

Investor Presentation

First quarter ended March 29, 2025

LASSONDE INDUSTRIES INC.



Lassonde

Forward-Looking Statements and use of financial measures not in accordance with IFRS

This presentation contains “forward-looking information” and the Corporation’s oral and written public communications that do not constitute historical fact may be deemed to be “forward-looking information” within the meaning of applicable Canadian securities law. These forward-looking statements include, but are not limited to, statements on the Corporation’s objectives and goals and are based on current expectations, projections, beliefs, judgments, and assumptions based on information available at the time the applicable forward-looking statement was made and considering the Corporation’s experience combined with its perception of historical trends.

Forward-looking statements are typically identified by words such as “anticipate”, “continue”, “estimate”, “expect”, “may”, “will”, “project”, “should”, “could”, “would”, “believe”, “plan”, “intend”, “design”, “target”, “objective”, “strategy”, “likely”, “potential”, “outlook”, “aim”, “goal”, and similar expressions suggesting future events or future performance in addition to the negative forms of these terms or any variations thereof. All statements other than statements of historical fact included in this document may constitute a forward-looking statement.

In this report, forward-looking statements include, but are not limited to, those set forth in Section 7 – “Outlook” in the MD&A for quarter ended March 29, 2025, which also presents some (but not all) of the key assumptions used in determining the forward-looking statements. Some of the forward-looking statements in this report, such as statements concerning sales volume and sales growth rate, key commodity and input costs, expenses, including items impacting the comparability between the periods, effective tax rate, working capital, and capital expenditures and impacts of tariffs may be considered financial outlooks for the purposes of applicable Canadian securities regulations. These financial outlooks are presented to evaluate potential future earnings and anticipated future uses of cash flows and may not be appropriate for other purposes.

Various factors or assumptions are applied by the Corporation in elaborating the forward-looking statements. These factors and assumptions are based on information currently available to the Corporation, including information obtained by the Corporation from third parties. **Readers are cautioned that the assumptions considered by the Corporation to support these forward-looking statements may prove to be incorrect in whole or in part.**

The significant factors that could cause actual results to differ materially from the conclusions, forecasts, or projections reflected in the forward-looking statements contained herein include, among other things, risks associated with the following: deterioration of general macroeconomic or socioeconomic conditions, including international conflicts, such as trade conflicts (including tariffs, duties and other trade restrictions), which can lead to negative impacts on the Corporation’s suppliers, customers, and operating costs; the availability of raw materials and packaging and related price variations, more specifically for the Corporation’s key commodities; disruptions in or failures of the Corporation’s information technology systems, as well as the development and performance of technology; cyber threats and other information-technology-related risks leading to business disruptions, confidentiality, data integrity, and business email compromise related fraud; the successful deployment of the Corporation’s multi-year strategy (the “Strategy”, defined in Section 4 – “Multi Year Strategy” of the corporation’s MD&A for the quarter ending March 29, 2025), including the successful execution of its key capital projects along with the materialization of the underlying expected benefits, and the Corporation’s ability to effectively integrate any acquisitions; climate change and disasters causing higher operating costs and capital expenditures and reduced production output, or impacting the availability, quality or price volatility of key commodities sourced by the Corporation; loss of key suppliers or supplier concentration; changes made to laws and rules that affect the Corporation’s activities, particularly in matters of tax, as well as the interpretation thereof, and new positions adopted by relevant authorities; the Corporation’s ability to maintain strong sourcing and manufacturing platforms and efficient distribution channels; fluctuations in the prices of inbound and outbound freight, the impact of oil prices (and derivatives thereof) on the Corporation’s direct and indirect costs along with the Corporation’s ability to transfer those increases through higher prices or other means, if any, to its customers in competitive market conditions and considering demand elasticity; the scarcity of labour and the related impact on the hiring, training, developing, retaining and reliance of personnel together with their productivity, employment matters, compliance with employment laws across multiple jurisdictions, and the potential for work stoppages due to the non-renewal of collective bargaining agreements or other reasons; the successful deployment of the Corporation’s health and safety programs in compliance with applicable laws and regulations; serious injuries or fatalities, which could have a material impact on the Corporation’s business continuity and reputation and lead to compliance-related costs; disputes with significant suppliers; the increasing concentration of customers in the food industry, providing them with significant bargaining power, particularly on the Corporation’s selling prices; the implementation, cost, and impact of environmental sustainability initiatives as well as the cost of remediating environmental liabilities; the ability to adapt to changes and developments affecting the Corporation’s industry, including customer preferences, tastes, and buying patterns, market conditions and the activities of competitors and customers; failure to maintain the quality and safety of the Corporation’s products, which could result in product recalls and product liability claims for misbranded, adulterated, contaminated, or spoiled food products, along with reputational damage; risks related to fluctuations in interest rates, currency exchange rates, liquidity and credit, stock price and pension obligations; the incurrence of restructuring, disposal, or other related charges together with the recognition of impairment charges on goodwill or long lived assets; the sufficiency of insurance coverage; and the implications and outcome of potential legal actions, litigation or regulatory proceedings to which the Corporation may be a party. The Corporation cautions readers that the foregoing list of factors is not exhaustive.



Forward-Looking Statements and use of financial measures not in accordance with IFRS (cont'd)

The Corporation's ability to achieve its sustainability targets and goals is further subject to, among other factors, its ability to access and implement all technology necessary to achieve them as well as the development, deployment, and performance of technology, and environmental regulation. The Corporation's ability to achieve its sustainability commitments is further subject to, among other factors, its ability to leverage its supplier relationships.

