



FINAL TRANSCRIPT

Empire Company Ltd.

Annual General Meeting

Event Date/Time: September 12, 2013 — 10:00 a.m. E.T.

Length: 44 minutes

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CORPORATE PARTICIPANTS**Karin McCaskill**

Empire Company Ltd. — Secretary, Senior Vice President, and General Counsel

Rob Dexter

Empire Company Ltd. — Chair

Paul Sobey

Empire Company Ltd. — President and Chief Executive Officer

Marc Poulin

Sobeys — President and Chief Executive Officer

Carol Campbell

Empire Company Ltd. — Vice President Risk Management

Stewart Mahoney

Empire Company Ltd. — Vice President Treasury and Investor Relations

CONFERENCE CALL PARTICIPANTS

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PRESENTATION

Karin McCaskill — Secretary, Senior Vice President, and General Counsel, Empire Company Ltd.

Ladies and gentlemen, Chair of the Board Rob Dexter.

Rob Dexter — Chair, Empire Company Ltd.

Thank you very much. Yeah. This is off to a good start. I like that; great cheering squad all around. Good to see you all. Good morning, ladies and gentlemen, and welcome to the very first Annual General Meeting of Empire Company Limited.

My name is Rob Dexter, and I am Chair of the Board of Empire, and I will be Chair of the meeting today.

I would like to note that once again this year we have a number of Nova Scotia Community College business students in attendance, along with their instructor, Rosemary Davis. We are pleased to have you with us. In addition, we welcome all employees who have joined us, and we're glad you took the time out to come with us today.

Also with me to my right is Paul Sobey, President and Chief Executive Officer of Empire. Next to him is Marc Poulin, who's President and Chief Executive Officer of Sobeys. Next is Paul Beesley, who's Executive Vice President and Chief Financial Officer of Empire, and Karin McCaskill is Secretary of the Company and Senior Vice President and General Counsel of Sobeys. Karin will act as Secretary of the meeting. I've asked Ms. Cindy Harrett and Ms. Paula Morrison (phon) of Canadian Stock Transfer Company to act as scrutineers.

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Our agenda today includes, first, the formal part of the meeting, always your favourite part; a few remarks of my own. I'll look at fiscal 2013 in the first quarter, done by Paul Sobey, and Marc will review some of the key initiatives taking place at Sobeys. And then, as always, we'd be delighted to answer any questions you may have.

I now call the meeting to order. Karin McCaskill as Secretary of the Company has advised me that we have 34,260,763 Class B voting common shares represented at this meeting either in person or by proxy, 100 percent of the total outstanding voting—voting these shares. I declare the Annual General Meeting to be duly constituted.

The minutes of the Annual General Meeting held September 13, 2012, were distributed when you registered this morning and additional copies are available. So unless there are any objections, I will dispense with the reading of the minutes. Are there any errors or omissions in the minutes? Hearing no objections, the minutes are approved as presented.

I would like to introduce the nominees who in addition to myself are standing for election to the Board of Directors for the ensuing year. I'm going to ask each to stand as I call their name. Bonnie Brooks—sure you can; Cynthia Devine; David Ferguson; Edward Harsant; David Leslie; Kevin Lynch; Marc Poulin, who was introduced earlier; Mel Rhineland; Stephen Savidant. And then the rest of this crew, except for one; I always try to make a joke, so this time I won't: David Sobey; Donald Sobey; Frank Sobey; John Sobey; Karl Sobey; Paul Sobey; Rob Sobey; and at the end, Martine Turcotte. Ladies and gentlemen, your Directors.

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I would also like to extend a sincere thanks to Marcel Côté, who's retiring from the Board today. Marcel has contributed greatly to the success of Empire and Sobeys going back well over 17, 18 years and well before that when he was involved in strategic development of the Company. One of Marcel strengths is that he's not only very articulate, but always asks those difficult questions that as a Director and then Chair of the Board I always appreciate.

He got the issue on the table, which was always good to hear. Can't always say that management were as supportive of that concept, but Marcel was good; very good strategic insight, and many contributions, Marcel. And for those who may not know, he's the lead runner for becoming Mayor of Montreal, so I think Montreal will do well to have him as the new Mayor there. So we wish you all the best generally, and we wish you success in your election, Marcel.

