



# **GOODFOOD MARKET CORP.**

## **Q3 FISCAL 2018**

### **TSX: FOOD**

Jonathan Ferrari, Chief Executive Officer

Neil Cuggy, President and Chief Operating Officer

Philippe Adam, Chief Financial Officer

*goodfood*

# Caution Regarding Forward-Looking Statements

*This presentation contains “forward-looking information” within the meaning of applicable Canadian securities legislation. Such forward-looking information includes, but is not limited to, information with respect to our objectives and the strategies to achieve these objectives, as well as information with respect to our beliefs, plans, expectations, anticipations, estimates and intentions. This forward-looking information is identified by the use of terms and phrases such as “may”, “would”, “should”, “could”, “expect”, “intend”, “estimate”, “anticipate”, “plan”, “foresee”, “believe”, or “continue”, the negative of these terms and similar terminology, including references to assumptions, although not all forward-looking information contains these terms and phrases. Forward-looking information is provided for the purposes of assisting the reader in understanding the Company and its business, operations, prospects and risks at a point in time in the context of historical and possible future developments and therefore the reader is cautioned that such information may not be appropriate for other purposes. Forward-looking information is based upon a number of assumptions and is subject to a number of risks and uncertainties, many of which are beyond our control, which could cause actual results to differ materially from those that are disclosed in or implied by such forward-looking information. These risks and uncertainties include, but are not limited to, the following risk factors which are discussed in greater detail under “Risk Factors” in the Company’s Annual Information Form for the year ended August 31, 2017 available on SEDAR at [www.sedar.com](http://www.sedar.com): limited operating history, negative operating cash flow, food industry, quality control and health concerns, regulatory compliance, regulation of the industry, public safety issues, product recalls, damage to Goodfood’s reputation, transportation disruptions, product liability, ownership and protection of intellectual property, evolving industry, reliance on a single facility, unionization activities, reliance on management, factors which may prevent realization of growth targets, competition, availability and quality of raw materials, limited number of products, environmental and employee health and safety regulations, online security breaches and disruption, reliance on data centers, open source license compliance, future capital requirements, operating risk and insurance coverage, management of growth, conflicts of interest, litigation, and catastrophic events. Although the forward-looking information contained herein is based upon what we believe are reasonable assumptions, readers are cautioned against placing undue reliance on this information since actual results may vary from the forward-looking information. Certain assumptions were made in preparing the forward-looking information concerning availability of capital resources, business performance, market conditions, and customer demand. Consequently, all of the forward-looking information contained herein is qualified by the foregoing cautionary statements, and there can be no guarantee that the results or developments that we anticipate will be realized or, even if substantially realized, that they will have the expected consequences or effects on our business, financial condition or results of operation. Unless otherwise noted or the context otherwise indicates, the forward-looking information contained herein is provided as of the date hereof, and we do not undertake to update or amend such forward-looking information whether as a result of new information, future events or otherwise, except as may be required by applicable law.*

*Goodfood reports its financial results in accordance with International Financial Reporting Standards (IFRS). Goodfood also uses non-IFRS measures in this presentation that do not have any standardized meaning prescribed by IFRS, including gross merchandise sales, gross merchandise sales run-rate, adjusted gross profit, adjusted gross margin, adjusted net loss, EBITDA, adjusted EBITDA and adjusted EBITDA margin. These non-IFRS measures may not be comparable to similar measures presented by other companies. For further details of these non-IFRS measures, including a reconciliation to the most directly comparable IFRS financial measures, refer to the Company’s management’s discussion and analysis for the three-month and nine-month periods ended May 31, 2018.*

