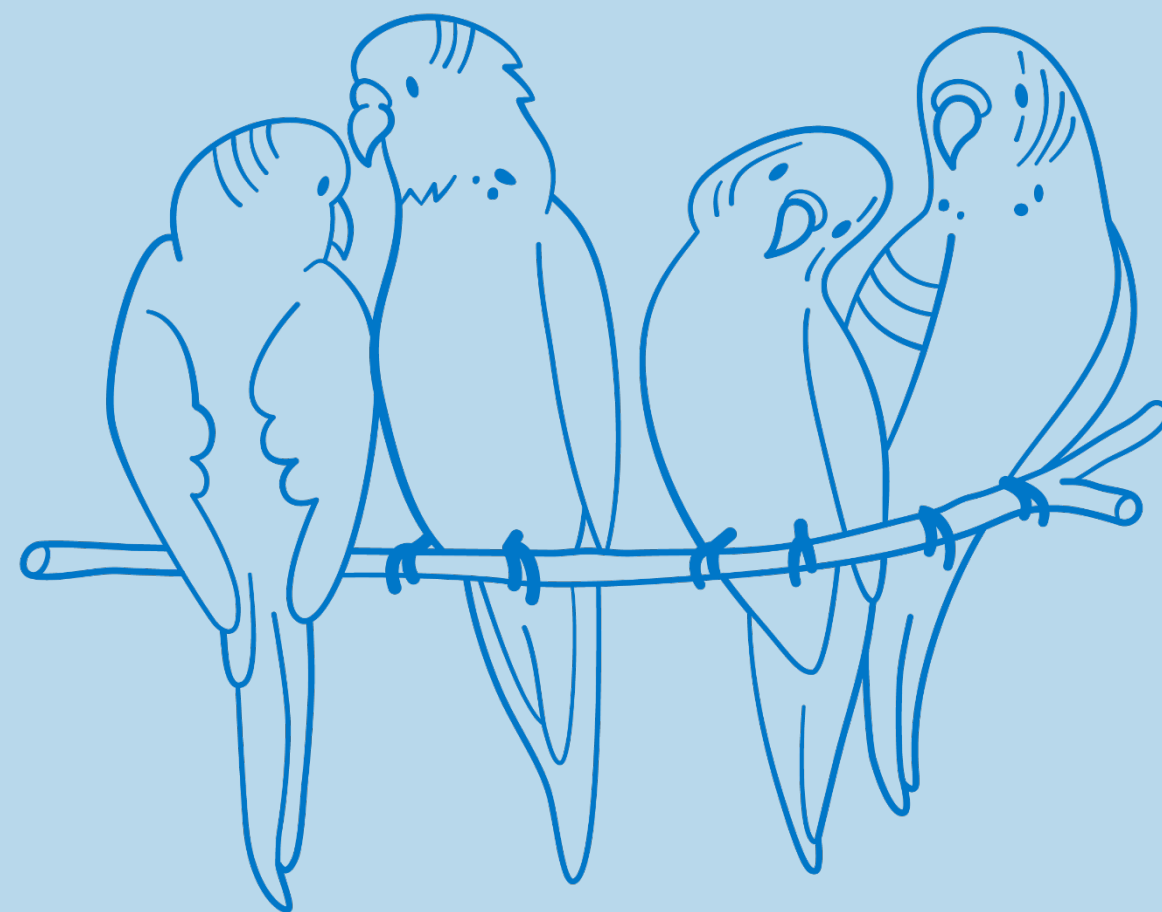


Q3 2025 Financial & Operating Review

For 13-week period ended Sep. 27, 2025



Today's Presenters



Greg Ramier
Chief Executive Officer



Linda Drysdale
Chief Financial Officer

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 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 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 (decline)”, “Same-store transaction growth (decline)”, and “Same-store average spend per transaction growth (decline).” 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 27, 2025, 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.

