



goodfood

INVESTOR PRESENTATION

November 2021

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”, and “continue”, as well as 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, 2020 available on SEDAR at 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, unionization activities, reliance on management, factors which may prevent realization of growth targets, competition, availability and quality of raw materials, 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, limited number of products, conflicts of interest, litigation, catastrophic events, risks associated with payments from customers and third parties, being accused of infringing intellectual property rights of others and, climate change and environmental risks. 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 the availability of capital resources, business performance, market conditions, and customer demand. In addition, information and expectations set forth herein are subject to and could change materially in relation to developments regarding the COVID-19 pandemic and its impact on product demand, labour mobility, supply chain continuity and other elements beyond our control. 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.

Key recent achievements and outlook



Delivered record annual net sales and strong year-over-year growth

- Generated record net sales and gross profit of \$379 million and \$116 million, respectively
 - 33% net sales growth and 34% gross profit growth in the context of last year's significantly positively impacted demand conditions



After seasonally slower Q4 impacted by re-opening...

- Net sales decreased by 5% year-over-year to \$79 million and gross margin stood at 23%
- Volume decline led to significant operating deleverage, combined with seasonality in COGS, labour inflation and investments in on-demand fulfilment, impacted gross margin significantly



... continuing to gear up for on-demand growth

- On-demand delivery of grocery and meal solutions launched: micro-fulfilment centre in Toronto in operation offering on-demand, one hour or less delivery; Montreal to follow soon, Ottawa in the coming weeks
- Increasing selection now surpassing the 1,000 SKU ⁽¹⁾ well ahead of schedule
- Revamped platform for faster, seamless online grocery and meal solution shopping

Positioned for continued execution in 2022 as we are building Canada's first integrated on-demand grocery and meal solutions network

(1) Number of products currently available in Quebec.

... with On-Demand, Quick Commerce the next growth platform



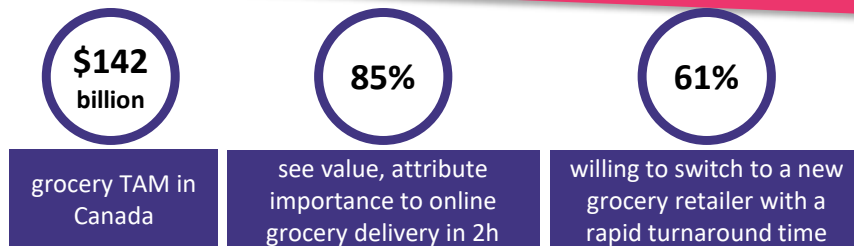
On-demand offers all the key characteristics to bring a superior value proposition to customers...

	Traditional Grocery	Online Grocery	On-Demand Grocery	
Experience	Physical Trip	Order & Wait	✓ Order & Receive	
Time	60 minutes +	2h – 48h	✓ 60 min. or less	goodfood Avg.: 36 min.
Inventory / Stockouts	✓ Own inventory / limited stockouts	Third party inventory / significant stockouts and substitutions	✓ Own inventory / limited stockouts	
Price	✓ Market	Marked up	✓ Market	

...translated in highest Net Promoter Score in the Grocery industry...

NPS	Low	Average	✓ Very high (60+)	goodfood NPS of 88
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...and customers indicating a clear preference for fast fulfillment














is uniquely positioned to capture the on-demand market in Canada

- 1-hour or less delivery in Toronto, soon Montreal
- On-demand delivery soon in Ottawa and other markets
- Network in place with line of sight for significantly more growth
- Unique merchandising including 1,000 meal kits, ready-to-eat and grocery
- Leveraging existing brand, procurement and shipping of planned orders
- AOV (\$65+), strong unit economics, low capex (<\$1m) = <6 months payback

Goodfood's evolution continues...





	FY-17	FY-19	FY-21
Revenues	● \$20M	● \$161M	● \$379M
Experience	 Meal Kit	  Meal Kit Breakfast	  Grocery Ready to Cook Ready to Eat 
Footprint	 1	 3	 13
# of Grocery SKUs	0	 ~30 SKUs	 1,000 SKUs+
TAM	● ~ \$3B ⁽¹⁾	● ~\$10B ⁽¹⁾	● ~\$142B ⁽²⁾

Goodfood has consistently grown and evolved to capture a larger share of customers grocery spend and expanding its target addressable market

(1) Management estimate.
(2) Statista

... as the next steps of evolution will be driven by 3 key pillars: selection, speed and technology...