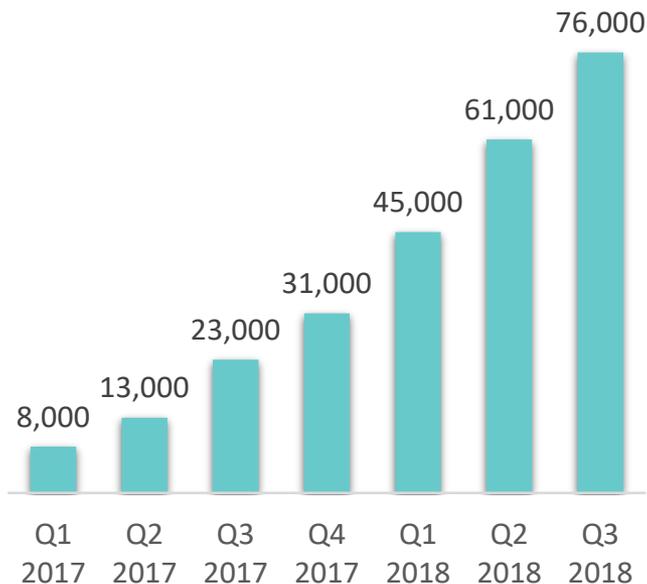
# Q3 2018 Highlights

- Strong quarter-over-quarter growth in subscribers (25%) and revenue (42%)
- Gross merchandise sale run-rate reached \$110 million as at May 31, 2018
- Gross margin improved 5.3 pts to 23.3% over Q2 2018
- Cash flow from operations of \$1.8 million
- Successfully launched national platform
- Raised \$10 million in gross proceeds from public offering

