

ONE INTEGRATED GROWTH STRATEGY

FOOD RETAILING



Each of Sobey's five core formats – full-service, fresh service, community service, discount service and convenience service – is designed to ensure we have an optimal product and service offering in each market we serve.

COMPETITIVE STRENGTHS

- Our passionate, “best-in-food” focus supported by our fresh expertise.
- An organizational realignment that is designed to improve our sales and productivity performance, while also enriching our customer shopping experience.
- Industry-leading customer insight capabilities are helping us build stronger one-to-one relationships with our customers.

STRATEGIC PRIORITIES

- Improving operational execution through the continued engagement and training of our employees, and our ongoing investment in tools and processes.
- Completing the SAP system implementation in Québec.
- Continuing to deliver innovative product and service offerings.

INVESTMENTS AND OTHER OPERATIONS



This reporting segment is comprised of Empire's equity investments in Crombie REIT and Genstar, as well as wholly-owned Empire Theatres.

COMPETITIVE STRENGTHS

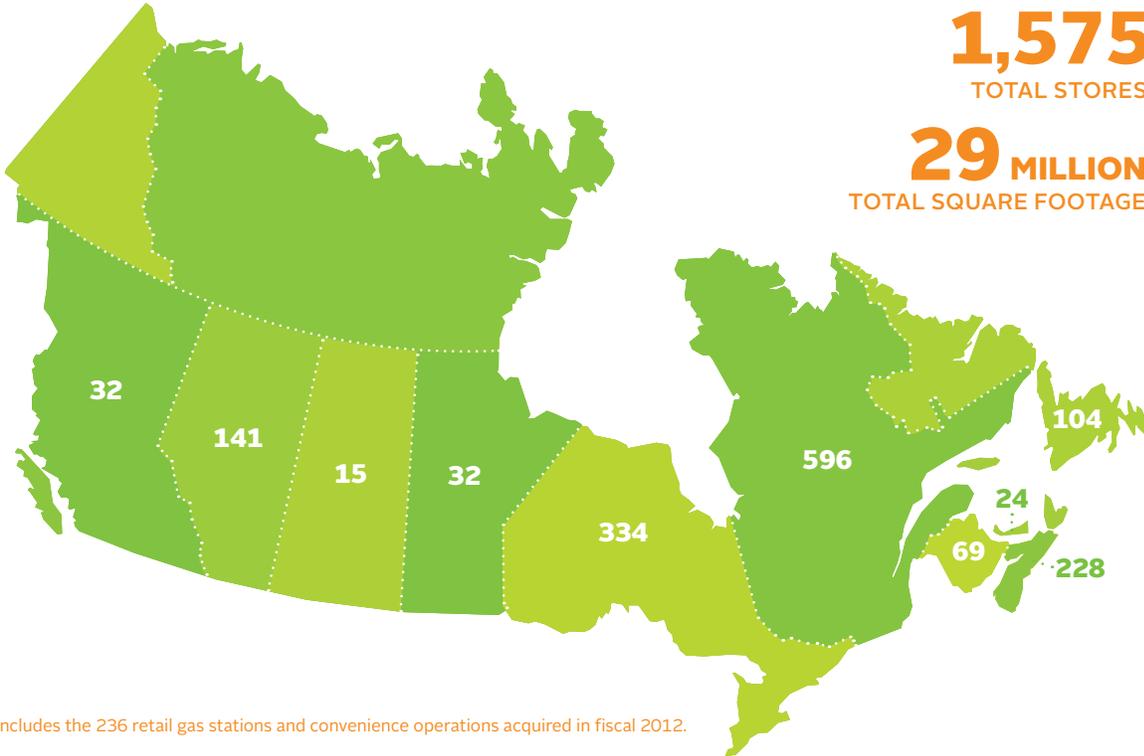
- Crombie REIT and its relationship with Sobey's provides an opportunity to enhance the value of Sobey's real estate developments, while also participating in Crombie REIT's success in third-party acquisitions.
- Genstar provides exposure to attractive residential real estate and insight into prospective food-anchored retail development.
- Empire Theatres, the second largest movie exhibitor in Canada, has proven to be an attractive entertainment destination.

STRATEGIC PRIORITIES

- Ongoing development of Sobey's property pipeline which will be first offered for sale to Crombie REIT in support of its geographical diversification and profitable growth.
- Reinvesting cash distributions from Crombie REIT, Genstar and Empire Theatres to support their respective growth and development.

NATIONAL REACH

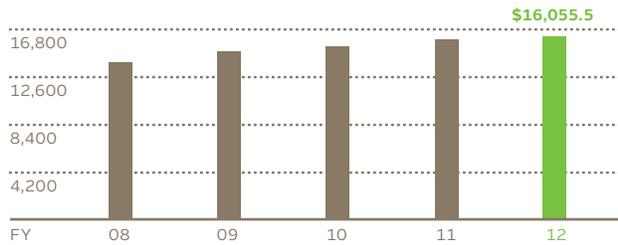
(number of corporate and franchised stores by province)



*Includes the 236 retail gas stations and convenience operations acquired in fiscal 2012.

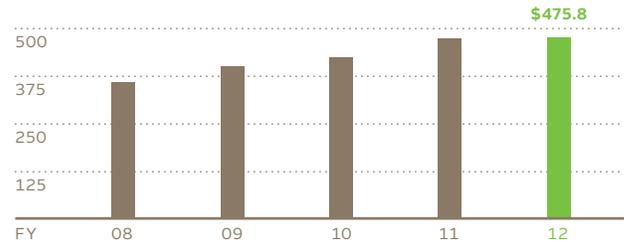
FOOD RETAILING SALES

(\$ in millions)



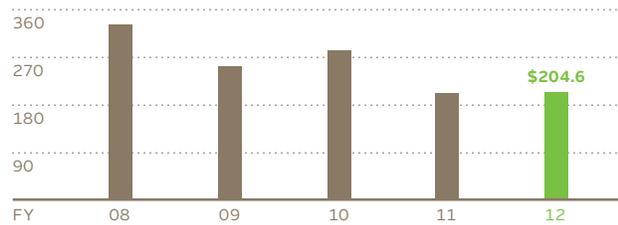
FOOD RETAILING OPERATING INCOME

(\$ in millions)



INVESTMENTS AND OTHER OPERATIONS SALES

(\$ in millions)



INVESTMENTS AND OTHER OPERATIONS OPERATING INCOME

(\$ in millions)

