

Investor Presentation

September 2023

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Disclaimers

Forward-Looking Information

This presentation contains forward-looking statements which are presented for the purpose of assisting the reader to contextualize the Company's financial position and understand management's expectations regarding the Company's strategic priorities, objectives and plans. These forward-looking statements may not be appropriate for other purposes. Forward-looking statements are identified by words or phrases such as "anticipates", "expects", "believes", "estimates", "intends", "could", "may", "plans", "predicts", "projects", "will", "would", "foresees" and other similar expressions or the negative of these terms.

These forward-looking statements include, but are not limited to, the following items:

- The Company's aim to increase total adjusted EPS through net earnings, growth, and share repurchases, as well as its intention to continue improving sales, gross margin (excluding fuel) and adjusted EBITDA margin, all of which could be impacted by several factors including a prolonged unfavourable macro-economic environment and unforeseen business challenges, as well as the factors identified in the "Risk Management" section of the fiscal 2023 MD&A;
- The Company's plan to invest capital in its store network including store expansions and renovations and renovate approximately 20% to 25% of the network over the next three years which could be impacted by cost of materials, availability of contractors, operating results, and other macro-economic impacts;
- The Company's plans to further grow and enhance the Own Brand portfolio, which may be impacted by future operating costs and customer response;
- The Company's expectation that it will continue to focus on driving efficiency and cost effectiveness initiatives which could be impacted by supplier relationships, labour relations, and other macro-economic impacts;
- The Company's plans to purchase for cancellation Class A shares under the normal course issuer bid, which may be impacted by market and macro-economic conditions, availability of sellers, changes in laws and regulations, and the results of operations;
- The Company's expectation that it will continue its e-commerce expansion with Voilà, which may be impacted by future operating and capital costs, customer response and the performance of its technology provider, Ocado; and
- The Company's expectations regarding the amount and timing of expenses relating to the completion of any future CFCs, which may be impacted by supply of materials and equipment, construction schedules and capacity of construction contractors.

Non-GAAP Financial Measures & Financial Metrics

There are measures and metrics included in this investor presentation that do not have a standardized meaning under generally accepted accounting principles ("GAAP") and therefore may not be comparable to similarly titled measures and metrics presented by other publicly traded companies. The Company includes these measures and metrics because it believes certain investors use these measures and metrics as a means of assessing financial performance.

In addition, management adjusts measures and metrics, including operating income, EBITDA and net earnings in an effort to provide investors and analysts with a more comparable year-over-year performance metric than the basic measure by excluding certain items. These items may impact the analysis of trends in performance and affect the comparability of the Company's core financial results. By excluding these items, management is not implying they are non-recurring.

For a more complete description of Empire's non-GAAP measures and metrics, please see Empire's Management's Discussion and Analysis for the first quarter ended August 5, 2023.

Empire Company is *uniquely* positioned to capture the Omni-Channel future of grocery

Retail Network Assets



Connected by the Scene+ Loyalty Program

Full Service ⁽¹⁾		Discount	E-Commerce	Related Business	

Supported by Real Estate Assets:






Equity ownership in Crombie REIT (CRR-UN) at 41.5%



Equity ownership in the Genstar group of companies ranging from 37.1% to 49.0%

*Farm Boy, Longo's, Sobeys Wholesale do not currently participate in Scene+.
 (1) Full service banners listed above are not exhaustive.

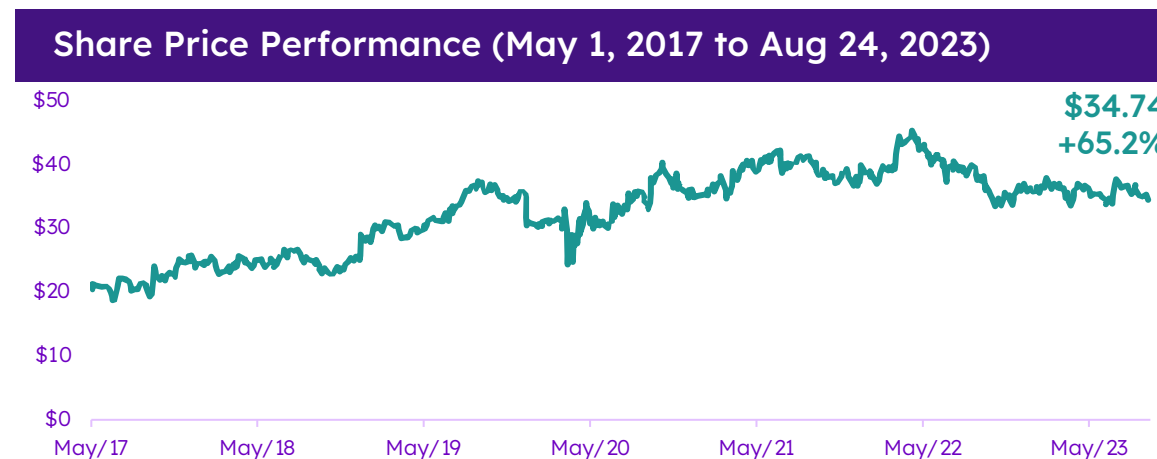
Empire Company: Serving Canadians for 116 years through its Food Retailing and Real Estate Businesses

