EMPIRE
2004 Annual General Meeting

What we value
EMPIRE
2004 Annual General Meeting

What we value
Empire Company

Revenues
($ in millions)

Operating Earnings
($ per share)

Years ended April 30th
Empire Company Limited
Growth in Dividend per Share
From 6¢ ten years ago to 48¢ today
(Cents per share)

Years ended April 30th
Long-term Progress

- **Revenue ($ in millions):**
  - 1983: $625
  - 1998: $11,284
- **Operating Earnings ($ in millions):**
  - 1983: $4.6
  - 1998: $163.9
- **Share Price ($ per share):**
  - 1983: $0.51
  - 2001: $26.65

Graph with data points from 1983 to 2004 showing revenue growth.
Management's Three Primary Responsibilities:

1. To ensure excellent management is in place and that they remain focused on execution

2. To add value through our stewardship role

3. To be committed to maintaining an investment portfolio to augment the growth of our operating businesses
Food Distribution
Food Distribution

Revenue
($ in millions)

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue ($ in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>8,942</td>
</tr>
<tr>
<td>2001</td>
<td>9,163</td>
</tr>
<tr>
<td>2002</td>
<td>9,732</td>
</tr>
<tr>
<td>2003</td>
<td>10,415</td>
</tr>
<tr>
<td>2004</td>
<td>11,047</td>
</tr>
</tbody>
</table>

Operating Earnings
($ in millions)

<table>
<thead>
<tr>
<th>Year</th>
<th>Operating Earnings ($ in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>80.2</td>
</tr>
<tr>
<td>2001</td>
<td>91.2</td>
</tr>
<tr>
<td>2002</td>
<td>141.7</td>
</tr>
<tr>
<td>2003</td>
<td>179.0</td>
</tr>
<tr>
<td>2004</td>
<td>167.5</td>
</tr>
</tbody>
</table>

Years ended April 30th
Food Distribution

- 61 new stores opened or replaced
- 28 stores expanded or renovated
- 89 banner conversions
Food Distribution

Company-wide Capital Expenditures

($ in millions)

Years ended April 30th
Food Distribution
Real Estate
Real Estate

Revenue ($ in millions)

Years ended April 30th

Operating Earnings ($ in millions)
Real Estate

Occupancy Rate
(percentage)

Years ended April 30th
Over One Million Square Feet in Ontario and Quebec
Genstar

- 8.1% growth in operating earnings
- Continued growth in Canada and the U.S.
- Focused strategic approach
Real Estate Initiatives…

• Continued Genstar growth in Canada and the U.S.
• Crombie purchased seven properties in Ontario including six from Commissio’s Properties Limited
Empire Theatres

As at July 31, 2004:

• 187 screens in 30 locations
  ♦ 172 screens in 26 Atlantic Canada locations
  ♦ 15 screens in 4 Western Canada locations

• Enhanced offerings and record revenues and earnings
Content is King

Fiscal 2004

Fiscal 2005
Investments
Investment Portfolio Total Return vs. Benchmarks

$100 invested on April 30, 2000

- Empire Portfolio: $146.39
- S&P/TSX Index: $96.89
- S&P 500 Index: $73.99 (in Cdn. $)

Year: 2000 2001 2002 2003 2004
Investment Portfolio Total Return vs. Benchmarks

Fiscal 2004 Return

<table>
<thead>
<tr>
<th>Portfolio</th>
<th>Return</th>
</tr>
</thead>
<tbody>
<tr>
<td>Empire</td>
<td>75.3%</td>
</tr>
<tr>
<td>S&amp;P/TSX Index</td>
<td>37.7%</td>
</tr>
<tr>
<td>S&amp;P 500 Index</td>
<td>20.5%</td>
</tr>
</tbody>
</table>

(in Cdn. $)
Investment Portfolio Total Return vs. Benchmarks

$100 invested on April 30, 2000

- Empire Portfolio: $146.39
- S&P/TSX Index: $96.89
- S&P 500 Index: $73.99 (in Cdn. $)

Graph showing the performance of the Empire Portfolio against benchmarks from 2000 to 2004.
Investments
Off to a Good Start in Fiscal 2005...
Empire Company

Revenues
($ in millions)

Q1 2004: 2,815
Q1 2005: 3,073

Operating Earnings
($ in millions)

Q1 2004: 39.6
Q1 2005: 44.5
Food Distribution

Revenues
($ in millions)

<table>
<thead>
<tr>
<th>Year</th>
<th>2004</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>2,760</td>
<td>3,011</td>
</tr>
</tbody>
</table>

Same Store Sales

<table>
<thead>
<tr>
<th>Year</th>
<th>2004</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>1.6%</td>
<td>2.9%</td>
</tr>
</tbody>
</table>
Real Estate

Revenues
($ in millions)

Q1 2004: 48.9
Q1 2005: 55.1

Operating Earnings
($ in millions)

Q1 2004: 7.7
Q1 2005: 9.8
Real Estate

Occupancy Rate
(percentage)

Q1 2004: 93.1
Q1 2005: 93.6
Empire Theatres

• Strong growth in revenues and earnings over last year
• Subsequent to quarter end…
  – new opening in Bridgewater, NS
  – Announced expansion in Brandon, MB