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Premium Brands

Fourth Quarter 2024 Conference Call

March 21, 2025

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Forward looking statements are based on a number of key expectations and assumptions made by the Company, including, without limitation the expectations and assumptions outlined in the Company's Management's Discussion and Analysis for the 13 and 52 weeks ended December 28, 2024, a copy of which is filed electronically through SEDAR+ and is available online at www.sedarplus.ca. Although the forward looking statements contained in this presentation are based on what the Company's management believes to be reasonable assumptions, the Company cannot assure investors that actual results will be consistent with such forward looking statements.

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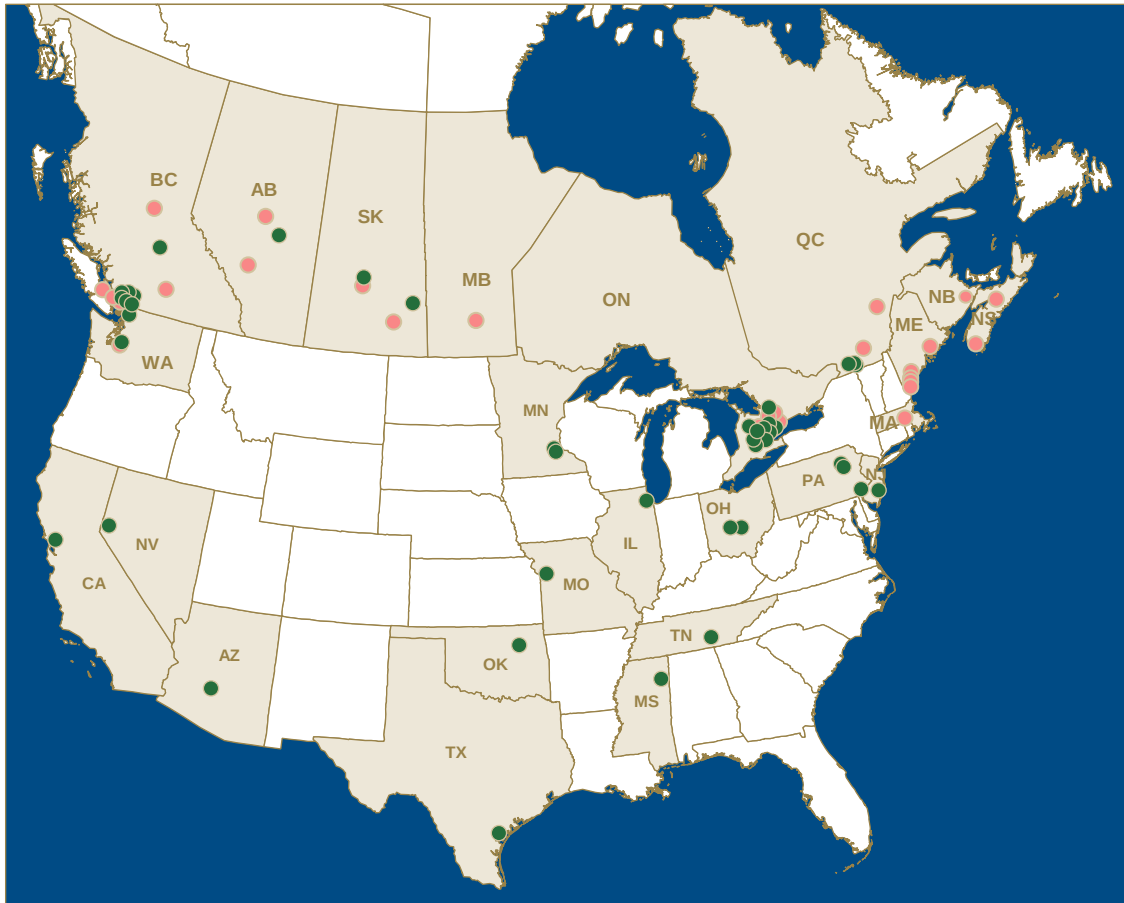
Key Messages

- Record 2024 annual and fourth quarter sales and adjusted EBITDA
- U.S. focused growth initiatives continue to gain momentum
- Canadian market is stabilizing
- Sandwich demand in foodservice is beginning to stabilize
- Issued 2025 sales and adjusted EBITDA guidance
- Declared quarterly dividend of \$0.85 per share
- Completed the acquisitions of Casa, NSP Quality Meats, and Italia Salami Company
- Subsequent to the quarter, completed the acquisition of Denmark Sausage
- Well positioned to mitigate impacts of an escalation in the Canada / U.S. trade dispute
- Subsequent to the quarter, completed a convertible debenture offering resulting in net proceeds of \$144 million

