



# Investor Presentation

May 2025

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This presentation contains forward looking statements with respect to the Company, including, without limitation, statements regarding its business operations, strategy and financial performance and condition, acquisition opportunities, capital projects and plans, growth strategies and initiatives, outlook and objectives of or involving the Company. While management believes that the expectations reflected in such forward looking statements are reasonable and represent the Company's internal expectations and belief as of the date of this presentation, there can be no assurance that such expectations will prove to be correct as such forward looking statements involve unknown risks and uncertainties beyond the Company's control which may cause its actual performance and results in future periods to differ materially from any estimates or projections of future performance or results expressed or implied by such forward looking statements.

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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 weeks ended March 29, 2025, a copy of which is filed electronically through SEDAR+ and is available online at [www.sedarplus.ca](http://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 as of the date of this presentation, the Company cannot assure investors that actual results will be consistent with such forward looking statements.

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## Company Profile

	2004	2019	2024	TTM
Revenue	\$0.2 billion	\$3.6 billion	\$6.5 billion	\$6.7 billion
Adjusted EBITDA	\$14.1 million	\$307.7 million	\$593.7 million	\$609.2 million
Business platforms	2	6	6	6
Geographic reach	Western Canada	North America	North America	North America
Operating facilities	8	76	109	109
Employees	900	9,250	13,300	13,300
Free cash flow per share	\$0.78	\$4.97	\$5.65	\$5.81
Annualized dividend rate	\$ nil	\$2.10 / share	\$3.40 / share	\$3.40 / share
Cumulative dividends	\$ nil	\$478.6 million	\$1,096.8 million	\$1,135.0 million

# Our Vision: The Future of Food is in the Past

To invest in specialty food businesses featuring:

**Entrepreneurial** cultures

**Great tasting** foods made with **wholesome** ingredients

A passion for both their **local** communities and what is **best for our planet**



## Long-term Trends Position Premium Brands Favorably for Continued Success

Growing demand and consumption of protein

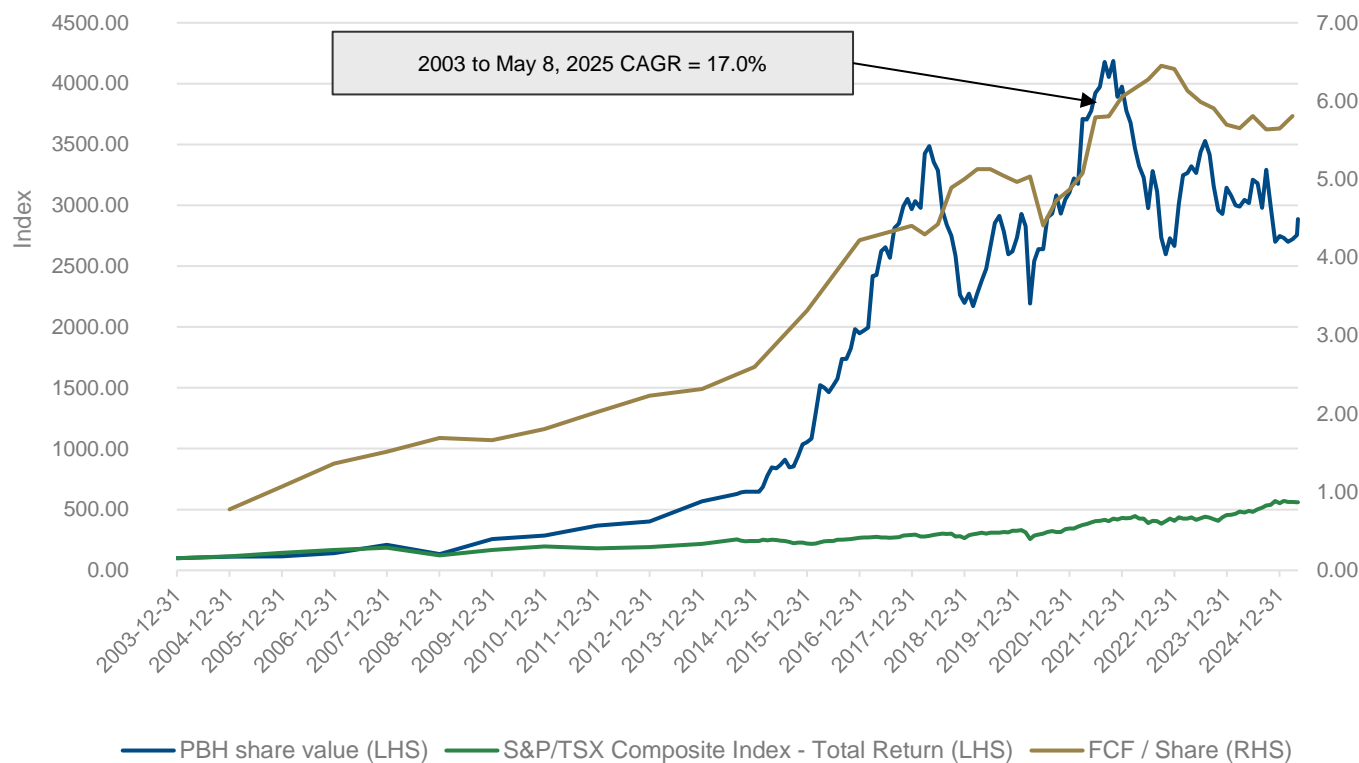
Premiumization of products and ingredients

Strong demand for convenience

Increasing shift towards food away from home

# Share Price

Date	Closing Share Price	Accumulated Dividends Per Share
Dec 31, 2003	\$8.60	Nil
May 8, 2025	\$82.11	\$34.88



## Premium Brands

To provide talented proven entrepreneurs with the resources they need to transform their good food businesses into bigger great food businesses

**ENTREPRENEURSHIP with ACCOUNTABILITY**

# Core Strategies

<p><b>Highly Focused Capital Allocation Platform Targeting Niche Segments in the Food Industry</b></p>	<ul style="list-style-type: none"> <li>• Leading regional brands focused on authenticity and differentiation</li> <li>• White space and long-term sustainable consumer trends – significant organic growth opportunities</li> <li>• Stronger pricing power</li> <li>• Unique distribution solutions</li> </ul>
<p><b>Decentralized Entrepreneurial Culture</b></p>	<ul style="list-style-type: none"> <li>• Dedicated to maintaining an entrepreneurial environment with accountability</li> <li>• Supporting partners versus managing a hierarchical structure</li> <li>• Centralized capital allocation</li> <li>• Robust financial oversight – immediate financial integration on Premium Brands' ERP</li> </ul>
<p><b>Premium Brands Ecosystem</b></p>	<ul style="list-style-type: none"> <li>• Big fish in small pond – competitors tend to be smaller regionally focused companies</li> <li>• Can leverage being part of a larger ecosystem through common resources and across businesses</li> </ul>
<p><b>State-of-the-Art Production Facilities</b></p>	<ul style="list-style-type: none"> <li>• Dynamic and diverse production network consisting of specialized batch processing and high-volume facilities</li> <li>• Leader in food safety and leveraging automation opportunities</li> </ul>
<p><b>Diversification of Cash Flow</b></p>	<ul style="list-style-type: none"> <li>• Businesses</li> <li>• Channels</li> <li>• Customers</li> <li>• Geographies</li> <li>• Products</li> <li>• Commodities</li> <li>• Procurement Services</li> </ul>

