's, 99c only 15
Source: Census data and company websites

Disciplined approach to growth



Efficient capital model

- \$650K in leasehold improvements, fixtures and inventory for new Dollarama store



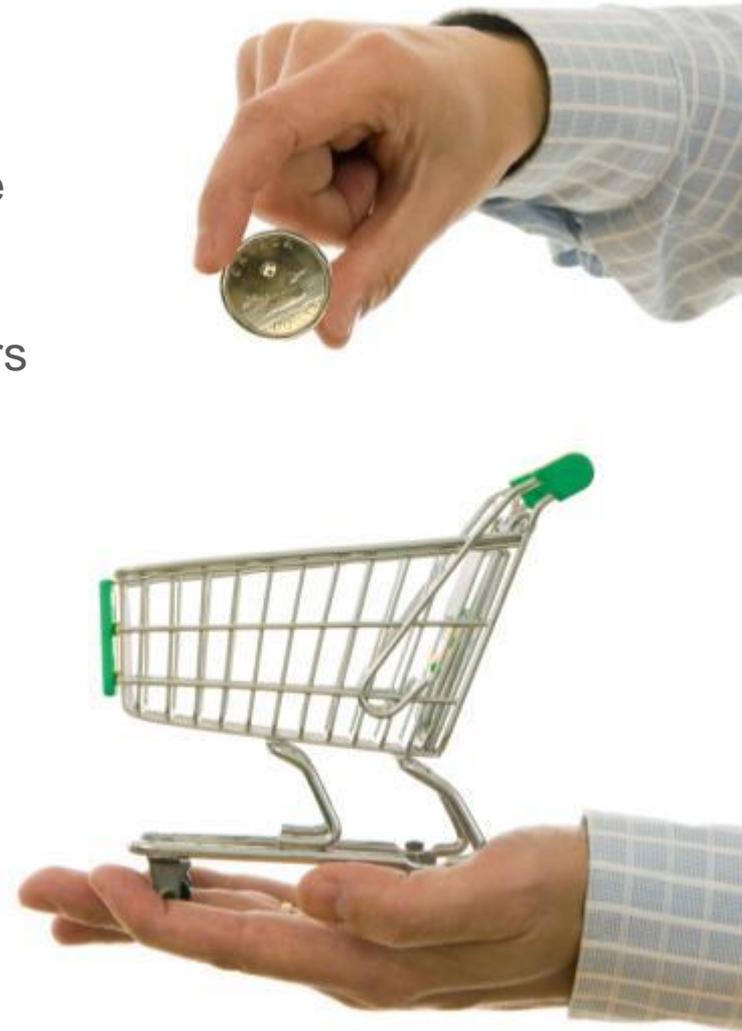
Quick sales ramp-up

- Average sales ramp-up to \$2.3M within 2 years
- Rapid payback of about 2 years



Low maintenance capex

Strong **profitability**,
low capital intensity
and **high ROI**



Leverage strengths to stimulate Dollarama sales



Effective and flexible merchandising

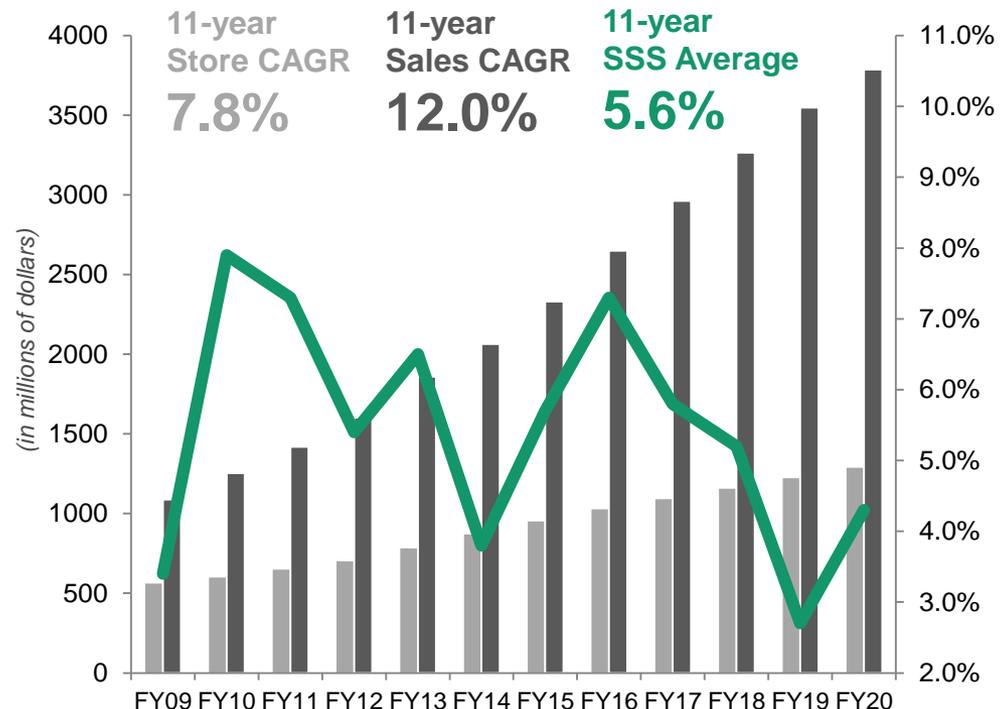
- Refresh 25-30% of merchandise every year
- Zonogram by department (vs. fixed planogram)
- No loss leaders



