



# Q3-FY2025 RESULTS EARNINGS CALL PRESENTATION

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# NOTE TO READERS

In this document, unless otherwise indicated, all financial data are prepared in accordance with International Financial Reporting Accounting Standards (IFRS) and the term “dollars” as well as the symbol “\$” designate Canadian dollars. In this document, we also use non-IFRS financial measures for which a complete definition is presented below and for which a reconciliation to financial information in accordance with IFRS is presented at the end of this presentation and in Note 3 "Segmented Information" to the unaudited condensed interim consolidated financial statements for the third quarter ended July 27, 2025. These measures should be considered as a complement to financial performance measures in accordance with IFRS. They do not substitute and are not superior to them.

Terms used	Definitions
Adjusted operating earnings before depreciation and amortization (Adjusted EBITDA)	Operating earnings before depreciation and amortization including realized gains on non-designated foreign exchange contracts and excluding restructuring and other costs (revenues) as well as impairment of assets.
Adjusted net earnings attributable to shareholders of the Corporation (Adjusted EPS)	Net earnings attributable to shareholders of the Corporation before restructuring and other costs (revenues), amortization of intangible assets arising from business combinations and impairment of assets, net of related income taxes, as well as the recognition of previous years tax assets of an acquired company.
Net indebtedness	Total of long-term debt, of current portion of long-term debt, of lease liabilities and of current portion of lease liabilities, less cash.
Net indebtedness ratio	Net indebtedness divided by the last 12 months' adjusted operating earnings before depreciation and amortization.



# FORWARD-LOOKING INFORMATION

Our public communications often contain oral or written forward-looking statements which are based on the expectations of management and inherently subject to a certain number of risks and uncertainties, known and unknown. By their very nature, forward-looking statements are derived from both general and specific assumptions. The Corporation cautions against undue reliance on such statements since actual results or events may differ materially from the expectations expressed or implied in them. Forward-looking statements may include observations concerning the Corporation's objectives, strategy, anticipated financial results and business outlook. The Corporation's future performance may also be affected by a number of factors, many of which are beyond the Corporation's will or control. These factors include, but are not limited to the impact of digital product development and adoption, the impact of changes in the participants in the distribution of newspapers and printed advertising materials and the disruption in their activities resulting mainly from labour disputes, including at Canada Post, the impact of regulations or legislation regarding door-to-door distribution on the printing of paper flyers or printed advertising materials, inflation and recession risks, economic conditions and geopolitical uncertainty, environmental risks as well as adoption of new regulations or amendments and changes to consumption habits, risk of an operational disruption that could be harmful to its ability to meet deadlines, the worldwide outbreak of a disease, a virus or any other contagious disease could have an adverse impact on the Corporation's operations, the ability to generate organic long-term growth and face competition, a significant increase in the cost of raw materials, the availability of those materials and energy consumption could have an adverse impact on the Corporation's activities, the ability to complete acquisitions and properly integrate them, cybersecurity, data protection, warehousing and usage, the impact of digital product development and adoption on the demand for printed products other than flyers, the failure of patents, trademarks and confidentiality agreements to protect intellectual property, a difficulty to attract and retain employees in the main operating sectors, the safety and quality of packaging products used in the food industry, bad debts from certain customers, import and export controls, duties, tariffs or taxes, exchange rate fluctuations, increase in market interest rates with respect to our financial instruments as well as availability of capital at a reasonable cost, the legal risks related to its activities and the compliance of its activities with applicable regulations, the impact of major market fluctuations on the solvency of defined benefit pension plans, changes in tax legislation and disputes with tax authorities or amendments to statutory tax rates in force, the impact of impairment tests on the value of assets and a conflict of interest between the controlling shareholder and other shareholders. The main risks, uncertainties and factors that could influence actual results are described in the *Management's Discussion and Analysis* for the fiscal year ended October 27, 2024 and in the latest *Annual Information Form*.

Unless otherwise indicated by the Corporation, forward-looking statements do not take into account the potential impact of non-recurring or other unusual items, nor of disposals, business combinations, mergers or acquisitions which may be announced or entered into after the date of September 4, 2025. The forward-looking statements in this presentation are made pursuant to the "safe harbour" provisions of applicable Canadian securities legislation. The forward-looking statements in this release are based on current expectations and information available as at September 4, 2025. Such forward-looking information may also be found in other documents filed with Canadian securities regulators or in other communications. The Corporation's management disclaims any intention or obligation to update or revise these statements unless otherwise required by the securities authorities.



