Clearly Focused on Core Businesses: Food Retailing and Real Estate

- Grow long-term shareholder value
- Businesses that we know and understand
- Passionate commitment to build on synergies
Focus at Sobeys

• Focus on Food
• Driven by Fresh
• Superior Customer Service
• Right Sized, Right Format Stores
• Tools and Processes
• Supporting Our People
• Healthy, Sustainable Growth
What We stated 5 years ago...

Investor Relations Day, Spring 2004

• We are confident in our strategy
• We are staying the course
• Selling, Merchandising and Offering improvements will continue in every region
• We will be competitive in increasingly competitive markets
• Productivity Improvements - Near, Medium and Long-term will fuel our competitive posture and growth overall
• Focus on execution
• We will grow sales and earnings
• Our Financial Condition will continue to improve

We state again here today.
Sobeys Inc.

Revenue
($ in billions)

5 year CAGR = 5.7%

QoQ = 7.4%               YoY = 7.7%

Revenue Growth:
- 2004: $11.0
- 2005: $12.2
- 2006: $12.7
- 2007: $13.0
- 2008: $13.8

Q2 F08: $3.7
Q2 F09: $6.8
YTD F08: $7.4
Sobeys Inc.

Same-Store Sales Growth - Quarterly

- Q2 F08: 2.3%
- Q3 F08: 2.0%
- Q4 F08: 2.6%
- Q1 F09: 3.0%
- Q2 F09: 5.4%

Quarter End
Sobeys Inc.

EBITDA
($ in millions)

5 year CAGR = 7.1%

2004 2005 2006 2007 2008

QoQ = 6.1%  YoY = 10.0%

Q2 F08  Q2 F09  YTD F08  YTD F09

$169.2

5 year CAGR = 7.1%

QoQ = 6.1%  YoY = 10.0%

Q2 F08  Q2 F09  YTD F08  YTD F09

$169.2
Operating Income
($ in millions)

5 year CAGR = 2.3%

QoQ = 4.6%  YoY = 8.1%

Q2 F08  Q2 F09  YTD F08  YTD F09

91.8  $96.0  187.6  $202.8

2004  2005  2006  2007  2008

294.3  322.6  331.6  291.0  $363.8
Sobeys Inc.

Capital Expenditures
($ in millions)

Fiscal Year-End

- 2004: $316
- 2005: $269
- 2006: $332
- 2007: $447
- 2008: $481
During F2008

- 44 new stores opened or replaced
- 22 stores acquired
  - Including 20 Thrifty Food Stores
- 31 stores expanded or renovated
- 60 stores rebannered/redeveloped
- 67 stores closed
**Sobeys Inc.**

**Square Footage (millions)**

- **2004:** 24.1
- **2005:** 25.1
- **2006:** 25.4
- **2007:** 26.4
- **2008:** 27.2

**Total Retail Store Count**

- **2004:** 1,311
- **2005:** 1,314
- **2006:** 1,296
- **2007:** 1,332
- **2008:** 1,348

*Increase: 20% over last five years*

*Increase: 2% over last five years*
Empire Company Limited Consolidated Overview
Fiscal 2008
Was a Productive Year

- Sobeys Privatization in Q1
- Acquisition of Thrifty Foods in Q2
- Sale of 61 properties to Crombie REIT in Q4
Empire Company Limited
Our Long-Term Progress

Focused on growth

Fiscal Year-End

Revenue ($ in millions)
Operating Earnings ($ in millions)
Book Value ($ per share)
Empire Company Limited
Revenue Growth

Consolidated Revenue – 10-Year Average 17.1%

Revenue Growth
($ in billions)


Fiscal Year-End


$14.07

$2.91

Consolidated Revenue – 10-Year Average 17.1%
Empire Company Limited
Earnings Growth

Earnings before capital gains and other items –
10-Year Average 14.2% Earnings Growth
($ in millions)
Empire Company Limited
Operating Earnings Growth

Earnings per share before capital gains and other items – 10-Year Average 15.8% Operating Earnings Growth
($ per share)

Fiscal Year-End


$0.85 $0.78 $1.10 $1.33 $2.00 $2.42 $2.48 $2.78 $3.07 $3.04 $3.69
Empire Company Limited
Dividend Growth

Dividends – 10-Year Average 18.5% Dividend Growth (cents/share)

12.1 13.6 14.0 17.0 21.4 33.0 40.0 48.0 56.0 60.0 66.0 70.0


Fiscal Year-End
Empire Company Limited
Share Price Growth

Share Price – 15% Average Annual Total Return since 1998
($ per share)

* At time of writing – Feb 16/09

Fiscal Year-End
Empire Company Limited
Book Value Growth

Book Value – 10-Year Average 17.7% Book Value Growth
($ per share)
Empire Company Limited
Fiscal 2009

Highlights – 26 Weeks ended November 1, 2008
• $7.51 billion of revenue, up 7.2%
• 4.2% same-stores sales growth
• $133.5 million operating earnings ($2.03 per share)
  – Growth of 11.0% YoY
• $140.8 million net earnings ($2.14 per share)
• Debt to capital ratio declined to 37.4%
clearly focused on our strengths