

PET VALU HOLDINGS LTD.

NOTICE OF
ANNUAL GENERAL MEETING OF SHAREHOLDERS
TO BE HELD ON
MAY 12, 2026

AND

MANAGEMENT INFORMATION CIRCULAR

MARCH 17, 2026

PET VALU HOLDINGS LTD.

**Notice of Annual General Meeting of Shareholders
May 12, 2026**

NOTICE IS HEREBY GIVEN that the annual general meeting (the “**Meeting**”) of the holders of common shares (“**Shares**”) in the capital of Pet Valu Holdings Ltd. and its subsidiaries (“**we**”, “**our**”, “**Pet Valu**” or the “**Company**”) will be held virtually via live webcast available online at meetings.lumiconnect.com/400-755-206-291 on May 12, 2026 at **2:00 p.m.** (Toronto time) for the following purposes:

- (a) to receive the audited consolidated financial statements for the fiscal year ended January 3, 2026 and the auditor’s report thereon (the “**Financial Statements**”);
- (b) to set the number of directors on the board of directors of the Company (the “**Board**”) for the ensuing year at eight (8);
- (c) to elect directors to the Board;
- (d) to appoint the Company’s auditor and to authorize the Board to fix their remuneration;
- (e) to consider and, if deemed advisable, adopt, on an advisory basis, a non-binding resolution accepting the Company’s approach to executive compensation, as more fully described in the accompanying management information circular dated March 17, 2026 accompanying this Notice of Meeting (the “**Circular**”); and
- (f) to transact such other business as may properly come before the Meeting or any adjournment thereof.

The specific details of the foregoing matters to be put before the Meeting are set forth in the Circular. **Shareholders are reminded to review the Circular prior to voting.**

We will hold the Meeting in a virtual only format, which will be conducted via live webcast available online at meetings.lumiconnect.com/400-755-206-291. Registered Shareholders (as this term is used in the Circular) and duly appointed proxyholders will, on the website, be able to participate in the Meeting, submit questions and vote their Shares while the Meeting is being held.

The Board has fixed March 16, 2026 as the record date for the determination of shareholders entitled to receive notice of and vote at the Meeting. Any shareholder that has acquired Shares after the record date will not be entitled to receive notice of or vote those Shares at the Meeting.

We believe that a virtual format Meeting encourages participation by all shareholders, regardless of their geographic location, and gives all shareholders an equal opportunity to participate in the Meeting. We believe that the use of technology-enhanced shareholder communications will facilitate individual investor participation, permit a broader base of shareholders to participate in the Meeting, and make the Meeting accessible and engaging for all involved. It is also a more cost-efficient and environmentally friendly arrangement for the Company and shareholders.

The platform chosen to hold the Meeting allows for all shareholders to attend the Meeting through a simple sign-on process, to follow deliberations and to ask questions. We remain committed to ensuring that shareholder meetings encourage shareholder participation and engagement and to facilitating the exercise by all shareholders of their rights to vote, attend and participate at the Meeting.

As permitted by Canadian securities regulators, the Company is using the “notice-and-access” delivery model, which allows the Company to furnish the Circular and other proxy-related materials, including the Financial Statements and associated management’s discussion and analysis (collectively, the “**Meeting Materials**”) to shareholders over the Internet resulting in lower costs and a reduction in the environmental impact of the Meeting. Under notice-and-access, shareholders will continue to receive a proxy or voting instruction form enabling them to vote at the Meeting, however instead of a paper copy of the Meeting Materials, including the Circular, shareholders will receive a notice with information on how they may access the Meeting Materials, including the Circular, electronically on SEDAR+ (www.sedarplus.ca) and on the Company’s website (<https://investors.petvalu.com/financials/annual-disclosures/>), and how to request a paper copy of the Circular. Please take the time to review the Circular carefully before voting your shares.

If you are a Registered Shareholder, whether or not you plan to attend the Meeting, you are encouraged to vote in advance of the Meeting by completing, signing, dating and returning the form of proxy to Computershare Investor Services Inc. (“**Computershare**”), the transfer agent, registrar and dividend distribution agent of the Shares. **To be valid, proxies must be deposited with Computershare at 320 Bay Street, 14th Floor, Toronto, Ontario M5H 4A6 or over the internet at www.investorvote.com no later than 2:00 p.m. (Toronto time) on May 8, 2026, or 48 hours (excluding Saturdays, Sundays and holidays) prior to the time set for such adjournment or postponement of the Meeting (the “Proxy Deadline”). The deadline for the deposit of proxies may be waived or extended by the chair of the Meeting at their discretion, without notice.**

If you are a beneficial shareholder (for example, if you hold your Shares in an account with a broker, dealer or other intermediary), whether or not you plan to attend the Meeting, you are encouraged to complete and return the form of proxy or voting instruction form, as applicable, in accordance with the instructions provided by your broker or intermediary. Voting instruction forms must generally be received by your intermediary one business day prior to the Proxy Deadline. These instructions include the additional step of appointing and pre-registering your proxyholder with Computershare, the transfer agent, registrar and dividend distribution agent of the Shares, after submitting your form of proxy or voting instruction form. Failure to register your proxyholder with our transfer agent will result in your proxyholder not receiving a username required to participate in the Meeting (a “**Username**”) and only being able to attend as a guest. Beneficial shareholders who have not duly appointed themselves as proxyholder will be able to attend the Meeting as guests but will not be able to vote or submit questions at the Meeting. Please refer to the voting instructions provided in the “Appointment of Proxyholder and Revocation of Proxies” section of the accompanying Circular and contact your broker, investment dealer or other intermediary for information on how you can vote your Shares.

Shareholders who wish to appoint a third-party proxyholder to represent them at the online Meeting must submit their proxy or voting instruction form (as applicable) prior to registering their proxyholder. To register a proxyholder, shareholders MUST visit <http://www.computershare.com/PetValu> by the Proxy Deadline and provide Computershare with their proxyholder’s contact information, so that Computershare may provide the proxyholder with a Username via email. Note that beneficial shareholders generally must complete these steps one business day prior to the Proxy Deadline.

Following completion of the pre-registration process for those shareholders appointing a proxyholder, you will receive a Username from Computershare via email after the voting deadline has passed. Your proxyholder may then log into the Meeting online by entering the Username provided by Computershare via email as their username and the password **petvalu2026** (case sensitive).

If you wish to attend and vote at the Meeting, please review the instructions under the heading “Instructions for Attending and Voting Virtually at the Meeting” beginning on page 7 of the Circular.

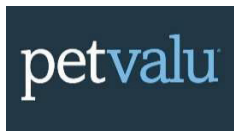
If you are a Registered Shareholder and wish to attend the Meeting yourself and vote, you do not need to complete the proxy form. You may log into the Meeting online by entering the control number from your proxy form as your username and the password **petvalu2026** (case sensitive).

If you are a beneficial shareholder and wish to attend the Meeting yourself and vote, you must submit your voting instruction form appointing yourself as proxyholder and then pre-register on the Computershare website. Your voting instruction form must generally be received one business day prior to the Proxy Deadline. Following completion and submission of your voting instruction form, visit Computershare's pre-registration website (<http://www.computershare.com/PetValu>) and complete the form before the Proxy Deadline in order to access the Meeting online and vote. Following completion of these steps, you will receive a Username from Computershare via email after the voting deadline has passed. You may then log into the Meeting online by entering the Username provided by Computershare via email as your username and the password **petvalu2026** (case sensitive).

DATED at Toronto, Ontario this 17th day of March, 2026.

BY ORDER OF THE BOARD OF DIRECTORS

(signed) "Anthony Truesdale"
Anthony Truesdale, Chair of the Board



From the Chair of the Board of Directors and the Chief Executive Officer

Dear Shareholders,

We are pleased to share our review of Pet Valu Holdings Ltd.'s (“**Pet Valu**” or the “**Company**”) performance in 2025 and exciting initiatives we have planned for 2026, which will mark our 50th anniversary.

Fiscal 2025 Financial and Operating Results

Devoted pet lovers continued to place greater emphasis on quality and value in 2025, as they weathered another year of macro-economic uncertainties. In this environment, we took decisive actions to elevate our market position by **expanding our reach across Canada, enhancing our everyday value, deepening our in-aisle expertise and fostering innovation through new product introductions**. Altogether, these elements contributed to another year of market share gains in a competitive marketplace, and solid financial performance with Fiscal 2025 revenue growth of 7%, Adjusted EBITDA¹ growth of 4% and **a record \$120 million returned to our shareholders** in dividends and share repurchases. At the same time, we strengthened our long-term resilience through ongoing support in **the success and profitability of our growing franchisee community**.

In our mission to be Canada’s preferred specialty pet retailer, we advanced several key strategic initiatives in Fiscal 2025, aligned with our key focuses:

First, to be the **Local and Everywhere Pet Specialty Retailer**. Together with our franchisees, we opened 40 new stores in 2025, hitting exciting milestones in several markets including our 100th Bosley’s location in British Columbia, 100th Pet Valu location in Alberta and 100th Chico location in Québec. Through new and resold stores, **our franchisee community grew to 370 local owner-operators** while we leveraged our corporate network to reach new rural markets previously underserved by pet specialty. With 863 corporate-owned and franchised stores coast-to-coast, we ended the year with **four times more locations than our nearest pet specialty peer**. In our digital channel, we brought exciting enhancements to market with speed, leveraging our store network to elevate our competitiveness with the introduction of everyday AutoShip offers and onboarding of new online delivery platform providers.

Second, to deliver the **Best Pet Customer Experiences**. As devoted pet lovers increasingly sought out **quality and value**, we took decisive actions to strengthen our positions, driving a return to positive same-store sales growth in 2025. Throughout the year, we enhanced our everyday value through targeted price investments across our offering, in particular for our consumables proprietary brands. We complemented this with a sharpened promotional program, supported by new tools and talent, together with an expanded catalogue of brands eligible for our frequent buyer program. At the same time, we saw strong reception to new introductions from Made in

¹ Adjusted EBITDA is a non-IFRS measure. A non-IFRS measure is not a standardized financial measure under IFRS and might not be comparable to similar financial measures disclosed by other issuers. Adjusted EBITDA is defined as net income before interest expense, net, income tax expense (recovery) and depreciation and amortization adjusted for the impact of certain expenses, costs or benefits incurred which in management’s view are not indicative of the underlying business performance, including transformation costs, other professional fees, share-based compensation expense, asset impairments, and gain or loss on foreign exchange. The Company believes Adjusted EBITDA is a useful measure of operating performance as it provides a more relevant picture of operating results by facilitating a comparison of our performance on a consistent basis from period-to-period and provides a more complete understanding of factors and trends affecting our business. Refer to “– Selected Consolidated Financial Information and Industry Metrics” in the Company’s MD&A for the fiscal year ended January 3, 2026, incorporated by reference herein, for a reconciliation of net income, an IFRS measure, to Adjusted EBITDA.

Canada and specialty formulation brands, like Smack® and FirstMate®, underscoring devoted pet lovers’ resilient demand for innovative, high-quality products. And following the launch of Performatrin Culinary® in 2024, we introduced an enhanced in-store culinary experience across 120 corporate stores and an initial set of franchised locations in 2025, to elevate Pet Valu as a destination for this high growth category.

And third, to fortify our **Strong Retail and Wholesale Fundamentals**. We celebrated the completion of our supply chain transformation with the commissioning of our new distribution centre in Calgary, Alberta. With over 1.3 million square feet of capacity spread across three modern, partially automated distribution facilities, we have successfully built **Canada’s strongest supply chain supporting pet specialty retail**. Planned benefits continued to surface from this \$100 million investment, with an expanded catalogue driving increased wholesale penetration with our franchisees, elevated procurement strength, as well as productivity and efficiency improvements delivering leverage in aggregate distribution cost.

Looking Ahead into Fiscal 2026

This year marks an incredible milestone for Pet Valu – our 50th anniversary. As we commemorate half a century of memorable moments serving devoted pet lovers across Canada, we look forward with tremendous excitement for what we can accomplish in the next 50 years, starting with 2026.

We will continue investing in convenience, with plans for another year of approximately 40 new store openings, complemented by ongoing reinvestments in our existing network through renovations, expansions and relocations. We also see continuing runway to enhance how devoted pet lovers leverage our full suite of digital capabilities. **We will provide everyday value**, led by our broad selection of proprietary brands and programs like our item and treat of the month. At the same time, **we will continue to thrill our customers with a sharp promotional program** complemented by exciting events. **We will deliver quality**, leveraging our deep industry relationships to cultivate innovation and newness in both consumables and hardlines to deliver the breadth of products devoted pet lovers covet. **We will enrich our in-store expertise**, with a phased rollout of our enhanced culinary experience within our franchised store network. And we will drive further **cost leverage across our organization**, and in particular within our supply chain, continuing a tailwind that enables us to compete profitably in today’s environment. Together, these actions will support what we expect to be an exciting year, contributing towards solid revenue and profit growth.

In closing, we appreciate your continuing interest and investment in Pet Valu and thank you for your support as we deliver on **our mission to be Canada’s preferred pet retailer, delivering the products, care, expertise, and memorable moments devoted pet lovers want... locally in stores and everywhere online.**

Sincerely,

“Anthony Truesdale”

Chair of the Board of Directors

“Greg Ramier”

Chief Executive Officer

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PET VALU HOLDINGS LTD.

MANAGEMENT INFORMATION CIRCULAR

This Management Information Circular (the “**Circular**”) is furnished in connection with the solicitation, by or on behalf of the management of Pet Valu Holdings Ltd. and its subsidiaries (“**we**”, “**our**”, “**Pet Valu**” or the “**Company**”), of proxies to be used at the Company’s annual general meeting of the holders of common shares in the capital of the Company (the “**Shares**”) for the purposes set forth in the Notice of Annual General Meeting (the “**Notice of Meeting**”) of Shareholders of the Company (the “**Shareholders**”) accompanying this Circular. The annual general meeting of Shareholders, or any adjournment(s) or postponements(s) thereof (the “**Meeting**”), will be held virtually via live audio webcast available online at meetings.lumiconnect.com/400-755-206-291 on May 12, 2026 at 2:00 p.m. (Toronto time).

