

Investor Day

Welcoming Remarks

Lassonde Industries Investor Day

Éric Gemme, Chief Financial Officer
September 19, 2023



Lassonde

Agenda

AM	9:30	Welcoming remarks	Éric Gemme, Chief Financial Officer
	9:35	A word from the family	Nathalie Lassonde, Chief Executive Officer & Vice-Chair of the Board of Directors
	9:45	Overview of Lassonde, our ambition and our strategy to reach it	Vince R. Timpano, President & Chief Operating Officer
	10:10	Turning around the US business to unlock its full potential – US PL	Amanda Burns, President U.S. Private Label
	10:45	BREAK	
	11:00	Turning around the US business to unlock its full potential – US Branded	Gabriela Arrillaga, Senior VP & GM, US Brands Division
	11:20	Investing in our manufacturing network	Stéphane Dubé, Senior VP Manufacturing, North America
PM	LUNCH & PLANT VISIT (in small groups)		
	1:30	Fortifying our position in beverages in Canada	Claire Bara, President, A. Lassonde Inc.
	2:00	Accelerating growth on our specialty food business	Vito Monopoli, President, Lassonde Specialties Inc.
	2:30	Delivering the financials	Éric Gemme, Chief Financial Officer
	2:50	Closing remarks	Vince R. Timpano, President & Chief Operating Officer
	3:00	END	



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

This document 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 securities law. These forward-looking statements, which include, but are not limited to, statements on objectives and goals of the Corporation, 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 document, forward-looking statements include, but are not limited to, those set forth in “Outlook” section of the Corporation’s management’s discussion and analysis (“MD&A”) for the second quarter ended July 1, 2023, 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 document, such as statements concerning sales growth rate, productivity and service level, key commodity and input costs, expenses (including Strategy-related expenses), effective tax rate, working capital and capital expenditures, may be considered to be financial outlooks for the purposes of applicable securities legislation. 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 typically 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-party sources. 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 contained in the forward-looking statements contained herein include, among other things, risks associated with the following: the availability of raw materials and related price variations; 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 clients in competitive market conditions; the ability to maintain strong sourcing and manufacturing platforms and efficient distribution channels; 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 relating to business disruptions, confidentiality, data integrity, and business email compromise-related fraud; 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 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; the successful deployment of the Corporation’s Strategy, including components such as Project Eagle; climate change and disasters causing higher operating costs and capital expenditures and reduced production output, and impacting the availability, quality or price volatility of key commodities sourced by the Corporation; the increasing concentration of customers in the food industry, providing them with significant bargaining power; the implementation, cost and impact of environmental sustainability initiatives, as well as the cost of remediating environmental liabilities; changes made to laws that affect the Corporation’s activities as well as the interpretation thereof, and new positions adopted by relevant authorities; the ability to adapt to changes and developments affecting the Corporation’s industry, including customer preferences, tastes, concerns or perceptions and buying patterns, market conditions and the activities of competitors and clients; 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; deterioration of general macroeconomic conditions, including international conflicts, which can lead to negative impacts on the Corporation’s suppliers, customers and operating costs; 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 and 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 environmental 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 and performance of technology, innovation and the future use and deployment of technology and associated expected future results, and environmental regulation. The Corporation's ability to achieve its ESG commitments is further subject to, among other factors, its ability to leverage its supplier relationships.

Assumptions, expectations, and estimates made in the preparation of 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 from time to time, including information about risk factors that can be found in Section 19 - "Uncertainties and Principal Risk Factors" of the Corporation's MD&A for the year ended December 31, 2022. Readers should review this section in detail.

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 that are not in accordance with IFRS, including the following: Adjusted earnings before interest, taxes, depreciation, and amortization ("EBITDA"); Adjusted EBITDA margin; Operating working capital; Days operating working capital; Net debt; Net debt to adjusted EBITDA. These measures have no standardized meaning under IFRS and are unlikely to be comparable to similar measures presented by other issuers. Please refer to Section 16 - "Financial Measures Not in Accordance With IFRS" of the MD&A for the second quarter ended July 1, 2023 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 operating results but not in substitution of IFRS results. In addition, measures that are not in accordance with IFRS should not be viewed as a substitute for the related financial information prepared in accordance with IFRS. For information regarding calculations of measures and ratios not in accordance with IFRS, refer to "Appendix" section.

For additional information regarding the Corporation's business for 2023 and known trends, events or uncertainties, see the Corporation's MD&A for the second quarter ended July 1, 2023, available on the SEDAR website at www.sedarplus.ca, in particular the "Outlook", and "Forward-Looking Statements" sections thereof, which are incorporated by reference herein. For information about the use of measures and ratios not in accordance with IFRS, refer to section "Financial Measures Not in Accordance With IFRS"



Investor Day

Welcoming Remarks

Lassonde Industries Investor Day

Nathalie Lassonde, Vice-Chair of the Board & CEO
September 19, 2023



Lassonde

A Proud Legacy and a Long-term Vision

From humble beginnings to a leader in the North American food and beverage industry

1918



**Aristide Lassonde and
Georgianna Darcy**



Willie Lassonde



Pierre-Paul Lassonde

Today



Nathalie Lassonde



Board Members

Chantal Bélanger

Corporate Director

Denis Boudreault

Corporate Director

Paul Bouthillier

Corporate Director

Luc Doyon

Corporate Director

Nathalie Lassonde

CEO & Vice-Chair
of the Board of Directors
Lassonde Industries Inc.

Pierre-Paul Lassonde

Chairman of the Board
of Directors
Lassonde Industries Inc.

Pierre Lessard

Corporate Director

Nathalie Pilon

Corporate Director

Michel Simard

Corporate Director



Our ESG 2030 Vision

To be an influential and committed environmentally aware business that drives the transition to a more sustainable society



The image shows the cover of the 2022 ESG Report. It features a grid of nine circular and semi-circular frames. Some frames contain images: a woman in a blue jacket, a group of people in a field, a woman in a white lab coat, and a green forest. A central banner contains the text "ESG Report" and "2022" with a small icon of a hand holding a plant. The Lassonde logo is in the bottom right corner.

Our Four ESG Pillars

- 1. Establishing sound ESG governance
- 2. Taking care of people
- 3. Caring for the planet
- 4. Building a sustainable supply chain



Overview of Lassonde

Our Ambition and Our Strategy to Reach it

Vince Timpano, President and Chief Operating Officer
September 19, 2023



Lassonde

Presenting Today



1

Amanda Burns

US Private Label Beverages



2

Gabriela Arrillaga

US Branded Beverages



3

Stéphane Dubé

Manufacturing North America



4

Claire Bara

Canada Beverages



5

Vito Monopoli

Specialty Foods



6

Eric Gemme

Chief Financial Officer



Lassonde Industries – Who We Are

A leader in the North American food and beverage industry

- Deep roots in the community with a proud 105-year history
- Broad portfolio across multiple categories
- Exceptional capabilities with a North American network of 16 plants and over 2,700 employees

Well established strength and reputation in beverages

#1 in Canada - Fruit juices and drinks

#2 in the U.S. - Store brand shelf-stable fruit juices and drinks

Leading positions in food categories

Leading North American manufacturer of specialty food products

#2 Manufacturer of branded fruit snacks in Canada

Leading Producer of store brand cranberry sauces in the U.S.

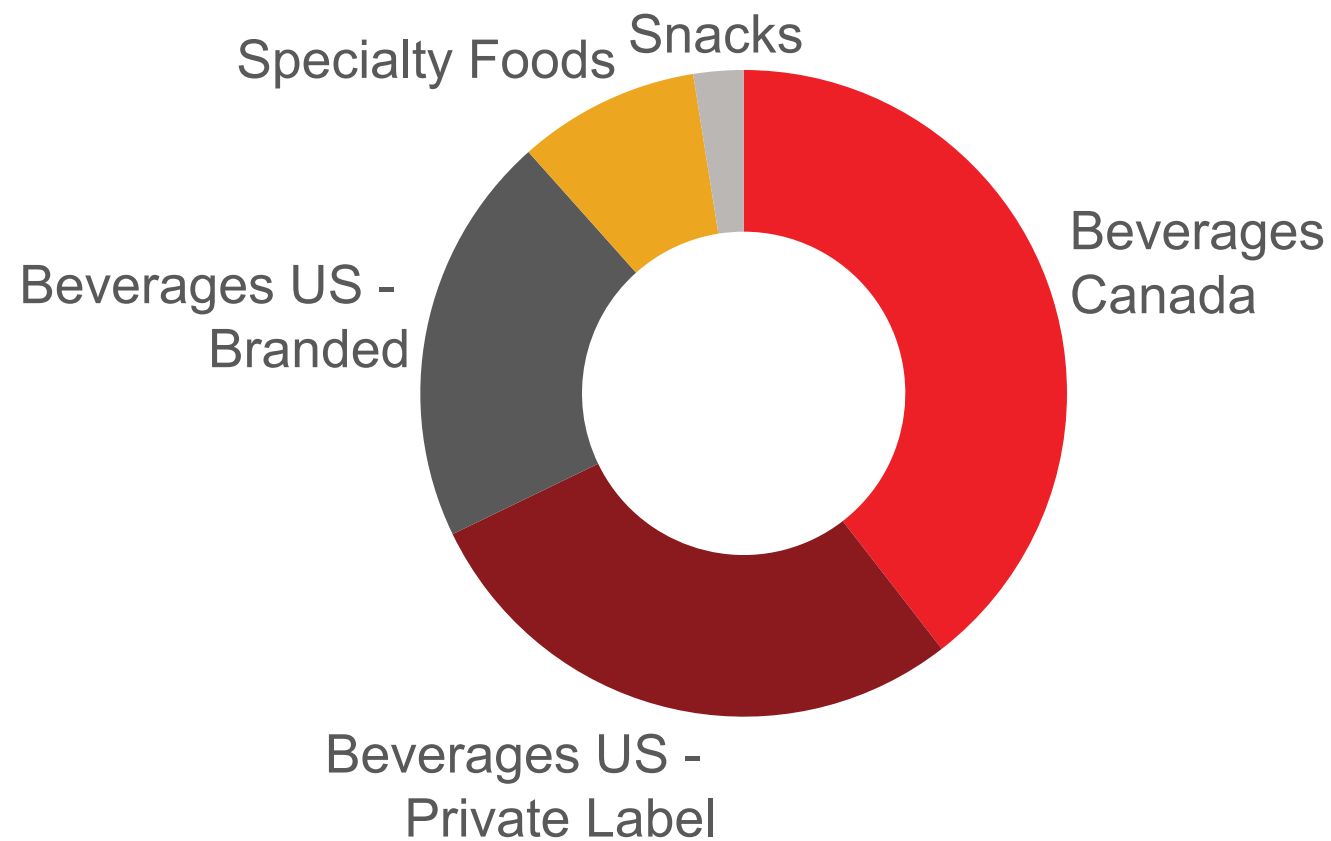


Breadth and Depth of Product Offering

Over 3,500 Unique Products and 200 Formats across Shelf-stable, Chilled and Frozen categories



Sales Distribution



Snacks and Alcoholic Beverages

SNACKS

Came from the acquisition of Sun-Rype

- Focus on 100% fruit strips, bars and bites
- Vertically integrated to make fruit purees

Go to market with own brands in Canada

- More limited U.S. presence with brands and private label



WINES AND CIDERS

Performed through Arista Wines in Quebec

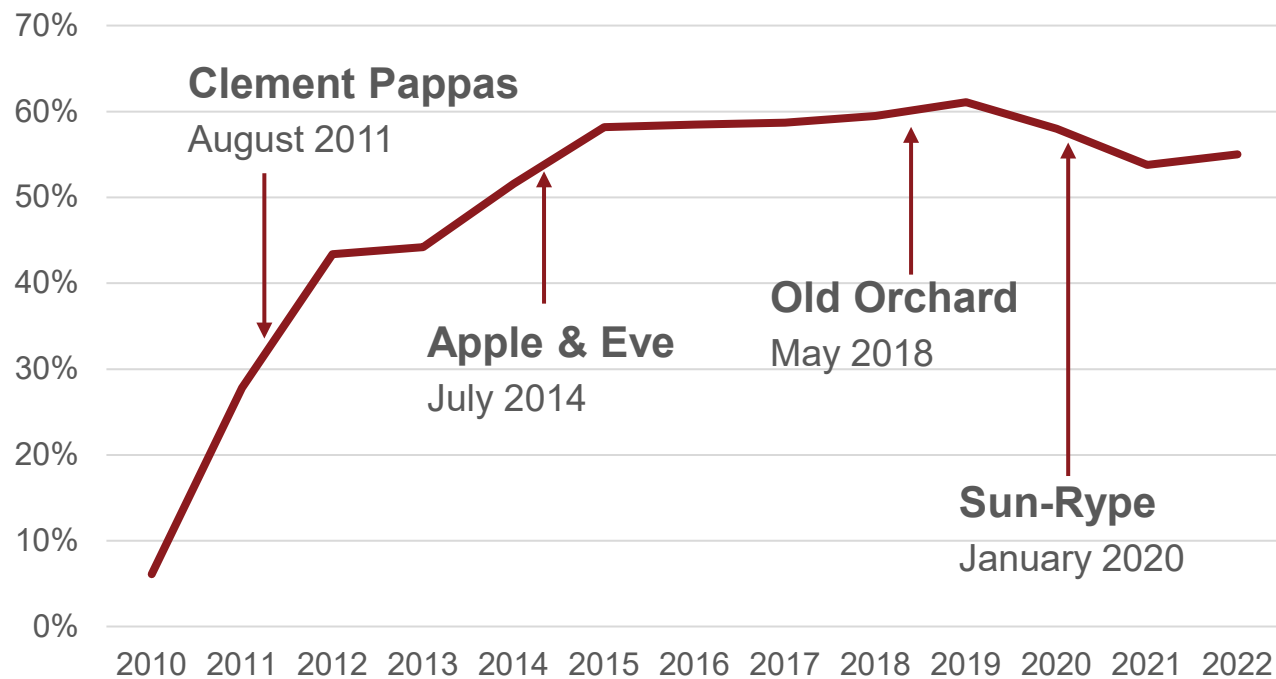
Investment in Diamond Estates Wines and Spirits in Ontario



Sales by Country

2022

% of Sales from the U.S.



