



goodfood

INVESTOR PRESENTATION

JULY 2019

CAUTION REGARDING FORWARD-LOOKING STATEMENTS



This presentation may include forward-looking statements regarding Goodfood, its business, operations or results. Often, but not always, forward-looking statements can be identified by the use of words such as "plans", "is expected", "expects", "scheduled", "innds", "contemplates", "anticipates", "believes", "proposes" or variations (including negative variations) of such words and phrases, or state that certain actions, events or results "may", "could", "would", "might" or "will" be taken, occur or be achieved. Forward-looking statements, by their very nature, are subject to inherent risks and uncertainties and are based on assumptions, both general and specific, which give rise to the possibility that actual results or events could differ materially from expectations expressed in, or implied by, such forward-looking statements. These statements also involve known and unknown risks, uncertainties and other factors, including factors that are beyond Goodfood's control, that may cause actual results or events to differ materially from those expressed in such forward-looking statements. Forward looking statements reflect Goodfood's then current views with respect to future events based on certain material facts and assumptions. Although Goodfood believes that the assumptions on which such forward-looking information is based are reasonable at the time they are made, there can be no assurance that such facts or assumptions will prove to be correct and undue reliance should, therefore, not be placed on any forward-looking information. Forward-looking events and circumstances may not occur at all or by specified or anticipated dates. Events and/or results could differ materially as a result of known and unknown risks and uncertainties affecting Goodfood, including, without limitation, risks regarding the food industry, economic factors, the equity markets generally, changes in regulatory environment or law, failure to obtain required approvals and risks associated with growth and competition in addition to other risks identified in publicly filed documents under Goodfood's profile at www.sedar.com as well as other unknown risks. Forward-looking statements speak only as of the date on which they are made and Goodfood undertakes no obligation to publicly update or revise any forward-looking statement, whether as a result of new information, future events, or otherwise.

METRICS AND NON-IFRS FINANCIAL MEASURES



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, and EBITDA. 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 Goodfood's Management's Discussion and Analysis.

| Metrics | Definition |
|--------------------|---|
| Active Subscribers | 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 consolidated financial statements, we believe that Active subscribers is a useful metric for investors because it is indicative of future revenues. The Company reports the number of Active subscribers at the beginning and end of the period, rounded to the nearest thousand. |

| Non-IFRS Financial Measures | Definition |
|---|--|
| Gross Merchandise Sales | Gross merchandise sales ("GMS") measures the total retail value of goods sold by the Company and is calculated before taking into account all incentives and credits included in revenue. Incentives and credits, presented at retail value, are principally comprised of sign-up inducements, which typically provide new Active subscribers with a discount on their first delivery. |
| Gross Merchandise Sales Run-rate | Calculated as gross merchandise sales for the four-week period ended as at the date indicated multiplied by thirteen. |
| Adjusted Gross Profit & Adjusted Gross Margin | Adjusted gross profit and Adjusted gross margin measure gross profit and gross margin on a retail value basis. Adjusted gross profit is calculated by subtracting the cost of goods sold from GMS. Adjusted gross margin is expressed in percentage terms and calculated as Adjusted gross profit divided by GMS. |
| EBITDA | EBITDA is defined as net income or loss before net finance expenses (income), depreciation and amortization expense and income tax expense. |
| Adjusted EBITDA | Adjusted EBITDA is defined as EBITDA excluding share-based compensation expenses as they are an equity compensation item and other items that we believe do not necessarily arise as part of the Company's normal day-to-day operations and could distort the analysis of trends in business performance. |

INVESTMENT THESIS



1

Fast-growing company with 20% average monthly growth since Q4/2015

2

Leading direct to consumer home meal solutions brand in Canada capturing 40%⁽¹⁾ market share in meal-kit category

3

National network boasts sales capacity of \$750M and reaches 35 million potential customers

4

Operates Canada's largest perishable direct to consumer grocery network (302,000 sq. ft)

5

Poised to benefit from the fast-growing home meal solutions industry

6

Strong cash balance with \$50M as at Q3/2019

7

Positive cash flow provided by operations in FY2018 and YTD2019

8

Dedicated management team with skin in the game – 40% ownership of shares

(1) Based on Q3-2019 run-rate gross merchandise sales, research report on the industry and management estimates



OVERVIEW OF GOODFOOD

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GOODFOOD AT A GLANCE

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

THE #1 HOME MEAL SOLUTIONS COMPANY IN CANADA



1,700+
Employees

\$257M
GMS⁽¹⁾ run-rate

\$137M
LTM Revenue

FOOD
TSX

189,000
Subscribers⁽¹⁾

12
Chefs

302,000 sq. ft
4 production facilities

\$166M
Market Cap

(1) This is a metric or non-IFRS financial measure. Please refer to page 3 of this presentation for more details.

ATTRACTIVE BUSINESS MODEL



Built-in negative working capital allows the company to fund its growth

**“JUST-IN-TIME”
INVENTORY**

+

**MINIMAL FOOD
WASTE**

+

**OPERATING
LEVERAGE**



1

Meal order and payment received from subscribers



2

Goodfood orders from its direct farming relationships & suppliers



3

Fulfillment and delivery to subscribers



4

Payment to suppliers up to 90 days

THE GROCERY STORE OF THE FUTURE IS A GROCERANT

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BREAKFAST



READY-TO-EAT



READY-TO-COOK DINNER



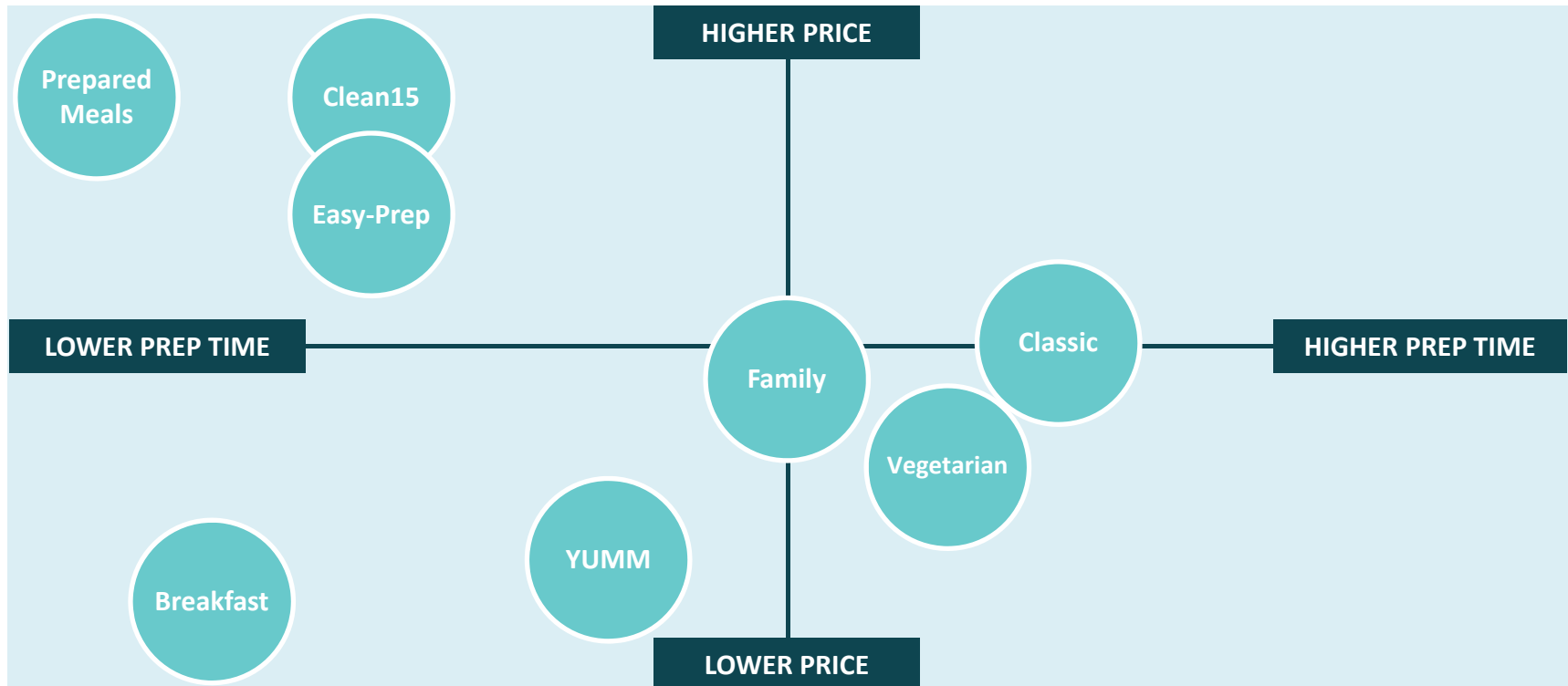
Ripe for innovation:

