

Investor Presentation

March 2025

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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 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 operating results;
- The Company's aim to increase total adjusted earnings per share 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 2024 annual MD&A;
- The Company's plan to invest \$700 million capital in its network in fiscal 2025, including new store expansions and renovations and renovate approximately 20% to 25% of the network between fiscal 2024 and fiscal 2026 which could be impacted by cost of materials, availability of contractors, operating results, and other macro-economic impacts;
- The Company's expectation that the Scene+ program will accelerate engagement by focusing on scaling personalization, which may be impacted by customer response, Scene+ app usage and the pace at which personalized offers are rolled out;
- The Company's expectation that it will meet targeted growth of FreshCo, which may be impacted by customer response, availability of contractors, operating results, and other macro-economic impacts;
- The Company's expectations regarding the amount and timing of costs relating to the completion of the future CFC, which may be impacted by supply of materials and equipment, construction schedules and capacity of construction contractors;
- The Company's expectation that it will continue to focus on driving efficiency and cost effectiveness initiatives including the ability to successfully pursue other e-commerce cost saving initiatives which could be impacted by supplier relationships, labour relations, successfully implementing operational efficiencies and other macro-economic impacts;
- The Company's expectation that it will continue its e-commerce expansion with Voilà and that actions are expected to have a significant, positive impact on Voilà's profitability in fiscal 2025 and 2026 and its ability to gain access to a larger segment of the grocery e-commerce market, which may be impacted by future operating and capital costs, customer response and the performance of its technology provider, Ocado Group plc ("Ocado");
- The Company's plans to further grow and enhance the Own Brands portfolio, which may be impacted by future operating costs and customer response;
- The Company's expectation that Other income plus Share of earnings from investments, at equity will in aggregate, be in a range of \$135 million to \$155 million in fiscal 2025, which assumes completion of pending real estate transactions by the Company and Share of earnings from investments, at equity being consistent with historical values adjusted for significant transactions and may be impacted by the timing and terms of completion of real estate-related transactions and actual results from Crombie REIT and Real estate partnerships;
- The Company's expectation regarding its ability to ensure competitive pricing for customers and pursue long-term growth, which may be impacted by supplier relationships and negotiations and the macro-economic environment; and
- The Company's expectation that recent imposition of tariffs by the United States and retaliatory tariffs by the Canadian government will create volatility in the Canadian economy, including higher future costs for importing goods potentially contributing to higher inflation if increased costs are passed to Canadian consumers, which may be impacted by the length of time tariffs are imposed, the extent of counter measures imposed by other countries, the changes in consumer behaviour, and the extent of the impacts on the supply chain.

Non-GAAP Financial Measures & Financial Metrics

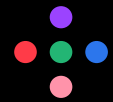
There are measures and metrics included in this investor presentation that do not have a standardized meaning under generally accepted accounting principles ("GAAP") and therefore may not be comparable to similarly titled measures and metrics presented by other publicly traded companies. The Company 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 third quarter ended February 1, 2025.

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
	<p>Lowering food prices</p>		

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%

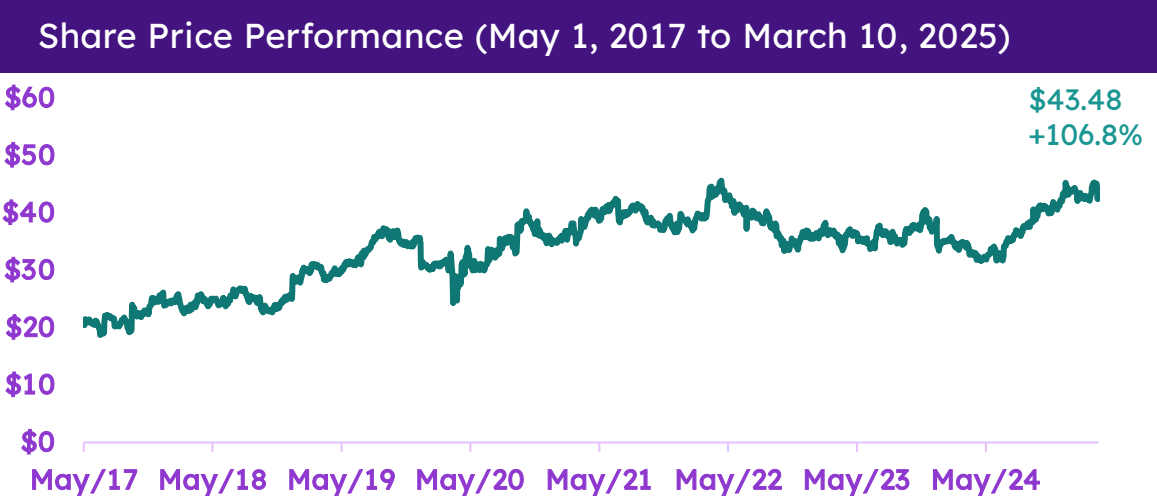
*Farm Boy, Longo's, Sobeys Wholesale and Bonisoir do not currently participate in Scene+.
 (1) Full-service banners listed above are not exhaustive.