The assumptions, expectations, and estimates involved in preparing forward-looking statements and risks and uncertainties that could cause actual results to differ materially from forward-looking statements are discussed in the Corporation's materials filed with the Canadian securities regulatory authorities, including information about risk factors that can be found in Section 21 - "Uncertainties and Principal Risk Factors" of the Corporation's MD&A for the year ended December 31, 2024. Readers should review this section in detail.

All forward-looking statements included herein speak only as of the date hereof. Unless required by law, the Corporation does not undertake any obligation to publicly update or revise forward-looking statements, whether as a result of new information, future events or otherwise. **All forward-looking statements contained herein are wholly and expressly qualified by this cautionary statement.**

This document contains financial measures not in accordance with IFRS. Lassonde reports its financial results in accordance with IFRS and generally assesses its financial performance using financial measures or ratios that are prepared using IFRS. However, this document also refers to certain measures or ratios that are not in accordance with IFRS, including the following: Earnings before interest, taxes, depreciation, and amortization ("EBITDA"); Adjusted EBITDA; Adjusted profit attributable to the Corporation's shareholders; Adjusted basic and diluted earnings per share; Operating working capital; Days operating working capital; and Net debt to adjusted EBITDA. These measures may not be comparable to similar measures presented by other issuers. Please refer to Section "Financial Measures Not in Accordance With IFRS" of this document for more information, including the definition and composition of the measure or ratio as well as the reconciliation to the most comparable measure in the financial statements, as applicable. The Corporation uses measures and ratios that are not in accordance with IFRS to provide investors with supplemental metrics to assess and measure its operating performance and financial position from one period to the next. These metrics are presented as a complement to enhance the understanding of Lassonde's financial performance but not in substitution of IFRS results. In addition, measures that are not in accordance with IFRS should not be viewed as a substitute to the related financial information prepared in accordance with IFRS.



Beginning 2025 on a Positive Note

Solid sales and operating profit growth

- Sales increased 22.8% to \$700 million
- 9.3% sales growth excluding foreign exchange impact and contribution from Summer Garden

Market share gains in Canadian and U.S. beverage activities

- Canada – driven by effective merchandising
- U.S. – driven by build-back plan

Strong EBITDA⁽¹⁾ margin in Specialty Food

- Driven by both legacy business and Summer Garden

(1) Financial measure not in accordance with IFRS. Please refer to section on Financial Measures Not in Accordance with IFRS.



U.S. Beverages

Sustained our momentum by gaining market share

- First quarter volume up 10% in a slightly contracting market

Key contributing factors:

- Build-back initiatives with new and existing customers
- Better network efficiency
- North Carolina single-serve line
 - Mechanical issues have largely been addressed
 - Producing at a pace aligned with expectations, to reach full production rate by the end of Q2

Strategic investment initiatives remain on schedule and on budget

- Construction of a new facility in New Jersey
- Relocation of certain production assets to North Carolina



Canadian Beverages

Successful execution on pricing to offset commodity inflation

Productivity improvements through high-speed lines

Benefit from effective merchandising, product innovation and rising consumer sentiment to “Buy Canadian”

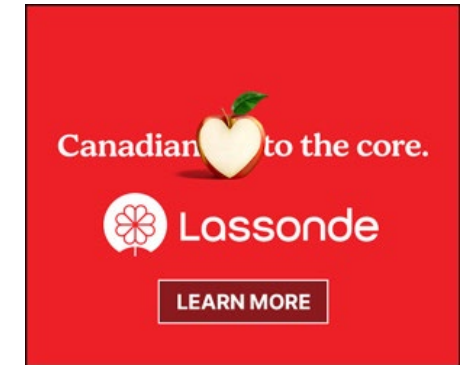
- Market share gains across our branded and private label portfolio
- Offset the effect of a decline in the market

Further boost from marketing campaign

- Lassonde: “Canadian to the core”
- Oasis: “There’s no taste like home”

Commissioned “bag-in-a-box” packaging line ahead of schedule

- Positive response validates our view of strong potential in this niche market
- Expand reach in foodservice and with industrial customers



Specialty Food

Solid quarter from Summer Garden

- Sales of \$55.5 million
- EBITDA⁽¹⁾ of \$13.5 million, representing a margin of 24%

Sales growth from legacy operations in retort products

- Premium glass jar soups and sauces
- Continued category growth in the premium segment
- New product launches and expansion of our Canadian business

Pursuing our evaluation of investments to accelerate growth

- Enhance production capacity
- Assessment of a potential plant expansion in Ohio



(1) Financial measure not in accordance with IFRS. Please refer to section on Financial Measures Not in Accordance with IFRS.



Organizational Changes

Creation of North American Beverage Division

- Comprises two U.S. beverage business units, a beverage business unit in Canada, and North American Food Service unit

Amanda Burns appointed Chief Commercial Officer, North American Beverages

- Previously President of U.S. Private Labels at Lassonde
- Played a key role in developing and executing Project Eagle

Gabriella Arrillaga named Chief Marketing Officer, North American Beverages

- Mandate includes establishing best practices, capturing synergies, and building a growth-oriented portfolio
- Remains General Manager, U.S. National Brands



Organizational Changes (cont'd)

Elizabeth Hill named General Manager, Private Label Beverages USA

- Extensive experience in sales and marketing, building dynamic teams, and stimulating sales growth