# Premium Brands Snapshot

A diverse product portfolio with significant competitive advantages

2004 – 2024

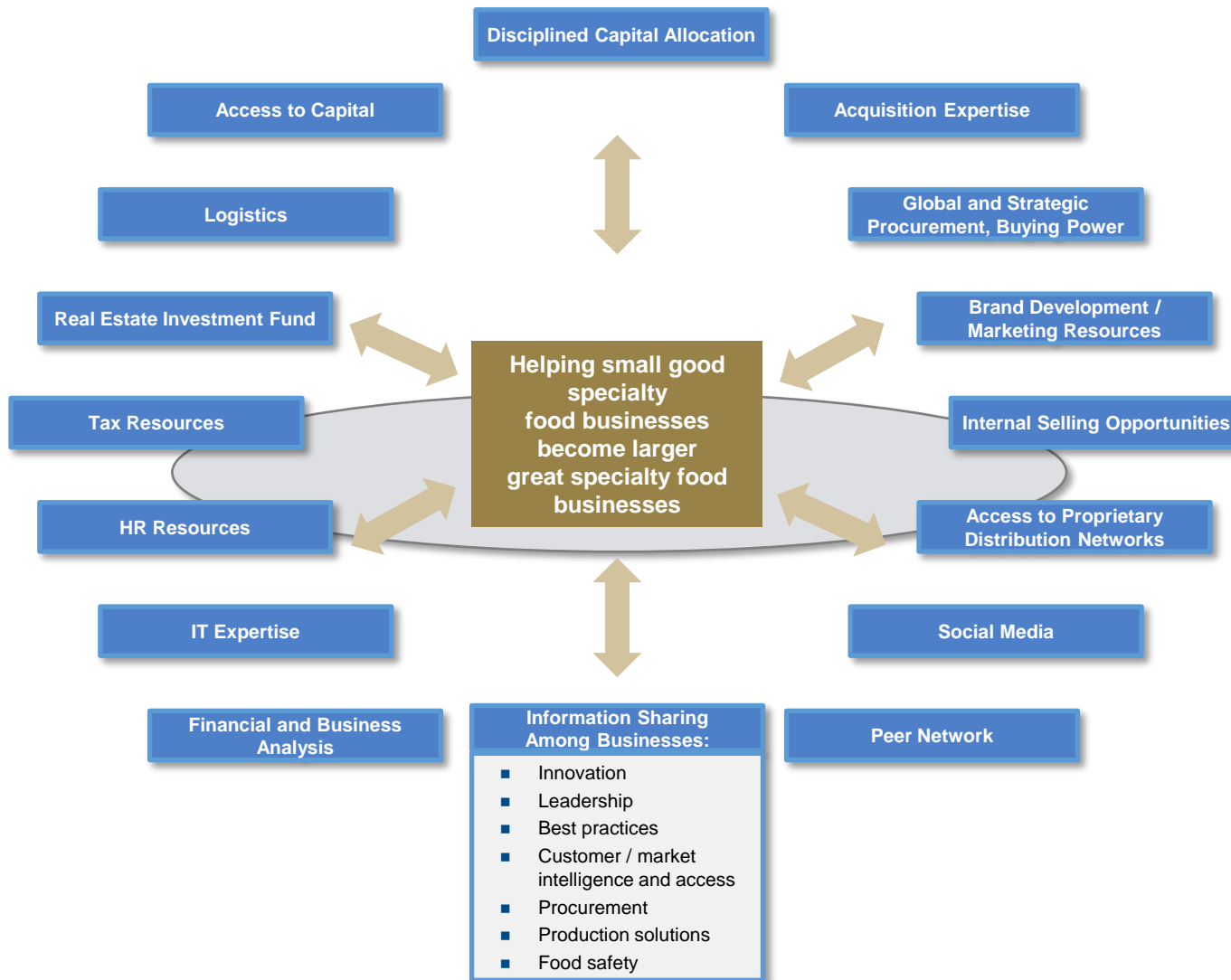
	Segments	Overview	Highlights	2024 Revenue (C\$mm)	REVENUE CAGR
Specialty Foods	40% <b>Protein</b>	<ul style="list-style-type: none"> <li>Meat sticks, cooked protein, charcuterie, European deli meats, specialty marinated products and premium processed meats</li> <li>Primarily retail channel</li> </ul>	<ul style="list-style-type: none"> <li>✓ #1 brand and largest manufacturer in many specialty markets and product categories</li> </ul>	2,595	16.6%
	22% <b>Sandwich</b>	<ul style="list-style-type: none"> <li>Frozen artisan and fresh modified atmosphere packaged (MAP) sandwiches and wraps</li> <li>Primarily QSR and retail channel</li> </ul>	<ul style="list-style-type: none"> <li>✓ Largest sandwich platform in North America – over 1.5 million sf of production space; new facility being built in Tennessee expected to add 500,000 sf by 2030E</li> <li>✓ Key provider for International QSR's North American breakfast sandwiches</li> </ul>	1,439	27.0%
	4% <b>Bakery &amp; Culinary</b>	<ul style="list-style-type: none"> <li>Artisan breads and USDA inspected laminated dough products</li> <li>Soups and prepared meals</li> <li>Primarily retail channel</li> </ul>	<ul style="list-style-type: none"> <li>✓ One of the largest producers of USDA inspected laminated dough products in North America</li> <li>✓ Largest manufacturer of artisan breads in western Canada</li> </ul>	<p><i>Bakery</i></p> <p>170</p> <p><i>Culinary</i></p> <p>79</p>	<p>29.7%</p> <p>18.4%</p>
Premium Food Distribution	17% <b>Distribution</b>	<ul style="list-style-type: none"> <li>Protein distribution in the foodservice and retail channels, often with a value-added component</li> <li>Fundamentally lower margin operation than Specialty Foods business</li> </ul>	<ul style="list-style-type: none"> <li>✓ Differentiates PBH by offering customers specialized and unique products / services in addition to logistical solutions</li> <li>✓ Proprietary access to broad and diversified customer base</li> <li>✓ Stable margins due to use of dynamic pricing models or cost-plus-mark up</li> </ul>	<p><i>Distribution</i></p> <p>1,086</p>	21.7%
	17% <b>Seafood</b>	<ul style="list-style-type: none"> <li>Seafood distribution and lobster operations</li> <li>Largest protein focused distributor / wholesaler in Canada</li> </ul>	<ul style="list-style-type: none"> <li>✓ Fundamentally lower margin operation than Specialty Foods business, but offers higher, more consistent selling margins relative to large logistics-focused only food distributors</li> </ul>	<p><i>Seafood</i></p> <p>1,102</p>	29.7%