\$130 BILLION

Groceries sold annually in Canada

DIVERSIFIED MEAL OPTIONS

Offers 5 meal plans, 1 value brand, a growing breakfast offering and developing prepared meals



At higher price points and available throughout most meal plans, L'Artisan, offers higher quality recipes as well as a more elaborate cuisine

NATIONAL PLATFORM REACHES 95% OF THE CANADIAN POPULATION



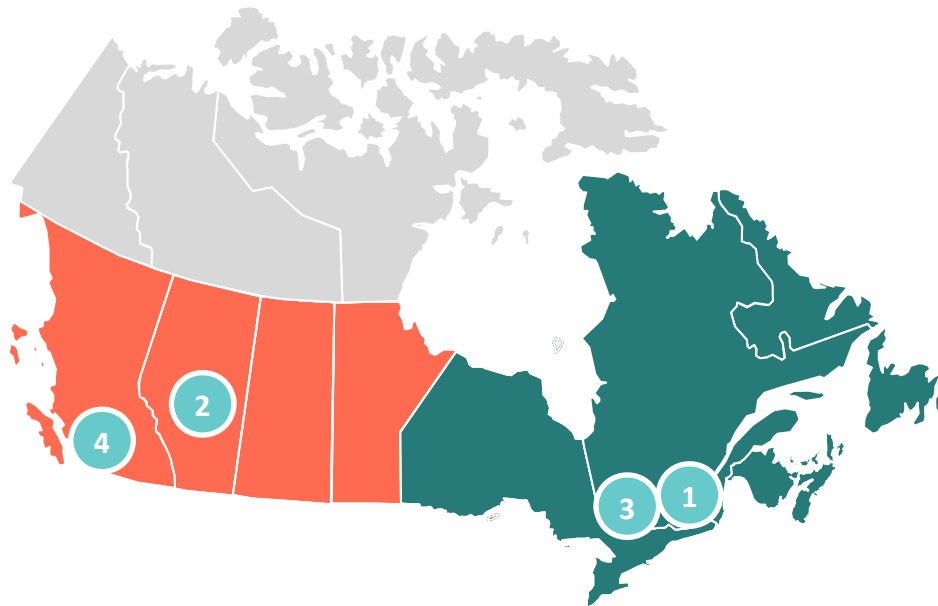
\$750M of sales capacity and 302,000 sq. ft in four production facilities

WESTERN CANADA

Capacity to serve
150-200K subscribers

EASTERN CANADA

Capacity to serve
300-400K subscribers



1. Montreal, QC

HQ & 155,000 sq. ft production and distribution facility
(\$400M sales capacity)

2. Calgary, AB

43,000 sq. ft production and distribution facility
(\$200M sales capacity)

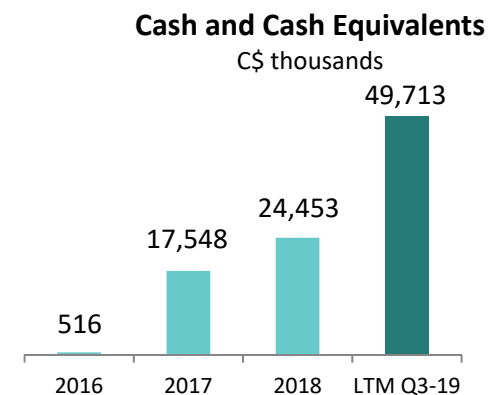
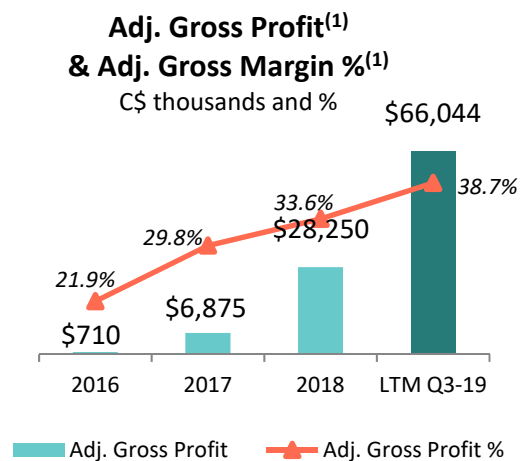
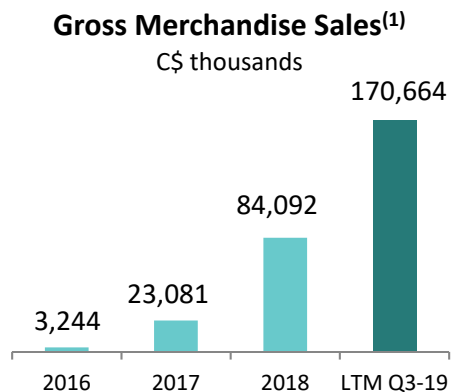
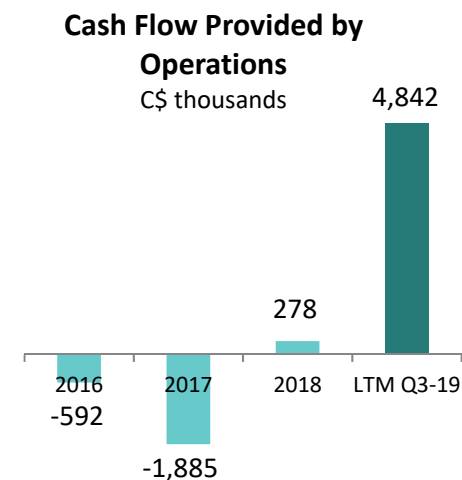
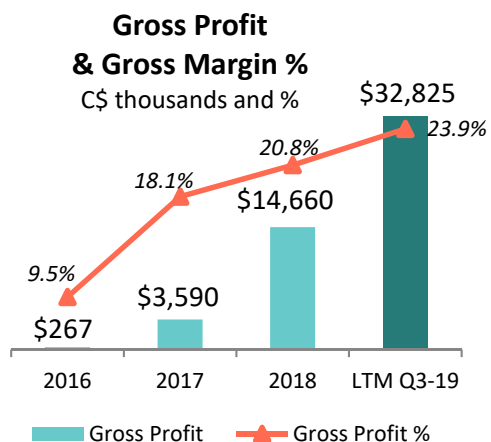
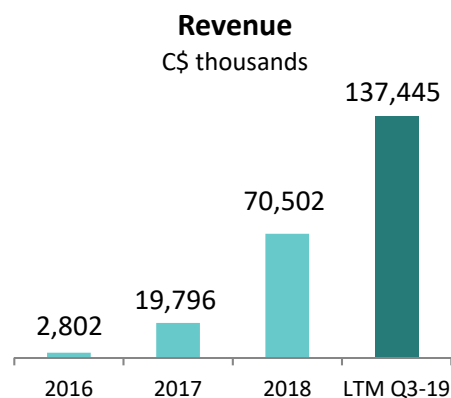
3. Montreal, QC - Breakfast

20,000 sq. ft production and distribution facility for breakfast solutions
(\$100M sales capacity)
Opening in Q4 2019