<p>1,600+ Stores</p> <p>Operating in all 10 provinces across a number of banners</p> 	<p>\$30B+ Annual Sales</p> 	<p>4 CFCs to Support Voilà</p> <p>By calendar 2025, Empire will have 4 CFCs across Canada to support its Online Grocery Delivery Business</p>	<p>28 Distribution Centres</p> <p>Strategically positioned to service our national store network, including 3 fully automated facilities</p>	<p>51% Interest in Longo's</p> <p>88% Interest in Farm Boy</p>	<p>41.5% Interest in Crombie REIT</p> 
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Quick Facts – EMP.A ⁽¹⁾	
Share price (C\$) ⁽²⁾	\$34.74
52-Week Low-High ⁽²⁾	\$33.09–\$38.51
30-day Average daily trading volume ⁽²⁾	371,820
Shares outstanding (diluted)	252.2M
Market Capitalization (C\$)	\$8,761M
Quarterly dividend	\$0.1825

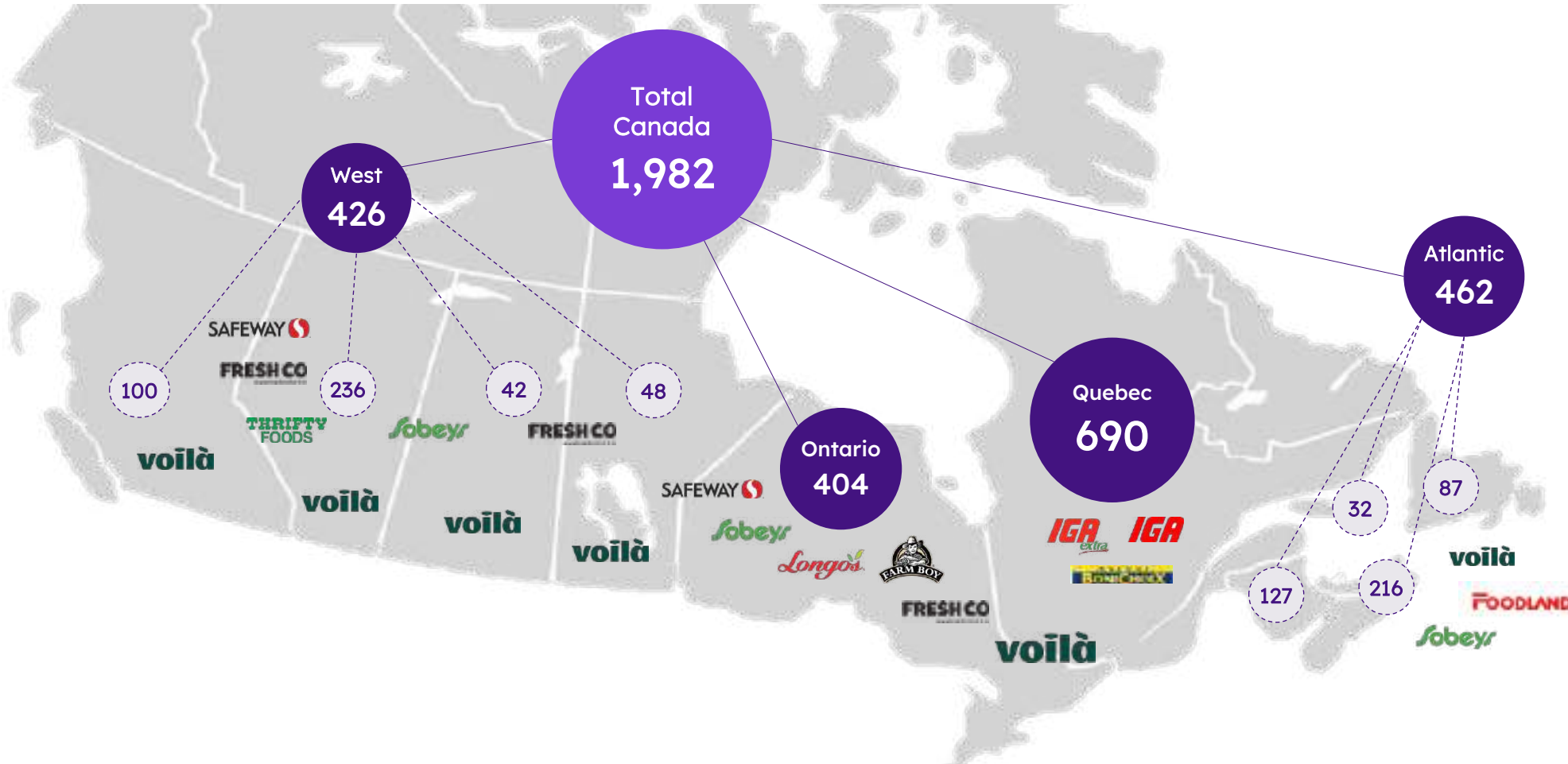
(1) As of Q1 fiscal 2024 (August 5, 2023) unless noted otherwise.