Transformational Growth

# Business Groups

Seafood	Distribution	Protein	Sandwich	Bakery	Culinary
<p><b>Canadian Seafood Group</b></p> <ul style="list-style-type: none"> <li>• Medex Group</li> <li>• Ocean Miracle</li> <li>• Diana's Seafood</li> <li>• Allseas</li> <li>• Starboard</li> <li>• Frandon Seafood</li> </ul> <p><b>Ready Seafood Group</b></p> <ul style="list-style-type: none"> <li>• L Walker Seafood</li> <li>• Hancock Gourmet</li> <li>• Maine Coast</li> <li>• C.H. Rich</li> <li>• Westmorland</li> </ul> <p><i>North Delta Seafood</i></p> <p><i>Clearwater</i></p>	<p><b>Centennial Group</b></p> <ul style="list-style-type: none"> <li>• Worldsource</li> <li>• Eleven</li> <li>• C2C Seafood</li> <li>• Wescadia</li> <li>• Penguin</li> <li>• Inform Brokerage</li> </ul> <p><b>C&amp;C Group</b></p> <ul style="list-style-type: none"> <li>• IMS</li> <li>• Viandex</li> <li>• Maison du Gibier</li> <li>• Distribution Côte-Nord</li> <li>• Mermex</li> <li>• Menu-Mer</li> </ul> <p><b>Harlan Fairbanks</b></p> <ul style="list-style-type: none"> <li>• Mavros</li> </ul> <p><b>GoCold Solutions</b></p>	<p><b>Oberto Group</b></p> <ul style="list-style-type: none"> <li>• Hempler's</li> <li>• Isernio's</li> <li>• Bavarian Meats</li> <li>• Denmark Foods</li> </ul> <p><b>Piller's Group</b></p> <ul style="list-style-type: none"> <li>• McLeans</li> <li>• FG Deli Manufacturing</li> <li>• Freybe</li> <li>• Golden Valley Farms</li> </ul> <p><b>Direct Plus Group</b></p> <ul style="list-style-type: none"> <li>• Grimm's</li> <li>• McSweeney's</li> <li>• Made-Rite Meats</li> <li>• Country Prime Meats</li> </ul> <p><b>Expresco</b></p> <p><b>Belmont Group</b></p> <ul style="list-style-type: none"> <li>• Leadbetter</li> <li>• Maid-Rite</li> <li>• Beechgrove</li> <li>• King's Command</li> <li>• Yorkshire Valley Farms</li> <li>• Casa Di Bertacchi</li> <li>• NSP Quality Meats</li> </ul> <p><b>Concord Group</b></p> <ul style="list-style-type: none"> <li>• Skilcor</li> <li>• The Meat Factory</li> <li>• Premier Meats</li> <li>• Harvest</li> <li>• Italia Salami</li> </ul> <p><i>La Felinese</i></p>	<p><b>Sandwich Group</b></p> <ul style="list-style-type: none"> <li>• Quality Fast Foods</li> <li>• Hygaard Fine Foods</li> <li>• SK Food Group</li> <li>• Buddy's Kitchen</li> <li>• Raybern's</li> <li>• Select Foods</li> <li>• Leonetti's</li> </ul>	<p><b>PB Bakery Group</b></p> <ul style="list-style-type: none"> <li>• Stuyver's</li> <li>• Island City</li> <li>• Conte Foods</li> </ul> <p><b>Shaw Bakers</b></p> <p><i>Partners</i></p>	<p><b>Kettle Group</b></p> <ul style="list-style-type: none"> <li>• Global Gourmet</li> <li>• Gourmet Chef</li> </ul> <p><b>Culinary Group</b></p> <ul style="list-style-type: none"> <li>• Duso's</li> </ul>

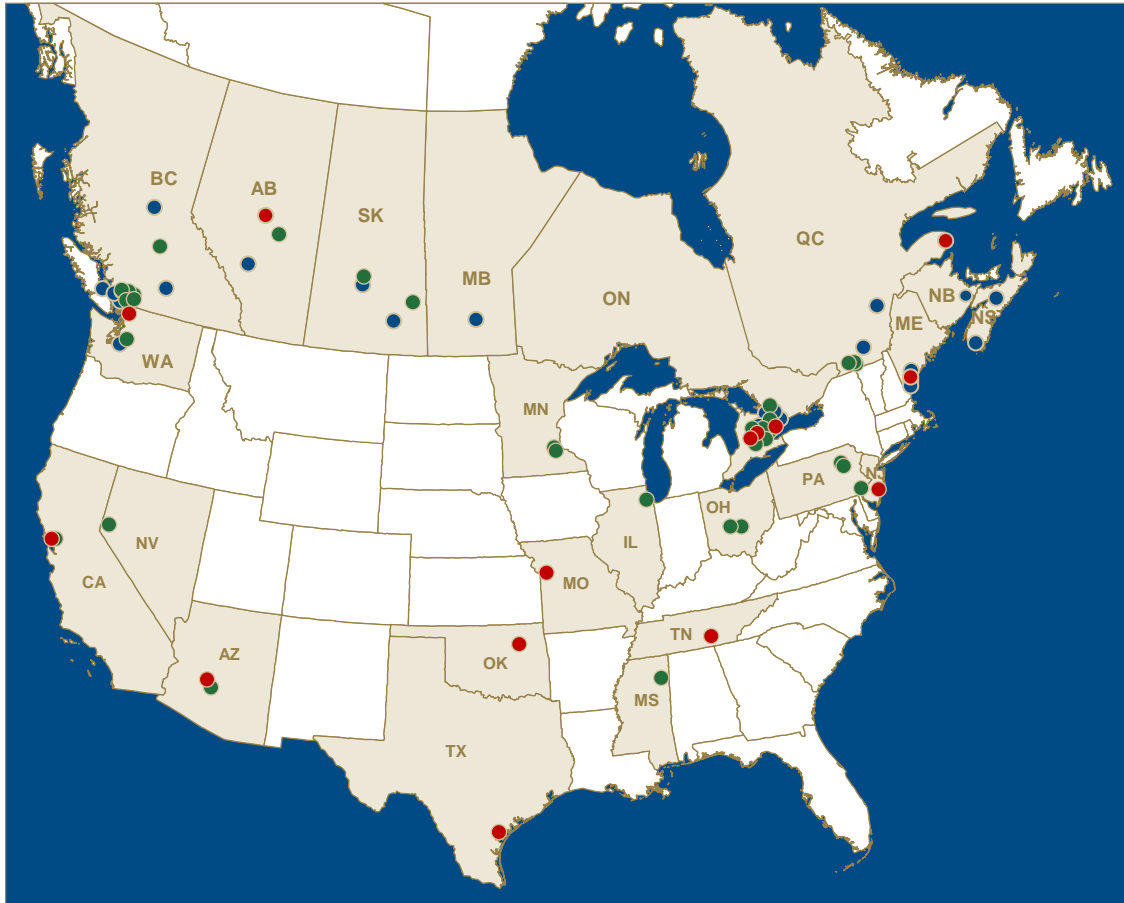
# Premium Brands' Unique Ecosystem



- Unique ecosystem enables entrepreneurs to optimize growth and performance
- Help turn good small companies into large great companies
- Complimentary growth opportunities through leveraging PBH's network and expertise

# Strategically Located Manufacturing Network with State-of-the-Art Facilities

Well-balanced, coordinated network, with most goods distributed in the country where it is manufactured; top-of-line product lines and irreplicable footprint of facilities, result of almost \$860 million of recent investments



## SPECIALTY FOODS

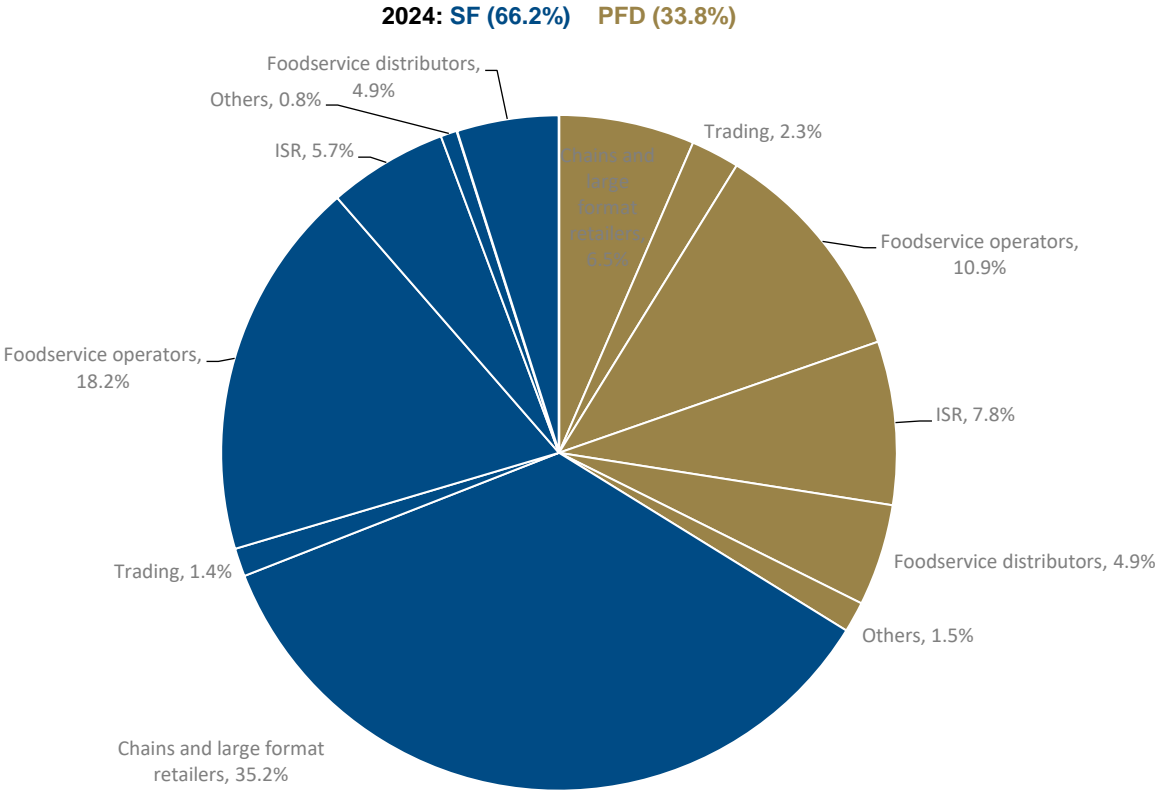
- 67 production facilities and ~4.9 million sf of production space, 24 of which are wholly owned facilities and two of which are facilities in which the Company owns a minority interest