4. Vancouver, BC

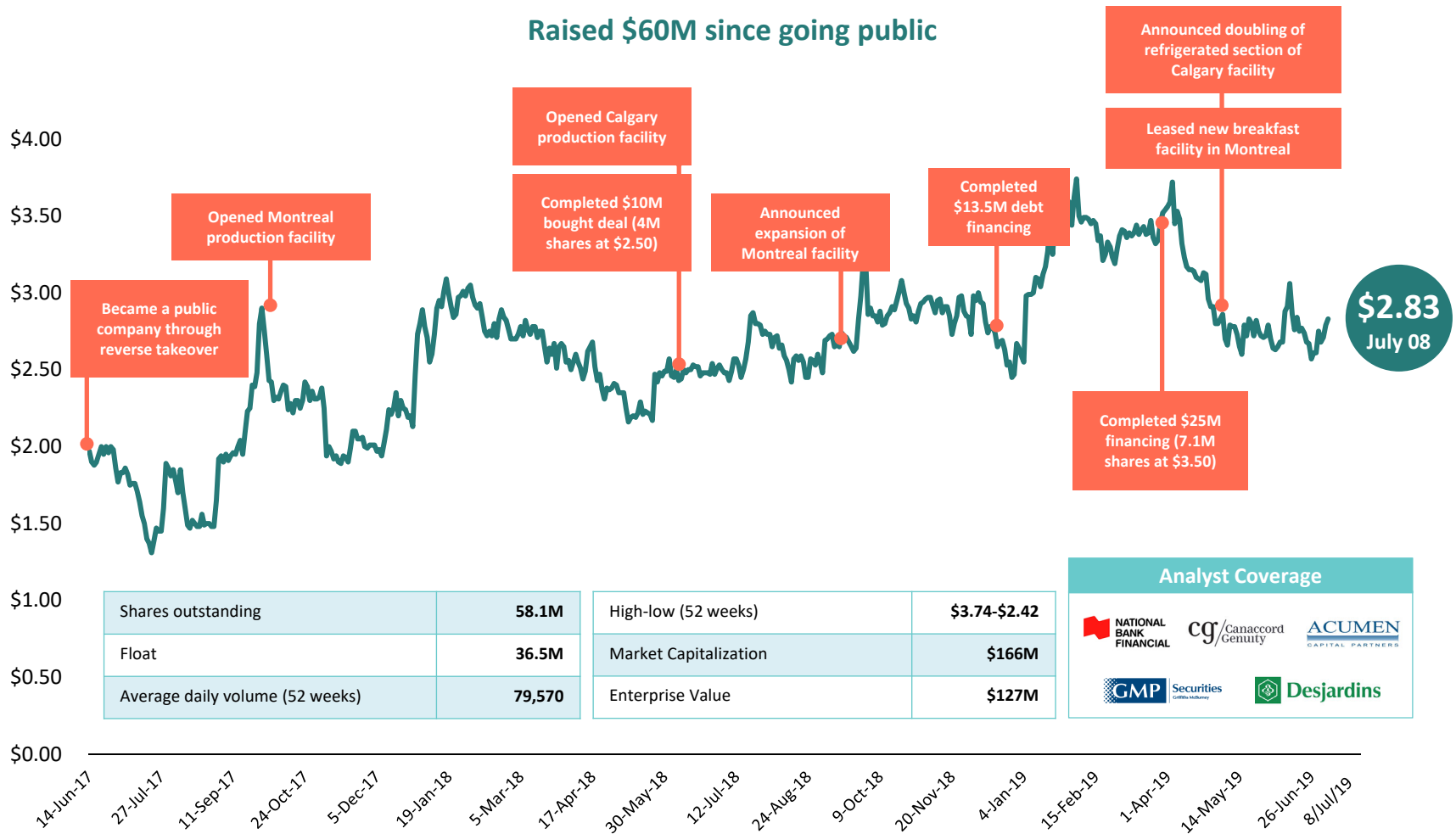
84,000 sq. ft production and distribution facility
(\$50M sales capacity)
Opening in FY2020

EXPLOSIVE GROWTH PROFILE



(1) This is a metric or non-IFRS financial measure. Please refer to page 3 of this presentation for more details.

ONE OF THE FASTEST GROWING COMPANIES ON TSX⁽¹⁾



(1) TSX-listed companies generating revenue from operations, based on 1-year LTM total revenue growth.

DEDICATED LEADERSHIP OWNS 40% OF SHARES

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MANAGEMENT



Jonathan Ferrari
Co-Founder & CEO



Neil Cuggy
Co-Founder,
President & COO



Philippe Adam
Chief Financial Officer

BOARD



Hamnet Hill
Director



Donald Olds
Director



Terry Yanofsky
Director



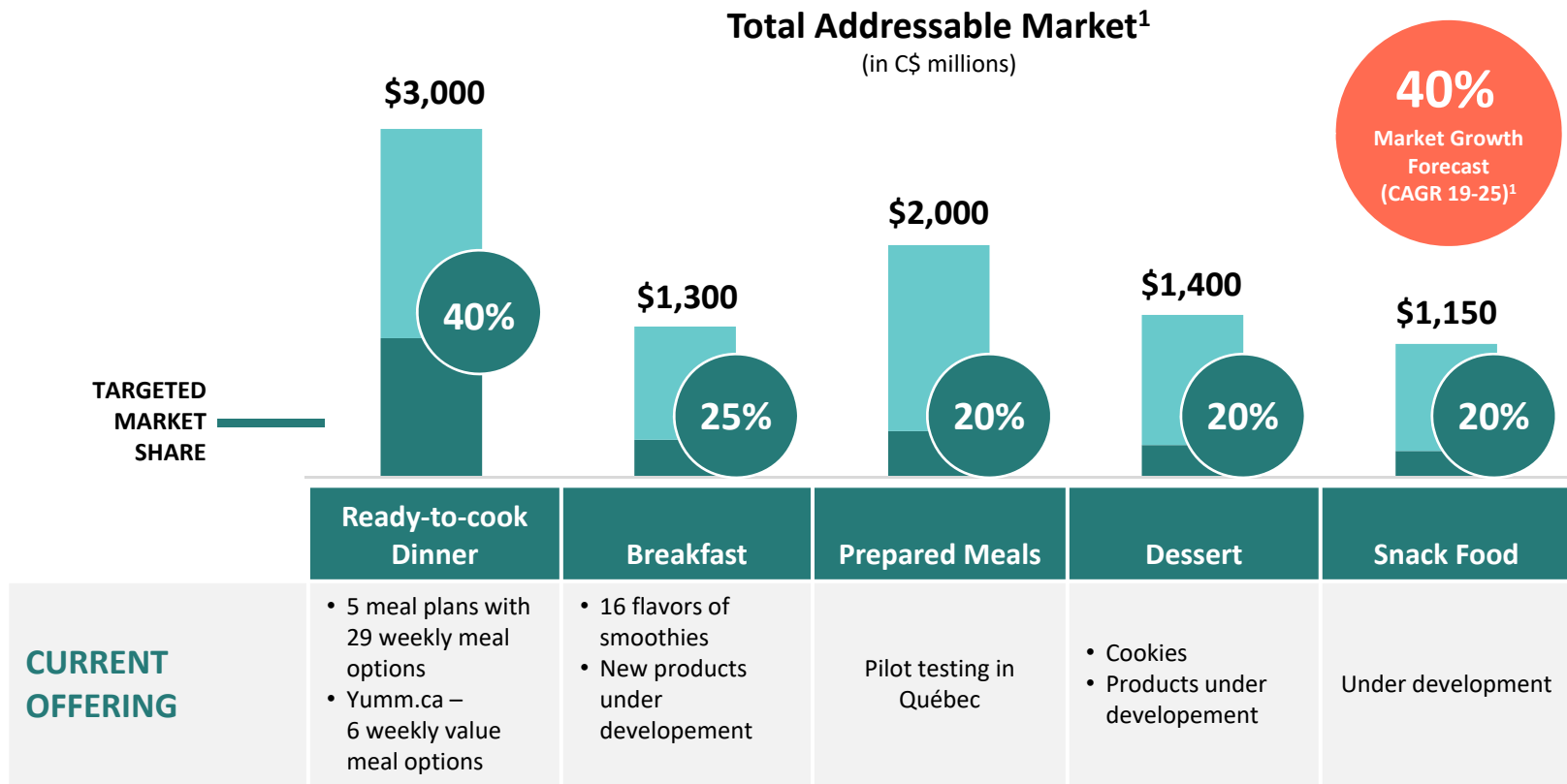
MARKET DYNAMICS

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\$9B MARKET OPPORTUNITY IN CANADA