Pillar	Target	Progress	
<div></div> <div><div>1</div><div>Selection</div></div>	<div>4,000 SKUs</div> <div></div>	<div>1,000+4,000</div> <div></div>	<div><ul style="list-style-type: none">- Currently at ~1,000 SKUs ahead of schedule- Next phase to focus on produce and national brands</div>
<div></div> <div><div>2</div><div>Speed & Footprint</div></div>	<div>On-demand (1 hour or less) in key urban markets</div> <div></div>	<div><div>Montreal</div><div>Ottawa Vancouver Quebec City</div><div>Toronto</div><div>More to Come</div></div> <div></div>	<div><ul style="list-style-type: none">- Ottawa next in line for on-demand- Building out distributed network of local fulfillment centres</div>
<div></div> <div><div>3</div><div>Technology</div></div>	<div>Building blocks for an automated order orchestration and seamless customer experience</div> <div></div>	<div><div>Mobile App</div><div>Intelligent Route Optimization</div><div>Live Order Tracking</div><div>Frictionless Shopping Experience</div><div>End-to-End Connected Store</div><div>Automated Grocery Picking and Replenishment</div></div> <div><div>✓</div><div>✓</div><div>✓</div><div>~</div><div>~</div><div>~</div></div>	<div><ul style="list-style-type: none">- Investing in 3rd-party and proprietary fulfillment tech- App: 100,000+ downloads and 4.6-star rating- Team growing to support development</div>

Strong execution and progress in building Canada's leading on-demand grocery network

Ideally positioned to benefit from accelerating shift to online grocery shopping

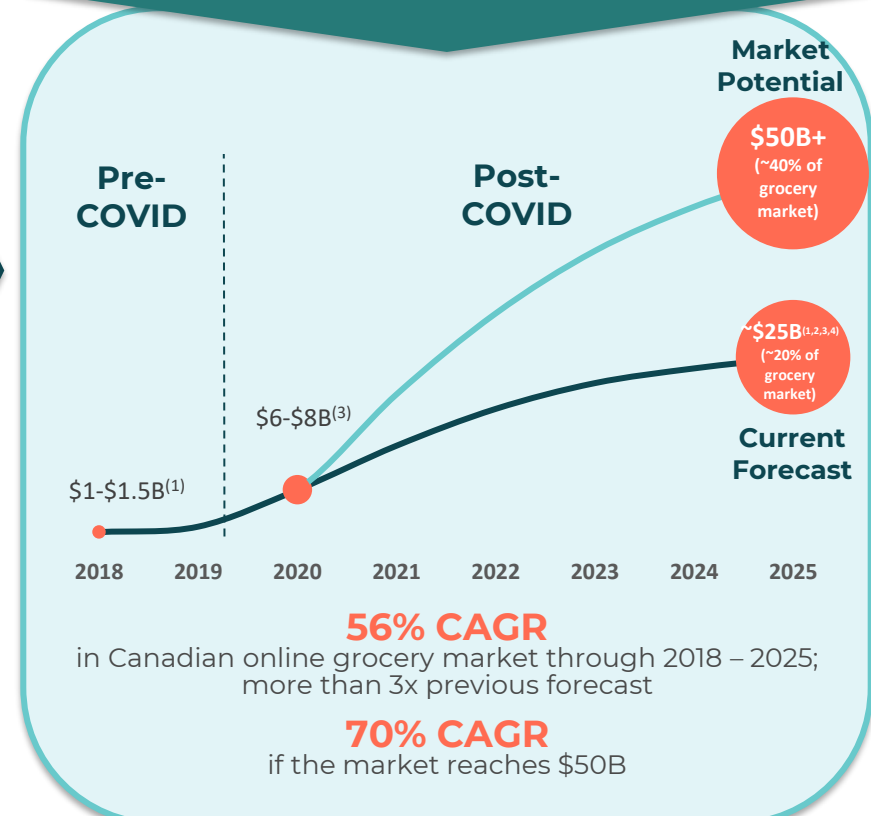


Goodfood built the capabilities and **differentiated strategy** to benefit from the **accelerating shift to online grocery** and is poised to cement its place as a **leader in online grocery**

The shift of grocery shopping online was well underway before the pandemic...



...and the pandemic pushed online grocery to an inflection point of growth...



(1) Based on \$142B industry defined by Statista, Retail sales of food and beverage Canada 2020, July 2019; (3) IGD/CanadianGrocer.com.

and online penetration of ~1% based on GD/CanadianGrocer.com.

(2) Using 5-year CAGR of 21% to estimate size of online grocery.

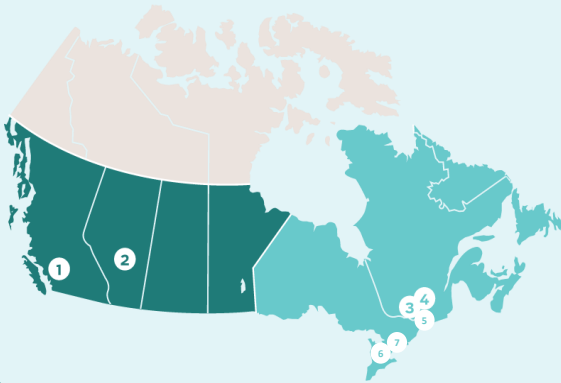
(4) The Evolution of the Grocery Customer, Mercatus.

Ideally positioned to benefit from accelerating shift to online grocery shopping



Goodfood has built the purpose-built operations, focusing on on-demand e-commerce grocery fulfilment, and the product offering to capture the demand moving online...

