Lassonde

Interim Management’s Discussion & Analysis

First quarter ended March 28, 2026

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1 Basis of Presentation

The following Management's Discussion and Analysis ("MD&A") presents the factors that had a significant impact on the results, financial position, and cash flows of Lassonde Industries Inc. ("Lassonde" or the "Corporation"). This MD&A should be read in conjunction with the Corporation's unaudited interim condensed consolidated financial statements ("interim consolidated financial statements") and accompanying notes. It should also be read in conjunction with the Corporation's 2025 annual consolidated financial statements and accompanying notes thereto and with its 2025 annual MD&A. In addition to containing an analysis of the first quarter ended March 28, 2026, this MD&A reports on items deemed significant that have taken place from March 28, 2026 up to and including May 7, 2026, which is the date on which this MD&A was approved by the Corporation's Board of Directors (the "Board"). The financial information in this MD&A has been prepared in accordance with IFRS® Accounting Standards ("IFRS"). Unless otherwise indicated, the reporting currency for figures is the Canadian dollar and all dollar amounts are expressed in millions, which may cause calculation discrepancies due to rounding.

The MD&A is available on the Lassonde Industries Inc. website at www.lassonde.com. Readers will also find this MD&A, the Annual Information Form for the fiscal year ended December 31, 2025, additional documents, press releases, certifications of filings, and more information about the Corporation on the SEDAR+ website at www.sedarplus.ca. Printed copies of such documents may be obtained by contacting Lassonde's Corporate Secretary's Office. The Class A subordinate voting shares of Lassonde Industries Inc. are listed for trading on the Toronto Stock Exchange under the ticker symbol LAS.A.

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 MD&A 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; Capital employed and sources of capital; Return on capital employed; Net debt; and Net debt to adjusted EBITDA. These measures may not be comparable to similar measures presented by other issuers. Refer to *Section 15 – "Financial Measures Not in Accordance With IFRS"* of this MD&A 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 measures. 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.

2 Forward-Looking Statements

This report 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 report may constitute a forward-looking statement.

In this report, forward-looking statements include, but are not limited to, those set forth in *Section 6 – "Outlook"* hereafter, 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, key commodity and input costs, effective tax rate, working capital and capital expenditures 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 and without limitations, risks associated with the following: deterioration of general macroeconomic or socioeconomic conditions, including ongoing conflicts, trade and industrial policy frictions among major global economies and the increased use of economic sanctions (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 together with the effectiveness of its related hedging strategies; the ability to adapt to changes and developments affecting the Corporation's industry, including customer preferences, tastes, and buying patterns, market conditions, retail dynamics, the potential for consumer purchasing decisions to be influenced by perceived social or political alignment in the context of trade conflicts and the activities of competitors and customers; the risk that competitors may have access to better technology, including artificial intelligence and digital marketing capabilities; disruptions in, failures of, or cybersecurity threats targeting the Corporation's information technology systems leading to business disruptions, compromised data integrity, confidentiality breaches, or 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 2025 annual MD&A), including the successful execution of its key capital projects along with the materialization of the underlying expected benefits; dependence on licensed or third-party brand arrangements that are subject to renewal, termination, or modification by the brand owner, where any adverse change could result in lost sales or additional costs; the ability to revitalize the performance of the Corporation's U.S. beverage subsidiaries; 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; the potential for work stoppages due to the non-renewal or the inability to conclude collective bargaining agreements or other reasons; the Corporation's ability to effectively integrate any acquisitions; loss of or disputes with 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 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; 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; 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; 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 associated with the Corporation's use of artificial intelligence-enabled tools; 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.

The Corporation's ability to achieve its sustainability priorities, targets and goals is further subject to, among other factors, its ability to access and implement all technology necessary to achieve them; the development, deployment, and performance of technology and industry-specific solutions; environmental regulation; the availability, accessibility and suitability of comprehensive and high-quality data; and changes in standards or methodologies used. The Corporation's ability to achieve its sustainability priorities, targets and goals 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 19 – "Uncertainties and Principal Risk Factors"* of the 2025 annual MD&A. Readers should review this section in detail.

All forward-looking statements included herein are made 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.**

3 Corporate Profile

Lassonde Industries Inc. is a leader in the food and beverage industry in North America. The Corporation develops, manufactures, and markets a wide range of national brand and private label products. The Corporation's products include fruit juices and drinks, pasta sauces, cranberry sauces, condiments, soups, broths, fruit-based snacks as well as alcoholic beverages such as ciders and wines. Altogether, Lassonde distributes over 3,500 unique products in approximately 200 formats across shelf-stable, chilled, and frozen categories.

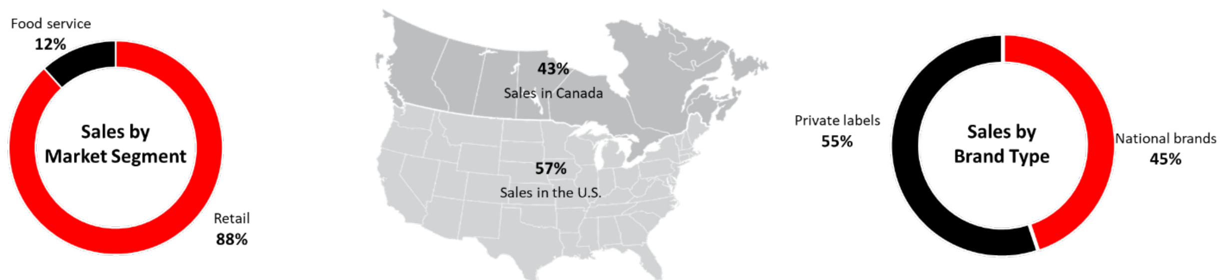
Inspired by its vision **to become a stronger, more diversified and leading North American food and beverage player**, the Corporation's actions are focused on three strategic pillars:

- Building a growth-oriented portfolio;
- Driving sustainable performance; and
- Improving its capacity to act.

The Corporation's go-to-market strategy consists of (i) sales to food retailers and wholesalers such as supermarket chains, independent grocers, superstores, warehouse clubs, convenience stores, and major pharmacy chains and (ii) food service sales to restaurants, hotels, hospitals, schools, and wholesalers serving these institutions.

Lassonde operates 19 plants located in Canada and the United States ("U.S.") through the expertise of over 2,900 full-time equivalent employees. To learn more, visit www.lassonde.com.

Sales Breakdowns (2025)



Main Beverage Brands

Main Specialty Food Brands

The Corporation's national brands are sold in various packages under several proprietary trademarks as well as under trademarks for which the Corporation is a licensed user. The Corporation also manufactures private label products for the vast majority of major retailers and wholesalers in North America.

