Investor Presentation

September 2025

Katie Brine – Vice President, Investor Relations, Treasury & Pensions

Email: investor.relations@empireco.ca

empire COMPANY LIMITED

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 2025 annual MD&A;
- 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 plan to invest $850 million capital in its network in fiscal 2026, including new store expansions and renovations and renovate approximately 20% to 25% of the network, which started in fiscal 2024 and continues through fiscal 2026 may be impacted by cost of materials, availability of contractors, operating results, and other macro-economic impacts;
- The Company's expectation that it will successfully implement the national instance of SAP S/4HANA Enterprise Resource Planning ("ERP") platform, which may be impacted by risks relating to implementation resources and timelines, complexity of integration and data conversion and evolving technology requirements;
- The Company's expectation that it will meet targeted store growth of FreshCo, which may be impacted by customer response, availability of contractors, operating results, 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 positive impact on Voilà's financial performance in fiscal 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 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 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 Other income plus Share of earnings from investments, at equity will in aggregate, be in a range of $120 million to $140 million in fiscal 2026, 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;
- 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 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;
- The Company's expectation and uncertainty that future imposition of tariffs by the United States and the risk of potential retaliatory tariffs by the Canadian government could 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; and
- The Company's plans to purchase for cancellation Class A shares under the NCIB, which may be impacted by market and macro-economic conditions, availability of sellers, changes in laws and regulations, and operating results.

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 2, 2025.

empire COMPANY LIMITED

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
Sobeys, Safeway, IGA, IGA extra, Foodland, Thrifty Foods, Farm Boy*, Longo's*	FreshCo (Lowering food prices), Chalo! FreshCo	Voilà, Thrifty Foods	Lawtons Drugs, Sobeys Wholesale*, FastFuel, Rachelle Béry, Safeway Liquor, Sobeys Liquor, Voisin, Needs, Bonisoir*
		Partnerships	
		Uber Eats*, Instacart*	

Supported by Real Estate Assets:

Crombie

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

Genstar Capital

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

*Farm Boy, Longo's, Sobeys Wholesale, Bonsoir, Uber Eats and Instacart 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

1,600+
Stores

Operating in all 10 provinces across a number of banners

$30B+
Annual Sales

4
CFCs to support Voilà

Intention to operate 4 CFCs across Canada to support online grocery delivery (3 active CFCs currently)

29
Distribution Centres

Strategically positioned to service our national store network, including 3 fully automated facilities

51%
Interest in Longo's

100%
Interest in Farm Boy

41.5%
Interest in Crombie REIT

Quick Facts – EMP.A(1)

Share price (C$)	$ 51.89
52-Week Low–High	$38.15–$58.32
30-day Average daily trading volume	328,119
Shares outstanding (diluted) (2)	233.4M
Market Capitalization (C$)	$12,111M
Quarterly dividend(2)	$0.22