(2) As of September 12, 2023.



One of Two Players with National Scale in Grocery

National scale and presence, operating close to 2,000 stores (including more than 350 retail fuel locations) in all 10 provinces, with 98 stores currently offering Voilà Curbside Pickup.



Canadian Population by Province (Growth 2017–2022):

- British Columbia: 5,368,266 (+8.3%)
- Alberta: 4,601,314 (+8.1%)
- Saskatchewan + Manitoba: 1,205,119 (+4.4%) + 1,420,228 (+5.9%)
- Ontario: 15,262,660 (+7.9%)
- Quebec: 8,751,352 (+5.0%)
- Atlantic Canada: 2,553,264 (+6.3%)



Note: please refer to Empire's [Annual Information Form](#) for the fiscal year ended May 7, 2023 for more information on Sobeys' Geographic and Banner Profile.

Strong Financial Performance

Sales CAGR⁽¹⁾

4.2%

(\$ in billions)

Adjusted EBITDA CAGR⁽¹⁾⁽²⁾

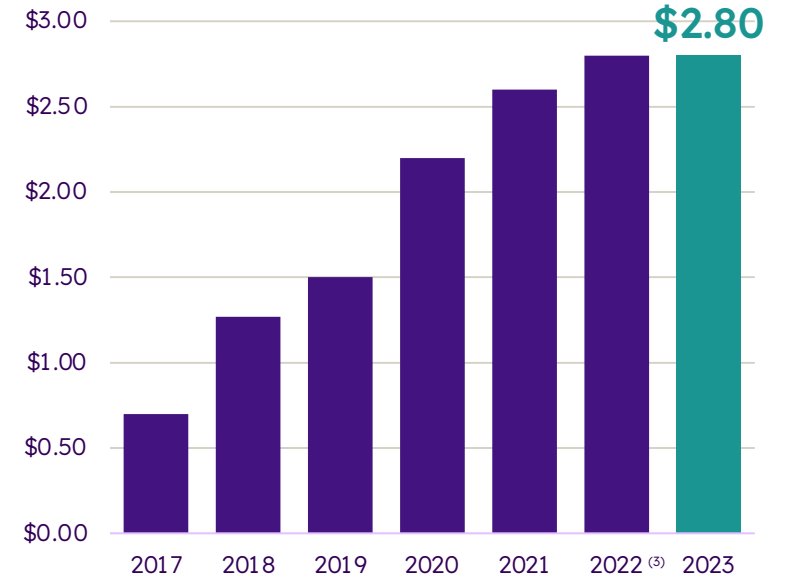
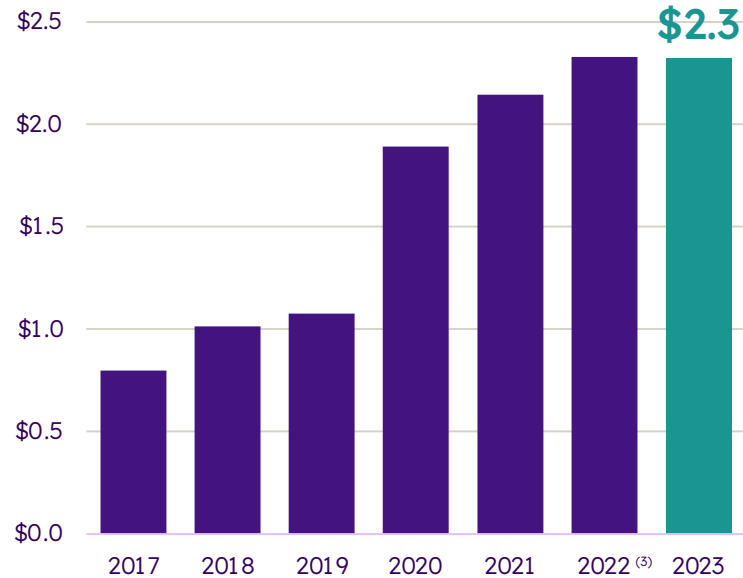
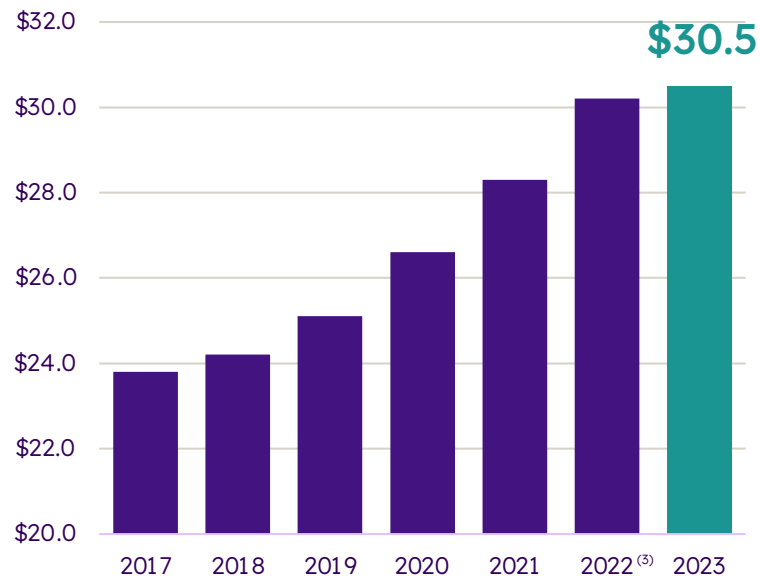
19.5%