## PREMIUM FOOD DISTRIBUTION

- 42 distribution / production facilities and ~2.1 million sf of distribution / production space, seven of which are wholly owned facilities and five of which are facilities in which the Company owns a minority interest

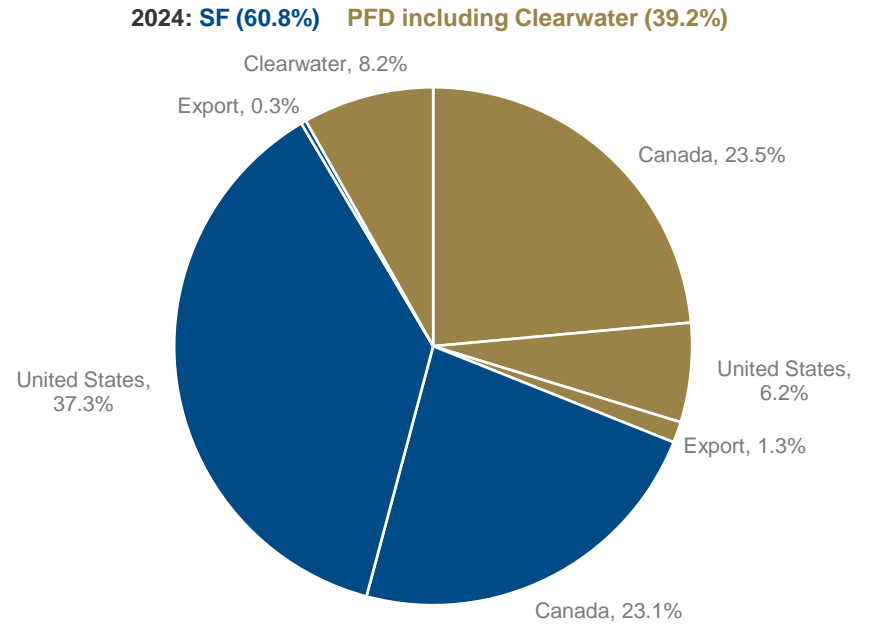
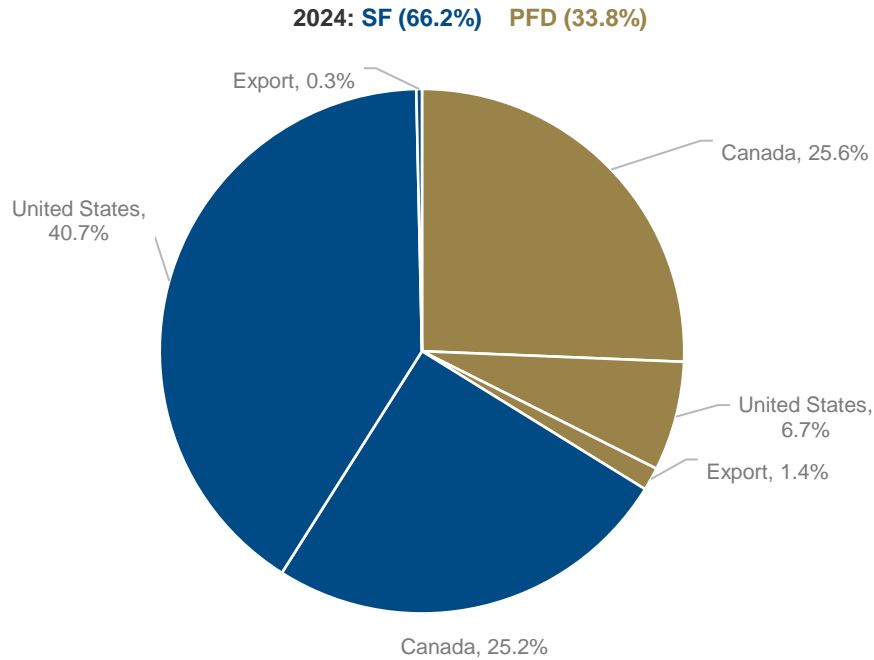
- Specialty Foods
- Premium Food Distribution
- Newly constructed, expanded or acquired

# Diversification – Channels and Customers



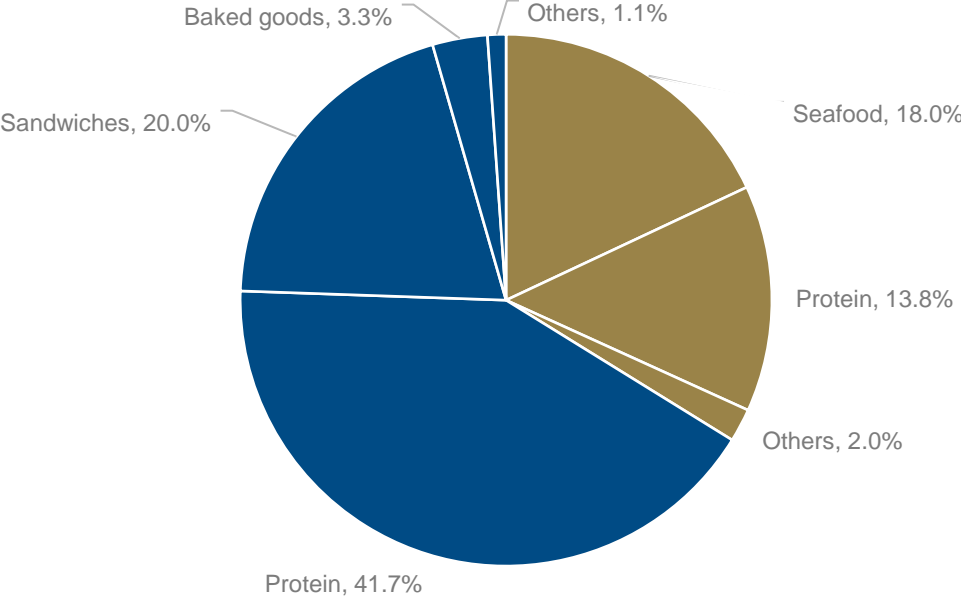
Customer	% Sales
Customer A	14.4%
Customer B	13.5%
Customer C	5.2%
Customer D	4.4%
Customer E	3.7%
Customer F	3.5%
Customer G	1.7%
Customer H	1.7%
Customer I	1.3%
Customer J	1.2%

