

Annual General Meeting

May 20, 2022

LASSONDE INDUSTRIES INC.



Lassonde

Caution Regarding Forward-Looking Statements

Certain statements made in this presentation, including, but not limited to, statements regarding the prospects of the industry, plans, financial position, and business strategy of the Corporation may constitute forward-looking statements within the meaning of Canadian securities legislation and regulations. These forward-looking statements do not provide guarantees as to the future performance of Lasseonde Industries Inc. and are subject to risks, both known and unknown, as well as uncertainties that may cause the outlook, profitability, or actual results of Lasseonde Industries Inc. to differ significantly from the profitability or future results stated or implied by these statements. Detailed information on risks and uncertainties is provided in the “Uncertainties and Principal Risk Factors” section of the MD&A for the year ended December 31, 2021, available at www.sedar.com and at www.lasseonde.com.

The forward-looking statements contained in this presentation reflect our expectations as at May 20, 2022 and, accordingly, are subject to change after this date. Except as may be required by Canadian securities laws, we do not undertake any obligation to update or revise any forward-looking statements contained in this presentation, whether as a result of new information, future events, or otherwise.



Financial Measures Not in Accordance with IFRS

The terms “EBITDA,” “net debt” and “net debt to EBITDA” are non-GAAP financial measures and do not have any standardized meaning under IFRS. They are therefore unlikely to be comparable to similar measures presented by other issuers. Refer to the section “Financial Measures Not in Accordance with IFRS” in the MD&A of Lassonde Industries Inc. for the First Quarter ended April 2, 2022.

▪ Earnings Before Interest, Taxes, Depreciation and Amortization

Earnings before interest, taxes, depreciation and amortization (“EBITDA”) is a financial measure used by the Corporation and investors to assess its capacity to generate future cash flows from operating activities and pay financial expenses. EBITDA consists of operating profit, the “depreciation of property, plant and equipment and amortization of intangible assets” shown in the Consolidated Statement of Cash Flows, and “(Gains) losses on capital assets,” if applicable.

▪ Net Debt to EBITDA

Net Debt to 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 EBITDA ratio, the net debt is divided by the sum of EBITDA for the last four quarters. Net debt represents long-term debt, including the current portion, less “Cash and cash equivalents” item, as presented in the Corporation’s Consolidated Statement of Financial Position.

<i>(in thousands of dollars)</i>	Year ended Dec. 31, 2021
	\$
Operating profit	118,359
Depreciation of property, plant and equipment and amortization of intangible assets	59,505
(Gains) losses on capital assets	(43)
EBITDA	177,821

<i>(in thousands of dollars, except the net debt to EBITDA ratio)</i>	As at Dec. 31, 2021
	\$
Current portion of long-term debt	84,387
Long-term debt	91,045
Less: Cash and cash equivalents	305
Net debt	175,127
Sum of EBITDA for the last four quarters	177,821
Net Debt to EBITDA ratio	0.98





Nathalie Lassonde

**Chief Executive Officer &
Vice-Chair of the Board of Directors**



Executive Team



Caroline Lemoine
Chief Legal Officer &
Secretary



Eric Gemme
Chief Financial Officer



Vincent R. Timpano
President &
Chief Operating Officer





Caroline Lemoine

**Chief Legal Officer &
Secretary**



Questions from Media

Questions from media will be addressed after the Assembly, contact:

Isabelle Nadeau

Director, Communications

Lassonde Industries Inc.

(450) 469-4926, ext. 10167

Isabelle.nadeau@lassonde.com



Notice of Proxy, Documents and Scrutineer's Report

Elections of Directors

Election of Directors

Chantal Bélanger

Corporate Director

Denis Boudreault

Corporate Director

Paul Bouthillier

Corporate Director

Nathalie Lassonde

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

Pierre-Paul Lassonde

Chairman of the Board
Lassonde Industries Inc.