13 Purpose-built facilities from Coast to Coast



- On-demand level grocery capabilities
- Ready-to-cook manufacturing and ready-to-eat kitchen
- High level of operational technology



**~1,000 Goodfood
branded products**



**30-35 weekly meal kit
options**



**30+ unique
breakfast products**



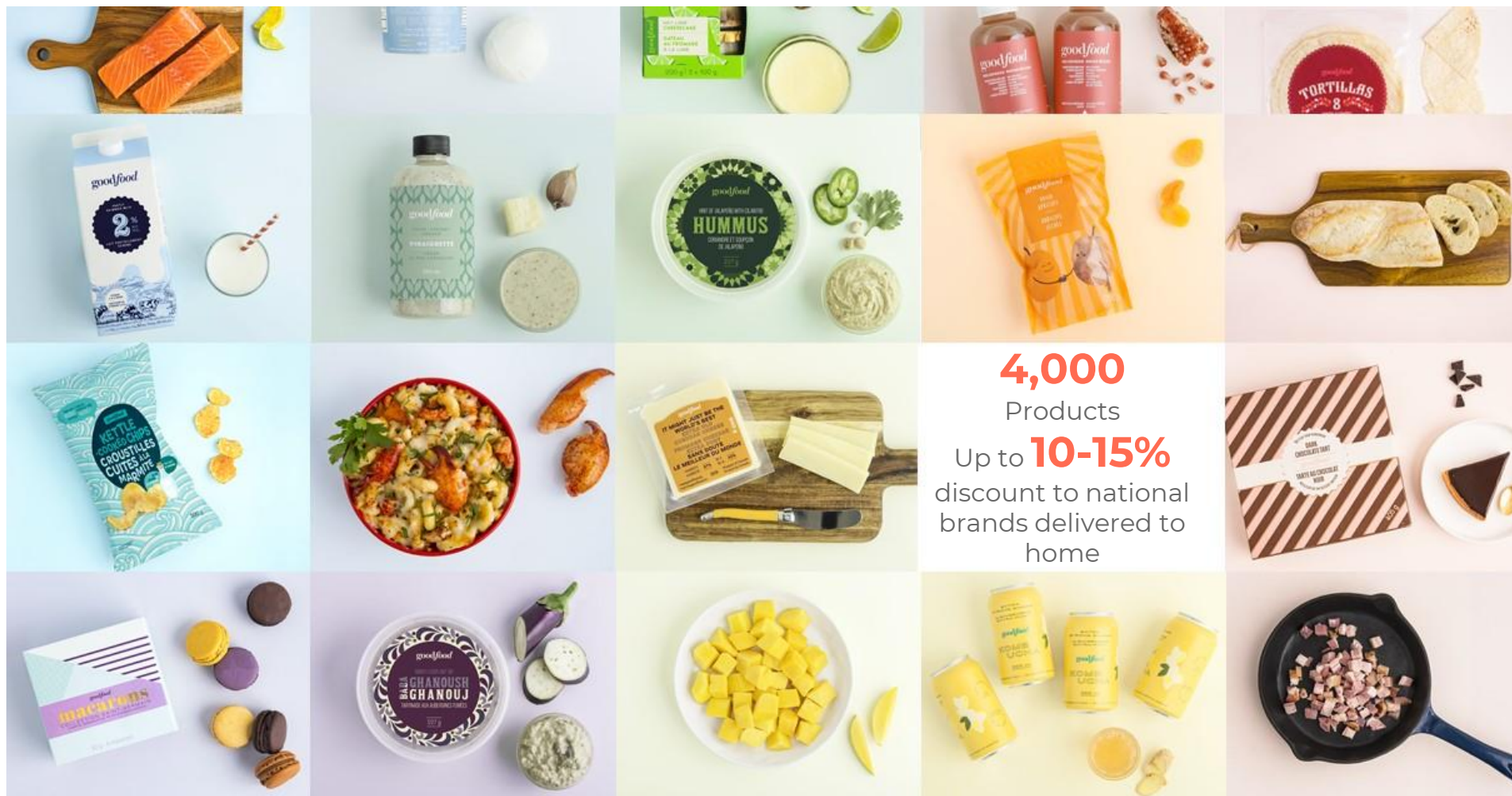
**Delicious ready-to-eat
meal solutions**

...and continues to invest in technology and automation
to enhance its value proposition and profitability

- ✓ Building a leading direct-to-consumer grocery technology company
- ✓ Investing in world-class user interface and user experience
- ✓ Data-driven enhancements to customer value proposition
- ✓ Building third wave e-commerce / on-demand / quick commerce fulfilment