# Diversification – Geographically



# Diversification – Products and Procured Commodities

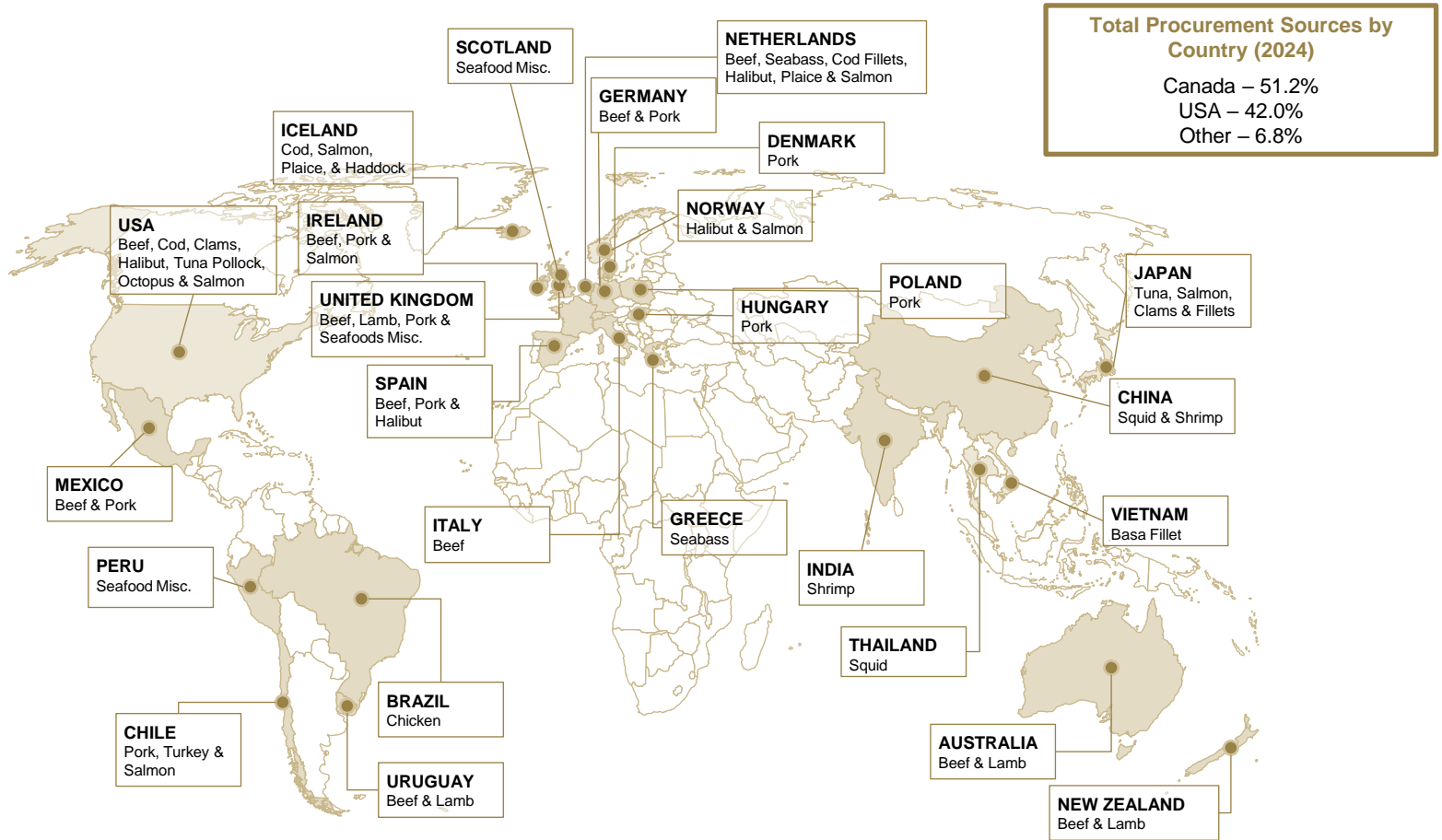
2024: SF (66.2%) PFD (33.8%)



Commodity	% Sales
Seafood	16.2%
Beef	15.4%
Pork	8.6%
Poultry	5.6%
Bread	3.4%
Eggs	2.8%
Cheese	1.8%
Turkey	1.3%

# Diverse Ecosystem of Sales and Procurement Channels

## Procurement Sources



The global procurement teams combined with consolidated buying power provides Premium Brands with the ability to source the highest quality raw materials at competitive prices

# Organic Growth Strategies

- On trend product categories
- Emerging trends
- History of demand exceeding supply
- “Search for white space”
- U.S. roll out strategy
- Leading innovation in high growth categories
- Differentiation
- Brand development
- Green shoots in new export markets
- PB sponsored customer innovation sessions

# Major Organic Growth Initiatives

Seafood	Distribution	Protein	Sandwich	Bakery	Culinary
<p>Processed lobster and crab initiatives in foodservice and retail</p> <p>Leveraging seafood foodservice customer base to develop new protein sales opportunities</p> <p>Branded value-added seafood products including skewers, breaded lobster and gourmet entrees</p> <p>Non-distributive foodservice sales of differentiated protein and seafood products</p>	<p>Non-distributive foodservice sales of differentiated protein and seafood products</p> <p>Healthcare initiatives</p> <p>Expansion of concessionary programs into ON</p> <p>Leveraging cold storage expertise</p>	<p>Branded meat snack stick programs in the US</p> <p>Branded and behind-the-counter cooked protein product solutions for retail, c-store and foodservice in the US and Canada</p> <p>Expansion of branded Italian charcuterie programs in the US and Canada</p> <p>Expansion of fresh marinated products, including kabobs, into the US</p> <p>Expansion of branded ready-to-eat meals</p> <p>Development in international markets</p>	<p>Leveraging IP and North American leading capacity, including new enrobed sandwich production capabilities to grow in the grocery, c-store and QSR channels in Canada and the U.S.</p> <p>Charcuterie assembly initiatives</p> <p>Development of international markets</p>	<p>Naturally fermented / clean ingredient artisan breads programs for retail and foodservice in Canada and the U.S.</p> <p>National laminated product programs (including USDA inspected products) for the retail and foodservice channels in the U.S.</p> <p>Frozen dough product solutions for retail and foodservice in Canada</p> <p>Development of international markets</p>	<p>Gusseted broth and soup lines – seafood focused, for retail in Canada and the U.S.</p> <p>Prepared meal solutions and components for retail and foodservice in Canada and the U.S.</p> <p>Development of international markets</p>

# Acquisitions Growth Strategy

## Considerations

- Management team strength
- Cultural fit – core entrepreneurial focused values
- Differentiation of products and / or services
- Short and long-term growth opportunities – fit with long-term consumer trends
- Market focus, e.g. niche or mainstream
- Strength of brands and general pricing power
- Age and condition of production and / or distribution assets
- Synergistic opportunities
- ESG considerations
- General risk exposure

## Resources

- Comprehensive in-house financial modeling, due diligence and transaction closing capabilities
- Access to a range of general business, market and operational expertise / intelligence through the PB Eco-system
- Long-term, transaction focused, advisors for tax, insurance, legal and real estate matters

# Acquisitions Activity

2005 to 2009	2010 to 2014	2015 to 2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
\$147.5m	\$260.9m	\$295.9m	\$246.2m	\$753.0m	\$118.6m	\$168.2m	\$858.0m	\$125.0m	\$9.5m	\$91.5m	\$30.6m
Harlan Fairbanks	Maximum Seafood	Expresco	Raybern	Oberto	Mavros	Inform Brokerage	Clearwater Seafoods	Beechgrove	McLean's majority interest	NSP Quality Meats	Denmark
Hygaard Fine Foods	SK Food Group	Isernio's	Buddy's Kitchen	Concord	VSM	La Felinese	Distribution Cote-Nord	Leonetti's	Menu-Mer	Casa Di Bertacchi	
Hempler's	Duso's	SJ Fine Foods	Leadbetter	Country Prime Meats	Hancock	Bavarian Meats	Starboard Seafood	Rocky Mountain Flatbread		Italia Salami	
Bread Garden	Hub City Fisheries	C&C Packing / Premier Meats	Skilcor	TMF	Viandex	Global Gourmet	Shaw Bakers	Shaw Bakers			
Gloria's Fresh	Wescadia	Belmont	Inter-provincial Meat Sales	Frandon Seafood	North Delta Seafood	Maine Coast Shellfish	Golden Valley Farms	Golden Valley Farms			
Centennial Food-service	Piller's	Island City / Conte	Shaw Bakers	Penguin	McLean's	Allseas Fisheries	C.H. Rich	King's Command			
Stuyver's Bake Studio	Deli Chef	Fletcher's	Partners	Multi-Task	Select Foods		Mermax				
B&C Foods	SJ Fine Foods	Larosa	Ravens-bergen	Yorkshire Valley Farms	Yorkshire Valley Farms		Maid-Rite				
Noble House	Freybe	Diana's Seafood		Ready Seafood	Ready Seafood		Westmorland				
Mrs. Willman's	McLean's			L. Walker	L. Walker						
SJ Fine Foods	Made-Rite										
Multi-National Foods	Ocean Miracle										
	Reddi Foods										