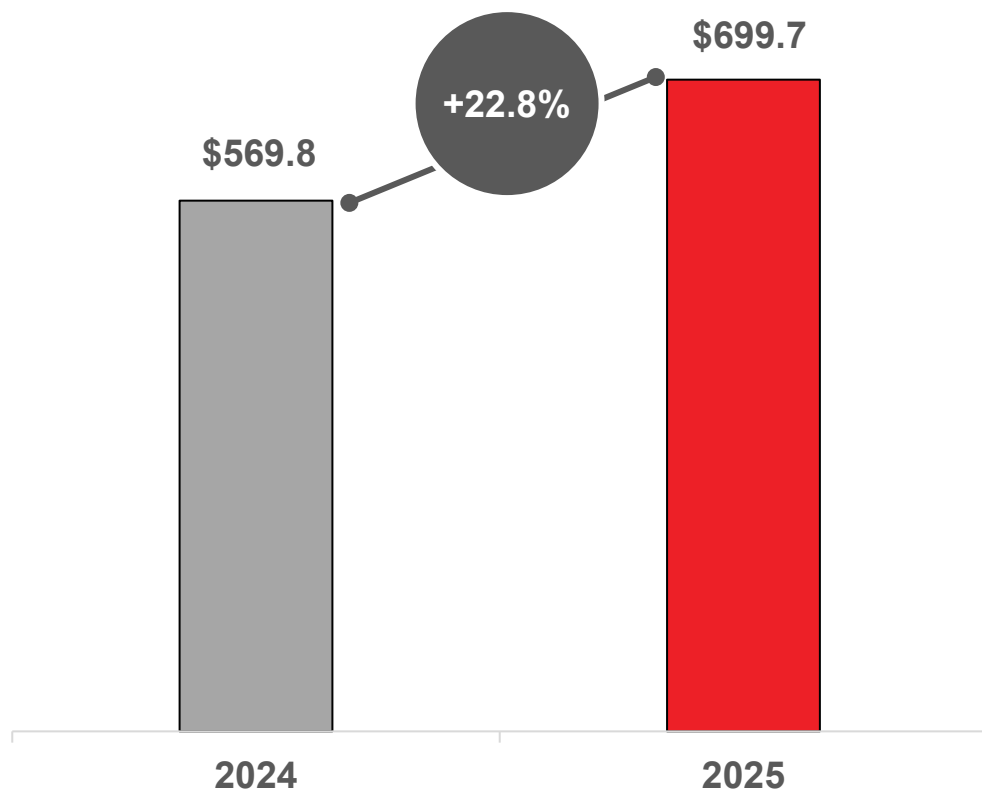


Martin Lauzière named General Manager, Beverages Canada

- Has held various senior management positions
- Last two years as Senior VP of Financial Planning and Analysis



Q1 2025 Sales Increase (\$M)



Key Highlights

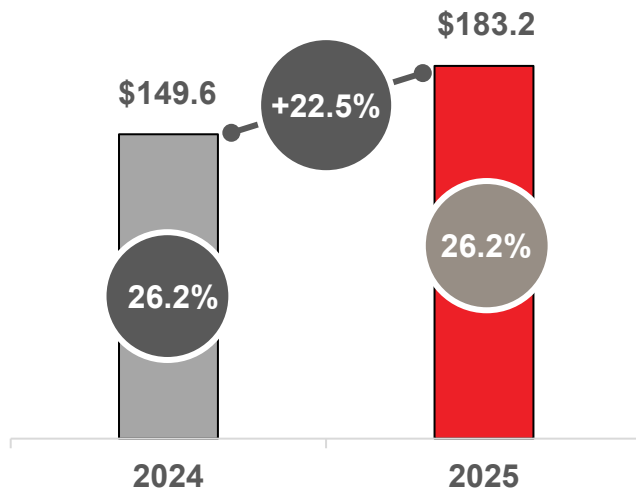
- ✓ \$55.5M contribution from Summer Garden⁽¹⁾
- ✓ FX impact: ▲ \$21.3M
- ✓ Effect of sales volume (U.S. driven) ▲ \$27.1M:
 - ▲ \$12.9M private labels
 - ▲ \$14.2M national brands
- ✓ Selling price adjustments (Canada driven) ▲ \$24.0M:
 - ▲ \$13.0M private labels
 - ▲ \$11.0M national brands
- ✓ Changes in sales mix: ▲ \$2.1M

⁽¹⁾ Lassonde completed the acquisition of Summer Garden on August 8, 2024. Consequently, this entity has been consolidated in Lassonde since this date.

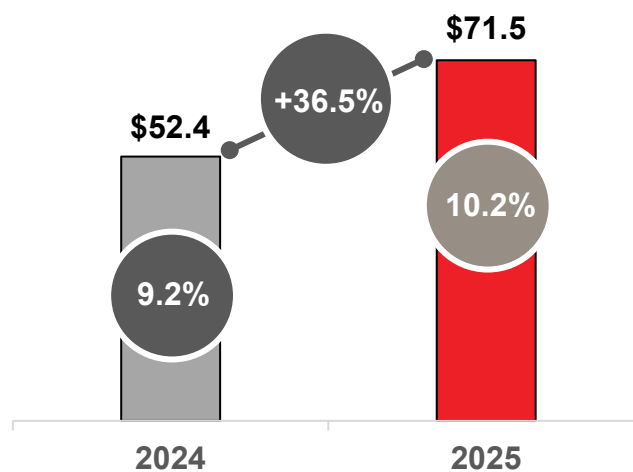


Q1 2025 Improved Profitability

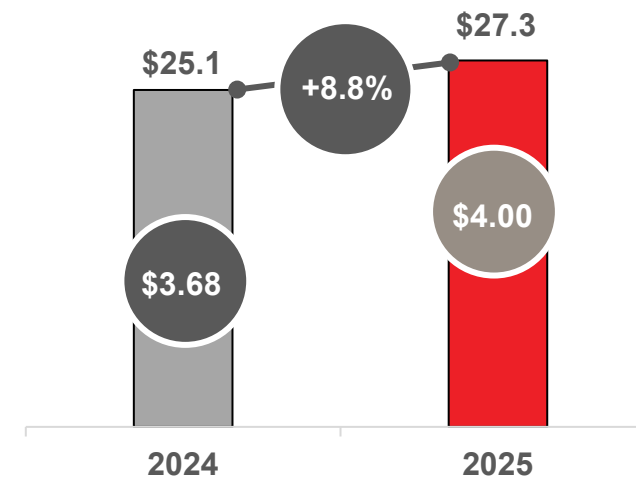
Gross Profit (\$M)