Sales by Brand Type

National Brands*

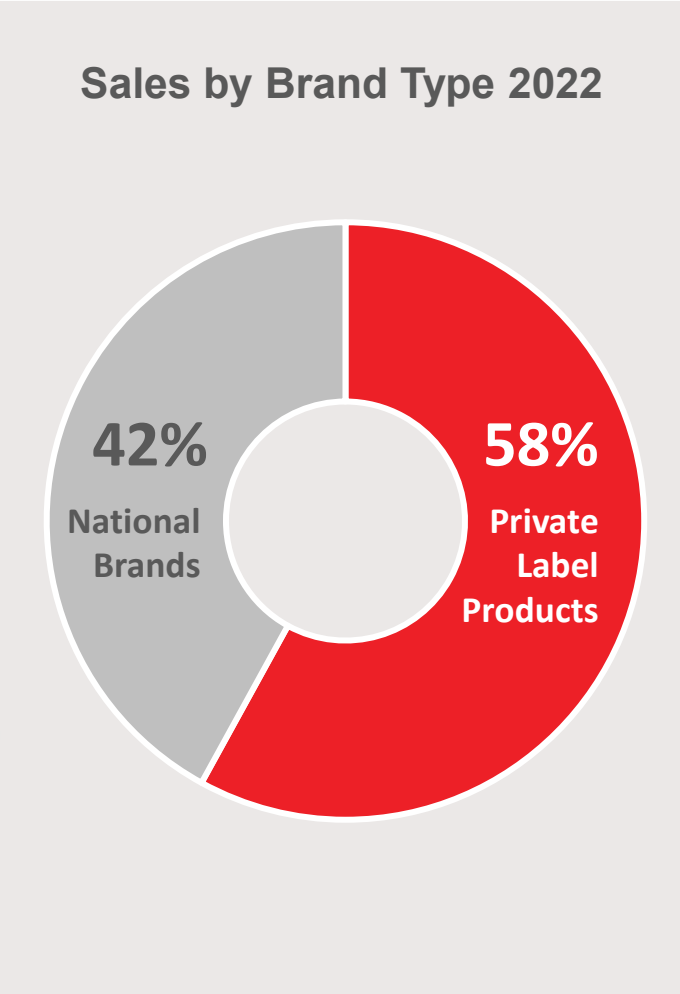
Canada



Partner Brands



United States



* Non exhaustive



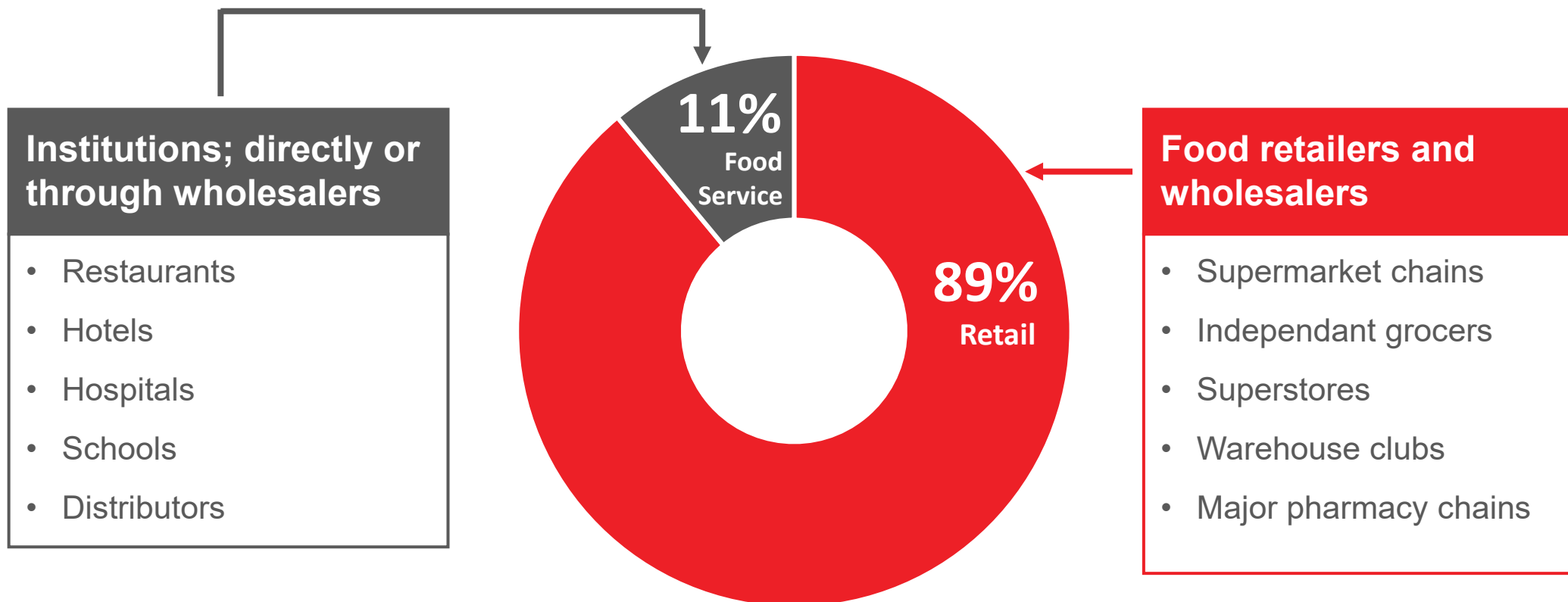
Extensive Customer List*



* Only a sample of Lassonde's customers are represented on this page



Sales by Market Segment – 2022



Our Multi-Year Strategic Plan – Objectives



Drive long-term value



Accelerate revenue growth



Improve overall margins and profitability



**A stronger,
more diversified
and leading NA
agri-food and
beverage player**

**Our great tasting products in more hands,
serving more needs, across more occasions,
every day.**



Multi-year Strategy Priorities

1
**Build a
Growth-oriented
Portfolio**

2
**Drive
Sustainable
Performance**

3
**Improve
Capacity
to Act**



Multi-year Strategy – Build a Growth-Oriented Portfolio

Unlock the full potential of our U.S. operations

- Reset and optimize private label activities
- Build stronger branded operations to capture growth and improve profitability

Sustain profitable growth in Canada

- Invest in our brands
- Strengthen customer relationships, by serving as a trusted partner and deliver reliable service
- Grow through innovation and channel expansion
- Focus on revenue and cost productivity

Accelerate growth in specialty food business

- Explore growth opportunities in segments like premium sauces and soups



Multi-year Strategy – Drive Sustainable Performance

Increase investment in our manufacturing network

- New single-serve line in the U.S.
- Higher speed juice box lines in Canada

Continue to focus on our NA supply Chain

- Network optimization
- Best in class purchasing
- Efficient delivery of our products

Strengthen revenue management practices

- Surgical-like approach to portfolio management

Implement new processes and systems

- Better leverage data to improve decision speed and quality
- Optimize resource utilization and capture efficiencies
- Deliver on our ESG commitments to build a sustainable supply chain



Multi-year Strategy – Improve Capacity to Act

Implement a new operating model: The power of global at the speed of local

- Operate in a manner that is close and responsive to the market
- Leverage scale and common capabilities to capture synergies
- Establish common best practices to enable service excellence, at the lowest cost possible
- Three new Centers of Excellence:
 - Innovation
 - Manufacturing
 - Supply Chain



Innovation Center of Excellence

Importance of innovation giving our exposure to commodities and the mature nature of the market in which we compete

Mandate to support the creation of a balanced, diverse and healthy portfolio

- To serve more needs and drive expanded appeal to a broader customer base

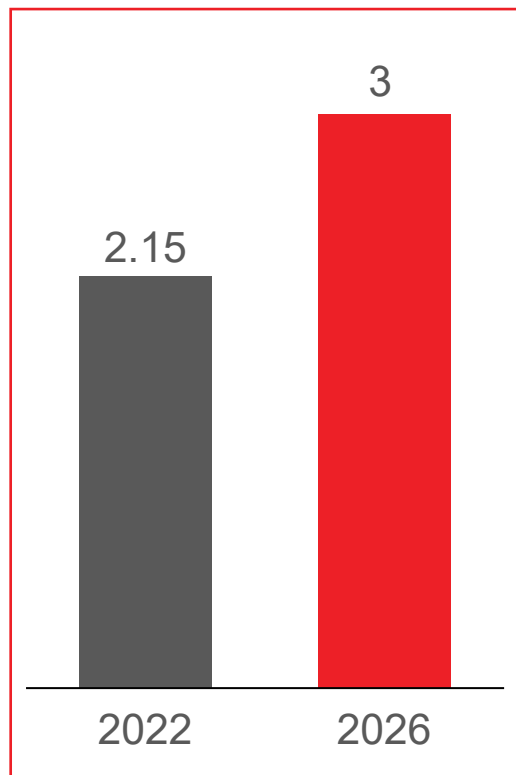
Composed of experts in marketing, innovation and R&D

- Introduce incremental innovation outside of our core business
- Support our business units in improving their products and creating incremental profitable demand



Financial Goals

Achieve sales of \$3 billion by 2026 on a run-rate basis, with an eye to improving margins

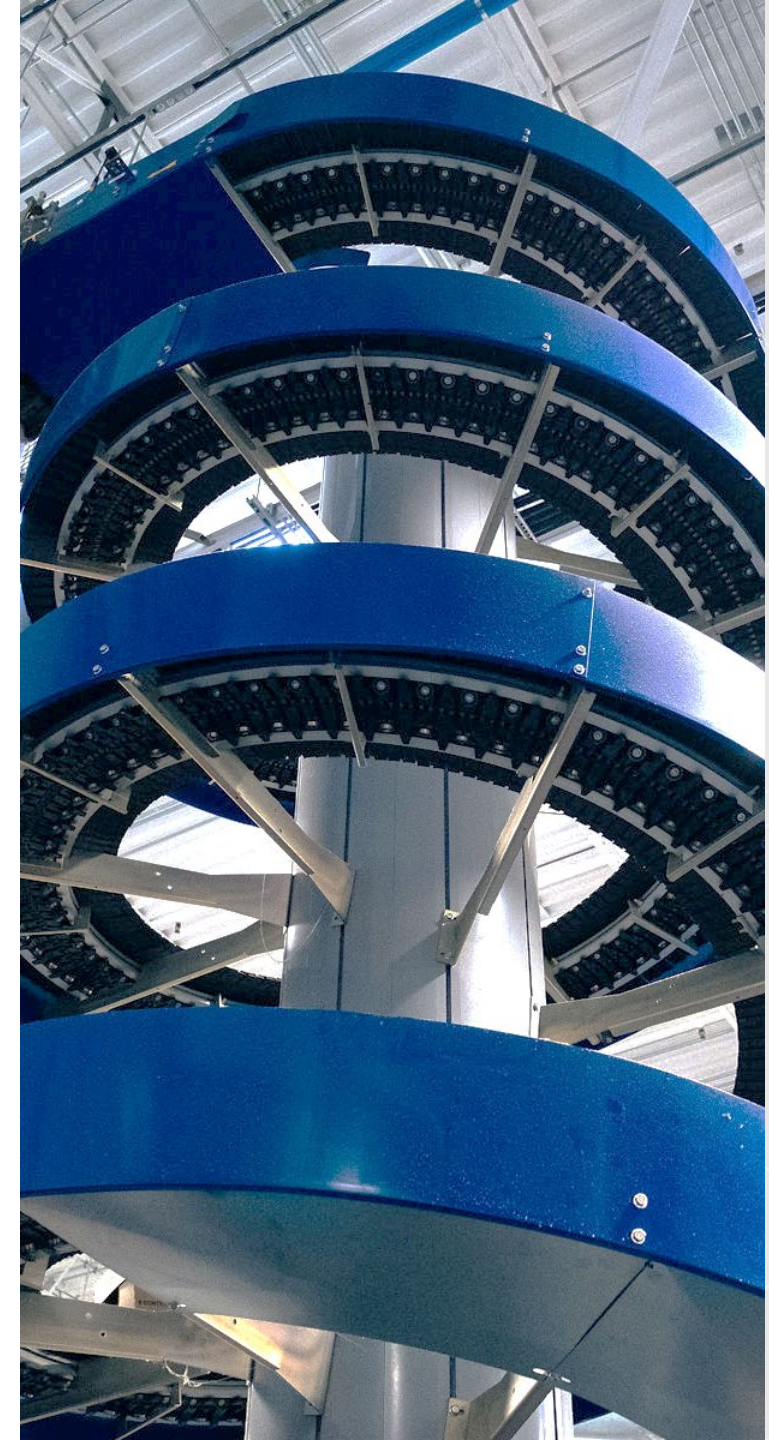


Organic growth by leveraging existing assets

- Improve asset performance by increasing and optimizing utilization
- Improve business mix towards higher margin products with interesting growth profile

Investment-driven growth

- Known projects some of which will be discussed today
- Widen our physical footprint by building/expanding existing facilities or through acquisition





Lassonde

lassonde.com

Unlocking U.S. Business Potential

Market Overview

Lassonde Industries Investor Day

Amanda Burns, President, U.S. Private Label
September 19, 2023



Lassonde

U.S. Operations Market Overview

2nd largest manufacturer of shelf-stable store brand juices and drinks in the U.S.