# Strong Consistent Growth

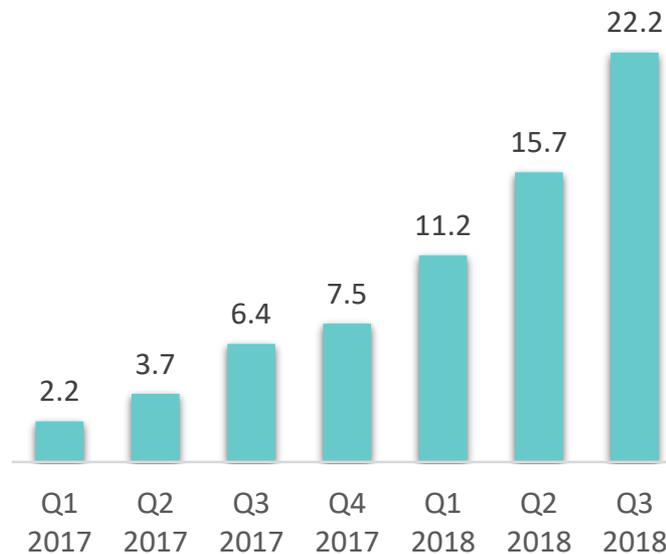
## Active Subscribers

End of period

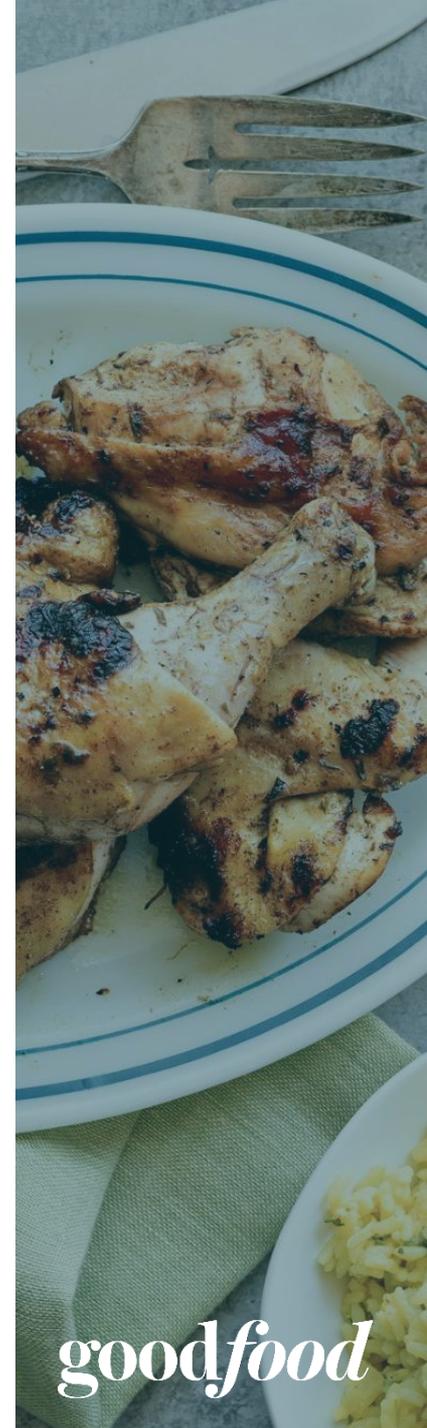


## Revenue

C\$ millions



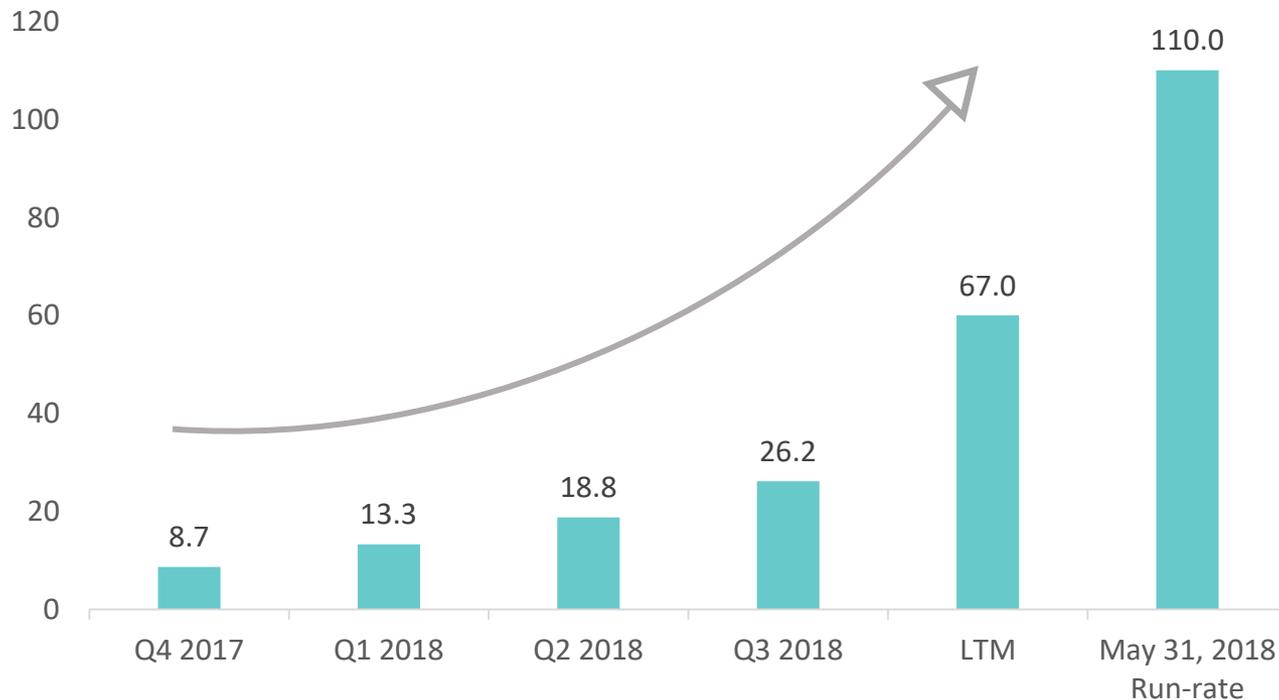
An Active subscriber is defined as an account that is scheduled to receive a delivery or has elected to skip delivery in the subsequent weekly delivery cycle. Active subscribers exclude cancelled accounts. While Active subscribers is not an IFRS or Non-IFRS Financial Measure, and therefore, does not appear in and cannot be reconciled to a specific line item in our financial statements, we believe that Active subscribers is a useful metric for investors because it is indicative of futures revenues. The Company reports the number of Active subscribers at the beginning and end of the period, rounded to the nearest thousand.