Pierre Lessard

Corporate Director

Michel Simard

Corporate Director



Appointment of Auditors



Nathalie Lassonde

**Chief Executive Officer &
Vice-Chair of the Board of Directors**






Eric Gemme

Chief Financial Officer

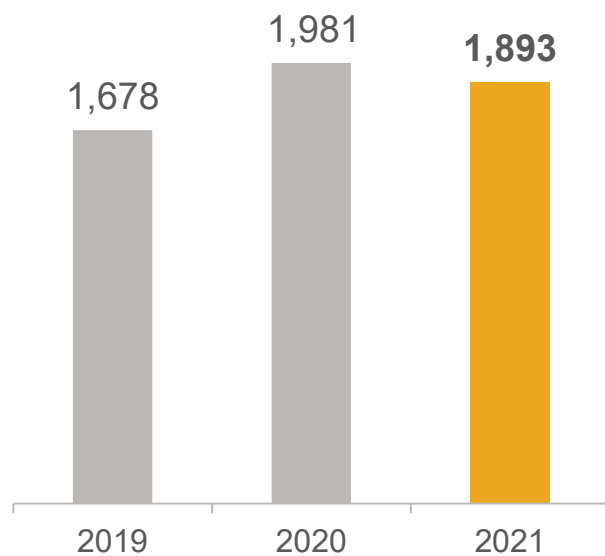




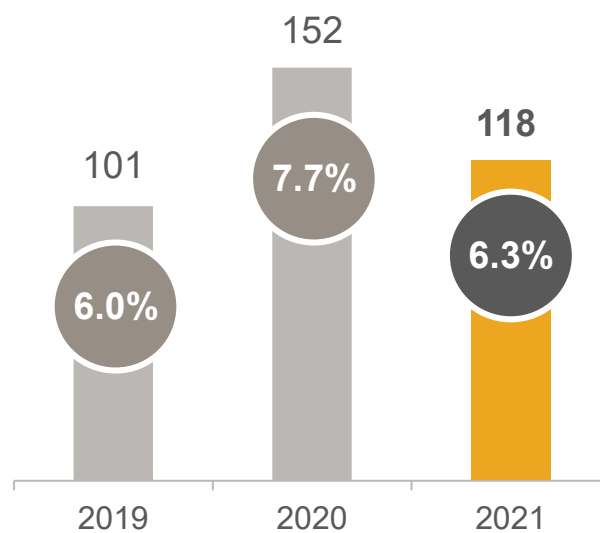
Fiscal 2021 – Financial Highlights

Fiscal 2021 – Results Surpassed Pre-pandemic Level

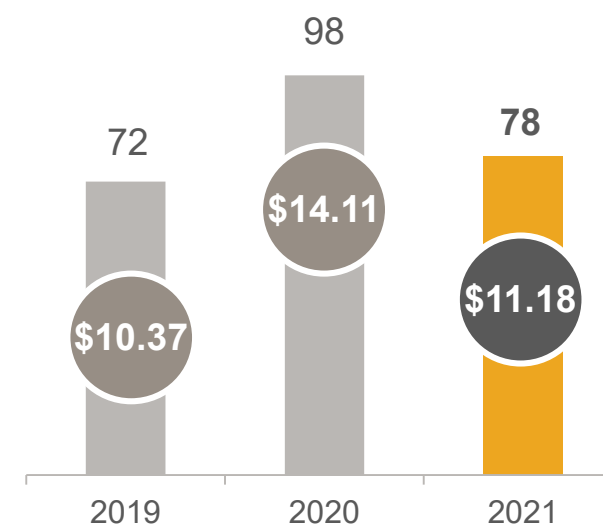
Sales (\$M)