Acquisition Opportunities *(millions of dollars except transactions)*

	<i>Agreed to terms and in due diligence</i>		<i>In negotiations</i>		<i>In discussions</i>		<i>Identified future opportunity</i>		<i>Past discussions and currently on hold</i>			
Platform	Advanced		Active		Early Stage		Opportunity		Inactive		Total	
	#	Sales	#	Sales	#	Sales	#	Sales	#	Sales	#	Sales
Seafood	-	-	2	6	2	94	-	-	7	1,468	11	1,568
Distribution	-	-	3	480	3	103	-	-	2	1,150	8	1,733
Protein	-	-	1	1,098	7	744	4	646	10	832	22	3,320
Sandwich	-	-	-	-	1	446	4	892	1	1,372	6	2,710
Bakery	-	-	-	-	2	403	2	82	5	294	9	780
Culinary	-	-	-	-	1	50	4	1,708	1	51	6	1,809
	-	-	6	1,584	16	1,841	14	3,328	26	5,167	62	11,920

Strategically Located Manufacturing Network



SPECIALTY FOODS

- 67 production facilities and ~4.9 million sf of production space, 24 of which are owned and two are "REIT" owned facilities

PREMIUM FOOD DISTRIBUTION

- 43 distribution / production facilities and ~2.1 million sf of distribution / production space, eight of which are owned and five are “REIT” owned facilities

● Specialty Foods

- *Premium Food Distribution*

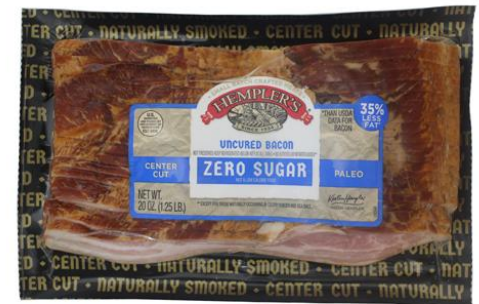
Sandwich Capacity



Cooked Protein Capacity



Specialty Protein & Meat Snack Capacity



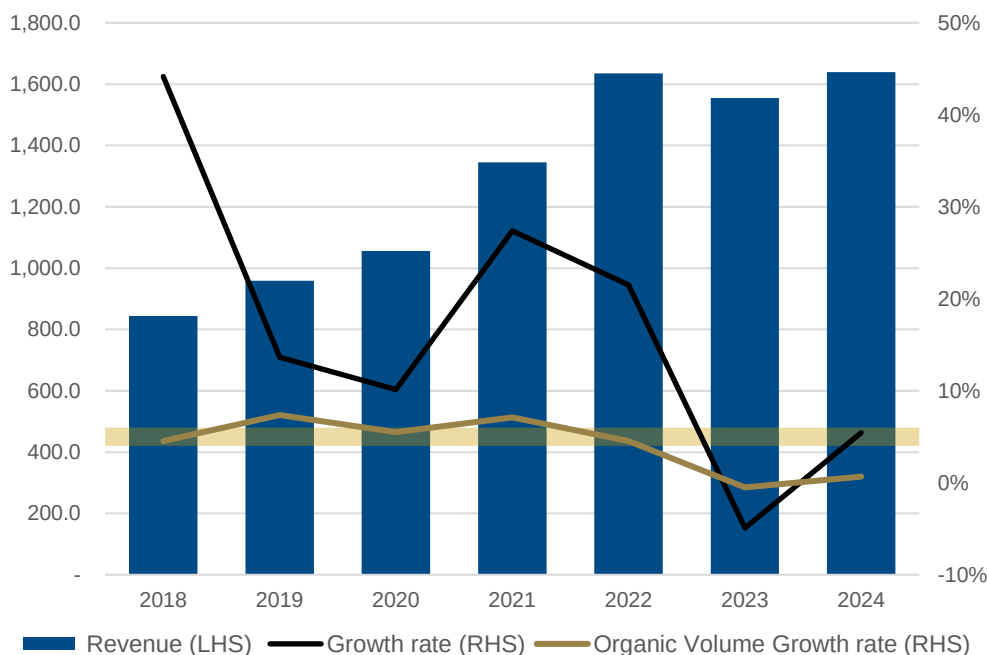
Bakery Capacity



Q4-2024 Financial Update

Quarter Sales Performance *(millions of dollars except percentages)*

	2018	2019	2020	2021	2022	2023	2024
Revenue	843.9	959.1	1,056.2	1,345.4	1,634.8	1,554.7	1,639.1
OGR	4.6%	8.6%	5.5%	16.1%	12.3%	0.0%	5.2%
OVGR	4.5%	7.4%	5.5%	7.1%	4.5%	(0.5%)	0.7%



