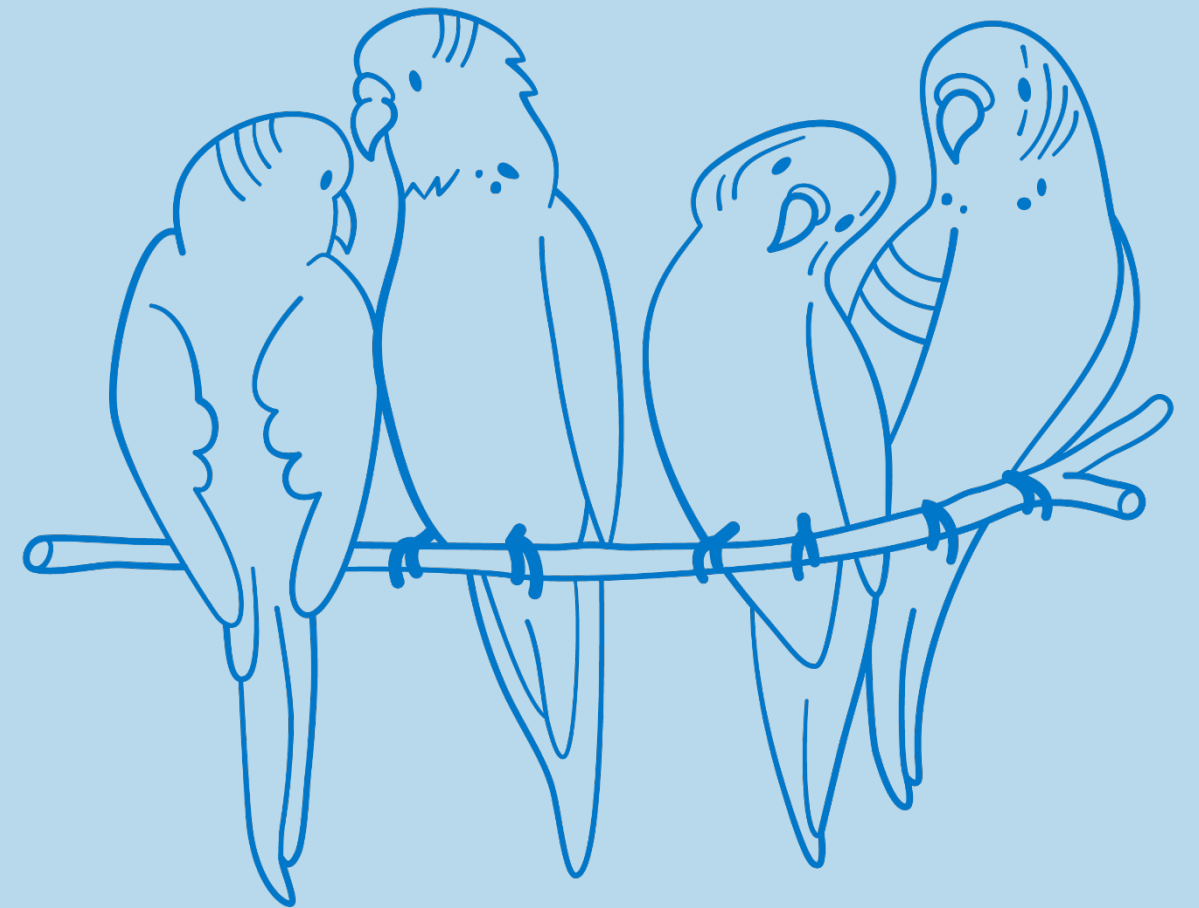


# Q3 2024 Financial & Operating Review

For 13-week period ended Sep. 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 2024 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 4, 2024, which can be accessed under our profile on SEDAR+ at [www.sedarplus.ca](http://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 growth", "Same-store transaction growth", and "Same-store average spend per transaction 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 third quarter ended September 28, 2024, and AIF dated March 4, 2024, 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

# Q3 2024 Highlights



**+5%**

**Revenue  
Growth**

to \$276 million

**+13%**

**Adjusted EBITDA  
Growth**

to \$65 million

**+5%**

**Adjusted Net Income  
per Diluted Share Growth**

+29% Net Income Growth

**6**

**New Store  
Openings**

22 year-to-date

**9**

**Renovations, Expansions  
or Relocations**

25 year-to-date

**Surrey DC**

**Officially  
Opened**

350K sq. ft.