# Gross Merchandise Sales

C\$ millions

Run-rate of \$110 million



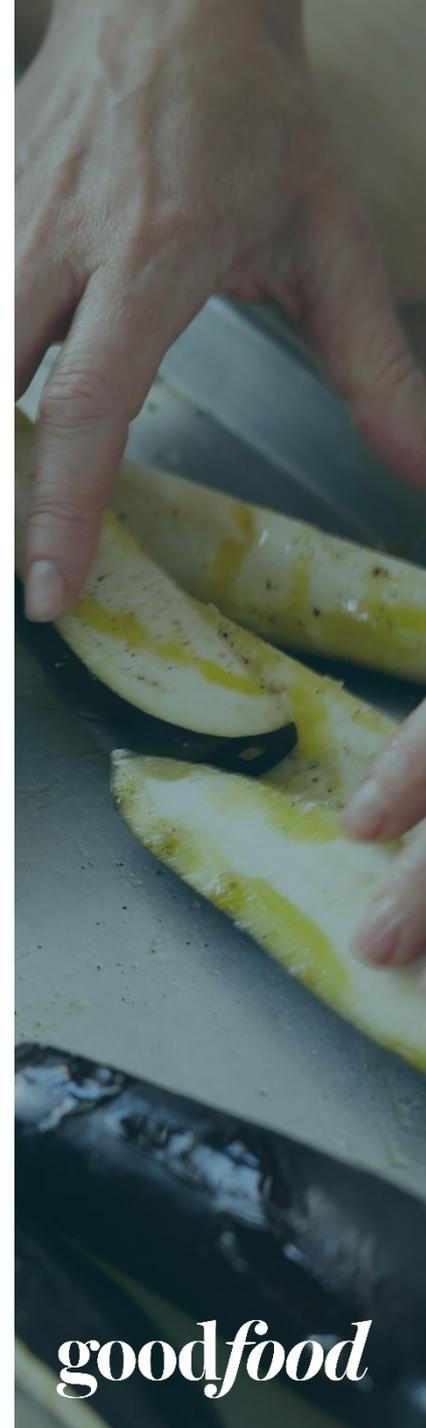
# Leading National Platform

- Western Canada successfully launched – above expectations
- Well-received, particularly in Alberta & B.C.
- Team of 50+ employees
- Established new relationships with suppliers in the region
  - Already benefiting from synergies between the two facilities in Eastern and Western Canada
- Impacting gross margin as we build scale



# Customer Experience

- Continuing to improve flexibility and customization of meals solutions
  - 20 weekly recipes available
- Launched l'Artisan collection
  - Premium recipe collection
  - One or two nights per week
  - Higher price point
- Easy-prep recipes extremely well-received
- Continue to add delivery flexibility