- Targeted long-term annual organic volume growth rate range is **4% to 6%**

Positive Factors

- Selling price inflation – **\$45.2m**
- Growth in Specialty Foods' sales – **\$34.7m or 3.5%**
- A weaker CAD relative to the USD – **\$25.2m**
- Acquisitions – **\$4.3m**

Negative Factors

- Contraction in Premium Food Distribution's sales – **\$24.0m or 4.4%**
- Shutdown of Creekside business – **\$1.0m**

U.S. Sales Analysis *(millions of dollars except percentages)*

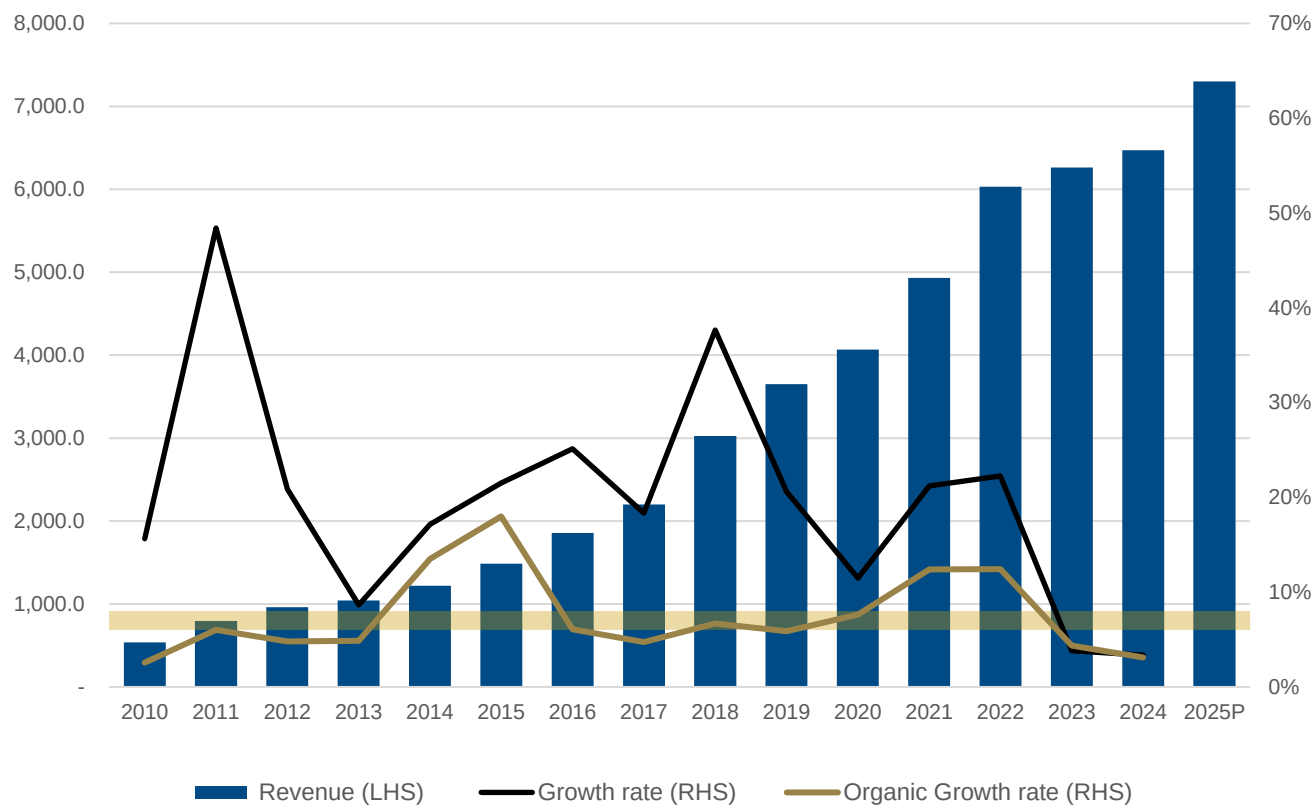
	Q4-2023	FX & Pricing	Acquis	Volume Growth	Q4-2024	Q4-2024 OVGR	Q4-2024 OVGR Adjusted ⁽¹⁾	2024 OVGR Adjusted ⁽²⁾
Core U.S. sales growth initiatives:								
Protein Group	198.9	15.4	3.0	43.5	260.8	21.9%	21.9%	11.4%
Sandwich Group ⁽¹⁾	355.3	18.6	-	(17.7)	356.2	(5.0%)	1.6%	6.9%
Bakery Group	26.8	(0.3)	-	6.0	32.5	22.5%	22.5%	28.2%
	581.0	22.1	3.0	31.8	649.5	5.5%	9.5%	9.4%