Multiple fixed price points

- Introduction of new price points in 2009, 2012 & 2016
- \$3.50 & \$4.00 price points introduced on August 1st, 2016 (first day of Q3-FY2017)

Industry leading same-store sales



Maintain low-cost operating model



Continuous in-store productivity improvements

- POS systems
- Kronos advanced scheduling
- NCR point of sale terminals
- WIFI and mobile-driven projects
- LED retrofits
- Security cameras
- Self-checkouts

Efficient supply chain

- DC, warehouse and transportation logistics

Lean overhead operations



Dollarcity transaction overview



Acquisition of 50.1% interest in Dollarcity

- 2018¹ sales of US\$236M, EBITDA² of US\$36.6M (16% EBITDA margin)
- Final purchase price of US\$92.7M³; upfront payment of US\$40M in Q3-FY20, balance of US\$52.7M paid in Q3-FY21
- Immediately accretive to DOL EPS (+CA\$0.03 per share in F2020⁴)
- Investment reported based on equity method



A compelling growth platform

- Creates compelling second growth platform, in complement to Canadian growth strategy
- Proven business model with 7 years of success creating a 'localized' DOL
- Strong local partners committed as long-term operators

(1) Dollarcity full-year financial results are for the 12-month period ended December 31, 2018.

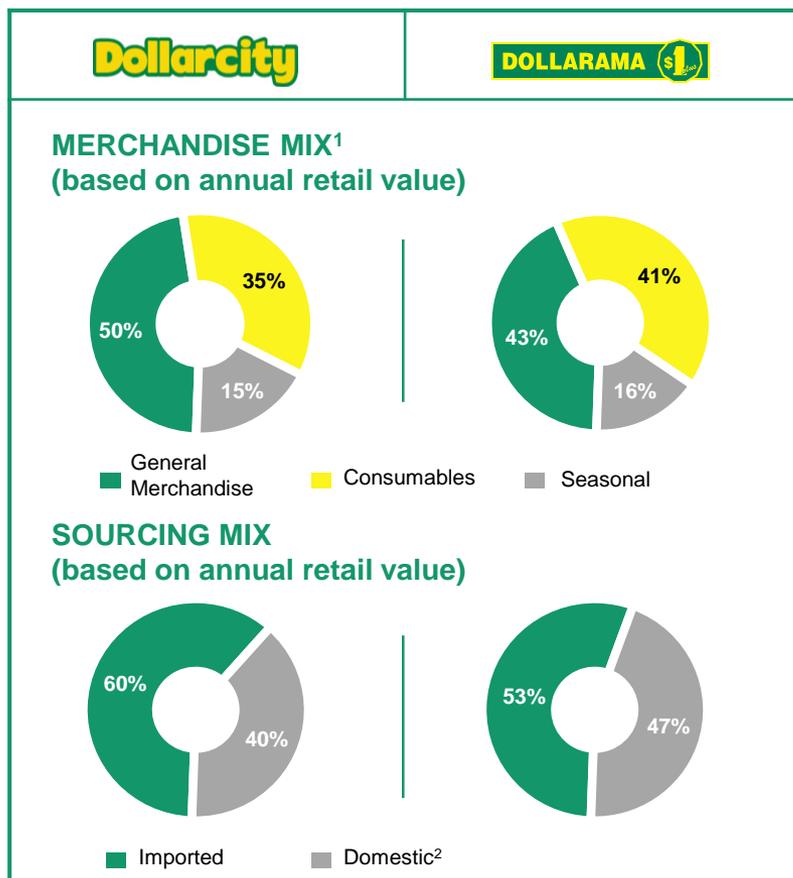
(2) EBITDA is a non-GAAP measure.

(3) Equity value calculated as 50.1% of 5x EBITDA for the 12 months ended June 30, 2020, minus net debt +/- other customary adjustments.

(4) FY2020 EPS includes 50.1% of approximately 4,5 months of Dollarcity's net earnings.



Dollarcity, a 'localized' Dollarama



	Dollarcity	DOLLARAMA
<i>(As at respective year ends)</i>	Dec. 31, 2019 ³	Feb. 2, 2020
NUMBER OF STORES	228	1,291
SALES	CA\$427 million (US\$321 million)	CA\$3,787 million
PRICE POINT RANGE⁴	US\$0.69-\$3.00 or equivalents in local currencies	CA\$0.82-\$4.00
NEW STORE INVESTMENT	CA\$791,000 (US\$595,000)	CA\$700,000

- Strong execution in store network growth
- Sales performance comparable to DOL
- Successful in adapting DOL business model to LATAM markets and consumers
- Rapid new store payback period

(1) Merchandise mix categories may differ slightly between DOL and Dollarcity.
 (2) For DOL, domestic refers to merchandise purchased in North America. For Dollarcity, domestic refers to merchandise purchased in the countries where the company operates stores.
 (3) US\$ amounts converted to CA\$ using a USD/CAD average exchange rate of 1.33 for the year ended December 31, 2019.
 (4) Dollarcity price points include value-added tax. New price points up to the equivalent of US\$4.00 in local currency were introduced in Colombia during the 4th quarter of 2020.