(\$ in billions)

Adjusted EPS CAGR⁽¹⁾⁽²⁾

26.0%

(\$ per share)



(1) Compound annual growth rate.

(2) Effective fiscal 2020, Empire adopted IFRS 16 "Leases".

(3) F2022 included a 53rd week of operations.

Long-Term Financial Framework

Empire introduced its long-term financial framework:

8% to 11%

Long Term Average Adjusted EPS Growth

Driven by our intention to improve Sales, Gross Margin (ex. Fuel), and adjusted EBITDA margin

Continued Focus on Stores

We intend to invest capital in our store network and plan to renovate approximately 20% to 25% of the network over the next three years. Discount store expansion and Own Brands enhancement will also remain key focus areas.

Enhanced Focus on Digital and Data

Our focus on digital and data will include continued e-commerce expansion with Voilà, loyalty through Scene+, personalization, improved space productivity and the continued improvement of promotional optimization.

Efficiency and Cost Optimization

We will continue to focus on driving efficiency and cost effectiveness through initiatives related to strategic sourcing and supply chain productivity.



Continued Share Repurchases

Continued Focus on Stores

Renovations



20%–25% of network over 3 years

- Sales and margin uplift
- Enhanced store productivity
- Store department optimization

Space Productivity



Improve store layouts, optimize category/product adjacencies, tailoring assortment

BETTER DATA
STORE FOCUSED SALES/SQ.FT.
Customer-Centric
SHELF PRODUCTIVITY ENABLER
Better Planograms

Discount Expansion



Continue to pursue expansion by market

West:

- 45 new FreshCo stores since F18
- Two additional stores planned for F24
- Continued focus on store conversions

Ontario:

- Opened 100th FreshCo in Q2 F24
- Additional opportunities in Canada's largest province

Own Brands

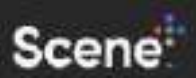


1,000+ new private label SKUs since F20

- Own Brands sales growth of +19.4% since F20
- ~600 new SKUs over the next three years



Enhanced Focus on Digital and Data



Launched and rolled out Scene+, a differentiated national loyalty platform — driving incremental sales and earnings in year one



Co-owner



Personalization at Scale



Drive Incrementality



Data Ownership to Drive Insights



Differentiated Experience



Connected Banners to Drive Omni-Channel Strategy



New Customer Acquisitions



Enhanced Customer Loyalty



14M

Scene+ now has over 14 million members

~4M

Approximately 4 million new members have joined since Scene+ launched at Empire

40%+

40%+ more active loyalty members year over year

#2

Scene+ is the second largest loyalty program in Canada

Enhanced Focus on Digital and Data



Key Areas of Focus



Superior In-Stock Position

Extremely low substitution rate,
Differentiated Freshness



Best-in-Class Delivery Experience

White glove delivery



Substantial Assortment

39K SKUs at mature CFCs



Ongoing Innovation

[Ocado Re:Imagined](#)



Loyalty & Personalization

Increased engagement



Omni-Channel Focus

Omni AOV⁽¹⁾ is ~1.5x Voilà AOV
Voilà AOV⁽²⁾ is ~3.5x in-store AOV



Target:

95%

Weekly on-time delivery score

ABOVE TARGET



Target:

98%

Fulfillment rate

ABOVE TARGET



Target:

70 NPS

Net Promoter Score (NPS) –
industry best-in-class

ABOVE TARGET



(1) AOV is average order value.