Note 1: Sandwich Group OVGR assumes an OVGR for its major customer of zero percent in Q4-2024 versus an actual contraction of 9.9%

Note 2: Sandwich Group OVGR assumes an OVGR for its major customer of zero percent in 2H-2024 versus an actual contraction of 5.2%

Revenue Trend *(millions of dollars except percentages)*

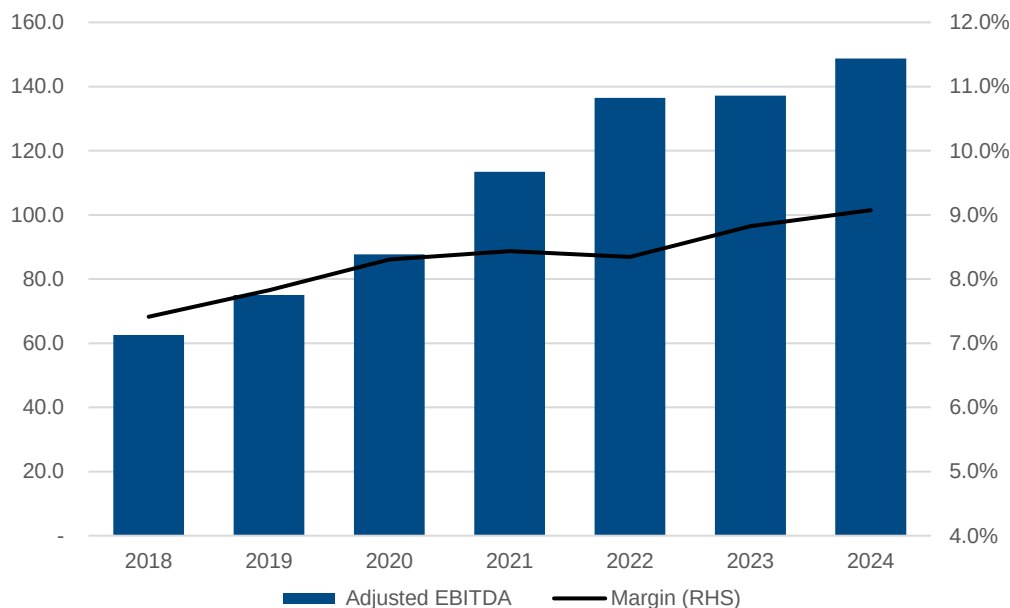
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025P
Revenue	535.2	794.3	960.1	1,043.0	1,221.8	1,484.5	1,857.5	2,198.3	3,025.8	3,649.4	4,068.9	4,931.7	6,029.8	6,261.0	6,470.5	7,300.0
OGR	2.6%	6.0%	4.8%	4.9%	13.5%	18.0%	6.1%	4.7%	6.7%	5.9%	7.6%	12.4%	12.4%	4.3%	3.1%	
OVGR					13.5%	8.1%	5.0%	6.8%	7.1%	5.1%	5.9%	8.0%	2.5%	2.1%	1.1%	



- 2025 guidance is **\$7.2 billion to \$7.4 billion**. Chart and table reflect the mid-point of \$7.3 billion
- 2010 to 2024 CAGR – **19.5%**
- Targeted long-term annual organic growth rate range is **6% to 8%**
- Targeted long-term annual organic **volume** growth rate range is **4% to 6%**

Quarter Adjusted EBITDA Performance *(millions of dollars except percentages)*

	2018	2019	2020	2021	2022	2023	2024
EBITDA	62.6	75.1	87.7	113.4	136.4	137.2	148.7
Margin	7.4%	7.8%	8.3%	8.4%	8.3%	8.8%	9.1%



- Targeted mid-term annual adjusted EBITDA margin – **10%**
- Specialty Foods' adjusted EBITDA margin for the quarter – **10.0% vs PY 9.2%**
- Premium Food Distribution's adjusted EBITDA margin for the quarter – **5.6% vs PY 6.1%**