<p>70%</p> <p>Juices & Drinks</p>	<p>20%</p> <p>Lemonades, Teas & Sports drinks</p>	<p>10%</p> <p>Cranberry Sauces <i>(leading producer of private label brands)</i></p>
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Non-alcoholic beverage market is a US\$138B business

- Lassonde operates in juice segments representing US\$16.2B*

Sales by Division – 2022



- Beverages U.S. - Private Label
- Beverages U.S. - Branded

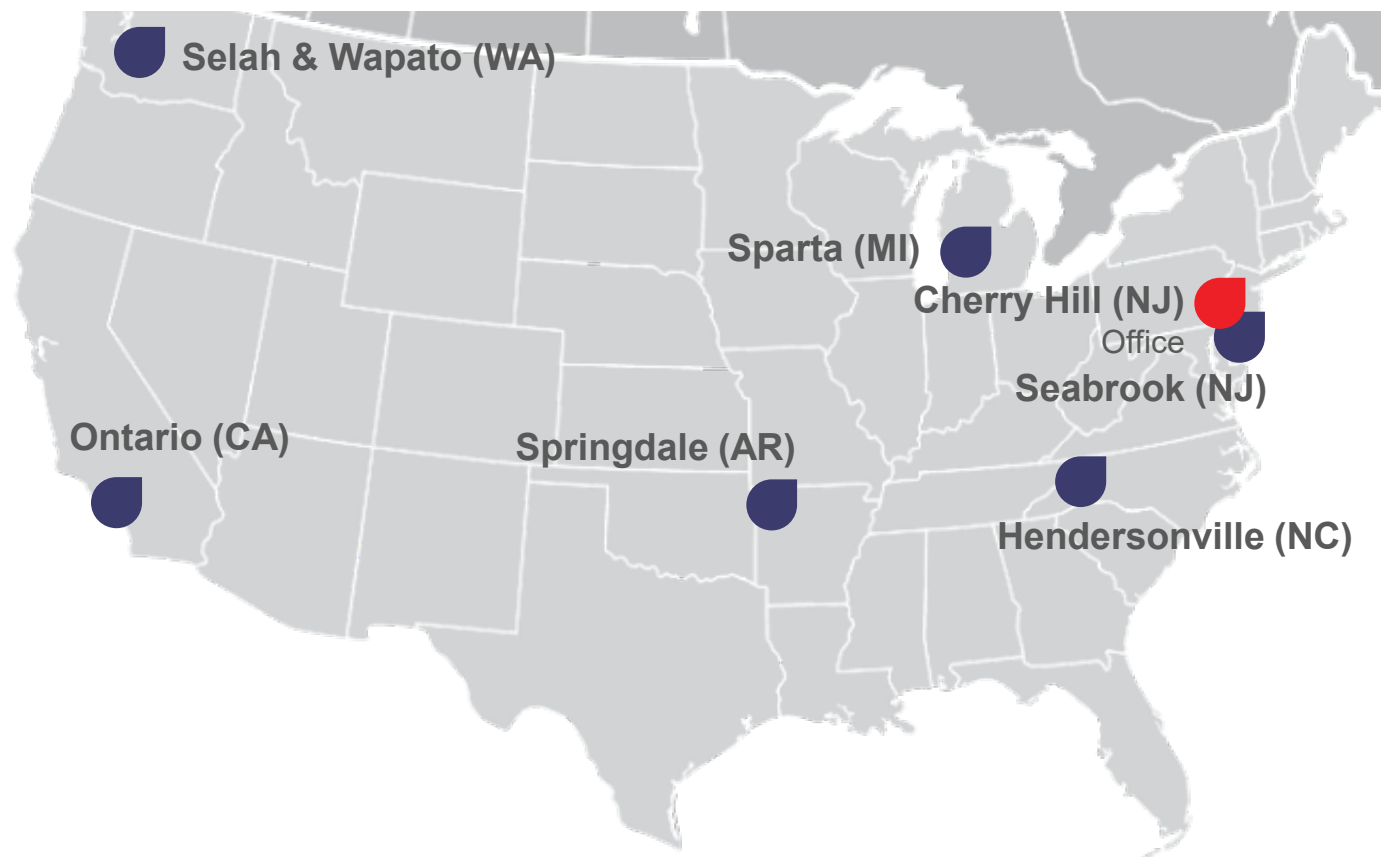
55%
Sales in the U.S.

*MULO + Convenience, excluding Costco



U.S. Operations

Building Our Presence for Over a Decade



 U.S. Head Office

 Facilities

2011

Clement Pappas and Company, Inc.

- Private Label

2014

Apple & Eve

- Branded

2018

Old Orchard Brands

- Branded

2020

Sun-Rype Products (U.S. operations)

- Private Label and Industrial



U.S. Operations

Supplying an Extensive Customer List*



Lassonde's products
on the shelves of nearly
all top 50 U.S. retailers



* Logo position on map indicates approximate head-office location

U.S. PRIVATE LABEL

UNLOCKING U.S. BUSINESS POTENTIAL

Key points



1

Challenges supplying our customer base at the right cost structure



2

Recognizing the need to review and understand the root cause of the challenges and create a robust plan to regain capacity



3

Reason to believe that we have the right infrastructure and capabilities to grow



4

Focused on a robust build-back plan to bring the right customers and products back into our facilities



U.S. Private Label Operations

Understanding the Decline in U.S. Performance

Profitability erosion between 2018 and 2022 as internal production volume declined nearly 20%

Issues	Consequences
<p>Operational complexity Too many products, formats, formulas</p>	<ul style="list-style-type: none"> • Sub-optimal volume levels • Complexity-related costs led to inadequate pricing • Sub-optimal throughput and costs
<p>Supply chain challenges due to pandemic</p>	<ul style="list-style-type: none"> • Lower fill rates resulting in deterioration of customer service • Inability to bring finished goods inventory to appropriate levels
<p>Aging manufacturing equipment and high labour turnover rates</p>	<ul style="list-style-type: none"> • Shortage of experienced line operators • Unplanned downtime due to stoppages



U.S. Private Label Operations

Project Eagle to Build Back Operational Excellence

Dynamic and multifaceted efforts to:

- Optimization
- Simplify our offerings with the right formula and pack format
- Invest in equipment and technology
- Align our processes by sharing best practices
- Better train and instill leadership in our people



U.S. Private Label Operations

Project Eagle Delivering Significant Results

PROGRESS

Simplified the product portfolio

~15% less SKUs

1. Product Rationalization
2. Pack Harmonization
3. Formula Consolidation

BENEFITS

- Reduced downtime associated with changeovers
- Able to produce more cases and/or perform equipment maintenance
- Improved throughput to, ultimately, deliver growth at a better margin



U.S. Private Label Operations

Project Eagle Delivering Significant Results (cont'd)

PROGRESS

New Technology Tools

- Transportation Management System (TMS)
- Integrated Planning Tool – Demand, Supply and Production Planning
- ERP Upgrade

BENEFITS

- Improved routes and direct negotiations with carriers
- Improved forecast accuracy from statistical driven calculation
- Improved inventory holdings
- Optimized holdings to drive targeted customer service levels by customer
- Supported ERP to host new future platforms and improve business processes



U.S. Private Label Operations

Project Eagle Delivering Significant Results (cont'd)

PROGRESS

Invest in new equipment

- New filler, capper and labeller installed at the New Jersey facility in July 2023



BENEFITS

- Improved line speed
- Increased capacity
- Lower costs
- Waste reduction from lost juice will improve our environmental footprint

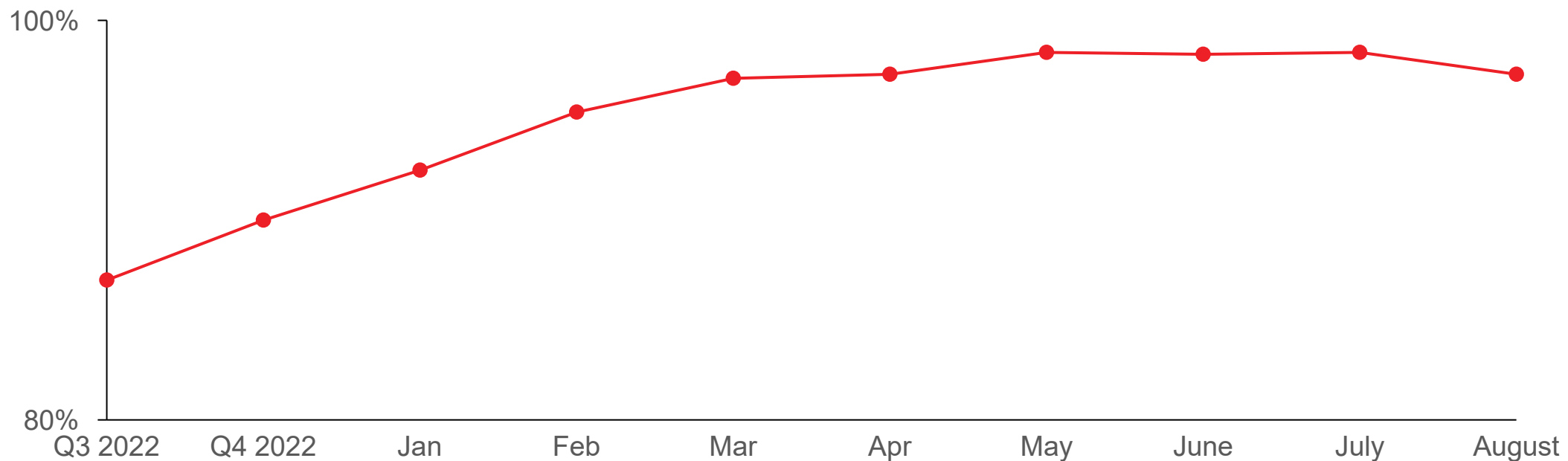


U.S. Private Label Operations

Project Eagle Delivering Incremental Capacity, Internal Schedule Reliability and Improved Inventory Levels Delivering on the Right Level of Service to Customers

BENEFITS

U.S. Private Label Case Fill Rate



BUILD BACK STRATEGY

U.S. PRIVATE LABEL



Regaining and Expanding Current Distribution

U.S. Private Label Operations **Build Back Strategy** **4 Key Success Factors**

- 1 Service – reliable fulfillment**
- 2 Value – competitive cost structure**
- 3 Trusted supplier – quality, flexibility and proactiveness with insights**
- 4 Differentiation and innovation**



U.S. Private Label Operations

North Carolina Single Serve Project

Installation of a new aseptic single serve line

- Commissioning scheduled for summer 2024
- Capacity available for private label and branded products

Largest investment ever outside of an acquisition

- Approximately US \$53 million

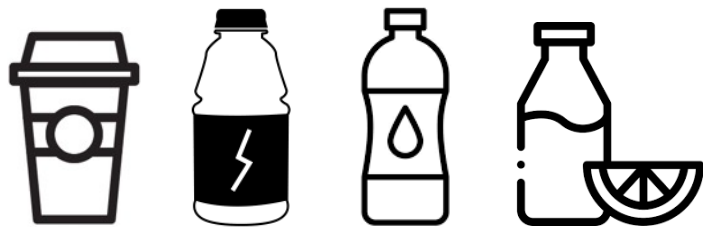
Strengthens our core capabilities and embraces our vision and strategic pillars



U.S. Private Label Operations

Single Serve Delivers Personal Convenience and Allows Lassonde to Capture New Moments of Consumption

\$64B Single serve beverage market size



57% Of consumers said they purchase on-the-go drinks like tea and coffee¹

40% Of consumers said they purchase on-the-go drinks like juice and other staples¹

\$17B

Single serve bottle market

- Growth market
- Demand exceeds planned capacity
- Further opportunities exist

¹ Source: CSNews



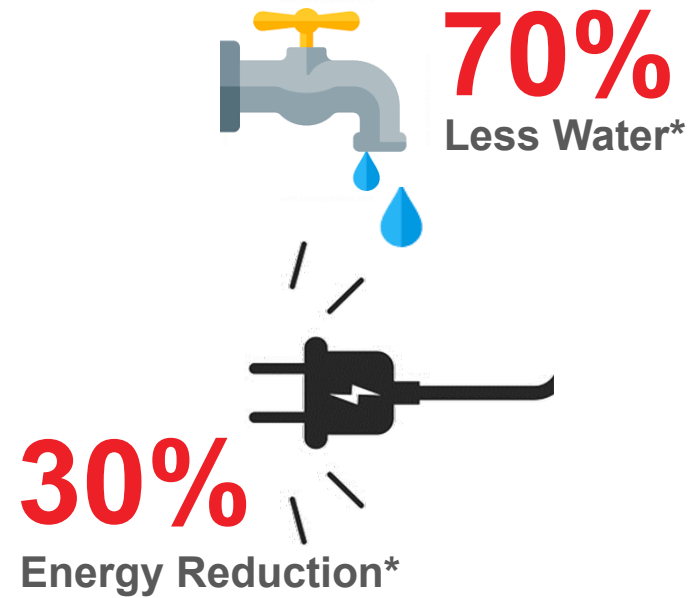
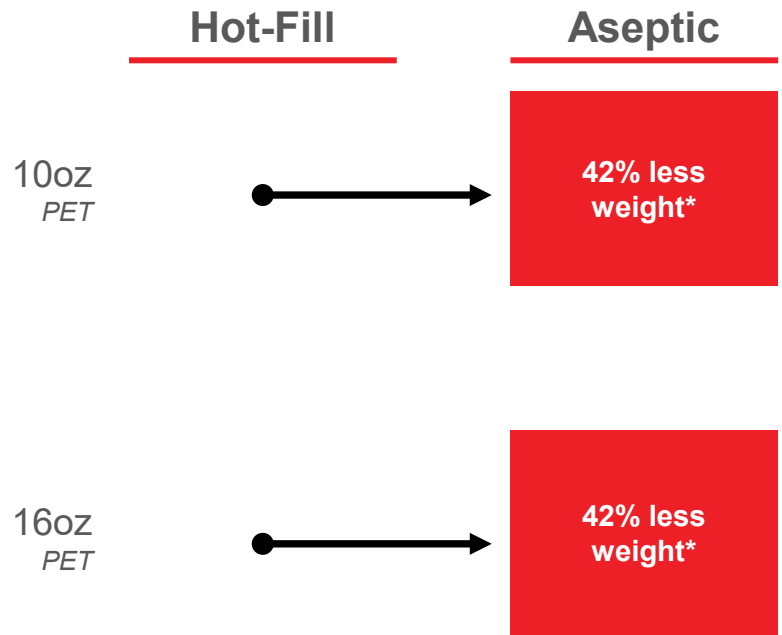
U.S. Private Label Operations

Our State-of-the-art Single Serve Capabilities Provide North American Distribution and Scale



U.S. Private Label Operations Aseptic Technology Key Advantages

ENHANCE SUSTAINABILITY AND LOWER COSTS PLASTIC REDUCTION



PRESERVES A BETTER TASTE FOR JUICE



*Than traditional hot fill



U.S. Private Label Operations

Opening Further Opportunities in New Channels

Channel expansion

- Offer more products to the convenience store channel for “at home” consumption

Fortify our core capabilities

- Grocery and mass-retail pack

Foster innovation in adjacent categories

- Functional beverages
- Premium teas



U.S. Private Label Operations

Key Takeaways

- Turning around the U.S. business to unlock its full potential
- Project Eagle allowed the reset of this business in the right way
- New capabilities in growth categories (single serve)
- Build back a sustainable business at better margins
- Early wins to fuel further growth





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Unlocking U.S. Business Potential

U.S. National Brands

Lassonde Industries Investor Day

Gabriela Arrillaga, Senior VP and GM, U.S. Brands
September 19, 2023



Lassonde

Brand Overview – Product Line-ups

US Branded Product Portfolio



Strong product portfolio of juices for the whole family



#1 Juice Box,
Leader in Organic
100% Juice



Broad portfolio of 'Value' products that appeal to families



#2 Position within
Frozen Juice &
Diet/Light segments



Premium antioxidant-rich 100% juice blend portfolio



#2 branded 100%
Cranberry Juice



Great tasting, SPARKLING 100% JUICE for Tweens/Teens



Leader in US
Schools



Control brand to complement our PL business



Strong Player in
Food Service





BRAND REVIEW

U.S. National Brands

Apple & Eve

A brand with 45+ years of history of driving innovation and category change

Acquired by Lassonde in July 2014

- Entry into the U.S. branded juice business

Highly trusted, all-family brand

- Emphasis on juice boxes

Leading brand in Northeast, #1 juice box in US

- Strong presence down the entire east coast
- National distribution with key mass and club retailers



U.S. National Brands

Apple & Eve, a Long Tradition of Industry Firsts

1975

Unfiltered apple juice sold in supermarkets



1982

100% juice in aseptic juice boxes in the U.S.