FORWARD-LOOKING INFORMATION

This Circular contains “forward-looking information” within the meaning of applicable securities laws. Forward-looking information relates to the Company’s future financial outlook and anticipated events or results and may include information regarding our financial position, business strategy, growth strategies, addressable markets, budgets, operations, financial results, taxes, dividend policy, plans and objectives. In some cases, forward-looking information can be identified by the use of forward-looking terminology such as “plans”, “targets”, “expects” or “does not expect”, “is expected”, “an opportunity exists”, “budget”, “scheduled”, “estimates”, “outlook”, “forecasts”, “projection”, “prospects”, “strategy”, “intends”, “anticipates”, “does not anticipate”, “believes”, or variations of such words and phrases or statements that certain actions, events or results “may”, “could”, “would”, “might”, “will”, “will be taken”, “occur” or “be achieved”. In addition, any statements that refer to expectations, intentions, projections or other characterizations of future events or circumstances contain forward-looking information. Statements containing forward-looking information are not historical facts but instead represent management’s expectations, estimates and projections regarding future events or circumstances.

Particularly, information regarding our expectations of future results, performance, achievements, prospects or opportunities or the markets in which we operate is forward-looking information, including, among other things, statements relating to: intentions with respect to, and the ability to execute, our business plans, strategies and growth prospects, including expectations regarding the growth of our supply chain, performance and expansion opportunities; and expectations regarding industry and market trends and challenges.

Forward-looking information is based on our current expectations, projections, estimates and assumptions in light of management’s experience and perception of historical trends, current conditions and expected future developments, as well as other factors that we currently believe are appropriate and reasonable in the circumstances. Whether actual results, performance or achievements will conform to the Company’s expectations and predictions is subject to a number of known and unknown risks, uncertainties, assumptions and other factors, including those listed under “Risk Factors” in the Company’s Annual Information Form for the year ended January 3, 2026. If any of these risks or uncertainties materialize, or if assumptions underlying the forward-looking information prove incorrect, actual results might vary materially from those anticipated in the forward-looking information.

Although we base forward-looking information on assumptions that we believe are reasonable when made, we caution investors that forward-looking information is not a guarantee of future performance and that our actual results of operations, financial condition and liquidity and the development of the industry in which we operate may differ materially from those made in or suggested by the forward-looking information contained in this Circular. In addition, even if our results of operations, financial condition and liquidity and the development of the

industry in which we operate are consistent with the forward-looking information contained in this Circular, those results or developments may not be indicative of results or developments in subsequent periods.

Given these risks and uncertainties, investors are cautioned not to place undue reliance on forward-looking information. Any forward-looking information that is contained in this Circular speaks only as of the date of such statement, and we undertake no obligation to update any forward-looking information or to publicly announce the results of any revisions to any of those statements to reflect future events or developments, except as required by applicable securities laws. Comparisons of results for current and any prior periods are not intended to express any future trends or indications of future performance, unless specifically expressed as such, and should only be viewed as historical data.

All of the forward-looking information contained in this Circular is expressly qualified by the foregoing cautionary statements.

Notice-and-Access

As permitted by Canadian securities regulators, the Company is using the “notice-and-access” delivery model, which allows the Company to furnish the Circular and other proxy-related materials, including the audited consolidated financial statements for the fiscal year ended January 3, 2026 (“**Fiscal 2025**”) and the auditor’s report thereon (the “**Financial Statements**”) and associated management’s discussion and analysis (“**MD&A**”, and collectively, the “**Meeting Materials**”) to Shareholders over the Internet resulting in lower costs and a reduction in the environmental impact of the Meeting.

Under notice-and-access, Shareholders will continue to receive a proxy or voting instruction form enabling them to vote at the Meeting, however instead of a paper copy of the Meeting Materials, including the Circular, Shareholders will receive a notice with information on how they may access the Meeting Materials, including the Circular, electronically on SEDAR+ (www.sedarplus.ca) and on the Company’s website (<https://investors.petvalu.com/financials/annual-disclosures/>), and how to request a paper copy of the Circular.

SOLICITATION OF PROXIES

Solicitation of Proxies

It is expected that the solicitation of proxies will be primarily by mail, but proxies may also be solicited personally, in writing or by telephone, email, internet, facsimile or other means of communication by representatives of the Company at nominal cost. The Company may also engage a third party to provide proxy solicitation services on behalf of management in connection with the solicitation of proxies for the Meeting. The cost of solicitation by management will be borne directly by the Company and will bear the legal, printing and other costs associated with the preparation of this Circular. The Company will reimburse investment dealers, brokers, banks, custodians, nominees and other fiduciaries for permitted fees and costs incurred by them in mailing soliciting materials to the beneficial owners of Shares, in accordance with National Instrument 54-101 *Communication with Beneficial Owners of Securities of a Reporting Issuer* (“**NI 54-101**”).

If you cannot attend the Meeting, complete and return the form of proxy in accordance with the instructions contained therein. Shareholders may also elect to vote by use of the internet in accordance with the instructions on the applicable form of proxy.

APPOINTMENT OF PROXYHOLDER AND REVOCATION OF PROXIES

Each of the persons named in the form of proxy is a director (each, a “**Director**”) of the board of directors of the Company (the “**Board**”) and/or an officer of the Company. **Each Shareholder has the right to appoint as**

proxyholder a person or company (who need not be a Shareholder) other than the person(s) designated by management of the Company in the form of proxy to attend and act on the Shareholder's behalf at the Meeting or at any adjournment thereof. A Shareholder who wishes to appoint some other person to represent it or them at the Meeting may do so either by inserting such other person's name in the blank space provided in the form of proxy and signing the form of proxy, or by completing and signing another proper form of proxy, and, in either case, then registering the proxyholder at <http://www.computershare.com/PetValu> (please see "Instructions for Attending and Voting Virtually at the Meeting — Appointment and Registration of Proxyholders" below for details). Securities represented by the proxy will be voted or withheld from voting in accordance with the instructions of the Shareholder on any ballot that may be called for, and if the Shareholder specifies a choice with respect to any matter to be acted upon, the securities will be voted accordingly.

A form of proxy will not be valid for the Meeting or any adjournment or postponement thereof unless it is completed and delivered to the Company's transfer agent, registrar and dividend distribution agent, Computershare Investor Services Inc. ("**Computershare**"), (Attention: Proxy Department), 320 Bay Street, 14th Floor, Toronto, Ontario M5H 4A6 prior to 2:00 p.m. (Toronto time) on May 8, 2026, or if the Meeting is adjourned or postponed, not less than 48 hours, excluding Saturdays, Sundays and statutory holidays, before the commencement of such adjourned or postponed Meeting. Late proxies may be accepted or rejected by the chair of the Meeting (the "**Chair**") in his or her discretion, and the Chair is under no obligation to accept or reject any particular late proxy.

A Shareholder may revoke a proxy at any time by an instrument in writing executed by them or, if the Shareholder is a Company, under its corporate seal, or by an officer or attorney thereof duly authorized in writing, and by sending it to the same address where the form of proxy was sent and within the dates mentioned therein, or two business days preceding the date the Meeting resumes if it is adjourned, or by delivering it to the Chair of the Meeting on the day of the Meeting or any adjournment thereof.

Rather than returning the form of proxy, Shareholders who hold their Shares in their name ("**Registered Shareholders**") may also elect to vote via the internet. Those Registered Shareholders electing to vote by telephone require a touch-tone telephone to transmit their voting preferences. Registered Shareholders electing to vote by telephone or via the internet must follow the instructions included in the form of proxy received from the Company.

If a Shareholder who has submitted a proxy attends the Meeting via live webcast using a 15-digit "Control Number" or Username and accepts the terms and conditions when entering the Meeting online, any votes cast by such Shareholder on a ballot will be counted and the submitted proxy will be disregarded (please see the information under the heading "Instructions for Attending and Voting Virtually at the Meeting" below for details).

Voting of Proxies and Exercise of Discretion by Proxyholder

On any ballot that may be called for, the Shares represented by a properly executed proxy given in favour of the person(s) designated by management of the Company in the form of proxy or voting instruction form will be voted or withheld from voting in accordance with the instructions given on the form of proxy or voting instruction form, and if the Shareholder specifies a choice with respect to any matter to be acted upon, the Shares will be voted for, against, or withheld from voting, accordingly.

In the absence of such instructions, Shares represented by a proxy will be voted for, against, or withheld from voting, in the discretion of the persons designated in the proxy. The form of proxy confers discretionary authority upon the persons named therein with respect to amendments or variations to matters identified in the accompanying Notice of Meeting and with respect to other matters which may properly come before the Meeting or any adjournment thereof.

As of the date of this Circular, management of the Company is not aware of any such amendment, variation or other matter to come before the Meeting. However, if any amendments or variations to matters identified in the accompanying Notice of Meeting or any other matters which are not now known to management should properly come before the Meeting or any adjournment thereof, the Shares represented by properly executed proxies given in favour of the person(s) designated by management of the Company in the form of proxy will be voted on such matters pursuant to such discretionary authority. Unless otherwise required by law or other provisions binding upon the Company, any matter coming before the Meeting, or any adjournment(s) thereof, shall be decided by the majority of the votes duly cast in respect of the matter by Shareholders entitled to vote thereon.

INSTRUCTIONS FOR ATTENDING AND VOTING VIRTUALLY AT THE MEETING

We will hold the Meeting in a virtual only format, which will enable Registered Shareholders and duly appointed proxyholders to submit questions and vote online.

We believe that a virtual format Meeting encourages participation by all shareholders, regardless of their geographic location, and gives all Shareholders an equal opportunity to participate in the Meeting. We believe that the use of technology-enhanced Shareholder communications will facilitate individual investor participation, permit a broader base of Shareholders to participate in the Meeting, and make the Meeting accessible and engaging for all involved. It is also a more cost-efficient and environmentally friendly arrangement for the Company and Shareholders.

The platform chosen to hold the Meeting allows for all Shareholders to attend the Meeting through a simple sign-on process, to follow deliberations and to ask questions. As with prior years, Shareholders are able to vote ahead of the Meeting using the various available channels and we encourage you to continue to vote in this manner. The chair of the Board (the “**Chair of the Board**”) and certain executive officers will participate in the Meeting and will be available for questions.

Attending the Meeting via Live Webcast

Shareholders and duly appointed proxyholders are invited to attend the Meeting virtually via live webcast, by going to meetings.lumiconnect.com/400-755-206-291.

Beneficial Shareholders (as defined herein) who have not appointed themselves as proxyholder may attend the live webcast of the Meeting, but will not have the ability to vote virtually or ask questions. A summary of the information Shareholders will need to attend and vote at the Meeting by live webcast is provided below.

Registered Shareholders and duly appointed proxyholders can participate in the Meeting by selecting “**I have a login**” and entering a Control Number or a Username assigned by Computershare (see details under the heading “– Appointment and Registration of Proxyholder” below) and the password **petvalu2026** (case sensitive) before the start of the Meeting as follows:

- Registered Shareholders – Enter the 15-digit control number located on the form of proxy or in the email notification you received as your username and the password **petvalu2026** (case sensitive).
- Duly appointed proxyholders – Enter the Username provided by Computershare (see details under the heading “– Appointment and Registration of Proxyholder” below) and the password **petvalu2026** (case sensitive).
 - Voting and submitting questions at the Meeting will only be available for Registered Shareholders and duly appointed proxyholders.

- Beneficial Shareholders who have not appointed themselves as proxyholder may attend the Meeting by selecting “**I am a guest**” and completing the online form, however they will not be able to vote or submit questions.

Shareholders who wish to appoint a third-party proxyholder to represent them at the online Meeting must submit their proxy or voting instruction form (as applicable) prior to registering their proxyholder. Registering the proxyholder is an additional step once a Shareholder has submitted their proxy/voting instruction form. Failure to register a duly appointed proxyholder will result in the proxyholder not receiving a Username to participate in the Meeting. To register a proxyholder, Shareholders **MUST** visit the internet website at <http://www.computershare.com/PetValu> by May 8, 2026 at 2:00 p.m. and provide Computershare with their proxyholder’s contact information, so that Computershare may provide the proxyholder with a Username via email. Note that Beneficial Shareholders generally must complete these steps one business day prior to 2:00 p.m. (Toronto time) on May 8, 2026, or if the Meeting is adjourned or postponed, not less than 48 hours, excluding Saturdays, Sundays and statutory holidays, before the commencement of such adjourned or postponed Meeting.

In order to participate online, Shareholders must have a valid 15-digit control number and proxyholders must have received an email from Computershare containing a Username.

- United States beneficial holders: To attend and vote at the virtual Meeting, you must first obtain a valid legal proxy from your broker, bank or other agent and then register in advance to attend the Meeting. Follow the instructions from your broker or bank included with these proxy materials, or contact your broker or bank to request a legal proxy form. After first obtaining a valid legal proxy from your broker, bank or other agent, to then register to attend the Meeting, you must submit a copy of your legal proxy to Computershare at uslegalproxy@computershare.com. Requests for registration should be directed to <http://www.computershare.com/PetValu>. Note that U.S. beneficial holders generally must complete these steps one business day prior to 2:00 p.m. (Toronto time) on May 8, 2026, or if the Meeting is adjourned or postponed, not less than 48 hours, excluding Saturdays, Sundays and statutory holidays, before the commencement of such adjourned or postponed Meeting.

Beneficial Shareholders who do not have a 15-digit control number or Username will only be able to attend as a guest, which allows them to listen to the Meeting, however they will not be able to vote or submit questions. Please see the information under the heading “– Beneficial Shareholders” for an explanation of why certain Shareholders may not receive a form of proxy.

If you are using a 15-digit “Control Number” to login to the live webcast and submit a vote online, you will be revoking any and all previously submitted proxies. If you **DO NOT** wish to revoke all previously submitted proxies, you may log in to the live webcast using your Control Number, but do not submit a vote once you have logged in to the Meeting. In this case, your vote submitted by proxy prior to the Meeting will stand.