Dollarcity's growth trajectory



'Localized' Dollarama concept initially tested and established in El Salvador and Guatemala



Since 2017, network expansion has been mainly focused on Colombia, a compelling retail market with significant growth opportunities



Entry into Peru planned for 2021



Dollarama acquired 50.1% interest in August 2019



Target of 600 Dollarcity stores in Colombia, Guatemala and El Salvador by 2029

- Majority of store network growth will be focused in Colombia
- 240 stores as at Sept. 30, 2020⁽¹⁾

(1) As at Sept. 30, 2020, no stores were temporarily closed as a result of governmental measures imposed to prevent the spread of COVID-19. Refer to the Corporation's MD&A dated December 9, 2020 available on SEDAR for additional information on the impact of COVID-19 on Dollarcity's business and affairs.



(2) As at Dollarcity's latest quarter ended Sept. 30, 2020.

Robust financial performance



(in millions of dollars, except per share amounts)	THIRD QUARTER ENDED				Y-O-Y	FISCAL YEAR ENDED ⁽¹⁾				Y-O-Y
	NOV. 1, 2020 ⁽²⁾		NOV. 3, 2019		GROWTH	FEB. 2, 2020		FEB. 3, 2019 ⁽³⁾		GROWTH ⁽³⁾
Sales	\$1,064	% OF SALES	\$948	% OF SALES	12.3%	\$3,787	% OF SALES	\$3,549	% OF SALES	6.7%
Gross Margin	\$469	44.0%	\$414	43.7%	13.3%	\$1,652	43.6%	\$1,584	44.6%	4.3%
SG&A	\$161	15.1%	\$142	15.0%	13.2%	\$552	14.6%	\$505	14.2%	9.2%
EBITDA	\$312	29.3%	\$273	28.8%	14.2%	\$1,111	29.3%	\$1,079	30.4%	3.0%
Operating Income	\$244	22.9%	\$212	22.4%	15.1%	\$868	22.9%	\$845	23.8%	2.7%
Net Earnings	\$162	15.2%	\$139	14.6%	16.8%	\$564	14.9%	\$545	15.4%	3.5%
EPS	\$0.52		\$0.44		18.2%	\$1.78		\$1.66		7.2%
Adj. Net Debt / LTM EBITDA⁽⁴⁾	2.70x		2.99x			2.97x		2.99x		

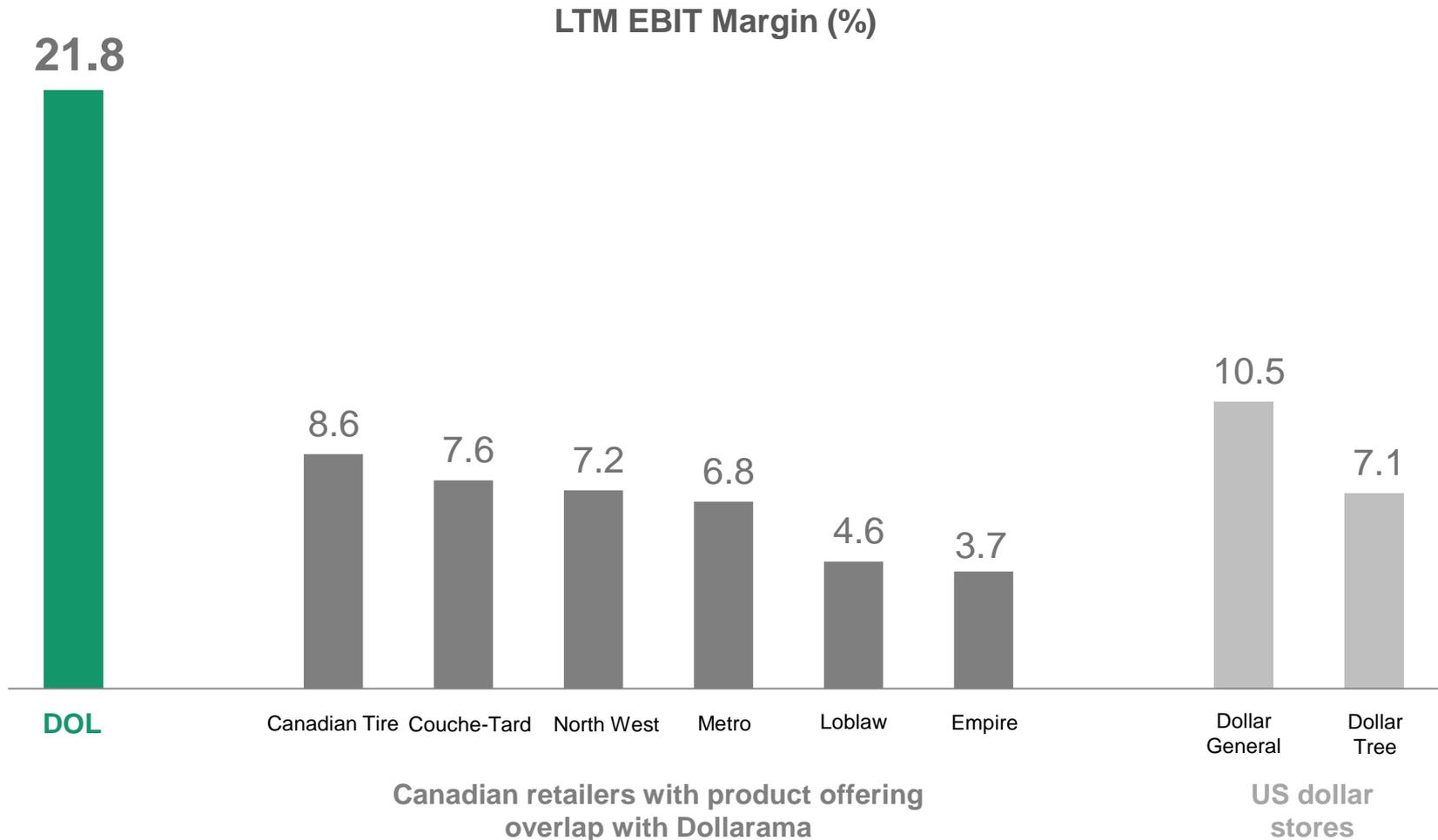
(1) Figures for the fiscal years reflect the adoption of IFRS 16 – Leases