1999

Exclusive Sesame Street Partnership



2003

First to introduce Organics 100% juice to mainstream channels



2008

Launch of Fruitables: First fruit & vegetable juice drink for kids



2018

Relaunched Organics in mainstream size and set



Apple & Eve is a leader in Organics 100% juice
....and # 1 juice box in the US



A Strong Product Portfolio



Made with real fruit juice and no sugar added



Available in single-serve sizes, aseptic boxes and multi-serve bottles



Made with USDA organic real fruit juice and no sugar added



Available in single-serve sizes, aseptic boxes and multi-serve bottles



Made with real fruit juices featuring the Sesame Street gang in kid friendly sizes across 100% Juice Conventional & Organics



Available in aseptic boxes and multi-serve bottles



Made with real fruit and vegetable juices! And with 39% less sugar than regular leading juices



Available in aseptic boxes



Big Fruit Flavor ★ **No Added Sugar** ★ **No Artificial Sweeteners** ★ **Non-GMO Verified**





BRAND REVIEW

U.S. National Brands

Old Orchard

A trusted brand anchored in the market since 1985

- Founded by fourth generation growers

Acquired by Lassonde in May 2018

Extensive portfolio with over 120 bottled and frozen juice products

- Leading brand in the shelf-stable, multi-serve fruit juice category
- Second largest U.S. brand for frozen juice concentrates

National distribution with strong presence in Central U.S.

- Positioned as a « value » brand



U.S. National Brands

Brand Identity

Value brand

- Allows for an all-encompassing target consumers

Appeals to large, bustling families and to all members

- Kids
- Organics
- Healthy Balance
 - Low-cal, reduced sugar line
 - #2 brand in the “diet/light” segment





NORTHLAND[®]

BRAND REVIEW

U.S. National Brands

Northland

Established more than 30 years ago in Wisconsin

- Branded juice division of Northland Cranberries inc. was acquired by Apple & Eve in 2005

Premium price positioning

Bold flavored juices that fit with a healthy lifestyle

Distribution throughout the U.S.

- Multi-serve formats distributed to grocery stores, mass merchandisers and food service outlets



#2 in the cranberry
100% juice segment





BRAND REVIEW

Switch



Sparkling 100% juice for schools

- 100% of what you want, 0% of what you don't want
- Healthy alternative to sodas: "Switch from sodas"

Growth potential in the sparkling category

- Building a network to support the brand

Ruby Kist



Strategic brand in the food service market, that complements PL as sole supplier to broadline distributors



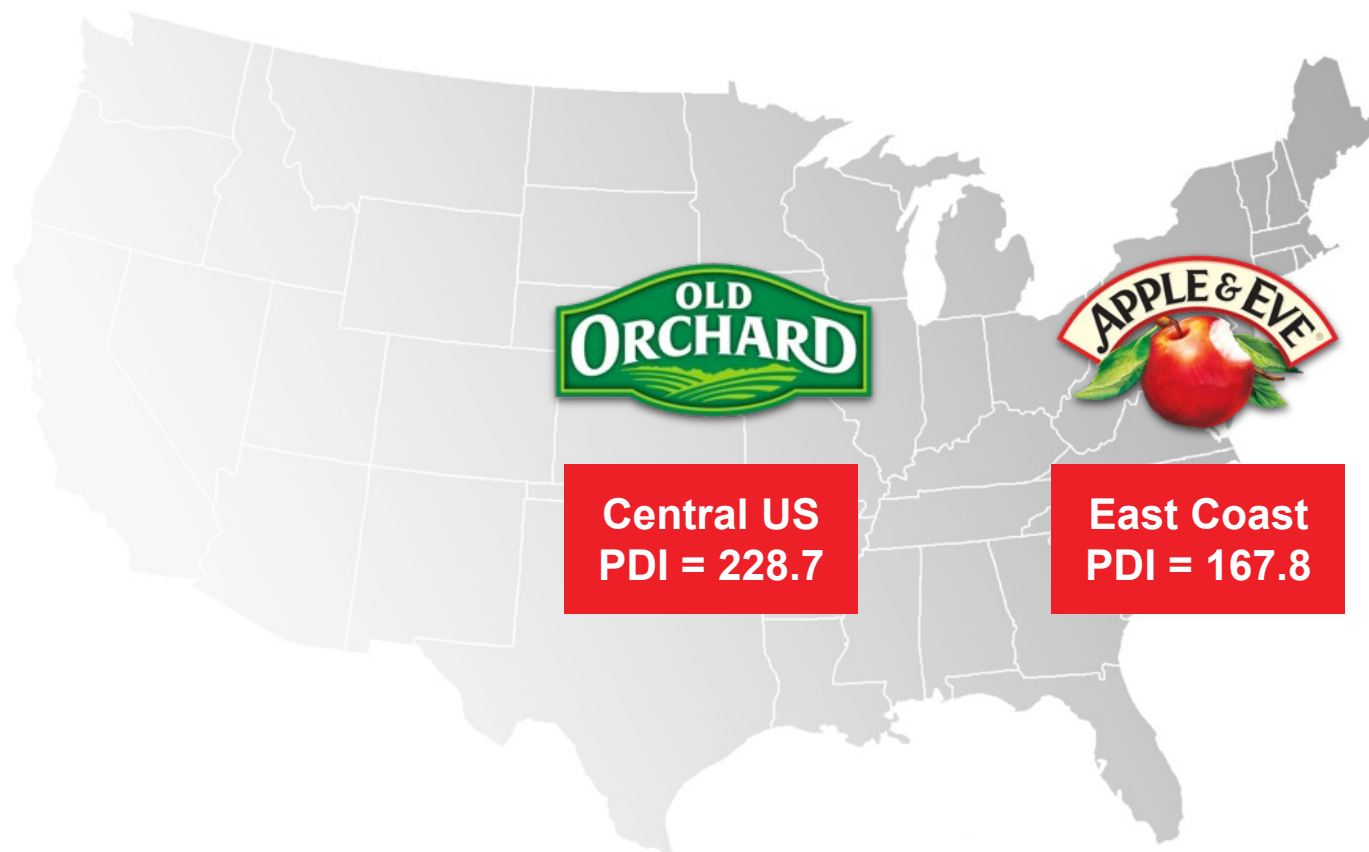
U.S. National Brands

Strong Portfolio of Brands

Growth potential with strategic geographic positions

Strength in Central and Eastern U.S. regions, with high product development indexes (PDI)

- Areas cover approximately 82% of volume in the shelf stable juices and drinks segment





Future of the Brands

U.S. National Brands

We had Challenges...

Mostly in protection mode since 2020

- Apple & Eve was struggling to access internal and external capacity partly due to labor-related issues

Forced to make trade-offs

- Walking away from certain distribution
- Managing the business with limited promotions while on allocation

Able to increasingly leverage Canadian production capacity

- Offset the larger risks



U.S. National Brands ...But Our Network is Now Stronger and More Efficient

A larger part of our core business is now packed within the Lassonde network

- In the U.S. and in Canada – Supported by our Centers of Excellence in Manufacturing and Supply Chain
- Use selected co-packers

Balance between internal and external production maintains an asset-light mindset

- Testing innovation with speed and agility
- Supports the core business with confidence and improved service levels



Catalyst to stimulate
our well-established
brands and shift back
into growth mode



U.S. National Brands Growth Path

Single-serve expansion will provide additional capacity to support the growth of our U.S. brands and expand A&E

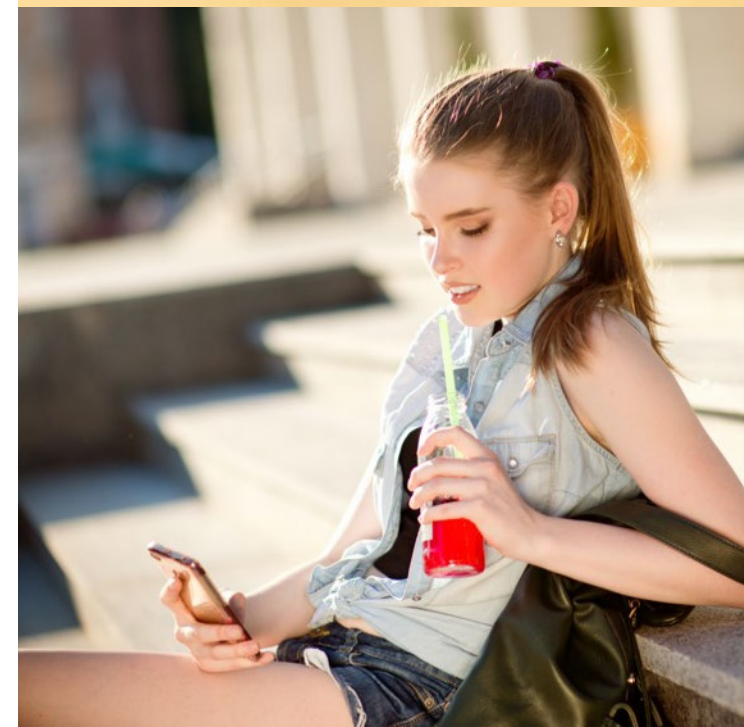
Stepping up our innovation agenda beyond single-serve

Restoring the core and driving share

- Focus on strategic distribution pushes across channels and retailers
- Disciplined revenue management to maximize trade spends

Reinvesting in brands with new marketing campaigns

- Eyeing digital





Lassonde

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North American Manufacturing Network

Lassonde Industries Investor Day

Stéphane Dubé, Senior VP Manufacturing North America
September 19, 2023



Lassonde

North American Manufacturing Network

Topics to be Covered



1

Mandate of our Manufacturing Center of Excellence



2

Manufacturing network and capabilities



3

Key priorities to support growth



North American Manufacturing Network

Manufacturing Center of Excellence

An **integrated North American** manufacturing network

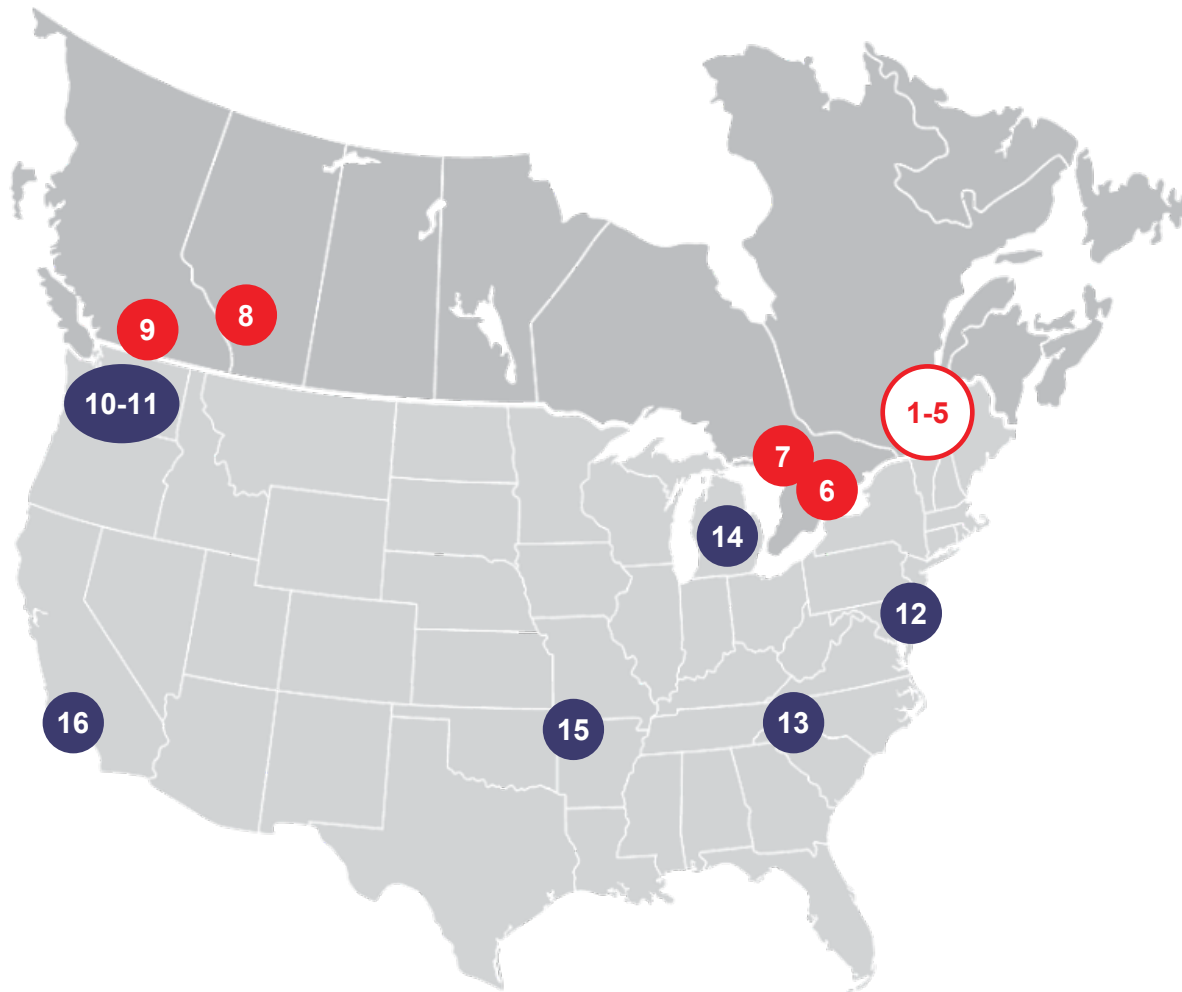
Focus on demand creation and fulfillment activities, in support of the divisions