Empire Company: Serving Canadians for over 115 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>Intention to operate 4 CFCs across Canada to support online grocery delivery (3 active CFCs currently)</p>	<p>29 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>100% Interest in Farm Boy</p>	<p>41.5% Interest in Crombie REIT</p> 
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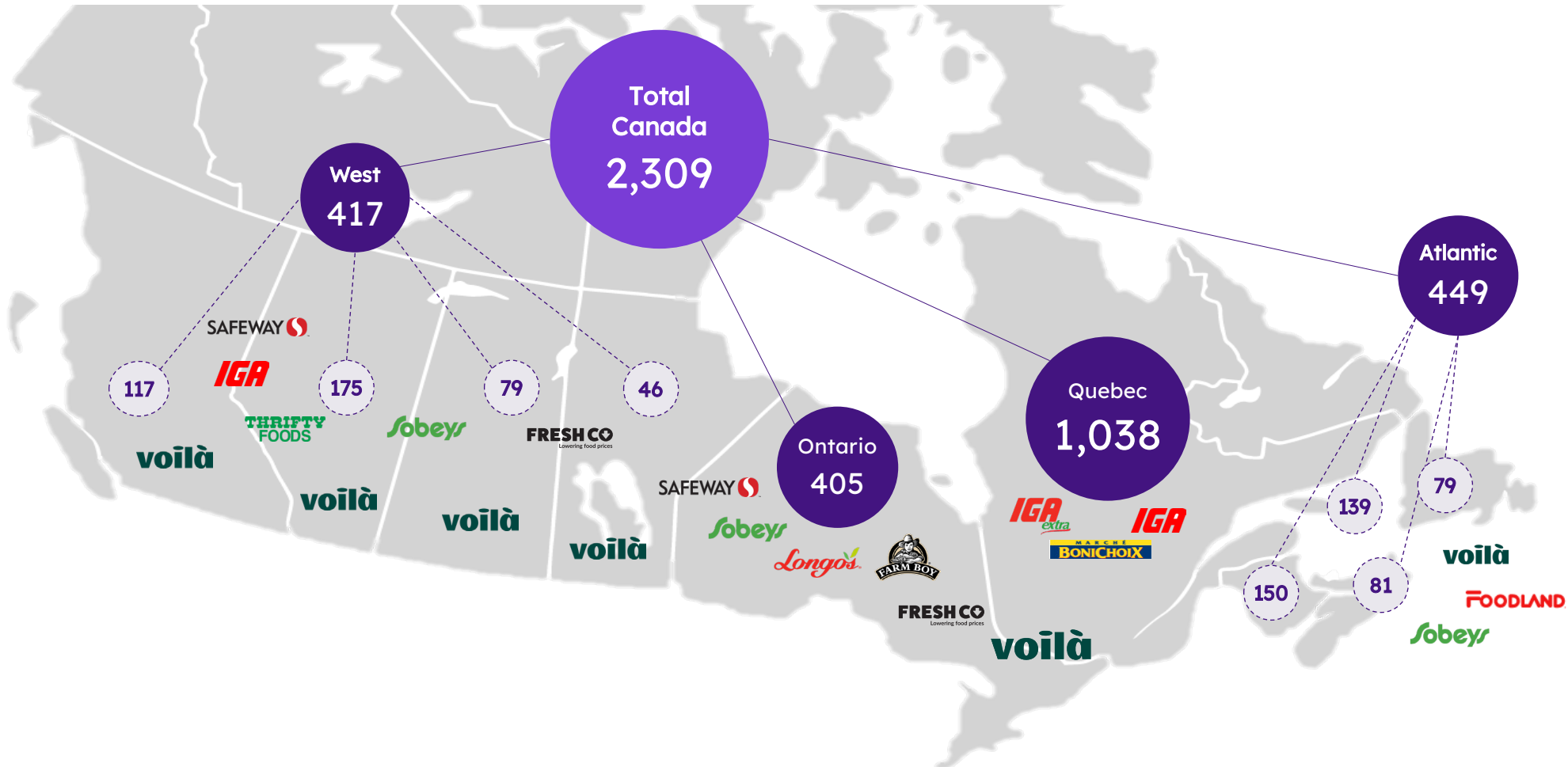
Quick Facts – EMP.A ⁽¹⁾	
Share price (C\$)	\$43.48
52-Week Low-High	\$31.45-\$46.77
30-day Average daily trading volume	510,904
Shares outstanding (diluted) ⁽²⁾	237.2M
Market Capitalization (C\$)	\$10,313M
Quarterly dividend ⁽²⁾	\$0.20