It's noted in the notice of Annual General Meeting and management information circular at this meeting we are to approve the following items. First, the election of each of the Directors I have just mentioned and fixing the maximum number of Directors at 18; the Directors' remuneration as set out in the circular; the appointment of Grant Thornton, LLP as auditors for the ensuing year; and authorization of the Directors to fix the remuneration of Grant Thornton. Are there any questions on any of these matters?

As proxies for 100 percent of the voting shares have been deposited in favour of these matters, we obviously have enough votes already deposited for their approval. For the record, is

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there any voting shareholder who would want to register a negative vote? Hearing none, I declare each of these items passed as outlined in the notice of circular.

I now turn to the advisory resolution on executive compensation in respect of which both Class A and Class B shareholders will vote. This is an advisory vote, and therefore not binding upon the Board of Directors of Empire. However, the Board, and in particular the Human Resources Committee, continue to be interested in the feedback from all shareholders with respect to executive compensation.

Our philosophy is based on the fundamental principle of pay for performance to align the interests of our executives with those of our shareholders. This compensation approach allows us to attract, motivate, and retain highly qualified executives who are encouraged to make decisions and to take actions that will create long-term sustainable growth and value.

Of the proxies received, 100 percent of the Class B shares and 94.1 percent of the Class A shares were in favour of the advisory resolution on executive compensation. So there's enough votes already to pass this resolution.

For the record, is there any shareholder at the meeting who would like to register a vote contrary to the advisory resolution that has not already done so?

I declare this resolution passed.

The audited consolidated financial statements were mailed to each registered shareholder, and as well copies have been made available at this meeting. While there's no

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requirement that these documents be approved by the shareholders, at this stage we are open to any discussion or questions anyone may have. Are there any questions? Hearing no questions, before I turn it over to Paul, I want to make a few remarks of my own.

At Empire, the Board takes a very active role in the governance, stewardship, and strategic direction of the Company. Our responsibilities include a thorough understanding of the risks associated with our growth, strategies, including the extent to which they could affect our ability to deliver results. In addition, your Board ensures that Empire's corporate governance practices are among the best in Canada.

The makeup of the Board is designed to encourage a diversity of perspectives and independent thinking. It includes a dynamic mix of Sobeys family representatives, and a majority of independent Directors who all freely challenge each other, as well the senior management team.

Another important responsibility of governance is to ensure that our capital resources are deployed in a manner that will maximize long-term value for the Company. This critical Board function has governed Sobeys' expansion into a leading national food retailer, and the creation of Crombie REIT to help facilitate Sobeys' growth, and maximize the value of our real estate assets.

These are businesses that have steadily rewarded our shareholders over the years, including the most recent year in which the Company's shares delivered a total return of 21 percent.

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Turning to Safeway. I'd like you to keep in mind the following thought: that failure is an orphan and success has many fathers. The impetus to pursue Safeway began to get serious attention last fall of 2012 during the strategy session with the Directors and the management.

At that time, it was considered to be quite a long shot to acquire the Canadian assets of Safeway, but nevertheless so important we should try. So for the Board, supporting the pursuit and then approving what I would consider an aggressive bid, well done.

To the Sobey family shareholders, I would say truly it is quite remarkable the strength and the courage of the family to support all of this. The Sobey family through the Directors and the major B shareholders were unwavering in support, and we really appreciate that support.

Paul and Marc, in a few minutes you will tell us why you think it's transformational. It truly is, so I will not get into those reasons. I don't want to take away from your thunder. But I did want to say that—did want to recognize the hard work of both Paul Sobey and Marc Poulin in pulling this transaction together; really quite remarkable.

As well, many management are here today and many are outside have worked hard on this throughout the transaction, and we very much appreciate the hard work that has gone on and is going on. So thank you very much for that. We really do appreciate all of that.

Without any disrespect to the fathers I have just mentioned, you've all played important roles. I did want to refer to one more.