Adjusted EBITDA⁽¹⁾ (\$M)



Adjusted Profit Attributable to the Shareholders⁽¹⁾ (\$M) & Adjusted EPS⁽¹⁾



Key Highlights

Excluding Summer Garden, gross profit margin was 24.9%

- ✓ Higher input costs
 - Mainly oranges; to a lesser extent, pineapple and apples
- ✓ Accelerated depreciation of certain U.S. assets

Partly offset by:

- ✓ Lower cost of PET resin
- ✓ More favourable sales mix in the U.S.

Net of Summer Garden, SG&A expenses rose 8%

- ✓ Currency conversion effect of expenses from U.S. legacy entities
- ✓ Higher outbound freight costs (U.S.) partly due to volume
- ✓ Higher finished goods warehousing costs

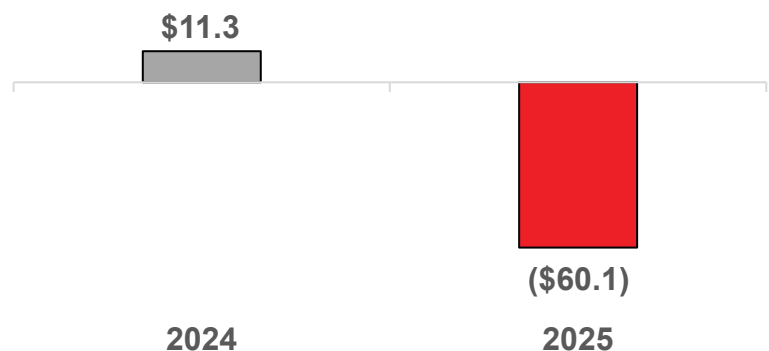
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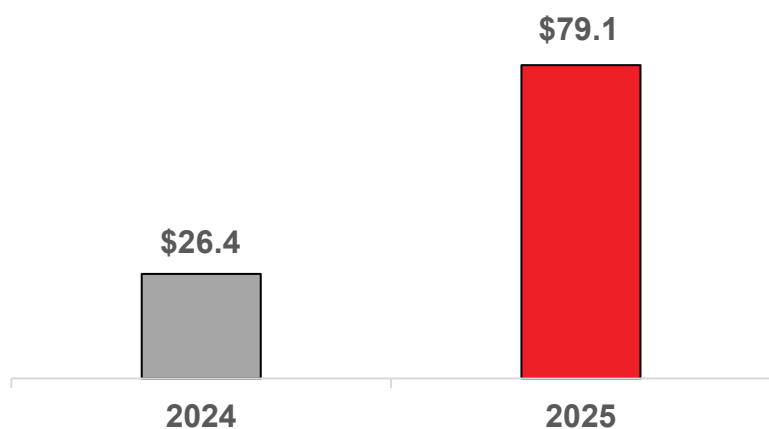
Q1 2025

Cash Flows (\$M)