4 Selected Financial Information

(in millions of dollars, unless otherwise indicated)	First quarters ended March 28, 2026	March 29, 2025
	$	$
Related to operations		
Sales	**664.0**	699.7
Gross profit	**188.3**	183.2
Operating profit	**52.0**	42.7
Adjusted EBITDA[1]	**79.9**	71.5
Profit attributable to the Corporation's shareholders	**36.7**	24.5
Basic and diluted earnings per share ("EPS") *(in $)*	**5.38**	3.60
Adjusted EPS[1 2] *(in $)*	**5.36**	4.00
Dividends declared per share for Class A and B shares *(in $)*	**1.25**	1.10
Cash flows from operating activities	**71.3**	(60.1)

(in millions of dollars, unless otherwise indicated)	As at March 28, 2026	As at Dec. 31, 2025
	$	$
Related to financial position		
Current assets	**735.9**	734.5
Current liabilities	**409.2**	420.5
Operating working capital[1]	**371.5**	363.8
Total assets	**2,270.4**	2,252.9
Long-term debt, including the current portion	**433.1**	444.6

5 Financial Highlights

First quarter ended March 28, 2026:

- Sales of $664.0 million. Excluding an $18.0 million unfavourable foreign exchange impact, sales were down $17.6 million (2.5%) from the same quarter last year. This decrease is essentially due to lower sales volumes, mainly for private label products, partly offset by the favourable impact of selling price adjustments and by a favourable change in the Canadian private label sales mix.

- Gross profit of $188.3 million (28.4% of sales). Excluding an $8.4 million unfavourable foreign exchange impact, gross profit was up $13.5 million from the same quarter last year. This net increase results mainly from the following items:

    - Favourable impact of selling price adjustments;
    - Favourable impact of a change in the sales mix, essentially in Canada; and
    - Decrease in the cost of orange concentrates, partly offset by higher apple and pineapple concentrate costs;

    partly offset by:

    - Lower sales volumes; and
    - Increase in conversion costs, essentially in Canada.

[1] This measure does not constitute a standardized financial measure in accordance with the financial reporting framework used to prepare the Corporation's financial statements. Comparing it to a similar financial measure presented by other issuers may not be possible. Refer to *Section 15 – "Financial Measures Not in Accordance With IFRS"* of this MD&A 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.

[2] The adjusted EPS ratio is based on the adjusted profit attributable to the Corporation's shareholders, which is a financial measure not in accordance with IFRS.

- Operating profit of $52.0 million. Excluding a $5.4 million unfavourable foreign exchange impact, operating profit was up $14.7 million from the same quarter last year. This net increase results mainly from the following items:

    - Higher gross profit; and

    - $3.8 million decrease in finished goods warehousing costs, essentially in the United States;

    partly offset by:

    - $2.6 million increase in certain administrative expenses.

- Excluding items impacting comparability, adjusted EBITDA[3] was $79.9 million (12.0% of sales), up $8.4 million (or 11.7%) from the same quarter last year.

- Profit attributable to the Corporation's shareholders of $36.7 million (EPS of $5.38), up $12.2 million (or 49.8%) from the same quarter in 2025. Excluding items impacting comparability, adjusted EPS[3] was $5.36, up 34.0% from the same quarter last year.

- As at March 28, 2026, the Corporation had total assets of $2,270.4 million versus $2,252.9 million as at December 31, 2025, a 0.8% increase arising mainly from a higher foreign exchange conversion rate as at March 28, 2026, an increase in property, plant and equipment and higher accounts receivable, partly offset by lower inventories and a decrease in intangible assets.

- As at March 28, 2026, long-term debt, including the current portion, stood at $433.1 million. This represents an $11.5 million decrease from December 31, 2025, essentially attributable to an operating profit exceeding capital expenditures.

- Operating activities generated $71.3 million in cash compared to $60.1 million used in the same quarter last year. This increase in cash inflows was essentially due to a change in non-cash operating working capital items, which generated $99.2 million more cash than in the same quarter of 2025, to a favourable change in settlements of derivative instruments and to a higher operating profit.

- Dividend of $1.25 per share, paid on March 13, 2026.

6 Outlook

Lassonde expects that its performance in fiscal 2026 will continue to be influenced primarily by the financial health of consumers and the prevailing inflationary environment. These factors are now being assessed within a backdrop of heightened global uncertainty, including the ongoing conflict in the Middle East and its potential for broader geopolitical, energy, and supply-chain disruptions, as well as persistent uncertainty surrounding trade policy. In particular, the approaching joint review of the United States–Mexico–Canada Agreement ("USMCA") in 2026, together with the ongoing use or threat of tariffs, duties, and other trade restrictions and countermeasures (collectively referred to as "Tariffs"), creates uncertainty regarding cost structures, sourcing, and cross-border flows.

In light of this uncertainty and the rapidly evolving nature of these developments, this outlook has been prepared without reflecting any impacts arising from the current conflicts, Tariffs, or other trade measures as of the date of this MD&A. Management's perspectives on these matters and their potential implications for Lassonde are discussed in *Section 19 – "Uncertainties and Principal Risk Factors"* of the 2025 annual MD&A. Accordingly, the Corporation has prepared its fiscal 2026 outlook based on the following assumptions:

Sales

- Barring any significant external shocks and excluding foreign exchange impacts, the Corporation anticipates continued sales growth in 2026 and expects to reach its previously communicated ambition of $3 billion in sales in 2026.

- This outlook reflects a balanced contribution from pricing actions and volume expansion across its product portfolio and distribution channels and is informed by ongoing monitoring of consumer demand trends and demand elasticity in a volatile geopolitical environment.

- While evolving consumer behaviour and potential inflationary pressures on key inputs may influence purchasing patterns and cost dynamics, management will continue to prioritize disciplined pricing, portfolio optimization, and operational execution, with profitable growth and value creation taking precedence over absolute sales growth objectives.

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[3] This measure does not constitute a standardized financial measure in accordance with the financial reporting framework used to prepare the Corporation's financial statements. Comparing it to a similar financial measure presented by other issuers may not be possible. Refer to *Section 15 – "Financial Measures Not in Accordance With IFRS"* of this MD&A 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.

Key commodity and input costs

- Based on currently observed spot prices, the Corporation anticipates some abatement in the cost of orange concentrate in 2026. However, this benefit is expected to be partly or fully offset by inflationary pressures affecting a broad range of other commodities and packaging inputs, including apple and pineapple concentrates, sweeteners, PET resin, and cartons.