(1) As of March 14, 2025, unless otherwise noted.
 (2) As of Q3 fiscal 2025 (February 1, 2025)



One of Two Players with National Scale in Grocery

National scale and presence, operating over 2,300 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 2018–2023):

- British Columbia: 5,581,127 (+10.5%)
- Alberta: 4,756,408 (+10.3%)
- Saskatchewan + Manitoba: 1,218,976 (+5.1%) + 1,465,440 (+7.9%)
- Ontario: 15,801,768 (+9.6%)
- Quebec: 8,948,540 (+6.3%)
- Atlantic Canada: 2,625,412 (+8.3%)



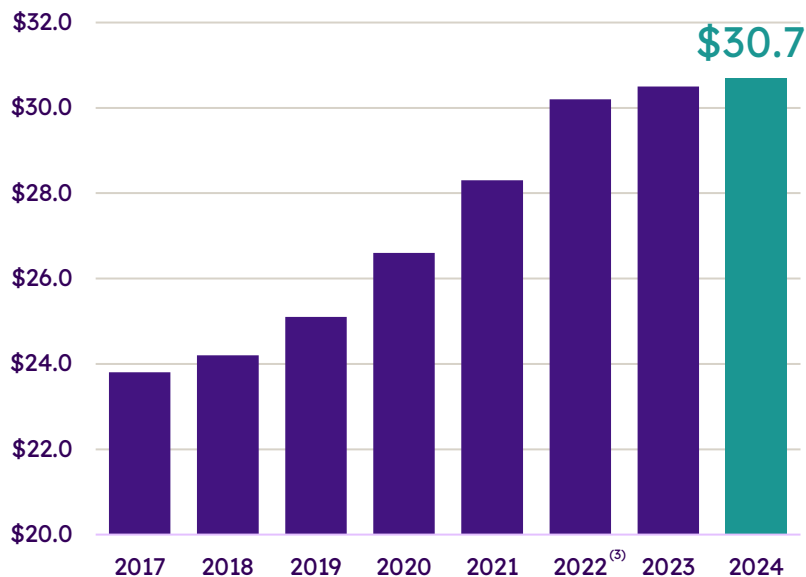
Note: Logos depicted in the above map are not exhaustive and only reflect major banners across respective provinces. Please refer to Empire's Annual Information Form for the fiscal year ended May 4, 2024 for more information on Sobey's Geographic and Banner Profile.