(2) ~ \$10.9M of direct costs were incurred in Q3-FY21 in connection with COVID-19 (all included in SG&A)

(3) The fiscal year ended on Feb. 3, 2019 included 53 weeks (Feb. 2, 2020: 52 weeks)

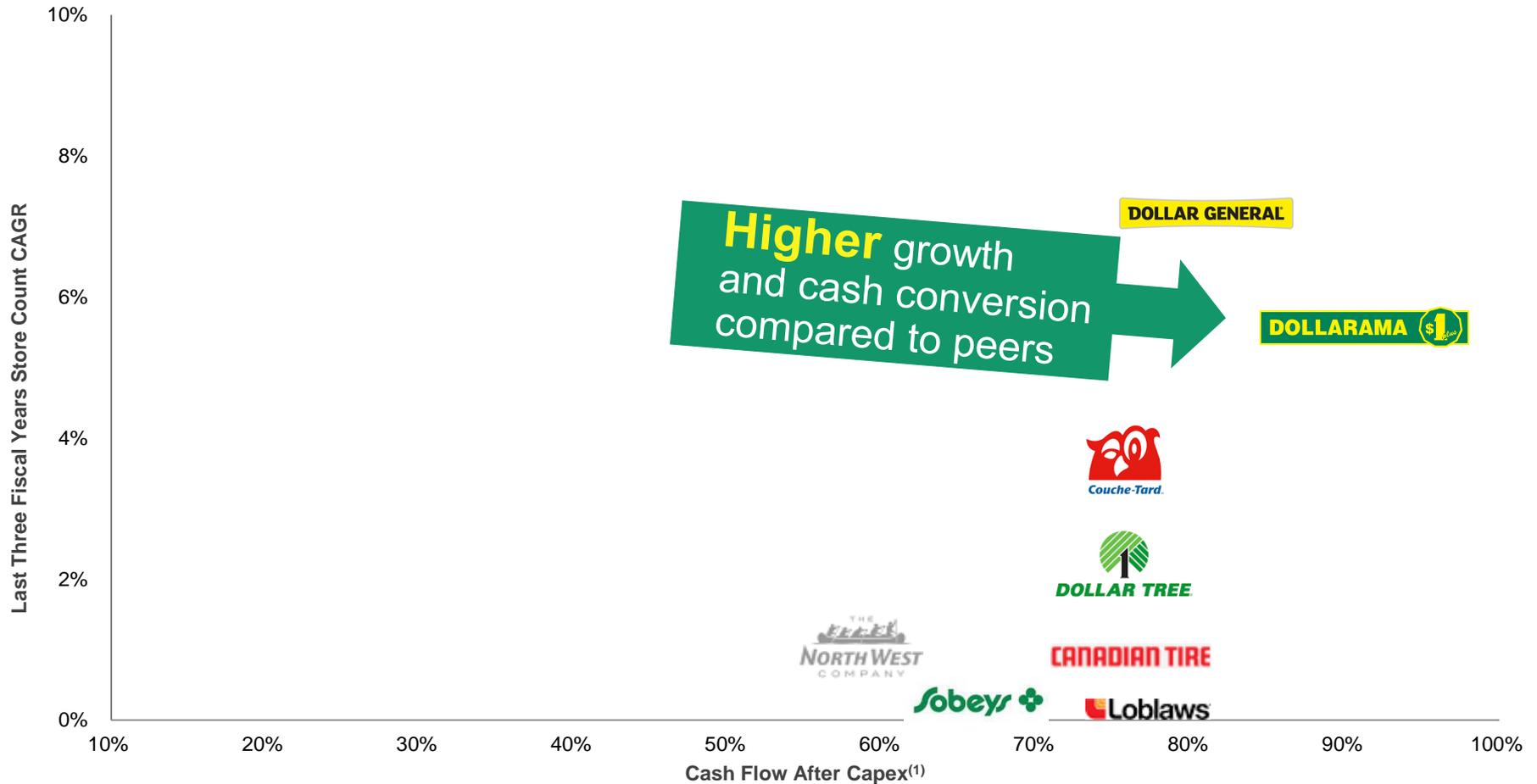
(4) (Total net debt + total lease liabilities) / LTM EBITDA

