



Q4-FY2024 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 audited annual consolidated financial statements for the fiscal year ended October 27, 2024. 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 as well as restructuring and other costs (revenues) and impairment of assets.
Adjusted net earnings attributable to shareholders of the Corporation per share (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, divided by the weighted average number of shares outstanding.
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 December 11, 2024. 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 presentation are based on current expectations and information available as at December 11, 2024. 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 quarter in terms of profitability with **adj. EBITDA⁽¹⁾ growth** in our two main Sectors
 - Full fiscal year adj. EBITDA growth of 5.1% including **14.2% growth** in our Packaging Sector and **2.1% growth** in our Retail Services & Printing Sector
- ▶ Significant impact from cost reduction initiatives across the organization leading a FY2024 adj. **EPS growth of 15.3%**
- ▶ **1.71x net debt ratio**, excluding the proceeds from the sale of our industrial packaging activities closed after the end of the fiscal year

Strong finish to the fiscal year 2024

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



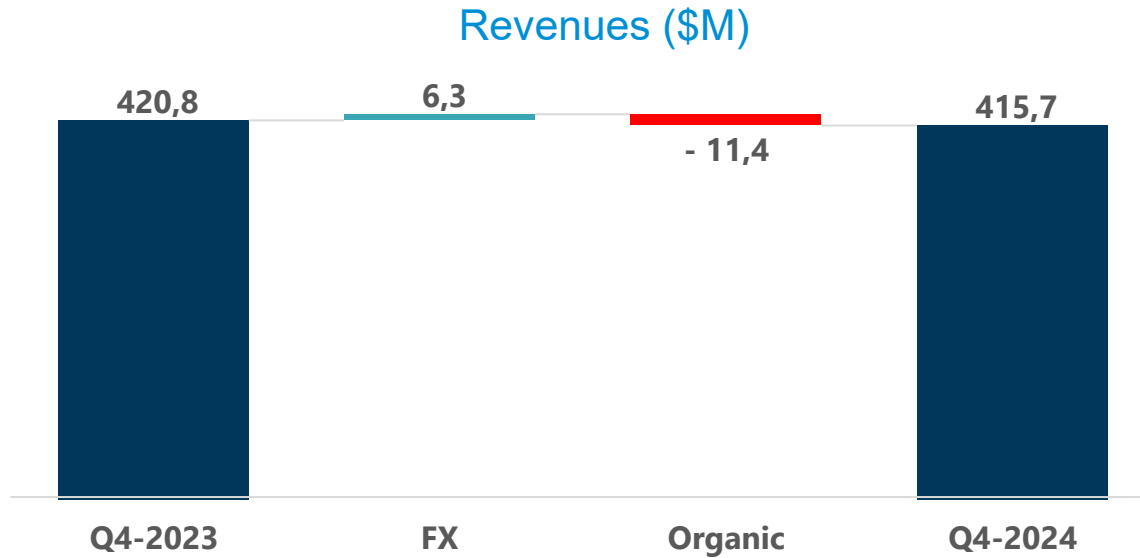
Q4-FY2024 FINANCIAL RESULTS

	Q4-FY2024	Q4-FY2023	Highlights
Revenues	\$749.3M	\$779.7M	<ul style="list-style-type: none">▶ 3.9% decline due to lower volume in the Retail Services & Printing Sector and in the Packaging Sector, partially offset by favourable FX impact
Adj. EBITDA ⁽¹⁾	\$142.2M	\$145.5M	<ul style="list-style-type: none">▶ Profit growth in our two main sectors from cost reduction initiatives▶ 2.3% decline from higher incentive compensation expense (including stock-based compensation)
Adj. EPS ⁽¹⁾	\$0.79	\$0.83	<ul style="list-style-type: none">▶ 4.8% decrease from lower adjusted EBITDA and higher income taxes, partially offset by lower depreciation & amortization and lower financial expenses
Net debt ratio ⁽¹⁾	1.71x	2.06x	<ul style="list-style-type: none">▶ Strong cash flow from operating activities from last four quarters leading to over \$117 M in net debt reduction since Q4-FY2023▶ \$22.9M adj. EBITDA improvement (5.1%) in FY2024

