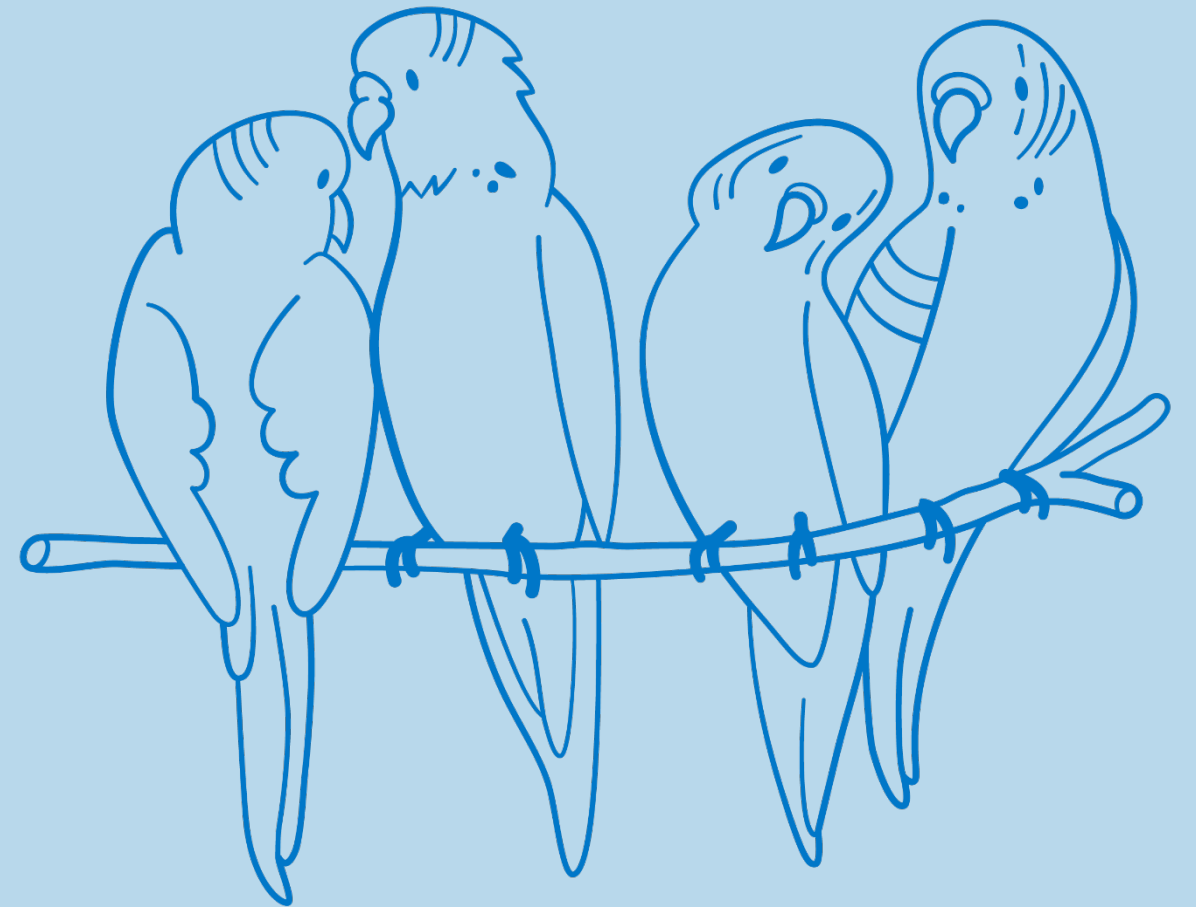


Q4 2024 Financial & Operating Review

For 13-week period ended Dec. 28, 2024



Disclaimer

Forward-Looking Information

This presentation contains forward-looking information. Forward-looking information is provided as of the date of this presentation and is based on management's opinions, estimates and assumptions in light of its experience and perception of historical trends, current trends, current conditions and expected future developments, as well as other factors that management believes appropriate and reasonable in the circumstances. Particularly, information regarding the Company's 2025 outlook and expectations, intentions or projections of future results, performance, achievements, prospects, opportunities or the markets in which the Company operates is forward-looking information. To the extent any forward-looking information in this presentation constitutes future-oriented financial information, within the meaning of applicable securities laws, such information is being provided to demonstrate the potential of the Company and readers are cautioned that this information may not be appropriate for any other purpose. Pet Valu does not undertake to update any forward-looking information whether as a result of new information, future events or otherwise, except as required under applicable securities laws in Canada.