- An environment that respects the **highest quality and safety standards**
- Leveraging **scale, synergy and best practices** to transform high-quality ingredients at the **lowest possible cost**
- A **reinforced leadership**, with addition of new **talent and expertise** in key areas of the operations



16 Plants in North America with Over 1,700 Employees Dedicated to Manufacturing

North American Network



		Location
CANADA	1	Rougemont, QC, 5 th Avenue
	2	Rougemont, QC, Mont-Rouge
	3	Rougemont, QC, Cider House
	4	St-Damase, QC (food plant)
	5	Boisbriand, QC (food plant)
	6	Toronto, ON
	7	Thornbury, ON
	8	Calgary, AB
	9	Kelowna, BC
U.S.	10	Selah, WA
	11	Wapato, WA
	12	Seabrook, NJ
	13	Hendersonville, NC
	14	Sparta, MI
	15	Springdale, AR
	16	Ontario, CA



North American Manufacturing Network

Producing Where It Makes Sense

Lassonde's plants servicing

- The Canadian and U.S. markets
- Private label and branded beverage products

Production where costs and logistics efficiency are optimized

Favors a more optimal capital allocation



North American Manufacturing Network

Broad Spectrum of Capabilities

Fruit pressing capabilities

Three main manufacturing processes







- Chilled and shelf-stable aseptic
 - Complete production process done in a sterile environment
 - Faster process
- Hot fill
 - Use of heat to sterilize juice and packaging to extend shelf life without preservatives
- Frozen concentrates



North American Manufacturing Network

Broad Spectrum of Capabilities (cont'd)

Juice is packaged in:

Tetra Pak boxes	PET bottles	Gable	Cans	Cups	Glass jars
					

Preform capabilities

- 4 different preform sizes for containers ranging from 300 mL to 2.5 L
- In-house production at 5th Avenue facility to secure demand



North American Manufacturing Network

Main Priorities

Safety is #1 priority

- Always work to improve safety standards and practices

Productivity improvement	Network optimization	CAPEX deployment
<ul style="list-style-type: none"> • Ensure changeover efficiency • Instill operational excellence • Reinforce maintenance programs 	<ul style="list-style-type: none"> • Optimize conversion and transportation costs • Ensure adequate use of co-packers 	<ul style="list-style-type: none"> • Accelerate investments in network (2x higher than historical average) <ul style="list-style-type: none"> • New Jersey • North Carolina • 5th Avenue, Rougemont: <ul style="list-style-type: none"> • 2 new high-speed juice box lines in 2024



North American Manufacturing Network

Key Takeaways

Breadth and depth of manufacturing capabilities and expertise

Superior execution by our highly talented team across our network

- With respect to the highest safety and quality standards, deliver lowest cost possible and best in class customer service

Initiatives and investments making our network even better

- Maintenance, productivity or growth investments generating higher returns on capital



**A strong foundation
to support a clear
growth plan**





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Fortifying Our Position

Beverages Canada

Lassonde Industries Investor Day

Claire Bara, President, A. Lassonde Inc. Division
September 19, 2023



Lassonde

Beverages Canada

Keys to Our Growth and Priorities

Competitive Advantages

- Our **scale**
- Diversity of our **portfolio**
- Strengths of our **brands**
- Strength of our **customer partnerships**
- Unique **local positioning**

Key Priorities

- Protecting our **Core**
- Growing through:
 - **Innovation**
 - **New format and channel expansion**
 - **Customer acquisition**
- Increasing **productivity** in key areas of the business to **improve margin**



Beverages Canada

Leader in Both Branded and Private Label Products



Sources: Nielsen MarketTrack, JDN+RJ+IT (excl Kombucha), I-sight, Flat Water & Carbonated Water Flavoured, Nat GB+DR+MM (excl Costco), L52W, PE June 17th 2023
Direct Link National, L52W PE Q2 2023



Beverages Canada Customer Portfolio*



* not exhaustive



Beverages Canada

Canadian Juices and Drinks Market

\$3.0B Industry

Retail

\$2.7B

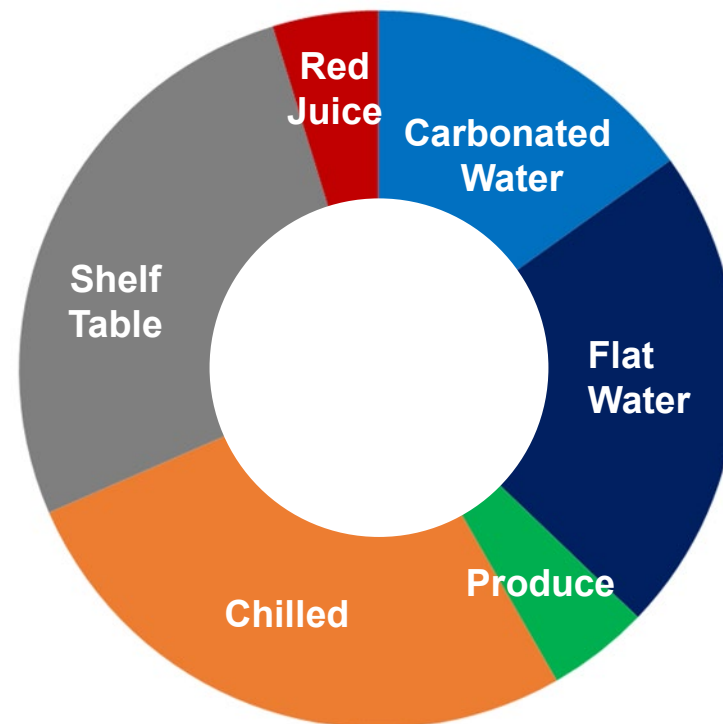
Food service

\$340M

Mature market with pockets of growth in some categories

- Functional drinks
- Reduced sugar
- Smoothies
- Iced tea
- Ethnic products

Retail market breakdown by sub-category



Beverages Canada

A Solid Leadership Position

- 1 Scope of our portfolio**
 - Private label and branded offering
 - Multi packaging
 - Multi brands
- 2 Regional and national brand strength**
- 3 Strong customer relationships**
- 4 Local positioning**























**Consumer centric –
customer service oriented**

**Multi format, multi packaging,
multi brands**

**Strong partnership with retail
& food service customers**



A Strong, Diverse & Complementary Branded Portfolio Within Multiple Beverage Categories

	SHELF 		CHILLED 		WINE 	
National focus	OASIS		Nectar juice	 **	Juice	OASIS
Juice	 SunRype	 ALLENS **			Imported wines	 STEFANO  Arte Nova
Regional focus	 Rougemont	 Graves **	Cocktail	 ALLENS	Functional	OASIS HEALTH BREAK FRIOLENTO [®]
Reduced calories/sugar	 slim SunRype	 OASIS Hydra Fruit	Iced Tea	 AriZona **	Smoothie	OASIS SMOOTHIE Double Vie™
Drink lemonade	 FRUITÉ		Organic	 kiju organic	Organic	 kiju organic
Water	 drop		Sparkling Water	 SPARKLING ICE *		
Commercial food service		 fairlee™				

* Brand for which Lassonde owns distribution rights. ** Brands for which Lassonde owns a manufacturing license



OASIS®

Successes of Our Flagship Brand



Beverages Canada

Regional Brands with Strong Market Shares



#1 in Western Canada



#1 in Ontario and extends its reach nationally in the cocktail segment



#1 in Atlantic Canada



Strong position in Québec



Beverages Canada

Excellence in Customer Service

LASSONDE # 1 Preferred Supplier



Shelf Stable #1



Chilled #2



Private label #2
(all categories)

Success Factors

- Proximity and close relation
- Dedicated regional sales teams
- Strong representation at head office and analytical support
- Strong execution at store level
- Strong relation with customers across organization



Beverages Canada

Operating Close to the Markets We Serve with a Coast-to-coast Network



1 Rougemont (QC)
5th avenue, Mont-Rouge, Cider House

2 Toronto (ON)

3 Thornbury (ON)

4 Calgary (AB)

5 Kelowna (BC)



Beverages Canada

Growing in a Mature Market

Our 3 Strategic Priorities

Protecting our core

Growing through
innovation and channel
expansion

Increasing productivity



Beverages Canada

Growing in a Mature Market

Our 3 Strategic Priorities

Protecting our core	Growing through innovation and channel expansion	Increasing productivity
<ul style="list-style-type: none">• Continue to invest in our brands and leverage digital shift• Expand presence in store• Reinforce customer relationships through service excellence		



Beverages Canada

Growing in a Mature Market

Our 3 Strategic Priorities

Protecting our core	Growing through innovation and channel expansion	Increasing productivity
<ul style="list-style-type: none"> • Continue to invest in our brands and leverage digital shift • Expand presence in store • Reinforce customer relationships through service excellence 	<ul style="list-style-type: none"> • Leverage our Innovation Center of Excellence • Capture more shelf space • Expand in « away-from-home » channels 	



Beverages Canada

Focus on Food Service

1

Commercial restaurants

2

Hospitality

3

Transportation



Beverages Canada

Growing in a Mature Market

Our 3 Strategic Priorities

Protecting our core	Growing through innovation and channel expansion	Increasing productivity
<ul style="list-style-type: none"> • Continue to invest in our brands and leverage digital shift • Expand presence in store • Reinforce customer relationships through service excellence 	<ul style="list-style-type: none"> • Leverage our Innovation Center of Excellence • Capture more shelf space • Expand in « away-from-home » channels 	<ul style="list-style-type: none"> • Improve supply chain and manufacturing • Reinforce our revenue management practices • Reduce administrative tasks through automation • Leverage our Centers of Excellence



Beverages Canada

Key Takeaways

Committed to strengthening our leading position

Support our growth story

- Protect our core business
- Create additional demand
- Increase productivity

Keys to success

- Scale
- Diversity of our portfolio and capabilities
- Equity of our brands
- Strength of our customers' relationships
- Value of our local positioning



Canadian

Consumer centric

Customer-service oriented

Committed to Grow





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Accelerating Growth

Specialty Food Division

Lassonde Industries Investor Day

Vito Monopoli, President, Lassonde Specialties Inc.
September 19, 2023



Lassonde

Specialty Food Division

Key Takeaways

Key competitive advantages providing growth opportunities

- Deep know-how
- Leadership in retort technology

Attractive business categories

- Size
- Growth profile
- Accretive margins

Growth strategy



Specialty Food Division

Who is Lassonde Specialty Inc.

A leading North American producer of specialty food

- Pasta sauces
 - Cream-based (Alfredo, Rose)
 - Red (Arrabbiata, Marinara, Primavera, etc.)
 - Organic
- Soups
- Fondue broth and dipping sauces
- Other specialty products
 - Cooking sauces
 - Bone broth
 - Pesto



Specialty Food Division

Who is Lassonde Specialty Inc (cont'd)

Sold in glass jars, pouches or cartons

Over 400 SKUs

Focused on niche portions of larger categories

- « Specialty » niche is defined by the technology or packaging used

Mainly sold under private labels or co-manufactured for large national brands

Our own brands

- Canton, known for fondue broth in Québec

Sales by Division – 2022



■ Specialty Food

**Growing double-digit
over the past 5 years
with accretive margins**



Specialty Food Division Our History and Our Plants

1981

Division created with the acquisition of Produits Ronald

2007

Acquisition of Mondiv Food Products

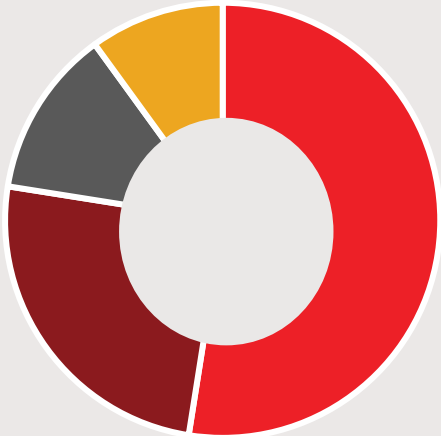
- Diversified offering into the pasta sauce, strong U.S presence and access to new technology



Boisbriand

St-Damase

Sales by product category



- Alfredo sauces
- Red pasta sauces
- Soups
- Others



**Supplying all
Canadian retailers
and 50% of the top
10 U.S. retailers**



Specialty Food Division

Our Competitive Advantages

1 Product formulation and innovation capabilities

- Fosters longstanding customer relationships
- Supports private label customers
- Able to compete with some of the world largest CPGs
- Offer premium and value products

2 Mastering the technology and manufacturing process

- One of the few companies in North America with glass retort capabilities
- Processing method using heat and pressure to sterilize food and deliver a shelf-stable product



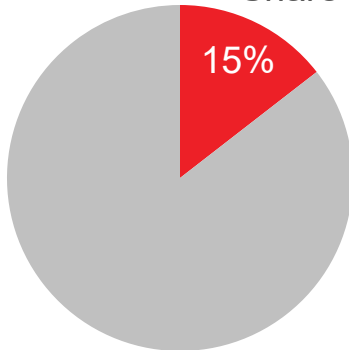
Specialty Food Division

Cream-based Sauces Line is Gaining Share in the Category

Canada Total pasta sauce market

65M L (-4% vs LY)

Alfredo Share +0.2 pts

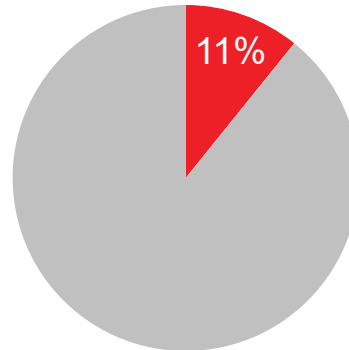


Alfredo volume -2% vs LY

U.S. Total pasta sauce market

827M L (0% vs LY)

Alfredo Share +0.6 pts



Alfredo volume +6% vs LY



Aim to offer differentiation to our customers with premium sauces and fill additional needs (organic, low fat and vegan options)