We are starting a grocery revolution

Developing grocery offering to provide full food basket for members



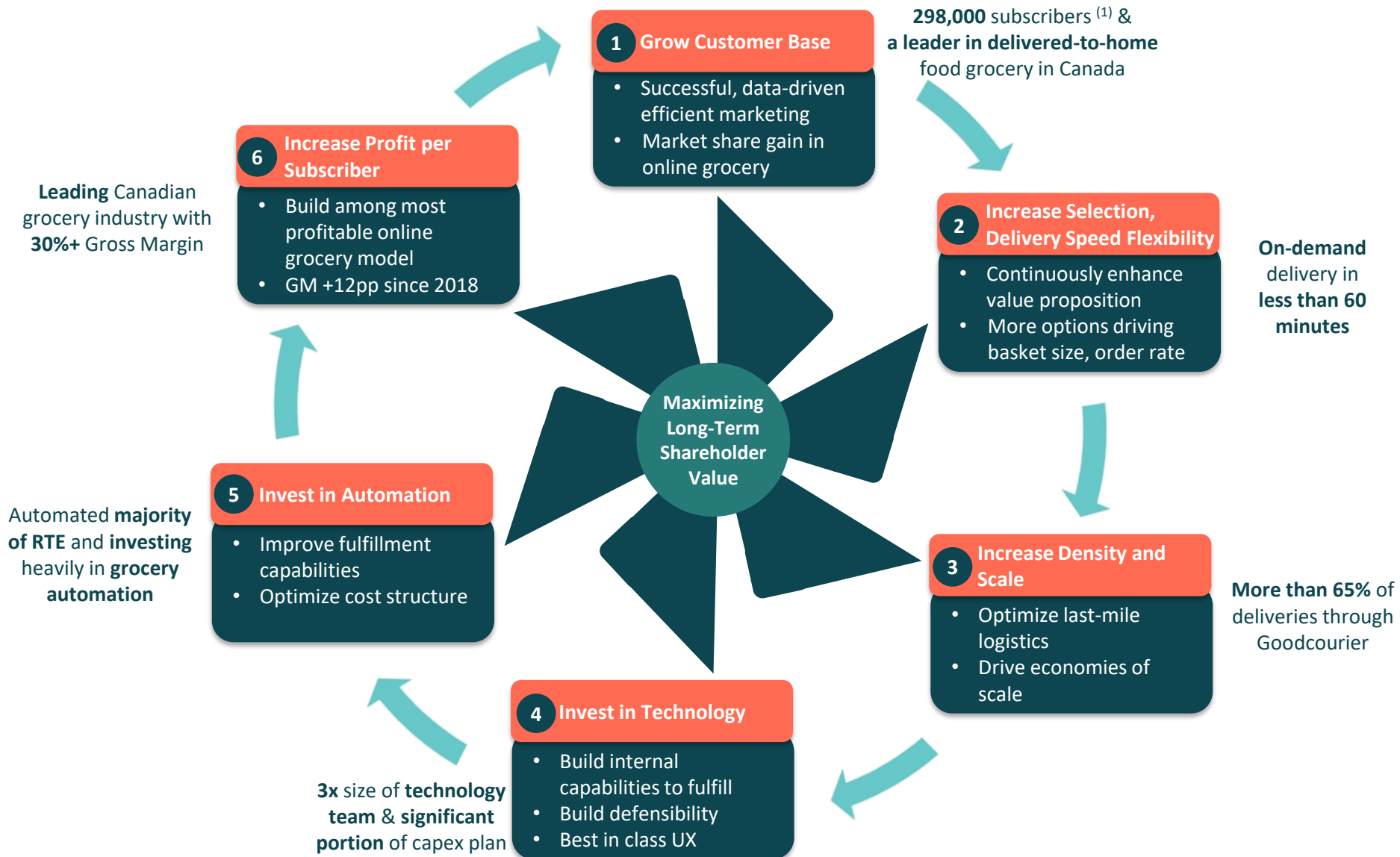
4,000

Products

Up to **10-15%**

discount to national
brands delivered to
home

Goodfood's strategy anchored in building momentum in its flywheel



(1) This is a Metric or non-IFRS measure. Please refer to page 26 of this presentation for more details.

Business model enabling strong long-term growth



Capturing Multi Customer Habits



Recurring Meal Subscription



Product Offering Expansion



Weekly/Bi-Weekly+ Grocery



Loyal customer volume



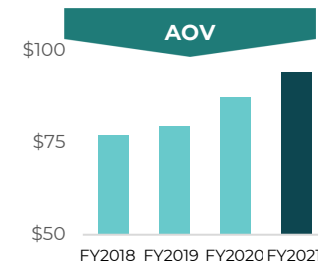
Basket Size



Frequency



High Sales Growth

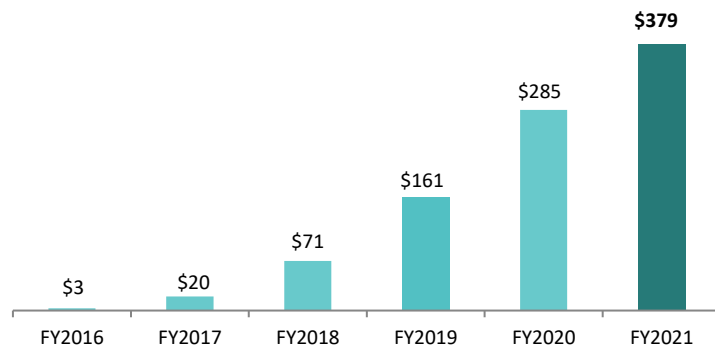


Y-o-Y Growth
+33% Net Sales

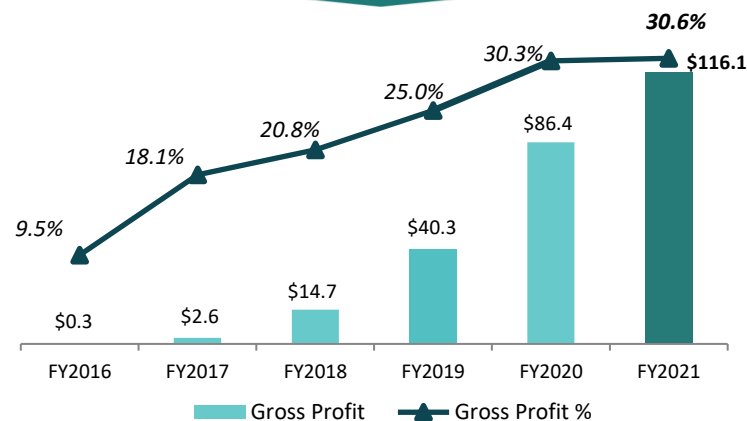
Latest financial results reinforce Goodfood's exceptional growth and show strong margin momentum



