Empire's ability to create value comes from investment in core businesses we understand best – food retailing and related real estate. Focused on meeting the everyday needs of Canadian consumers, these businesses have helped Empire achieve steady performance over time.

A legacy of value creation

**Fiscal 2004**

<table>
<thead>
<tr>
<th>Sales ($ in millions)</th>
<th>$11,284.0</th>
</tr>
</thead>
<tbody>
<tr>
<td>Book Value ($ per share)</td>
<td>$23.67</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fiscal 2004</th>
<th>Adjusted Net Earnings ($ in millions)</th>
<th>$163.3</th>
</tr>
</thead>
</table>

**JUNE 2005**

Wajax converts to an income trust. Empire sells 2.875 million units, for a $25.6 million gain.

**MARCH 2006**

Crombie REIT completes its initial public offering. Empire sells 44 properties to Crombie REIT for $468.5 million and retains an initial 48.3% ownership interest.

**AUGUST 2004**

Sobeys introduces its exclusive Compliments private label offering.

**AUGUST 2006**

Sobeys acquires Achille de la Chevrotière Ltée, for $79.2 million.

**JUNE 2007**

Empire acquires the outstanding common shares of Sobeys that it did not own for $1.06 billion, achieving 100% ownership.

**SEPTEMBER 2007**

Sobeys acquires Thrifty Foods for $253.6 million.

**APRIL 2008**

Empire sells 61 properties for $428.5 million to Crombie REIT.

APRIL 2004

During the year Empire increases its ownership interest in Sobeys, from 62% to 65%.
### Adjusted Net Earnings CAGR

8.7%

from 2003 to 2013

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Sales ($ in millions)</th>
<th>Adjusted Net Earnings ($ in millions)</th>
<th>Book Value ($ per share)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>$17,612.7</td>
<td>$367.3</td>
<td>$54.84</td>
</tr>
</tbody>
</table>

#### Key Events

**MARCH 2009**
Empire issues 2.713 million Non-Voting Class A shares at $49.75 per share for total net proceeds to Empire of approximately $129 million. Proceeds from this equity issue, coupled with strong cash generation from Sobeys, reduce Empire’s ratio of debt to capital to 32.7% from 39.8%.

**MAY 2010**
- Sobeys enjoys another record year and receives credit rating upgrades from Standard & Poor’s and DBRS, with both ratings at investment grade. Empire reduces its ratio of debt to capital to 29.3% from 32.7%.
- Sobeys sells its investment in Wajax for net proceeds of $121.3 million.

**MAY 2011**
Sobeys completes the first year of the FreshCo discount banner in Ontario with a network of 57 stores in operation by fiscal year-end.

**OCTOBER 2010**
Sobeys initiates an organizational realignment to optimize productivity and fully capitalize on its scale.

**OCTOBER 2011**
Sobeys purchases 236 retail gas locations in Quebec and Atlantic Canada for $214.9 million.

**MARCH 2012**
Sobeys completes its national implementation of the SAP business platform to fully capitalize on Sobeys scale as a $17 billion organization.

**NOVEMBER 2012**
Sobeys begins shipping from its second fully-automated distribution centre in Terrebonne, Quebec.

**MARCH 2013**
- Empire issues 2.713 million Non-Voting Class A shares at $49.75 per share for total net proceeds to Empire of approximately $129 million. Proceeds from this equity issue, coupled with strong cash generation from Sobeys, reduce Empire’s ratio of debt to capital to 32.7% from 39.8%.