Strong Financial Performance

Sales CAGR⁽¹⁾

3.7%

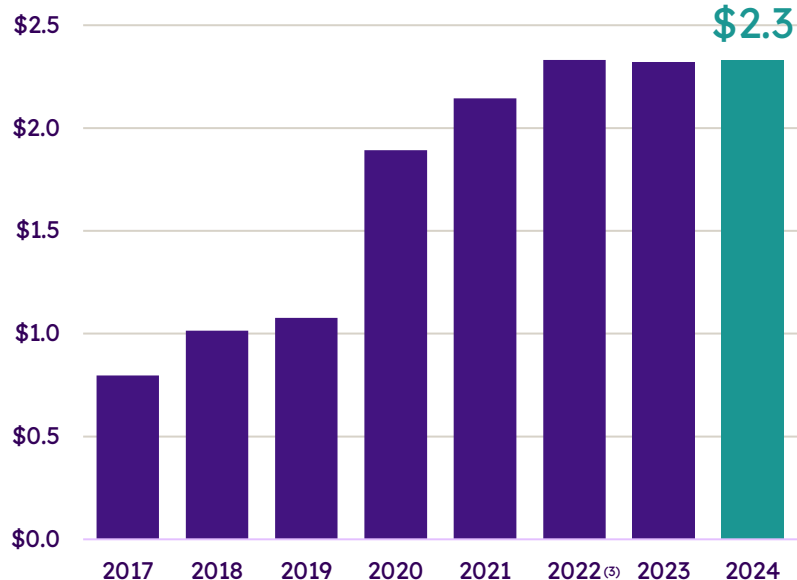
(\$ in billions)



Adjusted EBITDA CAGR⁽¹⁾⁽²⁾⁽⁴⁾

16.5%

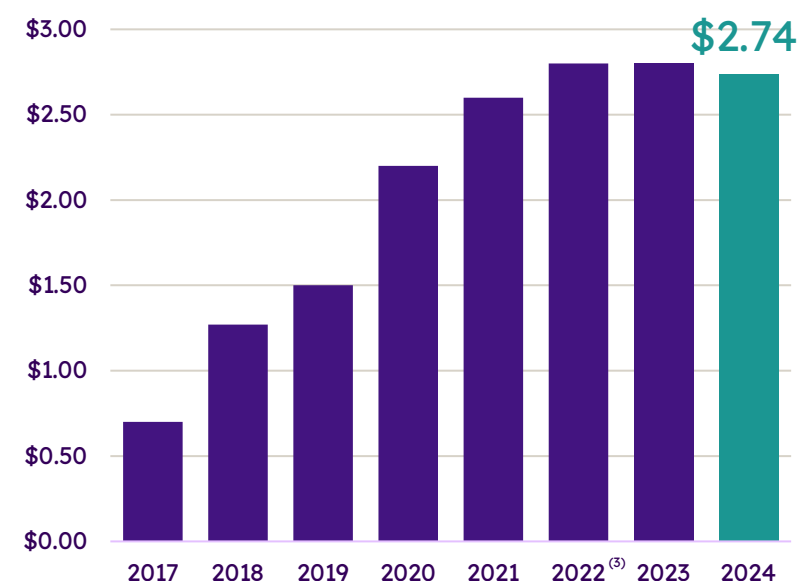
(\$ in billions)



Adjusted EPS CAGR⁽¹⁾⁽²⁾⁽⁴⁾

21.5%

(\$ per share)



(1) Compound annual growth rate.

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

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

(4) See section titled "Non-GAAP Financial Measures & Financial Metrics" in the Company's MD&A for each of the relevant periods.

Empire Company – A Compelling Investment Opportunity

<p>#2 in Grocery Market Share</p>	<p>Leveraging national retail network to deliver outsized growth and attractive financial performance amid solid population growth trends.</p>
<p>Long-Term Financial Framework</p>	<p>Long-term financial framework to achieve 8%-11% EPS growth, by focusing on priorities such as:</p> <ul style="list-style-type: none"> • Continued Focus on the Store • Enhanced Focus on Digital and Data • Efficiency and Cost Optimization
<p>Positioned for Success</p>	<p>Many initiatives, including Space Productivity, Scene+, E-Commerce (including Voilà) and cost savings/efficiency initiatives will setup EMP.A for success as consumer behaviour normalizes.</p>
<p>Balanced Capital Allocation Strategy</p>	<p>Capital allocation strategy is well-balanced to support investment/growth and shareholder returns.</p>
<p>Solid Balance Sheet</p>	<p>Investment grade rating and solid balance sheet to support growth initiatives.</p>
<p>Significant Valuation Upside</p>	<p>With a long-term EPS growth profile in line with peers (8-11%), Empire shares currently trade at a lower valuation.</p>