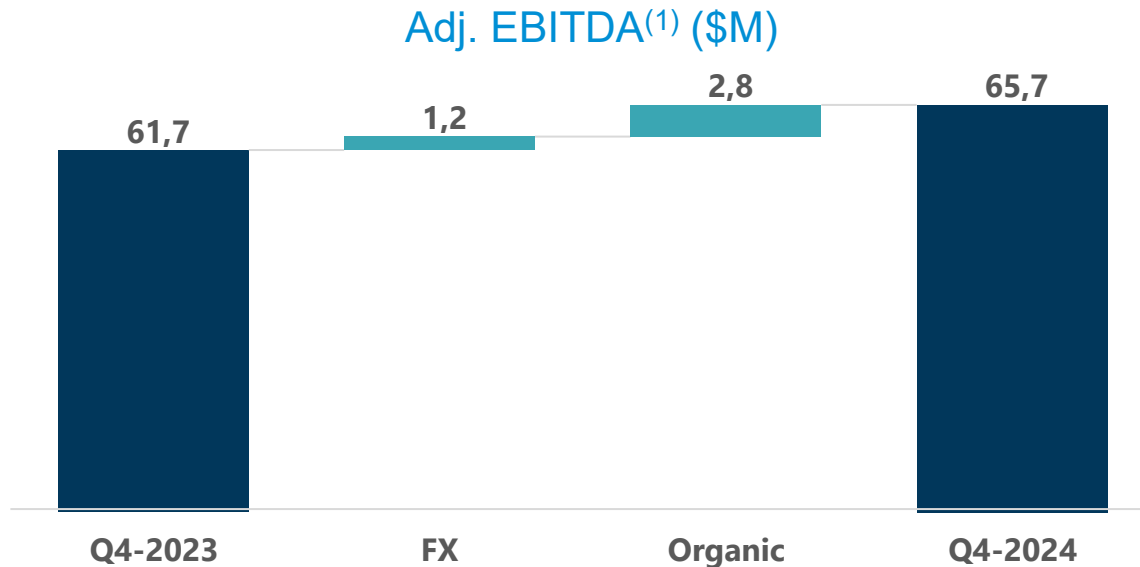
(1) Non-IFRS financial measure. Please refer to page 2 of this presentation for a complete description of these measures.



Q4-2024 FINANCIAL RESULTS: PACKAGING



- 1.2% decrease mainly due to lower volume, notably in the medical market
- Partially mitigated by the favourable FX

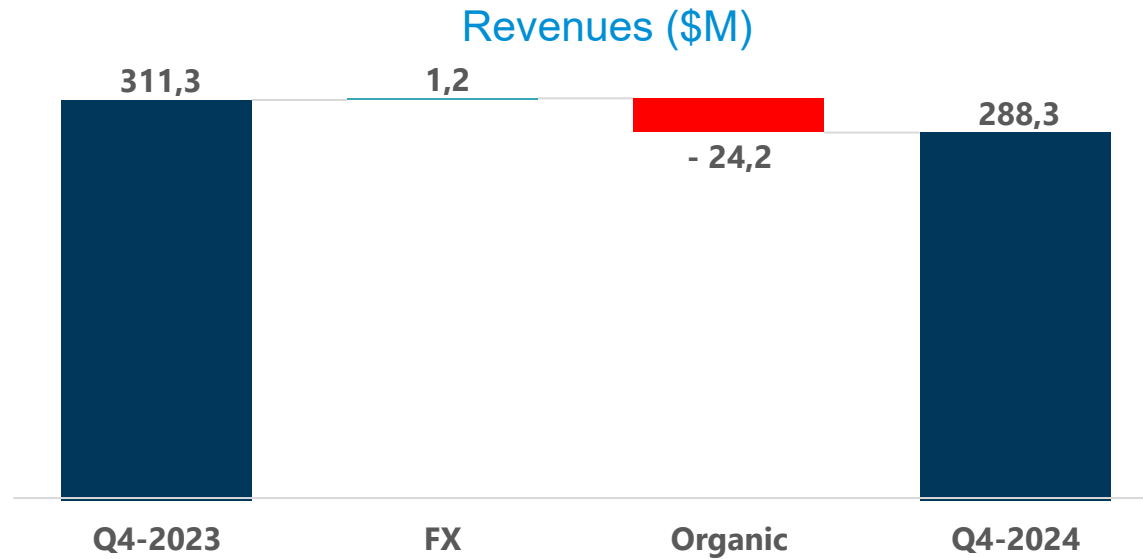


- 6.5% adj. EBITDA⁽¹⁾ improvement from cost reduction initiatives and favourable FX
- Adj. EBITDA margin improved 110 bps to 15.8% (230 bps full year improvement to 16.0%)