Positive Factors

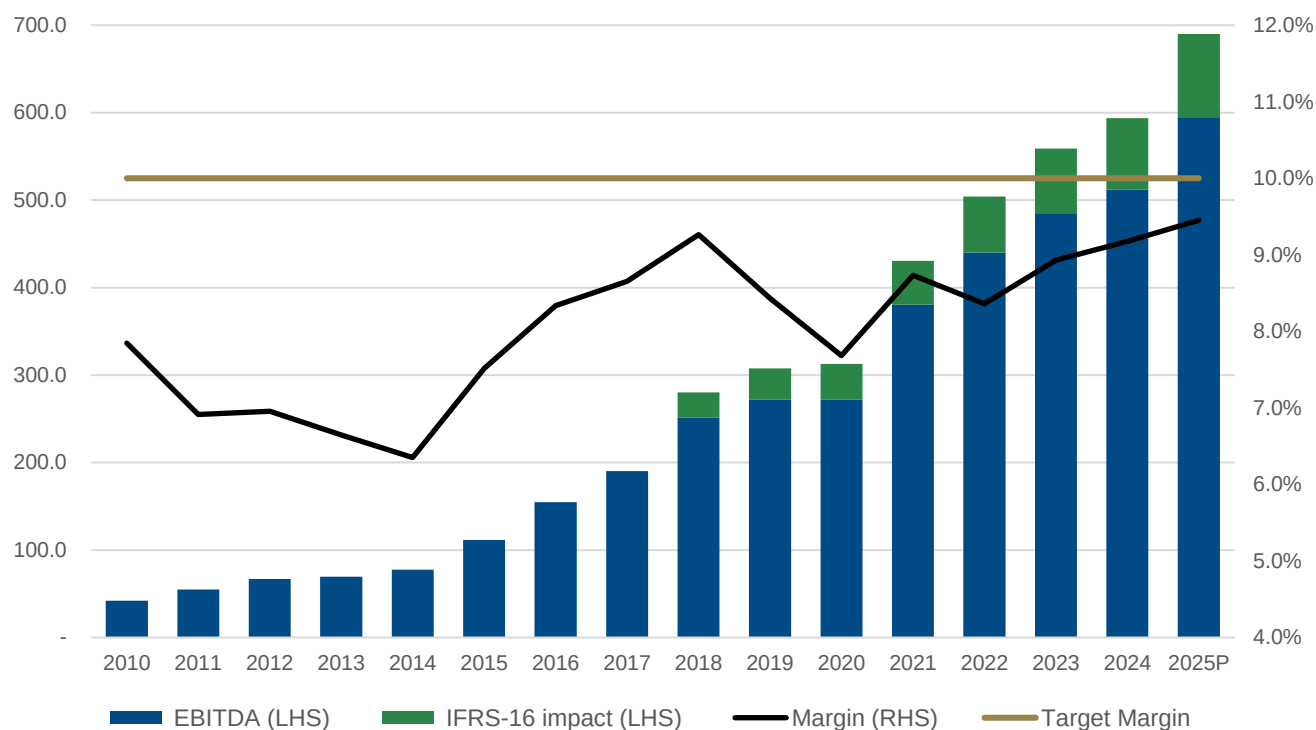
- Sales volume growth
- Plant efficiency gains

Negative Factors

- Discretionary compensation accruals
- Investments in plant overhead to support growth
- Wage and commodity inflation
- Promotional activity

EBITDA Trend *(millions of dollars except percentages)*

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025P
EBITDA	42.0	54.9	66.8	69.3	77.6	111.6	154.8	190.2	280.2	307.7	312.6	430.7	504.2	559.1	593.7	690.0
Margin	7.8%	6.9%	7.0%	6.6%	6.4%	7.5%	8.3%	8.7%	9.3%	8.4%	7.7%	8.7%	8.4%	8.9%	9.2%	9.5%