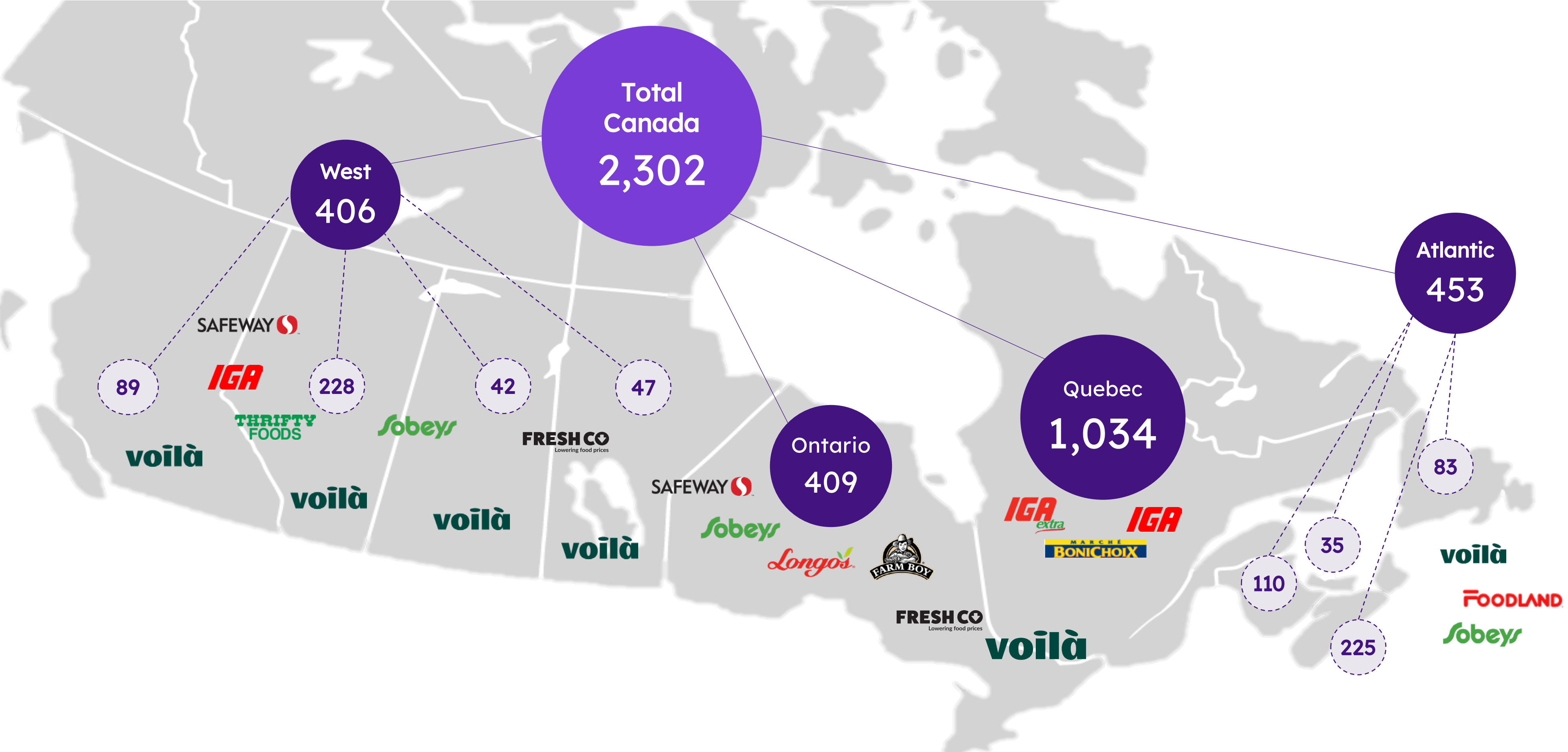
(1) As of September 9, 2025, unless otherwise noted.
(2) As of Q1 fiscal 2026 (August 2, 2025)

Share Price Performance (May 1, 2017 to September 9, 2025)

empire
COMPANY LIMITED

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(1) 2018–2024):

- British Columbia: 5,719,594 (+13.2%)
- Alberta: 4,931,601 (+14.4%)
- Saskatchewan + Manitoba: 1,246,691 (+7.5 %) + 1,499,981 (+10.5%)
- Ontario: 16,171,802 (+12.2%)
- Quebec: 9,100,249 (+8.1%)
- Atlantic Canada: 2,662,238 (+9.9%)

(1) Compound Annual Growth Rate

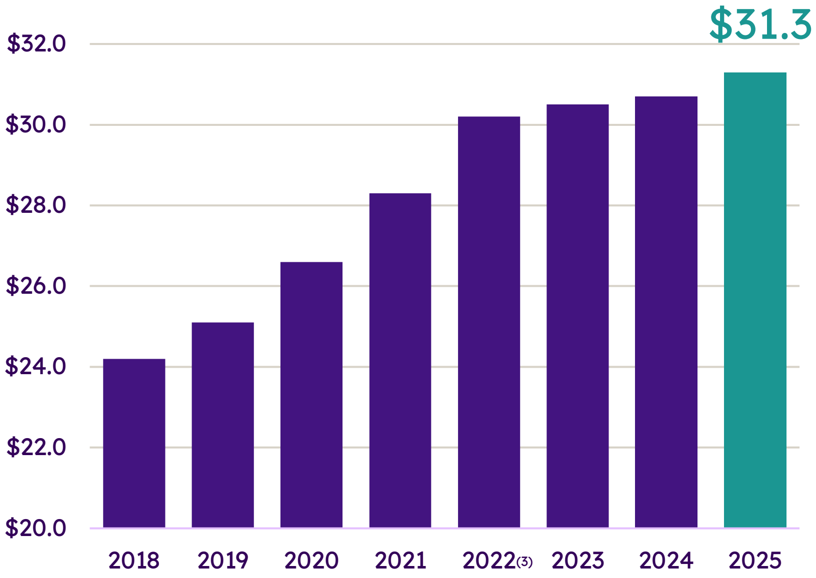
Note: Logos depicted in the above map are not exhaustive and only reflect major banners across respective provinces. Please refer to Empire's Annual Information Form for the fiscal year ended May 3, 2025 for more information on Sobeys' Geographic and Banner Profile.