## Highlights

- Solid performance from the Retail Services & Printing Sector with a **revenue growth of 4.5%** and **higher profit** despite a tougher comparable
- **Close to 5% organic profit growth** in Packaging despite volumes impacted by weaker seasonality
- Continue to benefit from cost reduction initiatives leading a Q3-FY2025 **adj. EPS growth of 16.7%**
- **1.68x net debt ratio** and expect to continue reducing net debt ratio in Q4-FY2025

Positive impacts from EPS and balance sheet improvement program





## Q3-FY2025 Financial Results

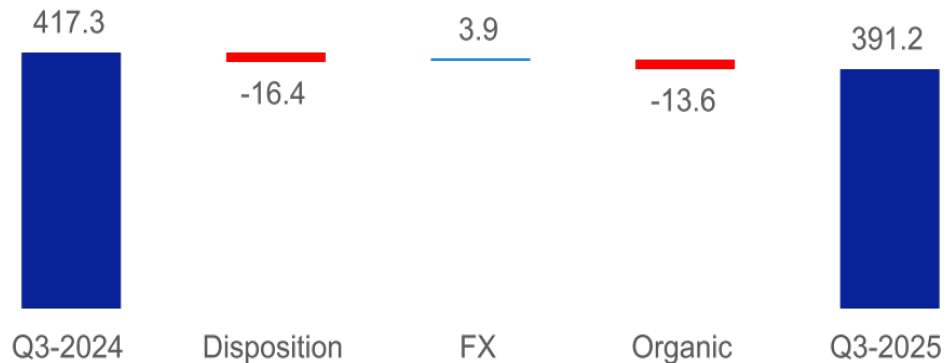
	Q3-FY2025	Q3-FY2024	Highlights
Revenues	\$684.4M	\$700.0M	<ul style="list-style-type: none"><li>2.2% decrease due to the sale of our Industrial Packaging operations. Lower volume in our Packaging sector offset by growth in book printing activities and favourable FX impact</li></ul>
Adj. EBITDA <sup>(1)</sup>	\$122.6M	\$121.0M	<ul style="list-style-type: none"><li>\$4.2M organic profit growth from cost reduction initiatives</li></ul>
Adj. EPS <sup>(1)</sup>	\$0.70	\$0.60	<ul style="list-style-type: none"><li>~17% increase from higher adjusted EBITDA, lower financial expenses and income taxes, and lower share count</li></ul>
Net debt ratio <sup>(1)</sup>	1.68x	1.91x	<ul style="list-style-type: none"><li>Strong cash flow from operating activities from last four quarters leading to over \$110M in net debt reduction since Q3-FY2024</li></ul>

(1) Non-IFRS financial measure. Please refer to page 2 of this presentation for a complete description of these measures.



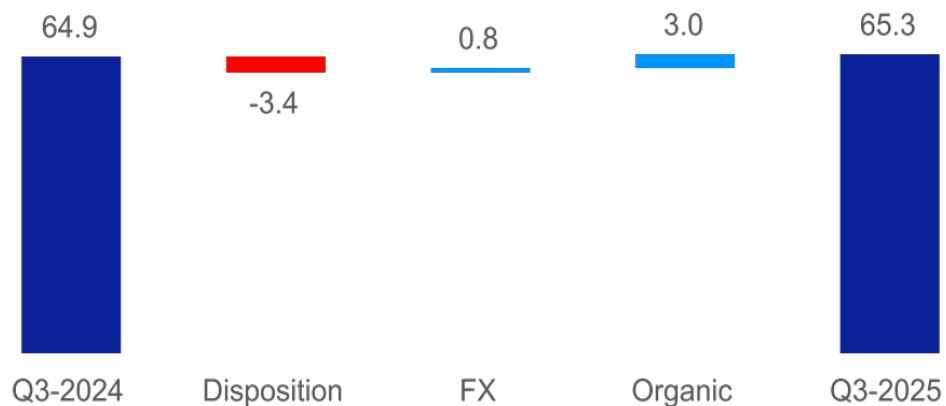
## Q3-2025 Financial Results: Packaging

Revenues (\$M)



- 6.3% decrease mainly due to the sale of our industrial packaging activities and lower volume in some markets
- Partially offset by favourable FX

Adj. EBITDA<sup>(1)</sup> (\$M)