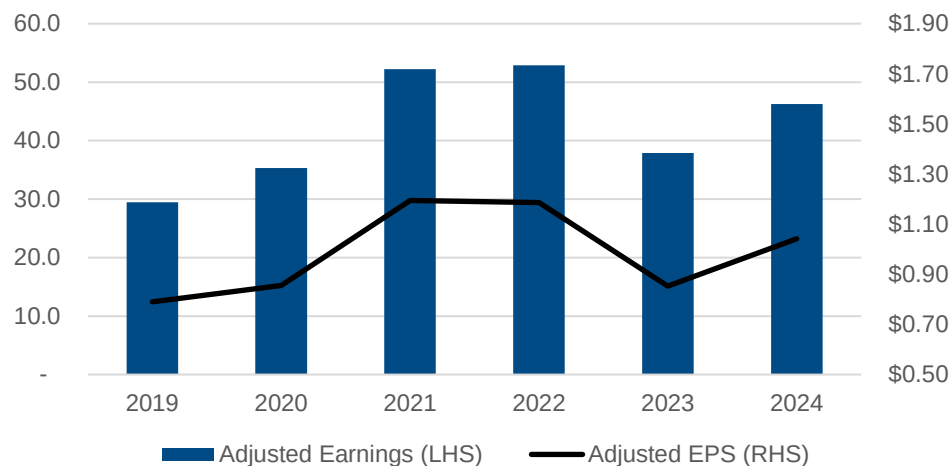


- 2025 guidance is **\$680 million to \$700 million**. Chart and table reflect the mid-point of \$690 million
- 2010 to 2024 CAGR – **20.8%**
- Fiscal years starting in 2018 and forward reflect IFRS-16
- Targeted mid-term annual adjusted EBITDA margin – **10%**

Quarter Adjusted Earnings Performance

(millions of dollars except per share amounts)

	2019	2020	2021	2022	2023	2024
Adj earnings	29.5	35.3	52.2	52.9	37.9	46.2
Adj EPS	0.79	0.86	1.19	1.19	0.85	1.05



Positive Factors

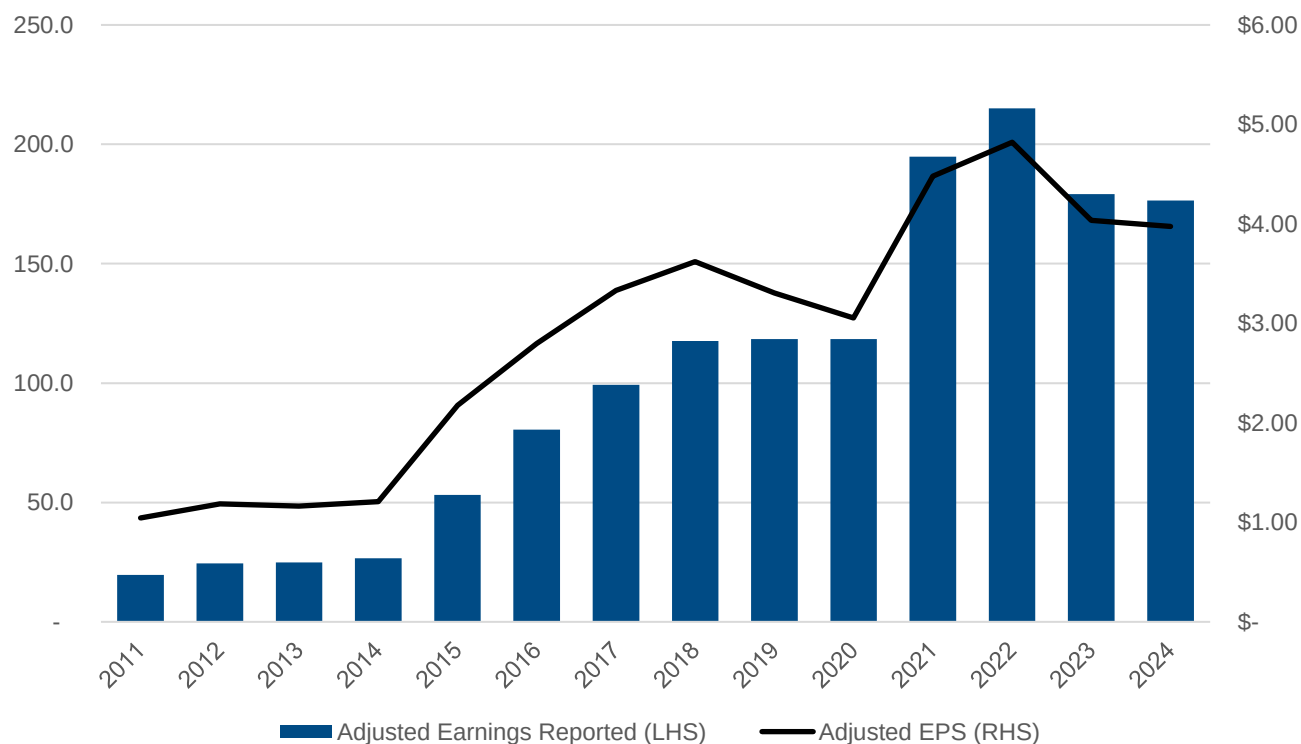
- EBITDA growth
- Adjustment of the estimated useful life of certain long-term leasehold capital assets – after-tax impact of **\$11.5m or \$0.25 / share**