Strong Financial Performance

Sales CAGR(1)

3.7%

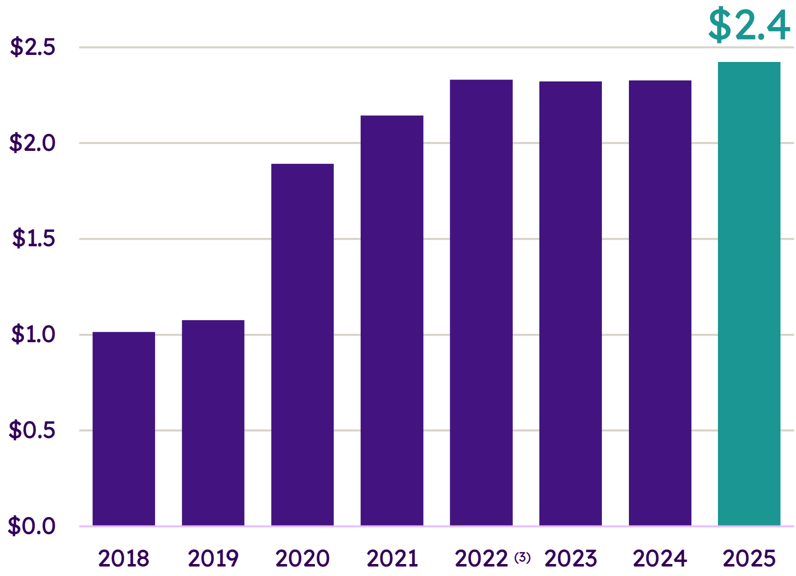
($ in billions)



Adjusted EBITDA CAGR(1)(2)(4)

13.2%

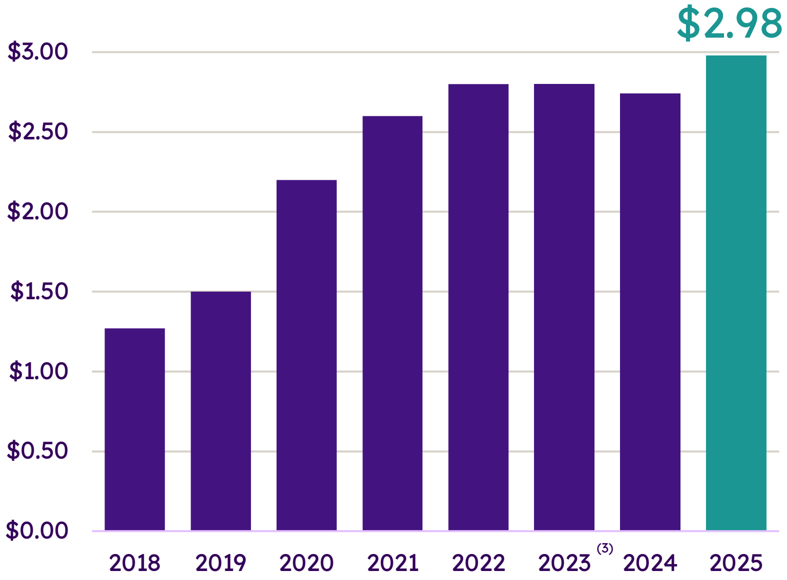
($ in billions)



Adjusted EPS CAGR(1)(2)(4)