It is important that you are connected to the internet at all times during the Meeting in order to vote when balloting commences. It is your responsibility to ensure connectivity for the duration of the Meeting.

Shareholders may also access the live meeting by phone in listen-only mode by dialing 1-800-990-2777 (conference ID: 88511).

Voting Virtually at the Meeting

A Registered Shareholder, or a Beneficial Shareholder who has appointed themselves or a third party proxyholder to represent them at the Meeting, will appear on a list of shareholders prepared by Computershare, the transfer agent and registrar for the Meeting. To vote their Shares at the Meeting, each Registered Shareholder or duly appointed proxyholder will be required to enter their control number or Username provided by

Computershare as their username, and the password **petvalu2026** (case sensitive) at meetings.lumiconnect.com/400-755-206-291 prior to the start of the Meeting. In order to vote, Beneficial Shareholders who appoint themselves as a proxyholder **MUST** register with Computershare at <http://www.computershare.com/PetValu> after submitting their voting instruction form in order to receive a Username (please see the information under the headings “– Appointment and Registration of Proxyholder” below for details).

For more information on how to vote at the Meeting, please refer to Appendix “A” of this Circular, which contains a virtual meeting guide.

Appointment and Registration of Proxyholder

Shareholders who wish to appoint a third party proxyholder to represent them at the online Meeting **must submit their proxy or voting instruction form (if applicable) prior to registering their proxyholder. Registering your proxyholder is an additional step once you have submitted your proxy or voting instruction form. Failure to register your proxyholder will result in the proxyholder not receiving a Username to participate in the Meeting.** To register a proxyholder, Shareholders **MUST** visit <http://www.computershare.com/PetValu> by May 8, 2026 at 2:00 p.m. (Toronto time) and provide Computershare with their proxyholder’s contact information, so that Computershare may provide the proxyholder with a Username via email.

As noted above under “– Appointment of Proxyholder and Revocation of Proxies” above, a form of proxy can be submitted to Computershare either in person, or by mail or courier, to 320 Bay Street, 14th Floor, Toronto, Ontario, M5H 4A6, or via the internet at www.investorvote.com. The form of proxy must be deposited with Computershare by no later than 2:00 p.m. (Toronto time) on May 8, 2026, or if the Meeting is adjourned or postponed, not less than 48 hours, excluding Saturdays, Sundays and statutory holidays, before the commencement of such adjourned or postponed Meeting. If a Shareholder who has so submitted a form of proxy attends the Meeting via the webcast and has accepted the terms and conditions when entering the Meeting online, any votes cast by such Shareholder on a ballot will be counted and the submitted form of proxy will be disregarded.

Without a Username, proxyholders will not be able to vote at the Meeting.

Beneficial Shareholders

A Shareholder is a beneficial Shareholder (a “**Beneficial Shareholder**”) if the Shareholder’s Shares are registered either in the name of (in each case, an “**Intermediary**”):

- (a) an Intermediary that the Beneficial Shareholder deals with in respect of the Shares, such as, among others, a bank, trust company, securities dealer or broker, director or administrator of RRSPs, RRIFs, RESPs and similar plans; or
- (b) a clearing agency (such as CDS & Co.) of which the Intermediary is a participant.

In accordance with NI 54-101, the Company is distributing copies of materials related to the Meeting to Intermediaries for distribution to Beneficial Shareholders and such Intermediaries are to forward the materials related to the Meeting to each Beneficial Shareholder (unless the Beneficial Shareholder has declined to receive such materials). Such Intermediaries often use a service company (such as Broadridge Investor Communication Solutions in Canada (“**Broadridge**”)), to permit the Beneficial Shareholder to direct the voting of the Shares held by the Intermediary, on behalf of the Beneficial Shareholder. The Company is paying Broadridge to deliver, on behalf of the Intermediaries, a copy of the materials related to the Meeting to each “objecting beneficial owner” and each “non-objecting beneficial owner” (as such terms are defined in NI 54-101).

If a Beneficial Shareholder Does Not Wish to Attend the Meeting

Beneficial Shareholders who do not wish to attend the Meeting should carefully follow the instructions on the voting instruction form that they receive from their Intermediary in order to vote the Shares that are held through that Intermediary. Beneficial Shareholders should submit voting instructions to their Intermediaries in sufficient time to ensure that their votes are received from the Intermediaries by the Company.

If a Beneficial Shareholder Wishes to Attend and Vote at the Meeting

Since the Company generally does not have access to the names of its Beneficial Shareholders, Beneficial Shareholders who wish to attend and vote at the Meeting should insert their own name in the blank space provided in the voting instruction form to appoint themselves as proxyholders and then follow their Intermediary's instructions for returning the voting instruction form.

Registering your proxyholder is an additional step once you have submitted your proxy or voting instruction form. Failure to register the proxyholder will result in the proxyholder not receiving a Username to participate in the Meeting.

Without a Username (described above), proxyholders will not be able to vote at the Meeting.

If a Beneficial Shareholder Wishes to Revoke Voting Instructions

A Beneficial Shareholder may revoke previously given voting instructions by contacting their Intermediary and complying with any applicable requirements imposed by such Intermediary. An Intermediary may not be able to revoke voting instructions if it receives insufficient notice of revocation.

Voting Shares Registered in the Name of a Corporation

Registered Shareholders

To vote Shares registered in the name of a corporation or other legal entity, an authorized officer or attorney of that corporation or legal entity must sign the proxy form or submit the proxy via the internet at www.investorvote.com. This person may have to provide proof that they are authorized to sign the proxy form on behalf of the corporation or other legal entity. The completed proxy form must be returned to Computershare in the envelope provided or submitted via the internet at www.investorvote.com so that it arrives no later than 2:00 p.m. (Toronto time) on May 8, 2026, or if the Meeting is adjourned or postponed, not less than 48 hours, excluding Saturdays, Sundays and statutory holidays, before the commencement of such adjourned or postponed Meeting.

Beneficial Shareholders

To vote Shares registered in the name of a corporation or other legal entity, insert the full legal name of the legal entity, the name and position of the person giving voting instructions on behalf of the legal entity and the address for service of the legal entity on the voting instruction form. The completed voting instruction form must be returned to the Beneficial Shareholder's Intermediary so that it arrives in sufficient time for the Intermediary to act on Beneficial Shareholder's instructions, generally one business day before 2:00 p.m. (Toronto time) on May 8, 2026, or if the Meeting is adjourned or postponed, not less than 48 hours, excluding Saturdays, Sundays and statutory holidays, before the commencement of such adjourned or postponed Meeting.

RECORD DATE AND QUORUM

The Board has fixed March 16, 2026 as the record date (the “**Record Date**”) for the purpose of determining Shareholders entitled to receive notice of and to vote at the Meeting. Any Shareholder of record at the close of business on the Record Date is entitled to vote the Shares registered in such Shareholder’s name at that date on each matter to be acted upon at the Meeting. Accordingly, any Shareholder that has acquired Shares after the Record Date will not be entitled to receive notice of or vote those Shares at the Meeting.

The quorum at the Meeting or any adjournment or postponement thereof (other than at an adjournment or postponement for lack of quorum) is one Shareholder who is, or who represents by proxy, Shareholders who, in the aggregate, hold at least 25% of the issued Shares entitled to be voted at the Meeting.

VOTING SHARES AND PRINCIPAL SHAREHOLDERS THEREOF

The Company’s authorized share capital consists of (i) an unlimited number of Shares and (ii) an unlimited number of preferred shares, issuable in series. As at the date hereof, there are 68,886,721 Shares outstanding, each carrying the right to one vote per share. Shareholders as at the Record Date are entitled to vote such Shares at the Meeting on the basis of one vote for each Share held. Except as otherwise noted in this Circular, a simple majority of the votes cast at the Meeting, whether in person, by proxy or otherwise, will constitute approval of any matter submitted to a vote.

To the knowledge of the Directors and executive officers of the Company, as at the date of this Circular, no person beneficially owned, directly or indirectly, or exercised control or direction over 10% or more of the voting rights attached to the outstanding Shares except as stated below.

Name of Shareholder	Shares Beneficially Owned	
	Number of Shares ¹	Percentage of Outstanding Shares
1832 Asset Management L.P.	6,981,256	10.1%
FMR LLC	7,397,181	10.7%
RBC Global Asset Management Inc.	7,148,152	10.4%

Note

1. Information as to shares beneficially owned, not being within our knowledge, has been furnished by the respective person, has been extracted from the list of registered shareholders maintained by the Company’s transfer agent, has been obtained from insider reports filed by the respective person and available through the Canadian System for Electronic Disclosure by Insiders (www.sedi.ca) or has been obtained from early warning reports and alternative monthly reports filed by the respective person and available through SEDAR+ (www.sedarplus.ca).

MATTERS TO BE ACTED UPON AT MEETING

Receipt of Financial Statements

The Financial Statements will be presented at the Meeting and will be mailed to those Registered Shareholders and Beneficial Shareholders who requested them. The Financial Statements are available under the Company's profile on SEDAR+ at www.sedarplus.ca and at <https://investors.petvalu.com/financials/annual-disclosures/>.

Number of Directors

Shareholders will be asked at the Meeting to approve an ordinary resolution to set the number of Directors elected for the ensuing year at eight, subject to such increases as may be permitted by the Articles of the Company (the "**Articles**") and the provisions of the *Business Corporations Act* (British Columbia) ("**BCBCA**"). The Board recommends a vote FOR the approval of the resolution setting the number of Directors for the ensuing year at eight. **In the absence of instructions to the contrary, the person(s) designated by management of the Company in the enclosed form of proxy intend to vote FOR the approval of the resolution setting the number of Directors for the ensuing year at eight.**

Election of Directors

At the Meeting, Shareholders will be asked to elect eight Directors to the Board. Under the Articles, Directors are elected annually, with each Director holding office until the next annual general meeting or until their successor is duly elected or appointed. The nominees for election as Directors are Anthony Truesdale, Danielle Barran, Sarah Davis, Carmine Fortino, Lawrence Molloy, Greg Ramier, Matthew Reindel and Erin Young. The Board recommends that Shareholders vote FOR the election to the Board the nominee directors whose names are set forth above. **In the absence of instructions to the contrary, the person(s) designated by management of the Company in the form of proxy intend to vote FOR the election to the Board of the nominee directors whose names are set forth above, each of whom has been a Director since the date indicated beneath their name below.** Management does not contemplate that any of the nominee directors will be unable to serve as a Director, but if that should occur for any reason prior to the Meeting, the Shares represented by properly executed proxies given in favour of such nominee(s) may be voted by the person(s) designated by management of the Company in the form of proxy, in their discretion, in favour of another nominee.

Advance Notice Provisions

The Articles include certain advance notice provisions with respect to the election of our Directors (the "**Advance Notice Provisions**"). The Advance Notice Provisions are intended to: (i) facilitate orderly and efficient annual general meetings or, where the need arises, special meetings of our Shareholders; (ii) ensure that all Shareholders receive adequate notice of Board nominations and sufficient information with respect to all nominees; and (iii) allow Shareholders to register an informed vote. Only persons who are nominated by Shareholders in accordance with the Advance Notice Provisions will be eligible for election as Directors at any annual meeting of Shareholders, or at any special meeting of Shareholders if one of the purposes for which the special meeting was called was the election of Directors.


Under the Advance Notice Provisions, a Shareholder wishing to nominate a Director is required to provide the Company notice, in the prescribed form, within the prescribed time periods. These time periods include, (a) in the case of an annual meeting of Shareholders (including an annual and special meeting), not less than 30 days prior to the date of the meeting; provided that, if the first public announcement of the date of the annual meeting of Shareholders (the "**Notice Date**") is less than 50 days before the meeting date, not later than the close of business on the 10th day following the Notice Date; and (b) in the case of a special meeting of Shareholders (which is not also


an annual meeting) called for any purpose which includes electing Directors, not later than the close of business on the 15th day following the Notice Date. Provided that, in either instance, if notice-and-access (as defined in NI 54-101) is used for delivery of proxy-related materials in respect of a meeting described in (a) or (b) above, and the Notice Date in respect of the meeting is not less than 50 days prior to the date of the applicable meeting, the notice must be received not later than the close of business on the 40th day before the applicable meeting.


A copy of the Articles is available under the Company's profile on SEDAR+ at www.sedarplus.ca.


Nominees for Election to the Board


The following tables set forth information with respect to each person nominated for election as a Director, including the number of Shares beneficially owned, directly or indirectly, or over which control or direction was exercised, by such person or the person's associates or affiliates as at the date hereof. The information as to Shares beneficially owned or over which control or direction is exercised, not being within the knowledge of the Company, has been furnished by the respective proposed nominees individually. Directors' attendance at meetings of the Board as well as meetings of the Audit Committee, Compensation Committee, and Governance and Nominating Committee of the Board held during 2025 are set out in the profiles below.