- While management continues to pursue mitigation actions through sourcing, pricing, and operational initiatives, the Corporation anticipates an increase in transportation costs compared to 2025 since they remain subject to market and geopolitical conditions and may further affect the delivered costs of raw materials and packaging, as well as those of finished goods.

Effective tax rate

- Based on prevailing tax legislations and their interpretation, the anticipated effective tax rate for 2026 is estimated to be approximately 23.5%.

Working capital

- The Corporation's Days Operating Working Capital[4] is now closer to its historical levels and only incremental improvements, if any, are expected for this ratio over the course of 2026. However, this outlook might be impacted by (i) opportunistic decisions to secure inventory cost ahead of potential additional price increases from suppliers, (ii) the objective of ensuring an adequate service level, or (iii) decisions to counter new potential supply chain disruptions.

Capital expenditures

- The Corporation's overall capital expenditures program for 2026 is estimated to reach up to 7.0% of its sales, including an amount of approximately US$96 million for its new plant in New Jersey, as it continues to deploy capital in support of its Strategy. This estimate depends on the rate of progress of certain large capital projects and on the evolution of the macroeconomic environment.

- The new capital assets will be financed, to the extent possible, using the Corporation's operating cash flows, although the Corporation may also turn to borrowing if interest rates and conditions prove advantageous.

The above forward-looking statements have been prepared using assumptions that reflect (i) the absence of any escalation in existing geopolitical tensions or trade-related measures, including Tariffs, and no adverse change in their current macroeconomic effects; (ii) a relatively stable exchange rate between the U.S. dollar and the Canadian dollar; and (iii) no further deterioration of recently observed consumer behaviours and market trends for the category of the Corporation's products. Additional assumptions include (iv) the effectiveness of the Corporation's selling price adjustment initiatives, with a limited impact on product demand; (v) no material disruption to the Corporation's operations (including workforce availability) or to its supply chain; (vi) the continuity of competitive dynamics observed to date and the effectiveness of the Corporation's strategy to position itself competitively in the markets in which it operates; (vii) limited additional cost increases from suppliers; and (viii) adequate availability of key raw materials and packaging inputs. The outlook further assumes the continuation of normalized throughput levels at key U.S. manufacturing facilities; expected lead times for new manufacturing equipment; and sufficient availability of contractors and consultants to support the execution of the Corporation's capital expenditure program. In preparing its outlook, the Corporation made assumptions that do not consider extraordinary events or circumstances beyond its control. The Corporation believes the expectations reflected in these forward-looking statements are reasonable, but no assurance can be given that these expectations will prove to be correct and such forward-looking statements should not be unduly relied upon. For additional information, refer to *Section 2 – "Forward-Looking Statements"* of this MD&A.

[4] This measure does not constitute a standardized financial measure in accordance with the financial reporting framework used to prepare the Corporation's financial statements. Comparing it to a similar financial measure presented by other issuers may not be possible. Refer to *Section 15 – "Financial Measures Not in Accordance With IFRS"* of this MD&A 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.

7 Analysis of the Consolidated Results

7.1 Consolidated Results Data

(in millions of dollars, unless otherwise indicated)	First quarters ended March 28, 2026	March 29, 2025	Δ
	$	$	$
Sales	**664.0**	699.7	(35.6)
Cost of sales	**475.7**	516.5	(40.7)
Gross profit	**188.3**	183.2	5.1
Selling and administrative expenses	**136.3**	140.5	(4.2)
Operating profit	**52.0**	42.7	9.3
Financial expenses	**8.0**	8.5	(0.5)
Other (gains) losses	**(4.3)**	1.7	(6.0)
Profit before income taxes	**48.3**	32.5	15.8
Income tax expense	**11.5**	8.7	2.8
Profit	**36.8**	23.8	13.0
Attributable to:			
Corporation's shareholders	**36.7**	24.5	12.2
Non-controlling interests	**0.0**	(0.8)	0.8
	36.8	23.8	13.0
EPS *(in $)*	**5.38**	3.60	1.78
Weighted average number of shares outstanding *(in thousands)*	**6,822**	6,822	-
Adjusted EBITDA[5]	**79.9**	71.5	8.4
Adjusted EPS[5] *(in $)*	**5.36**	4.00	1.36

During the first quarter of 2026, consumer demand for agri-food products across North America remained constrained, reflecting continued pressure on household budgets. Tracked industry data indicates that sales volumes in the North American fruit juice and drink category declined compared with the same period in 2025. In the United States, category volumes declined at a rate below the mid-single-digit range, while in Canada declines exceeded the mid-single-digit range.

In response to these market conditions, management maintained a disciplined approach. The Corporation sustained its competitive pricing strategy by implementing price adjustments that aligned broadly with inflationary trends. Management believes this approach supported value positioning while contributing to margin protection. The Corporation continued to prioritize pricing and promotional actions that generate acceptable returns. Promotional activity was selectively deployed, with a focus on driving incremental demand where elasticity supported sustainable velocity. Lassonde also continued to align its portfolio and execution toward channels experiencing relatively stronger consumer traffic, including mass and discount retailers, while maintaining a focus on sales mix optimization and cost control.

Within this context, Lassonde's branded portfolio continued to perform comparatively well. In Canada, brand share gains more than offset volume softness in private label. In the United States, branded volumes remained resilient, supported in part by stronger performance in single-serve products. Excluding the foreign exchange impact, sales declined by 2.5% year over year, primarily due to lower volumes, partly offset by price increases and favourable sales mix. This volume decline reflected the above-described weaker demand in certain end markets, as well as deliberate portfolio management actions, including the discontinuation of selected product lines, mainly in Canada. In addition, supply constraints related to certain concentrates negatively affected volumes, particularly in the U.S. Volume trends

[5] This measure does not constitute a standardized financial measure in accordance with the financial reporting framework used to prepare the Corporation's financial statements. Comparing it to a similar financial measure presented by other issuers may not be possible. Refer to *Section 15 – "Financial Measures Not in Accordance With IFRS"* of this MD&A 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.

during the quarter also reflected deliberate portfolio management actions, including the discontinuation of selected stock keeping units ("SKU") where returns were no longer aligned with the Corporation's profitability objectives.

During the quarter, fruit-based commodity input costs stabilized after a few quarters of high volatility. Frozen Concentrated Orange Juice ("FCOJ") experienced an important year-over-year decrease in costs. Apple and pineapple concentrate costs were higher year over year, reflecting earlier supply constraints and higher agricultural costs, but pricing trends were comparatively stable sequentially.