Uniquely positioned to gain market share in several segments



(1) Source: Statista – Consumer Market Outlook, Nielsen, management estimates

COMPETITIVE LANDSCAPE

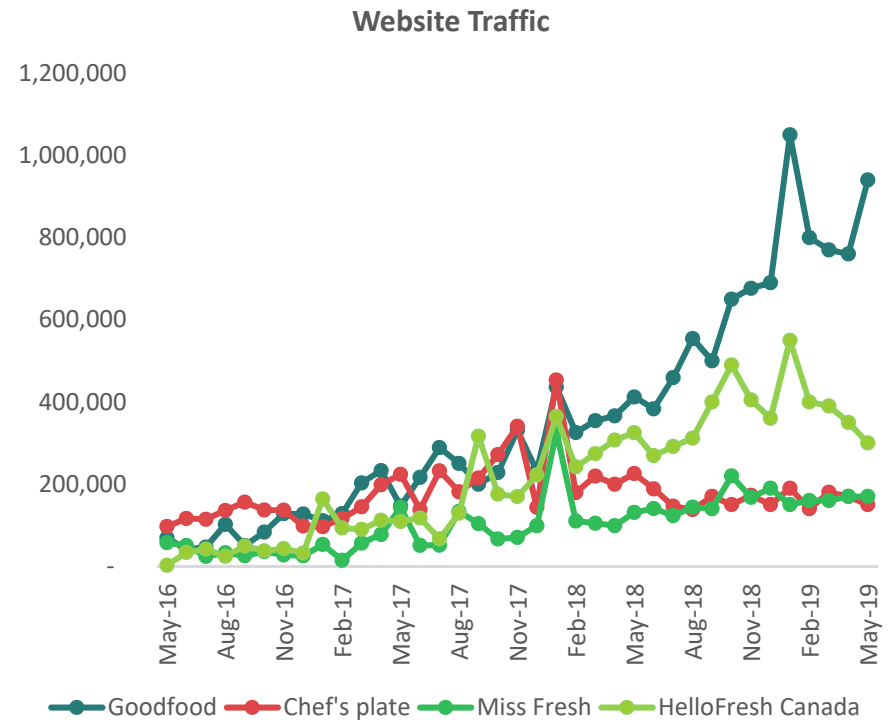


Goodfood has a 40% market share of the home meal solution industry in Canada⁽¹⁾

| COMPANY | WEBSITE MONTHLY VISITS |
|---|------------------------|
|  | 940,000 |
|  | 300,000 |
|  | 150,000 |
|  | 170,000 |

Source: Similar Web, May 2019

(1) Management estimates



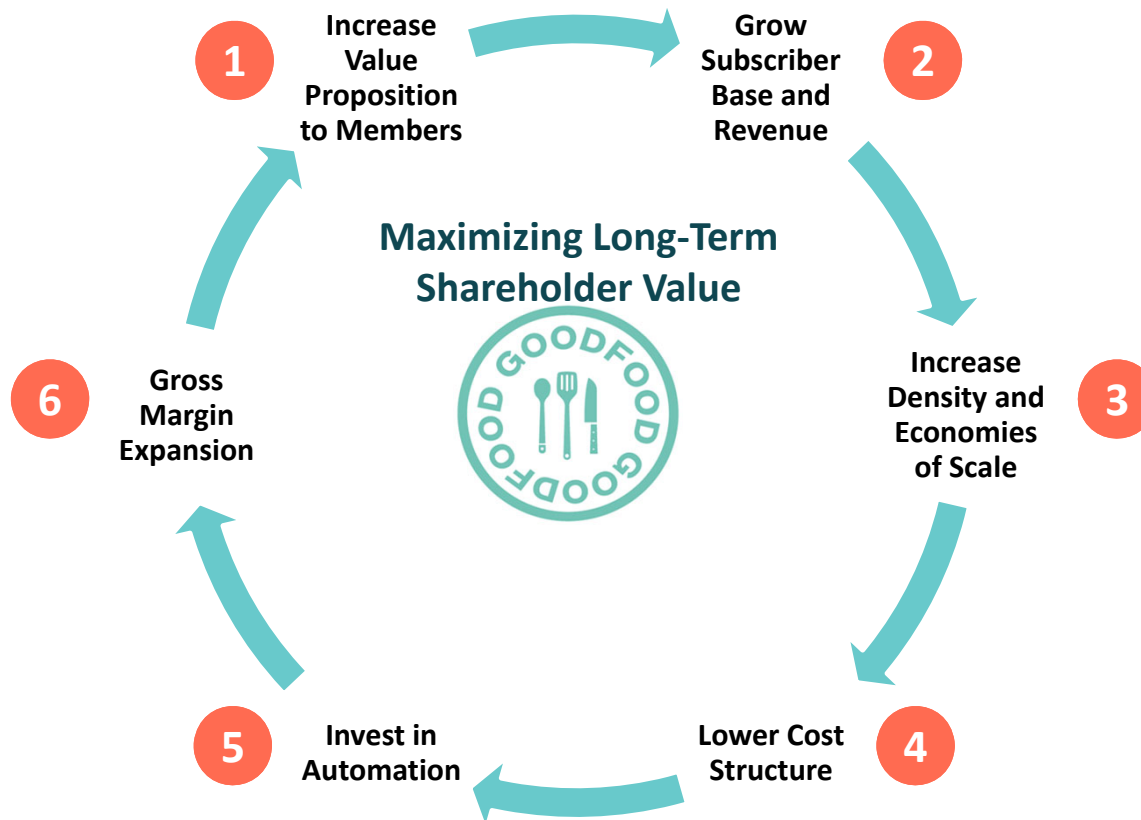


STRATEGY & FUTURE GROWTH

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HIGHLY PROFITABLE GROWTH STRATEGY

Executing on our strategy, which delays short-term earnings, in order to invest in market share, scale and density