(2) Omni AOV refers to customers who shop both through Voilà and in-store.

Efficiency and Cost Optimization

Strategic Sourcing



Drive efficiency and cost effectiveness through various initiatives (non exhaustive):

- Labour and transport
- Goods not for resale
- Store services and maintenance
- Marketing
- Information technology

Supply Chain



- Drive supply chain productivity and cost effectiveness
- Focus on processes/technology to improve cost to serve and improve resiliency
- Continue to expand automation capabilities
- Enabler for outstanding store service, profitability and sustainable growth

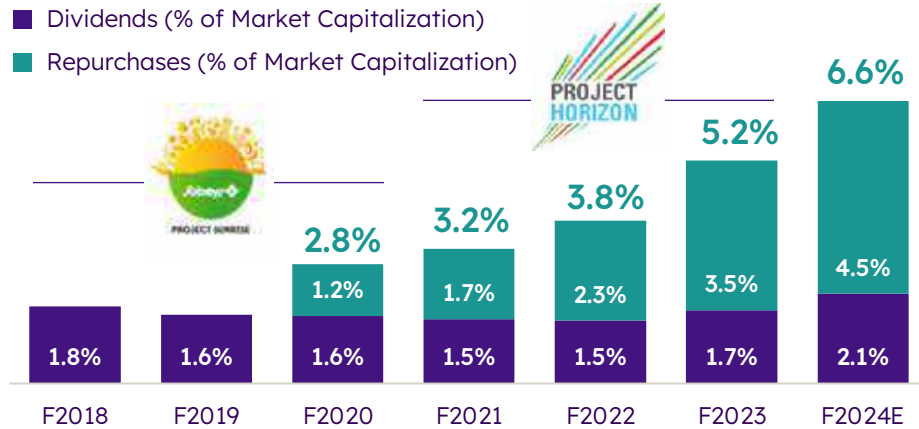
Organization



- **Turnaround Era (F18 - F23):** Transitioned from a regional to national organizational structure
- **Next Chapter:** Pursuing strategies to optimize our organization and improve efficiencies

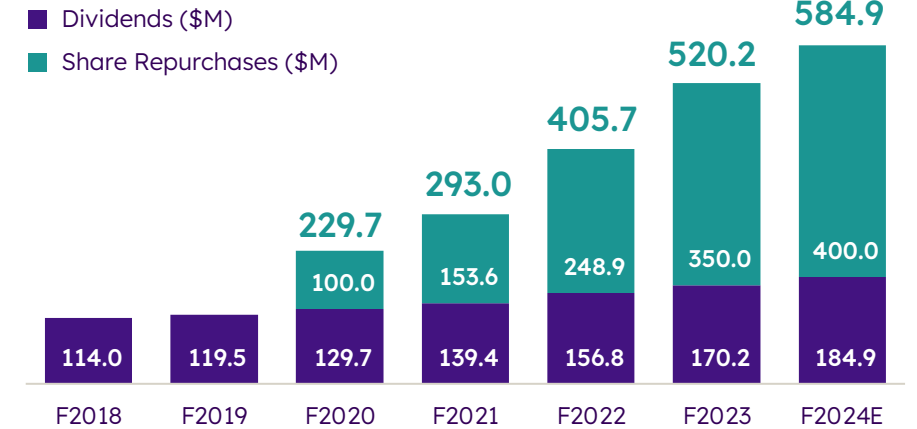
Disciplined and Balanced Capital Allocation

Significant Shareholder Return and Growing



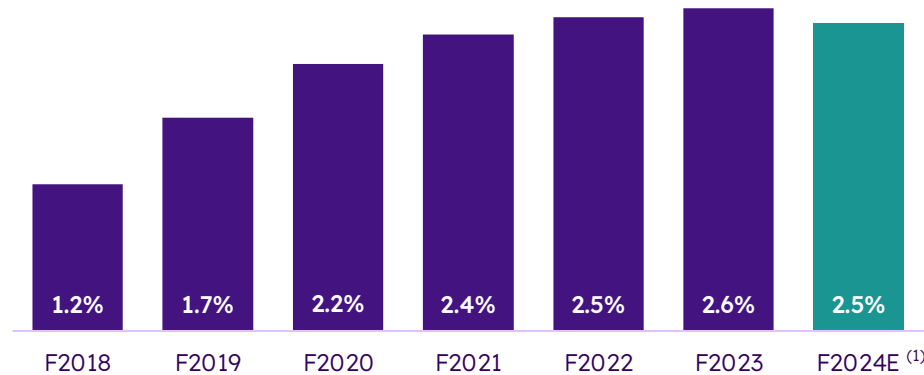
Return of Capital (Dividends + NCIB)

As a percentage of Market Capitalization:
 Empire will return ~6.6% to shareholders in F24 vs. grocery peers at ~5.0%.