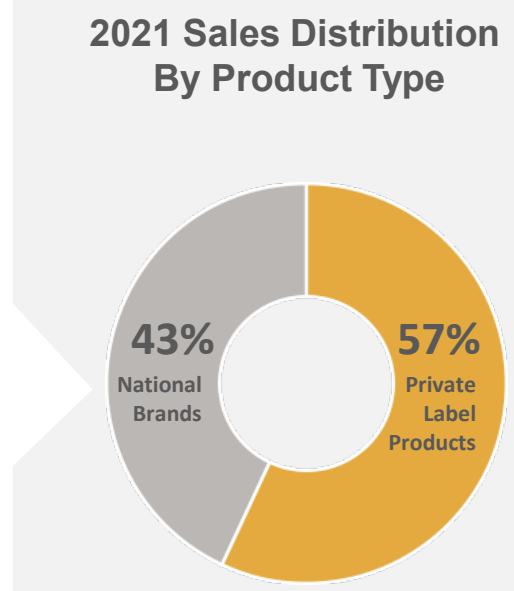
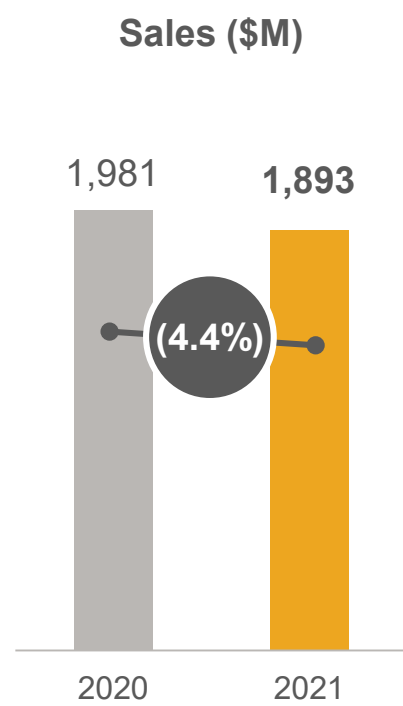
Operating Profit (\$M) & Margin (%)



Profit Attributable to Shareholders (\$M) & EPS



Fiscal 2021 – Stable Sales in Constant Currency



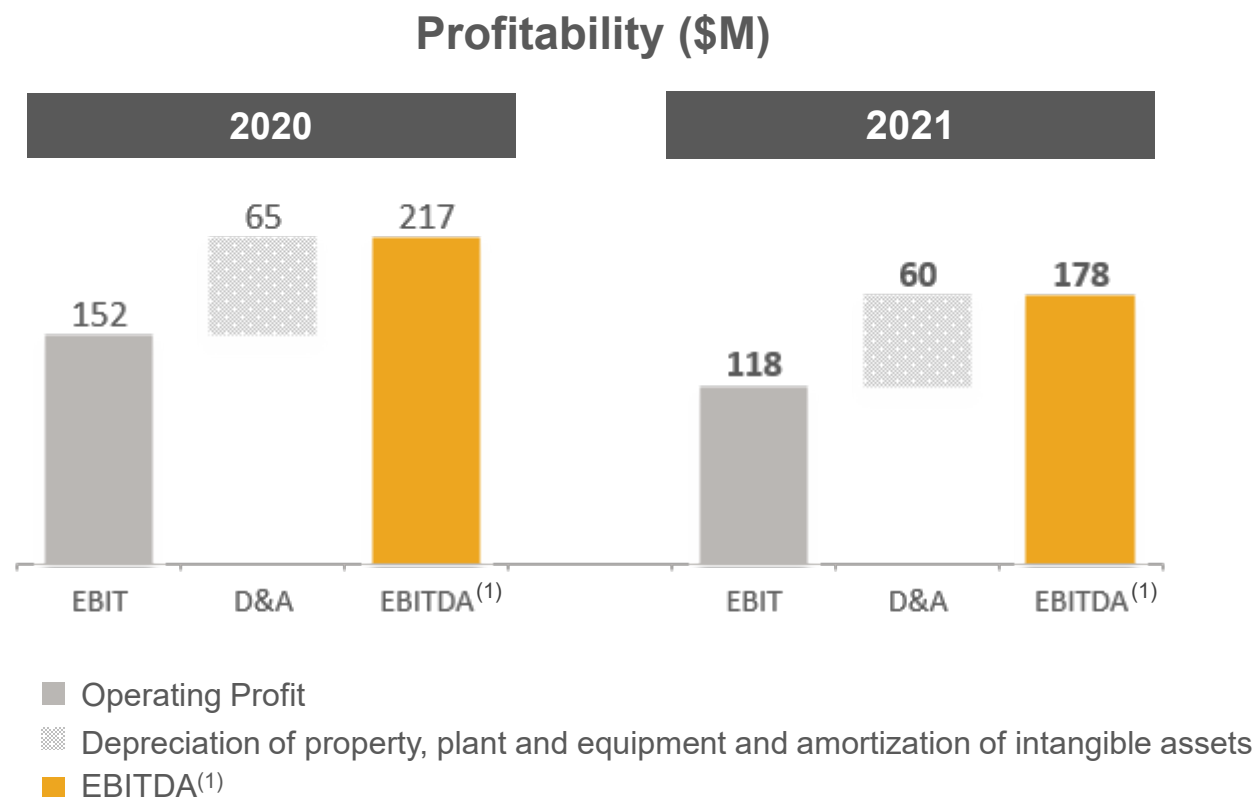
Variance Analysis

	\$M	%
2020 Sales	1,981	
FX	(73)	(3.6%)
U.S. private label sales	(37)	(1.9%)
Selling price adjustments	19	1.0%
Other	3	0.1%
2021 Sales	1,893	(4.4%)