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As I mentioned at the beginning of this, it was considered a bit of a long shot that we would get these assets, and Paul Beesley has worked countless days, nights, and weekends, dealing with many twists and turns. And I think it's fair to say that Paul Beesley tirelessly and doggedly lead the challenge to pull this transaction together with more advice from anybody than he likely needed, except mine, of course. So I think there is indeed a special hats-off to this very important father in getting this agreement today. Well done, Mr. Beesley.

As challenging as it was to get where we are now, the real challenge for the Sobeyes team has just begun. Now it's a great effort to not only do the integration, but get the synergies promised.

I'm confident that Marc Poulin and the rest of his team will excel well at this, and we're in good hands. But the hard work's still ahead of us. Of course, the overall performance of our company is made possible by the management employees of Empire, Sobeyes its franchisees and affiliates. Their efforts have allowed us to earn the continuing loyalty and confidence of our customers, and delivered another outstanding year of results.

And on that note, perhaps I could turn it over to you, Paul, and you'll tell us a little more about the results and strategy.

Paul Sobey — President and Chief Executive Officer, Empire Company Ltd.

All right. Thank you very much, Rob. Good morning, everyone, and on behalf of Empire, I'd like to thank you for being with us here this morning.

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Before I review the past year's progress and results, I'd like to briefly review Empire's history of value creation and say a few words on the Canada Safeway transaction, which indeed is a truly historic and once in a lifetime transformational acquisition, transaction for our company.

Empire's success and legacy of value creation reflects its ongoing investment in businesses we know best, specifically our food retailing and related real estate businesses. Sobeys became a true national player with the acquisition of the Oshawa Group in December 1998, which resulted in the Company more than tripling its size from approximately 3 billion in annual sales to an excess of 11 billion.

The Company has continually capitalized on the strategic advantages of investment potential that came from owning of the property associated with Sobeys' growing retail network. These two businesses have been the foundation of the Company, which lead to the March 2006 formation of Crombie REIT, in which Empire holds a 42 percent equity accounted interest today.

In May 2007, Empire privatized Sobeys by acquiring all of the outstanding equities at Sobeys that it did not already own, and continued to focus on its main businesses: food and related real estate. And in September of that same year, we broadened our footprint into the Vancouver area with the acquisition of Thrifty Foods.

And as you can see from this slide, this focus and commitment to reinvest back into the growth and the development of these core businesses has resulted in solid growth in adjusted net earnings per share.

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From January 4, 1999, basically when the Oshawa Group acquisition closed, to June 2013, when they announced the acquisition of Canada Safeway, Empire has delivered an annual total shareholder return of 13.5 percent, outperforming the S&P TSX index. And Empire also has 18 consecutive years of dividend growth with a CAGR in dividends of 15.4 percent since fiscal 1999.

Now the acquisition of Canada Safeway represents a once in a lifetime opportunity. It indeed solidifies our national platform, and enhances our base of operations.

It is financed prudently, and has a very prudent capital structure. It is a great cultural fit, and as well it also strengthens our talent base.

The acquisition continues Empire's focus on a commitment to our food and related real estate businesses, and these are, as I said, businesses we know best, and we've been proudly serving Canadian food shoppers for over 106 years now.

And since the privatization of Sobeys in 2007, Empire has embarked on a major refocusing of its businesses to these retail and food operations, with Sobeys investing to expand and modernize its stores, systems, and distribution network.

The acquisition of Canada Safeway represents a unique and highly strategic opportunity to leverage Sobeys modern asset base and provide a new platform for growth. It completes our evolution into a truly national food retailer, and Canada Safeway is the leading grocer in Western Canada, and the largest food retailer in the fastest growing Alberta market.

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And it solidifies—it solidifies our natural grocery platform with a geographical presence that is highly complementary to our existing retail network, and solidifies our position as the second largest food retailer in the country.

Canada Safeway's 213 retail stores, grocery stores, are in highly valued retail markets, having excellent locations. Sobeys and Canada Safeway are also highly complementary in terms of strategic objectives and corporate culture. Both companies are focused in fresh food, excellence in fresh food, and exceptional customer service.