Many factors could cause the Company's 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 information, including, without limitation, the factors discussed in the "Risk Factors" section in our most recent annual information form ("AIF") dated March 3, 2025, which can be accessed under our profile on SEDAR+ at www.sedarplus.ca. These factors are not intended to represent a complete list of the factors that could affect the Company; however, these factors should be considered carefully.

The forward-looking information contained in this presentation is expressly qualified by this cautionary statement.

Non-International Financial Reporting Standards ("IFRS") and Supplementary Financial Measures and Non-IFRS Ratios

This presentation makes reference to certain non-IFRS measures and non-IFRS ratios. These measures and ratios are not recognized measures under IFRS and do not have a standardized meaning prescribed by IFRS. They are therefore unlikely to be comparable to similar measures presented by other companies. Rather, these measures are provided as additional information to complement IFRS measures by providing further understanding of the Company's results of operations from management's perspective. Accordingly, they should not be considered in isolation nor as a substitute for analysis of the Company's financial information reported under IFRS. Pet Valu uses non-IFRS measures, including "EBITDA", "Adjusted EBITDA", "Adjusted Net Income", "Net Capital Expenditures" and "Free Cash Flow" and non-IFRS ratios, including "Adjusted EBITDA Margin" and "Adjusted Net Income per Diluted Share". Reconciliations of these non-IFRS measures (except for Net Capital Expenditures) are presented in the Appendix. This presentation also makes reference to certain supplementary financial measures that are commonly used in the retail industry, including "System-wide sales", "Same-store sales (decline) growth", "Same-store transaction (decline) growth", and "Same-store average spend per transaction (decline) growth." These non-IFRS measures, non-IFRS ratios and supplementary financial measures are used to provide investors with supplemental measures of Pet Valu's operating performance and thus highlight trends in its core business that may not otherwise be apparent when relying solely on IFRS financial measures. The Company also believes that securities analysts, investors and other interested parties frequently use non-IFRS measures, non-IFRS ratios and these supplementary financial measures in the evaluation of issuers. Management uses non-IFRS measures and non-IFRS ratios in order to facilitate operating performance comparisons from period to period, to prepare annual operating budgets and to determine components of management compensation. Refer to Management's Discussion and Analysis ("MD&A") for the fiscal year ended December 28, 2024, and AIF dated March 3, 2025, for further information on non-IFRS measures, non-IFRS ratios (including each non-IFRS measure that is used as a component of such non-IFRS ratios) and supplementary financial measures, including for their definition and, for non-IFRS measures, a reconciliation to the most comparable IFRS measure (except for Net Capital Expenditures).

Today's Presenters



Richard Maltsbarger
Chief Executive Officer



Greg Ramier
President & Chief Operating Officer



Linda Drysdale
Chief Financial Officer

Q4 2024 Highlights



\$295M

Revenue

+3% vs. Q4 2023

\$41M

Free Cash Flow

(\$103M in Fiscal 2024)

\$68M

**Adjusted
EBITDA**

(4)% vs. Q4 2023

19

**New Store
Openings**

(41 in Fiscal 2024)

\$0.45

**Adjusted Net Income
per Diluted Share**

\$29M Net Income

14

**Renovations, Expansions
or Relocations**

(39 in Fiscal 2024)

Note: Adjusted EBITDA and Free Cash Flow are non-IFRS measures and Adjusted Net Income per Diluted Share is a non-IFRS ratio. Refer to “Disclaimers – Non-IFRS and Supplementary Financial Measures and Non-IFRS Ratios” and the Appendix for a reconciliation of certain non-IFRS measures and ratios.