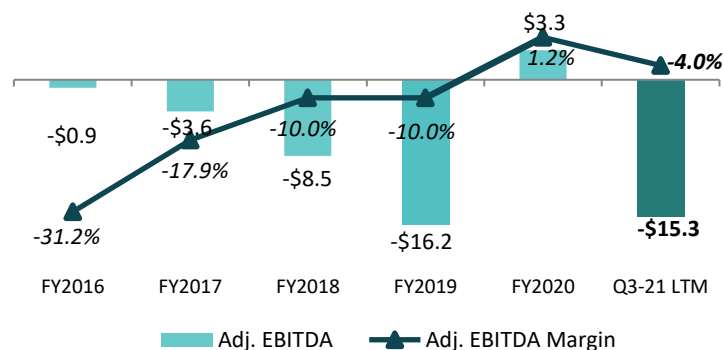
Revenue C\$ thousands



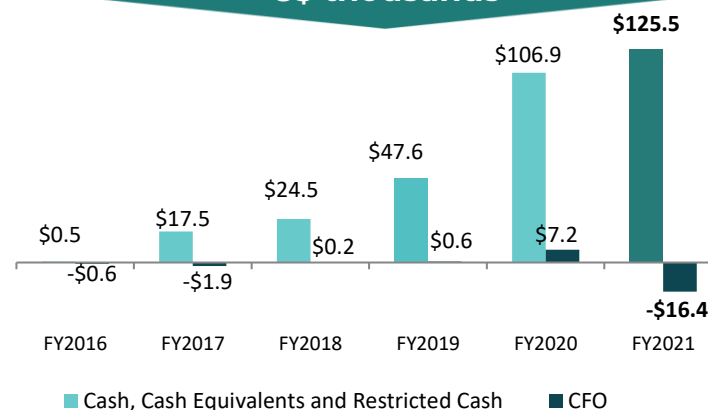
Gross Profit & Gross Margin % C\$ thousands and %



Adj. EBITDA ⁽¹⁾ & Adj. EBITDA margin ⁽¹⁾



Cash ⁽²⁾ and CFO C\$ thousands



(1) This is a metric or non-IFRS financial measure. Please refer to page 26 of this presentation for more details.

(2) Includes cash, cash equivalents and restricted cash.

**Dedicated and proven management supported by
experienced Board of Directors together holding ~40%
of the Company**



MANAGEMENT



Jonathan Ferrari
Co-Founder & CEO



Neil Cuggy
Co-Founder,
President & COO



John Roiter
Chief Financial Officer



Bipasha Chiu
Chief Technology Officer

BOARD



Hamnett Hill
Director



Donald Olds
Director



Terry Yanofsky
Director



François Vimard
Director

APPENDIX

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Typical seasonality patterns



	Q1 Sept-Oct-Nov	Q2 Dec-Jan-Feb	Q3 Mar-Apr-May	Q4 June-July-Aug
Marketing campaigns	Higher	Higher	Medium	Low
Order rates	Higher	High	Medium/High	Low
New subscribers	Higher	High	Medium/High	Low
Margins	Higher	Lower	Higher	Lower
Cash flow from operations target	Positive for the period			Negative
Comments	Strong quarter with important back-to-school period	January and February are traditionally strong-demand months after a slowdown in December due to the Holiday Season	March is typically impacted by Spring break, April is strong and May depends heavily on weather	Summer months are slow given vacation time and nicer weather