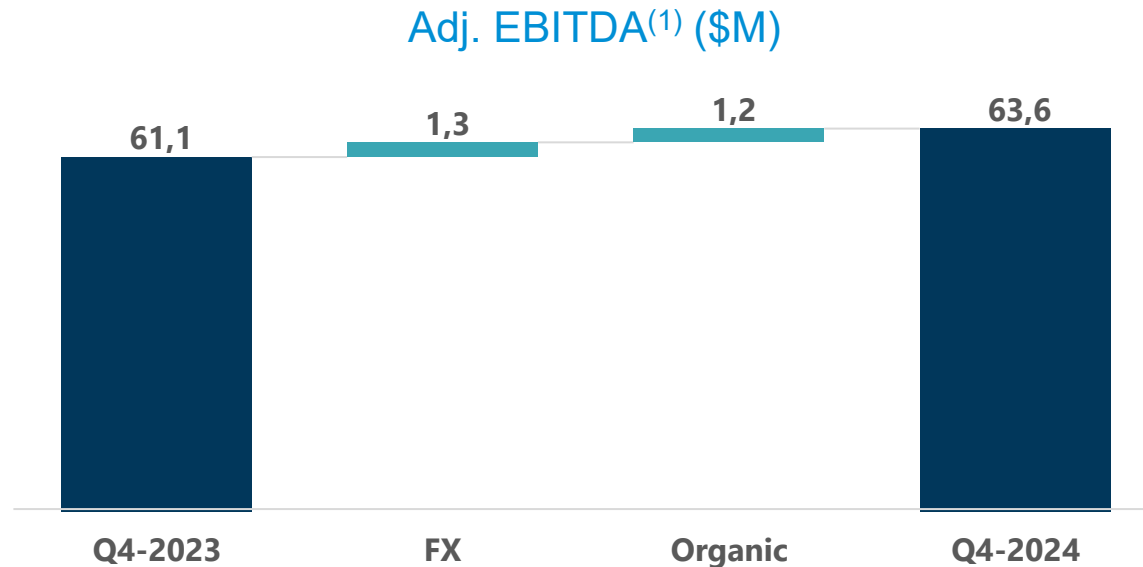
(1) Non-IFRS financial measure. Please refer to page 2 of this presentation for a complete description of these measures.



Q4-2024 FINANCIAL RESULTS: RETAIL SERVICES & PRINTING



- 7.4% decrease mainly due to lower volume for flyer printing activities in relation to the transition to *raddar*TM, and for magazine, book and newspaper printing activities



- 4.1% adj. EBITDA⁽¹⁾ improvement from cost reduction initiatives, favourable FX and growth in our ISM activities
- Adj. EBITDA margin improved 250 bps to 22.1% (200 bps full year improvement to 18.8%)

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



FY2025 OUTLOOK

Packaging

- ▶ Organic growth in adjusted EBITDA⁽¹⁾ in FY2025 with higher volume expected to be offset by pricing pressures

Retail Services & Printing

- ▶ Stable adjusted EBITDA^(1,2) as lower volume in traditional activities expected to be offset by cost reduction initiatives, growth in ISM and roll-out of *raddar*TM

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

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

(2) Excluding the impact of Canada Post labour conflict



APPENDIX



RECONCILIATION OF NON-IFRS FINANCIAL MEASURES

Reconciliation of operating earnings - Fourth quarter and fiscal year

(in millions of dollars)	Three months ended		Year ended	
	October 27, 2024	October 29, 2023	October 27, 2024	October 29, 2023
Operating earnings	\$79.3	\$66.7	\$209.5	\$164.7
Restructuring and other costs (revenues)	7.1	(2.9)	33.9	21.7
Amortization of intangible assets arising from business combinations ⁽¹⁾	15.4	18.3	66.4	73.9
Impairment of assets	3.3	25.2	10.8	25.2
Adjusted operating earnings	\$105.1	\$107.3	\$320.6	\$285.5
Depreciation and amortization ⁽²⁾	37.1	38.2	148.8	161.0
Adjusted operating earnings before depreciation and amortization	\$142.2	\$145.5	\$469.4	\$446.5

(1) Amortization of intangible assets arising from business combinations include our customer relationships, non-compete agreements, rights of first refusal and educational book titles.