Capital Intensity

Capex (% of Sales)



M&A Execution



F2019

(26 stores acquired)

One of the fastest growing and successful food retailers based in Ontario. Opened an additional 21 stores since acquisition.



F2019

(3 stores acquired)

An Asian food retailer with a strong presence in Quebec.



F2021

(38 stores acquired)

A family-run supermarket chain serving Southern Ontario. Now at 38 stores, with strong growth plans.



F2022

An integrated and complementary food media company with a strong emphasis in Quebec, but with a national presence as well.

(1) Sales data for F2024E is based on Factset consensus data as of August 24, 2023.

Empire acquired a majority interest in the above transactions.









ESG¹ Goals: Steady and tangible progress

Planet



We're reducing our impacts and taking action on climate change to do **OurPart™** to protect our planet for future generations.

<p>CLIMATE ACTION</p> <p>Near-term Scope 1 and 2 targets validated by Science Based Targets initiative (SBTi): Committed to reducing absolute Scope 1 and Scope 2 GHG emissions by a minimum of 55% by 2030 from a 2019 base year</p> 	<p>CLIMATE ACTION</p> <p>15%</p> <p>reduction in Scope 1 and 2 compared to 2019 baseline – on track to achieve near-term targets</p>	<p>CLIMATE ACTION</p> <p>75%</p> <p>of suppliers by spend engaged on CDP Supply Chain program</p>	<p>CLIMATE ACTION</p> <p>Conducted first climate scenario risk assessment on operational footprint and published inaugural Task force on Climate-Related Financial Disclosures TCFD-aligned report</p> <p>FOOD WASTE</p> <p>Close to 15M pounds of surplus food donated, gaining recognition from Second Harvest as Canada's top food-rescue partner for 2022</p>
<p>ETHICAL & SUSTAINABLE SOURCING</p> <p>Seafood Metrics program launched, improving traceability</p> 	<p>ETHICAL & SUSTAINABLE SOURCING</p> <p>77%</p> <p>of palm oil in products certified sustainable</p> 	<p>SUPPLIER PARTNERSHIPS</p> <p>390+</p> <p>women entrepreneurs supported in fiscal 2023</p> 	
<p>DIVERSITY, EQUITY & INCLUSION</p> <p>90%</p> <p>of Directors and above set DE&I performance and accountability goals</p> 	<p>DIVERSITY, EQUITY & INCLUSION</p> <p>Achieved Phase 1 Progressive Aboriginal Relations certification from the Canadian Council for Aboriginal Business</p> <p>DIVERSITY, EQUITY & INCLUSION</p> <p>78% leaders in offices, corporate stores, and distribution centres completed Speak Freely training</p>	<p>COMMUNITY INVESTMENT</p> <p>~19M</p> <p>donated to support healthy bodies and minds in our communities (~\$7M in corporate donations and ~\$12M raised)</p> 	

Products



We're doing **OurPart™** by delivering sustainable and ethical product choices for our customers.

People



We're focused on growing and empowering a diverse, equitable and inclusive workforce to enable our customers and communities to thrive.

We are proud to share our progress and some of our stories in our Sustainability Business Report at: www.SobeysSBReport.ca

(1) ESG is Environmental, Social and Governance

Summary of Financial Results

	Fiscal Year						
	2023	2022	2021	2020	2019	2018	2017
	52 weeks	53 weeks	52 weeks	52 weeks	52 weeks	52 weeks	52 weeks
	6-May-23	7-May-22	1-May-21	2-May-20 ⁽¹⁾	4-May-19 ⁽²⁾	5-May-18	6-May-17
Sales	\$30,478.1	\$30,162.4	\$28,268.3	\$26,588.2	\$25,142.0	\$24,214.6	\$23,806.2
<i>Same store sales growth (decline), excluding fuel</i>	1.5%	(2.1%)	5.6%	5.7%	2.7%	0.5%	(2.2)%
Gross profit	\$7,792.7	\$7,659.7	\$7,199.3	\$6,633.3	\$6,083.6	\$5,900.5	\$5,707.2
<i>Gross margin</i>	25.6%	25.4%	25.5%	24.9%	24.2%	24.4%	24.0%
Adjusted EBITDA	\$2,322.1	\$2,330.8	\$2,143.8	\$1,892.4	\$1,076.2	\$1,014.7	\$796.9
<i>Adjusted EBITDA margin</i>	7.6%	7.7%	7.6%	7.1%	4.3%	4.2%	3.3%
Adjusted earnings per share	\$2.80	\$2.80	\$2.60	\$2.20	\$1.50	\$1.27	\$0.70
Free cash flow ⁽³⁾	\$191.5	\$811.2	\$744.9	\$1,130.8	\$540.7	\$808.9	\$619.7
Capital expenditures	\$796.7	\$767.2	\$679.2	\$574.8	\$434.6	\$288.0	\$514.5
Dividends per share	\$0.66	\$0.60	\$0.52	\$0.48	\$0.44	\$0.42	\$0.41
Share price	\$35.14	\$42.05	\$38.66	\$31.01	\$29.94	\$25.01	\$21.50