13.0%

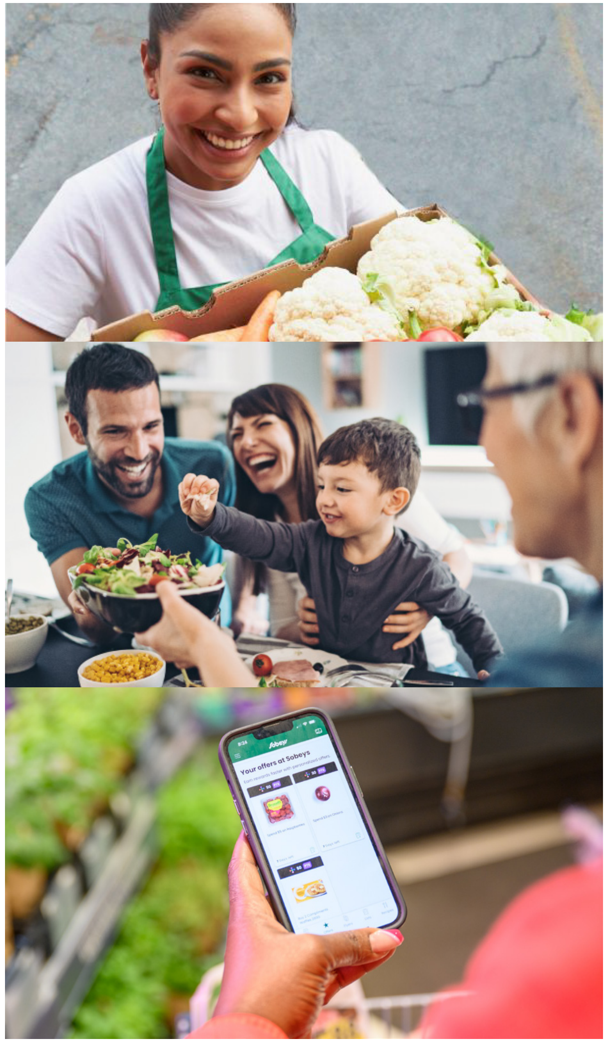
($ per share)



(1) Compound annual growth rate.
(2) Effective fiscal 2020, Empire adopted IFRS 16 “Leases”.
(3) F2022 included a 53rd week of operations.
(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

#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: • Continued Focus on the Store • Enhanced Focus on Digital and Data • Efficiency and Cost Optimization
Positioned for Success	Many initiatives, including Scene+, E-Commerce (including Voilà) and cost savings/efficiency initiatives will setup EMP.A for success.
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	With a long-term EPS growth profile in line with peers (8-11%), Empire shares currently trade at a lower valuation.



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 which started in fiscal 2024 and continues through 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.

We are currently implementing a significant transformation of our core business systems by migrating the legacy ERP system to a modern national SAP S/4HANA platform.

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

Discount Expansion

Continue to pursue expansion by market

West:
- 51 new FreshCo stores since F18
- Expect to open an additional 4 stores in F2026.

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

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

Own Brands

1,250+ new private label SKUs since F20

- Own Brands sales growth of ~35%[(1)] since F20
- ~600 new SKUs planned from F24 to F26

Renovations

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

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


(1) Sales growth from F2020 to F2025.

Enhanced Focus on Digital and Data

Scene+

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

E-Commerce

voilà

instacart Uber Eats

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

Announced partnerships in Q2 F24:

- **October 24, 2024** - Launched in Ontario
- **December 5, 2024** - Expanded to Western Canada
- **March 11, 2025** - Expanded to Quebec and Atlantic Canada
- Grocery rollout completed based on serviceable locations.

Banners covered:

Sobeys, Farm Boy, Foodland, Longo's, FreshCo, IGA, Thrifty Foods, Safeway, Lawtons Drugs

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.