Note: Adjusted EBITDA is a non-IFRS measure 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**

# Q3 2024 Key Financial Metrics

	Q3 2024	vs. PY <sup>2</sup>	Drivers
<b>System-Wide Sales</b>	<b>\$358.2</b>	+0.3%	<ul style="list-style-type: none"> <li>• 39 new stores in last 12 months (“LTM”)</li> </ul>
<b>Same-Store Sales Growth</b>	<b>(2.5)%</b>	---	<ul style="list-style-type: none"> <li>• Basket<sup>1</sup> +1.7% and Traffic<sup>1</sup> (4.1)%</li> </ul>
<b>Revenue</b>	<b>\$276.0</b>	+5.2%	<ul style="list-style-type: none"> <li>• Higher wholesale merchandise sales, driven by growth in wholesale penetration and increased franchised store count</li> </ul>
<b>Gross Margin</b>	<b>32.4%</b>	(90) bps	<ul style="list-style-type: none"> <li>• Variance of (160) bps excluding supply chain transformation</li> </ul>
<b>Adjusted EBITDA</b>	<b>\$64.6</b>	+13.0%	<ul style="list-style-type: none"> <li>• Revenue growth and SG&amp;A expense leverage</li> </ul>
Adjusted EBITDA Margin	23.4%	+160 bps	
<b>Adjusted Net Income</b>	<b>\$29.9</b>	+6.0%	<ul style="list-style-type: none"> <li>• Adjusted EBITDA growth, partially offset by higher depreciation and occupancy costs from new distribution centres</li> </ul>
Adj. Net Income per Diluted Share	\$0.41	5.1%	
<b>Net Income</b>	<b>\$23.2</b>	+28.8%	

<sup>1</sup>Basket refers to same-store average spend/transaction growth, traffic refers to same-store transaction growth. <sup>2</sup> PY refers to Q3 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 Growth, Same-Store Average Spend/Transaction Growth, and Same-Store Transaction 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.

# Q3 2024 Key Financial Metrics



## Cash

**\$35.4M**

plus \$130M revolver capacity

## Free Cash Flow

**\$30.8M**

\$61.6M year-to-date

## Long-term Debt

**\$280.7M**

(6)% vs. Q3 2023

## Net Leverage Ratio<sup>1</sup>

**2.0x**

vs. 2.2x at Q3 2023

## Inventory

**\$134.8M**

Flat vs. Q3 2023

## Net Capital Expenditures

**\$13.9M**

\$37.5M year-to-date

<sup>1</sup>Net Leverage Ratio = Net Debt (including leases and net of cash) / LTM Adjusted EBITDA.

Note: Free Cash Flow and Net Capital Expenditures are non-IFRS 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 (except for Net Capital Expenditures).

# 2024 Outlook



	Updated	Prior
<b>Revenue</b> <i>...supported by...</i> <i>Same-Store Sales Growth</i> <i>New Store Openings</i>	<b>\$1.08-1.10B</b>  <i>Flat</i> <i>~40</i>	<b>\$1.08-1.11B</b>  <i>Flat</i> <i>40-50</i>
<b>Adjusted EBITDA</b>	<b>\$243-246M</b>	<b>\$243-248M</b>
<b>Adjusted Net Income</b> <i>per Diluted Share</i>	<b>\$1.50-1.53</b>	<b>\$1.50-1.55</b>
<b>Net Capital Expenditures</b>	<b>~\$50M</b>	<b>~\$50M</b>

# 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	
	Sep. 28, 2024 (13 weeks)	Sep. 30, 2023 (13 weeks)
Net income	\$23,158	\$17,976
Depreciation & amortization	16,531	14,187
Interest expense, net	8,326	8,128
Income taxes expense	8,972	7,860
<b>EBITDA</b>	<b>56,987</b>	<b>48,151</b>
<i>Adjustments to EBITDA:</i>		
IT transformation costs <sup>(1)</sup>	681	1,294
Business transformation costs <sup>(2)</sup>	4,643	3,124
Other professional fees <sup>(3)</sup>	239	167
Share-based compensation <sup>(4)</sup>	2,149	1,025
Loss (gain) on foreign exchange <sup>(5)</sup>	(100)	246
Investment in associate <sup>(6)</sup>	—	3,160
<b>Adjusted EBITDA</b>	<b>\$64,599</b>	<b>\$57,167</b>
<b>Adjusted EBITDA Margin (% of revenue)</b>	<b>23.4%</b>	<b>21.8%</b>