Overall, the stabilization of commodity input prices improved near-term cost visibility and reduced incremental inflationary pressure, notwithstanding certain input prices remaining above their historical averages. Margin performance in the quarter improved compared with the same period last year, supported by improved alignment between pricing and input costs and some operational efficiencies.

Taken together, these factors contributed to a 21.7% increase in operating profit compared to the same quarter last year. While market conditions remained mixed, the quarter benefited from a better balance between sales and costs, supporting operating profit growth during the period.

Sales

(in millions of dollars)	First quarters Private labels	 National brands	 Total
	$	$	$
Sales 2025	**384.9**	**314.8**	**699.7**
Selling price adjustments impact	9.6	12.0	**21.6**
Volume impact	(36.8)	(12.4)	**(49.2)**
Change in the sales mix impact	5.8	3.7	**9.5**
Other impacts, net	-	0.5	**0.5**
Growth (decline) excluding foreign exchange impact	(21.4) *(5.6%)*	3.8 *1.2%*	**(17.6)** ***(2.5%)***
Foreign exchange impact	(11.4)	(6.6)	**(18.0)**
Total impact	(32.8) *(8.5%)*	(2.8) *(0.9%)*	**(35.6)** ***(5.1%)***
Sales 2026	**352.1**	**311.9**	**664.0**

The 2026 first-quarter sales decreased by $35.6 million (5.1%) compared to the same quarter of 2025. Excluding an $18.0 million unfavourable foreign exchange impact, the Corporation's sales were down $17.6 million (2.5%) year over year. This decrease is primarily driven by lower sales volumes, mainly for private label products, partly offset by the favourable impact of selling price adjustments and by a favourable change in the Canadian private label sales mix.

Cost of sales

The 2026 first-quarter cost of sales was down $40.7 million or 7.9% from the same quarter of 2025. Excluding a $9.6 million favourable foreign exchange impact, cost of sales was down $31.1 million (6.0%) year over year. This decrease in cost of sales essentially reflects:

(i) lower sales volumes;

(ii) a decrease in the cost of orange concentrates, partly offset by higher apple and pineapple concentrate costs; and

(iii) $0.5 million in expenses in 2025 related to business optimization initiatives;

partly offset by:

(i) an increase in conversion costs, essentially in Canada.

Gross profit

As a result of the aforementioned factors, gross profit amounted to $188.3 million (28.4% of sales) in the first quarter of 2026, up 2.8% from $183.2 million (26.2% of sales) in the first quarter of 2025.

Selling and administrative expenses

The 2026 first-quarter selling and administrative expenses were down $4.1 million year over year. This decrease was essentially due to:

(i) a $3.8 million decrease in finished goods warehousing costs, essentially in the U.S.;

(ii) a $3.0 million favourable foreign exchange impact that affected the conversion of the selling and administrative expenses of the U.S. entities into Canadian dollars;

(iii) a $1.6 million decrease in transportation costs incurred to deliver products to clients;

(iv) $0.6 million in costs in 2025 related to the Strategy; and

(v) a $0.2 million decrease in costs related to the implementation of new key systems;

partly offset by:

(i) a $2.6 million increase in certain administrative expenses;

(ii) a $1.1 million increase in selling and marketing expenses;

(iii) a $0.8 million increase in amortization expense primarily resulting from the commissioning of the new Canadian ERP system; and

(iv) a $0.5 million increase in performance-related compensation expenses.

Operating profit

As a result of the aforementioned factors, the Corporation's operating profit totalled $52.0 million in the first quarter of 2026 versus $42.7 million in the first quarter of 2025.

Financial expenses

Financial expenses for the first quarter of 2026 were down $0.5 million year over year. This decrease came mainly from a $0.9 million decrease in interest expense on long-term debt, partly offset by a $0.3 million increase in the amortization of transaction costs.

Other (gains) losses

The 2026 first-quarter other (gains) losses resulted in a $4.3 million gain that came essentially from $4.1 million in gains related to the preliminary settlement of insurance claims and $1.0 million in foreign exchange gains, partly offset by a $1.0 million loss resulting from an unfavourable change in the fair value of contingent considerations payable related to the acquisition of The Zidian Group, which operates Summer Garden Food Manufacturing and certain of its affiliates (collectively "Summer Garden"), reflecting revised expectations as to the achievement of certain financial objectives.

The 2025 first-quarter loss of $1.7 million was mainly due to $1.2 million in foreign exchange losses and to a $0.6 million loss arising from the accretion of the fair value of contingent considerations payable related to the Summer Garden acquisition.

Profit before income taxes

Profit before income taxes was $48.3 million in the first quarter of 2026, up 48.7% from $32.5 million in the same quarter last year.

Income taxes

The 2026 first-quarter effective income tax rate of 23.8% was lower than the 26.8% rate in the same quarter of 2025, essentially explained by the Corporation's financing structure.

Profit

Profit totalled $36.8 million in the first quarter of 2026, up from $23.8 million in the same quarter of 2025.

Profit attributable to the Corporation's shareholders

Profit attributable to the Corporation's shareholders for the first quarter of 2026 totalled $36.7 million, resulting in EPS of $5.38, compared to $24.5 million and $3.60, respectively, for the same quarter of 2025.

8 Summary of Quarterly Results

(in millions of dollars, unless otherwise indicated)	**Q1 2026**	**Q4 2025**	**Q3 2025**	**Q2 2025**	**Q1 2025**	**Q4 2024**	**Q3 2024**	**Q2 2024**
	$	$	$	$	$	$	$	$
Sales	**664.0**	768.1	723.9	742.4	699.7	738.1	668.3	624.7
Operating profit	**52.0**	71.1	57.9	54.4	42.7	43.0	47.2	50.0
Adjusted EBITDA[6]	**79.9**	101.8	86.4	84.4	71.5	79.6	69.3	74.6
Profit attributable to the Corporation's shareholders	**36.7**	54.0	36.8	34.3	24.5	27.1	29.7	33.5
EPS *(in $)*	**5.38**	7.92	5.40	5.03	3.60	3.97	4.35	4.91
Adjusted EPS[6] *(in $)*	**5.36**	7.52	5.84	5.47	4.00	5.13	4.53	5.73

The Corporation's sales typically follow a seasonal pattern, increasing progressively throughout the year. Sales usually mirror consumer spending habits with higher demand in the back-to-school and holiday seasons and lower demand in the early parts of the year.

Quarterly sales may also fluctuate due to acquisitions, divestitures, price adjustments, sales mix, and foreign exchange impacts. Profitability behaves relatively similar to sales but, in addition to the above-mentioned factors, it is also influenced by input costs and transportation costs, the Corporation's operating efficiency as well as government decisions on Tariffs, interest rates and taxes.