Q3 2025 Highlights



+2.3%

Same-Store Sales Growth

(Basket¹ +2.0%, Traffic¹ +0.3%)

16

New Store Openings

(26 year-to-date)

+5%

Revenue Growth

(to \$289 million)

72

**Renovations, Expansions
or Relocations**

(91 year-to-date)

22%

Adjusted EBITDA Margin

(\$25 million Net Income)

Calgary DC

Officially Opened

(295K sq. ft.)

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

Note: Adjusted EBITDA Margin is a non-IFRS ratio. Same-store sales growth (decline), same-store average spend/transaction growth (decline) and same-store transaction growth (decline) are supplementary financial measures. 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 2025 Key Financial Metrics

	Q3 2025	vs. PY ²	Drivers
System-wide sales	\$373.9	+4.4%	• 45 new stores in last 12 months (“LTM”) and positive same-store sales growth
Same-store sales growth	+2.3%	---	• Basket ¹ +2.0% and Traffic ¹ +0.3%
Revenue	\$289.5	+4.9%	• Higher system-wide sales and increased wholesale penetration
Gross profit margin	33.0%	+60 bps	• Flat excl. supply chain transformation costs as distribution efficiencies are offset by higher occupancy costs
Adjusted EBITDA	\$63.6	(1.5)%	• Higher compensation costs, lower gain on sale of assets, and higher SaaS fees, offset by higher gross profit
Adjusted EBITDA Margin	22.0%	(140) bps	
Adjusted Net Income	\$27.6	(7.6)%	• Lower Adjusted EBITDA and higher depreciation and occupancy costs from new distribution centres
Adj. Net Income per Diluted Share	\$0.40	(2.4)%	
Net Income	\$24.9	+7.4%	

¹Basket refers to same-store average spend/transaction growth (decline), traffic refers to same-store transaction growth (decline). ² PY refers to Q3 2024.

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 is a supplementary financial 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.

Q3 2025 Key Financial Metrics



Liquidity

\$155M

cash + revolver capacity

Net Leverage Ratio¹

2.4x

flat vs. Q2 2025

Inventory

\$141M

+5% vs. Q3 2024

Net Capital Expenditures

\$8M

\$30M year-to-date

Free Cash Flow (“FCF”)

\$25M

43% FCF Conversion²

Debt repayment

\$17M

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

²Free Cash Flow (“FCF”) Conversion = LTM Free Cash Flow / 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.

2025 Outlook



	Updated	Prior
Revenue <i>...supported by...</i>	\$1.175-1.185B	\$1.18-1.21B
<i>Same-Store Sales Growth</i>	<i>~2%</i>	<i>+1 to +4%</i>
<i>New Store Openings</i>	<i>~40</i>	<i>~40</i>
Adjusted EBITDA	\$257-260M	\$257-262M
Adjusted Net Income per Diluted Share	\$1.63-1.66	\$1.63-1.68
Net Capital Expenditures	~\$45M	~\$45M

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. 27, 2025 (13 weeks)	Sep. 28, 2024 (13 weeks)
Net income	\$24,862	\$23,158
Depreciation & amortization	18,380	16,531
Interest expense, net	7,884	8,326
Income taxes expense	8,933	8,972
EBITDA	60,059	56,987
<i>Adjustments to EBITDA:</i>		
Transformation costs ⁽¹⁾	3,153	5,324
Other professional fees ⁽²⁾	36	239
Share-based compensation ⁽³⁾	101	2,149
Loss (gain) on foreign exchange	249	(100)
Adjusted EBITDA	\$63,598	\$64,599
Adjusted EBITDA Margin (% of revenue)	22.0%	23.4%