Operating Activities



Acquisitions of PP&E and Intangible Assets

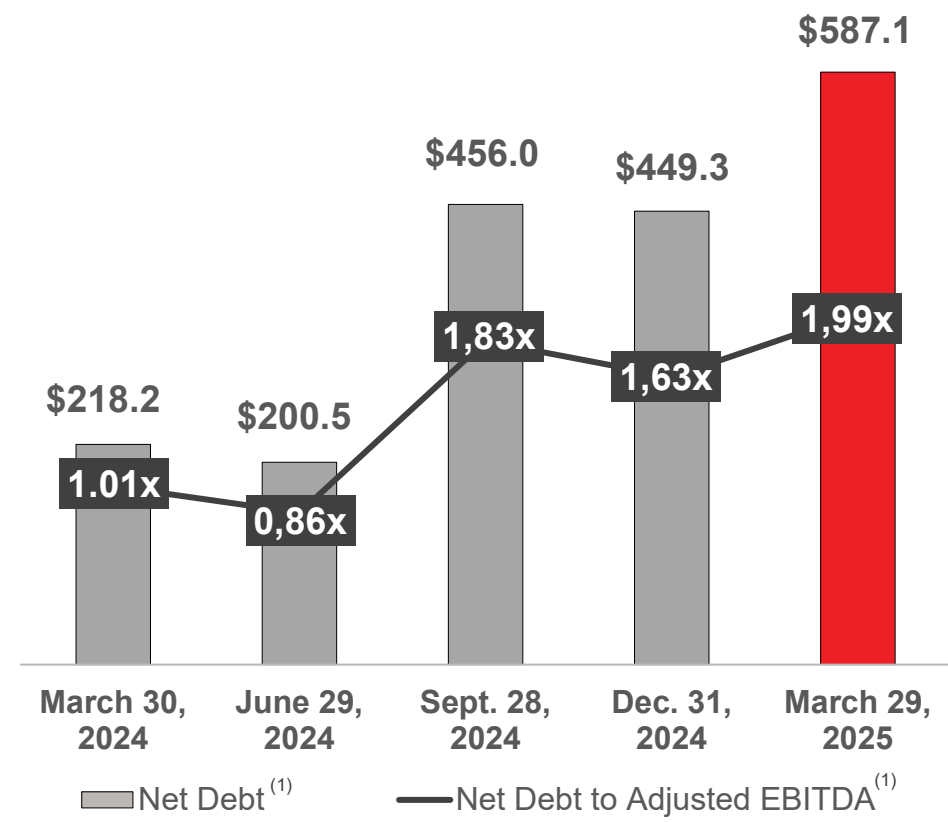
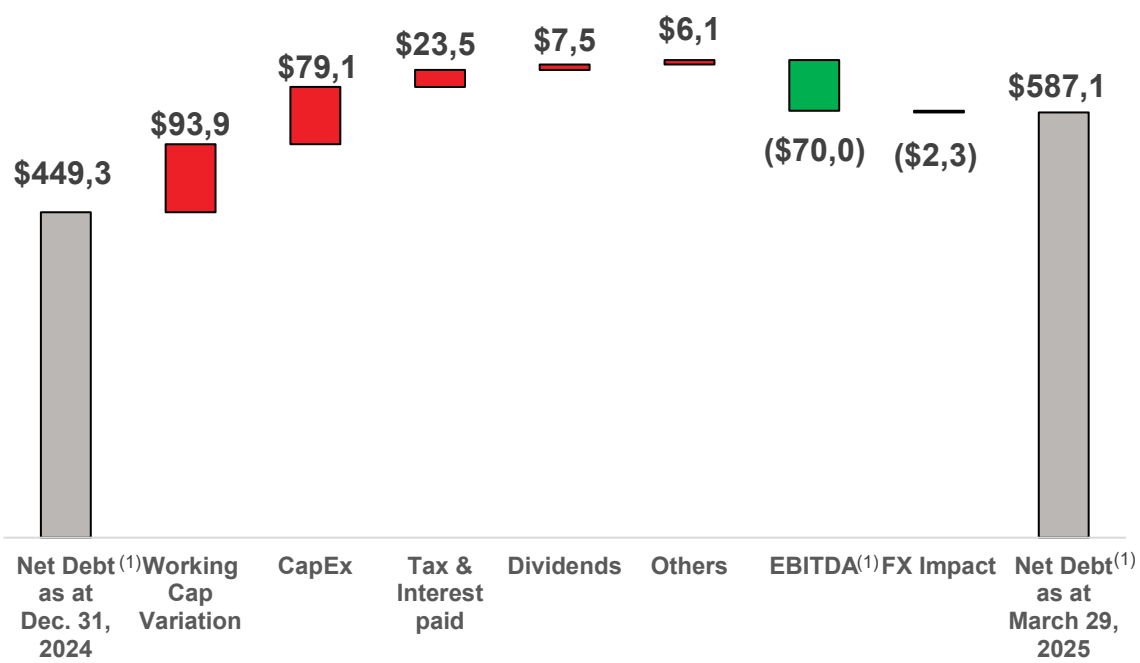


Key Highlights

- ✓ Lower operating cash flow in Q1-2025
 - Higher cash requirement from working capital
 - Higher raw material and finished goods inventory
 - \$26.4M net outflow of payables related to CAPEX projects
 - Unfavourable change in settlements of derivative instruments
- ✓ Operating Working Capital ratio of 55 days, above historical range
 - Higher Days of Sales Outstanding
 - Higher Days of Inventory Outstanding
 - Ratio should revert to historical range by the end of 2025
- ✓ CAPEX of \$79.1M in Q1-2025
 - \$48M related to the construction of the NJ plant
- ✓ 2025 CAPEX expected to reach up to 9% of sales



Q1 2025 Net Debt⁽¹⁾ (\$M)



Ratio between 2.0x and 2.5x until end of 2026, reflecting U.S. multi-year CAPEX program

(1) Financial measure not in accordance with IFRS. Please refer to section on Financial Measures Not in Accordance with IFRS.



Focus on Executing Strategic Priorities

U.S. Beverages

- Continue private label volume build-back plan
- Ramp up the North Carolina single-serve line
- Execute initiatives to improve capacity and lower costs

Canadian Beverages

- Fortify leadership through:
 - Innovation
 - Channel expansion
 - Targeted marketing investments
 - Productivity improvements

Specialty Food

- Pursue the integration of our North American network
- Address opportunities to build brand distribution
- Assess potential plant expansion in Ohio



Persisting economic and geopolitical uncertainties requires vigilance and adaptability



2025 Outlook

Sales growth of ~10%, excluding FX

- Full-year contribution from Summer Garden
- Run-rate effect of existing and planned selling price adjustments
- Sequential sales volume improvement related to:
 - Pace of U.S. build-back plan
 - Additional volume from new single-serve line

Closely monitoring changes in consumer food habits and demand elasticity

- Amid ongoing inflation in key commodity costs
- Increase in promotional activities, primarily in the U.S.



Risk Factors⁽¹⁾

Commodities expected to remain volatile

- Orange concentrate costs extremely volatile over the past few weeks
 - Lower costs at the end of hedging horizon if prices stay at these levels
- Higher apple concentrate costs affected Q1
 - Price adjustments late in the period
 - Better visibility on 2025 costs, tariffs may impact

Uncertainty remains regarding current and potential tariffs

- Prepared mitigation measures to maintain competitive position
 - Timing, duration and evolution of tariffs may affect our measures
 - Impact to be more heavily weighted in initial months following enactment



(1) Please refer to section 21 – Uncertainties and Principal Risk Factors of the Corporation's MD&A for the year ended December 31, 2024 for further details.