**\$3.1 billion invested across 84 transactions since 2005**

## Acquisition Opportunities *(millions of dollars except transactions)*

Platform	<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>		Total	
	Advanced		Active		Early Stage		Opportunity		Inactive		#	Sales
	#	Sales	#	Sales	#	Sales	#	Sales	#	Sales		
Seafood	-	-	-	-	2	96	-	-	7	1,482	9	1,578
Distribution	-	-	-	-	4	553	-	-	4	1,180	8	1,733
Protein	-	-	-	-	7	756	4	664	11	1,997	22	3,417
Sandwich	-	-	-	-	1	464	4	928	1	1,428	6	2,820
Bakery	-	-	-	-	1	60	2	86	4	269	7	415
Culinary	-	-	-	-	1	50	5	1,844	1	53	7	1,947
	-	-	-	-	16	1,979	15	3,522	28	6,409	59	11,910

# A Leader in Environmental, Social, Governance, and Food Safety Practices

## 2024 ESG Report – Foundational Principles

Nutritious Food	<ul style="list-style-type: none"> <li>• Clean ingredients, sustainable supply chains, animal welfare standards, responsible labeling, excellence in food safety</li> </ul>
People	<ul style="list-style-type: none"> <li>• Employee safety-first culture, prioritizing mental health and well-being, embracing respectful workplaces</li> </ul>
Environment	<ul style="list-style-type: none"> <li>• Freight optimization, waste reduction, regenerative agriculture, and marine, land and water conservation, emissions reduction</li> </ul>
Communities	<ul style="list-style-type: none"> <li>• Food security, supporting charitable organizations, community engagement</li> </ul>



*Cost Specialty  
Retailer's Best New  
Product – Charcuterie  
Snack Packs*



*Major Grocery  
Retailer's Award for  
Excellence in 2024*



*Rated "Exceptional /  
World Class" in Ethical  
Sourcing, Sharing Best  
Practices, Food Safety,  
and Supply Chain  
Resiliency and  
Execution by  
International QSR*



*Showcase vendor at  
National Club's 2024  
Annual Gala*



*National Convenience  
Chain Private Brand  
Partner of the Year*

## Transformational Growth

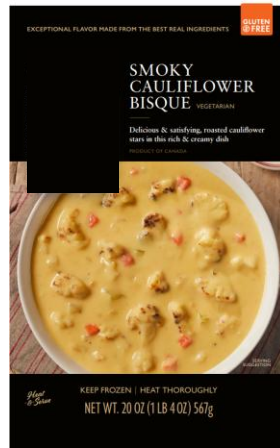
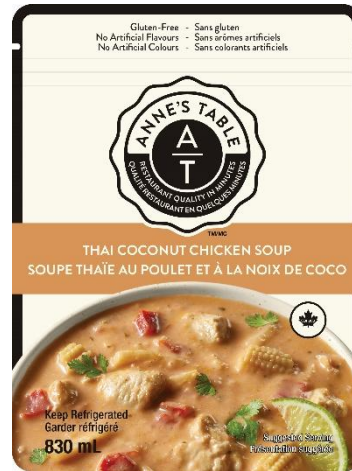