empire COMPANY LIMITED

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

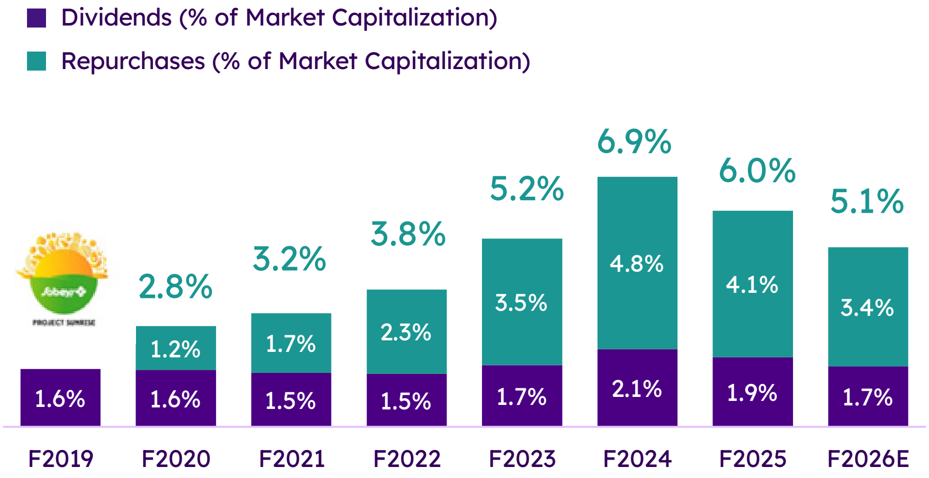
- Drive supply chain productivity and cost effectiveness
- Focus on processes/technology to improve cost to serve and improve resiliency
- Continue to expand automation capabilities
- Enabler for outstanding store service, profitability and sustainable growth

Organization / Other

- Turnaround Era (F18 - F23): Transitioned from a regional to national organizational structure
- F24: Implemented strategies to optimize our organization, improve efficiencies and reduce costs, including changes to the leadership team and organizational structure.
- F25: Pursued cost savings in the Voilà business by pausing the opening of our fourth CFC and ending our mutual exclusivity with Ocado, amongst other initiatives.
- F26: Migrating legacy ERP system to a modern national SAP S/4HANA platform aimed at streamlining financial reporting, procurement and supply chain operations.

Disciplined and Balanced Capital Allocation

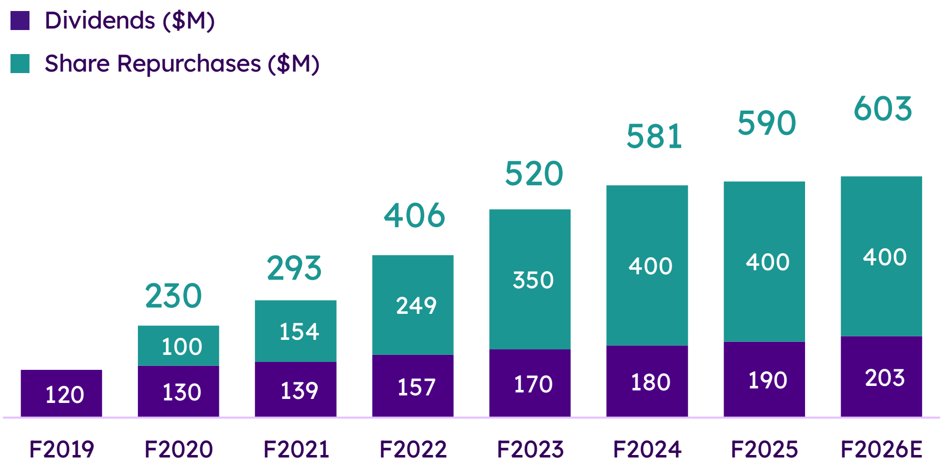
Significant Shareholder Return and Growing



Return of Capital (Dividends + NCIB)

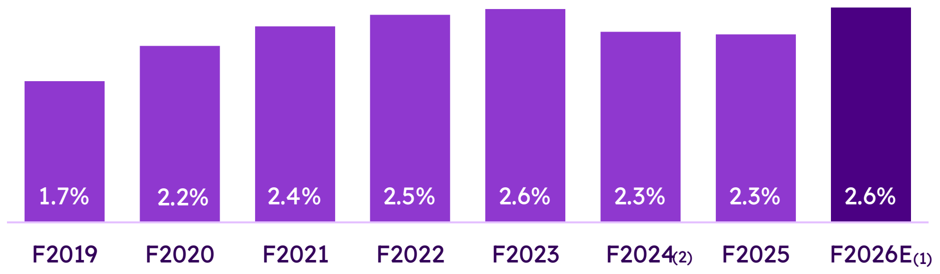
As a percentage of Market Capitalization:

Empire will return ~5% to shareholders in F26 vs. grocery peers at ~4%.



Capital Intensity

CapEx (% of Sales)



(1) F2026E data is based on management's expectations regarding dividends paid, share repurchases and capital expenditures, in addition to FactSet consensus estimates for F2026E sales (capital intensity). Market capitalization reflects EMP.A's closing share price on September 9, 2025.