For a more complete explanation and analysis of quarterly results, refer to the Corporation's MD&As for each of the respective quarterly periods, which are filed on the SEDAR+ website and also available on the Corporation's website.

[6] This measure does not constitute a standardized financial measure in accordance with the financial reporting framework used to prepare the Corporation's financial statements. Comparing it to a similar financial measure presented by other issuers may not be possible. Refer to *Section 15 – "Financial Measures Not in Accordance With IFRS"* of this MD&A 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.

9 Analysis of the Consolidated Financial Position

(in millions of dollars)	As at March 28, 2026	As at Dec. 31, 2025	Increase (decrease) Foreign exchange impact[7]	Variance, excluding foreign exchange impact
	$	$	$	$
Assets				
Current				
Cash and cash equivalents	**10.6**	8.0	0.1	2.5
Accounts receivable	**215.8**	207.5	1.9	6.4
Income tax recoverable	**6.3**	7.6	-	(1.3)
Inventories	**456.2**	465.0	2.9	(11.7)
Derivative instruments	**3.9**	4.0	1.0	(1.1)
Other current assets	**43.1**	42.3	0.1	0.7
	735.9	734.5	6.0	(4.6)
Derivative instruments	**4.7**	3.2	-	1.5
Right-of-use assets	**44.8**	46.1	0.2	(1.5)
Property, plant and equipment	**720.8**	701.0	5.3	14.5
Intangible assets	**273.8**	282.9	2.7	(11.8)
Net defined benefit asset	**1.4**	2.3	-	(0.9)
Deferred tax assets	**5.9**	5.5	0.4	-
Other non-current assets	**1.5**	1.7	-	(0.2)
Goodwill	**481.6**	475.9	5.7	-
	2,270.4	2,252.9	20.2	(2.7)
Liabilities				
Current				
Bank overdraft	**-**	0.8	(0.1)	(0.7)
Accounts payable and accrued liabilities	**350.2**	353.3	2.9	(6.0)
Income tax payable	**3.3**	6.8	-	(3.5)
Derivative instruments	**0.6**	3.3	-	(2.7)
Other current liabilities	**35.0**	34.3	0.3	0.4
Current portion of lease liabilities	**5.0**	5.1	-	(0.1)
Current portion of long-term debt	**15.1**	16.9	-	(1.8)
	409.2	420.5	3.1	(14.4)
Derivative instruments	**0.1**	0.7	-	(0.6)
Lease liabilities	**46.7**	47.6	0.2	(1.1)
Long-term debt	**418.0**	427.7	4.7	(14.4)
Long-term incentive plan liabilities	**10.5**	14.4	-	(3.9)
Net pension plan liabilities	**1.8**	1.9	-	(0.1)
Deferred tax liabilities	**105.8**	103.3	1.0	1.5
	992.2	1,016.1	9.0	(32.9)
Shareholders' equity	**1,278.2**	1,236.8	11.2	30.2
	2,270.4	2,252.9	20.2	(2.7)

[7] When comparing Consolidated Statement of Financial Position items, readers must consider the conversion rate applicable to closing balances denominated in U.S. dollars, which went from $1.3706 CAD per USD as at December 31, 2025 to $1.3875 CAD per USD as at March 28, 2026. The table presents the main Consolidated Statement of Financial Position items that were affected by the movement in exchange rates.

9.1 Assets

Accounts receivable totalled $215.8 million as at March 28, 2026 compared to $207.5 million as at December 31, 2025. Excluding the foreign exchange impact, accounts receivable were up $6.4 million, essentially explained by a $3.7 million receivable related to an insurance claim and a $3.4 million increase in trade accounts receivable.

Inventories went from $465.0 million as at December 31, 2025 to $456.2 million as at March 28, 2026. Excluding the foreign exchange impact, inventories decreased by $11.7 million. This decrease came essentially from a $10.8 million decrease in inventories of raw materials and supplies due to a lower inventory level and, to a lesser extent, a lower cost, and from a $0.9 million decrease in finished goods inventories explained by a lower cost partly offset by a higher inventory level.

Property, plant and equipment ("PP&E") went from $701.0 million as at December 31, 2025 to $720.8 million as at March 28, 2026. Excluding the foreign exchange impact, PP&E increased by $14.5 million. This increase was mainly due to $28.6 million in PP&E acquisitions, partly offset by a $14.1 million depreciation expense.

Intangible assets went from $282.9 million as at December 31, 2025 to $273.8 million as at March 28, 2026. Excluding the foreign exchange impact, intangible assets decreased by $11.8 million, as an amortization expense of $12.0 million was partly offset by intangible asset purchases of $0.2 million.

During the first quarter of 2026, the Corporation invested a total amount of $28.8 million in capital expenditures, with growth and optimization projects representing $20.5 million, including $14.1 million (US$10.3 million) for the construction of a new plant in New Jersey, maintenance and regulatory projects representing $7.5 million, and technology projects representing $0.8 million.

9.2 Liabilities

Accounts payable and accrued liabilities went from $353.3 million as at December 31, 2025 to $350.2 million as at March 28, 2026. Excluding the foreign exchange impact, accounts payable and accrued liabilities decreased by $6.0 million. This decrease was essentially due to a $21.2 million decrease in trade payables and accrued expenses, explained mainly by the payment in the first quarter of 2026 of capital expenditures unpaid at the end of 2025 and by a decrease in raw material purchases, partly offset by a $9.1 million increase in the "Salaries and accrued vacation payable" item and by a $6.2 million increase in trade spending payable.

Long-term debt, including the current portion, was $433.1 million as at March 28, 2026 compared to $444.6 million as at December 31, 2025. Excluding the foreign exchange impact, long-term debt decreased by $16.2 million. The Corporation repaid $22.5 million on its Canadian revolving operating credit, while it drew $8.1 million on its U.S. revolving operating credit.

9.3 Shareholders' Equity

Equity attributable to the Corporation's shareholders totalled $1,181.4 million as at March 28, 2026, up $40.2 million from $1,141.2 million as at December 31, 2025. **Accumulated other reserves** increased by $12.3 million given a $9.3 million increase in the foreign currency translation reserve and given a $3.0 million increase in the hedging reserve. **Retained earnings** rose $27.8 million to total $1,028.1 million at the end of the first quarter of 2026. This increase essentially reflects $36.7 million in profit attributable to the Corporation's shareholders for the first quarter of 2026, less $8.5 million in dividends paid and the recognition of a $0.5 million actuarial loss, net of tax, in other comprehensive income. The **non-controlling interests** went from $95.6 million as at December 31, 2025 to $96.8 million as at March 28, 2026. The non-controlling interests represent a minority interest's share in the equity of the Corporation's U.S. subsidiaries as well as the share of other minority interests in the equity of Diamond.