- (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 merchandise planning, inventory and order management, e-commerce and omni-channel capabilities, customer relationship management and other key processes.
- (2) Represents expenses associated with supply chain transformation initiatives 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 Q3 2024 and YTD 2024 were \$2.3 million and \$4.4 million, respectively (Q3 2023 and YTD 2023 – \$2.1 million and \$2.6 million, respectively). The expenses included in selling, general, and administrative expenses in Q3 2024 and YTD 2024 were \$1.2 million and \$3.4 million, respectively (Q3 2023 and YTD 2023 – \$1.0 million and \$3.1 million, respectively). Additionally, business transformation costs include \$1.1 million and \$1.4 million of expenses predominantly related to a reorganization in the senior leadership team in Q3 2024 and YTD 2024, respectively (Q3 2023 and YTD 2023 - \$nil, respectively).
- (3) Professional fees primarily incurred with respect to: (i) the Canada Revenue Agency's ("CRA") examination of the Company's Canadian tax filings related to the 2016, 2018 and 2019 fiscal years; 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 foreign exchange gains and losses.
- (6) Represents the Company's share of loss from associate of \$3.2 million and \$3.4 million for Q3 2023 and YTD 2023, respectively and loss on the fair value of the related call option of \$nil and \$1.3 million for Q3 2023 and YTD 2023, respectively.

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	
	Sep. 28, 2024 (13 weeks)	Sep. 30, 2023 (13 weeks)
<b>Net income</b>	<b>\$23,158</b>	<b>\$17,976</b>
<i>Adjustments to Net Income:</i>		
IT transformation costs <sup>(1)</sup>	681	1,294
Business transformation costs <sup>(2)</sup>	5,677	6,704
Other professional fees <sup>(3)</sup>	239	167
Share-based compensation <sup>(4)</sup>	2,149	1,025
Loss (gain) on foreign exchange <sup>(5)</sup>	(100)	246
Investment in associate <sup>(6)</sup>	—	3,160
Tax effect of adjustments to net income	(1,875)	(2,350)
<b>Adjusted Net Income</b>	<b>\$29,929</b>	<b>\$28,222</b>
<b>Adjusted Net Income per Diluted Share</b>	<b>\$0.41</b>	<b>\$0.39</b>

- (1) Represents discrete, project-based implementation costs associated with new information technology systems and discrete SaaS arrangements for transformational initiatives supporting merchandise planning, inventory and order management, e-commerce and omni-channel capabilities, customer relationship management and other key processes.
- (2) Represents expenses associated with supply chain transformation initiatives 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 Q3 2024 and YTD 2024 were \$3.1 million and \$8.4 million, respectively (Q3 2023 and YTD 2023 – \$4.6 million and \$5.1 million, respectively). The expenses included in selling, general, and administrative expenses in Q3 2024 and YTD 2024 were \$1.2 million and \$3.4 million, respectively (Q3 2023 and YTD 2023 – \$1.0 million and \$3.1 million, respectively). The interest expense on the lease liability in Q3 2024 and YTD 2024 was \$0.3 million and \$2.3 million, respectively (Q3 2023 and YTD 2023 – \$1.0 million, respectively). Additionally, business transformation costs include \$1.1 million and \$1.4 million of expenses predominantly related to a reorganization in the senior leadership team in Q3 2024 and YTD 2024, respectively (Q3 2023 and YTD 2023 - \$nil, respectively)
- (3) Professional fees primarily incurred with respect to: (i) the CRA's examination of the Company's Canadian tax filings related to the 2016, 2018, and 2019 fiscal years; 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 foreign exchange gains and losses.
- (6) Represents the Company's share of loss from associate of \$3.2 million and \$3.4 million for Q3 2023 and YTD 2023, respectively and loss on the fair value of the related call option of \$nil and \$1.3 million for Q3 2023 and YTD 2023, respectively.

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	
	Sep. 28, 2024 (13 weeks)	Sep. 30, 2023 (13 weeks)
Cash provided by operating activities	\$55,699	\$34,444
Cash (used in) provided by investing activities	(2,371)	(3,448)
Repayment of principal on lease liabilities	(16,541)	(8,210)
Interest paid on lease liabilities	(5,865)	(4,554)
Notes receivables	(154)	(157)
<b>Free Cash Flow</b>	<b>\$30,768</b>	<b>\$18,075</b>

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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