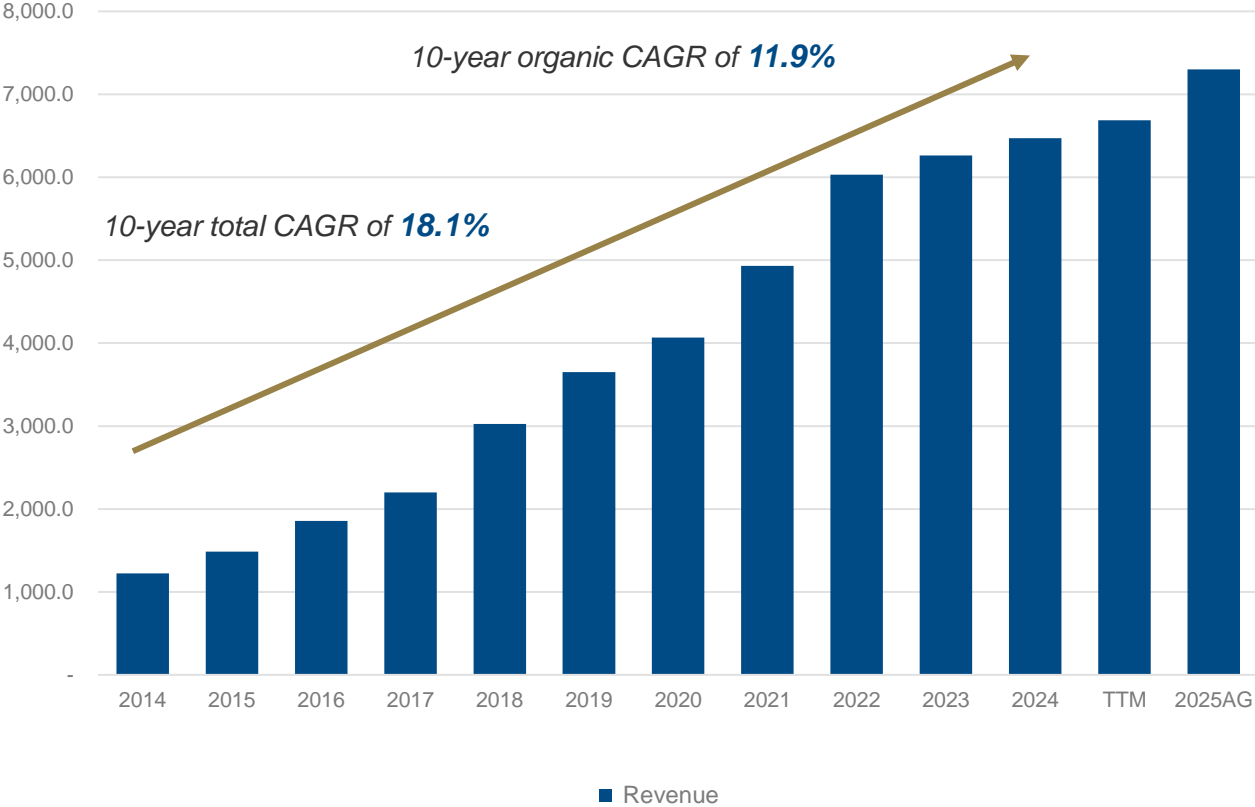




# Financial Update

# Revenue Trend *(millions of dollars except percentages)*

Long-term targeted organic growth rate of 6% to 8%



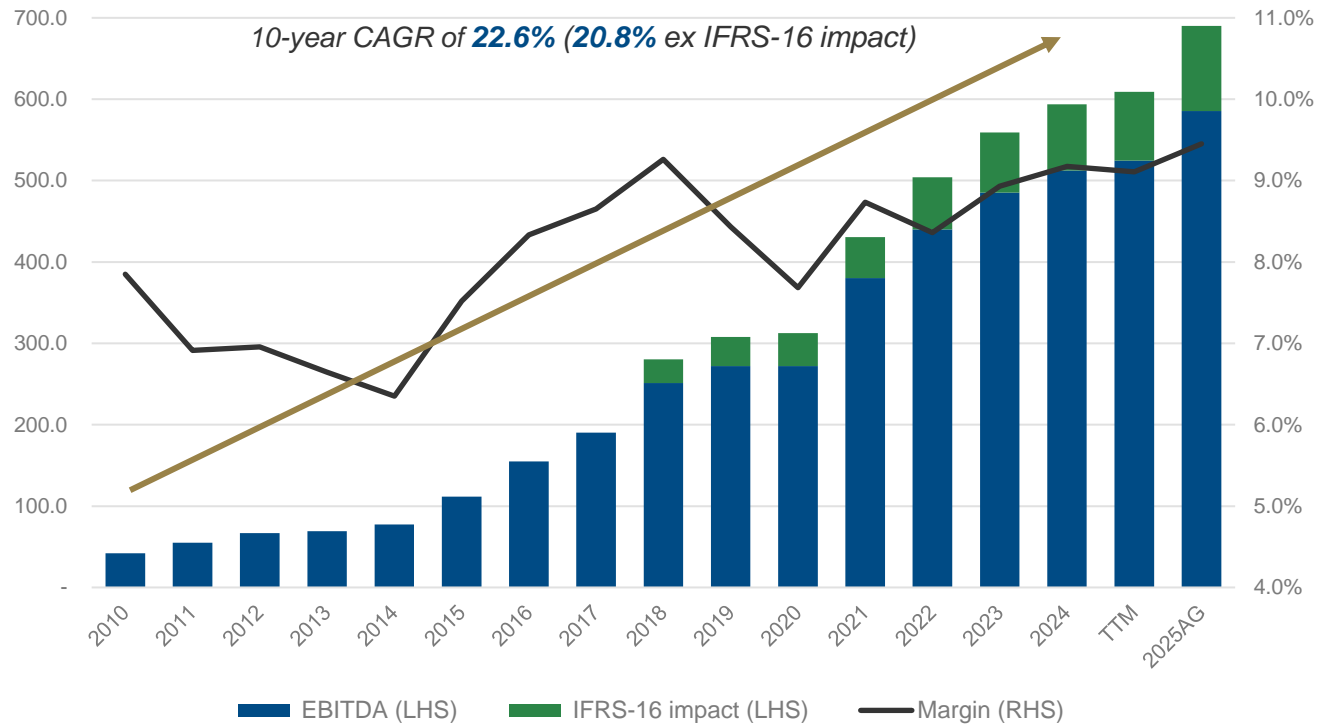
## U.S. Market Sales Initiatives *(millions of dollars except percentages)*

	Q1-2025 OVG	2024 OVG	2023 OVG	Q1-2025 OVGR	2024 OVGR Adjusted <sup>(1)</sup>	2023 OVGR
Core U.S. sales initiatives:						
Protein Group	21.9	98.5	109.2	10.0%	11.4%	15.0%
Sandwich Group	26.8	92.8	74.4	8.0%	6.9%	6.2%
Bakery Group	9.1	23.6	14.3	33.6%	28.2%	22.2%
	57.8	214.9	197.9	9.9%	9.4%	9.9%

Note 1: 2024 OVGR adjusted for SBUX organic volume contraction of \$48.3m

# Adjusted EBITDA Trend *(millions of dollars except percentages)*

## Targeting EBITDA margin of 10%+ by 2026

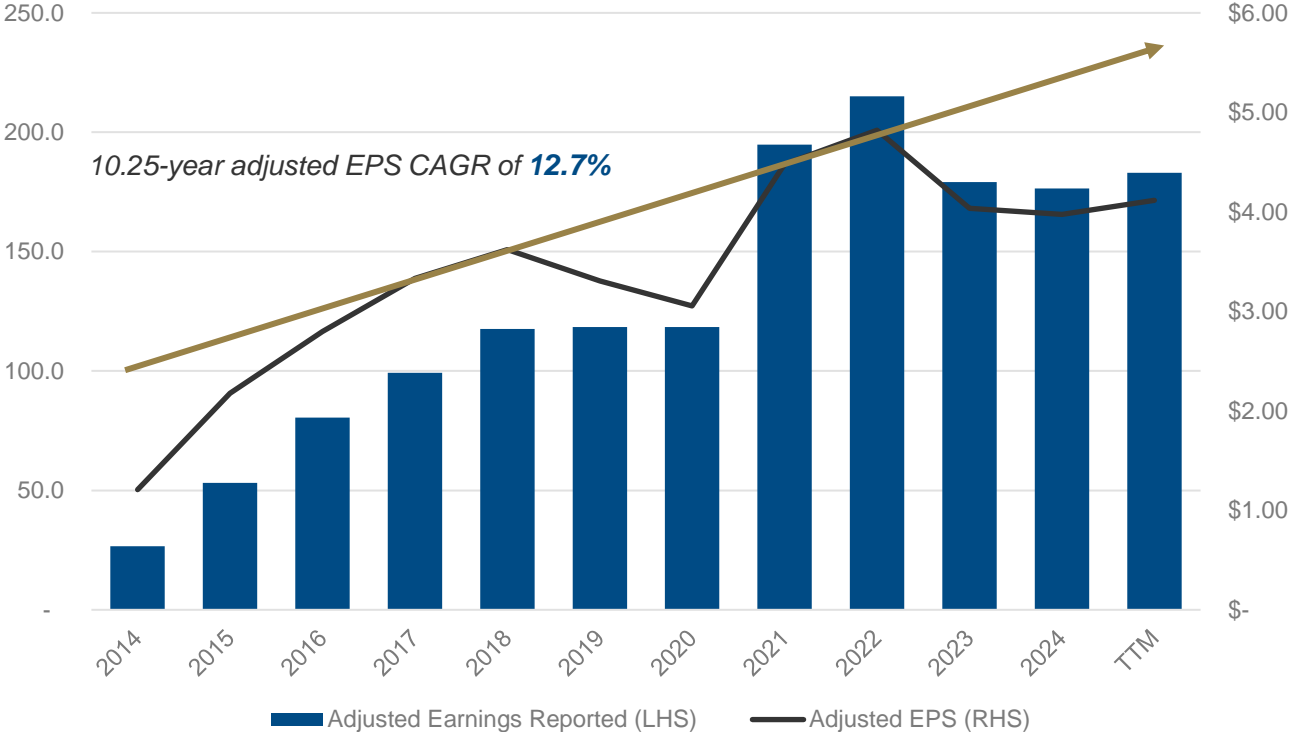


## 5-Year Plan *(millions of dollars)*

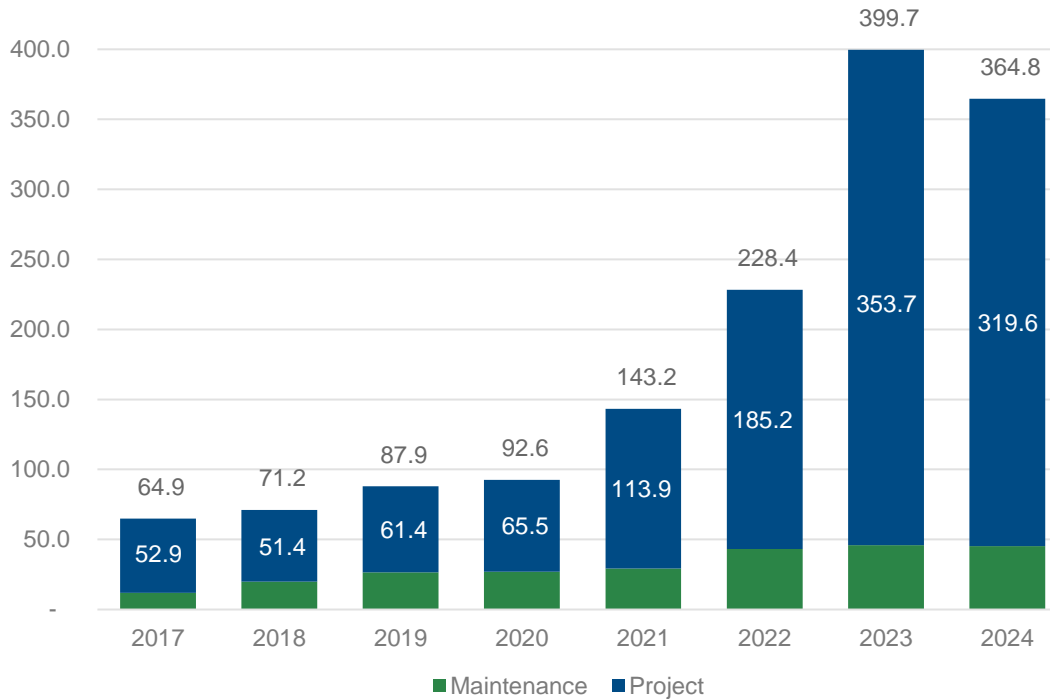
Base Year	5 Year Target Year	Sales	Adjusted EBITDA	5 Year Targeted Sales	5 Year Targeted Adjusted EBITDA
2010	2015	535	42	1,000	n/a
2014	2019	1,222	78	2,000	n/a
2018	2023	3,026	251	6,000	600
2022	<b>2027</b>	6,030	504	<b>10,000</b>	<b>1,000</b>
2023		6,261	559		
2024 adjusted for acquisitions run rate		6,860	625		
2025 guidance		7,200 – 7,400	680 – 700		