Various ratios related to the consolidated financial position, and the details of their calculation, are available in *Section 15 – "Financial Measures Not in Accordance With IFRS*".

10 Analysis of the Consolidated Cash Flows

10.1 Summary of Consolidated Cash Flows

(in millions of dollars)	**First quarters ended** **March 28, 2026**	**March 29, 2025**
	$	$
Operating activities	**71.3**	(60.1)
Financing activities	**(24.5)**	133.4
Investing activities	**(43.5)**	(79.1)
Change in cash and cash equivalents	**3.2**	(5.7)
Cash and cash equivalents at beginning	**7.1**	27.0
Effect of exchange rate changes on cash and cash equivalents	**0.2**	(0.0)
Cash and cash equivalents at end	**10.6**	21.2

Cash flows related to operating activities

For the first quarter of 2026, operating activities generated $71.3 million in cash, whereas these activities had used $60.1 million in cash during the first quarter of 2025. This increase in cash inflows was mainly due to a change in non-cash operating working capital items that generated $5.3 million in cash during the first quarter of 2026 compared to $93.9 million in cash used in the same quarter last year, for a $99.2 million increase in cash inflows. This fluctuation in the change in working capital was due to the combined impact of the following items:

a) a change in inventories that generated $11.7 million during the first quarter of 2026 compared to $49.1 million used in the same quarter of 2025;

b) a change in accounts receivable that used $7.7 million during the first quarter of 2026 compared to $28.7 million used during the first quarter of 2025;

c) a change in accounts payable and accrued liabilities that generated $4.7 million during the first quarter of 2026 compared to $13.9 million used in the same quarter of 2025; and

d) a change in other current assets and liabilities that used $3.5 million during the first quarter of 2026 compared to $2.1 million used during the first quarter of 2025.

The following items also contributed to the upward change in cash flows generated by operating activities:

(i) a $15.6 million increase in earnings before interest, taxes, depreciation and amortization (including a $6.0 million favourable change in other (gains) losses); and

(ii) a $14.8 million favourable change in settlements of derivative instruments.

Cash flows related to financing activities

For the first quarter of 2026, financing activities used $24.5 million in cash, whereas these activities had generated $133.4 million in cash during the first quarter of 2025. This increase in cash outflows was mainly due to a $14.4 million net repayment on the revolving operating credits during the first quarter of 2026 compared to a $138.9 million draw during the first quarter of 2025.

Cash flows related to investing activities

For the first quarter of 2026, investing activities used $43.5 million in cash compared to $79.1 million used in the first quarter of 2025. This downward change came essentially from a $33.6 million decrease in cash outflows to acquire property, plant and equipment.

11 Off-Consolidated-Statement-of-Financial-Position Arrangements

As at March 28, 2026, the Corporation had letters of credit outstanding totalling $0.8 million.

Commitments are presented in Note 29 to the Corporation's audited consolidated financial statements for the year ended December 31, 2025.

12 Share Information

As at March 28, 2026, the Corporation's issued and outstanding share capital consisted of 3,069,000 Class A subordinate voting shares and 3,752,620 Class B multiple voting shares.

13 Dividends

In accordance with the Corporation's dividend policy, the Board of Directors declared today a quarterly dividend of $1.25 per share, payable on June 15, 2026 to all registered holders of Class A and Class B shares on May 20, 2026. This dividend is an eligible dividend for Canadian tax purposes.

14 Subsequent Event

As of May 7, 2026, there was no subsequent event to report.

15 Financial Measures Not in Accordance With IFRS

To provide more information for evaluating the Corporation's performance, the financial information in the financial documents contains certain supplementary financial measures and certain data or ratios that are not financial measures defined under IFRS ("non-IFRS measures"), which are also calculated on an adjusted basis to exclude specific items impacting the comparability between periods. The Corporation believes that providing these non-IFRS measures is useful to management, investors, and analysts, as they provide additional information to analyze its performance and financial position.

The following non-IFRS financial measures are used in the Corporation's financial disclosures:

- EBITDA and Adjusted EBITDA;
- Adjusted Profit Attributable to the Corporation's Shareholders;
- Operating Working Capital;
- Adjusted accounts receivable;
- Adjusted accounts payable and accrued liabilities;
- Net Debt;
- Capital Employed; and
- Sources of Capital.

The following non-IFRS ratios are used in the Corporation's financial disclosures:

- EBITDA as percentage of sales and Adjusted EBITDA as percentage of sales (previously EBITDA margin and Adjusted EBITDA margin);
- Adjusted EPS;
- Operating Working Capital as percentage of sales;
- Adjusted accounts receivable as percentage of sales;
- Adjusted accounts payable and accrued liabilities as percentage of cost of sales;
- Days Operating Working Capital;
- Days of Sales Outstanding;
- Days of Payables Outstanding;
- Return on Capital Employed; and
- Net Debt to Adjusted EBITDA.

The following supplementary non-financial measure is also used in the Corporation's financial disclosures:

- Days of Inventory Outstanding.

These financial measures or ratios, further described below, do not constitute standardized financial measures or ratios in accordance with the financial reporting framework used to prepare the Corporation's financial statements. These non-IFRS measures should not be considered in isolation or as a substitute for financial measures prepared in accordance with IFRS. Comparing them to similar financial measures or ratios presented by other issuers may not be possible.

15.1 Items Impacting the Comparability Between Periods

The following table contains a list, description and quantification of items impacting the comparability of the financial performance between the periods:

	First quarters ended	
(in millions of dollars)	**March 28, 2026**	**March 29, 2025**
	$	$
Costs related to the Strategy	**-**	0.6
Implementation costs of new key systems	**0.2**	0.4
Business optimization	**-**	0.5
Sum of items impacting comparability on EBITDA:	**0.2**	1.5
Accelerated depreciation expense related to business optimization	**2.6**	2.5
Sum of items impacting comparability on operating profit:	**2.8**	4.0
Items impacting comparability on "Other (gains) losses":		
Gains related to the preliminary settlement of insurance claims	**(4.1)**	-
Loss resulting from the fair value of contingent considerations payable related to the Summer Garden acquisition	**1.0**	-
Tax impact of previous items	**0.1**	(1.0)
Impact on profit	**(0.2)**	3.0
Attributable to:		
Corporation's shareholders	**(0.2)**	2.8
Non-controlling interests	**-**	0.2

15.2 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 right-of-use assets and property, plant and equipment and amortization of intangible assets" item and the "(Gains) losses on capital assets" item, as 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. The most directly comparable IFRS measure is operating profit.