Note: Please see Appendix [X] for Empire's 12-Quarter Review

(1) Certain financial metrics were impacted by the implementation of IFRS 16 in the fiscal year ended May 2, 2020.

(2) Empire's results for fiscal year ended May 4, 2019 include 21 weeks of Farm Boy operations.

(3) The Company revised the definition of free cash flow in Q4 F19. All amounts in the chart have been restated to reflect the new definition.

Empire Company – A Compelling Investment Opportunity

#2 in Grocery Market Share	Leveraging national retail network to deliver outsized growth and attractive financial performance amid solid population growth trends.
Long-Term Financial Framework	Long-term financial framework to achieve 8%-11% EPS growth, by focusing on priorities such as: <ul style="list-style-type: none">• Continued Focus on the Store• Enhanced Focus on Digital and Data• Efficiency and Cost Optimization
Positioned for Success as Inflation Eases	Tapering inflation will provide a tailwind for SSS trends in the near-to-medium term. Empire’s business model is built to succeed in a normalized inflationary environment.
Balanced Capital Allocation Strategy	Capital allocation strategy is well-balanced to support investment/growth and shareholder returns.
Solid Balance Sheet	Investment grade rating and solid balance sheet to support growth initiatives.
Significant Valuation Upside	EMP.A is trading at a lower valuation versus historical levels and its peers.



Appendices

Appendix A: A Review of Turnaround Initiatives

Project Sunrise



Financial Targets

>\$550M
Cost Savings



Initiatives

- **Organization realignment** to a true national structure
- **Driving operational efficiencies** across the board
- **Optimizing cost of goods sold** to drive gross margin enhancements

Project Horizon



Financial Targets

\$500M
Incremental
annualized EBITDA



50 bps⁽¹⁾
Of EBITDA margin
improvement



~13%⁽¹⁾
EPS CAGR



Initiatives

- **Growth in market share** through purposeful initiatives
- Further **build on margin and cost discipline**

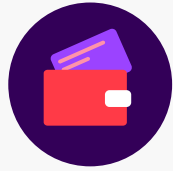
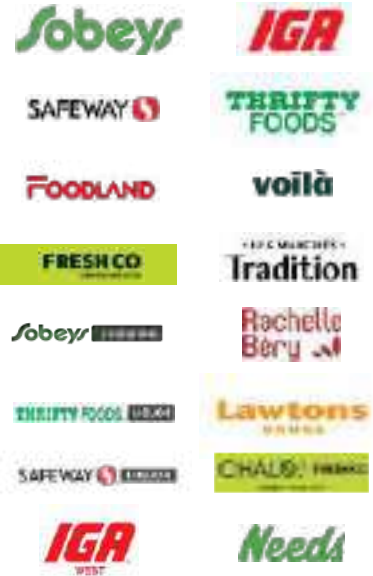
(1) Project Horizon Revised Targets: Differences compared to the original Project Horizon targets of improving EBITDA margin by 100 basis points, which was expected to generate an EPS CAGR of at least 15% was largely due to delays in delivering some key initiatives as a result of the novel coronavirus ("COVID-19" or "pandemic") and the Cybersecurity Event, higher depreciation than originally anticipated resulting from higher capital spend, and the impact of significant and unexpected inflation.

Appendix B: Scene+ Reward Categories

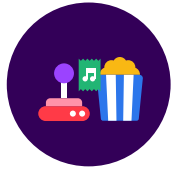


Grocery, Liquor,
Pharmacy

empire



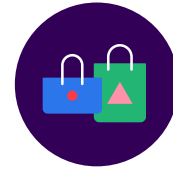
Banking



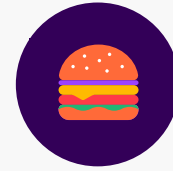
Entertainment



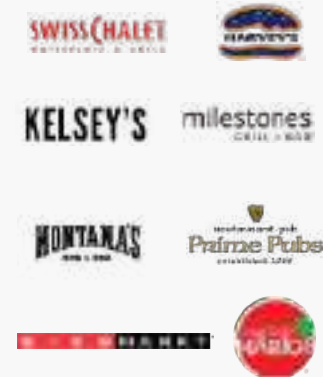
Travel



Shopping
(redeem only)



Dining



Home
Improvement



Appendix C: Voilà Timeline

January 2018

Sobeys signs agreement with Ocado to bring world's leading online grocery delivery solution to Canada.