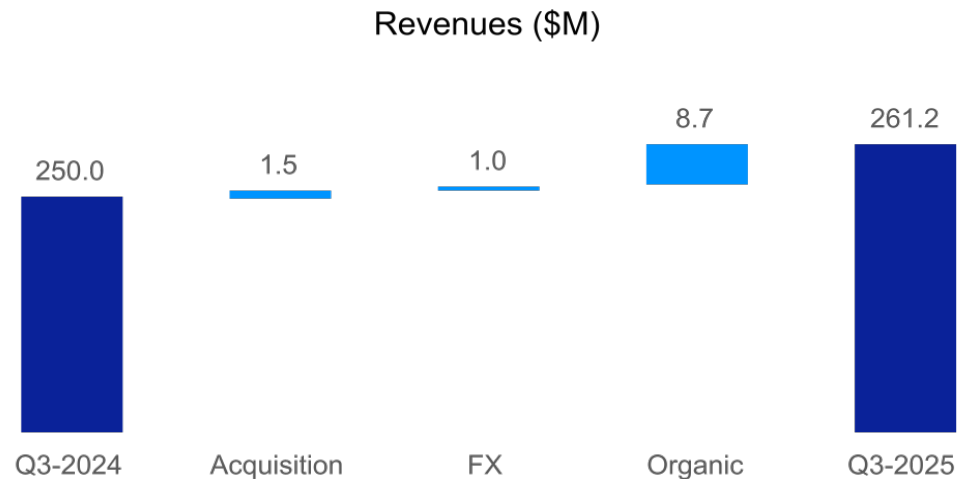


- ~5% organic profit growth from cost reduction initiatives despite lower volume and less favourable mix
- Adj. EBITDA margin increased by 110 bps to 16.7%

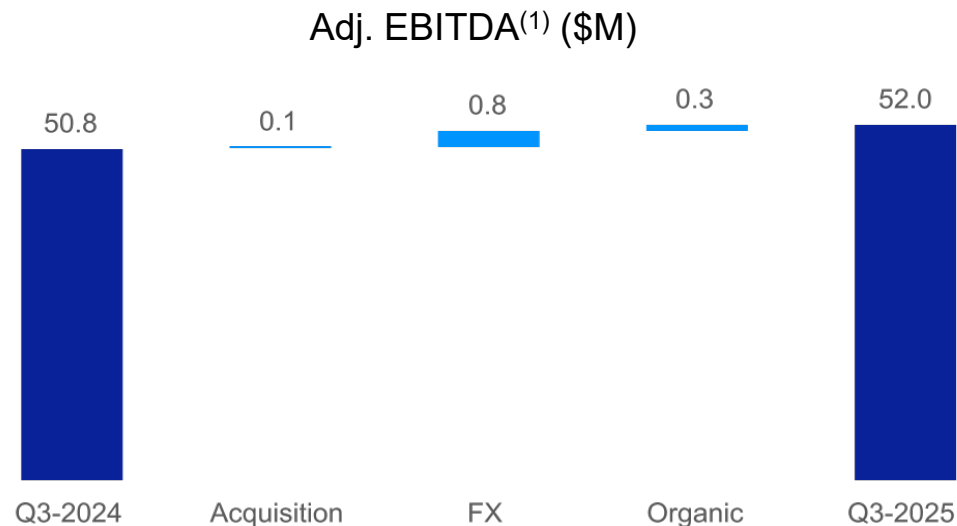
(1) Non-IFRS financial measure. Please refer to page 2 of this presentation for a complete description of these measures.



# Q3-2025 Financial Results: Retail Services & Printing



- 4.5% increase mainly due to an increase in book printing activities and favourable FX, partially offset by lower volume in flyer printing



- 2.4% adj. EBITDA<sup>(1)</sup> improvement from an increase in our book printing activities and favourable FX, partially offset by lower volume in flyer printing and less favourable mix.
- Adj. EBITDA margin remained solid at ~20%



# FY2025 Outlook

## Packaging

- Organic growth in adjusted EBITDA<sup>(1)</sup> in FY2025

## Retail Services & Printing

- Adjusted EBITDA<sup>(1)</sup> now expected to grow in FY2025 following strong year-to-date performance

## Financial Position

- Solid financial position with net debt ratio<sup>(1)</sup> at 1.68x and significant cash flows from operations expected in Q4

Continue to focus on growing profits and on delivering stronger return on assets while maintaining a solid balance sheet

Note: The outlook excludes potential impacts of tariffs and Canada Post labour conflict

(1) Non-IFRS financial measure. Please refer to page 2 of this presentation for a complete description of these measures.