Our Key Focuses



Local & Everywhere Pet Specialty Retailer

- Opening new stores across Canada
- Continual renovations, expansions and relocations
- Growing our franchisee community
- Enhancing our digital capabilities



Best Pet Customer Experience in Canada

- Offering compassionate, expert in-store customer service
- Curating an attractive, premium product offering
- Expanding our proprietary brand selection and value
- Enhancing our loyalty program



Strong Wholesale & Retail Fundamentals

- Transforming our supply chain
- Modernizing back-office systems and infrastructure
- Optimizing in-store and corporate operating processes



Delivering Strong Free Cash Flow and Return on Invested Capital

Q4 2024 Key Financial Metrics

	Q4 2024	vs. PY ²	Drivers
System-wide sales	\$388.1	+2.4%	<ul style="list-style-type: none"> • 41 new stores in last 12 months (“LTM”)
Same-store sales (decline)	(0.2)%	---	<ul style="list-style-type: none"> • Basket¹ +2.0% and Traffic¹ (2.1)%
Revenue	\$295.1	+2.9%	<ul style="list-style-type: none"> • Higher franchise and other revenue, driven by growth in wholesale penetration and increased franchised store count
Gross profit margin	34.0%	(30) bps	<ul style="list-style-type: none"> • Variance of (250) bps excluding supply chain transformation
Adjusted EBITDA	\$68.2	(4.3)%	<ul style="list-style-type: none"> • Lapping lower variable compensation in Q4 2023, and higher penetration of wholesale merchandise sales
Adjusted EBITDA Margin	23.1%	(170) bps	
Adjusted Net Income	\$32.2	(17.7)%	<ul style="list-style-type: none"> • Lower Adjusted EBITDA and higher depreciation and occupancy costs from new distribution centres
Adj. Net Income per Diluted Share	\$0.45	(16.7)%	
Net Income	\$28.9	+0.5%	

¹Basket refers to same-store average spend/transaction (decline) growth, traffic refers to same-store transaction (decline) growth. ² PY refers to Q4 2023.

Note: All figures in millions of \$ unless otherwise noted. Adjusted Net Income is a non-IFRS measure and Adjusted EBITDA Margin is a non-IFRS ratio. System-wide sales, Same-store sales (decline) growth, Same-store average spend/transaction (decline) growth, and same-store transaction (decline) growth are supplementary financial measures. Please see “Disclaimers – Non-IFRS and Supplementary Financial Measures and Non-IFRS Ratios” and the Appendix for a reconciliation of certain non-IFRS measures.

Q4 2024 Key Financial Metrics



Cash

\$35.1M

plus \$175M revolver capacity

Free Cash Flow Conversion¹

42%

Long-term Debt

\$278.0M

(1)% vs. Q4 2023

Net Leverage Ratio²

2.1x

vs. 2.3x at Q4 2023

Inventory

\$124.6M

+2% vs. Q4 2023

Net Capital Expenditures

\$14.8M

\$52.3M in Fiscal 2024

¹Free Cash Flow Conversion = LTM Free Cash Flow / LTM Adjusted EBITDA.

²Net Leverage Ratio = Net Debt (including leases and net of cash) / LTM Adjusted EBITDA.

Note: Net Capital Expenditures is a non-IFRS measure. Please see “Disclaimers – Non-IFRS and Supplementary Financial Measures and Non-IFRS Ratios” and the Appendix for a reconciliation of certain non-IFRS measures (except for Net Capital Expenditures).

2025 Outlook



	2025 ¹	Growth from 2024
Revenue <i>...supported by...</i>	\$1.17-1.20B	+7 to +9%
<i>Same-Store Sales Growth</i>	+1 to +4%	n/a
<i>New Store Openings</i>	~40	+5% ²
Adjusted EBITDA	\$254-260M	+3 to +5%
Adjusted Net Income per Diluted Share	\$1.60-1.66	+2 to +6%
Net Capital Expenditures	~\$35M	(\$17)M

¹ 2025 will be a 53-week fiscal year, compared to a 52-week fiscal year in 2024.

² Represents growth in total store count from 824 stores as of December 28, 2024.