	First quarters ended	
(in millions of dollars)	**March 28, 2026**	**March 29, 2025**
	$	$
Operating profit	**52.0**	42.7
Depreciation of property, plant and equipment and amortization of intangible assets	**27.7**	27.3
(Gains) losses on capital assets	**(0.0)**	(0.0)
EBITDA	**79.7**	70.0
Sum of items impacting comparability	**0.2**	1.5
Adjusted EBITDA	**79.9**	71.5

For the first quarter, the depreciation and amortization ("D&A") expense went from $27.3 million in 2025 to $27.7 million in 2026. Excluding a $0.9 million favourable foreign exchange impact, the D&A expense increased by $1.3 million, explained mainly by the amortization of the new Canadian ERP system, commissioned during the second quarter of 2025.

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

Adjusted profit attributable to the Corporation's shareholders is a financial measure and adjusted EPS (composed notably of Adjusted profit attributable to the Corporation's shareholders) is a financial ratio that are 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. The most directly comparable IFRS measures are the profit attributable to the Corporation's shareholders and EPS.

	First quarters ended	
(in millions of dollars, unless otherwise indicated)	**March 28, 2026**	**March 29, 2025**
	$	$
Profit attributable to the Corporation's shareholders	**36.7**	24.5
Sum of items impacting comparability	**(0.2)**	2.8
Adjusted profit attributable to the Corporation's shareholders	**36.5**	27.3
Weighted average number of shares outstanding *(in thousands)*	**6,822**	6,822
Adjusted EPS *(in $)*	**5.36**	4.00

15.4 Net Debt and Net Debt to Adjusted EBITDA

Net debt is a financial measure and Net debt to adjusted EBITDA is a financial ratio that are used by the Corporation to assess its ability to pay off existing debt and define 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 the sum of lease liabilities, including the current portion, and of 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. The most directly comparable IFRS measures are long-term debt, including the current portion, and operating profit.

(in millions of dollars, except the net debt to adjusted EBITDA ratio)	**As at March 28, 2026**	**As at Dec. 31, 2025**
	$	$
Current portion of lease liabilities	**5.0**	5.1
Current portion of long-term debt	**15.1**	16.9
Lease liabilities	**46.7**	47.6
Long-term debt	**418.0**	427.7
Less: Cash and cash equivalents	**(10.6)**	(8.0)
Net debt	**474.2**	489.3
Sum of adjusted EBITDA from the last four quarters	**352.5**	344.1
Net debt to adjusted EBITDA ratio	**1.35:1**	1.42:1

15.5 Operating Working Capital and Days Operating Working Capital

Operating working capital is a financial measure and days operating working capital is a financial ratio that are used by the Corporation to monitor the efficiency of its working capital management and the amount of capital invested in day-to-day operations. Operating working capital consists of current assets, less the "Cash and cash equivalents" item, income tax recoverable, derivative instruments (current) and other current assets, as they are presented in the Corporation's Consolidated Statement of Financial Position and less other receivables, trade payables and accrued expenses and trade spending, as they are presented in the accompanying notes to the Corporation's interim consolidated financial statements. To calculate days operating working capital, operating working capital is divided by the last quarter's sales, as they are presented in *Section 7 – "Analysis of the Consolidated Results"* of this MD&A, and multiplied by 91 days. The most directly comparable IFRS measures are current assets and current liabilities.

(in millions of dollars, except days operating working capital)	**As at March 28, 2026**	**As at Dec. 31, 2025**
	$	$
Current assets	**735.9**	734.5
Less: Cash and cash equivalents	**(10.6)**	(8.0)
Less: Income tax recoverable	**(6.3)**	(7.6)
Less: Derivative instruments (current)	**(3.9)**	(4.0)
Less: Other current assets	**(43.1)**	(42.3)
Less: Other receivables	**(8.2)**	(4.1)
Less: Trade payables and accrued expenses	**(232.7)**	(251.5)
Less: Trade spending	**(59.6)**	(53.2)
Operating working capital	**371.5**	363.8
Divided by: Last quarter's sales	**664.0**	768.1
Operating Working Capital as percentage of sales	**0.56**	0.47
Days operating working capital *(in days)*	**50.9**	43.1

While the Corporation uses days operating working capital, as described above, to assess its overall working capital position, it also remains attentive to the following working capital indicators:

15.5.1 Days of Sales Outstanding

Days of sales outstanding ("DSO") is a financial ratio used by the Corporation to represent the average number of days that it takes the Corporation to collect payment for a sale. This ratio is obtained by dividing accounts receivable, as they are presented in the Corporation's Consolidated Statement of Financial Position, less discounts receivable, other receivables and 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 7 – "Analysis of the Consolidated Results"* of this MD&A, and multiplied by 91 days. The most directly comparable IFRS measure is accounts receivable.

(in millions of dollars, except DSO)	**As at March 28, 2026**	**As at Dec. 31, 2025**
	$	$
Accounts receivable	**215.8**	207.5
Less: Discounts receivable	**(3.2)**	(4.1)
Less: Other receivables	**(8.2)**	(4.1)
Less: Trade spending	**(59.6)**	(53.2)
Adjusted accounts receivable	**144.8**	146.1
Divided by: Last quarter's sales	**664.0**	768.1
Adjusted accounts receivable as a percentage of sales	**0.22**	0.19
DSO *(in days)*	**19.8**	17.3

15.5.2 Days of Inventory Outstanding

Days of inventory outstanding ("DIO") is a financial ratio used by the Corporation to represent the average number of days the Corporation takes to turn its inventory into sales. To calculate this ratio, 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 7 – "Analysis of the Consolidated Results"* of this MD&A, and multiplied by 91 days.

(in millions of dollars, except DIO)	**As at March 28, 2026**	**As at Dec. 31, 2025**
	$	$
Inventories	**456.2**	465.0
Divided by: Last quarter's cost of sales	**475.7**	543.1
	0.96	0.86
DIO *(in days)*	**87.3**	77.9

15.5.3 Days of Payables Outstanding

Days of payables outstanding ("DPO") is a financial ratio used by the Corporation to represent the average number of days the Corporation takes to pay its accounts payable and accrued liabilities. This ratio is obtained by dividing accounts payable and accrued liabilities, as they are presented in the Consolidated Statement of Financial Position, less trade spending, salaries and accrued vacation payable, other accounts payable and accrued liabilities and 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 7 – "Analysis of the Consolidated Results"* of this MD&A, and multiplied by 91 days. The most directly comparable IFRS measure is accounts payable and accrued liabilities.