Long-Term Financial Framework

8% to 11%

Long Term Average Adjusted EPS Growth

Driven by our intention to improve Sales, Gross Margin (excluding fuel), and adjusted EBITDA margin

Continued Focus on Stores

We intend to invest capital in our store network and we are on track with our plan to renovate approximately 20% to 25% of our network between fiscal 2024 and fiscal 2026. This capital investment includes important sustainability initiatives such as refrigeration system upgrades and other energy efficiency initiatives.

Enhanced Focus on Digital and Data

Our focus on digital and data will include continued e-commerce expansion, personalization and loyalty through Scene+, 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 sourcing of goods not for resale, supply chain productivity, and the organizational structure. We have implemented several cost savings initiatives in the Voilà business, including pausing the opening of our fourth CFC and ending our mutual exclusivity with Ocado and continue to pursue other cost saving initiatives.



Continued Share Repurchases

Continued Focus on Stores

Renovations



20%–25% of network over between F24 and F26

- 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:

- 48 new FreshCo stores since F18
- Continued focus on store conversions

Ontario:

- >100 FreshCo locations
- Additional opportunities in Canada's largest province

Own Brands



~1,250 new private label SKUs since F20

- Own Brands sales growth in excess of 25%⁽¹⁾ since F20
- ~600 new SKUs planned from F24 to F26



(1) Sales growth from F2020 to F2024.

Enhanced Focus on Digital and Data



A differentiated national loyalty platform - driving incremental sales and earnings



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



>15M
Members

Scene+ now has over 15 million members

5M+
New Members

Over 5 million new members have joined since Scene+ launched at Empire

55%+
Higher Spend

Scene+ members spend 55%+ more than non-members

>2,000
Card Swipes

There are over 2,000 Scene+ card swipes every minute

Enhanced Focus on Digital and Data

voilà

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
Voilà AOV is ~3.8x in-store AOV
Omni AOV⁽¹⁾⁽²⁾ > Voilà 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 within goods not for resale, consisting of:

- Transportation
- Construction
- 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

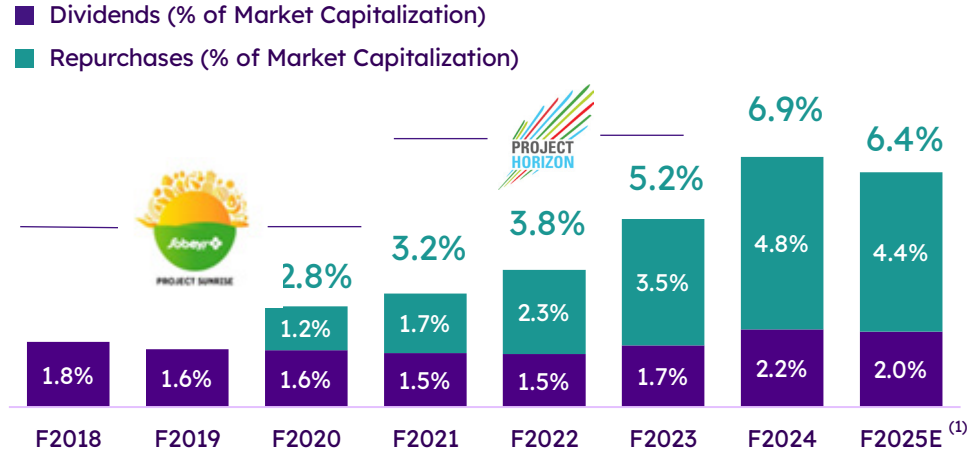
Organization / Other



- Turnaround Era (F18 - F23):JI Transitioned from a regional to national organizational structure
- F24: Began implementing strategies to optimize our organization, improve efficiencies and reduce costs, including changes to the leadership team and organizational structure.
- F25: Pursuing cost savings in the Voilà business by pausing the opening of our fourth CFC and ending our mutual exclusivity with Ocado, amongst other initiatives.