Negative Factors

- Growth investment – estimated after-tax impact of **\$12.5m or \$0.28 / share**
 - Interest – **\$3.0m**
 - Depreciation – **\$7.2m**
 - Amortization of right-of-use assets and accretion of lease obligations – **\$2.3m**

Adjusted Earnings and EPS *(millions of dollars except per share amounts)*

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Adj earnings	19.6	24.5	24.9	26.6	53.2	80.5	99.2	117.6	118.4	118.5	194.8	215.0	179.1	176.5
Adj EPS	1.04	1.19	1.16	1.21	2.18	2.80	3.33	3.62	3.31	3.05	4.48	4.82	4.03	3.98



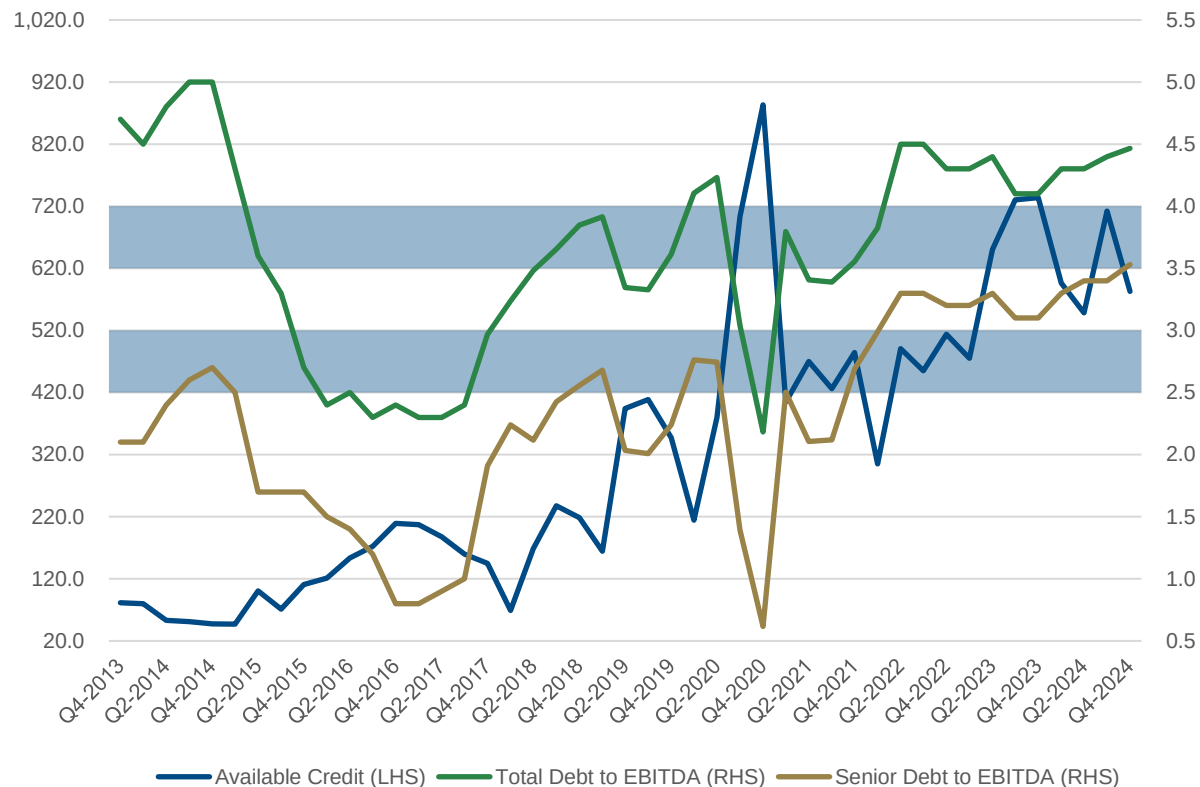
- Adjusted earnings 2010 to 2024 CAGR – **18.4%**
- Adjusted EPS 2010 to 2024 CAGR – **11.0%**
- Expect record adjusted EPS and earnings in **2025**
- Fiscal years starting in 2018 and forward reflect IFRS-16 – net impact is nominal

Capital Expenditures *(millions of dollars except percentages)*

	Q4-2024	2024
Major project capex	48.7	262.9
Other project capex	20.1	56.7
Project capex	68.8	319.6
Maintenance capex	11.5	45.2
	80.3	364.8