Balanced approach to operating margin



Source: Company websites; Walmart Canada figures not available

Strong organic growth with low capital requirements



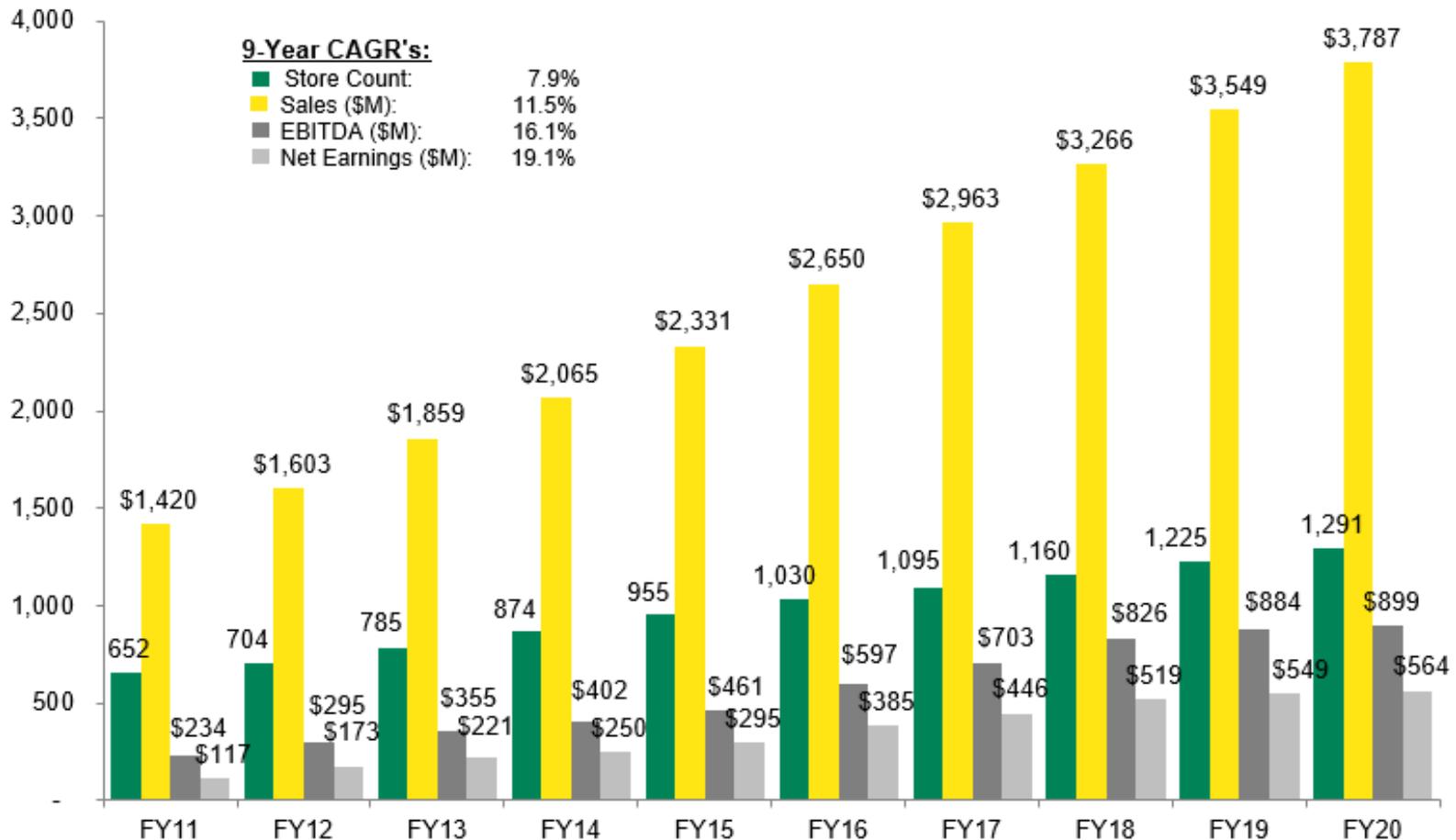
Source: Company websites; Walmart Canada figures not available