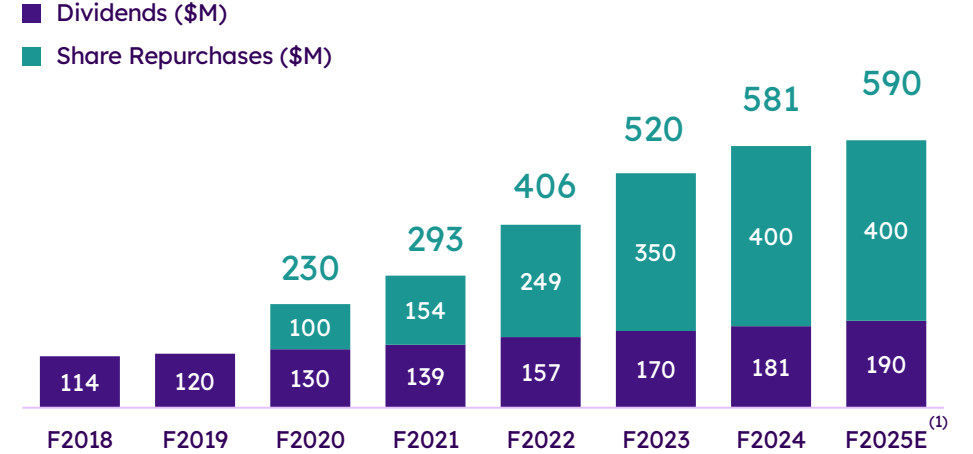
Disciplined and Balanced Capital Allocation

Significant Shareholder Return and Growing



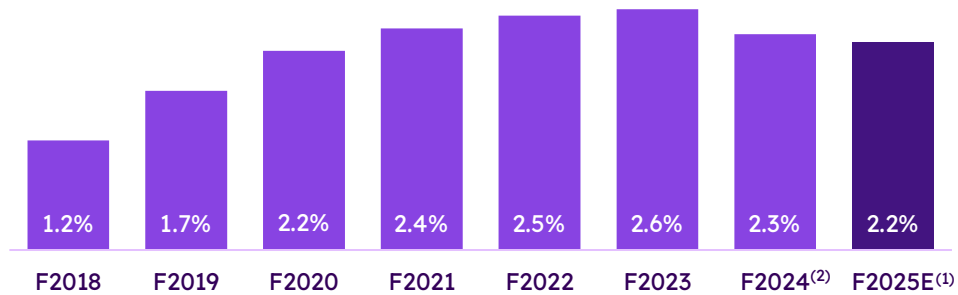
Return of Capital (Dividends + NCIB)

As a percentage of Market Capitalization:
 Empire will return ~6.4% to shareholders in F25 vs. grocery peers at ~4%.



Capital Intensity

CapEx (% of Sales)



(1) F2025E data is based on management's expectations regarding dividends paid, share repurchases and capital expenditures, in addition to FactSet consensus estimates for F2025E sales (capital intensity). Market capitalization reflects EMP.A's closing share price on March 10, 2025.

(2) F2024 CapEx excludes the land parcel acquisition cost completed in Q4/F24.

M&A Execution



F2019
 (26 stores acquired)
 One of the fastest growing and successful food retailers based in Ontario. Opened an additional 24 stores since acquisition.



F2019
 (3 stores acquired)
 An Asian food retailer with a strong presence in Quebec. Opened an additional store in F24.



F2021
 (36 stores acquired)
 A family-run supermarket chain serving Southern Ontario. Now at 39 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.

*Empire acquired a majority interest in the above transactions; Remaining non-controlling interest in Farm Boy was acquired in F24.

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.