Key financial highlights – FY21 and Q4-21



Goodfood delivers record annual net sales of \$379M

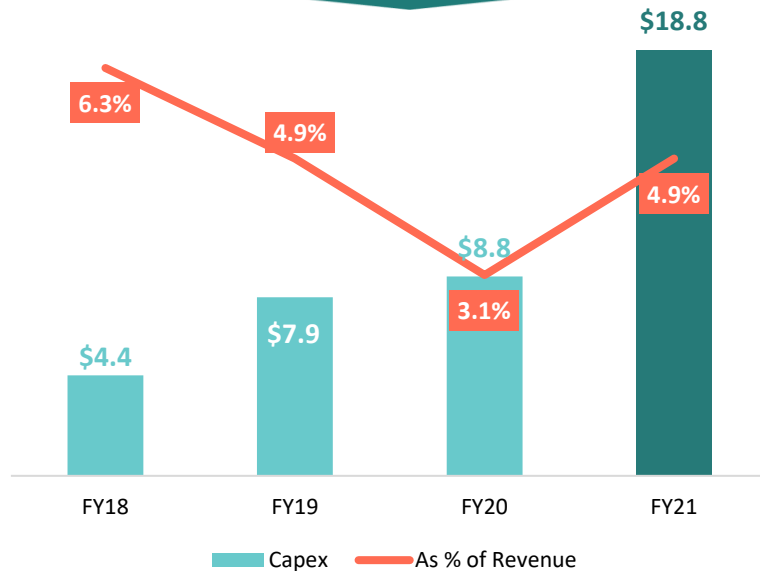
<i>(in millions of Canadian \$ except for percentage information and active subscribers)</i>	Q4-21	Q4-20	Y-o-Y Δ	FY-21	FY-20	Y-o-Y Δ
Net Sales	\$79.4	\$83.7	-5%	\$379.2	\$285.4	33%
Gross profit	18.2	27.5	-34%	116.1	86.4	34%
Gross margin (%)	22.9%	32.8%	-9.9pp	30.6%	30.3%	+0.3pp
Adjusted EBITDA ⁽¹⁾	(17.7)	4.8	N/A	(15.3)	3.3	N/A
Adjusted EBITDA margin (%) ⁽¹⁾	-22.4%	5.8%	-28.2pp	-4.0%	1.2%	-5.2pp
Net (loss) income	(22.1)	1.2	N/A	(31.8)	(5.3)	N/A
Cash flows provided by operating activities	(23.7)	2.0	N/A	(16.4)	7.2	N/A
Cash, cash equivalents and restricted cash	125.5	106.9	17%	125.5	106.9	17%

(1) This is a Metric or non-IFRS measure. Please refer to page 26 of this presentation for more details.

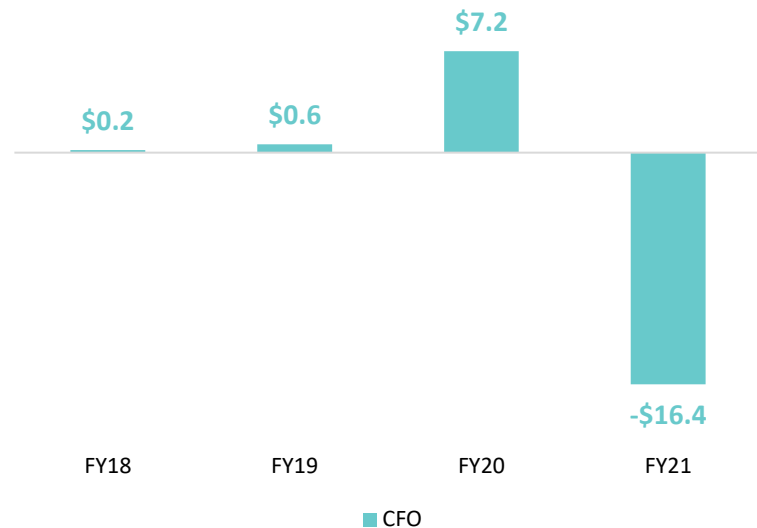
Capex light business model with growth fueled by negative working capital model



CAPEX & CAPEX as % of Revenue FY18 to Q3-21 LTM



Negative Working Capital Model Driving CFO



Cash Position ⁽¹⁾	\$24.4M	\$47.6M	\$106.9	\$125.5
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Strong growth enabled by low capital requirements, negative working cap and strong ROIs

(1) Cash, Cash Equivalents & Restricted Cash.

Goodcourier an example of world-class execution

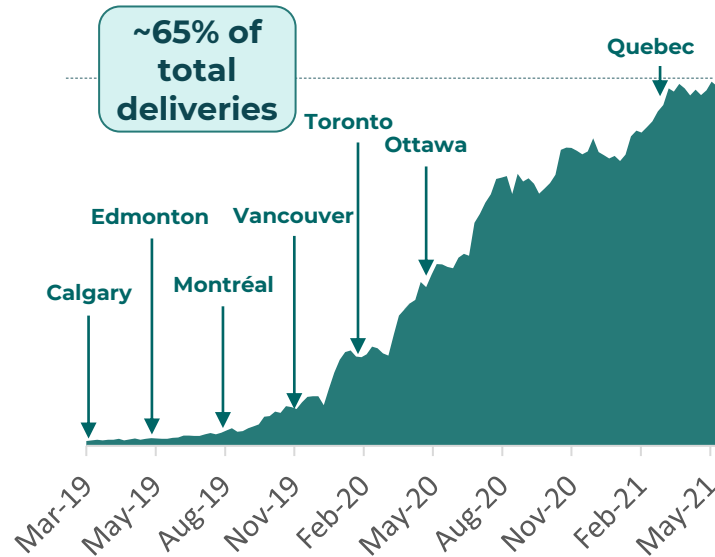


Goodcourier: Competitive advantage to Goodfood

- ✓ Control the delivery, revolutionizing the customer experience
- ✓ Achieve same-day deliveries
- ✓ Support high growth
- ✓ Refrigerate deliveries, therefore improving quality, freshness and use and sustainability of packaging
- ✓ Reduction in delivery-related quality issues
- ✓ Use vans as a marketing tool