REMARKABLE ACCOMPLISHMENTS

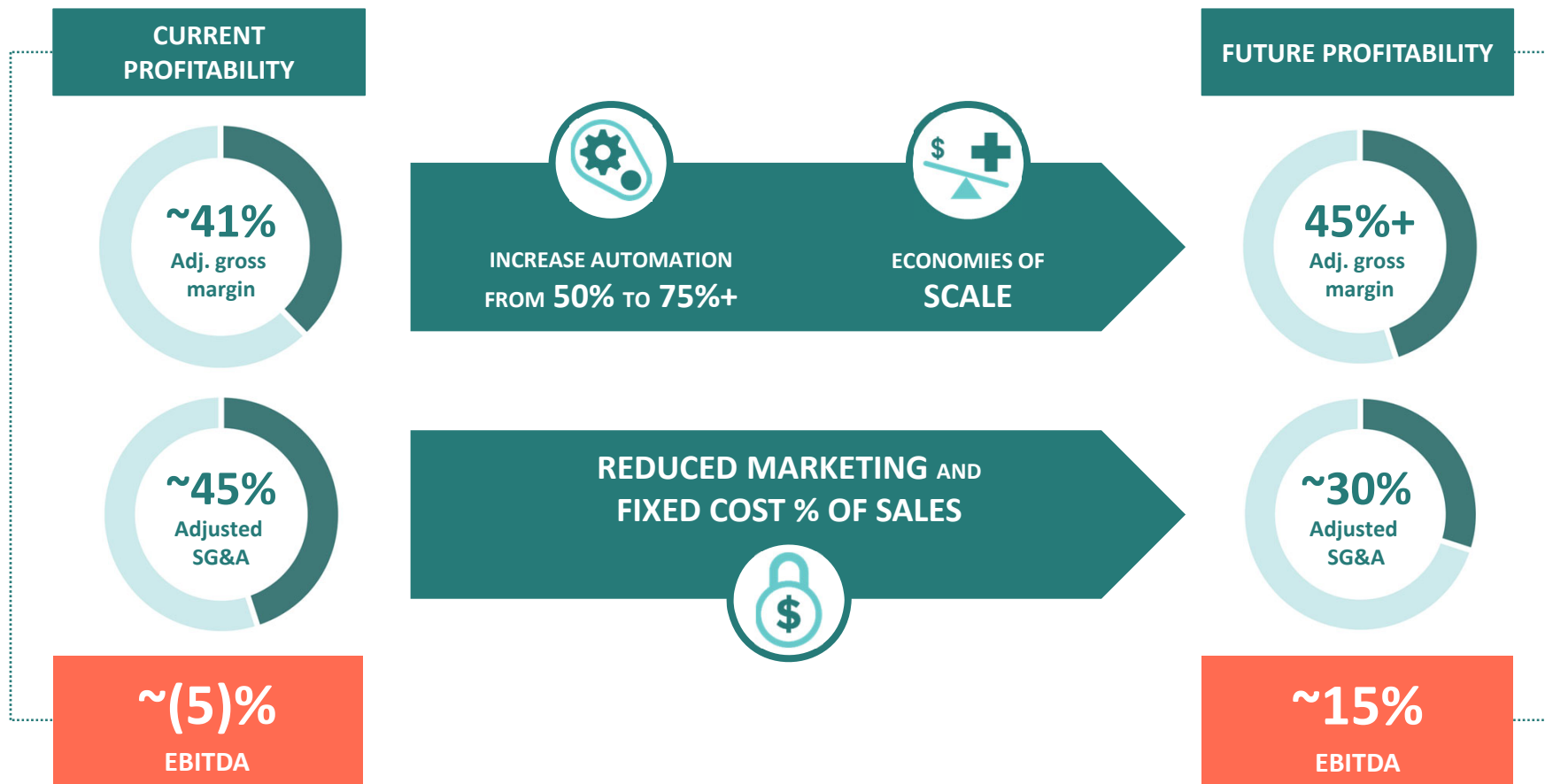


| | STRATEGY | 2017 RESULTS (FY as at August) | 2018 RESULTS (FY as at August) | 2019 RESULTS (As at May) |
|---|--|--|---|---|
| | | The portion and quality of the ingredients is increasing over time while the price point remained the same | | |
| 1 | Increase value proposition to members | <ul style="list-style-type: none"> Launched vegetarian meal plan 11 meal-kit recipe options | <ul style="list-style-type: none"> Launched Easy-Prep meal plan Launched l'Artisan 23 meal-kit recipe options | <ul style="list-style-type: none"> Launched ready-to-blend superfood smoothies Launched Clean15 meal plan 29 meal-kit recipe options Launched App Launched Yumm |
| 2 | Grow subscriber base and revenue | <ul style="list-style-type: none"> Subscribers⁽¹⁾: 31,000 Revenue: \$19.8M GMS⁽¹⁾ run-rate: \$36M | <ul style="list-style-type: none"> Subscribers⁽¹⁾: 89,000 Revenue: \$70.5M GMS⁽¹⁾ run-rate: \$107M | <ul style="list-style-type: none"> Q3-19 Subscribers⁽¹⁾: 189,000 LTM Revenue: \$137.4M GMS run-rate⁽¹⁾: \$257M |
| 3 | Increase density and economies of scale | <ul style="list-style-type: none"> Year-Over-Year revenue and subscriber growth of 840% and 607%, respectively | <ul style="list-style-type: none"> Opened Montreal facility in Sept. 2017 83,000 sq. ft Opened Calgary facility in May 2018 43,000 sq. ft | <ul style="list-style-type: none"> Expanding Montreal facility to 155,000 sq. ft (production capacity of \$500M) Expanding refrigerated section of Calgary facility (production capacity of \$200M) Leased 20,000 sq. ft facility for breakfast solutions in Montreal (production capacity of \$100M) Leased 84,000 sq. ft facility in Vancouver (production capacity of \$50M) |
| 4 | Lower cost structure | <ul style="list-style-type: none"> SG&A as a % revenue: 37.2% | <ul style="list-style-type: none"> SG&A as a % revenue: 33.5% Generated cash flow provided by operations of \$278k | <ul style="list-style-type: none"> LTM SG&A as a % revenue: 35.4% Generated cash flow provided by operations of \$4.8M YTD Progress on labour, shipping and packaging costs from economies of scale and increased buying power |
| 5 | Invest in automation | <ul style="list-style-type: none"> Capex: \$1.9M 10% automation in Montreal facility | <ul style="list-style-type: none"> Capex: \$4.4M 50% automation in Montreal facility | <ul style="list-style-type: none"> Capex YTD Q3-19: \$4.9M 50%+ automation nationwide (MTL & Calgary) |
| 6 | Adjusted Gross margin expansion ⁽¹⁾ | <ul style="list-style-type: none"> 29.8% | <ul style="list-style-type: none"> 33.6% | <ul style="list-style-type: none"> Q3 2019 41.6% |

(1) This is a metric or non-IFRS financial measure. Please refer to page 3 of this presentation for more details.

ON TRACK TO ACHIEVE LONG TERM GOALS

Target EBITDA margin of 15% once the business is fully-scaled





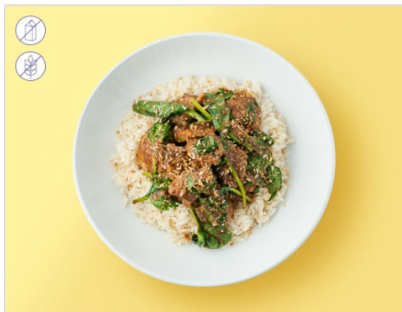
APPENDIX

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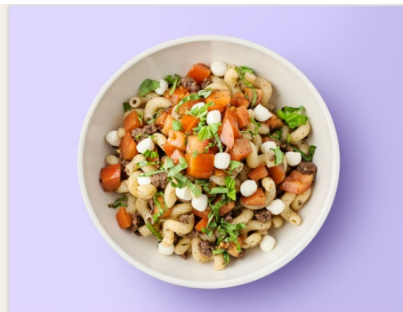
GOODFOOD'S VALUE BRAND: YUMM.CA



Canada's most affordable meal-kit targeting cost-focused Canadian clients



Brazilian Chicken
with Spinach & Toasted Coconut Rice



Beef Caprese Cavatappi
with Bocconcini Pearls & Basil

- ✓ Launched Nationwide in May 2019, it's the lowest priced ready-to-cook meal solution in Canada, starting at \$6.99 per serving
- ✓ Limited numbers of quality ingredients allows simpler recipes that are faster to prepare
- ✓ Unlocks untapped demographics including students and busy families - offering the right meal solution to the right consumer
- ✓ Leveraging Goodfood's national direct to consumer perishable goods supply chain:
 - Economies of scale
 - Fulfilled through our reliable infrastructure and delivery partners
 - Enhanced customer retention and lower acquisition costs
 - Similar margin profile

COMPARABLE COMPANIES



| Company Name | Price | Market | Enterprise | EV / Revenue | | EV / EBITDA | | Revenue Growth | | EV / Revenue to Growth | |
|--|----------------|---------------|---------------|--------------|-------------|--------------|--------------|----------------|--------------|------------------------|--------------|
| | 8-Jul-19 | Cap. | Value | 2019E | 2020E | 2019E | 2020E | 2018A-2019E | 2019E-2020E | 2019E | 2020E |
| Meal Kits | | | | | | | | | | | |
| HelloFresh | €8.67 | €1,487 | €1,291 | 0.8x | 0.7x | neg | 27.2x | 30.1% | 18.7% | 0.03x | 0.04x |
| Blue Apron ⁽¹⁾ | US\$7.39 | US\$97 | US\$152 | 0.3x | 0.3x | 21.0x | 7.3x | -20.3% | 3.2% | neg | 0.09x |
| Marley Spoon ⁽²⁾ | A\$0.74 | €71 | €80 | 0.6x | 0.4x | neg | neg | 45.5% | 41.1% | 0.01x | 0.01x |
| Average - Meal Kits | | | | 0.6x | 0.5x | 21.0x | 17.2x | 18.4% | 21.0% | 0.02x | 0.04x |
| Median - Meal Kits | | | | 0.6x | 0.4x | 21.0x | 17.2x | 30.1% | 18.7% | 0.02x | 0.04x |
| Canadian Grocers & Food Retail | | | | | | | | | | | |
| Loblaw | C\$66.76 | C\$24,765 | C\$40,528 | 0.8x | 0.8x | 8.4x | 7.8x | 3.0% | 3.7% | 0.28x | 0.22x |
| Metro | C\$49.40 | C\$12,646 | C\$15,209 | 0.9x | 0.9x | 11.1x | 10.5x | 12.6% | 2.6% | 0.07x | 0.34x |
| Empire | C\$32.79 | C\$8,944 | C\$10,514 | 0.4x | 0.4x | 8.4x | 7.7x | 4.1% | 3.2% | 0.10x | 0.12x |
| Greenspace Brands | C\$0.30 | C\$22 | C\$45 | 0.5x | n/a | neg | n/a | 19.8% | n/a | 0.03x | n/a |
| Average - Canadian Grocers & Food Retail | | | | 0.7x | 0.7x | 9.3x | 8.7x | 9.9% | 3.2% | 0.12x | 0.23x |
| Median - Canadian Grocers & Food Retail | | | | 0.7x | 0.8x | 8.4x | 7.8x | 8.3% | 3.2% | 0.09x | 0.22x |
| Food E-commerce & Restaurant Delivery | | | | | | | | | | | |
| Domino's | US\$277.21 | US\$11,785 | US\$15,415 | 4.2x | 3.8x | 22.2x | 20.0x | 7.8% | 9.3% | 0.53x | 0.41x |
| Grubhub | US\$75.80 | US\$7,018 | US\$7,248 | 5.3x | 4.2x | 29.2x | 20.3x | 35.5% | 27.4% | 0.15x | 0.15x |
| Ocado Group | £11.71 | £8,499 | £8,482 | 4.7x | 4.1x | nmf | nmf | 11.6% | 13.7% | 0.41x | 0.30x |
| Delivery Hero ⁽³⁾ | €39.22 | €7,544 | €6,672 | 5.6x | 3.6x | neg | neg | 110.0% | 53.4% | 0.05x | 0.07x |
| Just Eat | £6.36 | £4,347 | £4,275 | 4.1x | 3.3x | 22.6x | 18.5x | 33.7% | 24.5% | 0.12x | 0.13x |
| Takeaway.com ⁽³⁾ | €85.10 | €4,895 | €5,463 | 12.7x | 10.1x | nmf | nmf | 28.2% | 26.1% | 0.45x | 0.39x |
| Average - Food E-commerce & Restaurant Delivery | | | | 6.1x | 4.9x | 24.6x | 19.6x | 37.8% | 25.7% | 0.29x | 0.24x |
| Median - Food E-commerce & Restaurant Delivery | | | | 5.0x | 4.0x | 22.6x | 20.0x | 30.9% | 25.3% | 0.28x | 0.23x |
| Overall Average | | | | 3.1x | 2.7x | 17.6x | 14.9x | 24.7% | 18.9% | 0.19x | 0.19x |
| Overall Average (excl. High & Low) | | | | 2.5x | 2.2x | 17.1x | 14.1x | 21.1% | 17.1% | 0.17x | 0.19x |
| Goodfood (CY Estimates)⁽⁴⁾ | | | | | | | | | | | |
| | C\$2.83 | C\$166 | C\$127 | 0.7x | 0.4x | neg | nmf | 97.1% | 71.6% | 0.01x | 0.01x |

