Our Vision

As a diversified holding company we are committed to building sustainable shareholder value through long-term profitability and growth in each of our core operating businesses.
Empire Company Limited
Growing Value over Time

A 19.7% Average Annual Total Return over last 21 years

Assume $10,000 Invested

July 9, 1982
Empire Initial Public Offering

July 31, 2003
$365,000

$313,000

19.7%
18.8%

Average Annual Growth In:
Share price appreciation
Total return

Assumes reinvestment of Class B dividends into new common shares.
Empire Company Limited
Growth in Share Price

An 18.8% Average Annual Increase in Share Price and a 19.7% Average Annual Total Return
Empire Company Limited
Growth in Dividend per Share

From 9¢ six years ago to 40¢ today

(Cents per share)

Years ended April 30th

<table>
<thead>
<tr>
<th>Year</th>
<th>Dividend (Cents)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1995</td>
<td>6.0</td>
</tr>
<tr>
<td>1996</td>
<td>8.3</td>
</tr>
<tr>
<td>1997</td>
<td>9.0</td>
</tr>
<tr>
<td>1998</td>
<td>11.6</td>
</tr>
<tr>
<td>1999</td>
<td>13.6</td>
</tr>
<tr>
<td>2000</td>
<td>14.0</td>
</tr>
<tr>
<td>2001</td>
<td>17.0</td>
</tr>
<tr>
<td>2002</td>
<td>21.4</td>
</tr>
<tr>
<td>2003</td>
<td>33.0</td>
</tr>
<tr>
<td>Sept. 2003</td>
<td>40.0</td>
</tr>
</tbody>
</table>

From 9¢ six years ago to 40¢ today

(Cents per share)
Empire Company

Revenues
($ in millions)

Year ended April 30th

1999  2000  2001  2002  2003

5,363  9,100  9,331  9,926  10,624
Empire Company

Operating Income

($ in millions)

Year ended April 30th

1999: 184.4
2000: 309.7
2001: 341.1
2002: 416.2
2003: 444.9
Empire Company

Operating Earnings
($ in millions)

Year ended April 30th

1999  2000  2001  2002  2003

60.1  84.7  88.5  132.2  159.9

Empire Company
Management's Three Primary Responsibilities:

1. To ensure we have the best management operating the businesses we own or have an interest in

2. To ensure that the financial structures of Empire and its subsidiaries facilitate growth while maintaining a conservative level of debt

3. To allocate capital in a manner that maximizes long-term shareholder value
Empire Company

Debt to Total Capital
(percentage)

- 49.6% in 2002
- 45.9% in 2003

The debt to total capital ratio decreased to 45.9% at April 30, 2003 from 49.6% at April 30, 2002.

Year ended April 30th

Interest Coverage
(times)

- 3.7 times in 2002
- 4.8 times in 2003

The interest coverage ratio improved to 4.8 times at April 30, 2003, from 3.7 times at April 30, 2002.
Capital Allocation from Investments

• Over $700 million has been allocated from the portfolio over the past four years to support the growth of our core operating businesses and net asset value
• $260 million towards our food business
• $200 million towards debt repayment and preferred share repurchases
• $220 million to repurchase Empire common stock
• $30 million towards Genstar
Growth in Earnings and Book Value per Share

Operating Earnings ($ per share)
- 3.1x increase since 1999

Book Value ($ per share)
- 2.3x increase since 1999

Years ended April 30

1999 2000 2001 2002 2003

Operating Earnings
- 0.78 1.10 1.33 2.00 2.43

Book Value
- 9.03 8.73 16.82 19.47 21.54
Food Distribution
Food Distribution

Revenue
($ in millions)

Net Earnings (1)
($ in millions)

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
<th>Net Earnings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1999</td>
<td>$5,217</td>
<td>$29.9</td>
</tr>
<tr>
<td>2000</td>
<td>$8,942</td>
<td>$99.8</td>
</tr>
<tr>
<td>2001</td>
<td>$9,163</td>
<td>$111.2</td>
</tr>
<tr>
<td>2002</td>
<td>$9,732</td>
<td>$161.6</td>
</tr>
<tr>
<td>2003</td>
<td>$10,415</td>
<td>$179.0</td>
</tr>
</tbody>
</table>

(1) Before capital gains/losses and other items.