Our Mission

To be Canada's preferred pet retailer delivering the products, care, expertise, and memorable moments that devoted pet lovers want...**locally in stores and everywhere online.**



Appendix



Reconciliation of Adjusted EBITDA

	Quarters Ended	
	Dec. 28, 2024 (13 weeks)	Dec. 30, 2023 (13 weeks)
Net income	\$28,905	\$28,765
Depreciation & amortization	16,784	14,999
Interest expense, net	6,552	8,456
Income taxes expense	11,150	11,300
EBITDA	63,391	63,520
<i>Adjustments to EBITDA:</i>		
IT transformation costs ⁽¹⁾	539	864
Business transformation costs ⁽²⁾	1,837	4,037
Other professional fees ⁽³⁾	221	225
Share-based compensation ⁽⁴⁾	176	2,866
Asset impairments ⁽⁵⁾	744	—
Loss (gain) on foreign exchange ⁽⁶⁾	1,265	(265)
Adjusted EBITDA	\$68,173	\$71,256
Adjusted EBITDA Margin (% of revenue)	23.1%	24.8%

- (1) Represents discrete, project-based implementation costs associated with new information technology systems and discrete Software-as-a-Service ("SaaS") arrangements for transformational initiatives supporting e-commerce and omni-channel capabilities, merchandise planning, customer relationship management and other key processes.
- (2) Represents expenses associated with supply chain (2023, 2024) and merchandise transformation initiatives (2024), such as duplicative warehousing and distribution costs, implementation costs associated with new information technology systems and other transition costs incurred during the transition to a new distribution centre. The expenses included in cost of sales in Q4 2024 were \$nil (Q4 2023 – \$2.4 million). The expenses included in selling, general, and administrative expenses in Q4 2024 were \$0.9 million (Q4 2023 – \$0.8 million). Additionally, in Q4 2024, business transformation costs include \$0.9 million of expenses, included in selling, general and administrative expenses, predominantly related to a reorganization in the senior leadership team and other transformation initiatives. In Q4 2023, business transformation costs also include \$0.8 million of severance related expenses, included in selling, general and administrative expenses, associated with restructuring activities in certain business support functions.
- (3) Represents professional fees primarily incurred with respect to: (i) the Canada Revenue Agency's ("CRA") examination of the Company's Canadian tax filings discussed in the "Income Taxes" section of MD&A for the fiscal year ended December 28, 2024; and (ii) professional fees incurred with respect to the 2023 Secondary Offering and 2024 Secondary Offering.
- (4) Represents share-based compensation in respect of our amended and restated share option plan, long-term incentive plan, and deferred share unit plan.
- (5) Represents non-cash impairment charge taken mostly against the right-of-use asset and certain other assets for a corporate store.
- (6) Represents foreign exchange gains and losses.

Notes: All figures in thousands of \$ unless otherwise noted; These non-IFRS measures are not recognized measures under IFRS and do not have a standardized meaning prescribed by IFRS and are therefore unlikely to be comparable to similar measures presented by other companies. Rather, these measures are provided as additional information to complement IFRS measures by providing further understanding of the Company's results of operations from management's perspective. EBITDA and Adjusted EBITDA are non-IFRS measures and Adjusted EBITDA Margin is a non-IFRS ratio and are used by management to facilitate a comparison of our operating performance on a consistent basis from period-to-period and to provide for a more complete understanding of factors and trends affecting our business.

Reconciliation of Adjusted Net Income

	Quarters Ended	
	Dec. 28, 2024 (13 weeks)	Dec. 30, 2023 (13 weeks)
Net income	\$28,905	\$28,765
<i>Adjustments to Net Income:</i>		
IT transformation costs ⁽¹⁾	539	864
Business transformation costs ⁽²⁾	1,957	9,558
Other professional fees ⁽³⁾	221	225
Share-based compensation ⁽⁴⁾	176	2,866
Asset impairments ⁽⁵⁾	744	—
Gain on modification of debt ⁽⁶⁾	(1,019)	—
Loss (gain) on foreign exchange ⁽⁷⁾	1,265	(256)
Tax effect of adjustments to net income	(605)	(2,926)
Adjusted Net Income	\$32,183	\$39,096
Adjusted Net Income per Diluted Share	\$0.45	\$0.54