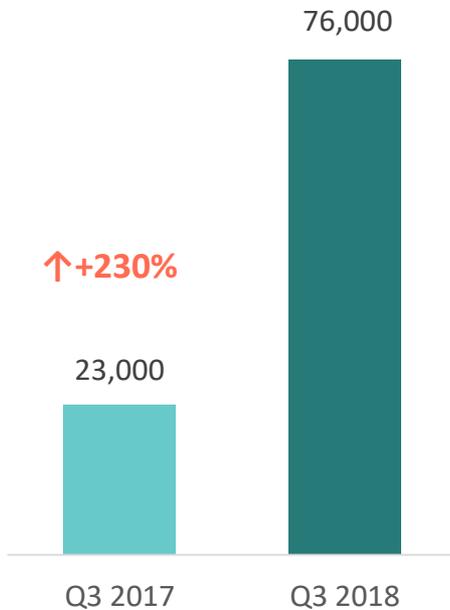


# Financial Highlights

## Year-over-Year

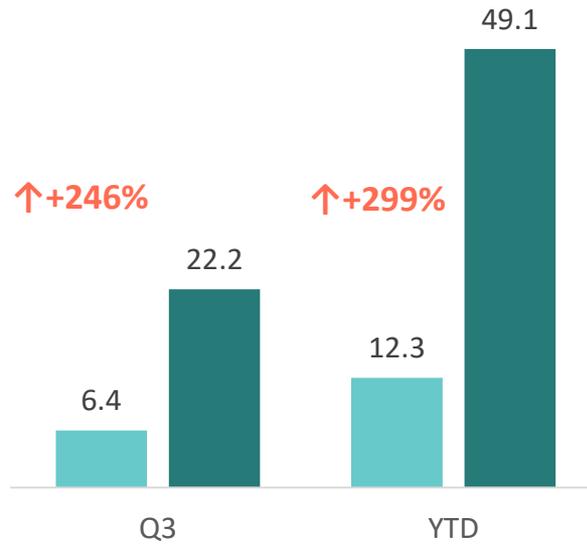
### Active Subscribers

End of period



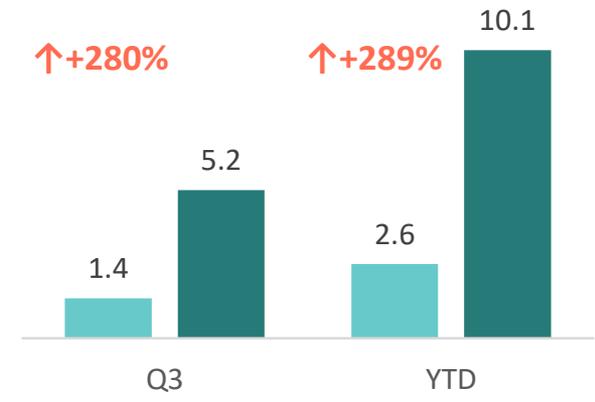
### Revenue

C\$ millions



### Gross Profit

C\$ millions



■ 2017    ■ 2018

# Financial Highlights

## Quarter-over-Quarter

### Active Subscribers

End of period

↑+25%

61,000



Q2 2018

76,000



Q3 2018

### Revenue

C\$ millions

↑+42%

15.7



Q2 2018

22.2



Q3 2018



# Financial Highlights

## Quarter-over-Quarter

### Gross Merchandise Sales

C\$ millions

↑ +39%

18.8

26.2

Q2 2018

Q3 2018

### Adjusted Gross Margin

↑ +3.1 pts

31.8%

34.9%

Q2 2018

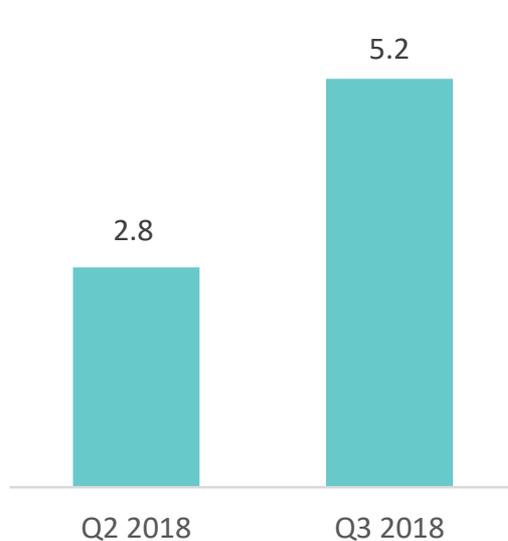
Q3 2018

# Financial Highlights

## Quarter-over-Quarter

### Gross Profit

C\$ millions



### Gross Margin

% of revenue

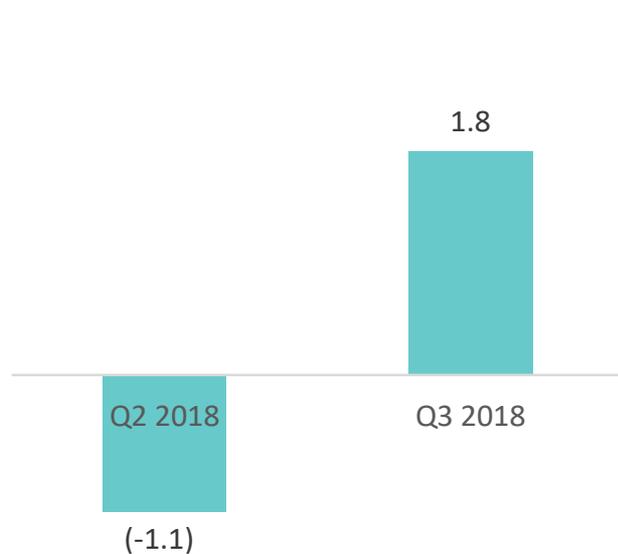


# Financial Highlights Quarter-over-Quarter

Strong liquidity position

## Cash Flow From Operations

C\$ millions



## Ending Cash Balance

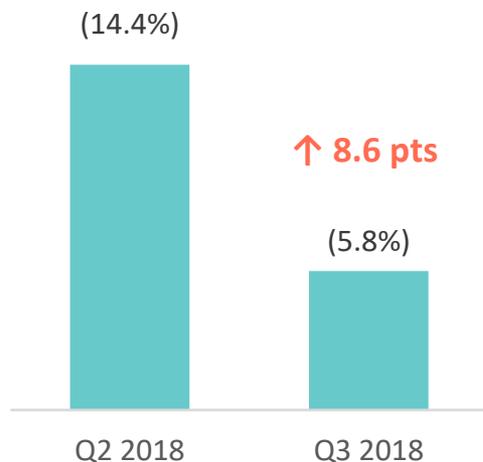
C\$ millions



# Financial Highlights

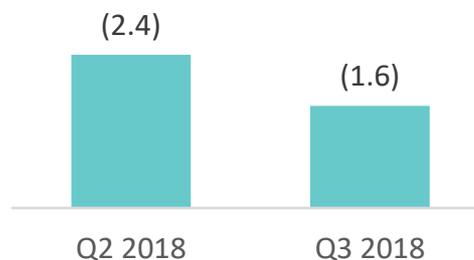
## Quarter-over-Quarter

### Adjusted EBITDA Margin (negative)



Adjusted EBITDA margin is calculated as adjusted EBITDA, divided by revenue. For the definition and calculation of adjusted EBITDA, as well as a reconciliation of net loss to adjusted EBITDA, refer to the Company's management's discussion and analysis for the three-month and nine-month period ended May 31, 2018.

### Adjusted Net Loss C\$ millions



Adjusted net loss is defined as net loss adjusted for items that Management believes do not necessarily arise as part of the Company's normal day-to-day operations to better analyze trends in performance and financial results. For a reconciliation of Net Loss Adjusted to Net Loss, refer to the Company's management's discussion and analysis for the three-month and nine-month period ended May 31, 2018.