Conclusion

We expect our momentum to continue throughout 2025

Lassonde is well positioned to grow its reach in the North American food and beverage market

- Driven by an extensive and diversified product portfolio





Financial Measures Not in Accordance with IFRS

Financial Measures Not in Accordance with IFRS

Items impacting the comparability between periods

The table on the right contains a list, description and quantification of items impacting the comparability of the financial performance between the periods.

EBITDA and Adjusted EBITDA

EBITDA is a financial measure used by the Corporation and investors to assess the Corporation's capacity to generate future cash flows from operating activities and pay financial expenses. Adjusted EBITDA is a financial measure used by the Corporation to compare EBITDA between periods by excluding items impacting comparability. EBITDA consists of the sum of operating profit and of the "depreciation of property, plant and equipment and amortization of intangible assets" item and "(Gains) losses on capital assets," items, shown in the Consolidated Statement of Cash Flows. Adjusted EBITDA is calculated by adjusting the EBITDA with items considered by management as impacting the comparability between periods.

<i>(in millions of dollars)</i>	First quarters ended	
	March 29, 2025	March 30, 2024
	\$	\$
Costs related to the Strategy	0.6	1.2
Implementation costs of new key systems	0.4	0.2
Business optimization	0.5	0.4
Sum of items impacting comparability on EBITDA:	1.5	1.8
Accelerated depreciation expense related to business optimization	2.5	-
Sum of items impacting comparability on operating profit:	4.0	1.8
Tax impact of previous items	(1.0)	(0.5)
Impact on profit	3.0	1.3
Attributable to:		
Corporation's shareholders	2.8	1.2
Non-controlling interests	0.2	0.1

<i>(in millions of dollars)</i>	First quarters ended	
	March 29, 2025	March 30, 2024
	\$	\$
Operating profit	42.7	34.6
Depreciation of property, plant and equipment and amortization of intangible assets	27.3	16.1
(Gains) losses on capital assets	(0.0)	(0.1)
EBITDA	70.0	50.6
Sum of items impacting comparability	1.5	1.8
Adjusted EBITDA	71.5	52.4



Financial Measures Not in Accordance with IFRS (cont'd)

Adjusted Profit Attributable to the Corporation's Shareholders and Adjusted EPS

Adjusted profit attributable to the Corporation's shareholders and adjusted EPS are financial measures used by the Corporation to compare profit attributable to the Corporation's shareholders and EPS between periods by excluding items impacting comparability. They are calculated by adjusting them with items considered by management as impacting the comparability between periods.

(in millions of dollars, unless otherwise indicated)

	First quarters ended	
	March 29, 2025	March 30, 2024
	\$	\$
Profit attributable to the Corporation's shareholders	24.5	23.8
Sum of items impacting comparability	2.8	1.2
Adjusted profit attributable to the Corporation's shareholders	27.3	25.1
Weighted average number of shares outstanding (in thousands)	6,822	6,822
Adjusted EPS (in \$)	4.00	3.68

Net Debt to Adjusted EBITDA

Net debt to adjusted EBITDA is a financial measure used by the Corporation to assess its ability to pay off its existing debt and to define its available borrowing capacity. To calculate the net debt to adjusted EBITDA ratio, net debt is divided by the sum of adjusted EBITDA from the last four quarters. Net debt represents long-term debt, including the current portion, less the "Cash and cash equivalents" item, as they are presented in the Corporation's Consolidated Statement of Financial Position.

⊕

(in millions of dollars, except the net debt to adjusted EBITDA ratio)

	As at	As at
	March 29, 2025	Dec. 31, 2024
	\$	\$
Current portion of long-term debt	173.0	25.1
Long-term debt	439.5	452.4
Less: Cash and cash equivalents	(25.4)	(28.2)
Net debt	587.1	449.3
Sum of adjusted EBITDA from the last four quarters	295.0	275.8
Net debt to adjusted EBITDA ratio	1.99:1	1.63:1



Financial Measures Not in Accordance with IFRS (cont'd)

Days Operating Working Capital is a financial measure used by the Corporation to represent the number of days of sales tied up as operating working capital. To calculate this financial measure, operating working capital is divided by the last quarter's sales, as they are presented in Section 8 – "Analysis of the Consolidated Results" of the MD&A for the first quarter ended March 29, 2025, and multiplied by 91 days. Operating working capital consists of the sum of trade accounts receivable, discounts receivable and inventories, less trade payables and accrued expenses and trade spending, as they are presented in the accompanying notes to the Corporation's interim consolidated financial statements.

Days of Sales Outstanding ("DSO") Days of sales outstanding ("DSO") is a financial measure used by the Corporation to represent the average number of days that it takes the Corporation to collect payment for a sale. This financial measure is obtained by dividing trade accounts receivable less trade spending, as they are presented in the accompanying notes to the Corporation's interim consolidated financial statements, by the last quarter's sales, as they are presented in Section 8 – "Analysis of the Consolidated Results" of the MD&A for the first quarter ended March 29, 2025, and multiplied by 91 days.

Days of Inventory Outstanding ("DIO") is a financial measure used by the Corporation to represent the average number of days the Corporation takes to turn its inventory into sales. To calculate this financial measure, inventories, as they are presented in the Consolidated Statement of Financial Position, are divided by the last quarter's cost of sales, as it is presented in Section 8 – "Analysis of the Consolidated Results" of the MD&A for the first quarter ended March 29, 2025, and multiplied by 91 days.