FOOD WASTE

~30M lbs of surplus food donated, gaining recognition from Second Harvest as Canada's Top Food Rescue Partner for the second consecutive year



CLIMATE ACTION

26.7%

reduction in Scope 1 and 2 targets compared to 2019 baseline – ahead of near-term target trajectory

CLIMATE ACTION

64%

set science-based targets on their Scope 1 and 2 emissions by the end of calendar year 2027. We are over half way to our target

PLASTICS & PACKAGING

Completed the removal of the 5 single-use plastic items according to the Federal single-use plastics prohibition: stir sticks, straws, checkout bags, cutlery, select foodservice

Products



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

ETHICAL & SUSTAINABLE SOURCING

96%

of Own Brands seafood were sustainably sourced



ETHICAL & SUSTAINABLE SOURCING

86%

of palm oil in products were certified sustainable



SUPPLIER PARTNERSHIPS

380+

women entrepreneurs supported in fiscal 2024



People



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

DIVERSITY, EQUITY & INCLUSION

91%

of Directors and above set DE&I performance and accountability goals



DIVERSITY, EQUITY & INCLUSION

Advanced our commitment to reconciliation by completing the Aboriginal Relations Phase 2 Certification

DIVERSITY, EQUITY & INCLUSION

90% of People Managers and above facilitated Speak Freely discussions with teams to create safe spaces, listen actively, foster healthy debate, and build on contributions

COMMUNITY INVESTMENT

~\$23M

donated to support healthy bodies and minds in our communities (~\$7M in corporate donations and ~\$16M raised)



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						
	2018	2019	2020	2021	2022	2023	2024
	52 weeks	52 weeks	52 weeks	52 weeks	53 weeks	52 weeks	52 weeks
	5-May-18	4-May-19 ⁽¹⁾	2-May-20 ⁽²⁾	1-May-21	7-May-22	6-May-23	4-May-24
Sales	\$24,215	\$25,142	\$26,588	\$28,268	\$30,162	\$30,478	\$30,733
<i>Same-store sales growth (%) – food</i> ⁽³⁾⁽⁵⁾	0.5%	2.7%	5.7%	5.6%	(2.1%)	1.5%	2.0%
Gross profit ⁽³⁾	\$5,901	\$6,084	\$6,633	\$7,199	\$7,660	\$7,793	\$8,070
<i>Gross margin</i> ⁽³⁾	24.4%	24.2%	24.9%	25.5%	25.4%	25.6%	26.3%
Adjusted EBITDA ⁽³⁾	\$1,015	\$1,076	\$1,892	\$2,144	\$2,331	\$2,322	\$2,328
<i>Adjusted EBITDA margin</i> ⁽³⁾	4.2%	4.3%	7.1%	7.6%	7.7%	7.6%	7.6%
Net Earnings	\$160	\$387	\$584	\$702	\$746	\$686	\$725
Adjusted Net Earnings ⁽³⁾	\$344	\$410	\$597	\$702	\$746	\$727	\$682
Earnings per share	\$0.59	\$1.42	\$2.15	\$2.60	\$2.80	\$2.64	\$2.92
Adjusted earnings per share ⁽³⁾	\$1.27	\$1.50	\$2.20	\$2.60	\$2.80	\$2.80	\$2.74
Free cash flow ⁽³⁾⁽⁴⁾	\$809	\$541	\$1,131	\$745	\$811	\$192	\$731
Capital expenditures	\$288	\$435	\$575	\$679	\$767	\$797	\$831
Dividends per share	\$0.42	\$0.44	\$0.48	\$0.52	\$0.60	\$0.66	\$0.73
Share price	\$25.01	\$29.94	\$31.01	\$38.66	\$42.05	\$35.14	\$32.40

Note: Please see Appendix D for Empire's 12-Quarter Review

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

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

(3) See section titled "Non-GAAP Financial Measures & Financial Metrics" in the Company's MD&A for each of the relevant periods.

(4) The Company revised the definition of free cash flow in Q4 F19. F2018 free cash flow in the chart above has been restated to reflect the new definition.

(5) Previously named - same-store sales, excluding fuel.

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

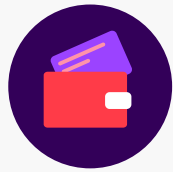
(1) Project Horizon Revised Targets: Differences compared to the original Project Horizon targets of improving EBITDA margin by 100 basis points, which was expected to generate an EPS CAGR of at least 15% was largely due to delays in delivering some key initiatives as a result of the novel coronavirus ("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

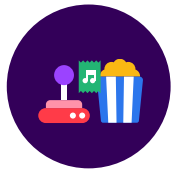


Grocery, Liquor,
Pharmacy

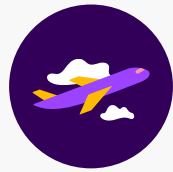
empire
COMPANY LIMITED



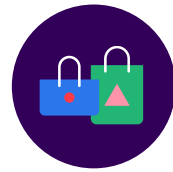
Banking



Entertainment



Travel



Shopping
(redeem only)



(Earn only)

PLUS many more...