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

M&A Execution*

FARM BOY

F2019
(26 stores acquired)
One of the fastest growing and successful food retailers based in Ontario. Opened an additional 25 stores since acquisition.

KIM PHAT MARCHÉ D'ASIE

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

Longo's

F2021
(36 stores acquired)
A family-run supermarket chain serving Southern Ontario. Now at 42 stores, with strong growth plans.

RICARDO

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.

empire COMPANY LIMITED

ESG[1] 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 third consecutive year

CLIMATE ACTION

30.1%

reduction in Scope 1 and 2 targets compared to 2019 baseline

CLIMATE ACTION

Our goal is that 64% of suppliers (by spend) 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

SCIENCE BASED TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

PLASTICS & PACKAGING

13%

Achieved a 13% average conversion from single-use plastic to reusable containers through our pilot with Friendlier in Farm Boy's Southwestern Ontario stores

Products

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

ETHICAL & SUSTAINABLE SOURCING

99%

of Own Brands seafood (by weight) is certified sustainable or recommended

ETHICAL & SUSTAINABLE SOURCING

90%

of palm oil in Own Brands products is certified sustainable by physical trace and credits (RSPO-certified).

SUPPLIER COLLABORATION

430+

women entrepreneurs supported in fiscal 2024 (across Canada, excluding Quebec).

Over

11,000

products from local suppliers and producers.

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

92%

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

DIVERSITY, EQUITY & INCLUSION

Completed verification for the Partnership Accreditation for Indigenous Relations.

DIVERSITY, EQUITY & INCLUSION

38% representation of women at the senior leadership level.

COMMUNITY INVESTMENT

~$25M

donated to support healthy bodies and minds in our communities (~$7M in corporate donations and ~$18M 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	2025
	52 weeks	52 weeks	52 weeks	52 weeks	53 weeks	52 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	3-May-25
Sales	$24,215	$25,142	$26,588	$28,268	$30,162	$30,478	$30,733	$31,277
Same-store sales growth (%) – food[(3)]	*0.5%*	*2.7%*	*5.7%*	*5.6%*	*(2.1%)*	*1.5%*	*2.0%*	*2.3%*
Gross profit[(3)]	$5,901	$6,084	$6,633	$7,199	$7,660	$7,793	$8,071	$8,382
Gross margin[(3)]	*24.4%*	*24.2%*	*24.9%*	*25.5%*	*25.4%*	*25.6%*	*26.3%*	*26.8%*
Adjusted EBITDA[(3)]	$1,015	$1,076	$1,892	$2,144	$2,331	$2,322	$2,327	$2,423
Adjusted EBITDA margin[(3)]	*4.2%*	*4.3%*	*7.1%*	*7.6%*	*7.7%*	*7.6%*	*7.6%*	*7.7%*
Net Earnings	$160	$387	$584	$702	$746	$686	$726	$700
Adjusted Net Earnings[(3)]	$344	$410	$597	$702	$746	$727	$681	$711
Earnings per share	$0.59	$1.42	$2.15	$2.60	$2.80	$2.64	$2.92	$2.93
Adjusted earnings per share[(3)]	$1.27	$1.50	$2.20	$2.60	$2.80	$2.80	$2.74	$2.98
Free cash flow[(3)(4)]	$809	$541	$1,131	$745	$811	$192	$730	$728
Capital expenditures	$288	$435	$575	$679	$767	$797	$831	$721
Dividends per share	$0.42	$0.44	$0.48	$0.52	$0.60	$0.66	$0.73	$0.80
Share price	$25.01	$29.94	$31.01	$38.66	$42.05	$35.14	$32.40	$50.95

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.

empire COMPANY LIMITED

Appendices

Appendix A:
A Review of Turnaround Initiatives

Project Sunrise

Financial Targets

>$550M
Cost Savings

ACHIEVED

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	50 bps (1)	~13% (1)
Incremental annualized EBITDA	Of EBITDA margin improvement	EPS CAGR
ACHIEVED	ACHIEVED	ACHIEVED

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	Banking	Entertainment	Travel	Shopping (redeem only)	Dining	Home Improvement
				Rakuten (Earn only)		
				PLUS many more…		

Appendix C:
E-Commerce Timeline

F2019

January 2018

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

F2021

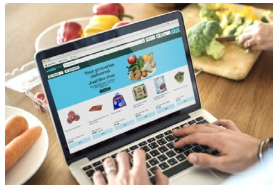
June 2020

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

F2022

November 2021

E-commerce option available for customers in every province.