<p>ANTHONY TRUESDALE Arizona, United States Director (Chair of the Board) since: August 15, 2019</p> 	<p>Anthony Truesdale is the Chair of the Board and has served as a member of the Board since August 2019. Mr. Truesdale served as Chairman of the Board of Recreational Equipment, Inc. from May 2020 to May 2022, and as a director from May 2013 to October 2023 and an Audit Committee member from May 2022 to October 2023. Before retiring, Mr. Truesdale was the Chief Executive Officer of The Vitamin Shoppe, Inc. from 2011 to 2015. He also served as the President and Chief Merchandising Officer of The Vitamin Shoppe, Inc. from 2006 to 2011. Prior to The Vitamin Shoppe, Inc., Mr. Truesdale was Senior Vice President of Merchandising at PetSmart, Inc., where he worked for over seven years. In addition, Mr. Truesdale was the Senior Manager of Produce for Sainsbury's, the second largest supermarket chain in the United Kingdom, and a Principal at Shaw's Supermarkets in New England from 1981 to 1997. Mr. Truesdale is a director of Vetcor, a veterinary hospital manager, an investment of Harvest Partners, LP. Mr. Truesdale earned a Bachelor's Degree in Business Administration and a Master of Business Administration from Northeastern University.</p>			
<p>2025 Election</p>	<p>Principal Occupation(s) (for the past 5 years)</p>			
<p>For: 67,513,884 (99.47%) Withheld: 359,558 (0.53%)</p>	<p>Corporate Director Chair of the Board, Recreational Equipment Inc.</p>		<p>Meeting Attendance in 2025</p>	
	<p>Board/Committee Membership</p>			
	<p>Board (Chair)</p>		<p>15/15</p>	
	<p>Audit Committee</p>		<p>8/8</p>	
<p>Securities of the Company beneficially owned, or controlled or directed, directly or indirectly</p>				
<p>Shares</p>	<p>DSUs Vested Only⁽¹⁾</p>	<p>Options Vested Only</p>	<p>Market Value of Securities Vested Only⁽²⁾ (\$)</p>	<p>Percent of Share Ownership Requirement⁽³⁾</p>
<p>91,472</p>	<p>17,487</p>	<p>-</p>	<p>2,454,846</p>	<p>497%</p>


<p>DANIELLE BARRAN Toronto, Canada Director since: July 2, 2023</p> 	<p>Danielle Barran has served as a member of the Board since July 2023. Ms. Barran, President and Chief Executive Officer, and member of the board of directors of Mother Parkers Tea & Coffee Inc., was President North American Potato & Canada, McCain Foods Ltd. from October 2020 to February 2024, and President of McCain Foods Ltd. (Canada) from August 2018 to October 2020. Before joining McCain Foods Ltd., she held multiple senior positions at J.M. Smucker Company over a 16-year period, including leadership roles in its pet, coffee, and natural foods operations. As Vice President of Commercial Strategy for its pet division, Ms. Barran set the strategic growth agenda for iconic pet brands such as Meow Mix®, Natural Balance® and Milk-Bone®. She currently serves as a director of Mother Parkers Tea & Coffee Inc., the National Coffee Association and Food, Health & Consumer Products of Canada. Ms. Barran holds an Honors Business Administration and a Master of Business Administration from Ivey Business School at Western University, and an ICD.D designation. Ms. Barran is a Certified Public Accountant, Certified Management Accountant and a member of the Chartered Professional Accountants of Ontario.</p>			
<p>2025 Election</p>	<p>Principal Occupation(s) (for the past 5 years)</p>			
<p>For: 66,766,083 (98.37%) Withheld: 1,107,359 (1.63%)</p>	<p>President and Chief Executive Officer, Mother Parkers Tea & Coffee Inc. President North American Potato & Canada, McCain Foods Ltd.</p>			
	<p>Board/Committee Membership</p>		<p>Meeting Attendance in 2025</p>	
	<p>Board Audit Committee Governance and Nominating Committee Compensation Committee</p>		<p>14/15 8/8 4/4 7/7</p>	
<p>Securities of the Company beneficially owned, or controlled or directed, directly or indirectly</p>				
<p>Shares</p>	<p>DSUs Vested Only⁽¹⁾</p>	<p>Options Vested Only</p>	<p>Market Value of Securities Vested Only⁽²⁾ (\$)</p>	<p>Percent of Share Ownership Requirement⁽³⁾</p>
<p>-</p>	<p>11,760</p>	<p>-</p>	<p>264,953</p>	<p>120%</p>


<p>SARAH DAVIS Ontario, Canada Director since: July 28, 2021</p> 	<p>Sarah Davis, FCPA, FCA has served as a member of the Board since July 2021. Ms. Davis was President of Loblaw Companies Limited (“Loblaw”), from 2017 until May 2021. As President she was responsible for the strategic direction and day-to-day operations of Canada’s largest retailer and the nation’s food and pharmacy leader. Ms. Davis also served as Chief Administrative Officer at Loblaw from 2014 to 2017 and Chief Financial Officer from May 2010 to 2014, during which time she played a crucial role in transforming the company from a regionally managed grocer into an omni-channel food, health and wellness retailer with \$52.7 billion in revenue. Ms. Davis was chair of the Board of PC® Children’s Charity and T&T Supermarkets from 2017 until her retirement in 2021, and served as a member the Board of PC Financial from 2010 until 2021. From 2014 to 2022, she was a member of the Board, and Audit and Compensation Committees of AGF Management Limited and served as Chair of the Compensation Committee from 2016 to 2022. Prior to joining Loblaw, Ms. Davis spent two decades in various financial roles at Rogers Communications and Bell Canada. She is a director, Audit Committee Chair and Nominating and Governance Committee member of Victoria’s Secret & Co., a director and Audit Committee member of Amdocs Limited, and a director and Audit Committee Chair of Apotex Inc., a privately owned Canadian-based global health company. Ms. Davis holds an Honours Bachelor of Commerce degree from Queen’s University, and is a Chartered Accountant and a Fellow of the Chartered Professional Accountants.</p>				
2025 Election		Principal Occupation(s) (for the past 5 years)			
<p>For: 66,536,506 (98.03%) Withheld: 1,336,936 (1.97%)</p>	<p>Corporate Director President of Loblaw Companies Limited</p>				
	Board/Committee Membership		Meeting Attendance in 2025		
	<p>Board Audit Committee Compensation Committee (Chair)</p>		<p>15/15 8/8 7/7</p>		
Securities of the Company beneficially owned, or controlled or directed, directly or indirectly					
Shares	DSUs Vested Only⁽¹⁾	Options Vested Only	Market Value of Securities Vested Only⁽²⁾ (\$)	Percent of Share Ownership Requirement⁽³⁾	
-	25,601	-	576,791	252%	

<p>CARMINE FORTINO Ontario, Canada Director since: January 12, 2026</p> 	<p>Carmine Fortino has served as a member of the Board since January 2026. Mr. Fortino brings over five decades of Canadian retail experience, predominantly in the food retail sector. He is currently Executive Vice President, National Supply Chain and Procurement at Metro Inc., overseeing strategic sourcing and distribution for one of Canada’s leading food retailers, and has served in this role since 2022. From 2014 to 2022, Mr. Fortino served as Executive Vice President, Ontario Division Head at Metro. Prior to joining Metro, Mr. Fortino held several leadership positions in the health and wellness space, including as President, North America Operations at Atrium Innovations from 2011 to 2013 and as Chief Executive Officer of Seroyal International from 2007 to 2011. He also served as Executive Vice President, Ontario Region at Loblaw Companies Ltd. from 2003 to 2007. Mr. Fortino currently serves as a member of the Board of Governors of GS1 Canada, a position he has held since 2023. He previously served as a director of Delivra Inc. from 2015 to 2019, as a member of the Board of Governors of Mohawk College from 2008 to 2012 and as a director of GNC Holdings, LLC from 2007 to 2011.</p>			
<p>2025 Election</p>	<p>Principal Occupation(s) (for the past 5 years)</p>			
<p>N/A</p>	<p>Executive Vice President, National Supply Chain and Procurement, Metro Inc. Executive Vice President, Ontario Division Head, Metro Inc.</p>			
	<p>Board/Committee Membership</p>		<p>Meeting Attendance in 2025⁽⁴⁾</p>	
	<p>Board Audit Committee Governance and Nominating Committee</p>		<p>N/A N/A N/A</p>	
<p>Securities of the Company beneficially owned, or controlled or directed, directly or indirectly</p>				
<p>Shares</p>	<p>DSUs Vested Only⁽¹⁾</p>	<p>Options Vested Only</p>	<p>Market Value of Securities Vested Only⁽²⁾ (\$)</p>	<p>Percent of Share Ownership Requirement⁽³⁾</p>
<p>-</p>	<p>Nil</p>	<p>-</p>	<p>-</p>	<p>Nil %</p>

<p>LAWRENCE MOLLOY Maryland, United States Director since: May 9, 2023</p> 	<p>Lawrence “Chip” Molloy has served on the Board since May 9, 2023. Mr. Molloy was Chief Financial Officer of Sprouts Farmers Market, Inc. (“Sprouts”) from September 2021 to December 2023. Mr. Molloy also served as a member of the board of directors of Sprouts from 2013 to 2021, Chair of the Audit Committee from 2013 to 2019 and Chair of the Compensation Committee from 2019 to 2021, and as Interim Chief Financial Officer at Sprouts from June 2019 to February 2020. Previously, Mr. Molloy served as Chairman of the Board of Pet Supermarket from 2020 to 2021 and as a member of the board of directors of Torrid Inc. from 2018 to 2021. He also served as Interim Chief Executive Officer of Torrid Holdings Inc. in 2018. Other past experiences include serving as Chief Financial Officer of Under Armour, Inc., Chief Financial Officer of PetSmart, Inc., and as a member of the board of directors of Party City Holdco Inc. and Wingstop Inc. Mr. Molloy currently serves as a director of Sally Beauty Holdings, Inc., a position he has held since July 2022, and as Chair of the Audit Committee, a position he has held since January 2023. He serves as a director, as Chair of the Audit Committee and as a member of the Compensation Committee of BRC Inc., positions he has held since June 2024. He also serves as a director and member of the Audit Committee of Grocery Outlet Holding Corp., a position he has held since July 2025. Mr. Molloy formerly served as a U.S. Navy fighter pilot for 10 years, later retiring from the Naval Reserve with the rank of Commander. Mr. Molloy holds a Bachelor’s Degree in Computer Science from the United States Naval Academy and a Master of Business Administration Degree from the University of Virginia.</p>			
<p>2025 Election</p>	<p>Principal Occupation(s) (for the past 5 years)</p>			
<p>For: 66,759,336 (98.36%) Withheld: 1,114,106 (1.634%)</p>	<p>Corporate Director Chief Financial Officer, Sprouts Farmers Market, Inc.</p>			
	<p>Board/Committee Membership⁽⁶⁾</p>		<p>Meeting Attendance in 2025</p>	
	<p>Board</p>		<p>14/15</p>	
	<p>Audit Committee (Chair)</p>		<p>8/8</p>	
	<p>Governance and Nominating Committee</p>		<p>4/4</p>	
<p>Securities of the Company beneficially owned, or controlled or directed, directly or indirectly</p>				
<p>Shares</p>	<p>DSUs Vested Only⁽¹⁾</p>	<p>Options Vested Only</p>	<p>Market Value of Securities Vested Only⁽²⁾ (\$)</p>	<p>Percent of Share Ownership Requirement⁽³⁾</p>
<p>-</p>	<p>8,798</p>	<p>-</p>	<p>198,219</p>	<p>91%</p>

<p>GREG RAMIER Ontario, Canada Chief Executive Officer (“CEO”) Director since: September 21, 2025</p> 	<p>Greg Ramier is a member of the Board and CEO of the Company. Prior to his appointment as CEO in September 2025, Mr. Ramier served as President and Chief Operating Officer of Pet Valu, with oversight of merchandising, marketing and digital, supply chain, franchise store operations and corporate store operations teams. Prior to joining Pet Valu in August 2024, Mr. Ramier was a Senior Advisor at Ernst & Young LLP from March 2024 to August 2024 and held multiple senior positions at Loblaw Companies Ltd. from 2000 to 2024, most recently serving as President – Market Division from 2018 to 2024, where he led the company’s full service conventional grocery and omnichannel business, and previously serving as Senior Vice President – Emerging Business from 2012 to 2018, where he oversaw the company’s ancillary retail and merchandising centres of excellence. Mr. Ramier earned a Bachelor of Science in Civil Engineering from the University of New Brunswick and a Master of Business Administration from the Ivey Business School at the University of Western Ontario.</p>			
<p>2025 Election</p>	<p>Principal Occupation(s) (for the past 5 years)</p>			
<p>N/A</p>	<p>Chief Executive Officer, Pet Valu President and Chief Operating Officer, Pet Valu Senior Advisor, Ernst & Young LLP President – Market Division, Loblaw Companies Ltd.</p>			
	<p>Board/Committee Membership</p>		<p>Meeting Attendance in 2025⁽⁴⁾</p>	
	<p>Board</p>		<p>5/5</p>	
<p>Securities of the Company beneficially owned, or controlled or directed, directly or indirectly</p>				
<p>Shares</p>	<p>DSUs Vested Only⁽¹⁾</p>	<p>Options Vested Only</p>	<p>Market Value of Securities Vested Only⁽²⁾ (\$)</p>	<p>Percent of Share Ownership Requirement⁽⁷⁾</p>
<p>-</p>	<p>-</p>	<p>10,606</p>	<p>Nil</p>	<p>83%⁽⁷⁾</p>

<p>MATTHEW REINDEL Ontario, Canada Director since: N/A</p> 	<p>Mr. Reindel was Executive Vice President and Chief Financial Officer (“CFO”) of Empire Company Limited (“Empire”) from 2021 to 2025. As CFO, he successfully guided the company through a multi-year turnaround, including managing through periods of high economic volatility caused by the COVID-19 pandemic and subsequent unparalleled high levels of inflation and interest rates. Prior to being appointed CFO, he served as the Senior Vice President, Finance from 2019 to 2021, during which time he played a critical role in driving some of Empire’s long-term growth pillars, including the acquisition of Longo Brothers Fruit Markets Inc. (“Longo’s”) and the acquisition of a one-third share of Scene+™, a Canadian loyalty program owned by Scene Limited Partnership. During his time at Empire, he served on the boards of Scene+, Farm Boy Company Inc. and Longo’s, and was the Chair of the Pension Investment Committee of Empire. Prior to joining Empire, Mr. Reindel spent almost 20 years at Nestle, in various locations around the world, and in positions of increasing responsibility, including serving as the Chief Financial Officer of Nestle Nutrition North America and Nestle Professional (Food Services) in Zone Asia, Oceania and Africa. Mr. Reindel holds an Honours Bachelor of Arts degree in Economics from the University of Nottingham, UK and is also a qualified Chartered Accountant (Institute of Chartered Accountants of England and Wales).</p>			
<p>2025 Election</p>	<p>Principal Occupation(s) (for the past 5 years)</p>			
<p>N/A</p>	<p>Corporate Director Chief Financial Officer of Empire Company Limited Senior Vice President, Finance of Empire Company Limited</p>			
	<p>Board/Committee Membership</p>		<p>Meeting Attendance in 2025</p>	
	<p>New Director Nominee</p>		<p>N/A</p>	
<p>Securities of the Company beneficially owned, or controlled or directed, directly or indirectly</p>				
<p>Shares</p>	<p>DSUs Vested Only⁽¹⁾</p>	<p>Options Vested Only</p>	<p>Market Value of Securities Vested Only⁽²⁾ (\$)</p>	<p>Percent of Share Ownership Requirement⁽³⁾</p>
<p>4,000</p>	<p>N/A⁽⁵⁾</p>	<p>N/A⁽⁵⁾</p>	<p>N/A⁽⁵⁾</p>	<p>N/A⁽⁵⁾</p>