Years ended April 30th
## Food Distribution

### Performance to Objectives

<table>
<thead>
<tr>
<th>Objective</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>6 - 8%</td>
</tr>
<tr>
<td>Operating Earnings</td>
<td>12 - 16%</td>
</tr>
<tr>
<td>Return on Equity</td>
<td>13%</td>
</tr>
<tr>
<td>Debt to Capital</td>
<td>&lt; 35%</td>
</tr>
<tr>
<td>Capital Spending</td>
<td>$600M</td>
</tr>
</tbody>
</table>
Food Distribution

Company-wide Capital Expenditures
($ in millions)

<table>
<thead>
<tr>
<th>Year</th>
<th>Capital Expenditures</th>
<th>Cap. Exp. as % of Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>1999</td>
<td>$266</td>
<td>5.1%</td>
</tr>
<tr>
<td>2000</td>
<td>$386</td>
<td>4.3%</td>
</tr>
<tr>
<td>2001</td>
<td>$505</td>
<td>5.5%</td>
</tr>
<tr>
<td>2002</td>
<td>$679</td>
<td>7.0%</td>
</tr>
<tr>
<td>2003</td>
<td>$546</td>
<td>5.2%</td>
</tr>
</tbody>
</table>

Years ended April 30th
Food Distribution
Real Estate
Real Estate

Revenue ($ in millions)

1999 2000 2001 2002 2003
148.0 157.1 165.8 185.1 198.6

Net Earnings (1) ($ in millions)

1999 2000 2001 2002 2003
6.2 7.5 15.0 34.5 38.5

(1) Before capital gains/losses and other items.

Years ended April 30th
Real Estate

Occupancy Rate

(percentage)

91.9 91.8 93.4 92.7 92.7

1999 2000 2001 2002 2003

Years ended April 30th
Real Estate
Real Estate Initiatives...

• Ratified a strategy to grow operating margin by buying and developing anchored strip centers, outside of Atlantic Canada
• Strip centre purchases to date in Ontario include a location in Ottawa and in Hamilton
Real Estate Initiatives...

• Our 35% interest in Genstar Development Partnership, a residential land development company, has generated $75 million in cash flow since our January 2001 purchase, more than double our $30 million investment.
Real Estate Initiatives

- The project is in the development stage. To date, we have pre-sold over 70% of the units, ahead of expectations.
Real Estate Initiatives...

- We continue to grow our ATCAN Self Storage business with 6 locations currently in operation and 1 in development.
- We continue to evaluate opportunities to grow ATCAN to a greater scale.
Content is King

Fiscal 2003
- Spider-Man
- Star Wars: Episode I
- Lord of the Rings
- Goldmember

Fiscal 2004
- Bruce Almighty
- The Matrix Reloaded
- Finding Nemo
- X-Men
Strong Promotions
<table>
<thead>
<tr>
<th></th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>2-year</th>
<th>3-year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Empire Portfolio</td>
<td>20.8%</td>
<td>11.9%</td>
<td>-27.8%</td>
<td>-10.1%</td>
<td>-0.8%</td>
</tr>
<tr>
<td>S&amp;P/TSX Composite Index</td>
<td>-18.6%</td>
<td>4.9%</td>
<td>-17.6%</td>
<td>-7.0%</td>
<td>-11.1%</td>
</tr>
<tr>
<td>S&amp;P 500 Index</td>
<td>-14.8%</td>
<td>1.4%</td>
<td>-30.7%</td>
<td>-16.2%</td>
<td>-15.7%</td>
</tr>
</tbody>
</table>
Off to a Good Start in Fiscal 2004…

- Total investment return of 28% versus 15.6% for S&P/TSX and 11.4% for S&P500
- Portfolio market value now $430 million
- $78 million increase in market value over book cost since start of fiscal year
First Quarter Results

- Revenues totaled $2.81 billion, an increase of 4.7 percent.
- Operating earnings of $39.6 million or $0.60 per share, consistent with last year.
- Net asset value remains strong at approximately $2.2 billion or $33 per share.