F2019

November 2021

E-commerce option available for customers in every province.



F2022

January 2022

Ocado announces new innovations, including next generation robots and grids, to be considered for future CFCs⁽¹⁾.

March 2022

Voilà par IGA launches for Quebec customers. (CFC #2)



April 2022

Voilà by Sobeys expands to Ottawa via Spoke facility from CFC #1.

Greater Vancouver CFC to open.

C2025

F2021

June 2020

Voilà by Sobeys launches for GTA customers. (CFC #1)



F2024

June 2023

Calgary CFC began deliveries servicing the majority of Alberta.



July 2023

Grocery Gateway merged into Voilà.



Appendix D: Financial Results – 12 Quarter Review

	Fiscal 2024	Fiscal 2023				Fiscal 2022 ⁽¹⁾				Fiscal 2021		
	Q1 F24	Q4 F23	Q3 F23	Q2 F23	Q1 F23	Q4 F22 ⁽¹⁾	Q3 F22	Q2 F22	Q1 F22	Q4 F21	Q3 F21	Q2 F21
	August 5	May 6	Feb. 4	Nov. 5	Aug. 6	May 7	Jan. 29	Oct. 30	Jul. 31	May 1	Jan. 30	Oct. 31
	2023	2023	2023	2022	2022	2022	2022	2021	2021	2021	2021	2020
Sales	\$8,075.5	\$7,408.4	\$7,489.3	\$7,642.8	\$7,937.6	\$7,840.8	\$7,377.3	\$7,318.3	\$7,626.0	\$6,920.0	\$7,018.7	\$6,975.4
<i>Same store sales growth (decline), excluding fuel</i>	4.1%	2.6%	0.1%	3.1%	0.4%	(2.5%)	(1.7%)	(1.3%)	(2.2%)	(6.1%)	10.7%	8.7%
Gross profit	\$2,074.5	\$1,959.0	\$1,900.6	\$1,955.2	\$1,977.9	\$2,004.0	\$1,892.7	\$1,850.8	\$1,912.2	\$1,795.7	\$1,803.9	\$1,751.1
<i>Gross margin</i>	25.7%	26.4%	25.4%	25.6%	24.9%	25.6%	25.7%	25.3%	25.1%	25.9%	25.7%	25.1%
Adjusted EBITDA	\$641.4	\$598.8	\$545.1	\$584.2	\$594.0	\$586.2	\$597.5	\$565.2	\$581.9	\$514.4	\$533.5	\$513.4
<i>Adjusted EBITDA margin</i>	7.9%	8.1%	7.3%	7.6%	7.5%	7.5%	8.1%	7.7%	7.6%	7.4%	7.6%	7.4%
Adjusted EPS	\$0.78	\$0.72	\$0.64	\$0.73	\$0.71	\$0.68	\$0.77	\$0.66	\$0.70	\$0.64	\$0.66	\$0.60
Free cash flow	\$339.8	\$209.2	\$78.0	(\$127.0)	\$31.3	\$48.9	\$545.4	\$108.3	\$108.6	\$208.9	\$315.7	\$75.2
Capital expenditures	\$123.6	\$243.1	\$143.4	\$254.7	\$155.5	\$273.4	\$159.5	\$188.6	\$147.0	\$231.6	\$207.1	\$120.7
Dividend per share	\$0.1825	\$0.165	\$0.165	\$0.165	\$0.165	\$0.15	\$0.15	\$0.15	\$0.15	\$0.13	\$0.13	\$0.13
Share price – end of period	\$35.00	\$35.14	\$37.15	\$34.76	\$38.26	\$42.05	\$38.87	\$37.00	\$40.97	\$38.66	\$36.48	\$36.69

(1) Q4 F22 and F2022 included a 14th week and 53rd week of operations, respectively.

Appendix E: Executive Leadership Team



Pierre St-Laurent
Chief Operating Officer



Matt Reindel
Chief Financial Officer



Sandra Sanderson
Chief Marketing Officer



Doug Nathanson
EVP, Chief Development
Officer & General Counsel



Julia Knox
Chief Technology and
Analytics Officer



Simon Gagné
Chief Human
Resources Officer