<p>ERIN YOUNG Ontario, Canada Director since: May 3, 2021</p> 	<p>Erin Young has served as a member of the Board since May 2021. Ms. Young was the Chief Marketing and Merchandising Officer of McKesson Canada from September 2020 to December 2024. From October 2019 to September 2020, Ms. Young served as President of Well.ca. From October 2013 to September 2019, she held the position of Chief Marketing and Merchandising Officer with Well.ca. Prior to joining Well.ca, Ms. Young held multiple positions with McKinsey & Company from 2005 to 2013. Prior to that, Ms. Young was the Senior Manager Strategy and Innovation at Loblaw Companies. Ms. Young served as a member of the Board of Governors of GS1 Canada from November 2021 to October 2024, and the board of directors of the McKesson Foundation from November 2020 to November 2024. Ms. Young earned a Bachelor of Commerce from Queen’s University.</p>			
<p>2025 Election</p>	<p>Principal Occupation(s) (for the past 5 years)</p>			
<p>For: 62,554,666 (92.16%) Withheld: 5,318,776 (7.84%)</p>	<p>Corporate Director Chief Marketing and Merchandising Officer, McKesson Canada</p>			
	<p>Board/Committee Membership</p>		<p>Meeting Attendance in 2025</p>	
	<p>Board</p>		<p>14/15</p>	
	<p>Governance and Nominating Committee (Chair)</p>		<p>4/4</p>	
	<p>Compensation Committee</p>		<p>7/7</p>	
<p>Securities of the Company beneficially owned, or controlled or directed, directly or indirectly</p>				
<p>Shares</p>	<p>DSUs Vested Only⁽¹⁾</p>	<p>Options Vested Only</p>	<p>Market Value of Securities Vested Only⁽²⁾ (\$)</p>	<p>Percent of Share Ownership Requirements⁽³⁾</p>
<p>-</p>	<p>19,840</p>	<p>-</p>	<p>446,995</p>	<p>204%</p>

Notes

- The number of vested deferred share units (“**DSUs**”) that each Director holds, which includes DSU dividend equivalents, has been rounded down to the nearest whole number. DSUs and DSU dividend equivalents are credited to the Director’s account at the time of issuance and vest in accordance with the terms of the Director’s respective DSU award agreement. Vested DSUs and DSU dividend equivalents are settled in cash in accordance with the terms of the DSU Plan (as defined herein). For more information see “Director Compensation – Deferred Share Unit Plan”.
- Shares and vested DSUs are valued based on the closing price of a Share on the Toronto Stock Exchange (the “**TSX**”) on March 17, 2026 (\$22.53). Vested options are valued as the difference between the closing price of a Share on the TSX on March 17, 2026 (\$22.53) and the exercise price of the options.
- The Director equity ownership requirement amount is three times the Company’s annual cash retainer fee for serving as a Director or on a Board committee or for chairing the Board or a Board committee. All Directors, other than Mr. Ramier, are required to accumulate three times the Company’s annual cash retainer, in Shares, vested options and/or DSUs by their fifth anniversary on the Board, calculated as the greater of the acquisition cost or compensation value of the award on the grant date (“**Grant Date Value**”) or market value of such securities. Mr. Ramier is subject to the equity ownership requirements applicable to executives of Pet Valu set out in the Company’s equity ownership policy (the “**Equity Ownership Policy**”). All of the director nominees who are subject to the director equity ownership requirements have either met the requirement or have time remaining to do so. Information is also provided on each director nominee’s Pet Valu securities as a percentage of the Company’s share ownership guidelines for directors, and for Mr. Ramier, the equity ownership requirements applicable to executives. See note 7 below. The following director nominees have time remaining to satisfy the director equity ownership requirement: Mr. Fortino (January 12, 2031), Mr. Reindel (April 1, 2031) and Mr. Molloy (May 9, 2028). For more information see “Director Compensation – Equity Ownership Policy”.

4. Mr. Fortino was appointed to the Board, the governance and nominating committee of the Board (“**Governance and Nominating Committee**”) and the audit committee of the Board (“**Audit Committee**”), on January 12, 2026. Mr. Ramier was appointed to the Board on September 21, 2025.
5. Subject to the Board’s approval, Mr. Reindel will be appointed to the Board effective April 1, 2026.
6. Mr. Molloy was appointed as a member of the compensation committee of the Board (“**Compensation Committee**”) effective January 12, 2026, and ceased to be a member of the Governance and Nominating Committee effective January 12, 2026.
7. Mr. Ramier is subject to the equity ownership requirements applicable to executives of Pet Valu set out in the Equity Ownership Policy. Employees who are promoted or appointed into a position that is subject to these requirements have five years from becoming subject to the Equity Ownership Policy to meet the minimum requirement. As CEO, Mr. Ramier’s equity ownership requirement is five times his annual base salary and two times annual base salary must be met through direct ownership of Shares, to be achieved by September 21, 2030. Mr. Ramier’s percent of equity ownership requirement calculation is inclusive of RSUs and PSUs (at target)(each as defined herein). For more information on Pet Valu’s equity ownership requirement applicable to executives, see “Executive Compensation – Risk and Executive Compensation – Equity Ownership Policy”.

Cease Trade Order, Bankruptcy, Penalties and Sanctions

Cease Trade Order and Bankruptcy

Other than as set out below, none of the Directors or executive officers of the Company, and to the best of the Company’s knowledge, no Shareholder holding a sufficient number of securities to affect materially the control of the Company is, as at the date of this Circular, or has been within the 10 years before the date of this Circular: (a) a Director, chief executive officer or chief financial officer of any company that was subject to an order that was issued while the Directors or executive officer was acting in the capacity as Director, chief executive officer or chief financial officer; (b) was subject to an order that was issued after the Director or executive officer ceased to be a Director, chief executive officer or chief financial officer and which resulted from an event that occurred while that person was acting in the capacity as Director, chief executive officer or chief financial officer; or (c) a Director or executive officer of any company that, while that person was acting in that capacity, or within a year of that person ceasing to act in that capacity, became bankrupt, made a proposal under any legislation relating to bankruptcy or insolvency or was subject to or instituted any proceedings, arrangement or compromise with creditors or had a receiver, receiver manager or trustee appointed to hold its assets. For the purposes of this paragraph, “order” means a cease trade order, an order similar to a cease trade order or an order that denied the relevant company access to any exemption under securities legislation, in each case, that was in effect for a period of more than 30 consecutive days.

Mr. Truesdale served as the chairman of the board of directors of Guitar Center, Inc. from September 2016 to December 2020. Guitar Center, Inc. filed a voluntary petition for relief under Chapter 11 of the United States Bankruptcy Code on November 21, 2020. Mr. Truesdale served as a director of Party City Holdco Inc. from October 2023 to November 2024. Party City Holdco Inc. filed a voluntary petition for relief under Chapter 11 of the United States Bankruptcy Code on December 21, 2024.

Penalties and Sanctions

None of the Directors or executive officers of the Company, and to the best of its knowledge, no Shareholder holding a sufficient number of securities to affect materially the control of the Company, has been subject to any penalties or sanctions imposed by a court relating to securities legislation or by a securities regulatory authority or has entered into a settlement agreement with a securities regulatory authority or been subject to any other penalties or sanctions imposed by a court or regulatory body that would likely be considered important to a reasonable investor making an investment decision.

Appointment of the Auditor

Ernst & Young LLP is the current auditor of the Company and has been the auditor of the Company since 2015. At the Meeting, Shareholders will be asked to re-appoint Ernst & Young LLP as auditor of the Company to hold office until the next annual general meeting of Shareholders or until a successor is appointed, and to authorize the Board to fix the auditor's remuneration.

The Audit Committee has recommended to the Board, and the Board has approved, the nomination of Ernst & Young LLP for such appointment.

At the 2025 annual general meeting of Shareholders, Shareholders voted as follows with respect to the re-appointment of Ernst & Young LLP as the auditor of the Company: 67,823,587 votes for (99.90%) and 68,917 votes withheld (0.10%).

The Board recommends that Shareholders vote FOR the appointment of Ernst & Young LLP as auditor of the Company to hold office until the next annual general meeting of Shareholders or until a successor is appointed, and the authorization of the Board to fix the remuneration of the auditor. **In the absence of a contrary instruction, the person(s) designated by management of the Company in the form of proxy intend to vote FOR the appointment of Ernst & Young LLP as auditor of the Company to hold office until the next annual general meeting of Shareholders or until a successor is appointed, and the authorization of the Board to fix the remuneration of the auditor.**

Non-Binding Advisory Resolution on the Company's Approach to Executive Compensation

The Board determined in 2022 to provide Shareholders with an annual non-binding advisory vote on executive compensation. The purpose of the advisory vote is to give Shareholders a formal opportunity to provide their views on the disclosed objectives of the executive compensation plans, and on the plans themselves.

At the 2025 annual general meeting of Shareholders, Shareholders voted as follows with respect to the advisory vote regarding the Company's approach to executive compensation: 64,996,729 votes for (95.76%) and 2,876,713 votes withheld (4.24%).

The Company's compensation practices are designed to retain, motivate and reward its executive officers for their performance and contribution to the Company's short- and long-term success. The Board seeks to compensate executive officers by combining short-term and long-term cash and equity incentives. It also seeks to reward the achievement of corporate and individual performance objectives, and to align executive officers' incentives with the Company's performance. The Company's philosophy is to pay fair, reasonable and competitive compensation with a significant equity-based component to align the long-term interests of the Company's executive officers with those of its Shareholders.

The compensation of the Company's executive officers includes three major elements: (i) base salary; (ii) short-term incentives, consisting of annual bonuses; and (iii) long-term equity incentives, which may consist of option, restricted stock unit ("**RSU**"), and/or performance share unit ("**PSU**") awards under the Company's long-term incentive plan ("**LTIP**"), as applicable. Except as summarized below under "Executive Compensation – Summary Compensation Table", perquisites and personal benefits are not a significant element of compensation of the Company's executive officers. For a detailed discussion of the Company's executive compensation program, please see "Executive Compensation".

At the Meeting, Shareholders will be asked to vote on an advisory non-binding resolution on the Company's approach to executive compensation, by passing the following resolution:

“RESOLVED THAT:

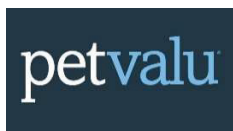
On an advisory basis, and not to diminish the role and responsibilities of the board of directors of Pet Valu Holdings Ltd. (the “**Company**”), the holders (the “**Shareholders**”) of the common shares in the capital of the Company accept the approach to executive compensation disclosed in the Management Information Circular of the Company dated March 17, 2026, delivered in advance of the Company’s Annual General Meeting of Shareholders of the Company.”

As this is an advisory vote, the results will not be binding upon the Board. However, the Board will take the results of the vote into account, as appropriate, when considering future compensation policies, procedures and decisions in determining whether there is a need to significantly increase their engagement with Shareholders on compensation and related matters. The Company will disclose the results of the Shareholder advisory vote on the Company’s approach to executive compensation as a part of its report on voting results for the Meeting.

The Board recommends that Shareholders vote FOR the approach to executive compensation as described in the Circular. **In the absence of a contrary instruction, the person(s) designated by management of the Company in the form of proxy intend to vote FOR the approach to executive compensation as described in the Circular.**

INTEREST OF CERTAIN PERSONS IN MATTERS TO BE ACTED UPON

Other than as disclosed elsewhere in this Circular, none of the Directors or executive officers of the Company, nominees for election as Directors, nor persons who have been Directors or executive officers of the Company since the commencement of the Company’s last financial year and no associate or affiliate of any of the foregoing persons has any material interest, direct or indirect, by way of beneficial ownership of securities or otherwise, in any matter to be acted upon at the Meeting, other than the election of Directors.



From the Chair of the Compensation Committee

Dear Shareholders,

The Compensation Committee is pleased to provide you with an overview of Pet Valu's performance in Fiscal 2025 and a summary of our approach to determining the compensation for our senior management. The Compensation Committee is responsible for overseeing Pet Valu's management compensation program and ensuring it is designed to support the Company's mission to be Canada's preferred retailer of pet food and pet-related supplies.

For 50 years, Pet Valu, including its Pet Valu, Chico, Bosley's by Pet Valu, Total Pet, Paulmac's Pets and Tisol banners, has grown to become Canada's preferred pet retailer. In 2025, the Company executed its strategy to grow sales and profits, and earn market share in a low growth environment, while advancing its agenda across its core focuses of (i) being the Local and Everywhere Pet Specialty Retailer, (ii) providing the Best Pet Customer Experience in Canada, and (iii) fortifying Strong Retail and Wholesale Fundamentals. In this proxy circular, we have provided an overview of how our executive compensation programs have been designed to achieve this strategy, including the design of a pay program to attract and retain highly qualified and experienced executives and align their interests with those of our Shareholders and other stakeholders.