Sobeys and Canada Safeway also share a similar approach in the operations of the business, with high-quality management, leading customer insight capabilities, established Air Mile rewards programs, as well as an emphasis on employee development, rigorous cost control, and strong private label programs.

The acquisition will significantly enhance Sobeys' scale while creating meaningful cost synergies and earnings accretion. This is due in no small part to Sobeys' state-of-the-art distribution facilities and leading edge IT and point of sale infrastructure systems, which will be leveraged across Canada Safeway's network.

Management expects the acquisition to be immediately accretive to Empire's adjusted net earnings per share and in excess of 25 percent accretive once annual cost synergies of 200 million are fully realized. And Marc will review the synergies to drive earnings and free cash flow growth a little later.

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Now at this point, I'd like to review Empire's fiscal 2013 performance and then talk about our Q1 results.

Empire posted record performance in fiscal 2013 amid continued intense competition in the food retailing industry. Consolidated sales reached 17.6 billion, an 8.4 percent increase from last year and excluding the impact of the acquisition of the 236 retail gas locations and related convenience store operations from Shell Canada in the fourth quarter of fiscal 2012, consolidated sales increased by 2.9 percent.

Adjusted net earnings for the year, excluding disposition and other items which are not considered indicative of underlying business operating performance, were 367.3 million or \$5.39 per diluted share compared to 322.7 million or \$4.74 per diluted share in fiscal 2012, a 13.8 percent increase. Net earnings net of non-controlled interests were 384.8 million or \$5.65 per diluted share.

And our balance sheet continued to strengthen, and at the end of the year Empire's ratio of debt to total capital improved to 20.6 percent from 25 percent a year ago. And this improvement was made possible by the solid operating performance of Sobeys as well as proceeds from the sale of our retail properties to Crombie REIT.

And in recognition of the improved operating performance and financial condition at the end of June, your Board of Directors approved an 8.3 percent increase in Empire's annual dividend rate to from \$0.96 to \$1.04 per share, and this marked the eighteenth consecutive annual increase in Empire's dividends. Our book value per share also continued to increase, rising 9.7 percent to

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reach \$54.84 at the end of fiscal 2013. And over the last 10 years, book value has increased at a compounded annual rate of 9.9 percent.

Specifically performance of each of our segments for Sobeys, which is the foundation of our success, and Sobeys' fiscal 2013 sales increased 1.3 billion or 8.3 percent to reach 17.3 billion, with same-store sales growth of 1.3 percent. And after adjusting for the impact of the acquisition of the Shell station, which I mentioned earlier, in the fourth quarter of fiscal 2012, sales growth was 2.7 percent.

Although the retail grocery market experienced lower food price inflation in fiscal 2013, competition remained intense through the high level of promotional activity and continuing increase in retail square footage across the industry. In fiscal 2013, Sobeys contributed net adjusted earnings to Empire of 331 million, an increase of 12.4 percent.

And over the past five years, Sobeys has invested more than \$2.3 billion in the expansion and modernization of its stores and distribution network, the implementation of advanced enterprise-wide business systems and processes, and the continued development of our people. And over the same five-year period, Sobeys generated operating cash flow of 3.4 billion, which more than funded this level of investment.

In fiscal 2013, Sobeys invested \$508 million to expand and improve the quality of its retail square footage, and to enhance the capabilities of its business processes and distribution networks.

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Total square footage increased by 1.7 percent during the year to reach 29.4 million square feet of retail space.

I'd like to comment on the performance of Empire's investment in other operations, which during fiscal 2013 primarily consisted of our 42 percent ownership interest in Crombie REIT, our interest in Genstar, and wholly-owned Empire Theatres.

Crombie performed very well in fiscal 2013, with property revenues and net operating income reaching record levels. Crombie's operating income contribution to Empire reached \$22 million compared to 19.7 million the previous year, up 11.7 percent, with free cash flow contribution—with cash flow contribution, I mean, of \$33.4 million.

