petvalu®

Paulmac's Pets · bosley's BY PET VALU · Tisol Pet Nutrition & Supply Stores · Total Pet · Chico

Q3 2022 Financial & Operating Review

For 13 week period ended October 1, 2022

Disclaimers

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 2022 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 dated March 8, 2022, which can be accessed under our profile on SEDAR at www.sedar.com. 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

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", "Adjusted Net Income per Diluted Share" and "Free Cash Flow" and non-IFRS ratios, including "Adjusted EBITDA Margin". Reconciliations of these non-IFRS measures and ratios 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." These non-IFRS measures 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 and these supplementary financial measures in the evaluation of issuers. Management uses non-IFRS and supplementary financial measures 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 October 1, 2022, for further information on non-IFRS and supplementary financial measures, including for their definition and, for non-IFRS measures, a reconciliation to the most comparable IFRS measure.

Today's Presenters

Richard Maltsbarger
President & Chief Executive Officer

Jim Grady
Chief Financial Officer

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***

Our Long-Term Growth Formula

1 Expand Our Store Network + **2 Drive Same-Store Sales Growth** + **3 Enhance Operating Margins**

Opportunity to grow store count to 1,200+

Build on proven strategies & growing digital channels

Leverage investments in modernizing systems

Underpinned by the Resilient & Growing Canadian Pet Industry

Q3 2022 Highlights

+15%
Same-Store Sales Growth
(traffic +7.6%; basket +6.6%)[1]

$245M
Revenue
(+22% vs. Q3 2021)

+12%
Adjusted EBITDA Growth
(to $57.0M)

13
New Store Openings
(32 opened YTD)

4
Renovations, Expansions, or Relocations
(20 completed YTD)

Launched *AutoShip*
Pet Valu's subscription-based service

[1] Traffic refers to same-store transaction growth, basket refers to same-store average spend per transaction growth.
Note: Same-store sales growth, same-store transaction growth and same-store average spend per transaction are supplementary financial measures. Adjusted EBITDA is a non-IFRS measure. Refer to "Disclaimers – Non-IFRS and Supplementary Financial Measures" and the Appendix for a reconciliation of non-IFRS measures.

Looking Ahead

1 Expand Our Store Network

- ✓ Open 40-45 new stores in 2022
- ✓ Good progress on filling new store pipeline for 2023 & 2024
- ✓ Opportunity for share gains due to available white space in both existing and new markets
- ✓ Consistently strong return profile as rising store opening costs offset by higher sales volumes

2 Drive Same-Store Sales Growth

- ✓ Optimizing omni-channel process and experience to drive efficiency & effectiveness
- ✓ Improving marketing through our growing loyalty platform
- ✓ Elevating levels of safety stock in core assortment and advanced ordering of seasonal product
- ✓ 20-30 renovations, expansions or relocations in 2022

3 Enhance Operating Margins

- ✓ Navigating confluence of inflationary pressures in fuel, freight and vendor product costs
- ✓ Higher human capital and supply chain investments in 2022 to drive continued growth and long-term leverage

Note: 2022 New Stores range of 40-45 excludes the 66 Chico stores acquired on February 25, 2022.

Q3 2022 Key Financial Metrics

	Q3 2022	vs. PY[2]	Drivers
System-Wide Sales	$331.6	+28.3%	• Strong SSSG, 44 new stores in LTM and Chico acquisition • Excluding Chico, System-Wide Sales up 18%
Same-Store Sales Growth	+14.7%	---	• Traffic[1] +7.6% and basket[1] +6.6%
Revenue	$244.7	+21.9%	• Excl. Chico, revenue growth in-line with System-Wide Sales
Gross Margin	38.2%	(80 bps)	• Lower product margins and unfavourable FX, partially offset by duty recovery (COVID relief) & acquisition of Chico
Adjusted EBITDA	$57.0	+12.4%	• Top-line growth, partially offset by investments in headcount & wages, higher SaaS fees and lower gross margin
Adjusted EBITDA Margin	*23.3%*	*(190 bps)*	
Net Income	$27.0	+10.8%	• Flow-through partially offset by higher interest expense, related to higher borrowing rates
Adjusted Net Income	$30.7	+11.1%	
Adj. Net Income per Diluted Share	*$0.43*	*+10.3%*	

[1] Traffic refers to same-store transaction growth, basket refers to same-store average spend/transaction growth. [2] PY refers to Q3 2021.
Note: All figures in millions, except per share amounts; SSSG = same-store-sales growth; LTM = last twelve months. System-Wide Sales is a supplementary financial measure. Adjusted EBITDA Margin is a non-IFRS ratio. Adjusted Net Income and Adjusted Net Income / Diluted Share are non-IFRS measures. Please see "Disclaimers – Non-IFRS and Supplementary Financial Measures" and the Appendix for a reconciliation of non-IFRS measures and ratios.