Fiscal 2025 performance results

Under our combined banners, at the end of Fiscal 2025, Pet Valu operated 863 stores and an online platform across Canada offering more than 10,000 products, including our premium, super premium, holistic and award-winning proprietary brands. In Fiscal 2025, Pet Valu stores delivered the following financial results:

- System-wide sales² of \$1,533.5 million, an increase of 5.6% versus \$1,452.9 million in the fiscal year ended December 28, 2024 ("**Fiscal 2024**"). Excluding the 53rd week in Fiscal 2025, system-wide sales grew 3.7%, supported by same-store sales growth of 1.6%;
- Revenue of \$1,175.6 million, an increase of 7.1% versus \$1,097.2 million in Fiscal 2024. Excluding the 53rd week in Fiscal 2025, revenue grew 5.2%;
- Operating Income³ of \$164.2 million, an increase of 5.7% versus \$155.3 million in Fiscal 2024;
- Adjusted Net Income per Diluted Share⁴ of \$1.61, an increase of 2.5% versus \$1.57 in Fiscal 2024; and

² This is a supplementary financial measure. Refer to "How We Assess the Performance of Our Business" in the Company's MD&A for the fiscal year ended January 3, 2026, incorporated by reference herein, for further information on supplementary financial measures, including their definitions.

³ Operating Income is defined as gross profit less selling, general and administrative expenses.

⁴ Adjusted Net Income per Diluted Share is a non-IFRS ratio. A Non-IFRS ratio is not a standardized financial measure under IFRS and might not be comparable to similar financial measures disclosed by other issuers. Adjusted Net Income per Diluted Share is defined as Adjusted Net Income divided by the total weighted average number of outstanding diluted Shares at the end of the most recently completed quarter for the relevant period. The Company believes Adjusted Net Income per Diluted Share is a useful measure to assess the performance of the Company. Refer to "– Selected Consolidated Financial Information and Industry Metrics" in the Company's MD&A for the fiscal year ended January 3, 2026, incorporated by reference herein, for a reconciliation of Adjusted Net Income to net income, an IFRS measure.

- Free Cash Flow⁵ of \$104.1 million, and \$121.2 million returned to Shareholders through share repurchases and dividends.

In addition to these results, the Company successfully advanced several long-term strategic initiatives highlighted by the achievement of the following operational milestones:

- Opened 40 new stores across Canada, which expanded our store network to 863 locations by Fiscal 2025 year end;
- Renovated, expanded or relocated 150 existing stores, including renovations to culinary sections within 133 corporate and franchised stores; and
- Officially opened our new 295,000 square foot, LEED Gold certified distribution centre in Calgary, Alberta, representing completion of the Company’s four-year nationwide supply chain transformation.

Our senior management team

The Company’s senior management team has been instrumental in the achievement of these financial and operational goals. The Compensation Committee recognizes that to continue to execute on strategic initiatives and achieve long-term growth, we need a management team that continues to have diverse capabilities and experiences and is highly talented and motivated to meet or exceed our short- and long-term financial and operational objectives.

On August 5, 2025, the Company announced the unanimous approval by the Board of the recommendation of Richard Maltsbarger, the Company’s CEO, to implement a senior leadership succession plan, with Greg Ramier, the Company’s President and Chief Operating Officer (“**COO**”), to succeed Mr. Maltsbarger as CEO, effective September 21, 2025. On September 21, 2025, Mr. Ramier succeeded Mr. Maltsbarger as CEO. Concurrently, Mr. Maltsbarger was appointed as Senior Advisor to the CEO to assist with leadership transition, and will continue to serve in this role until his retirement on April 4, 2026.

Fiscal 2025 pay decisions

The Compensation Committee recognizes that providing market competitive pay is critical to maintaining a strong management team, and that appropriately rewarding the team for significant financial and operational achievements will align our management with our long-term goals and Shareholder interests. The Compensation Committee considered the Fiscal 2025 financial results and operational achievements in making Fiscal 2025 pay decisions, including determining awards under our short- and long-term incentive plans.

- ***Short-term incentive plan (“STIP”)***. As described in more detail in the Compensation Discussion and Analysis, in Fiscal 2025, the Company achieved 98.4% of its operating income before share-based compensation⁶ (“**Operating Income Before Share-based Compensation**”) target, and 97.1% of its system-

⁵ Free Cash Flow is a non-IFRS measure. A non-IFRS measure is not a standardized financial measure under IFRS and might not be comparable to similar financial measures disclosed by other issuers. Free Cash Flow is defined as net cash generated from operating activities, and investing activities, plus tenant allowances, less repayments of principal on lease liabilities, interest on lease liabilities and notes receivables. It is a key metric as an indicator of how much cash is available for debt repayment, shareholder distributions, re-investment in the Company and other financing activities. The Company’s ability to generate Free Cash Flow is an indicator of the financial strength of our business, as we require capital expenditures to build and maintain stores and purchase new equipment to improve our business and infrastructure. Refer to “– Liquidity and Capital Resources – Free Cash Flow” in the Company’s MD&A for the fiscal year ended January 3, 2026, incorporated by reference herein, for a reconciliation of Free Cash Flow.

⁶ Operating Income Before Share-based Compensation represents revenues less cost of sales and selling, general and administrative expenses excluding share-based compensation expense.

wide sales target. Factoring in these financial outcomes, the Compensation Committee approved the Company's Fiscal 2025 incentive program award to the management team at 90.1% of target payout.

- **Long-term incentive plan (“LTIP”).** The Company uses equity-based awards granted under our LTIP to motivate and retain key senior management team members while rewarding them for their contributions to Pet Valu. In Fiscal 2025, the Compensation Committee granted options, RSUs and PSUs to our senior management team, as their annual long-term incentive compensation to further emphasize a longer-term goal horizon as a maturing public company and to align the team's interests with those of our Shareholders.

Fiscal 2025 updates

Pet Valu's 2025 management compensation program remained unchanged for Fiscal 2025 and continued to align with the market as a public company, including target short- and long-term award levels for each team member based on applicable benchmarks and an emphasis on performance-based long-term equity awards.

What's next?

Pet Valu's Compensation Committee will continue to ensure the management compensation program encourages our management team to focus on the Company's long-term success and aligns their interests with those of Shareholders. On behalf of the Compensation Committee, I thank you for your continued support.

Sincerely,

“Sarah Davis”

Chair of the Compensation Committee

EXECUTIVE COMPENSATION

Introduction

The following discussion describes the significant elements of the compensation program for the named executive officers (“NEOs”) of the Company. The NEOs for Fiscal 2025 are:

Named Executive Officer	Position
Greg Ramier ¹	Chief Executive Officer
Linda Drysdale	Chief Financial Officer
Tanbir Grover ²	Former Chief Marketing and Digital Officer
Catherine Johnston	Chief Legal Officer, General Counsel and Secretary
Nico Weidel	Chief Supply Chain Officer
Richard Maltsbarger ³	Senior Advisor to Chief Executive Officer, Former CEO

Notes

1. Mr. Ramier was appointed CEO effective September 21, 2025, prior to which he served as COO.
2. Mr. Grover ceased to be employed as Chief Marketing and Digital Officer effective January 5, 2026.
3. Mr. Maltsbarger retired as CEO effective September 21, 2025 and serves as Senior Advisor to the CEO and as a member of the Board.

Compensation Discussion and Analysis

Overview

Pet Valu operates in a dynamic and rapidly evolving market. To succeed in this environment and achieve its business and financial objectives, the Company needs to attract, retain and motivate a highly talented senior management team. The Company expects its senior management team to possess and demonstrate strong leadership and management capabilities, as well as foster the culture of the Company, which is at the foundation of its success and remains a pivotal part of its everyday operations.

The Company designs its management compensation program to achieve the following objectives:

- attract and retain talented, high-performing and experienced executive officers, whose knowledge, skills and performance are critical to its success;
- motivate its executive team to achieve or exceed its business and financial objectives;
- align the interests of its executive officers with those of its Shareholders by tying a meaningful portion of compensation directly to the long-term value and growth of its business; and
- provide incentives that encourage appropriate levels of risk-taking by its executive team and provide a strong pay-for-performance relationship.

The Company will continue to evaluate its philosophy and compensation program as circumstances require and will review compensation on an annual basis. As part of this review process, the Company will be guided by the philosophy and objectives outlined above, as well as other factors which may become relevant.

Fiscal 2025 Financial and Operational Performance Highlights

In Fiscal 2025, Pet Valu achieved the following financial results:

- System-wide sales of \$1,533.5 million, an increase of 5.6% versus \$1,452.9 million in Fiscal 2024. Excluding the 53rd week in Fiscal 2025, system-wide sales grew 3.7% supported by same-store sales growth of 1.6%;
- Revenue of \$1,175.6 million, an increase of 7.1% versus \$1,097.2 million in Fiscal 2024. Excluding the 53rd week in Fiscal 2025, revenue grew 5.2%;
- Operating Income of \$164.2 million, an increase of 5.7% versus \$155.3 million in Fiscal 2024;
- Adjusted Net Income per Diluted Share of \$1.61, an increase of 2.5% versus \$1.57 in Fiscal 2024; and
- Free Cash Flow of \$104.1 million, and \$121.2 million returned to Shareholders through share repurchases and dividends.

In addition to these results, the Company successfully advanced several long-term strategic initiatives highlighted by the achievement of the following operational milestones:

- Opened 40 new stores across Canada, which expanded our store network to 863 locations by Fiscal 2025 year end;
- Renovated, expanded or relocated 150 existing stores, including renovations to culinary sections within 133 corporate and franchised stores; and
- Officially opened our new 295,000 square foot distribution centre in Calgary, Alberta representing completion of the Company's nationwide four-year supply chain transformation.

Compensation Objectives and Philosophy

The Company's compensation practices are designed to retain, motivate and reward its senior management for their performance and contribution to the Company's short- and long-term success. The Board seeks to compensate senior management by combining short-term and long-term cash and equity incentives. It also seeks to reward the achievement of corporate and individual performance objectives, and to align senior management's incentives with the Company's performance. The Company's philosophy is to pay fair, reasonable and competitive compensation with a significant equity-based component to align the long-term interests of the Company's senior management with those of its Shareholders.

Compensation-Setting Process

The Compensation Committee is responsible for assisting the Board in fulfilling its governance and supervisory responsibilities, and overseeing the Company's human resources and compensation policies, processes and practices. The Compensation Committee is also responsible for ensuring that the Company's compensation policies and practices provide an appropriate balance of risk and reward consistent with its risk profile.

The Board has adopted a written mandate for the Compensation Committee, which sets out its responsibilities for administering the Company's compensation programs and reviewing and making recommendations to the Board concerning the level and nature of the compensation payable to the Company's senior management. The Compensation Committee's oversight includes reviewing objectives, evaluating the performance of the Company's senior management other than the CEO, making recommendations on CEO pay matters to the Board, and ensuring that total compensation paid to the Company's senior management other than

the CEO, personnel who report directly to the CEO and various other key officers and managers is fair, reasonable and consistent with the objectives and philosophy of the Company’s compensation program. See also “Corporate Governance – Committees of the Board – Compensation Committee.”

The CEO makes recommendations to the Compensation Committee each year with respect to the compensation of the other NEOs.

Pay Policies and Practices

The Company employs the following best pay practices that reflect the Company’s compensation philosophy:

What We Do	What We Don’t Do
✓ Link a significant amount of executive pay to Company performance through our short-term and long-term incentive plans	× Provide single-trigger change-in-control provisions
✓ Balance among short- and long-term incentives, cash and equity and fixed and variable pay	× Allow hedging of equity holdings by executives or Directors
✓ Compare executive compensation and Company performance to relevant peer group companies	× Reprice options
✓ Require executives to meet minimum share ownership requirements, including a requirement for CEO to meet a portion of ownership requirements through common share ownership	× Grant in-the-money options with an exercise price below the fair market value on the grant date
✓ Maintain an executive clawback policy	× Employ pay policies or practices that pose material adverse risks to the Company
✓ Provide only limited perquisites	× Use an aspirational peer group of significantly larger companies to set executive pay levels
✓ Provide Shareholders an annual non-binding advisory vote on executive pay	× Guarantee a minimum level of vesting for long-term incentives
✓ Maintain overlapping performance periods for long-term incentives	× Overemphasize any single performance metric

Advisory Vote

At our 2025 annual general meeting of shareholders, the Company held an advisory vote on the Company’s approach to executive compensation. At that meeting, 95.8% of the votes cast on the advisory vote voted “for” the executive compensation program as discussed in our 2025 management information circular dated March 11, 2025. The Compensation Committee values the Shareholder support.

The Compensation Committee considered the advisory vote results in the context of our overall compensation philosophy and programs, and based on the level of support, determined that no significant changes to our compensation policies and programs were necessary. The Compensation Committee will continue to consider the results of future advisory votes in its evaluation of subsequent changes to our executive compensation programs and policies that would be warranted to reflect any Shareholder concerns reflected in those advisory votes or to address market developments.

Market Positioning and Benchmarking

As part of the executive compensation review and design process, the Compensation Committee established a peer group (the “**Comparator Group**”) to benchmark compensation for executives. The Compensation Committee, with the assistance of its independent compensation consultant, periodically reviews the Comparator Group to determine, as appropriate, any changes required based on the selection criteria and to align with the Company’s strategy. The Compensation Committee did not make any changes to the peer group during Fiscal 2025. However, Sleep Country Canada Holdings Inc. was removed from the 2025 comparator group because it was acquired and taken private by Fairfax Financial Holdings on October 1, 2024, and its shares were subsequently de-listed from the TSX.

The selection criteria used to determine the composition of the Comparator Group are the following:

- Companies competing in the same talent market;
- Companies operating in a similar industry; and
- Companies of similar size, measured by revenue and market capitalization, targeting approximately one-third to three times the Company’s revenue and market capitalization at the time of developing the Comparator Groups.

The companies forming the Comparator Group used to set pay in Fiscal 2025 meet all or some of the foregoing criteria and are listed below:

Comparator Group

Aritzia Inc.
Boyd Group Services Inc.
Canada Goose Holdings Inc.
Jamieson Wellness Inc.
Leon’s Furniture Limited
Maple Leaf Foods Inc.
Richelieu Hardware Ltd.
Spin Master Corp.
SunOpta Inc.
The North West Company Inc.