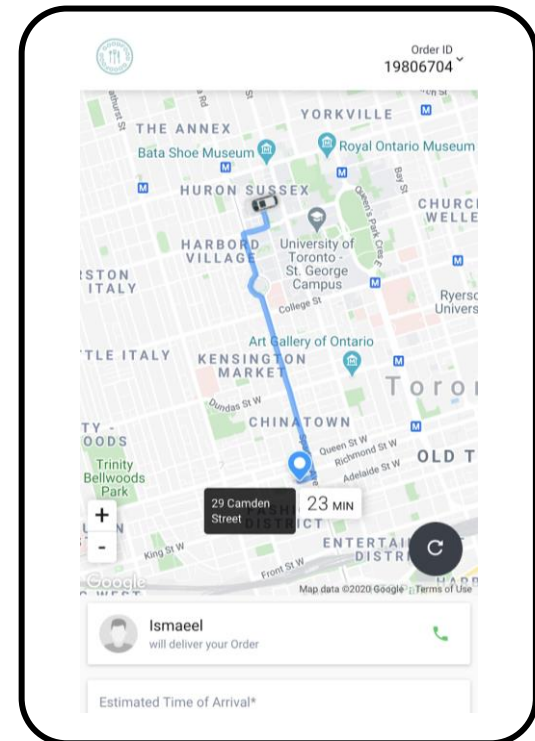


Goodcourier expanded to 65%+ of Goodfood deliveries



Goodcourier has expanded from Calgary to Edmonton, Montreal, Vancouver, Toronto, and Ottawa

Overall delivery cost per order down ~33% since Goodcourier introduction



Proven, attractive business model



Built-in negative working capital allows the company to fund an important part of its growth

**“JUST-IN-TIME”
INVENTORY**

+

**MINIMAL
FOOD WASTE**

+

**OPERATING
LEVERAGE**



1

Meal and grocery
order and payment
received from
subscribers



2

Goodfood orders
from its 100+ direct
farming relationships
& suppliers



3

Fulfillment
and delivery
to subscribers



4

Payment
to suppliers
can be 90 days+

Goodfood sources ingredients from farms and dedicated purveyors, to manufacture and deliver **ready-to-cook** meals, **ready-to-eat** meals, **breakfast** meals and **grocery** items ordered online through a weekly subscription at www.makegoodfood.ca