Q3 2022 Key Financial Metrics

Cash	Long-term Debt	Net Leverage Ratio[1]
$47.8M *plus $130M available on revolver*	**$339.7M**	**1.8x** *down from 2.0x in Q2 2022*

Inventory	Free Cash Flow	Net Capital Expenditures[2]
$136.0M *+54% vs. Q3 2021*	**$19.9M**	**$17.3M YTD**

[1] Net Leverage Ratio = Net Debt (incl. leases) / LTM Adj. EBITDA. [2] Net of (i) proceeds on disposal of property and equipment, and (ii) tenant allowances.
Note: Free Cash Flow is a non-IFRS measure. Please see "Disclaimers – Non-IFRS and Supplementary Financial Measures" and the Appendix for a reconciliation of non-IFRS measures.

2022 Outlook

	Updated	Prior
SSSG	+15.5-16.5%	+13-15%
New Stores	40-45	35-45
Revenue	$938-947M	$912-928M
Adjusted EBITDA	$212-214M	$203-207M
Adjusted Net Income *per Diluted Share*	$1.56-1.58	$1.47-1.51
Capital Expenditures[1]	$35-40M	$35-40M

[1] Net of (i) proceeds on disposal of property and equipment, and (ii) tenant allowances.

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Appendix

Reconciliation of Adjusted EBITDA

	Quarters Ended	
	Oct. 1, 2022 (13 weeks)	Oct. 2, 2021 (13 weeks)
Net income	$26,986	$24,349
Depreciation & amortization	9,595	8,434
Interest expense, net	5,508	4,492
Income taxes expense	10,068	9,751
EBITDA	**52,157**	**47,026**
Adjustments to EBITDA:		
IT transformation costs(1)	1,252	1,239
IPO readiness and separation costs(2)	—	709
Business transformation costs(3)	834	205
Other professional fees(4)	163	80
Share-based compensation(5)	1,799	1,023
Asset impairments(6)	—	17
Loss (gain) on foreign exchange(7)	832	369
Share of loss from associate(8)	(83)	—
Adjusted EBITDA	**$56,954**	**$50,668**
Adjusted EBITDA Margin (% of revenue)	**23.3%**	**25.2%**

(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 incurred related to the following: (i) consulting, legal and accounting fees for projects and process improvements incurred in the preparation of the Offering and the legal restructuring to separate the Canadian operations of Pet Valu Holdings Ltd. (prior to the distribution of its U.S. operations to its shareholder, referred to as the "Group"); and (ii) retention bonuses for certain key management personnel in connection with the Offering.
(3) For Fiscal 2022, represents expenses associated to supply chain transformation initiatives including the new distribution centre. For Fiscal 2021, predominately represents severance, recruitment, and consulting expenses associated to the strategic reorganization in the senior leadership team and key functional departments as part of the Company's separation from the Group.
(4) Professional fees incurred with respect to: (i) the Canada Revenue Agency’s (“CRA”) examination of the Company’s Canadian tax filings for the 2016 fiscal year; and (ii) acquisition and integration costs incurred in relation to Chico in Fiscal 2022.
(5) Represents share-based compensation in respect of our amended and restated share option plan, long-term incentive plan, and deferred share unit plan.
(6) Non-case impairment charge taken against certain leasehold improvements and right-of-use assets for stores.
(7) Represents foreign exchange gains and losses.
(8) Represents the Company's share of loss from associate (Q3 2022 and YTD 2022 — $0.2 million and $0.3 million, respectively) and the gain on the fair value of the related call option (Q3 2022 and YTD 2022 — $0.3 million and $0.5 million, respectively). During Q3 2022, the Company revised its definition of Adjusted EBITDA to exclude the gain on the fair value of the related call option. Comparative figures prior to Q2 2022 are not impacted by the change in definition. See “– Selected Quarterly Results and Performance Measures” in our MD&A for the third quarter ended October 1, 2022, for additional details.

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. Adjusted EBITDA is a supplemental measure 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	
	Oct. 1, 2022 (13 weeks)	**Oct. 2, 2021 (13 weeks)**
Net income	**$26,986**	**$44,294**
Adjustments to Net Income:		
IT transformation costs(1)	1,252	1,239
IPO readiness and separation costs(2)	—	709
Business transformation costs(3)	834	205
Other professional fees(4)	163	80
Share-based compensation(5)	1,799	1,023
Asset impairments(6)	—	17
Loss (gain) on foreign exchange(7)	832	369
Share of loss from associate(8)	(83)	—
Tax effect of adj. to net income	(1,034)	(304)
Adjusted Net Income	**$30,749**	**$27,687**
Adjusted Net Income per Diluted Share(8)	**$0.43**	**$0.39**

(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 incurred related to the following: (i) consulting, legal and accounting fees for projects and process improvements incurred in the preparation of the Offering and the legal restructuring to separate the Company from the Group; and (ii) retention bonuses for certain key management personnel in connection with the Offering.
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Reconciliation of Free Cash Flow

	Quarters Ended	
	Oct. 1, 2022 (13 weeks)	Oct. 2, 2021 (13 weeks)
Cash provided by operating activities	$33,824	56,441
Cash (used in) provided by investing activities	1,638	4,575
Repayment of principal on lease liabilities	(12,026)	(11,361)
Interest paid on lease liabilities	(2,970)	(2,888)
Notes receivables	(597)	(16)
Free Cash Flow	**$19,869**	**$46,751**

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Thank You

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