- (1) Represents discrete, project-based implementation costs associated with new information technology systems and discrete SaaS arrangements for transformational initiatives supporting e-commerce and omni-channel capabilities, merchandise planning, customer relationship management and other key processes.
- (2) Represents expenses associated with supply chain (2023, 2024) and merchandise transformation initiatives (2024), such as duplicative warehousing and distribution costs, implementation costs associated with new information technology systems, and other transition costs incurred during the transition to a new distribution centre. This also includes duplicative depreciation expense on property and equipment and right-of-use assets, and interest expense on lease liabilities. The expenses included in cost of sales in Q4 2024 were \$0.2 million (Q4 2023 – \$6.3 million). The expenses included in selling, general, and administrative expenses in Q4 2024 were \$0.9 million (Q4 2023 – \$0.8 million). The interest expense on the lease liability in Q4 2024 was \$nil (Q4 2023 – \$1.7 million). Additionally, in Q4 2024, business transformation costs include \$0.9 million of expenses, included in selling, general and administrative expenses, predominantly related to a reorganization in the senior leadership team and other transformation initiatives. In Q4 2023, business transformation costs also included \$0.8 million of severance related expenses, included in selling, general and administrative expenses, associated with restructuring activities in certain business support functions.
- (3) Represents professional fees primarily incurred with respect to: (i) the CRA's examination of the Company's Canadian tax filings discussed in the "Income Taxes" section of the MD&A for the fiscal year ended December 28, 2024; and (ii) professional fees incurred with respect to the 2023 Secondary Offering and 2024 Secondary Offering.
- (4) Represents share-based compensation in respect of our amended and restated share option plan, long-term incentive plan, and deferred share unit plan.
- (5) Represents non-cash impairment charge taken mostly against the right-of-use asset and certain other assets for a corporate store.
- (6) Represents a gain on debt modification recognized in interest expenses, net in connection with the third amendment of the credit agreement as discussed in the "Credit Facilities" section of the MD&A for the fiscal year ended December 28, 2024.
- (7) Represents foreign exchange gains and losses.

Notes: All figures in thousands of \$ unless otherwise noted; These non-IFRS measures are not recognized measures under IFRS and do not have a standardized meaning prescribed by IFRS and are therefore unlikely to be comparable to similar measures presented by other companies. Rather, these measures are provided as additional information to complement IFRS measures by providing further understanding of the Company's results of operations from management's perspective. Adjusted Net Income is a non-IFRS measure and Adjusted Net Income per Diluted Shares is a non-IFRS ratio, both of which are used by management to facilitate a comparison of our operating performance on a consistent basis from period-to-period and to provide for a more complete understanding of factors and trends affecting our business.

Reconciliation of Free Cash Flow

	Quarters Ended		Fiscal Years Ended	
	Dec. 28, 2024 (13 weeks)	Dec. 30, 2023 (13 weeks)	Dec. 28, 2024 (52 weeks)	Dec. 30, 2023 (52 weeks)
Cash provided by operating activities	\$67,737	\$55,214	\$200,076	\$135,344
Cash (used in) provided by investing activities	(3,899)	(1,676)	(8,522)	(16,154)
Repayment of principal on lease liabilities	(16,790)	(13,876)	(64,898)	(52,944)
Interest paid on lease liabilities	(5,915)	(5,347)	(23,409)	(16,498)
Notes receivables	(93)	(38)	(598)	(1,088)
Free Cash Flow	\$41,040	\$34,277	\$102,649	\$48,660

Notes: All figures in thousands; These non-IFRS measures are not recognized measures under IFRS and do not have a standardized meaning prescribed by IFRS and are therefore unlikely to be comparable to similar measures presented by other companies. Rather, these measures are provided as additional information to complement IFRS measures by providing further understanding of the Company's results of operations from management's perspective.

Free Cash Flow is a non-IFRS measure and is a key metric as an indicator of how much cash is available for debt repayment, share repurchases, re-investment in the Company and other financing activities.

Thank You

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