(1) $(EBITDA - CAPEX) / EBITDA$

Strong key metrics growth since IPO



IAS 17⁽¹⁾



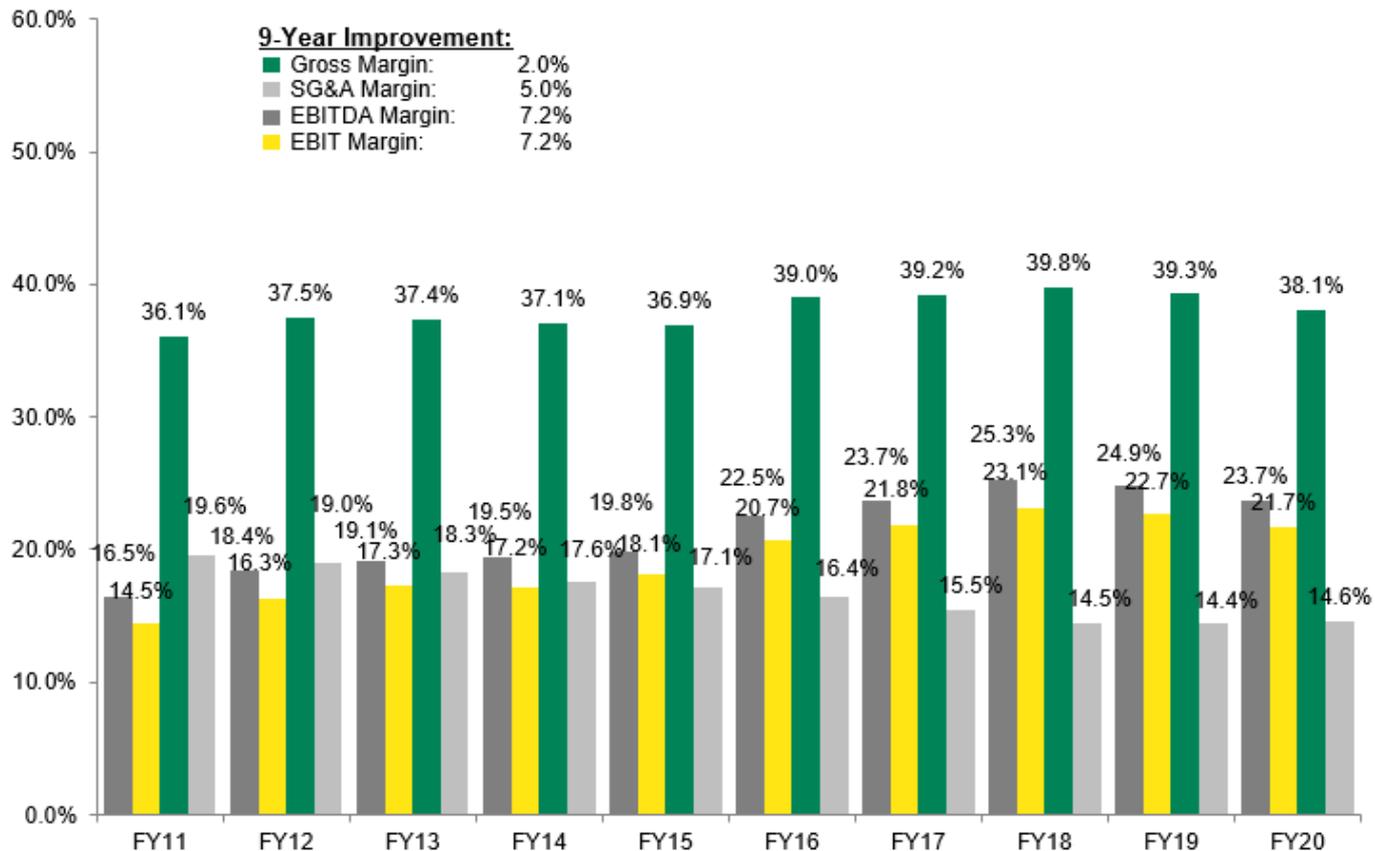
(1) These figures do not reflect the adoption of IFRS 16 - Leases