# APPENDIX



# Reconciliation of Non-IFRS Financial Measures

## Reconciliation of operating earnings - Third quarter and cumulative

	Three months ended		Nine months ended	
(in millions of dollars)	July 27, 2025	July 28, 2024	July 27, 2025	July 28, 2024
<b>Operating earnings</b>	<b>\$57.4</b>	<b>\$69.2</b>	<b>\$197.2</b>	<b>\$130.2</b>
<b>Including</b>				
Realized gains on non-designated foreign exchange contracts <sup>(1)</sup>	1.2	—	1.2	—
<b>Excluding</b>				
Restructuring and other costs (revenues)	6.7	(0.5)	(33.2)	26.8
Amortization of intangible assets arising from business combinations <sup>(2)</sup>	14.4	15.5	44.2	51.0
Impairment of assets	5.7	—	5.7	7.5
<b>Adjusted operating earnings</b>	<b>\$85.4</b>	<b>\$84.2</b>	<b>\$215.1</b>	<b>\$215.5</b>
Depreciation and amortization <sup>(3)</sup>	37.2	36.8	113.5	111.7
<b>Adjusted operating earnings before depreciation and amortization</b>	<b>\$122.6</b>	<b>\$121.0</b>	<b>\$328.6</b>	<b>\$327.2</b>

(1) To mitigate the impact of foreign currency fluctuations when consolidating the Packaging Sector's earnings, the Corporation sometimes uses foreign exchange contracts. These contracts are not designated as part of a hedge accounting relationship, and resulting exchange gains or losses are added to adjusted operating earnings and adjusted operating earnings before depreciation and amortization.

(2) Amortization of intangible assets arising from business combinations include our customer relationships, rights of first refusal and educational book titles.

(3) Depreciation and amortization excludes the amortization of intangible assets arising from business combinations



# Reconciliation of Non-IFRS Financial Measures

## Reconciliation of operating earnings - Third quarter and cumulative for the Packaging Sector

	Three months ended		Nine months ended	
(in millions of dollars)	July 27, 2025	July 28, 2024	July 27, 2025	July 28, 2024
<b>Operating earnings</b>	<b>\$29.4</b>	<b>\$29.4</b>	<b>\$126.5</b>	<b>\$84.1</b>
<b>Including</b>				
Realized gains on non-designated foreign exchange contracts <sup>(1)</sup>	1.2	—	1.2	—
<b>Excluding</b>				
Restructuring and other costs (revenues)	1.1	2.4	(41.1)	9.7
Amortization of intangible assets arising from business combinations <sup>(2)</sup>	13.5	14.3	41.1	46.5
Impairment of assets	—	—	—	0.6
<b>Adjusted operating earnings</b>	<b>\$45.2</b>	<b>\$46.1</b>	<b>\$127.7</b>	<b>\$140.9</b>
Depreciation and amortization <sup>(3)</sup>	20.1	18.8	62.0	55.6
<b>Adjusted operating earnings before depreciation and amortization</b>	<b>\$65.3</b>	<b>\$64.9</b>	<b>\$189.7</b>	<b>\$196.5</b>

(1) To mitigate the impact of foreign currency fluctuations when consolidating the Packaging Sector's earnings, the Corporation sometimes uses foreign exchange contracts. These contracts are not designated as part of a hedge accounting relationship, and resulting exchange gains or losses are added to adjusted operating earnings and adjusted operating earnings before depreciation and amortization.

(2) Amortization of intangible assets arising from business combinations includes our customer relationships.

(3) Depreciation and amortization excludes the amortization of intangible assets arising from business combinations.



# Reconciliation of Non-IFRS Financial Measures (cont'd)

## Reconciliation of operating earnings - Third quarter and cumulative for the Retail Services and Printing Sector

	Three months ended		Nine months ended	
(in millions of dollars)	July 27, 2025	July 28, 2024	July 27, 2025	July 28, 2024
<b>Operating earnings</b>	<b>\$37.6</b>	<b>\$36.8</b>	<b>\$107.5</b>	<b>\$71.1</b>
<b>Excluding</b>				
Restructuring and other costs	3.4	1.7	7.5	19.6
Amortization of intangible assets arising from business combinations <sup>(1)</sup>	0.5	0.7	1.7	3.0
Impairment of assets	—	—	—	6.9
<b>Adjusted operating earnings</b>	<b>\$41.5</b>	<b>\$39.2</b>	<b>\$116.7</b>	<b>\$100.6</b>
Depreciation and amortization <sup>(2)</sup>	10.5	11.6	31.6	36.8
<b>Adjusted operating earnings before depreciation and amortization</b>	<b>\$52.0</b>	<b>\$50.8</b>	<b>\$148.3</b>	<b>\$137.4</b>

(1) Amortization of intangible assets arising from business combinations includes our customer relationships.