Crombie has contributed significantly to Empire's track record of value creation, and we intend to keep leveraging the strategic relationship between Crombie and Sobeys. And since the IPO of Crombie REIT in March 2006, Crombie's net property income has increased at a 12.7 percent CAGR, while its market capitalization has increased at an average annual rate of 19 percent to 1.4 billion. And this has resulted in the market value of Crombie's interest—higher market value, to 622.7 million during the—at year-end.

And during fiscal 2013, Empire also sold eight properties to Crombie for \$106 million, which more than—with much more in the development pipeline. And this relationship gets stronger.

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Upon completion of the Canada Safeway acquisition, Crombie REIT has entered into an agreement to purchase a portfolio of 68 retail properties representing approximately 3 million square feet, which is 100 percent occupied gross leasable area from Sobeys for an average purchase price of approximately \$990 million, advancing their growth and diversification across the country.

Our investment in Genstar, which selectively acquires and prepares land for development to master planned residential communities, performed consistent with fiscal 2012's performance, contributing 29.6 million as compared to 30 million in the prior year.

And subsequent to year-end, on June 27, 2013, we announced the sale of Empire Theatres Limited through a definitive agreement with Cineplex Inc. and Landmark Cinemas. On closing, expected later this fall, the Company expects to receive cash of approximately 216 million after adjustments and expenses, and intends to utilize these proceeds for debt repayment.

Now the decision to sell Empire Theatres was a difficult one. It has a long history with Empire, and has been a great business, thanks to the efforts of many, many talented people.

And I'd like to acknowledge Stuart Fraser and his management team for their dedication and hard work throughout this sale process. And in the end, however, the sale of the company is consistent with our strategy of continually focusing our resources squarely behind our food retailing and related real estate businesses.

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Now at this point, I'd like to turn our attention to Empire's consolidated first quarter results, which were released this morning. Consolidated sales for the first quarter ended August 3, 2013, totalled 4.61 billion or up 2.2 percent over last year.

Adjusted net earnings equalled 89.7 million or \$1.32 per share compared to 102.6 million or \$1.51 per share last year. Our first quarter operating performance was below expectations, reflecting a highly competitive and promotional retail operating environment and our commitment to our customers to continually provide a competitive offering.

Despite a challenging market environment, we are confident in the future growth of the Company, and remain well positioned to grow earnings and build on our shareholder value, including the opportunity for profitable growth as a result of the acquisition of Canada Safeway.

Going forward, we will continue to execute on our strategic priorities and growth initiatives to drive sales and strengthen the businesses, and are committed to reducing costs and increasing efficiencies across our businesses.

Our net earnings for the quarter amounted to \$65 million, and this includes a net loss of 17.6 million related to the reclassification of Empire Theatres to a discontinued operation as a result of our decision to sell this business, and a further net impact on earnings of 7.1 million related to the initial costs associated with the Canada Safeway acquisition.

As we look ahead to the balance of the year and beyond, Empire's approach to value creation for long-term sustainable value will not change. We remain focused on our food retailing

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related real estate businesses, and these are, as I said, businesses we know best, and have the potential for long-term sustainable growth and profitability.

And in particular, we look forward to the closing of the Canada Safeway acquisition later on this fall, and will ensure that we have the necessary resources and action plans in place to successfully integrate this exciting and transformational acquisition. And while we have identified many initiatives in place to foster growth and lower costs, the success still boils down to creating more intimate relationships with our customers, one customer at a time.

And it is our people who make this happen. As a team, we'll continue to focus on improvement and innovation, with every single person has the power to make a difference. And this will be even more important as we integrate the Canada Safeway acquisition.

And in closing, on behalf of the Board, Sobey family, senior management, and indeed all of our shareholders, I would like to thank all of our outstanding and dedicated employees, including those who work for our affiliates and franchisees, for helping us to deliver another year of solid results.

I would like to also acknowledge and thank them for helping to make our communities in which we live and work a better place. Your personal efforts, along with the support of the Company and the various Sobey's foundations, truly do indeed make a difference.

And Empire's success also depends, of course, on our outstanding Board of Directors. Their insight and guidance has been much appreciated, and they have fulfilled their roles as steward of

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interests of all shareholders with diligence and integrity. On behalf of all our shareholders, management, and indeed the Board, I'd like to also personally thank Marcel Côté for his counsel and advice over these past 15 plus years, and please keep in touch and we wish you all the best. And I'd also like to wish and express my sincere appreciation to all of our shareholders for your continued support.