Continuous margin improvement since IPO



Variable cost structure allows for scaling benefits with top line growth

IAS 17⁽¹⁾

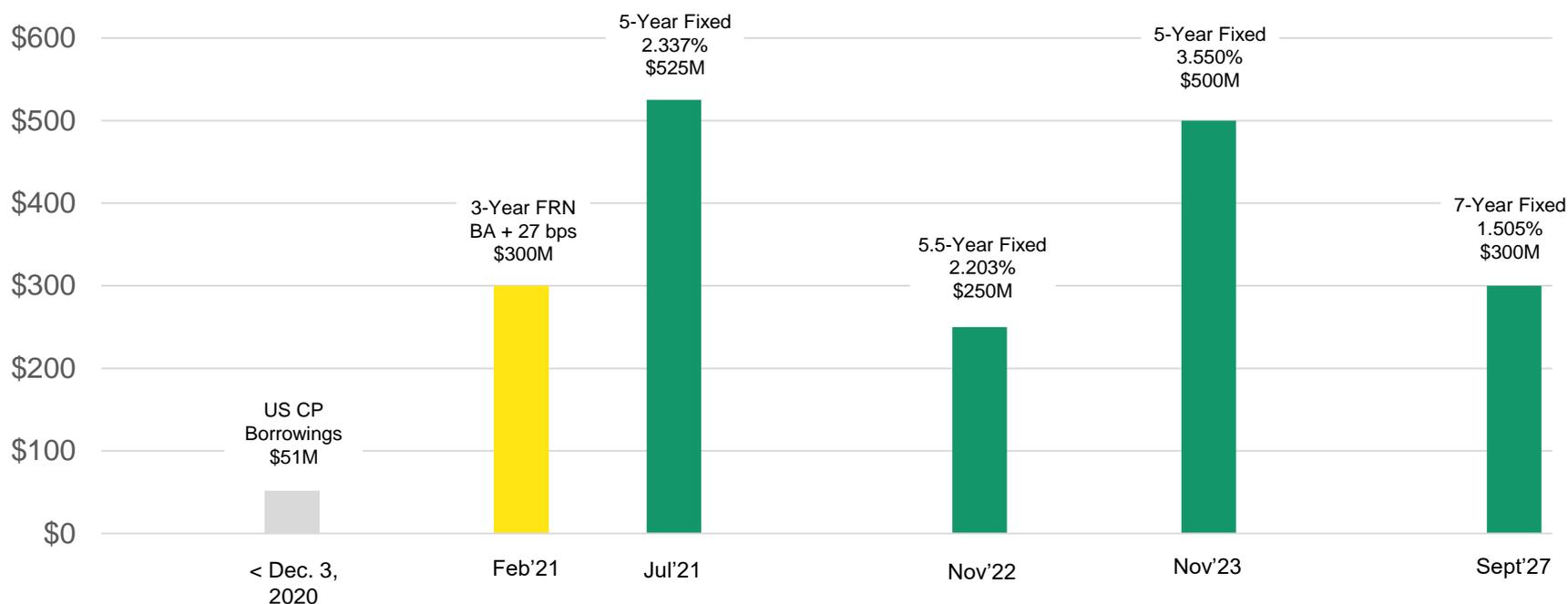


(1) These figures do not reflect the adoption of IFRS 16 - Leases

Debt structure as at Q3-FY2021



- **82%** fixed rate debt, **18%** floating rate debt
- **\$894M** available liquidity (\$145M cash + \$749M undrawn and available credit facility) ^(1,2,3)
- **~2.2%** weighted average cost of debt
- **~2.4** year weighted average time to maturity



(1) Excludes letters of credit (approximately \$1.2M)

(2) The undrawn portion of the credit facility is partly used to backstop the US CP borrowings (\$51M)

(3) Does not include an amount of \$300M reserved for the repayment of the February 2021 FRN following the issuance in September 2020 of the \$300M 1.505% September 2027 bond.

U.S. Commercial Paper Program



Issuer:	Dollarama Inc. - Bloomberg Ticker ("DOL")
Guarantors:	Dollarama L.P. and Dollarama GP Inc., both wholly-owned subsidiaries of the Issuer
Securities:	Commercial Paper Notes
Program Ratings:	S&P: A-2 / Moody's: P-2
Long-Term Ratings:	S&P: BBB / Moody's: Baa2 / DBRS: BBB
Program Size:	Up to US \$500 million
Maturities:	Overnight to 397 days (target 1 week to 90 days)



We intend to shift a portion of borrowings to commercial paper and utilize the revolving credit facility as a backstop to the commercial paper program