Notes:

Source: FactSet and Company filings. Street consensus calendarized to a December year end. Market Capitalization based on the t-stock method.

(1) Pro forma 15-1 reverse stock split effective Jun-17-2019.

(2) Pro forma Jun-7-2019 strategic investment from Woolworths Group.

(3) Pro forma Takeaway.com's acquisition of Delivery Hero's German operations.

(4) Pro forma exercise of agent compensation options.

Goodfood's packaging is fully recyclable
And just in time business model allows to reduce waste to only ~1%



SELECTED GOODFOOD INITIATIVES

- Doing box pick-up in Canada's major cities
- Cutting down food waste by just-in-time inventory, delivery of pre-portioned ingredients and giving away leftovers to employees
- Minimizing transportation by sourcing fresh and in-season ingredients locally from trusted long term partners and vendors
- Contributing to a nutritious meal for a child in need at school for every Goodfood box purchased
- Committed part of the latest bought deal proceeds to sustainable packaging

DID YOU KNOW?

- On average, grocery meal greenhouse gas emissions are 33% higher than meal-kits¹
- Meal-kits' streamlined and direct-to-consumer supply chain reduced food waste and lower last-mile transportation emissions appear to be sufficient to offset observed increases in packaging¹
- Meal-kit refrigeration packs present an average emissions decrease compared with retail refrigeration¹

(1) Source: University of Michigan, Heard BR, Bandekar M, Vassar B, Miller SA, Comparison of Life Cycle Environmental Impacts form Meal-Kits and Grocery Store Meals, April 3, 2019



Q3-19 FINANCIAL RESULTS

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TYPICAL SEASONALITY PATTERNS



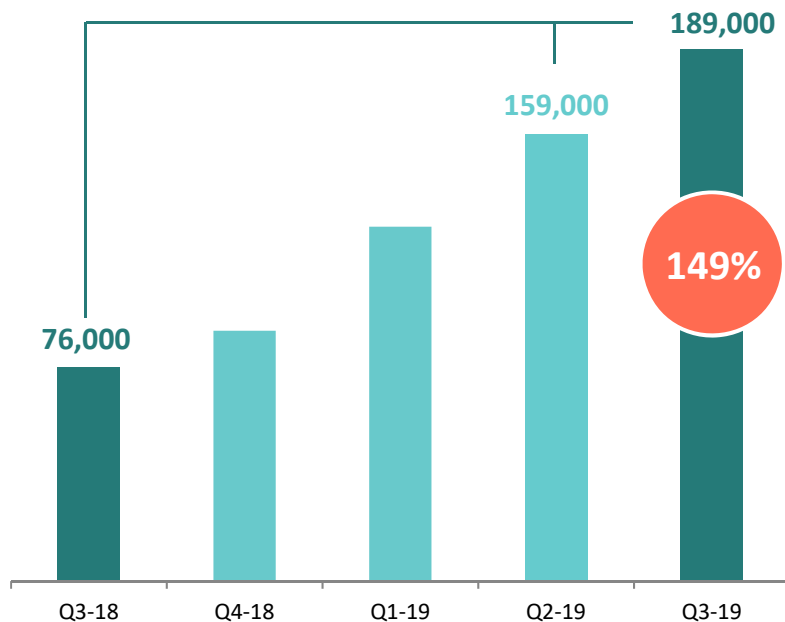
| | Q1 Sept-Oct-Nov | Q2 Dec-Jan-Feb | Q3 Mar-Apr-May | Q4 June-July-Aug |
|---|--|--|---|--|
| Marketing campaigns | Higher | Higher | Medium | Low |
| Order rates | Higher | High | Medium/High | Low |
| New subscribers | Higher | High | Medium/High | Low |
| Margins | Higher | Lower | Higher | Lower |
| Cash flow provided by operations target | Positive for the period | | | Negative |
| Comments | Strong quarter with critical back-to-school period | January and February are traditionally strong-demand months with a slow down 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 |

Q3-19 – SUBSCRIBERS⁽¹⁾ AND REVENUE

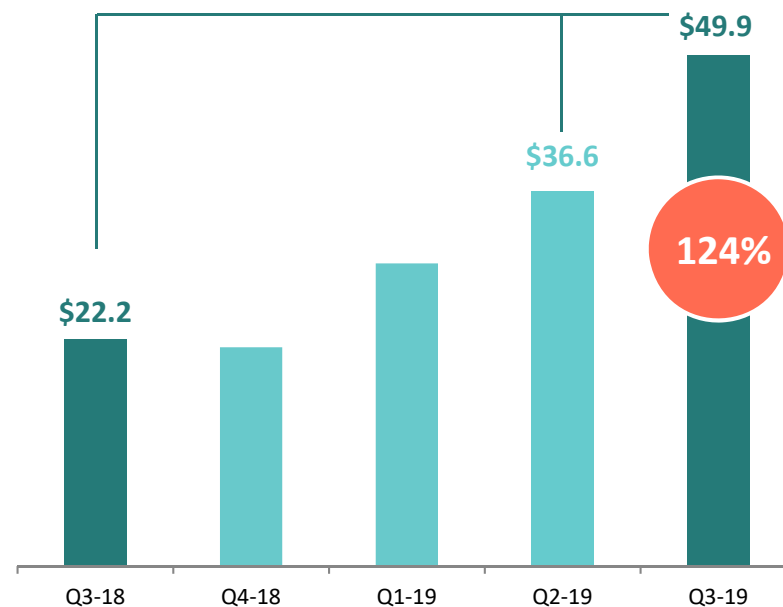


Continue to deliver strong triple digit growth in subscribers⁽¹⁾ and revenue in Q3-19

Active Subscribers⁽¹⁾
End of period



Revenue
C\$ millions



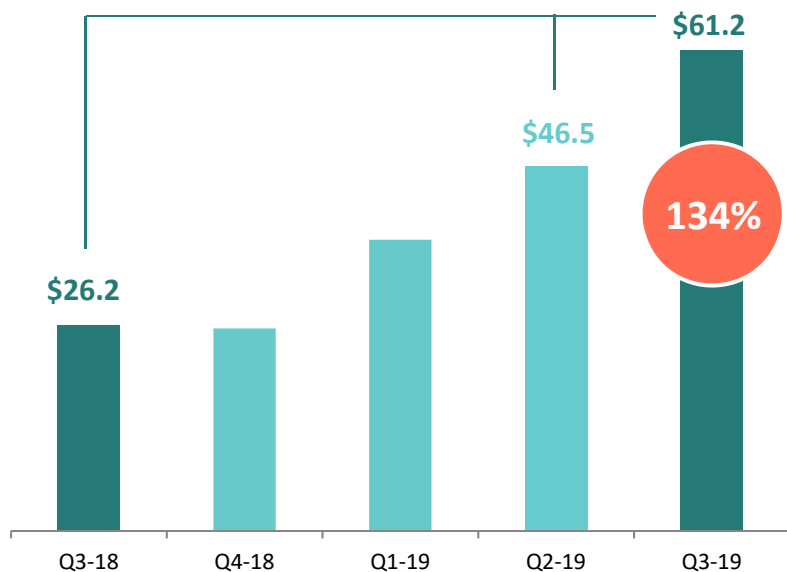
⁽¹⁾ This is a non-IFRS measure. Please refer to page 3 of this presentation for more details.