Organic Growth (0.8%)



Fiscal 2021 – Profitability Impacted by U.S. Operations & Input Costs



Key Highlights

- (-) Higher input costs
- (-) Lower volume in U.S. operations
- (-) Higher transportation and warehousing costs
- (+) Higher sales volume and selling price adjustments

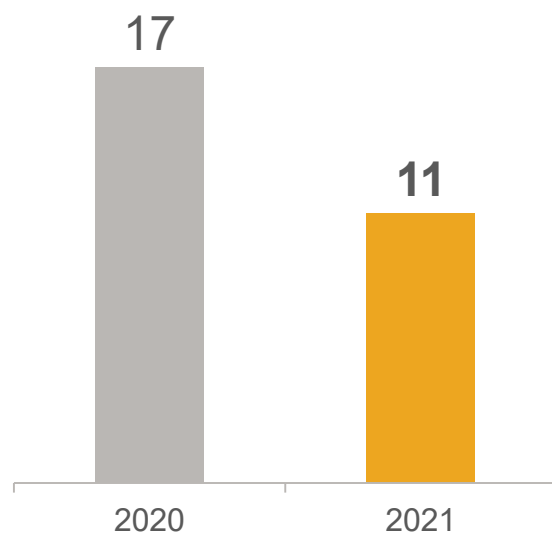
(1) This is a financial measure not in accordance with IFRS. Please refer to slide 3.

Note: Numbers have been rounded to lighten the presentation.

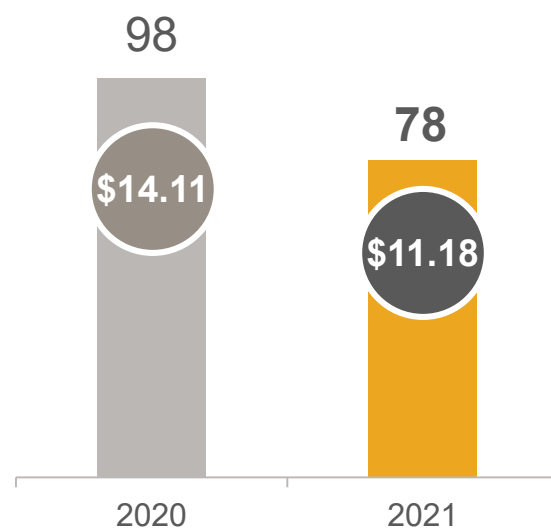


Fiscal 2021 – Profit Benefited From Lower Financial Expenses

Financial Expenses (\$M)



Profit Attributable to Shareholders (\$M) & EPS



Key Highlights

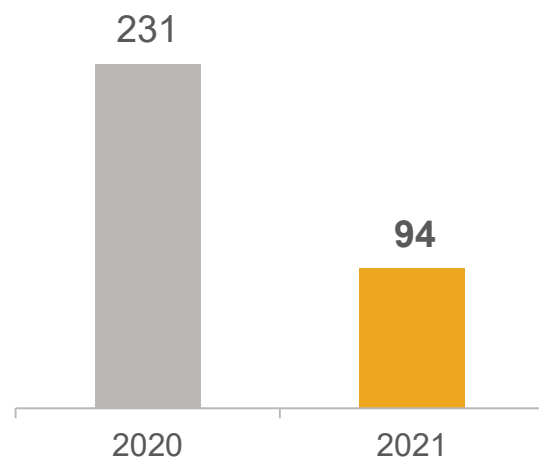
- (-) Lower operating profit
- (+) Lower financial expenses

Note: Numbers have been rounded to lighten the presentation.