Days of Payable Outstanding ("DPO") is a financial measure used by the Corporation to represent the average number of days the Corporation takes to pay its accounts payable and accrued liabilities. This financial measure is obtained by dividing trade payables and accrued expenses less discounts receivable, as they are presented in the accompanying notes to the Corporation's interim consolidated financial statements by the last quarter's cost of sales, as it is presented in Section 8 – "Analysis of the Consolidated Results" of the MD&A for the first quarter ended March 29, 2025, and multiplied by 91 days.

<i>(in millions of dollars, except days operating working capital)</i>	As at	As at
	March 29, 2025	Dec. 31, 2024
	\$	\$
Trade accounts receivable	233.0	204.3
Discounts receivable	2.4	4.8
Inventories	519.8	472.2
Less: Trade payables and accrued expenses	(273.1)	(321.9)
Less: Trade spending	(55.1)	(50.4)
Operating working capital	426.9	309.1
Divided by: Last quarter's sales	699.7	738.1
	0.61	0.42
Days operating working capital <i>(in days)</i>	55.5	38.1

<i>(in millions of dollars, except DSO)</i>	As at	As at
	March 29, 2025	Dec. 31, 2024
	\$	\$
Trade accounts receivable	233.0	204.3
Less: Trade spending	(55.1)	(50.4)
	177.8	154.0
Divided by: Last quarter's sales	699.7	738.1
	0.25	0.21
DSO <i>(in days)</i>	23.1	19.0

<i>(in millions of dollars, except DIO)</i>	As at	As at
	March 29, 2025	Dec. 31, 2024
	\$	\$
Inventories	519.8	472.2
Divided by: Last quarter's cost of sales	516.5	545.2
	1.01	0.87
DIO <i>(in days)</i>	91.6	78.8

<i>(in millions of dollars, except DPO)</i>	As at	As at
	March 29, 2025	Dec. 31, 2024
	\$	\$
Trade payables and accrued expenses	273.1	321.9
Less: Discounts receivable	(2.4)	(4.8)
	270.7	317.1
Divided by: Last quarter's cost of sales	516.5	545.2
	0.52	0.58
DPO <i>(in days)</i>	47.7	52.9



Financial Highlights

	First quarters ended		
	March 29, 2025	March 30, 2024	Δ
<i>(in millions of dollars, unless otherwise indicated)</i>	\$	\$	\$
Sales	699.7	569.8	129.8
Cost of sales	516.5	420.3	96.2
Gross profit	183.2	149.6	33.6
Selling and administrative expenses	140.5	115.0	25.5
Operating profit	42.7	34.6	8.1
Financial expenses	8.5	3.9	4.6
Other (gains) losses	1.7	(1.9)	3.6
Profit before income taxes	32.5	32.6	(0.1)
Income tax expense	8.7	8.9	(0.2)
Profit	23.8	23.7	0.1
Attributable to:			
Corporation's shareholders	24.5	23.8	0.7
Non-controlling interests	(0.7)	(0.1)	(0.6)
	23.8	23.7	0.1
EPS (in \$)	3.60	3.49	0.11
Weighted average number of shares outstanding (in thousands)	6,822	6,822	-
Adjusted operating profit¹	46.7	36.4	10.3
Adjusted EBITDA¹	71.5	52.4	19.1
Adjusted EPS¹ (in \$)	4.00	3.68	0.32

(1) Financial measure not in accordance with IFRS. Please refer to section on Financial Measures Not in Accordance with IFRS.