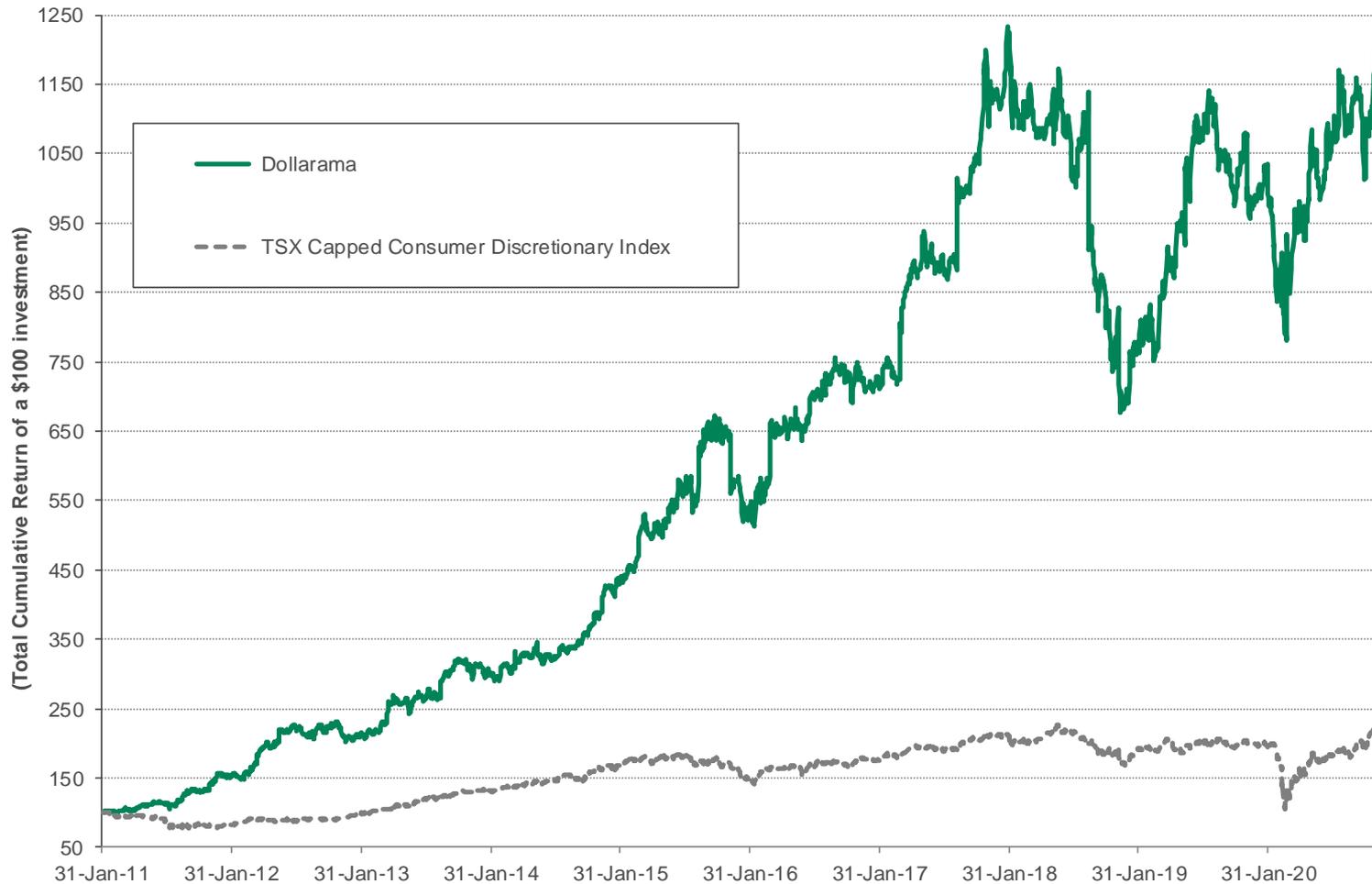
Credit Facilities

- CDN \$800 million committed
- Syndicate of six Canadian and two international financial institutions
- Same day draw capabilities up to U.S. \$300 million
- Ability to draw in both Canadian and U.S. dollars
- Different maturity dates including a tranche maturing on September 29, 2024 (extended annually)

Total shareholder return



Performance Graph Since January 31, 2011



Disciplined execution of our growth plan



Disciplined execution of our Canadian growth plan

- Target of 1,700 stores in Canada by 2027
- Sustain attractive same-store sales growth
- Maintain balanced operating margins

Development of our LATAM growth platform

- Target of 600 stores in initial three countries by 2029
- Continue implementation of various operational initiatives

Create value for all stakeholders

ESG



Dollarama's ESG framework



PRIORITY AREAS

OUR PEOPLE

- Fair labour practices
- Diversity and inclusion

OUR PRODUCTS

- Product safety and quality

OUR SUPPLY CHAIN

- Product sourcing
- Human rights
- Fair labour practices

OUR OPERATIONS

- Energy management and climate change
- Waste management
- Data security and privacy

MATERIALITY AND GOVERNANCE

Dollarama's ESG priority areas are based on comprehensive enterprise risk and ESG materiality assessments, and are managed within the company's enterprise risk management framework.

The 2019 ESG Report and other relevant documents are available at: www.dollarama.com/en-CA/corp/corporate-governance-and-responsibility



ESG priorities overview



KEY 2019-2020 ESG PRIORITIES



OUR PEOPLE

Promoting a dynamic and inclusive workforce

- Successfully recruit in support of expanding store network
- Increase internal promotions from store level to field management
- Aim for zero workplace accidents
- Maintain 25% representation of women among independent board members



OUR PRODUCTS

Providing customers with compelling value and a consistent shopping experience

- Maintain a diverse supplier base and ensure products meet our safety and quality specifications
- Increase number and frequency of product testing on toys
- Proactively communicate product recalls via Dollarama's website

ESG priorities overview



KEY 2019-2020 ESG PRIORITIES



OUR SUPPLY CHAIN

A three-pronged approach to vendor compliance and engagement

- Maintain vendor adherence and compliance with Vendor Code of Conduct
- Update Vendor Code of Conduct
- Roll-out Vendor Compliance Survey
- Roll-out third-party Social Audit Program



OUR OPERATIONS

Minimizing the environmental footprint of our operations

- Continue to measure Scope 1 and 2 GHG emissions
- Increase use of LED lighting across operations
- Increase reuse and recycling through various initiatives (pallet recycling, baler installation)

Thank you



A seasoned board and management team



BOARD OF DIRECTORS

Stephen Gunn

Chair of the Board
Corporate Director

Joshua Bekenstein

Managing Director
Bain Capital Partners

Gregory David

Chief Executive Officer
GRI Capital

Elisa D. Garcia

Chief Legal Officer
Macy's

Kristin W. Mugford

Senior Lecturer
Harvard Business
School

Nicholas Nomicos

Managing Director
Nonantum Capital Partners

Neil Rossy

President & Chief Executive
Officer
Dollarama

Richard Roy, FCPA, FCA

Corporate Director

Huw Thomas, FCPA, FCA

Corporate Director

OFFICERS

Neil Rossy

President & Chief Executive
Officer

Michael Ross, FCPA, FCA

Chief Financial Officer

Johanne Choinière

Chief Operating Officer

Geoffrey Robillard

Senior Vice President
Import Division

Nicolas Hien

Senior Vice President
Project Management & Systems

Josée Kouri

Senior Vice-President, Legal
Affairs & Corporate Secretary