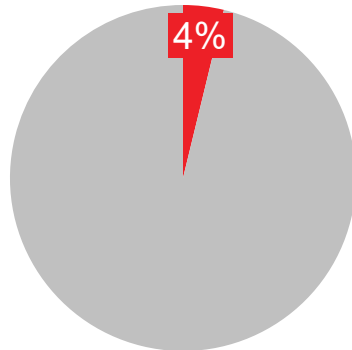
Specialty Food Division

Premium Pasta Sauce rapidly growing in both markets with Canadian market underdeveloped

Canada Total pasta sauce market

65M L (-4% vs LY)

Premium Share +0.2 pts

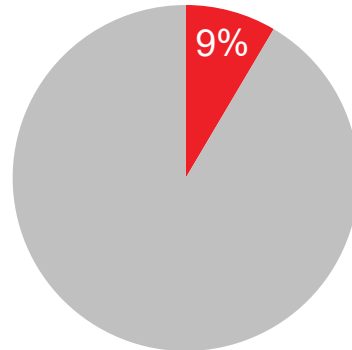


Premium volume +2% vs LY

U.S. Total pasta sauce market

827M L (0% vs LY)

Premium Share +1.2 pts



Premium volume +17% vs LY



Partners with established names in the industry in Quebec



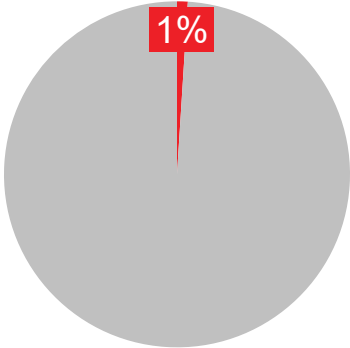
Specialty Food Division

Ready-to-serve, Premium Shelf-stable Soup Market

**U.S. Total RS
soup market**

427M L (-10% vs LY)

**Premium glass jar
Share +0.3 pts**



Premium glass jar volume +19% vs LY



**Premium, non-canned, specialty
soup market gaining share in US**

Sources: Canada : Nielsen; Multi Outlet, L52 Wks Ending AUG 27 2023. U.S.: TSV Soup Source : Circana, TSV Spaghetti / Italian Sauce UPC Level, TI US Market – Multi Outlet, L52 Wks Ending AUG 27 2023



Specialty Food Division

Focused Differentiation

Growth platforms

- Cream-based sauces
- Premium glass jar soups
- Premium red pasta sauces
- Fondue broth & sauces
- Other specialty products



Specialty Food Division **Growth Strategy**

Build a growth-oriented portfolio

- Leverage our innovation capabilities to create and develop new products
- Optimize retort lines to further benefit from unique capabilities



Specialty Food Division Growth Strategy

Possible scenarios

- Acquisitions
- Expand existing facility
- Greenfield projects



Specialty Food Division In Conclusion

- Specialty food a key growth platform
- Business protected by high barriers to entry
- Favorable industry trends
- Attractive margin profile from portfolio and adjacent categories
- Solid track record of organic growth





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Investor Day

Financial Wrap-up

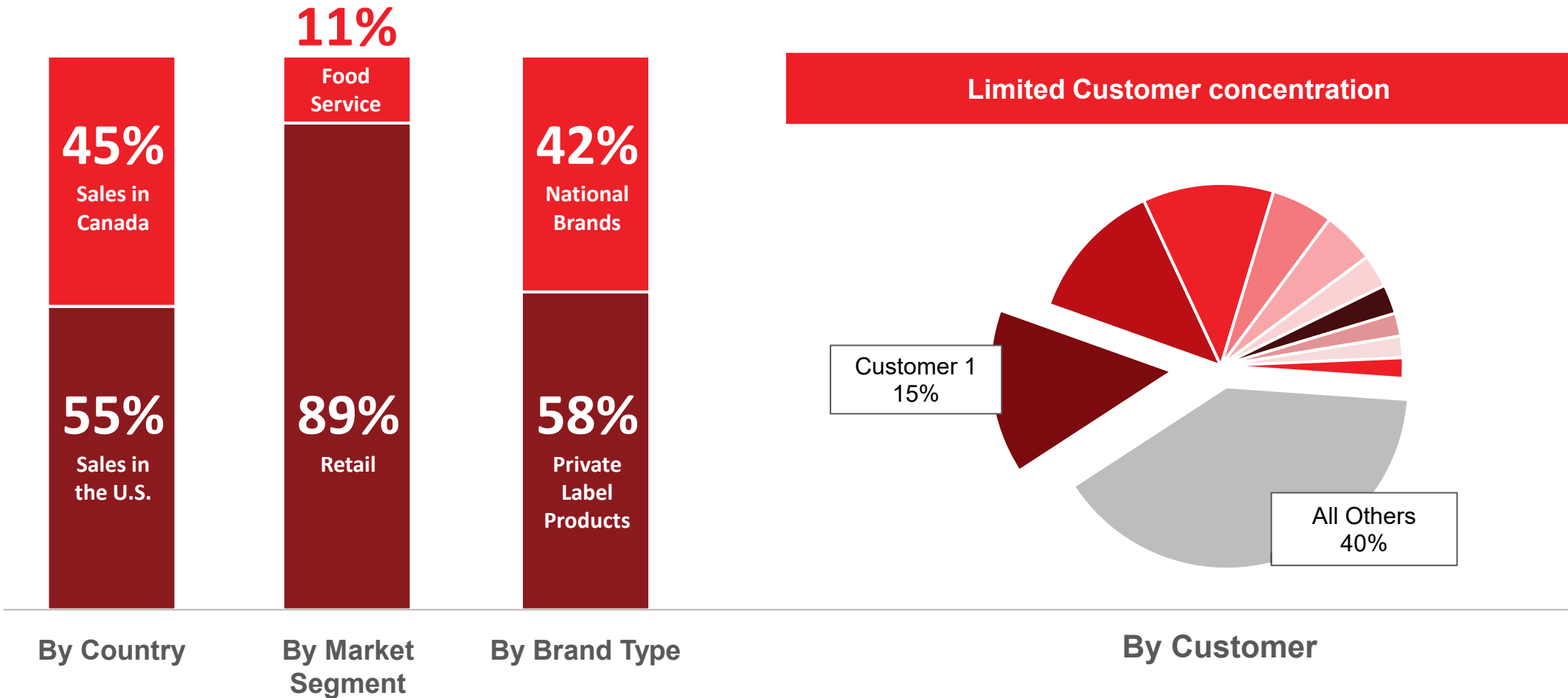
Lassonde Industries Investor Day

Éric Gemme, Chief Financial Officer
September 19, 2023

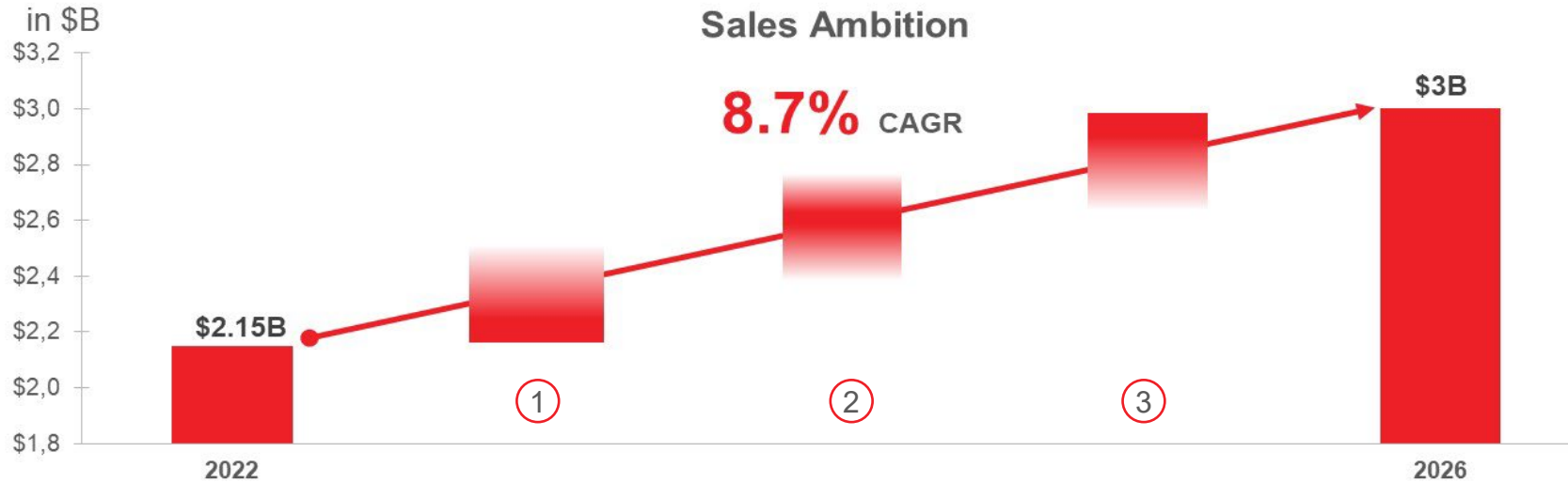


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2022 Sales Breakdown



Reaching \$3B run rate by the end of 2026



1 Organic growth

- Based on existing assets and capacity
- Each Division contributes positively

2 Known investments discussed today

- NC single-serve line
- Other identified investments

3 New growth investments

- Additional capacity (greenfield / brownfield) to be identified
- M&A opportunities to be identified

Material Assumptions

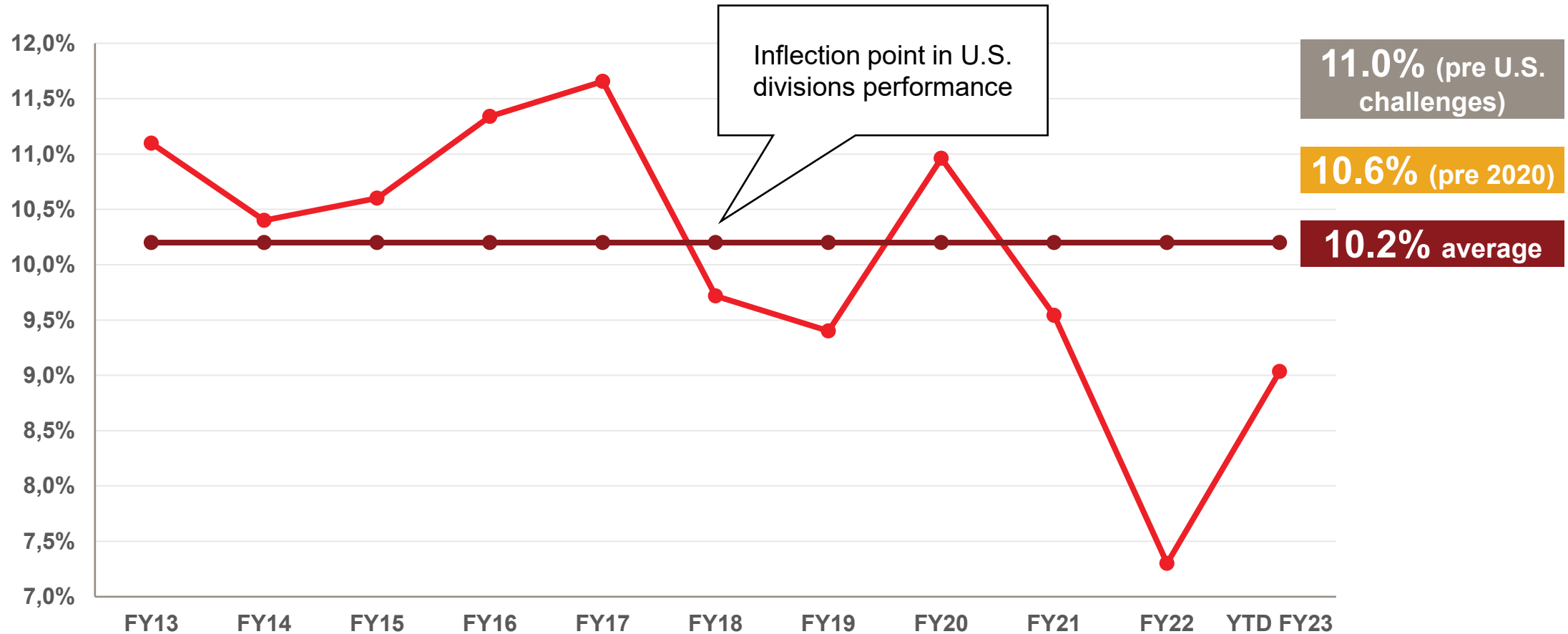
- Inflation rate of ~2.0% over the period.
- FX ~1.33 USD/CAD over the period.
- Currently observed capital market and M&A metrics and conditions.
- Profitability growth prevails over sales growth.

Material Risks

- The occurrence of widespread economic restrictions, supply chain delays or shocks due to, among other events, a global pandemic resurgence, climate and/or any other type of significant external shocks.
- Decline in economic growth, consumer confidence, household spending and other market disruptions.
- Pricing pressure driven by growing competition from new and/or existing market players.