Goodfood remains significantly undervalued compared to peers



In millions except per share amounts													
Company Name	Price 12-Nov-21	F.D. Market Cap.	Enterprise Value	EV / Revenue		EV / Gross Profit		EV / EBITDA		Revenue Growth		EV / Revenue to Growth	
				CY21E	CY22E	CY21E	CY22E	CY21E	CY22E	CY20A-CY21E	CY21E-CY22E	CY21E	CY22E
E-Commerce & Food Technology													
Amazon	US\$3,525.15	US\$1,842,764	US\$1,813,831	3.9x	3.3x	9.3x	7.8x	26.3x	21.6x	21.9%	17.5%	0.18x	0.19x
Walmart	US\$147.76	US\$415,769	US\$441,405	0.8x	0.8x	3.2x	3.1x	11.9x	11.6x	1.3%	2.7%	nmf	0.28x
Costco Wholesale	US\$517.17	US\$230,747	US\$226,577	1.1x	1.0x	10.3x	9.4x	25.5x	23.1x	14.4%	8.7%	0.08x	0.12x
Uber Technologies	US\$45.12	US\$92,163	US\$94,927	5.6x	3.8x	11.3x	6.7x	nmf	nmf	52.6%	48.0%	0.11x	0.08x
DoorDash	US\$245.97	US\$96,511	US\$92,351	19.0x	15.4x	nmf	28.6x	nmf	nmf	68.3%	23.7%	0.28x	0.65x
Delivery Hero	€118.75	€30,088	€30,833	5.1x	3.4x	20.5x	13.0x	nmf	nmf	73.3%	50.5%	0.07x	0.07x
Chewy	US\$76.91	US\$33,048	US\$32,323	3.7x	3.1x	13.4x	10.9x	nmf	nmf	26.4%	20.4%	0.14x	0.15x
Wayfair	US\$258.01	US\$28,134	US\$28,791	2.1x	1.9x	7.3x	6.6x	45.1x	49.2x	-2.4%	12.1%	nmf	0.15x
Domino's	US\$513.30	US\$19,286	US\$23,891	5.4x	5.1x	14.9x	13.9x	26.9x	24.7x	7.0%	7.0%	0.77x	0.72x
Ocado Group	£18.09	£13,506	£12,953	4.9x	4.2x	12.5x	10.1x	nmf	nmf	11.7%	16.7%	0.42x	0.25x
Just Eat Takeaway.com ⁽¹⁾	€59.92	€12,752	€13,139	2.1x	1.9x	5.8x	4.8x	nmf	nmf	53.3%	12.8%	0.04x	0.15x
Deliveroo	£2.98	£5,459	£3,832	2.1x	1.6x	7.3x	5.6x	nmf	nmf	55.9%	28.9%	0.04x	0.06x
Stitch Fix	US\$33.69	US\$4,039	US\$3,808	1.7x	1.5x	3.8x	3.2x	nmf	42.6x	19.5%	16.3%	0.09x	0.09x
Poshmark	US\$20.97	US\$1,759	US\$1,170	3.6x	3.0x	4.3x	3.5x	nmf	nmf	23.8%	20.2%	0.15x	0.15x
E-Commerce & Food Technology - Average				4.4x	3.6x	9.5x	9.1x	27.1x	28.8x	30.5%	20.4%	0.20x	0.22x
E-Commerce & Food Technology - Median				3.6x	3.0x	9.3x	7.2x	26.3x	23.9x	22.9%	17.1%	0.12x	0.15x
Meal Kits													
HelloFresh	€85.20	€15,379	€14,577	2.5x	2.1x	9.8x	8.1x	27.6x	22.7x	56.3%	17.8%	0.04x	0.12x
My Food Bag Group	NZD\$1.19	NZD\$289	NZD\$303	1.6x	1.6x	5.8x	5.5x	9.7x	8.4x	1.9%	1.8%	0.84x	0.87x
Blue Apron ⁽²⁾	US\$8.43	US\$280	US\$201	0.4x	0.4x	1.2x	1.0x	nmf	nmf	2.8%	13.2%	0.15x	0.03x
Marley Spoon	A\$0.83	€150	€153	0.5x	0.4x	1.6x	1.2x	nmf	nmf	28.2%	23.0%	0.02x	0.02x
Meal Kits - Average				1.2x	1.1x	4.6x	3.9x	18.6x	15.5x	22.3%	14.0%	0.26x	0.26x
Meal Kits - Median				1.0x	1.0x	3.7x	3.4x	18.6x	15.5x	15.5%	15.5%	0.10x	0.07x
Canadian Grocers & Food Retailers													
Loblaws	C\$98.07	C\$33,573	C\$39,251	0.7x	0.7x	2.4x	2.3x	7.1x	7.0x	-0.4%	1.7%	nmf	0.43x
Metro	C\$65.33	C\$16,062	C\$18,300	1.0x	1.0x	5.0x	4.9x	10.5x	10.0x	1.5%	1.6%	0.66x	0.61x
Empire	C\$38.74	C\$10,352	C\$11,205	0.4x	0.4x	1.5x	1.5x	5.0x	4.8x	5.9%	2.9%	0.06x	0.13x
Canadian Grocers & Food Retailers - Average				0.7x	0.7x	3.0x	2.9x	7.6x	7.3x	2.3%	2.1%	0.36x	0.39x
Canadian Grocers & Food Retailers - Median				0.7x	0.7x	2.4x	2.3x	7.1x	7.0x	1.5%	1.7%	0.36x	0.43x
Global Average				3.2x	2.7x	7.6x	7.2x	19.6x	20.5x	24.9%	16.6%	0.23x	0.25x
Global Average (excl. High & Low)				2.6x	2.1x	7.2x	6.4x	18.2x	19.1x	23.8%	15.6%	0.21x	0.23x
Goodfood	C\$6.93	C\$532	C\$404	1.0x	0.9x	3.1x	2.8x	nmf	38.7x	27.2%	13.8%	0.04x	0.06x

Metrics and non-IFRS financial measures



The table below defines metrics and non-IFRS financial measures used by the Company throughout this presentation. Non-IFRS financial measures do not have standardized definitions prescribed by IFRS and, therefore, may not be comparable to similar measures presented by other companies. They are provided as additional information to complement IFRS measures and to provide a further understanding of the Company's results of operations from our perspective. Accordingly, they should not be considered in isolation nor as a substitute for analysis of our financial information reported under IFRS and should be read in conjunction with the financial statements for the periods indicated. For a reconciliation of these non-IFRS financial measures to the most comparable IFRS financial measures, as applicable, see the "Metrics and Non-IFRS Financial Measures – Reconciliation" of the Company's latest Management Discussion & Analysis.

Metrics	Definition
Active Subscribers	An account that is scheduled to receive a delivery, has elected to skip delivery in the subsequent weekly delivery cycle or that is registered to Goodfood WOW. Active subscribers exclude cancelled accounts. For greater certainty, an active subscriber is only accounted for once, although different products might have been ordered in a given weekly delivery cycle. While the active subscribers metric 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 the Company's consolidated financial statements, we believe that the active subscribers metric is a useful metric for investors because it is indicative of potential future net sales. The Company reports the number of active subscribers at the beginning and end of the period, rounded to the nearest thousand.
Active Customer	A customer that has placed an order within the last three months. For greater certainty, an active customer is only accounted for once, although different products and multiple orders might have been purchased within a quarter. While the active customer metric 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 the Company's consolidated financial statements, we believe that the active customers metric is a useful metric for investors because it is indicative of potential future net sales. The Company reports the number of active customers at the beginning and end of the period, rounded to the nearest thousand.

Non-IFRS Financial Measures	Definition
EBITDA	EBITDA is defined as net income (loss) before net finance costs, depreciation and amortization and income taxes.
Adjusted EBITDA and Adjusted EBITDA margin	Adjusted EBITDA is defined as EBITDA excluding share-based payments and restructuring costs. Adjusted EBITDA margin is defined as the percentage of adjusted EBITDA to net sales. EBITDA, adjusted EBITDA, and adjusted EBITDA margin are non-IFRS financial measures.

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