Q3-19 – GROSS MERCHANDISE SALES⁽¹⁾

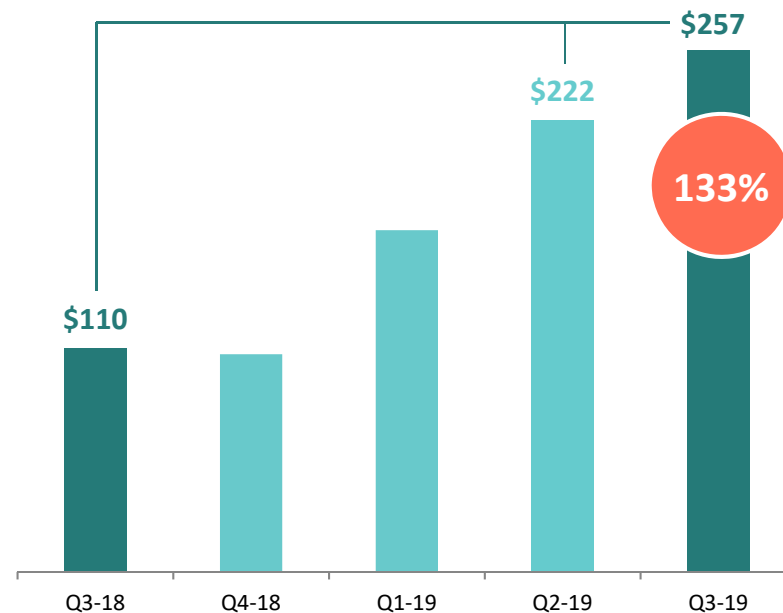


The **GMS run-rate⁽¹⁾** reached an all-time high, surpassing the **\$250M** mark at the end of Q3-19

Gross Merchandise Sales⁽¹⁾
C\$ millions



GMS Run-rate⁽¹⁾
C\$ millions



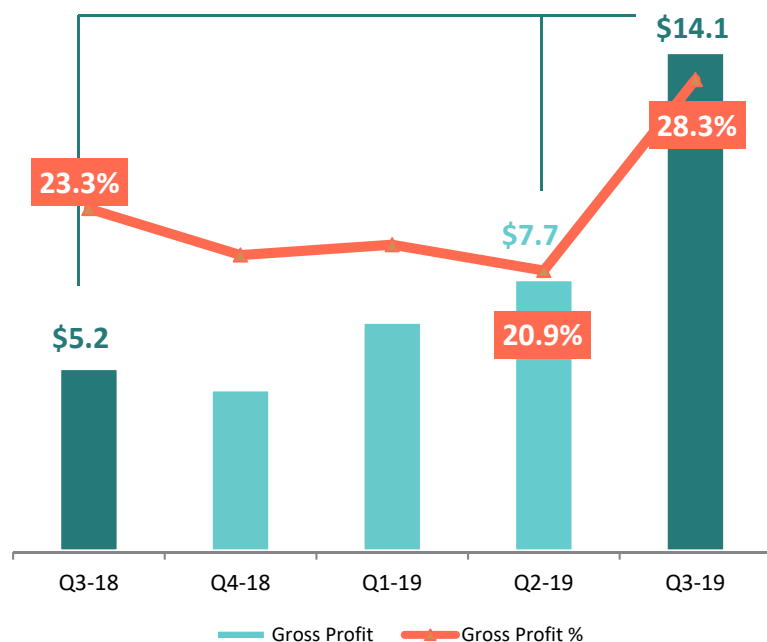
⁽¹⁾ This is a non-IFRS measure. Please refer to page 3 of this presentation for more details.

Q3-19 – GROSS PROFIT AND ADJUSTED GROSS PROFIT⁽¹⁾

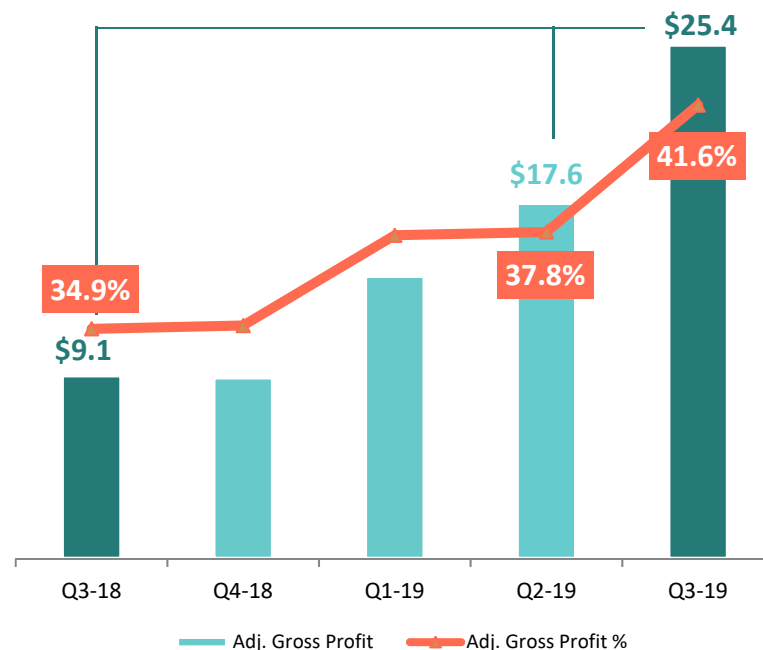


Margins increased significantly due to investments in automation, operational efficiencies and improved buying power

Gross Profit & Gross Margin
C\$ millions and %



Adjusted Gross Profit⁽¹⁾ & Adjusted Gross Margin⁽¹⁾
C\$ millions and %

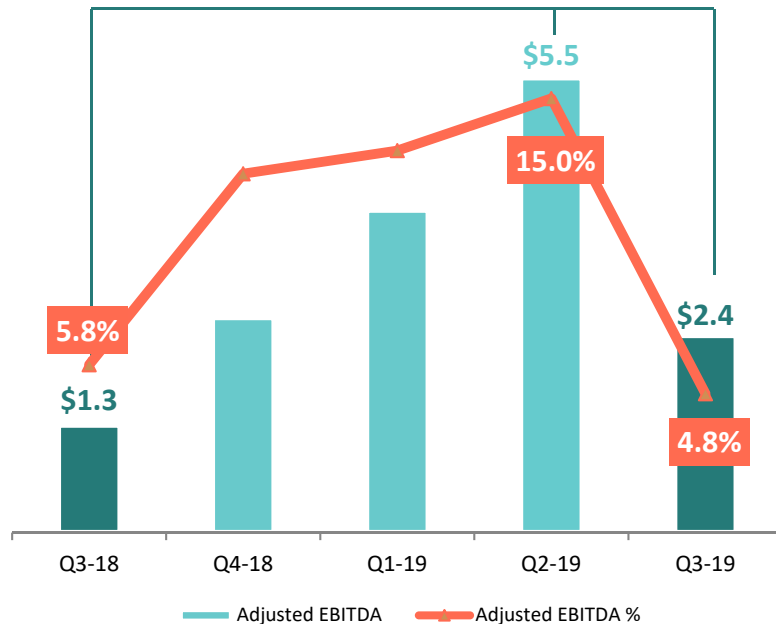


⁽¹⁾ This is a non-IFRS measure. Please refer to page 3 of this presentation for more details.