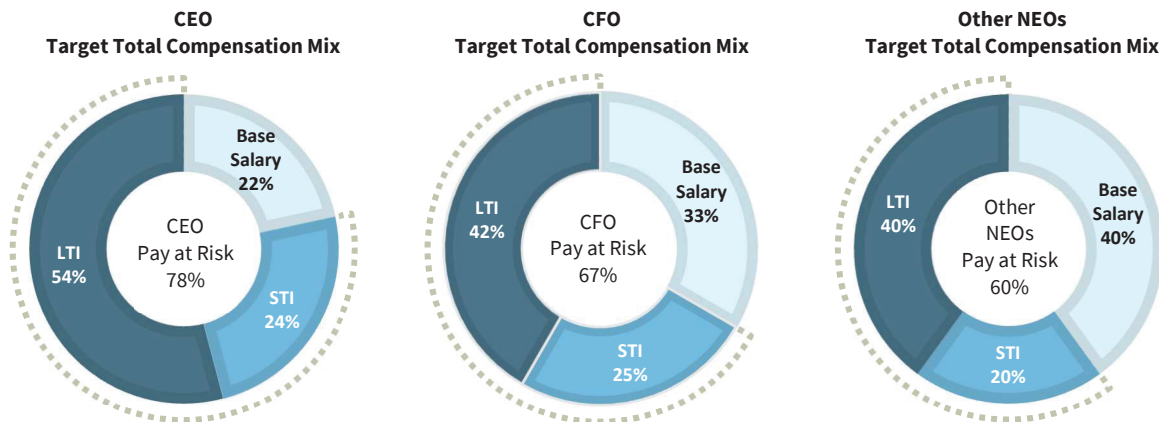
This Comparator Group, supplemented by other sources of competitive pay information, such as region or role specific survey data, is an important input in establishing compensation levels and structure. The Compensation Committee considers this data as input but does not explicitly target a specific relative positioning. The Compensation Committee, in accordance with its compensation philosophy, will periodically assess whether compensation is competitive in making compensation-related decisions.

Pay Mix

Executive pay includes a mix of fixed compensation (base salary and benefits) and variable pay (short- and long-term incentives) that is based on meeting a combination of short- and long-term goals. A significant

portion of executive pay is “at risk” or based on meeting performance goals to align executive pay with the long-term goals of the Company.

In Fiscal 2025, the Company targeted a specific pay mix as demonstrated in the following charts, which illustrate the Fiscal 2025 target pay mix for the CEO, Chief Financial Officer (“**CFO**”), and the average for all other NEOs. The pay mix reflected in the charts below includes base salary, target short-term incentive (“**STI**”) and target long-term incentive (“**LTI**”) pay approved by the Board for Fiscal 2025.



Compensation Consultant

In Fiscal 2025, the Compensation Committee retained Hugessen Consulting (“**Hugessen**”), an independent consulting firm, to provide services to the Compensation Committee in connection with executive officer compensation matters, including, among other things, the following:

- Reviewing and updating executive share ownership requirements;
- Support with matters related to CEO transition;
- Reviewing and providing advice on matters related to Fiscal 2025 incentive awards for the Company’s executive officers; and
- Support with proxy disclosure and normal course compensation matters.

All work performed by Hugessen is at the direction of, and must be pre-approved by, the Compensation Committee, including occasional work performed on behalf of the Compensation Committee in conjunction with management. The Compensation Committee incurred \$153,131 in fees for services rendered by Hugessen in Fiscal 2025.

Hugessen, based on its experience and expertise, has confirmed to the Compensation Committee that, to the best of its knowledge, the Compensation Committee has undertaken appropriate analysis to properly inform itself of relevant information to assist in its decisions. The decisions taken by the Compensation Committee remain its responsibility and may reflect factors and considerations in addition to the information and recommendations provided by Hugessen. Fees paid to Hugessen in Fiscal 2025 and Fiscal 2024 are provided in the table below.

Huggesen	Fiscal 2025 Fees	Fiscal 2024 Fees
Executive and Director compensation-related fees	\$153,131	\$110,558
All other fees	\$ -	\$ -

Management retained Mercer (Canada) Ltd. (“**Mercer**”) throughout Fiscal 2025, to provide advice in connection with executive compensation and disclosure, including, among other things, providing best practices in connection with the LTIP and in drafting this Executive Compensation section.

Principal Elements of Compensation

The compensation of the Company’s senior management includes three major elements: (i) base salary; (ii) short-term incentives, consisting of annual bonuses; and (iii) long-term equity incentives, which may consist of option, RSU, and/or PSU awards under the LTIP. Except as summarized below under “Summary Compensation Table,” perquisites and personal benefits are not a significant element of compensation of the Company’s executive officers.

Compensation Element	Objective	Key Features for Fiscal 2025
Base salary	Provide a fixed level of cash compensation for performing day-to-day responsibilities and reward individual performance.	Targeted at the median of the peer group with adjustments for individual performance
STIP	Reward short-term financial and operational performance	Cash payments based on Operating Income Before Share-based Compensation and System-wide sales
LTIP	Align management interests with those of Shareholders, encourage retention and reward long-term Company performance	PSUs (based on the measures relative total shareholder return (“ TSR ”) and Operating Income Before Share-based Compensation), RSUs, and options

Base Salaries

Base salaries are provided as a fixed source of compensation for the Company’s executive officers. Base salaries for executive officers are established based on the scope of their responsibilities, competencies and their relevant experience, taking into account compensation in the market for similar positions and the market demand for the executive. An executive officer’s base salary is determined considering the executive officer’s total compensation package and the Company’s overall compensation philosophy. Adjustments to base salaries are determined periodically and increases, if any, may be based on factors such as the executive officer’s success in meeting or exceeding individual objectives and an assessment of the competitiveness of the compensation. Base salaries can also be adjusted as warranted throughout the year to reflect promotions or other changes in the scope or breadth of an executive officer’s role or responsibilities, and to maintain market competitiveness.

The following table provides a summary of the annual base salaries of the NEOs as at the end of Fiscal 2025 and Fiscal 2024 and the percentage change.

NEO	Position	Fiscal 2025 Salary	Fiscal 2024 Salary	Change
Greg Ramier ¹	Chief Executive Officer	\$700,000	\$625,000	12.0%
Linda Drysdale	Chief Financial Officer	\$579,500	\$554,500	4.5%
Tanbir Grover ²	Former Chief Marketing and Digital Officer	\$435,000	\$415,000	4.8%
Catherine Johnston	Chief Legal Officer, General Counsel and Secretary	\$407,000	\$387,000	5.2%
Nico Weidel	Chief Supply Chain Officer	\$405,000	\$385,000	5.2%
Richard Maltsbarger ³	Senior Advisor to Chief Executive Officer, Former CEO	\$181,870	\$821,340	-77.9%

Notes

1. Mr. Ramier joined the Company on August 12, 2024 as COO and was appointed CEO effective September 21, 2025.
2. Mr. Grover ceased to be employed as Chief Marketing and Digital Officer effective January 5, 2026.
3. For the period from September 21, 2025 to January 3, 2026, when Mr. Maltsbarger served as Senior Advisor to the CEO his annual base salary was \$130,000, and for the period from December 29, 2024 to September 21, 2025, when Mr. Maltsbarger served as CEO, his annual base salary was \$600,000. Base salary for Mr. Maltsbarger was paid in U.S. dollars and has been converted to Canadian dollars based on the Bank of Canada average exchange rate for Fiscal 2025 of US\$1.00=C\$1.3990 and for Fiscal 2024 of US\$1.00 = C\$1.3689.

Short-Term Incentive Compensation

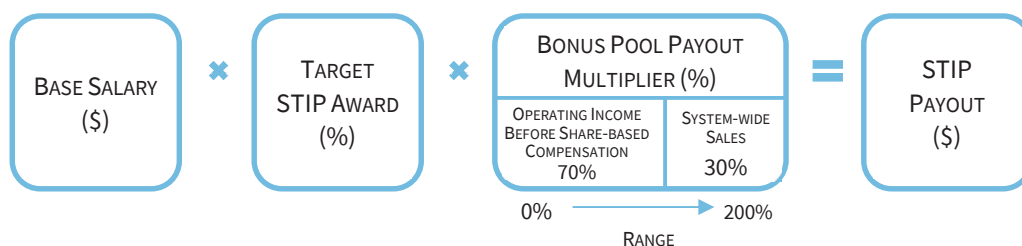
STIP Design

The Company’s NEOs and other senior management are eligible to receive short-term incentives in the form of annual bonuses set as a percentage of base salary under the STIP. Annual bonus plans are designed to motivate the Company’s senior management to meet the Company’s business and financial objectives generally and the Company’s annual financial performance targets in particular. The Compensation Committee is responsible for approving STIP design and determines the awards made by the Company at the end of each fiscal year for the NEOs and senior management other than the CEO, and for recommending to the Board, CEO STIP design and awards.

For Fiscal 2025, the STIP was based on two primary performance measures to provide focus on both top line growth and operational efficiencies:

- **Operating Income Before Share-based Compensation**, with a weighting of 70% of the total bonus, compared to a target annual level; and
- **System-wide Sales** with a weighting of 30% of the total bonus.

Depending on actual performance relative to targets, payouts for the performance measures can range from zero (<97% of target performance) to 200% (≥110% of target). Payouts are based on the weighted result of the two components of the performance measures. Annual bonuses are determined using the formula set out below:



Fiscal 2025 STIP Payout

The following table provides a summary of the 2025 STIP performance measures and achievements for Fiscal 2025.

Fiscal 2025 STIP Award								
Performance Measure	Weighting	Threshold	Target	Maximum	Actual	Achievement	Payout	Weighted Score %
Operating Income Before Share-based Compensation (\$M)	70%	\$162.8	\$173.0	\$190.3	\$170.2	98.4%	106.8% ¹	74.8%
System-wide Sales (\$M)	30%	\$1,532.7	\$1,580.1	\$1,738.1	\$1,533.5	97.1%	51.0%	15.3%
Total Fiscal 2025 STIP Score								90.1%

Note

- Reflects a \$3.7 million adjustment to actual Operating Income Before Share-based Compensation for non-recurring expenses associated with corporate restructuring that were not included in the 2025 business plan.

STIP Results

Actual financial results for the performance measures of the STIP for Fiscal 2025 were:

- \$170.2 million for Operating Income Before Share-based Compensation, above the threshold of \$162.8 million; and
- \$1,533.5 million for System-wide Sales, above the threshold of \$1,532.7 million.

STIP Award Opportunity as a Percentage of Base Salary and Fiscal 2025 Actual Awards					
NEO	Payout at			Target (\$)	Fiscal 2025 Actual (\$)
	Threshold	Target	Maximum		
Greg Ramier ¹	50%	100%	200%	\$541,415	\$487,815
Linda Drysdale	37.5%	75%	150%	\$433,210	\$390,322
Tanbir Grover ²	25%	50%	100%	\$216,745	\$216,745
Catherine Johnston	25%	50%	100%	\$202,745	\$182,673
Nico Weidel	25%	50%	100%	\$201,745	\$181,773
Richard Maltsbarger ³	62.5%	125%	250%	\$816,633	\$735,787

Notes

- Mr. Ramier joined the Company on August 12, 2024 as COO and was appointed CEO effective September 21, 2025. The 2025 STIP amount at target represents the STIP opportunity as COO based on target payout at 75% up to September 20, 2025 and as CEO for the remainder of Fiscal 2025.
- Mr. Grover ceased to be employed as Chief Marketing and Digital Officer effective January 5, 2026. The STIP is the actual 2025 STIP payment to Mr. Grover, which is equal to the STIP payout at target.

3. Mr. Maltzbarger earned STIP based on actual base salary during FY 2025. The STIP for Mr. Maltzbarger is paid in U.S. dollars and has been converted to Canadian dollars based on the Bank of Canada average exchange rate for Fiscal 2025 of US\$1.00=C\$1.3990.

The performance measure Operating Income before Share-based Compensation is a non-IFRS measure which is reconciled to Operating Income as shown in the table below.

Share-based compensation expense represents share-based compensation in respect of our amended and restated share option plan, long-term incentive plan, and deferred share unit plan which is included in selling, general and administrative expenses.

(000's)	Fiscal 2025
Reported Total Operating Income	\$164,156
Add: Share-based Compensation Expense	\$6,015
Operating Income Before Share-based Compensation	\$170,171

Long-Term Incentive Compensation

Equity-based awards are a variable element of compensation that allows the Company to incentivize and retain the Company's senior management for their sustained contributions to the Company. Equity-based awards reward performance and continued employment by a senior leader with associated benefits to the Company of attracting and retaining employees. The Company believes that equity-based awards provide senior management with a strong link to long-term corporate performance and the creation of Shareholder value. The LTIP lays out the Company's equity compensation practices and the structure of long-term incentive compensation both in terms of quantum and instrument mix. The Compensation Committee is authorized to grant options, stock appreciation rights ("SARs"), tandem SARs, RSUs, PSUs and restricted stock under the LTIP. Previous grants are not taken into account when considering new grants as grants are made annually, based on target pay at risk.

In Fiscal 2025, the Compensation Committee awarded the following types of equity to each NEO: PSUs, representing 50% of the target award, and RSUs and options, each representing 25% of the target awards. These equity-based awards were chosen to focus on Company long-term performance and align with Shareholders' interests.

Fiscal 2025 LTIP Design

The Fiscal 2025 LTIP award design and target values for each NEO are set forth in the table below.