- (1) Represents: (i) 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, customer relationship management and other key processes; (ii) costs associated with supply chain and merchandise transformation initiatives, such as duplicative warehousing and distribution costs, implementation costs associated with new information technology systems, other transition costs incurred during the transition to a new distribution centre; and (iii) severance expenses associated with restructuring activities in certain business support functions and expenses related to a reorganization of the senior leadership team. Transformation costs included in cost of sales in Q3 2025 were \$1.2 million (Q3 2024 – \$2.3 million) and in selling, general, and administrative expenses, \$2.0 million (Q3 2024 – \$3.0 million).
- (2) Represents professional fees primarily incurred with respect to: (i) the May 2025 Secondary Offering and 2024 Secondary Offering; and (ii) the Canada Revenue Agency's ("CRA") examination of the Company's Canadian tax filings discussed in the "Income Taxes" section of its MD&A for the third quarter ended September 27, 2025. These fees are included in selling, general and administrative expenses.
- (3) Represents share-based compensation in respect of our amended and restated share option plan, long-term incentive plan, and deferred share unit plan which is included in selling, general and administrative expenses.

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. 27, 2025 (13 weeks)	Sep. 28, 2024 (13 weeks)
Net income	\$24,862	\$23,158
<i>Adjustments to Net Income:</i>		
Transformation costs ⁽¹⁾	3,511	6,358
Other professional fees ⁽²⁾	36	239
Share-based compensation ⁽³⁾	101	2,149
Loss (gain) on foreign exchange	249	(100)
Tax effect of adjustments to net income	(1,111)	(1,875)
Adjusted Net Income	\$27,648	\$29,929
Adjusted Net Income per Diluted Share	\$0.40	\$0.41

- (1) Represents: (i) 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, customer relationship management and other key processes; (ii) costs associated with supply chain and merchandise transformation initiatives, such as duplicative warehousing and distribution costs, implementation costs associated with new information technology systems, other transition costs incurred during the transition to a new distribution centre, duplicative depreciation expense on property and equipment and right-of-use assets, and interest expense on lease liabilities; and (iii) severance expenses associated with restructuring activities in certain business support functions and expenses related to a reorganization of the senior leadership team. Transformation costs included in cost of sales in Q3 2025 were \$1.5 million (Q3 2024 – \$3.0 million), in selling, general, and administrative expenses, \$2.0 million (Q3 2024 – \$3.0 million), and in interest expense on the lease liability, \$0.1 million (Q3 2024 – \$0.3 million).
- (2) Represents professional fees primarily incurred with respect to: (i) the May 2025 Secondary Offering and 2024 Secondary Offering; and (ii) the Canada Revenue Agency's ("CRA") examination of the Company’s Canadian tax filings discussed in the "Income Taxes" section of its MD&A for the third quarter ended September 27, 2025. These fees are included in selling, general and administrative expenses.
- (3) Represents share-based compensation in respect of our amended and restated share option plan, long-term incentive plan, and deferred share unit plan which is included in selling, general and administrative expenses.

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Reconciliation of Net Capital Expenditures

	Quarters Ended	
	Sep. 27, 2025 (13 weeks)	Sep. 28, 2024 (13 weeks)
Purchases of property and equipment	\$(16,837)	\$(16,661)
Purchases of intangible assets	(478)	(254)
Proceeds on disposal of property and equipment	1,071	2,848
Tenant allowances	7,921	177
Net Capital Expenditures	\$(8,323)	\$(13,890)

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. Net Capital Expenditures is a non-IFRS measure and is a key metric as an indicator of investment in long-term growth and operational capacity.

Reconciliation of Free Cash Flow

	Quarters Ended	
	Sep. 27, 2025 (13 weeks)	Sep. 28, 2024 (13 weeks)
Cash provided by operating activities	\$45,674	\$55,699
Cash used in investing activities	(4,785)	(2,548)
Tenant allowances	7,921	177
Repayment of principal on lease liabilities	(18,158)	(16,541)
Interest paid on lease liabilities	(5,878)	(5,865)
Notes receivables	(95)	(154)
Free Cash Flow	\$24,679	\$30,768

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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