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

## Targeting record adjusted EPS in 2025



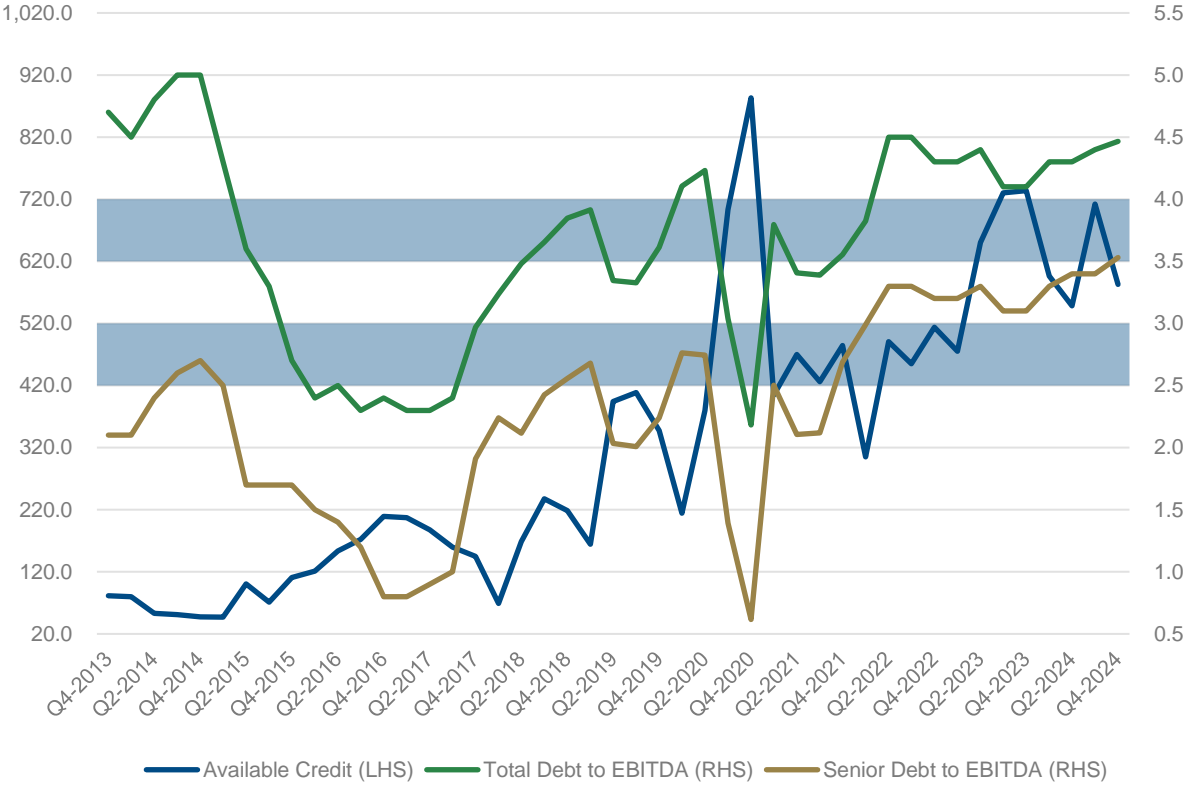
# Capital Expenditures *(millions of dollars except percentages)*



- An unlevered, after-tax IRR of **15%** or greater is expected on project capex
- Major project capex investments are generally in additional production capacity and, in many cases, improved operating efficiencies
- At the end of 2024, an additional **\$145 million** is expected to be spent on approved major project capex investments

Almost \$860 million of project capital investments between 2022 and 2024 has resulted in ~\$1.3 billion of incremental sales capacity at the end of 2024

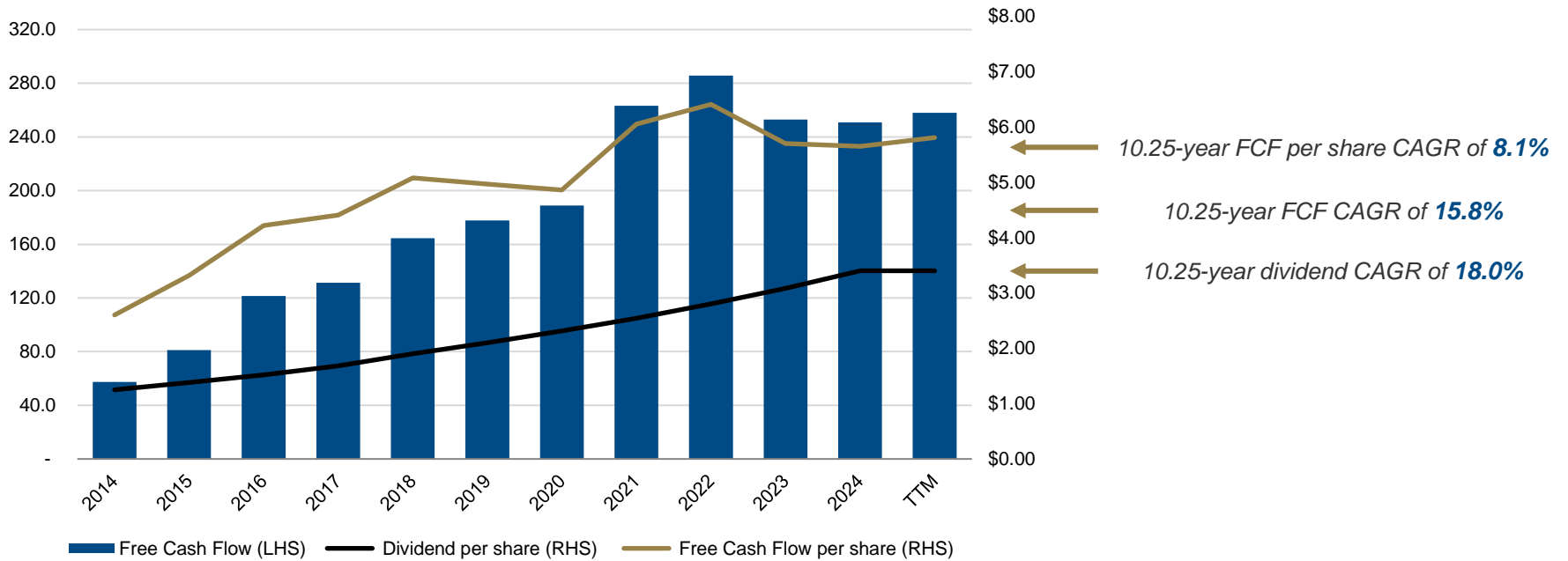
# Liquidity *(millions of dollars except ratios)*



- 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)*

**\$1,135 million in declared dividends since first dividend in July 2005**





# Questions