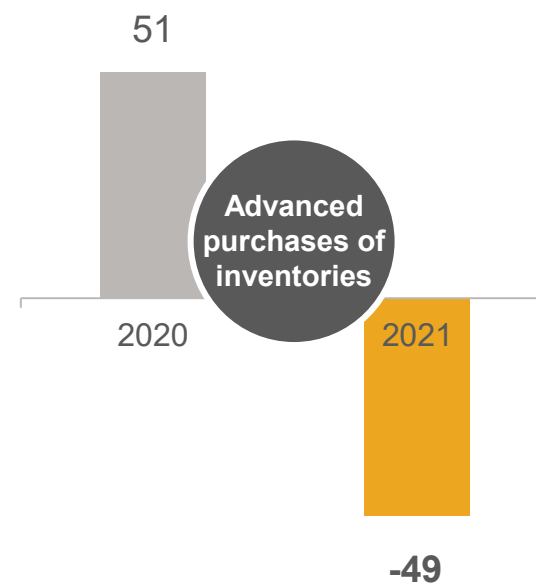


Fiscal 2021 – Cash Flow Impacted by Inventory Management

Cash Flow from Operating Activities (\$M)



Change in non-cash operating working capital items (\$M)

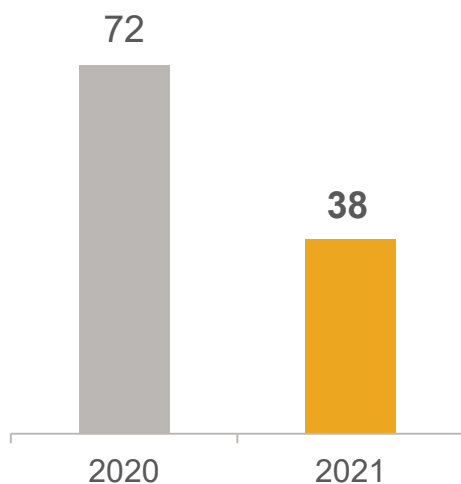


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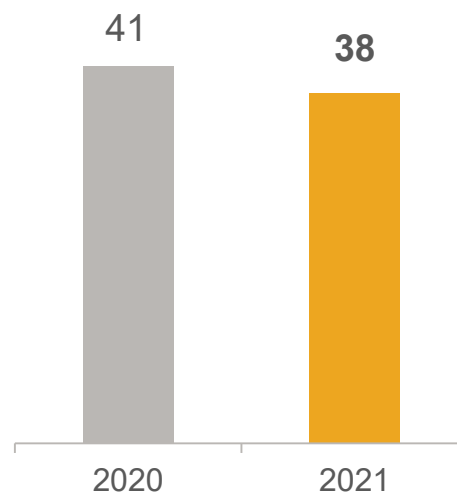


Fiscal 2021 – Deployed Capital Prudently

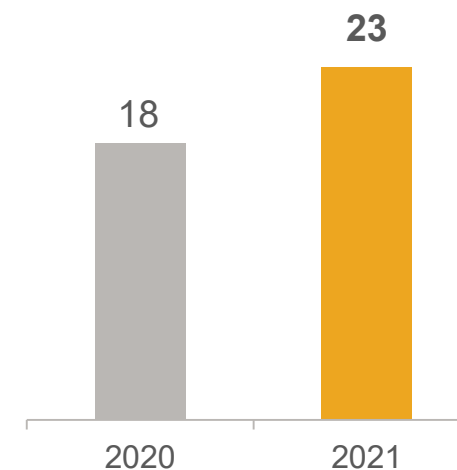
Repayment of
long-term debt (\$M)
\$110M over 2 years