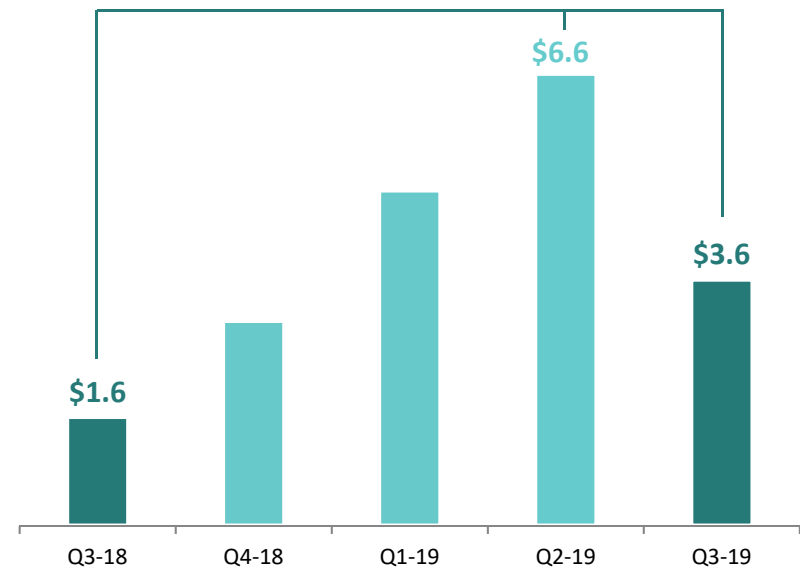
Q3-19 – ADJUSTED EBITDA⁽¹⁾ AND NET LOSS

Investing in market share leadership, scale and density which delays short-term earnings but maximizes longer term shareholder value

**Adjusted EBITDA⁽¹⁾ (loss)
& Adjusted EBITDA Margin⁽¹⁾**
C\$ millions and %



Net Loss
C\$ millions



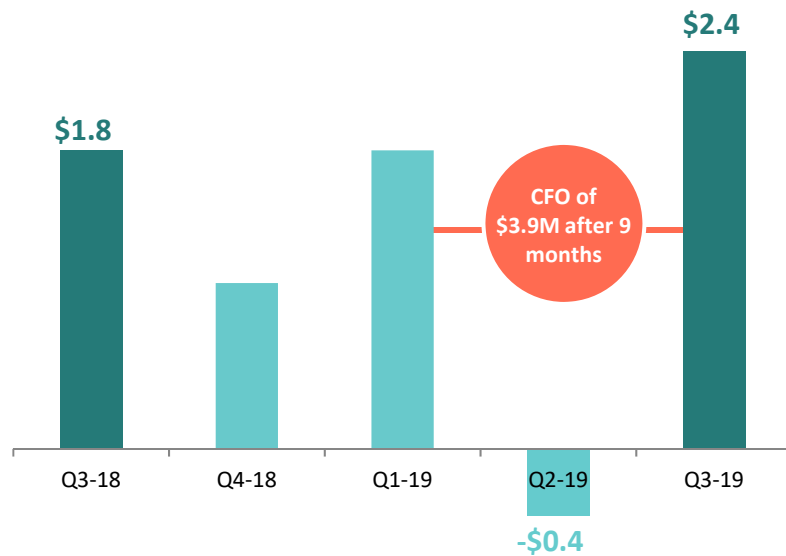
⁽¹⁾ This is a non-IFRS measure. Please refer to page 3 of this presentation for more details.

Q3-19 – CFO AND CAPEX

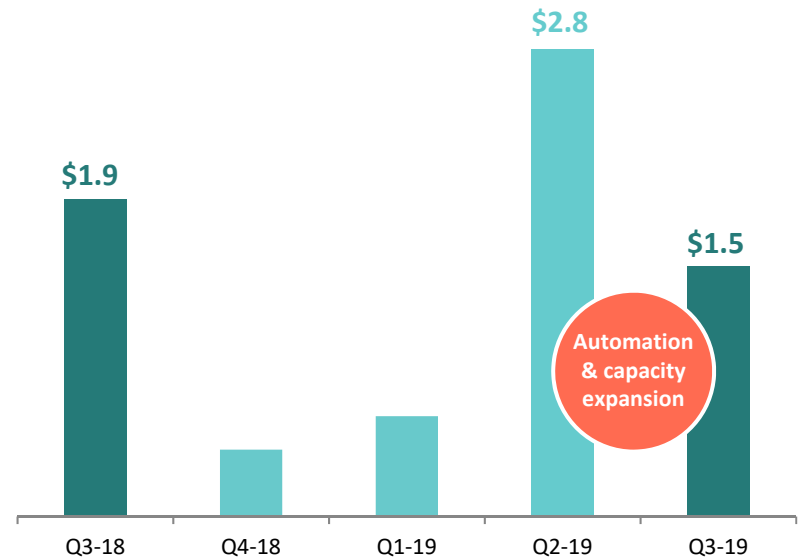


The Company continued to invest in its growth and the launch of other meal solutions

Cash Flow Provided by Operations
C\$ millions



CAPEX
C\$ millions

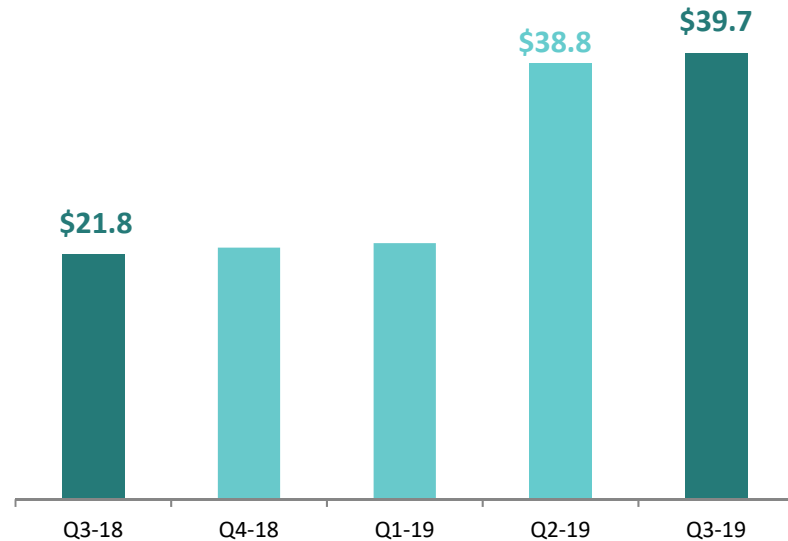


Q3-19 – FINANCIAL POSITION

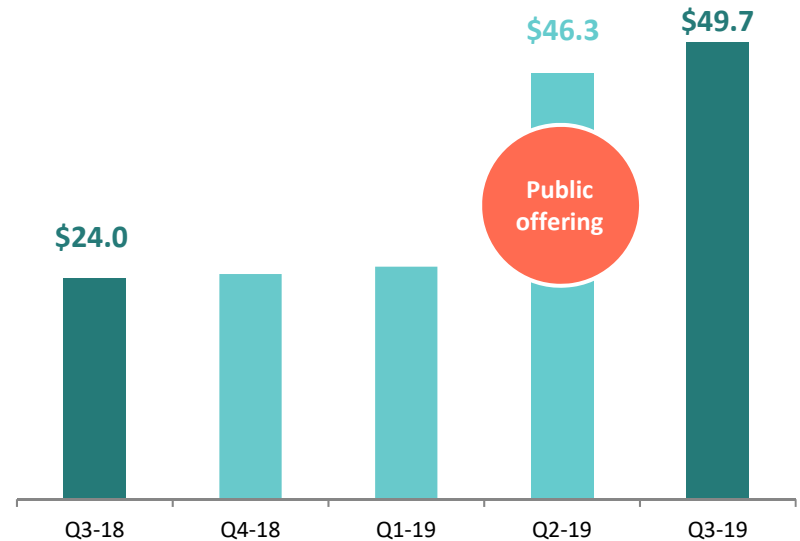


The Company is in a very solid financial position to continue to execute its business plan

Net Debt (negative)
C\$ millions



Cash and Cash Equivalents
C\$ millions



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