And at this point, I'd like to turn over to Marc Poulin, who will review Sobeys' progress and key initiatives.

Marc Poulin — President and Chief Executive Officer, Sobeys

Thank you, Paul, and good morning, ladies and gentlemen. Fiscal 2013 was a year of solid progress in which we continued to leverage significant investments we have made in our business over the past number of years. Before I go further, though, I'd like to thank every single employee who have made the accomplishment of 2013 possible.

I'd like to draw your attention to just some of our achievements in fiscal 2013; these achievements have helped lay the foundation for future growth: successful implementation of SAP in our Quebec and Thrifty Food businesses; new distribution centres in BC and in Quebec; completion of the conversion of discount locations to FreshCo pretty much complete across the network in Ontario; integration of 236 Shell stations in Quebec and Atlantic Canada; growth in the wholesale business, including starting serving Target stores across the country; private label products recognized for innovation in food packaging and sustainability.

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As Paul just mentioned, subsequent to the end of the fourth quarter of 2013, we made the exciting announcement of our intention to have purchased Canada Safeway. As a team, we are extremely excited by this acquisition, as it is clearly a win for our shareholders, our customers, and our employees.

Our employees have always been the foundation of our success, and with the addition of the great team and talented team at Canada Safeway, our customers can continue to expect a high-quality offering with excellence in fresh food supported by great service. Our offering will only get stronger as we share and build upon the best practices of two great businesses.

At Sobeys, we have continued to follow a proven recipe for success that has led to consistent long-term growth and value creation. Starting with our distinct food-focused strategy, Sobeys' expertise in fresh foods has resulted in a differentiated customer experience from the offerings of discounters and mass merchandisers.

At the same time, Sobeys has continued to invest intelligently in the implementation of system-wide business process optimization and rationalization initiatives. These initiatives support all aspects of the business, including operation, merchandising, distribution, human resources, and administration.

Sobeys' focus on employee engagement is an equally important ingredient for success. The passion and dedication of our people are vital to the execution of Sobeys' distinctive food-focused

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strategy. Our goal is to be widely recognized as the best food retailer and workplace environment in Canada.

And finally, Sobeys is always looking to identify new and attractive opportunities for growth. The acquisition of Canada Safeway demonstrates that.

As you can see from this slide, the success of Sobeys' food-focused strategy and expertise in fresh foods has led to a robust track record of growth. Empire's food retailing segment has shown consistent growth, with retail sales increasing at a CAGR 4.9 percent and adjusted EBITDA increasing at a CAGR of 7.4 percent from fiscal 2007 to fiscal 2013. And we believe we can leverage our asset base to further enhance margins in the long term.

As Paul mentioned, the acquisition of Canada Safeway significantly strengthens our presence in Western Canada, and marks the creation of a truly national platform for growth. Post-acquisition, we will have a leading store base in the West.

Canada Safeway's 213 retail grocery stores are in sought-after retail markets. It is an exceptional store portfolio. The average store size is approximately 42,000 square feet, and over 60 percent of the gross leasing area is located in Vancouver, Calgary, Edmonton, and Winnipeg, desirable high-density markets and high-growth markets on top of that.

Canada Safeway operates approximately 9 million square feet of real estate with 116 company-owned locations totalling 4.8 million square feet. The acquisition solidifies Sobeys' national presence, and creates a much stronger national platform with pro forma sales of

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approximately CDN \$24 billion. Sobeys will become a leading grocer in Western Canada, and become the leading grocer in the attractive high-growth market of Alberta.

Our pro forma store count across Canada increases to 1,523, with more than 800 of these stores falling under our full service format, represented by the Sobeys, Safeway, IGA, IGA extra, and Thrifty Food banners, and that will feature the broadest assortment of product and specialty items supported by superior customer service.

This store base creates a critical mass to develop innovative fresh programs, and will make us a clear leader in the operation of fresh food stores in Canada. Our expertise in fresh food has resulted in a differentiated customer experience that has resonated well with the grocery shopper and is not as easily replicated by discounter or mass merchandiser.