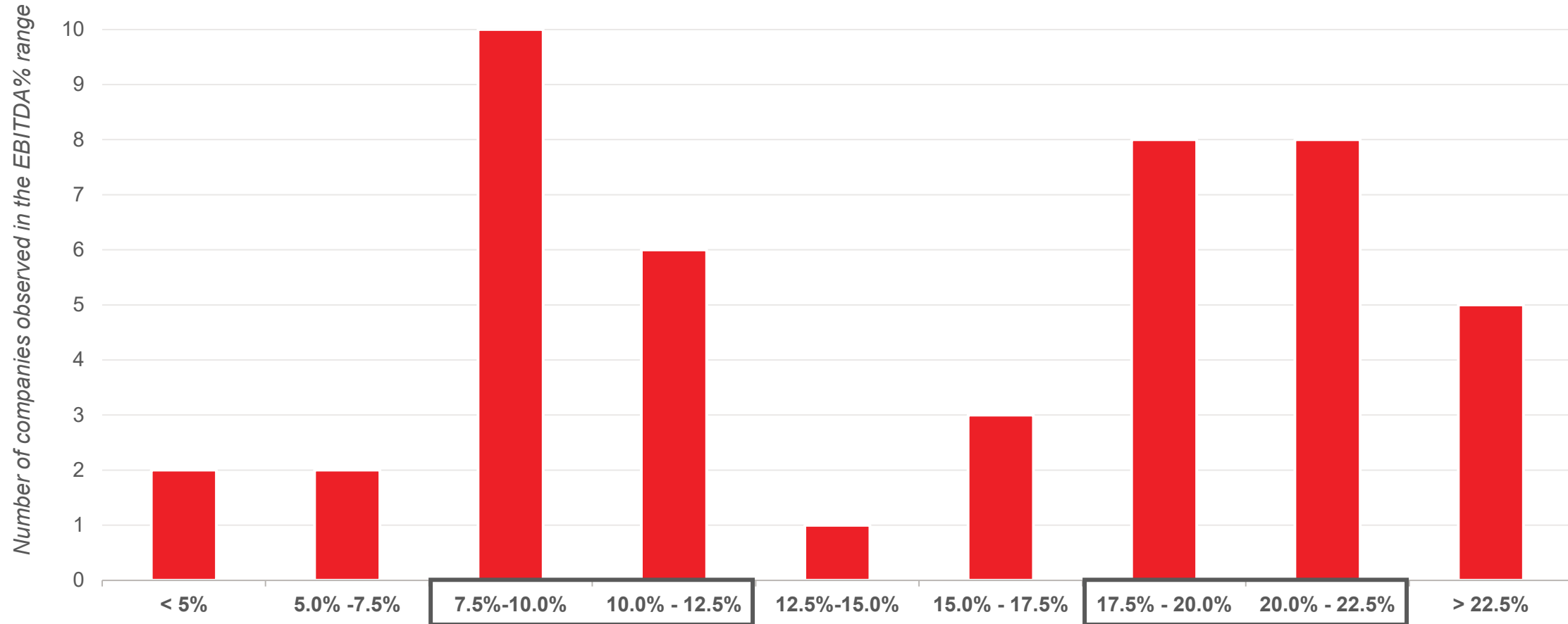
Adjusted EBITDA Margin⁽¹⁾ – Past 10 Years



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



EBITDA Margin⁽¹⁾ of NA "Peers" – Last 5 Years Average

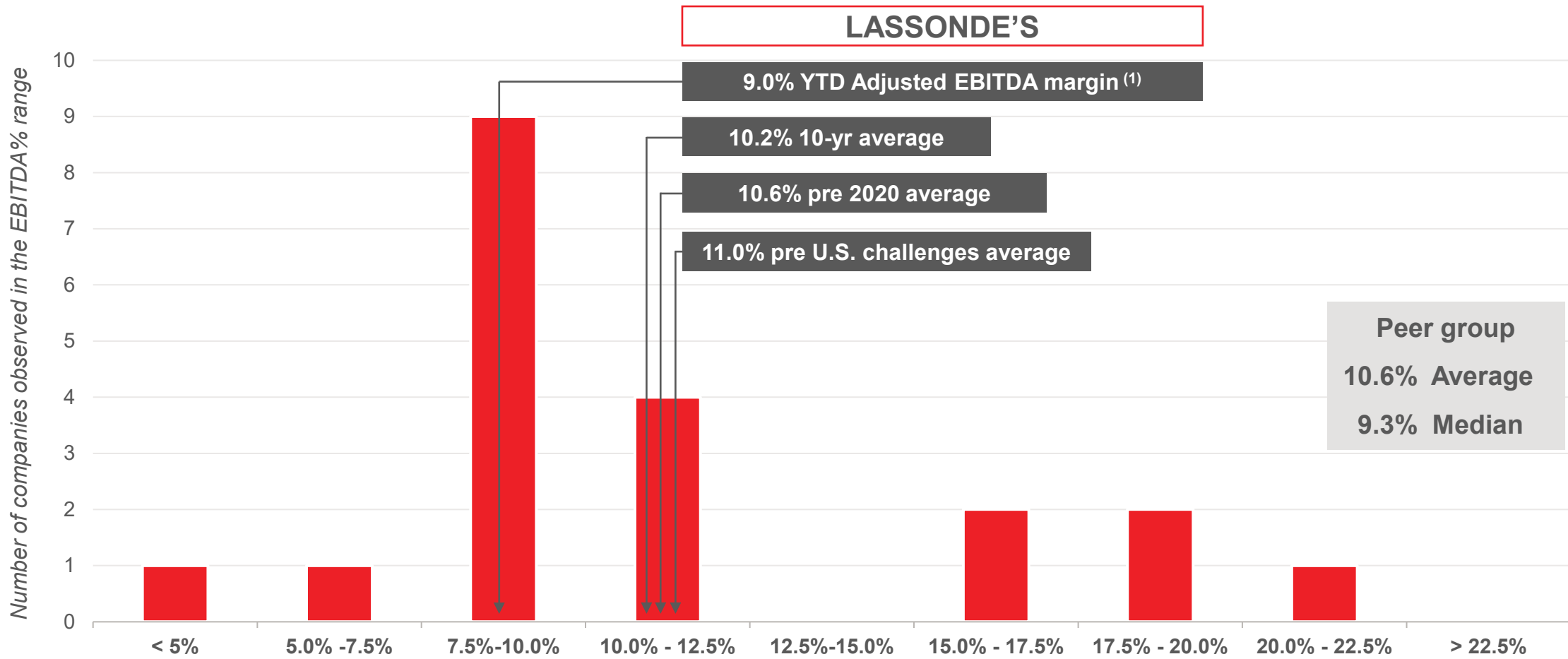


Source: Capital IQ – August 2023 | n=45

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



EBITDA Margin⁽¹⁾ of NA Selected Peers – Last 5 Years Average



Source: Capital IQ – August 2023 | n=20

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



Improving our Margin from Current Level

Key factors driving progressive margin improvement

1. Building back volume at our U.S. operations
2. Run rate effect of previously implemented selling price adjustments
3. Deploying growth investments in higher margin markets
4. Managing our COGS
5. Leveraging significant investments in information management systems
6. Achieving overall productivity gains

Material Assumptions

- Inflation rate of ~2.0% over the period.
- FX ~1.33 USD/CAD over the period.
- Profitability growth prevails over sales growth.

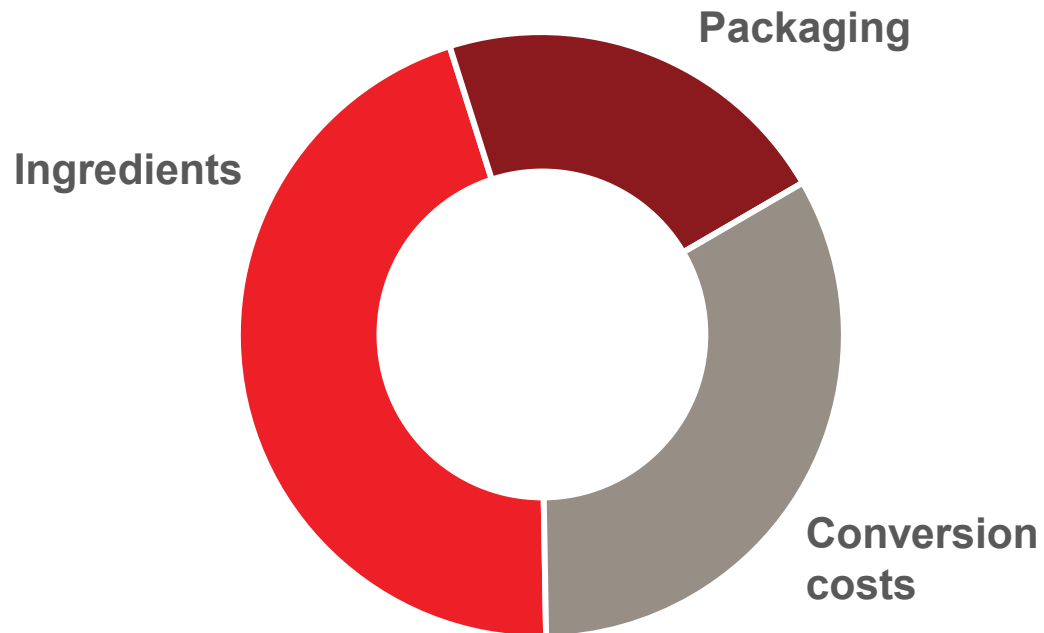
Material Risks

- The occurrence of widespread economic restrictions, supply chain delays or shocks due to, among other events, a global pandemic resurgence, climate and/or any other type of significant external shocks.
- Decline in economic growth, consumer confidence, household spending and other market disruptions.
- Pricing pressure driven by growing competition from new and/or existing market players.
- Evolution of key commodities.



Ingredients and packaging represent ~2/3 of COGS

2022 COGS breakdown

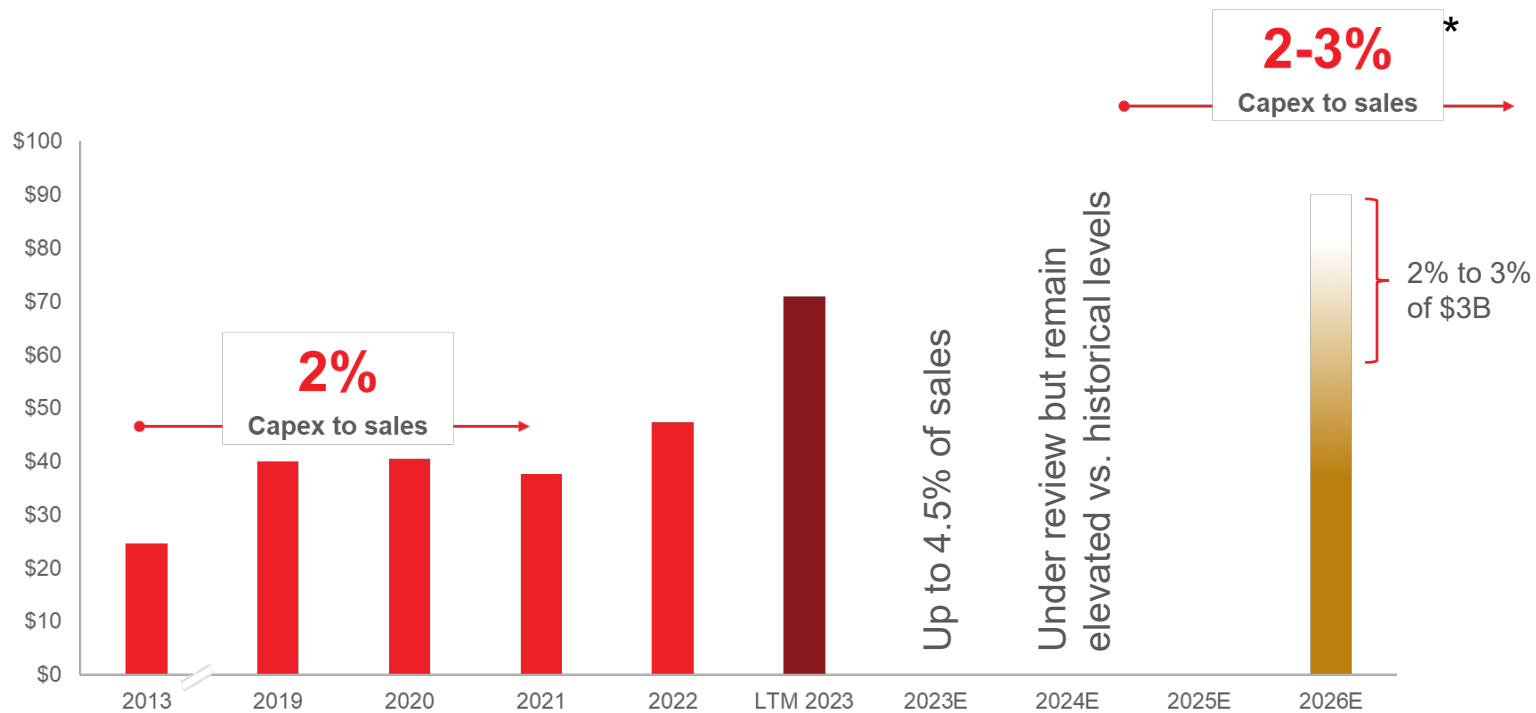


Objectives:

- Reducing exposure to commodities through innovation and diversification
- Controlling conversion costs through productivity gains and network-wide efficiencies



CAPEX



Examples of productivity CapEx

- 3x Tetra A3 Speed (juice boxes)
- Project Eagle related investments
- Projects associated with network optimization
- ERPs

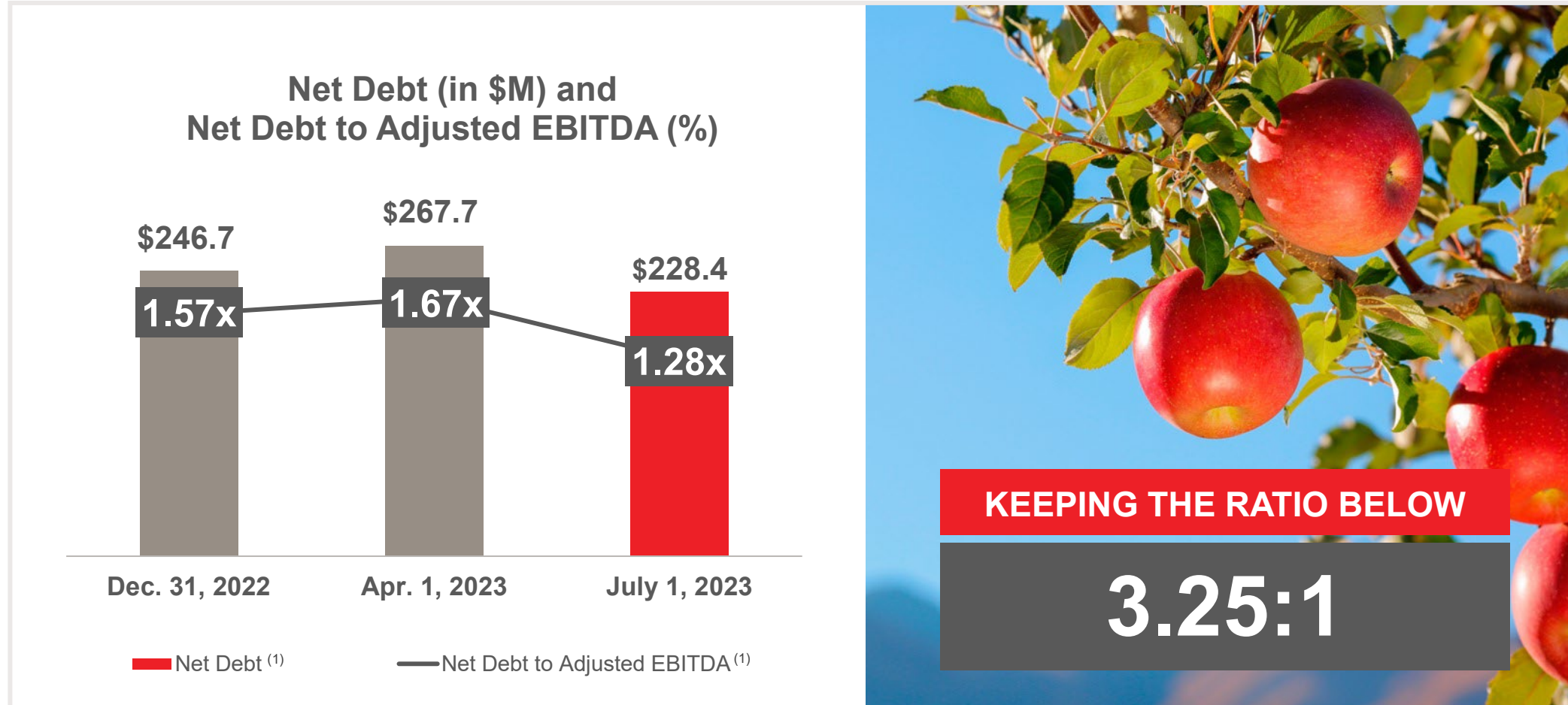
Examples of growth CapEx

- NC single-serve line
- Other identified but undisclosed investments

* This range for post 2024 CapEx level represents mainly allocation for maintenance and regulatory components and a nominal level of growth component. Information on growth CapEx beyond this nominal component will be communicated if/when these projects are identified.