Capex & Intangibles (\$M)
~2% of sales



Dividends paid (\$M)
~25% of prior year profit

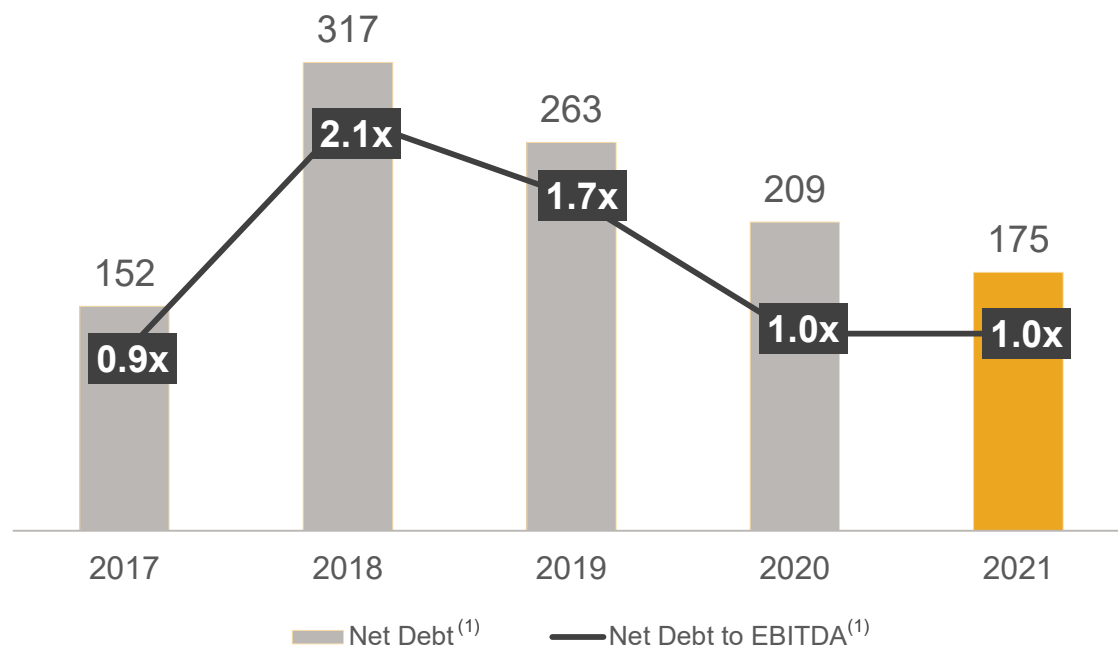


Note: Numbers have been rounded to lighten the presentation.



Fiscal 2021 – Evolution of Net Debt⁽¹⁾

Net Debt⁽¹⁾ (\$M) and Net Debt to EBITDA⁽¹⁾ ratio



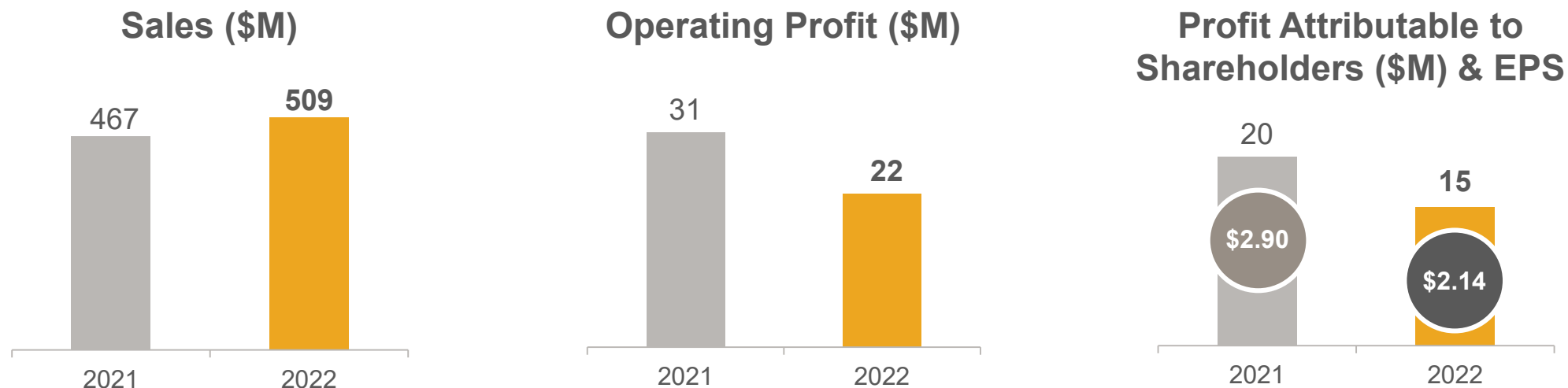
Maintaining
a solid financial
position

(1) This is a financial measure not in accordance with IFRS. Please refer to slide 3.
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Q1-22 – Financial Highlights

Fiscal 22 – First Quarter Results



Key Highlights

- (+) Selling price adjustments
- (+) Higher sales volume of national brand products

- (-) Higher input costs
- (-) Lower volume in U.S. operations
- (-) Higher transportation costs
- (-) Expenses from multi-year strategic plan

Note: Numbers have been rounded to lighten the presentation.