Dining



Home
Improvement



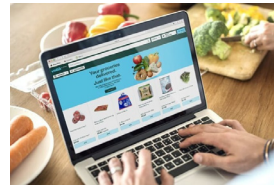
Appendix C: Voilà Timeline

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.

May 2024
Paused opening of 4th CFC in Vancouver and ended mutual exclusivity with Ocado (slightly earlier than anticipated).

F2025

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 2022	Fiscal 2023				Fiscal 2024				Fiscal 2025		
	Q4 F22 ⁽¹⁾ May 7 2022	Q1 F23 Aug 6 2022	Q2 F23 Nov 5 2022	Q3 F23 Feb 4 2023	Q4 F23 May 6 2023	Q1 F24 Aug 5 2023	Q2 F24 Nov 4 2023	Q3 F24 Feb 3 2024	Q4 F24 May 4 2024	Q1 F25 Aug 3 2024	Q2 F25 Nov 2 2024	Q3 F25 Feb 1 2025
Sales	\$7,841	\$7,938	\$7,643	\$7,489	\$7,408	\$8,076	\$7,751	\$7,494	\$7,412	\$8,137	\$7,778	\$7,725
<i>Same-store sales growth (%) – food⁽²⁾⁽³⁾</i>	(2.5%)	0.4%	3.1%	0.1%	2.6%	4.1%	2.0%	1.9%	0.2%	1.0%	1.8%	2.6%
Gross profit ⁽²⁾	\$2,004	\$1,978	\$1,955	\$1,901	\$1,959	\$2,075	\$2,004	\$1,987	\$2,005	\$2,126	\$2,064	\$2,083
<i>Gross margin⁽²⁾</i>	25.6%	24.9%	25.6%	25.4%	26.4%	25.7%	25.8%	26.5%	27.1%	26.1%	26.5%	27.0%
Adjusted EBITDA ⁽²⁾	\$586	\$594	\$584	\$545	\$599	\$641	\$577	\$547	\$563	\$659	\$601	\$565
<i>Adjusted EBITDA margin⁽²⁾</i>	7.5%	7.5%	7.6%	7.3%	8.1%	7.9%	7.4%	7.3%	7.6%	8.1%	7.7%	7.3%
Net Earnings	\$179	\$188	\$190	\$126	\$183	\$261	\$181	\$134	\$149	\$208	\$173	\$146
Adjusted Net Earnings ⁽²⁾	\$179	\$188	\$190	\$165	\$185	\$196	\$178	\$153	\$154	\$219	\$173	\$146
EPS	\$0.68	\$0.71	\$0.73	\$0.49	\$0.72	\$1.03	\$0.72	\$0.54	\$0.61	\$0.86	\$0.73	\$0.62
Adjusted EPS ⁽²⁾	\$0.68	\$0.71	\$0.73	\$0.64	\$0.72	\$0.78	\$0.71	\$0.62	\$0.63	\$0.90	\$0.73	\$0.62
Free cash flow ⁽²⁾	\$49	\$31	(\$127)	\$78	\$209	\$340	(\$62)	\$349	\$104	\$186	\$76	\$148
Capital expenditures	\$273	\$156	\$255	\$143	\$243	\$124	\$135	\$156	\$417	\$152	\$149	\$188
Dividend per share	\$0.15	\$0.1650	\$0.1650	\$0.1650	\$0.1650	\$0.1825	\$0.1825	\$0.1825	\$0.1825	\$0.20	\$0.20	\$0.20
Share price – end of period	\$42.05	\$38.26	\$34.76	\$37.15	\$35.14	\$35.00	\$39.66	\$34.15	\$32.40	\$36.66	\$39.98	\$42.74

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

(2) See section titled “Non-GAAP Financial Measures & Financial Metrics” in the Company’s MD&A for each of the relevant periods.

(3) Previously named - same-store sales, excluding fuel.

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