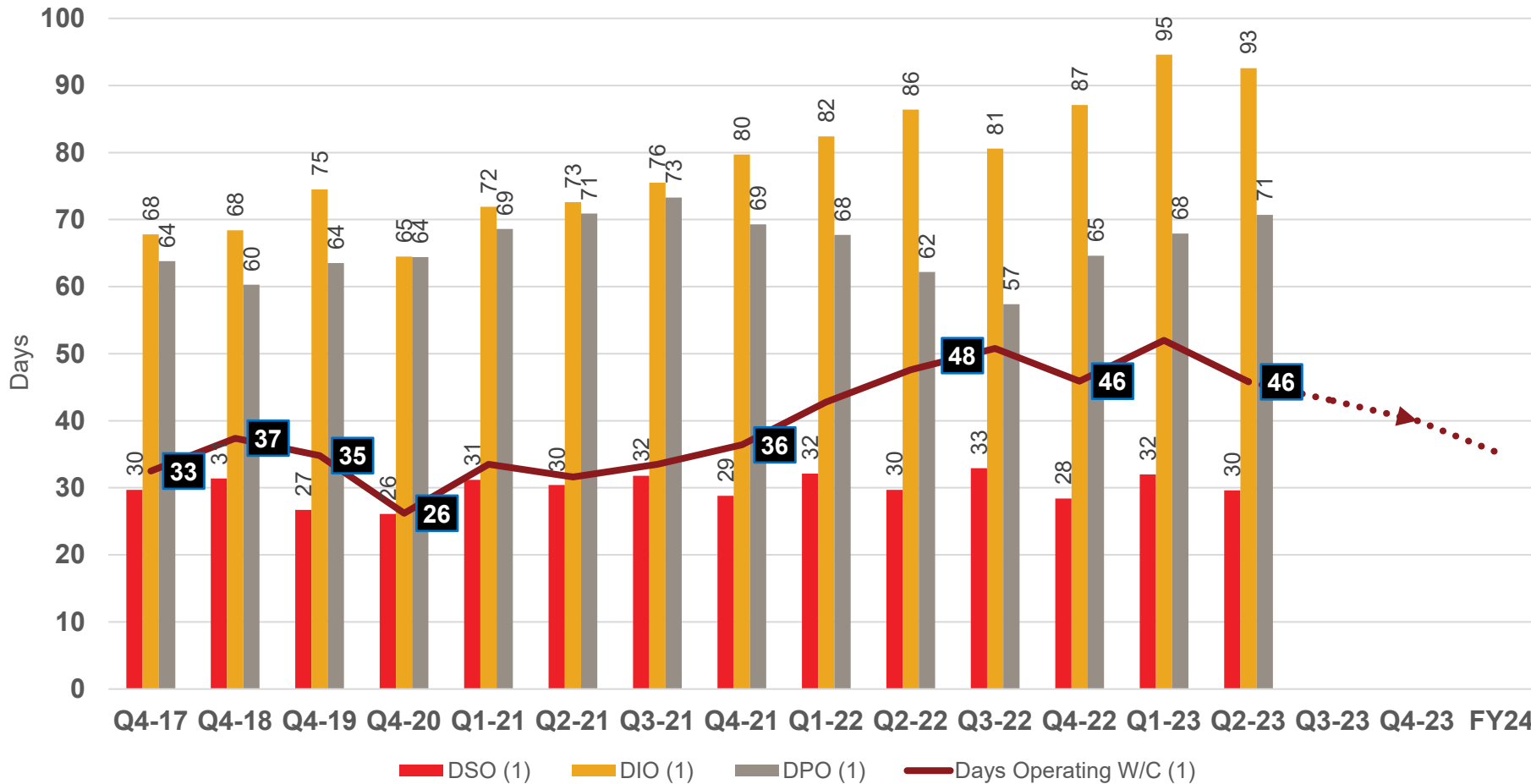
Solid Financial Position to Finance Expansion Projects



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



Days Operating Working Capital (1)



Near higher end of pre-Covid range by end of 2023

Settle within that range in 2024

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



Capital Structure

LASSONDE FAMILY OWNS 55.4% OF 6.82M SHARES OUTSTANDING

Want to retain economic control

UP TO \approx 700K SHARES AVAILABLE

While maintaining the economic control by the Family

DIVIDEND \approx 25% OF PREVIOUS YEAR'S NET INCOME

Current payment of 50 cents per quarter \blacktriangleright \approx 1.5% yield based on current stock price



Key Takeaways

- 1** Target of \$3bn in net sales by 2026 supported by clear growth platforms
- 2** Beyond top line expansion, opportunities to expand margins
- 3** Solid balance sheet to finance expansion
- 4** 105-year history with solid track record of performance
- 5** Strong foundation to win in our markets: portfolio, network, capabilities, people





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APPENDIX

FINANCIAL MEASURES NOT IN ACCORDANCE WITH IFRS

Financial Measures Not in Accordance with IFRS

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, the "depreciation of property, plant and equipment and amortization of intangible assets" item shown in the Consolidated Statement of Cash Flows. Adjusted EBITDA is calculated by adjusting the EBITDA with items considered by the management as impacting the comparability between periods.

EBITDA margin and Adjusted EBITDA margin

EBITDA margin is a financial measure used by the Corporation and investors to assess the Corporation's capacity to generate future cash flows from operating activities in proportion to its sales. Adjusted EBITDA margin is a financial measure used by the Corporation to compare EBITDA margin between periods by excluding items impacting comparability. To calculate the EBITDA margin and Adjusted EBITDA margin, EBITDA and Adjusted EBITDA are divided by the sales.

Net Debt

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.

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.



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

Days Operating Working Capital, DSO, DIO and DPO

Days operating working capital is a financial efficiency measure used by the Corporation to represent the amount 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 Q2 2023 MD&A, and multiplied by 91 days. Operating working capital is the sum of accounts receivable and inventories, less accounts payable and accrued liabilities, as they are presented in the Corporation's Consolidated Statement of Financial Position.

Days of sales outstanding ("DSO") is a financial efficiency measure used by the Corporation to represent the average number of days that it takes the Corporation to collect payment for a sale. To calculate this financial measure, accounts receivable, as they are presented in the Consolidated Statement of Financial Position, are divided by the last quarter's sales, as they are presented in Section 8 – "Analysis of the Consolidated Results" of this MD&A, and multiplied by 91 days.

Days of inventory outstanding ("DIO") is a financial efficiency 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 this MD&A, and multiplied by 91 days.

Days of payables outstanding ("DPO") is a financial efficiency measure used by the Corporation to represent the average number of days the Corporation takes to pay its accounts payable and accrued liabilities. To calculate this financial measure, accounts payable and accrued liabilities, 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 this MD&A, and multiplied by 91 days.



APPENDIX

PRESENTERS' BIO

Nathalie Lassonde

Chief Executive Officer



Nathalie Lassonde has been Chief Executive Officer of Lassonde since 2019 and is also Vice Chair of the Board of Directors.

Having been with Lassonde since 2004, she has held the positions of Assistant to the Chair of the Board and Vice President, Organizational Effectiveness. From 2008 to 2014, she contributed to the Company's development as Corporate Director of People and Values. Prior to that, she was Administrative Director and Senior Human Resources Advisor.

Before joining the Company, Ms. Lassonde worked for National Bank Financial as an investment advisor.

She holds a bachelor's in business administration, finance, from HEC Montréal.



Vince Timpano

President and Chief Operating Officer



Vincent R. Timpano is President and Chief Operating Officer of Lassonde since October 1, 2021. He joined the Company in September 2020 as President and Chief Executive Officer of the Company's US subsidiary, Lassonde Pappas and Company Inc.

Mr. Timpano has extensive commercial and operational experience as a corporate officer. Over the past 20 years, he has served in various executive roles, including President, Global Coalitions at Aimia Inc., President of Coca-Cola Canada and President and Chief Executive Officer of The Minute Maid Company Canada.

He has also served on numerous boards, including as Chair, with United Way Toronto. He currently serves on the board of advisors with the Napoleon Group of Companies.

Mr. Timpano is a graduate of the Institute of Corporate Directors, Rotman School of Management of the University of Toronto and received an MBA from the Ivey Business School of the University of Western Ontario.



Amanda Burns

President, Private Brands



Amanda Burns is President, Private Brands at Lasso since 2023. In this role, she oversees the sales and operations of Lasso's U.S. private label subsidiary. Prior to joining Lasso, she served as Chief Financial Officer of Sun-Rype from 2012 to 2019, when Lasso acquired the business. She continued with the entity until 2021, and then served as Senior Vice President, Finance for Lasso Pappas & Company and Senior Vice President, Supply Chain, North America.

Ms. Burns has over 20 years of accounting and management experience. Previously, she served as Controller for Syntroleum in Oklahoma and began her career with Grant Thornton.

She holds CPA designations in Oklahoma and Canada. She completed a Bachelor of Business Administration, Accounting and a Master of Accountancy from the University of Oklahoma



Gabriela Arrillaga

Vice President and General Manager, US Brands Division



In this role, she oversees the performance of the US branded operations. Previously, she was the Vice President of Marketing at Lassonde Pappas & Company. She joined Lassonde in 2015 as Marketing Director for the Apple & Eve portfolio of brands and later advanced to Senior Director and Portfolio Business Management.

She has extensive experience in the food and beverage marketing industry. She worked at Kraft Foods from 2009 to 2015 in brand management on a wide array of brands including Kool Aid, Crystal Light, MiO and Stove Top. Prior to that, she started her career in consumer-packaged goods as an Account Manager in the advertising agency world.

She holds a Masters in Business Administration from the Stern School of Business, New York University and a Bachelor of Arts from Columbia University.



Stéphane Dubé

Senior Vice President, Manufacturing, North America



Stéphane Dubé has been Senior Vice President, Manufacturing, North America at Lassonde since 2022. In this role, he directs manufacturing operations, including quality and engineering, and ensures that the business needs of various internal stakeholders are met.

He has over 30 years of experience in the food processing industry. He joined Lassonde in 2015 as Vice President Manufacturing for Canada. Previously, he worked for Kraft for 23 years, where he held various management positions, including manufacturing director and plant manager.

He holds a bachelor's degree in food chemistry from Université Laval and a graduate diploma in management from HEC Montréal.



Claire Bara

President, A. Lassonde Division



Claire Bara has been the President of A. Lassonde since June 2021. In this capacity, she manages the commercial activities of the A. Lassonde division, which develops, manufactures and markets ready-to-drink juices and drinks for the Canadian market. She also heads the Arista Wines division in Quebec. Ms. Bara joined the organization in 2019 as Executive Vice President and General Manager of A. Lassonde.

Throughout her career, she has held a variety of roles in the areas of commercialization and marketing. She has worked for many large Canadian retail companies, such as Sobeys Inc., Quebecor, Rona and Lowe's. She also has experience in the consumer goods manufacturing industry, having worked for Molson Coors.

Ms. Bara holds degrees in marketing and administration from the University of Humber in the United Kingdom and HEC Bordeaux



Vito Monopoli

President, Lasonde Specialties



Vito Monopoli is President of Lasonde Specialties since 2021. Lasonde Specialties is a division specializing in the manufacturing and marketing of food products and includes two plants located in Boisbriand and Saint-Damase.

Vito joined the Lasonde family in 2007, when the Society acquired Mondiv, which he co-founded in 1992. He then served as Vice President and General Manager of Lasonde Specialties until his appointment as President.

He holds an Executive Master of Business Administration from Concordia University and a Bachelor of Science in Biochemistry from McGill University. He is also a certified Six Sigma Yellow Belt.



Éric Gemme

Chief Financial Officer



Éric Gemme has been the Chief Financial Officer of Lassonde since 2021. In this capacity, he manages all operations and strategies related to corporate finance and the publication of the Company's financial information. He also heads all investor relations activities.

Previously, he has held positions at two Lassonde subsidiaries, as Chief Financial Officer of Lassonde Pappas and Company, Inc. and Chief Operating Officer of Apple & Eve, LLC.

Before joining Lassonde, Mr. Gemme was Chief Financial Officer and Head of Corporate Services at BBA Inc., a Canadian engineering consulting firm. Prior to that, he was Vice President of Finance and Control at Future Electronics Inc., a global electronic components distributor based in Montréal, and Vice President of Finance at the Avionics & Surveillance division of Cobham, PLC, a major aerospace and defense supplier based in the UK. Earlier, he spent over 10 years in various management positions at CAE Inc. (corporate controller), Cognicase Inc. (corporate treasurer) and PwC.

Mr. Gemme has a degree in finance and accounting from Université du Québec à Montréal. He also holds several professional titles: CPA (Quebec and Illinois), Chartered Global Management Accountant (CGMA), Chartered Business Valuator (CBV) and Certified Risk Manager (CRM). He also has an Executive Certificate in Technology, Operations and Value Chain Management from the MIT Sloan School of Management