A close-up photograph of caramelized pecans. The nuts are coated in a thick, golden-brown caramel sauce and are scattered across a white surface, likely parchment paper. A wooden spoon is visible in the upper right corner, partially obscured by a semi-transparent white overlay. The text "Question Period" is centered on this overlay.

Question Period



# Appendix

# An Experienced Team Management Team



**Jonathan Ferrari**  
Co-Founder & CEO

- Graduate from McGill University in Commerce, Finance and Entrepreneurship
- Joined RBC's investment banking team in Montreal in 2010
- Co-founded MTL Capital and Goodfood in 2014 with Neil Cuggy
- Named one of the « Top 40 under 40 » business leaders in Canada



**Neil Cuggy**  
Co-Founder, president & COO

- Graduate with distinction in Investment Management from McGill University
- Worked for RBC's investment banking team in Montreal
- Co-founded Goodfood and MTL Capital, a privately held entrepreneurial firm backed by top notch investors from across North America, with Jonathan Ferrari in 2014



**Philippe Adam**  
CFO

- Over 15 years' experience in corporate finance, accounting and operations
- Previously CFO of Garda Background Screening Solutions and principal at Champlain Financial Corporation
- Former investment banker with National Bank Financial

# An Experienced Team Board of Directors

Jonathan Ferrari  
Co-Founder & CEO

Neil Cuggy  
Co-Founder, president & COO

Hamnett Hill  
Director

Donald Olds  
Director

Guy Leblanc  
Director

- Serial entrepreneur with over 20 years of high tech leadership
  - Co-founder and Chairman of Radialpoint
  - Helped launch Edō Capital, a \$10 million foodtech-focused fund in 2015
  - Named one of the « Top 40 under 40 » business leaders in Canada
- President and CEO of the NEOMED Institute since January 2017
  - Previously COO of TSX-listed Telesta Therapeutics Inc.
  - Acted as President and CEO of Presegia Corp and worked for 9 years as CFO and COO of Aegera Therapeutics
  - Currently Chairman of Oxfam Quebec and Director of Presegia Corp
- Chartered Professional Accountant
  - Worked at PwC Canada for over 35 years, managed the Montreal office 2006-2015
  - Member of the Board of Atis Group and Meloche Group
  - Accredited from the Institute of Corporate Governance