(in millions of dollars, except DPO)	**As at March 28, 2026**	**As at Dec. 31, 2025**
	$	$
Accounts payable and accrued liabilities	**350.2**	353.2
Less: Trade spending	**(59.6)**	(53.2)
Less: Salaries and accrued vacation payable	**(57.7)**	(48.3)
Less: Other accounts payable and accrued liabilities	**(0.3)**	(0.2)
Less: Discounts receivable	**(3.2)**	(4.1)
Adjusted accounts payable and accrued liabilities	**229.5**	247.4
Divided by: Last quarter's cost of sales	**475.7**	543.1
Adjusted accounts payable and accrued liabilities as a percentage of cost of sales	**0.48**	0.46
DPO *(in days)*	**43.9**	41.5

15.6 Capital Employed and Sources of Capital

The Corporation uses the capital employed and sources of capital financial measures to measure, on one hand, the level of capital deployed to operate its business and, on the other hand, the source of financing for this utilisation of capital. Capital employed is the sum of all assets (except cash and cash equivalents), less all liabilities (except bank overdraft, lease liabilities and the current portion, as well as the long-term debt and its current portion), as they are presented in the Corporation's Consolidated Statement of Financial Position. The sources of capital measure is the sum of bank overdraft, lease liabilities, including the current portion, long-term debt, including the current portion, and shareholders' equity, less cash and cash equivalents, as they are presented in the Corporation's Consolidated Statement of Financial Position. The most directly comparable IFRS measures are total assets, total liabilities and shareholders' equity.

(in millions of dollars)	**As at March 28, 2026**	**As at Dec. 31, 2025**
	$	$
Total assets	**2,270.4**	2,252.9
Total liabilities	**992.2**	1,016.1
Capital employed		
Accounts receivable	**215.8**	207.5
Income tax recoverable	**6.3**	7.6
Inventories	**456.2**	465.0
Other current assets	**43.1**	42.3
Derivative instruments asset, including the current portion	**8.6**	7.2
Right-of-use assets	**44.8**	46.1
Property, plant and equipment	**720.8**	701.0
Intangible assets	**273.8**	282.9
Net defined benefit asset	**1.4**	2.3
Deferred tax assets	**5.9**	5.5
Other non-current assets	**1.5**	1.7
Goodwill	**481.6**	475.9
Less: Accounts payable and accrued liabilities	**(350.2)**	(353.3)
Less: Income tax payable	**(3.3)**	(6.8)
Less: Other current liabilities	**(35.0)**	(34.3)
Less: Derivative instruments liability, including the current portion	**(0.7)**	(4.1)
Less: Long-term incentive plan liabilities	**(10.5)**	(14.4)
Less: Net pension plan liabilities	**(1.8)**	(1.9)
Less: Deferred tax liabilities	**(105.8)**	(103.3)
	1,752.4	1,726.9
Sources of capital		
Bank overdraft	**-**	0.8
Lease liabilities, including the current portion	**51.6**	52.7
Long-term debt, including the current portion	**433.1**	444.6
Shareholders' equity	**1,278.2**	1,236.8
Less: Cash and cash equivalents	**(10.6)**	(8.0)
	1,752.4	1,726.9

15.7 Return on Capital Employed

The Corporation uses return on capital employed ("ROCE"), a profitability financial ratio, to measure how efficiently it is using its capital to generate profits. To calculate ROCE, the sum of operating profit from the last four quarters is divided by the average capital employed from the last four quarters.

(in millions of dollars, unless otherwise indicated)	**As at March 28, 2026**	**As at Dec. 31, 2025**
	$	$
Sum of operating profit from the last four quarters	**235.4**	226.1
Average capital employed from the last four quarters	**1,751.2**	1,750.6
Return on capital employed ratio *(in %)*	**13.4**	12.9

16 Adoption of IFRS Standards

16.1 Amendments to IFRS 9 and IFRS 7: Amendments to the classification and measurement of financial instruments

On January 1, 2026, the Corporation adopted the amended versions of IFRS 9 "Financial Instruments" and IFRS 7 "Financial Instruments: Disclosures", which clarify the classification of financial assets and the settlement of financial liabilities using an electronic payment system. The amendments also introduce additional disclosures about investments in equity instruments designated at fair value through other comprehensive income and about financial instruments with contractual terms that could change the timing or amount of contractual cash flows based on the occurrence or non-occurrence of a contingent event.

The adoption of the amended versions of these standards had no significant impact on the Corporation's consolidated financial statements.

17 Accounting Policies and Future Accounting Changes

The interim consolidated financial statements were prepared using the same accounting policies as those described in Note 2 to the consolidated financial statements for the year ended December 31, 2025. The future accounting changes are presented in Note 4 to the consolidated financial statements for the year ended December 31, 2025. The interim consolidated financial statements do not include all of the notes required in the annual consolidated financial statements.

18 Disclosure Controls and Procedures ("DC&P")

The Corporation's Chief Executive Officer ("CEO") and the Chief Financial Officer ("CFO") are responsible for setting and maintaining disclosure controls and procedures, as set out in National Instrument 52-109 issued by the Canadian Securities Administrators. Assisting them in this responsibility is the Disclosure Committee, which consists of the Corporation's key management personnel. The Disclosure Committee must be kept fully informed of any significant information relating to the Corporation so that it can evaluate said information, determine its importance, and decide on timely disclosure of a press release, where applicable. Management regularly reviews disclosure controls and procedures; however, it cannot provide an absolute level of assurance because of the inherent limitations in control systems to prevent or detect all misstatements due to error or fraud.

The CEO and the CFO have concluded that the design of the disclosure controls and procedures as at March 28, 2026 provides reasonable assurance that important information about the Corporation is evaluated, processed, and reported to them in a timely manner during the preparation of disclosure documentation.

19 Internal Control Over Financial Reporting ("ICFR")

Management is responsible for establishing and maintaining adequate internal control over financial reporting in order to provide reasonable assurance as to the reliability of the financial information and reasonable assurance that the financial statements were prepared, for financial reporting purposes, in accordance with IFRS. All internal control systems have inherent limitations and therefore internal control over financial reporting can provide only reasonable assurance and may not prevent or detect misstatements resulting from error or fraud.

Under the supervision of the CEO and the CFO, management evaluated the design of the Corporation's internal control over financial reporting as at March 28, 2026, based on the framework issued by the Committee of Sponsoring Organizations of the Treadway Commission ("COSO").

During the first quarter of 2026, there have been no changes to the internal control over financial reporting that would have significantly affected or been likely to have significantly affected the Corporation's internal control over financial reporting.

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May 7, 2026