The acquisition will significantly enhance Sobeys' scale while creating an opportunity to realize approximately \$200 million worth of synergies by leveraging the plug-and-play nature of Sobeys' modern asset base.

Synergies are expected to be realized in the following areas. First, distribution, where we intend to integrate and modernize Canada's Safeway distribution network while leveraging Sobeys' expertise in that matter; second, information technology, where we will reorganize business processes to fully leverage Sobeys' national light infrastructure and surrounding network architecture and tools; third, procurement. We will leverage significant incremental purchasing power in both food and pharmacy. Fourth, other cost efficiencies will be realized by combining

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management teams to strengthen expertise and deepen our bench, while also securing administrative and marketing savings.

While most of our attention over the past number of months has been on the acquisition, we have also been focused on evolving the Sobeys banner to better serve the changing needs of Canadian food shoppers. All great brands must evolve to ensure they remain relevant and meaningful to their customers. Brands that don't evolve simply don't succeed.

As you know, our food-focused, fresh-driven offering has a natural appeal to Canadian increasingly health conscious consumers, and we are committed to making more—making it more compelling every day. Our research suggests a sizable consumer segment that is concerned that better food is too expensive, too time consuming to prepare, or too difficult to find to include in their everyday life.

In fact, 73 percent of Canadians say they would like to eat better than they currently do. We believe there is a clear strategic opportunity to provide what Canadians are looking for, and we have begun a journey to better meet their needs.

Over the past month, we have been making changes to our offering in Sobeys banner stores across the country. It is the beginning of the evolution of the Sobeys brand that will encourage Canadians to eat better, feel better, and do better.

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We will show Canadians that better food tastes great, is easily available, convenient to prepare, and leads to a healthier life. All of the advances we have and will continue to make are captured in Sobeys' new banner tag line: Sobeys Better Food for All.

Starting this week, customers will not only see the changes we have made to our food offering, but as importantly in the support that we will provide in our stores, as well as through our flyer, our online presence and through digital tools, all of which will empower, enable, and motivate Canadians to eat better every day. Sobeys' new brand platform will be accompanied by an exciting new store concept that will be rolled out later this fall.

So the next year promises to be very exciting for Sobeys, with much opportunity to satisfy the consumers and for future value creation. And to help educate, inspire, and empower Canadians to eat better, we have partnered with world renowned chef and campaigner Jamie Oliver.

As an advocate for change and a promoter of better food internationally, we will be working closely with Jamie and his team to champion enhanced food knowledge, balanced nutrition, quality ingredients, and cooking skills for Canadians.

As Sobeys' spokesperson, Jamie will partner with the Sobeys team as we begin our journey to help Canadians eat better, feel better, and do better. He will focus on bringing awareness to sustainability, cooking skills, product development, and community social responsibilities.

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I can't tell you how excited we are with this partnership with Jamie. He is truly passionate, committed, excited by the opportunity to work with Sobeys, and overall we believe that together we will make a difference in Canadians' lives.

Before I turn the podium back to Rob, I thought you may want to hear a little bit directly from Jamie about why he thinks that the partnership with Sobeys is so important. Thank you. Enjoy.

(Video Presentation)

Rob Dexter

Well, thank you very much, Jamie. Is there any other business from the floor? Are there any questions from the floor? Going once, going twice. Those who know me, I never go for three. May I have a motion to terminate the meeting?

Carol Campbell — Vice President Risk Management, Empire Company Ltd.

(unintelligible)

Rob Dexter

Thanks, Carol. Do I have a seconder?

Stewart Mahoney — Vice President Treasury and Investor Relations, Empire Company Ltd.

I second that motion.

Rob Dexter

Thanks, Stewart. All those in favour? Opposed? I now declare the motion carried and the meeting terminated.

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Thank you very much for attendance. You're all welcome back to the Crombie House for a luncheon, and just before you go, we have one more video for you to see, and I'll—we'll get that now, and then you'll know what it is in a sec.

(Video Presentation)

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