

Annual Meeting of Shareholders

Management Presentation

July 21, 2022

Forward-Looking Statements

Certain information in this presentation contains forward-looking information. This information is based on management's reasonable assumptions and beliefs in light of the information currently available to us and are made as of June 14, 2022. Actual results and the timing of events may differ materially from those anticipated in the forward-looking information as a result of various factors. Information regarding our expectations of future results, performance, achievements, prospects or opportunities or the markets in which we operate is forward-looking information. Statements containing forward-looking information are not facts but instead represent management's expectations, estimates and projections regarding future events or circumstances. Many factors could cause our actual results, level of activity, performance or achievements or future events or developments to differ materially from those expressed or implied by the forward-looking statements. See "Forward-Looking Information" and "Risk Factors" in the Company's Fiscal 2021 MD&A and/ or Annual Information Form dated April 6, 2022, which are available on SEDAR at www.sedar.com, for a discussion of the uncertainties, risks and assumptions associated with these forward-looking statements. Readers are urged to consider the uncertainties, risks and assumptions carefully in evaluating the forward-looking information and are cautioned not to place undue reliance on such information. We have no intention and undertake no obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise, except as required by applicable securities law.

All figures discussed in this presentation are stated in $CAD millions, unless otherwise noted.

Meghan Roach

President & Chief Executive Officer

Who We Are









Roots was founded in 1973 by Michael Budman and Don Green, who met at summer camp in Algonquin Park, where they first fell in love with the ideals and beauty of Canada.

Starting from a little cabin, they were inspired by nature and Canada's wilderness to create Roots.

With its uncompromising comfort and exceptional quality, Roots has become one of the most well-known and iconic Canadian clothing brands with a global presence.

Roots



OUR VALUES

Community

We are a place of inclusivity, diversity and open-mindedness. We support one another and the communities where we live and work.

Be Genuine

While we draw inspiration from the world around us, we never forget where we have come from – our heritage and Canadian beginnings.

Integrity

We always strive to do what's right and to build trust and lasting relationships with our brand community.

Freedom

We celebrate the individuality of style as a form of self-expression. We believe everyone should enjoy everyday adventures, living life on their own terms.

Roots

FY 2021 at a Glance

$273.8 Million

Sales increased 13.9%

59.5%

Gross margin improved 140 basis points

$22.8 Million

Net income grew 74.0%

$50.1 Million

Adjusted EBITDA[1] rose 29.4%

[1]Adjusted EBITDA is a non-IFRS measure. Please refer to page 23 of the Roots Q4 2021 Management's Discussion and Analysis for a reconciliation with net income.

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FY 2021 Operating Highlights





- **Launched One Collection, gender-free fit, sustainable materials and extended sizing**
- **Enhanced Salt & Pepper sweats, Journey Collection and Studio Fleece**
- **Navigated through global supply-chain challenges, inflation and COVID-19**
- **Reduced promotional days to 23**
  (140 in 2020)

Roots

Expanded Commitment to CSR





- **Most apparel will be made with sustainable materials by end of 2022**
- **Joined Sustainable Apparel Coalition and applied for membership with Fair Labor Association** (post year-end)
- **Donated $1M in cash and in-kind donations through Roots Cares** ($3M since Feb. 2020)
- **Among Canada's Best Employers for Diversity, according to Forbes** (No. 16)