Vincent R. Timpano

**President &
Chief Operating Officer**



A Little Background

- President of The Minute Maid Company Canada
- President of Coca-Cola Canada
- President of Global Coalitions of Aimia Inc.
- President and CEO of U.S. subsidiary, Lassonde Pappas & Co.
- President and Chief Operating Officer of Lassonde Industries since Oct. 1, 2021



Business Overview

Attracted to Lassonde

- Family values, entrepreneurial spirit
- Strong reputation as a leader in the Canadian industry
- Remarkable room for growth



Breadth and Depth of Product Offering

3,500 unique products
200 formats



Extensive Customer List





Opportunity to Accelerate Our Performance



Lassonde Today



JUICES AND DRINKS

(National and private label brands)

SNACKS

WINES AND CIDERS

SPECIALTY FOOD PRODUCTS

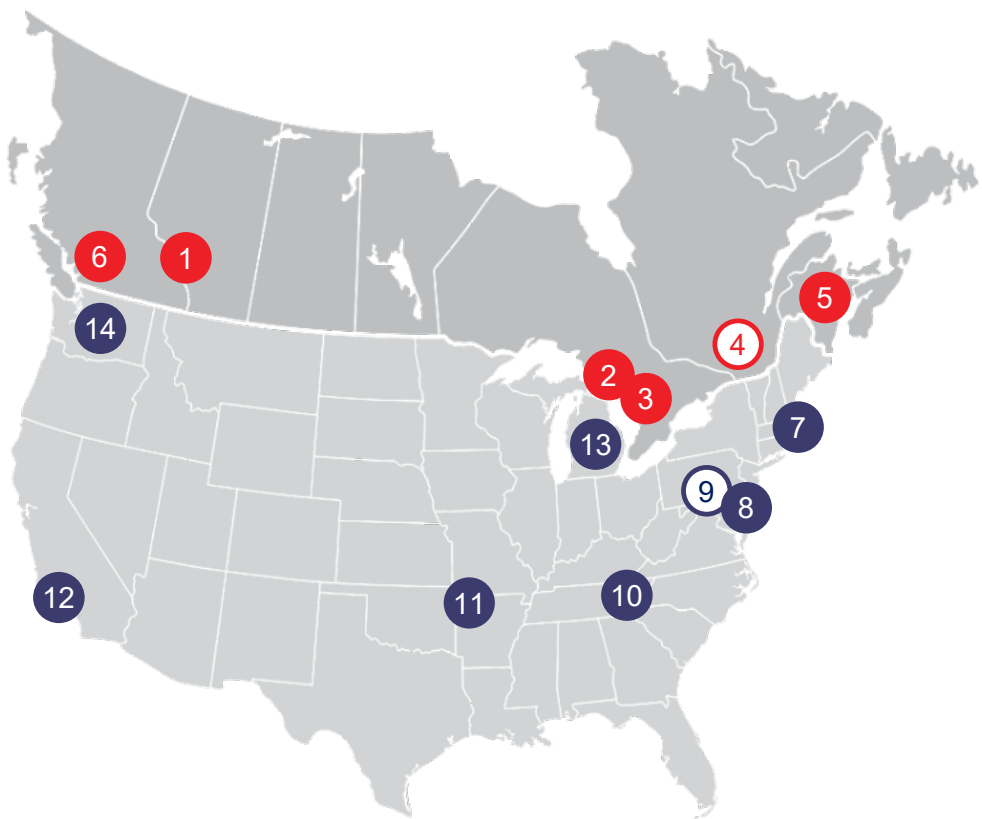
#1 in Canada – Fruit juices and drinks

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



17 Plants in North America with Nearly 2,700 Employees

Lassonde Today



- 1 **Calgary (AB)**
- 2 **Thornbury (ON)**
- 3 **Toronto (ON)**
- 4 **Rougemont, Saint-Damase, Boisbriand (QC)**
Head office and multiple facilities
- 5 **Port Williams (NS)**
- 6 **Kelowna (BC)**
- 7 **Carver (MA)**
Cranberry receiving station
- 8 **Seabrook (NJ)**
- 9 **Carneys Point (NJ)**
Office
- 10 **Hendersonville (NC)**
- 11 **Springdale (AR)**
- 12 **Ontario (CA)**
- 13 **Sparta (MI)**
- 14 **Selah & Wapato (WA)**