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

Reconciliation of operating earnings - Fourth quarter and fiscal year for the Packaging Sector

(in millions of dollars)	Three months ended		Year ended	
	October 27, 2024	October 29, 2023	October 27, 2024	October 29, 2023
Operating earnings	\$30.6	\$14.4	\$114.7	\$62.8
Restructuring and other costs	1.5	3.9	11.2	11.3
Amortization of intangible assets arising from business combinations ⁽¹⁾	14.4	16.1	60.9	64.1
Impairment of assets	—	8.8	0.6	8.8
Adjusted operating earnings	\$46.5	\$43.2	\$187.4	\$147.0
Depreciation and amortization ⁽²⁾	19.2	18.5	74.8	82.5
Adjusted operating earnings before depreciation and amortization	\$65.7	\$61.7	\$262.2	\$229.5

(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 NON-IFRS FINANCIAL MEASURES (CONT'D)

Reconciliation of operating earnings - Fourth quarter and fiscal year for the Retail Services and Printing Sector

(in millions of dollars)	Three months ended		Year ended	
	October 27, 2024	October 29, 2023	October 27, 2024	October 29, 2023
Operating earnings	\$47.5	\$26.0	\$118.6	\$108.8
Restructuring and other costs	2.5	3.8	22.1	11.0
Amortization of intangible assets arising from business combinations ⁽¹⁾	0.4	1.8	3.4	7.8
Impairment of assets	2.2	16.4	9.1	16.4
Adjusted operating earnings	\$52.6	\$48.0	\$153.2	\$144.0
Depreciation and amortization ⁽²⁾	11.0	13.1	47.8	52.9
Adjusted operating earnings before depreciation and amortization	\$63.6	\$61.1	\$201.0	\$196.9

(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 - Fourth quarter and fiscal year for the Other Sector

(in millions of dollars)	Three months ended		Year ended	
	October 27, 2024	October 29, 2023	October 27, 2024	October 29, 2023
Operating earnings	\$1.2	\$26.3	\$(23.8)	\$(6.9)
Restructuring and other costs (revenues)	3.1	(10.6)	0.6	(0.6)
Amortization of intangible assets arising from business combinations ⁽¹⁾	0.6	0.4	2.1	2.0
Impairment of assets	1.1	—	1.1	—
Adjusted operating earnings	\$6.0	\$16.1	\$(20.0)	\$(5.5)
Depreciation and amortization ⁽²⁾	6.9	6.6	26.2	25.6
Adjusted operating earnings before depreciation and amortization	\$12.9	\$22.7	\$6.2	\$20.1

(1) Amortization of intangible assets arising from business combinations includes our non-compete agreements, 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 - Fourth quarter and fiscal year

(in millions of dollars, except per share amounts)	Three months ended		Year ended	
	October 27, 2024	October 29, 2023	October 27, 2024	October 29, 2023
Net earnings attributable to shareholders of the Corporation	\$47.9	\$41.7	\$121.3	\$85.8
Restructuring and other costs (revenues)	7.1	(2.9)	33.9	21.7
Tax on restructuring and other costs (revenues)	(1.8)	0.3	(8.6)	(6.0)
Amortization of intangible assets arising from business combinations ⁽¹⁾	15.4	18.3	66.4	73.9
Tax on amortization of intangible assets arising from business combinations	(3.8)	(4.3)	(16.3)	(18.1)
Impairment of assets	3.3	25.2	10.8	25.2
Tax on impairment of assets	(0.8)	(6.5)	(2.7)	(6.5)
Recognition of previous years tax assets of an acquired company	—	—	(3.4)	—
Adjusted net earnings attributable to shareholders of the Corporation	\$67.3	\$71.8	\$201.4	\$176.0
Net earnings attributable to shareholders of the Corporation per share	\$0.57	\$0.48	\$1.41	\$0.99
Adjusted net earnings attributable to shareholders of the Corporation per share	\$0.79	\$0.83	\$2.34	\$2.03
Weighted average number of shares outstanding	84.8	86.6	86.1	86.6

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

Reconciliation of net indebtedness

(in millions of dollars, except ratios)	As at October 27, 2024	As at October 29, 2023
Long-term debt	\$668.1	\$937.8
Current portion of long-term debt	201.0	2.1
Lease liabilities	95.8	94.6
Current portion of lease liabilities	24.1	23.5
Cash	(185.2)	(137.0)
Net indebtedness	\$803.8	\$921.0
Adjusted operating earnings before depreciation and amortization (last 12 months)	\$469.4	\$446.5
Net indebtedness ratio	1.71x	2.06x



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