- An unlevered, after-tax IRR of **15%** or greater is expected on project capex
- Expect to spend an additional **\$145 million** on approved major project capex over the next four quarters
- All major project capex initiatives are expected to generate additional production capacity and, in many cases, improved operating efficiencies
- Completed the sale of a redundant vacant property for **\$26 million**
- Complete the sale and leaseback of a recently expanded production facility in the State of Washington resulting in gross proceeds of **US\$68 million**

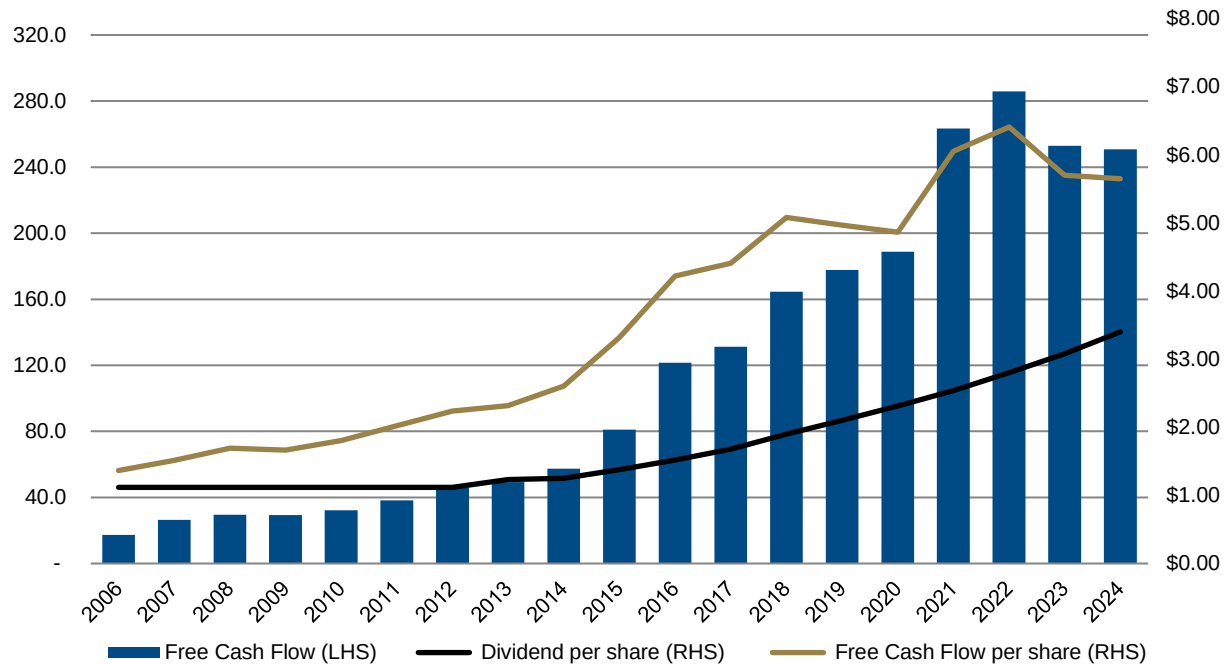
Liquidity *(millions of dollars except ratios)*



- Senior debt to EBITDA ratio is **3.3:1** after normalizing for unusual weakening of CAD at end of quarter
- Long-term targeted senior debt to EBITDA ratio – **2.5:1 to 3.0:1**
- Long-term targeted total debt to EBITDA ratio – **3.5:1 to 4.0:1**
- Convertible debentures make up the difference between the two ratios

Free Cash Flow *(millions of dollars except per share amounts and percentages)*

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Payout ratio	77.7%	69.6%	70.6%	65.2%	59.4%	53.0%	53.9%	48.4%	43.2%	36.6%	38.5%	38.1%	43.1%	48.7%	42.3%	43.8%	54.3%	60.5%
Dividend per share	\$1.18	\$1.18	\$1.18	\$1.18	\$1.18	\$1.18	\$1.23	\$1.25	\$1.38	\$1.52	\$1.68	\$1.90	\$2.10	\$2.31	\$2.54	\$2.80	\$3.08	\$3.40
Dividend increase	-	-	-	-	-	-	4.2%	1.6%	10.4%	10.1%	10.5%	13.1%	10.5%	10.0%	10.0%	10.2%	10.0%	10.4%
Free cash / share	1.56	1.71	1.62	1.81	2.02	2.23	2.32	2.60	3.32	4.22	4.41	5.08	4.97	4.87	6.05	6.41	5.70	5.65



- **\$1,096.8m** in declared dividends since July 2005
- Expect record free cash flow and free cash flow per share in **2025**
- 2006 to 2024 FCF CAGR is **16.0%**
- 2006 to 2024 FCF / share CAGR is **8.2%**