FY 2021 Highlights



Business

- Completed integration of Sun-Rype to maximize synergies
- Launched new Oasis Health Break varieties, Simple Drop Support & Active (flavored water with vitamins), Stefano line of organic wines, Mont-Rouge cider-based seltzers
- Reduced net debt to optimize investments and flexibility



Outlook for 2022

Assumptions

- Sales volumes for fruit juices and drinks markets expected to slightly decrease
- Still anticipating moderate sales growth at Lassonde
- Strong second half should offset softer first half performance

Headwinds

- Supply-chain disruptions
- Labour challenges
- Inflationary pressure



Our Vision

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

Our Mission

To craft quality food and beverages that consumers love, customers value, employees are proud of, and that demonstrate care for our planet. |



Multi-year Strategy – Priorities

1

**Build a
Growth-oriented
Portfolio**

2

**Drive
Sustainable
Performance**

3

**Improve
Capacity
to Act**



Multi-year Strategy – Priorities

1. Build a Growth-Oriented Portfolio

- Accelerate growth in specialty food business
- Sustain profitable growth in Canada by investing in our brands
- Strengthen our foundation to capture growth and improve profitability in the U.S.
- Maximize our position in snacks and alcoholic beverages businesses
- Implement a NA innovation hub



Multi-year Strategy – Priorities

2. Drive Sustainable Performance

- Maximize top-line value through revenue management
- Improve productivity across all key areas of our business
- ESG Roadmap to be a key driver of sustainability agenda



Multi-year Strategy – Priorities

3. Improve Capacity to Act

- Modernize our operating model
- Fortify capabilities
- Implement management systems and upgrade IT infrastructure to support growth initiatives



Project Eagle

- Operational excellence
- Optimized network
- Profitable portfolio – reduced complexity
- Enhanced systems and processes

1
**Build a
Growth-oriented
Portfolio**

2
**Drive
Sustainable
Performance**

3
**Improve
Capacity
to Act**



Multi-Year Strategy

Key Priorities for FY 2022

- Revitalization of U.S. operations (Project Eagle)
- New single-serve production capabilities in Canada and the U.S. to improve capacity and productivity
- Implementation of new tools and management systems and technology infrastructures



ESG – North American Environmental Roadmap

2021	2025
<ul style="list-style-type: none">▪ Accelerate the deployment of paper straws with SunRype 200 mL products (30% of our national brands in Canada)▪ Water consumption reduced by 15% between 2019 and 2021▪ Launch of a bottle containing 25% of rPET - April 2021	<ul style="list-style-type: none">▪ Zero waste to landfill▪ Offer paper straws on 100% of our national brands▪ Use 50% post-consumer recycled content in our PET packaging▪ Use 100% recyclable packaging for our products▪ Work with governments and associations to modernize selective collection and deposit



Social Responsibility ESG Achievements

↓ 22%

Number of working days lost due to work-related accidents or occupational diseases in 2021, compared to 2020

\$1M in Donation –

Over 200 organizations



**Canadian
Red Cross**



Our 4 ESG Pillars and 2030 Goals



**Protect the
Environment**



**Improve Health &
Well-Being**



**Build A Sustainable
Value Chain**



**Promote ESG
Governance**

2030 Goals

- **Fight Climate Change:** set and achieve **2030 Science-based Targets** to reduce GHG emissions across our value chain
- Achieve **100% sustainable sourcing**
- Be recognized for our efforts in **driving sustainable packaging**
- Promote an **engaging DE&I culture based on purpose**



Wrap-Up

Heartfelt thanks to all stakeholders

- Employees
- Customers
- Members of the Board of Directors
- Shareholders





Questions?



Lassonde

lassonde.com