(2) Depreciation and amortization excludes the amortization of intangible assets arising from business combinations.

## Reconciliation of operating earnings - Third quarter and cumulative for the Other Sector

	Three months ended		Nine months ended	
(in millions of dollars)	July 27, 2025	July 28, 2024	July 27, 2025	July 28, 2024
<b>Operating earnings</b>	<b>\$(9.6)</b>	<b>\$3.0</b>	<b>\$(36.8)</b>	<b>\$(25.0)</b>
<b>Excluding</b>				
Restructuring and other costs (revenues)	2.2	(4.6)	0.4	(2.5)
Amortization of intangible assets arising from business combinations <sup>(1)</sup>	0.4	0.5	1.4	1.5
Impairment of assets	5.7	0	5.7	0
<b>Adjusted operating earnings</b>	<b>\$(1.3)</b>	<b>\$(1.1)</b>	<b>\$(29.3)</b>	<b>\$(26.0)</b>
Depreciation and amortization <sup>(2)</sup>	6.6	6.4	19.9	19.3
<b>Adjusted operating earnings before depreciation and amortization</b>	<b>\$5.3</b>	<b>\$5.3</b>	<b>\$(9.4)</b>	<b>\$(6.7)</b>

(1) Amortization of intangible assets arising from business combinations includes our rights of first refusal and educational book titles.

(2) Depreciation and amortization excludes the amortization of intangible assets arising from business combinations.



# Reconciliation of Non-IFRS Financial Measures (cont'd)

## Reconciliation of net earnings attributable to shareholders of the Corporation - Third quarter and cumulative

	Three months ended		Nine months ended	
(in millions of dollars, except per share amounts)	July 27, 2025	July 28, 2024	July 27, 2025	July 28, 2024
<b>Net earnings attributable to shareholders of the Corporation</b>	<b>\$38.7</b>	<b>\$43.6</b>	<b>\$128.1</b>	<b>\$73.4</b>
<b>Excluding</b>				
Restructuring and other costs (revenues)	6.7	(0.5)	(33.2)	26.8
Tax on restructuring and other costs (revenues)	(1.6)	—	16.1	(6.8)
Amortization of intangible assets arising from business combinations (1)	14.4	15.5	44.2	51.0
Tax on amortization of intangible assets arising from business combinations	(3.5)	(3.8)	(10.8)	(12.5)
Impairment of assets	5.7	—	5.7	7.5
Tax on impairment of assets	(1.5)	—	(1.5)	(1.9)
Recognition of previous years tax assets of an acquired company	—	(3.4)	—	(3.4)
<b>Adjusted net earnings attributable to shareholders of the Corporation</b>	<b>\$58.9</b>	<b>\$51.4</b>	<b>\$148.6</b>	<b>\$134.1</b>
<b>Net earnings attributable to shareholders of the Corporation per share</b>	<b>\$0.46</b>	<b>\$0.50</b>	<b>\$1.53</b>	<b>\$0.85</b>
<b>Adjusted net earnings attributable to shareholders of the Corporation per share</b>	<b>\$0.70</b>	<b>\$0.60</b>	<b>\$1.77</b>	<b>\$1.55</b>
<b>Weighted average number of shares outstanding</b>	<b>83.6</b>	<b>86.4</b>	<b>83.8</b>	<b>86.5</b>

(1) Amortization of intangible assets arising from business combinations includes our customer relationships, rights of first refusal and educational book titles.



## Reconciliation of Non-IFRS Financial Measures (cont'd)

### Reconciliation of net indebtedness

(in millions of dollars, except ratios)	As at July 27, 2025	As at October 27, 2024
Long-term debt	\$461.2	\$668.1
Current portion of long-term debt	252.0	201.0
Lease liabilities	88.7	95.8
Current portion of lease liabilities	24.5	24.1
Cash	(35.9)	(185.2)
<b>Net indebtedness</b>	<b>\$790.5</b>	<b>\$803.8</b>
Adjusted operating earnings before depreciation and amortization (last 12 months)	\$470.8	\$469.4
<b>Net indebtedness ratio</b>	<b>1.68x</b>	<b>1.71x</b>





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