Our Growth Pillars

1



Offering an Elevated Omni-channel Experience

2



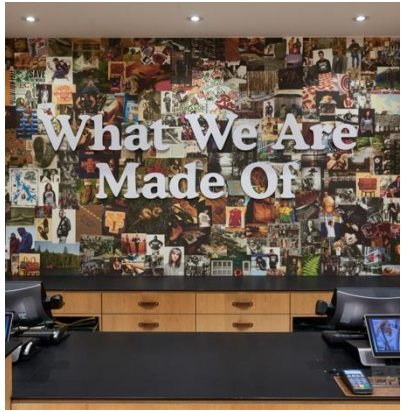
Reinforcing Our Brand Position Globally

3



Taking a Proactive Approach to Enhancing CSR

4



Maintaining Operational Excellence

Roots

Q1 2022 Results

$43.1M
Sales

+15.3% YoY

60.9%
Gross margin

($5.3M)
Net loss

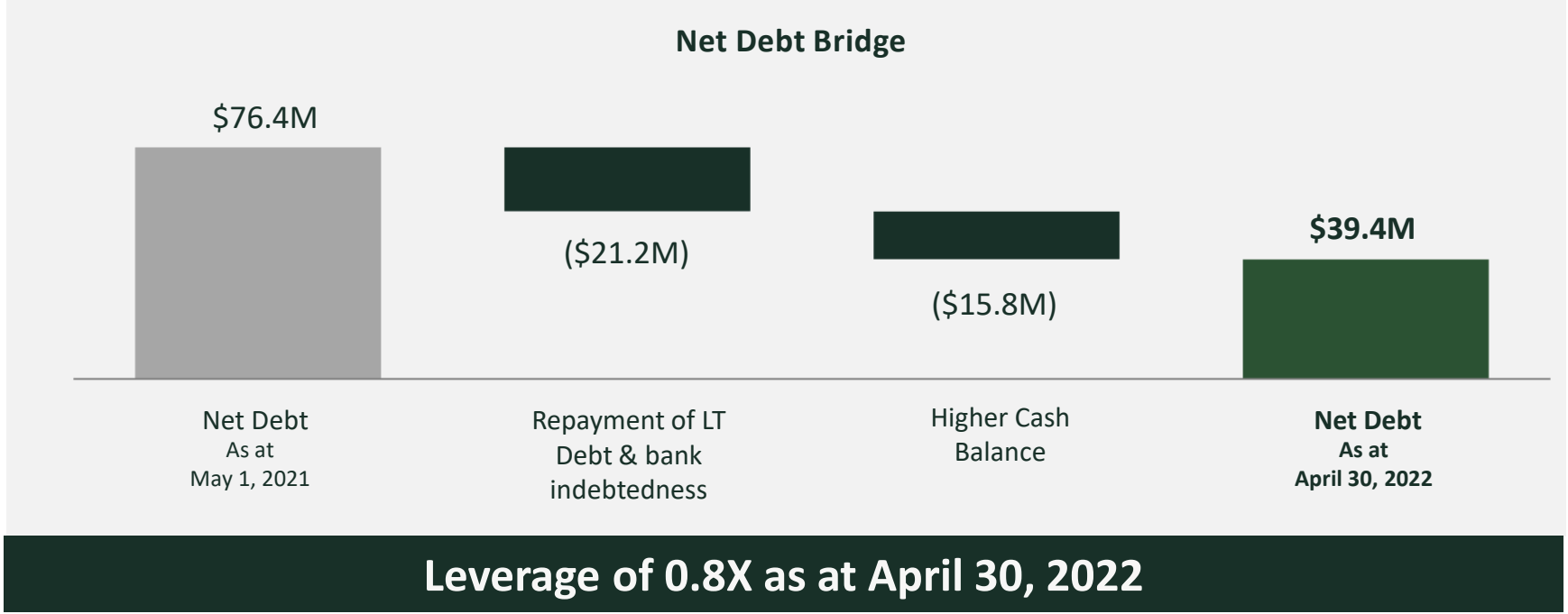
($3.2M)
Adjusted EBITDA[1]

Adjusted EBITDA[1] increased $2.2M YoY, excluding government subsidies and rent abatements

[1]Adjusted EBITDA is a non-IFRS measure. Please refer to page 17 of the Roots Q1 2022 Management's Discussion and Analysis for a reconciliation with net income.

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Solid Financial Position



Leverage of 0.8X as at April 30, 2022

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Outlook



- **Market environment improving**
  - Customers back to our stores
  - No subsidy or abatement benefits this year
  - First half < 30% of annual sales
- **Alleviating supply-chain pressure**
  - Proactive stance on transportation and logistics
  - Impact of ~150-250 bps on DTC gross margin from air freight in 2nd half
- **Focused on executing long-term strategy and operational excellence**

Q&A


Roots