March 2022

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

F2024

June 2023

Calgary CFC began deliveries servicing the majority of Alberta.

May 2024

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

F2025

October 2024

Announced partnerships with Instacart and Uber Eats

- October 24, 2024 - Launched in Ontario
- December 5, 2024 - Expanded to Western Canada
- March 11, 2025 - Expanded to Quebec and Atlantic Canada
- Grocery rollout completed based on serviceable locations.

Appendix D:
Financial Results – 12 Quarter Review

	Fiscal 2023			Fiscal 2024				Fiscal 2025				Fiscal 2026
	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	Q4 F25 May 3 2025	Q1 F26 Aug 2 2025
Sales	$7,643	$7,489	$7,408	$8,076	$7,751	$7,494	$7,412	$8,137	$7,778	$7,725	$7,637	$8,258
Same-store sales growth (%) – food[1]	*3.1%*	*0.1%*	*2.6%*	*4.1%*	*2.0%*	1.9%	*0.2%*	*1.0%*	*1.8%*	*2.6%*	*3.8%*	*1.9%*
Gross profit[1]	$1,955	$1,901	$1,959	$2,075	$2,004	$1,987	$2,006	$2,126	$2,064	$2,083	$2,109	$2,235
Gross margin[1]	*25.6%*	*25.4%*	*26.4%*	*25.7%*	*25.8%*	*26.5%*	*27.1%*	*26.1%*	*26.5%*	*27.0%*	*27.6%*	*27.1%*
Other income	$8	$8	$40	$113[2]	$44	$9	$13	$42	$18	$4	$26	$16
Share of earnings from investments, at equity	$39	$18	$17	$10	$14	$15	$13	$16	$31	$10	$11	$17
Adjusted EBITDA[1]	$584	$545	$599	$641	$577	$547	$563	$659	$601	$565	$599	$671
Adjusted EBITDA margin[1]	*7.6%*	*7.3%*	*8.1%*	*7.9%*	*7.4%*	*7.3%*	*7.6%*	*8.1%*	*7.7%*	*7.3%*	*7.8%*	*8.1%*
Net Earnings	$190	$126	$183	$261	$181	$134	$149	$208	$173	$146	$173	$212
Adjusted Net Earnings[1]	$190	$165	$185	$196	$178	$153	$154	$219	$173	$146	$173	$212
EPS	$0.73	$0.49	$0.72	$1.03	$0.72	$0.54	$0.61	$0.86	$0.73	$0.62	$0.74	$0.91
Adjusted EPS[1]	$0.73	$0.64	$0.72	$0.78	$0.71	$0.62	$0.63	$0.90	$0.73	$0.62	$0.74	$0.91
Free cash flow[1]	($127)	$78	$209	$340	($62)	$349	$105	$186	$76	$148	$318	$63
Capital expenditures	$255	$143	$243	$124	$135	$156	$416	$152	$149	$188	$233	$138
Dividend per share	$0.1650	$0.1650	$0.1650	$0.1825	$0.1825	$0.1825	$0.1825	$0.20	$0.20	$0.20	$0.20	$0.22
Share price – end of period	$34.76	$37.15	$35.14	$35.00	$39.66	$34.15	$32.40	$36.66	$39.98	$42.74	$50.95	$54.50

(1) See section titled "Non-GAAP Financial Measures & Financial Metrics" in the Company's MD&A for each of the relevant periods.
(2) Includes gain of $91M associated with the Western Canada fuel sale in Q1 F24

empire COMPANY LIMITED

Executive Leadership Team

Michael Medline
President & Chief Executive Officer

Pierre St-Laurent
Chief Operating Officer

Costa Pefanis
Chief Financial Officer

Sandra Sanderson
Chief Marketing Officer

Doug Nathanson
Chief Development Officer & General Counsel

Julia Knox
Chief Technology and Analytics Officer

Sandra Pasquini
Chief Human Resources Officer

[Executive Leadership Team - Link to Biographies]

empire COMPANY LIMITED