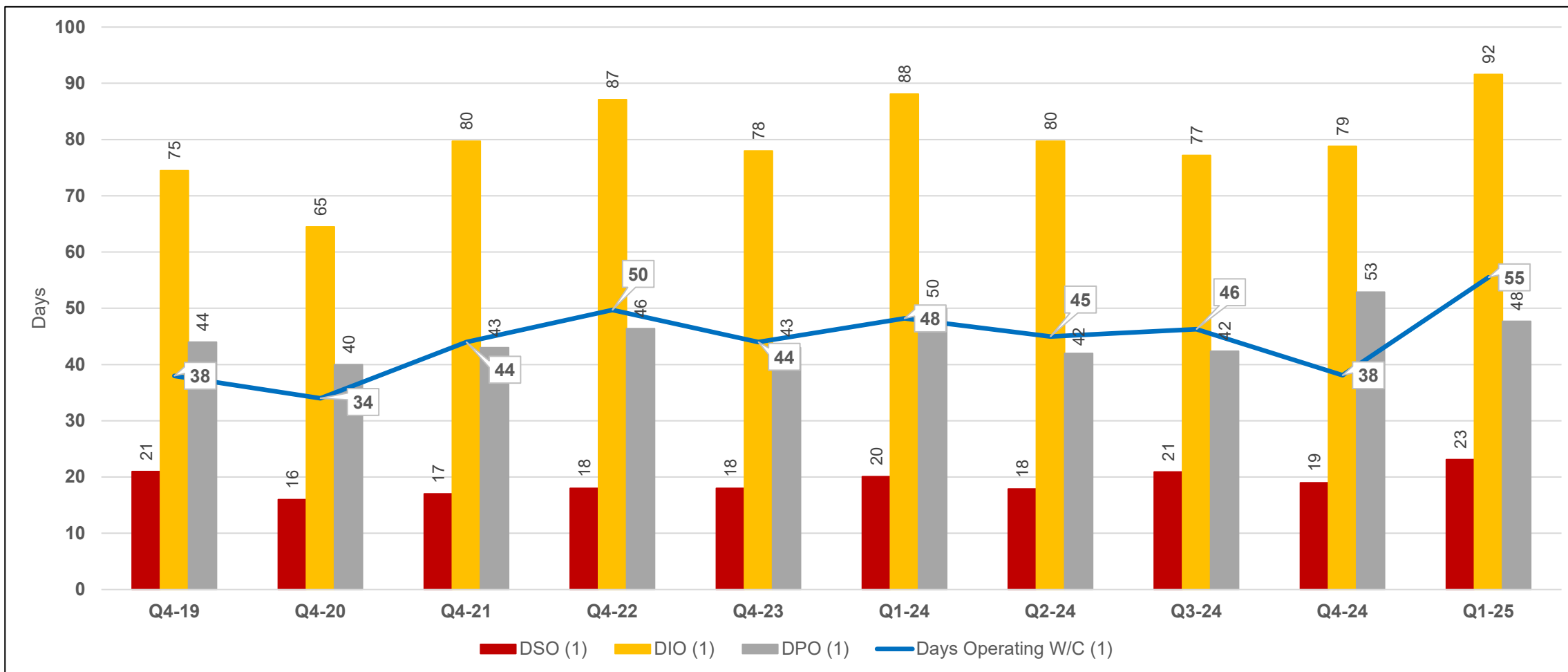
Sales Evolution

<i>(in millions of dollars)</i>	First quarters		Total
	Private labels	National brands	
	\$	\$	\$
Sales 2024	321.7	248.1	569.8
Selling price adjustments impact	13.0	11.0	24.0
Volume impact	12.9	14.2	27.1
Change in the sales mix impact	1.1	1.0	2.1
Other impacts, net	-	(0.0)	(0.0)
Growth excluding foreign exchange impact	26.9	26.1	53.0
	8.4%	10.5%	9.3%
Foreign exchange impact	14.6	6.7	21.3
Sales 2025 (excluding Summer Garden)	363.2	281.0	644.2
Sales from Summer Garden			55.5
Sales 2025			699.7



Q1 2025

Days Operating Working Capital (1)



The Corporation may continue using its balance sheet to secure price and/or availability of certain commodities.

(1) Financial measure not in accordance with IFRS. Please refer to section on Financial Measures Not in Accordance with IFRS.



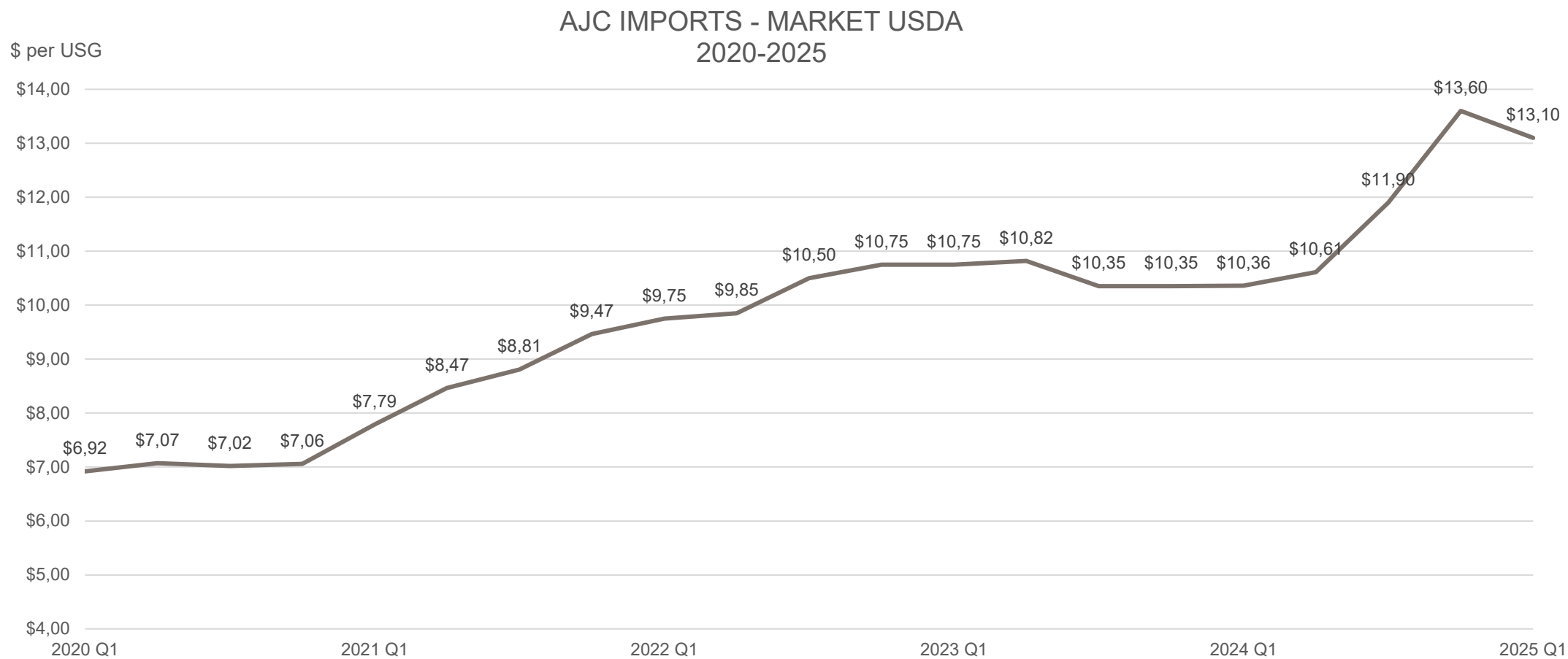
Evolution – Frozen Concentrate Orange Juice



Source: Trading Economics



Evolution – Apple Juice Concentrate



Source: US Department of Agriculture





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