NEO	Position	Target (as a % of salary)	Total Target
Greg Ramier ¹	Chief Executive Officer	250%	\$1,750,000
Linda Drysdale	Chief Financial Officer	125%	\$724,375
Tanbir Grover ²	Former Chief Marketing and Digital Officer	100%	\$435,000
Catherine Johnston	Chief Legal Officer, General Counsel and Secretary	100%	\$407,000
Nico Weidel	Chief Supply Chain Officer	100%	\$405,000
Richard Maltzbarger ³	Senior Advisor to Chief Executive Officer, Former CEO	250%	\$2,165,700

Notes

1. Mr. Ramier was appointed CEO effective September 21, 2025. The target LTIP amount included in the table represents Mr. Ramier's LTIP award as CEO. Mr. Ramier's 2025 LTIP grants were awarded based on his target LTIP as COO, which represented 175% of his base salary at the time the 2025 annual grants were issued with total grant value of \$1,120,000.

2. Mr. Grover ceased to be employed as Chief Marketing and Digital Officer effective January 5, 2026. The LTIP amount represents the target award at the time the 2025 annual grants were issued.
3. Mr. Maltsbarger retired as CEO effective September 21, 2025, and serves as Senior Advisor to the CEO. During 2025, Mr. Maltsbarger received a 2025 LTIP award based on his role as CEO which represented 250% of his base salary at the time of the award. Mr. Maltsbarger is paid in U.S. dollars, and his LTIP award target amount has been converted to Canadian dollars based on the Bank of Canada average exchange rate for Fiscal 2025 of US\$1.00 = C\$1.3990. With the change in role to Senior Advisor to the CEO, Mr. Maltsbarger will no longer be eligible to receive annual LTIP awards.

Fiscal 2025 Options

On March 3, 2025, the Company granted options to each of the NEOs under the LTIP, as set forth in the table below.

NEO	Position	Number of Options	Grant Date Value
Greg Ramier ¹	<i>Chief Executive Officer</i>	42,424	\$280,000
Linda Drysdale	<i>Chief Financial Officer</i>	27,438	\$181,094
Tanbir Grover	<i>Former Chief Marketing and Digital Officer</i>	16,477	\$108,750
Catherine Johnston	<i>Chief Legal Officer, General Counsel and Secretary</i>	15,417	\$101,750
Nico Weidel	<i>Chief Supply Chain Officer</i>	15,341	\$101,250
Richard Maltsbarger	<i>Senior Advisor to Chief Executive Officer, Former CEO</i>	82,034	\$541,425

Notes

1. Mr. Ramier was appointed CEO effective September 21, 2025. The grant date value and number of options granted reflects the award in his former role as COO.

The options vest one fourth on the grant anniversary date over four years and expire 10 years from the grant date. March 3, 2025 options have an exercise price of \$23.51 based on grant date market price as defined in the LTIP, specifically the volume weighted average price on the prior trading date.

Fiscal 2025 RSUs

On March 3, 2025, the Company granted RSUs to each of the NEOs under the LTIP, as set forth in the table below.

NEO	Position	Number of RSUs	Grant Date Value
Greg Ramier ¹	<i>Chief Executive Officer</i>	11,909	\$280,000
Linda Drysdale	<i>Chief Financial Officer</i>	7,703	\$181,094
Tanbir Grover	<i>Former Chief Marketing and Digital Officer</i>	4,626	\$108,750
Catherine Johnston	<i>Chief Legal Officer, General Counsel and Secretary</i>	4,328	\$101,750
Nico Weidel	<i>Chief Supply Chain Officer</i>	4,307	\$101,250
Richard Maltsbarger	<i>Senior Advisor to Chief Executive Officer, Former CEO</i>	23,028	\$541,425

Note

1. Mr. Ramier was appointed CEO effective September 21, 2025. The grant date value and number of options granted reflects the annual award in his former role as COO. Mr. Ramier also received a transition RSU award on his appointment as CEO. See "CEO Transition Award".

The RSUs vest on the third anniversary of the grant date and will be paid out in cash based on the volume weighted average price on the last trading date prior to the payment date.

Fiscal 2025 PSUs

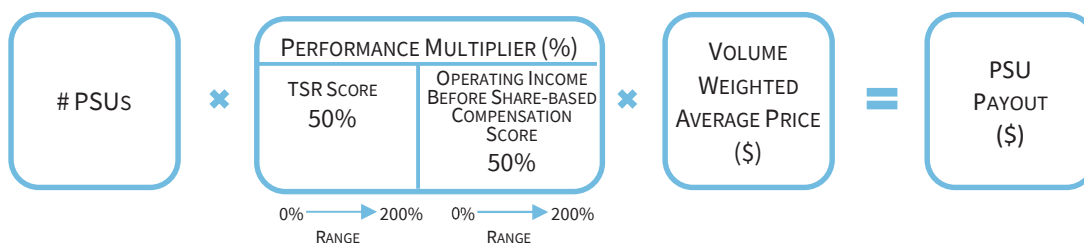
On March 3, 2025, the Company granted PSUs to each of the NEOs under the LTIP, as set forth in the table below.

NEO	Position	Number of PSUs	Grant Date Value
Greg Ramier ¹	Chief Executive Officer	23,818	\$560,000
Linda Drysdale	Chief Financial Officer	15,405	\$362,188
Tanbir Grover	Former Chief Marketing and Digital Officer	9,251	\$217,500
Catherine Johnston	Chief Legal Officer, General Counsel and Secretary	8,656	\$203,500
Nico Weidel	Chief Supply Chain Officer	8,613	\$202,500
Richard Maltsbarger	Senior Advisor to Chief Executive Officer, Former CEO	46,056	\$1,082,850

Note

- Mr. Ramier was appointed CEO effective September 21, 2025. The grant date value and number of PSUs granted reflects the annual award in his former role as COO.

The PSUs vest on the third anniversary of the grant date with a cash payout dependent on actual performance, as shown in the formula below, and based on the volume weighted average price on the prior trading date. The PSU awards are intended to reward NEOs for achieving TSR and Operating Income Before Share-based Compensation results over a three-year period.



Performance Periods. Each of TSR and Operating Income Before Share-based Compensation is measured over four performance periods based on specified weights, as set forth in the table below.

Performance Period	Weight
Period 1 – Grant date to end of Fiscal 2025	20%
Period 2 – Fiscal year ended January 2, 2027	20%
Period 3 – Fiscal year ended January 1, 2028	20%
Period 1 to 3 – Grant date to end of fiscal year ended January 1, 2028	40%

TSR. At the end of each performance period, the TSR performance is calculated for each benchmark index, as set forth in the table below.

Benchmark Indices	Weight
S&P/TSX Completion Index	50%
S&P/TSX Capped Composite, Consumer Discretionary Index	25%
S&P/TSX Capped Composite, Consumer Staples Index	25%

The Company's TSR score for each performance period is calculated based on its TSR percentile rank compared to the TSR score at each of the 25th, 50th and 75th percentile, which define the threshold, target and stretch, respectively, as shown in the table below.

Percentile Rank of Corporation TSR Compared to Benchmark Indices	TSR Score ¹
Maximum: Greater than or equal to P75	200%
Target: Equal to P50	100%
Threshold: Less than or equal to P25	0%

Note

- Scores between Maximum and Threshold are calculated on a straight-line basis.

Operating Income Before Share-based Compensation. At the end of each performance period, the Company's actual Operating Income Before Share-based Compensation is compared to the threshold, target and stretch for that period to determine the score.

Operating Income Before Share-based Compensation Achieved	Operating Income Before Share-based Compensation Score ¹
Maximum: Greater than or equal to Target plus 20%	200%
Target	100%
Threshold: Less than or equal to Target less 20%	0%

Note

- Scores between Maximum and Threshold are calculated on a straight-line basis.

Fiscal 2022 PSU Payouts

The PSUs granted March 8, 2022 vested in 2025 with a cash payout based on actual performance against TSR and Operating Income Before Share-based Compensation goals over the three-year period. The table below outlines the performance measures and weightings, as well as threshold, target and maximum goals that were established by the Committee at the beginning of fiscal 2022, along with the actual levels of performance for the fiscal 2022-2025 PSUs. Final payout was finalized in March 2025 at 65.1% based on Company performance. Scores between Maximum and Threshold are calculated on a straight-line basis.

TSR Benchmark Indices	Weight
S&P/TSX Completion Index	50%
S&P/TSX Capped Composite, Consumer Discretionary Index	25%
S&P/TSX Capped Composite, Consumer Staples Index	25%

Percentile Rank of Corporation TSR Compared to Benchmark Indices	TSR Score ¹
Maximum: Greater than or equal to P75	200%
Target: Equal to P50	100%
Threshold: Less than or equal to P25	0%
Actual performance	47.3%

Operating Income Before Share-based Compensation Achieved	Operating Income Before Share-based Compensation Score ¹
Maximum: Greater than or equal to Target plus 20%	200%
Target	100%
Threshold: Less than or equal to Target less 20%	0%
Actual performance	82.9%

The performance outcome resulted in the following cash payouts in early 2025:

NEO	Number of PSUs Granted	Number of Notionally Reinvested Dividends	Total Number of PSUs	Performance multiplier	Total Number of Vested PSUs ¹	Final Share Price ²	Total Payout
Tanbir Grover	6,663	251.0	6,914.0	65.1%	4,500	\$27.043	\$121,694
Catherine Johnston	5,757	216.8	5,973.8	65.1%	3,888	\$27.043	\$105,143
Richard Maltsbarger	32,564	1,226.6	33,790.6	65.1%	21,997	\$27.043	\$594,865

Note

1. Total number of vested PSUs rounded down in accordance with the LTIP.
2. The final Share price represents the volume weighted average share price for the prior trading day.

CEO Transition Award

Greg Ramier was appointed CEO effective September 21, 2025. Mr. Ramier's transition agreement includes an RSU award which has a grant date value of \$255,769, representing 6,815 RSUs with 50% vesting in each of 2026 and 2027. The transition award represents the difference between a pro-rated RSU award Mr. Ramier would receive in his role as CEO and the signing award he received as COO when he joined the Company in 2024. Mr. Ramier's compensation as CEO is comprised of base salary of \$700,000 and STIP and LTIP at target of 100% and 250%, respectively.

CEO Compensation Look-back

The table below compares the total compensation awarded to the CEO in each of the years from 2022 to the actual value of that compensation as of the end of Fiscal 2025, illustrating how the market price affects what the CEO actually earns over time. The second table also shows the actual value as at Fiscal Year-end 2025 for each \$100 of compensation awarded each year and compares it to the value earned by shareholders over the same period.

CEO	Year	Total Compensation Awarded/ Target During Fiscal Year (a+b+d+f+h)	Salary (a)	STIP		RSUs		PSUs		Options		Actual Total Compensation Value at end of Fiscal 2025 (a+c+e+g+i)
				Target (b)	Realized (c)	Awarded (d)	Realized/ Realizable (e)	Awarded (f)	Realized/ Realizable (g)	Awarded (h)	Realized/ Realizable (i)	
Richard Maltsbarger ¹	2022	\$3,426,363	\$748,133	\$748,133	\$1,303,995	\$458,203	\$456,891	\$916,406	\$594,865	\$555,489	-	\$3,103,884
	2023	\$10,913,361	\$804,748	\$1,005,637	-	\$510,375	\$368,189	\$1,020,750	\$736,348	\$7,571,851	\$4,289,617	\$6,198,902
	2024	\$3,882,615	\$821,340	\$1,026,675	\$646,805	\$508,650	\$486,032	\$1,017,300	\$972,035	\$508,650	-	\$2,926,212
	2025	\$3,635,639	\$653,306	\$816,633	\$735,787	\$541,425	\$648,787	\$1,082,850	\$1,297,574	\$541,425	\$347,004	\$3,682,458
Greg Ramier ²	2025	\$2,573,033	\$655,849	\$541,415	\$487,815	\$535,769	\$525,349	\$560,000	\$671,044	\$280,000	\$179,454	\$2,519,510

CEO	Total Compensation Awarded/ Target During Fiscal Year	Actual Total Compensation Value at end of Fiscal 2025	Value of \$100 of Awarded/Target Compensation at end of Fiscal 2025	Value of \$100 invested by Shareholders on First Day of Fiscal Year
Richard Maltsbarger ¹	2022	\$3,426,363	\$3,103,884	\$91
	2023	\$10,913,361	\$6,198,902	\$57
	2024	\$3,882,615	\$2,926,212	\$75
	2025	\$3,635,639	\$3,682,458	\$101
Greg Ramier ²	2025	\$2,573,033	\$2,519,510	\$98

Notes

1. Mr. Maltsbarger retired as CEO effective September 21, 2025, and serves as Senior Advisor to the CEO. Amounts shown represent Mr. Maltsbarger's compensation for the full fiscal year. Compensation for 2021 has been excluded, as the Company completed its initial public offering during that year.
2. Mr. Ramier joined the Company as COO on August 12, 2024 and was appointed to CEO effective September 21, 2025. Amounts shown represent Mr. Ramier's compensation for the full fiscal year.

Benefit Plans

The Company provides its senior management, including the NEOs, with life, disability, health and dental insurance programs on the same basis as other employees, as well as paid time off. The Company offers these benefits consistent with local market practice.

Perquisites

The Company generally does not offer significant perquisites as part of its compensation program, except as summarized below under "Summary Compensation Table." Mr. Ramier receives the same perquisites as other executives in the Company. Perquisites for NEOs in Fiscal 2025 included the following: for Mr. Maltsbarger a monthly Canadian apartment allowance in the aggregate annual amount of \$16,687, foreign tax equalization benefit of \$73,433 and disability insurance premiums in the amount of \$12,407. The cost of the foreign tax equalization benefit declined in 2025, compared to 2024, as a result of a reduction in the prior year's estimated cost based on the final tax return filed, as compared to projected amounts required for fiscal year-end accounting timelines. Disability insurance premiums and the foreign tax equalization benefit for Mr. Maltsbarger were paid in U.S. dollars and have been converted to Canadian dollars based on the Bank of Canada average exchange rate for Fiscal 2025 of US\$1.00 = C\$1.3990. The Company also provides Mr. Ramier, and during his time as CEO, Mr. Maltsbarger, with a vehicle, at the Company's expense.

Risk and Executive Compensation

In reviewing the Company's compensation policies and practices each year, the Compensation Committee seeks to ensure the senior management compensation program provides an appropriate balance of risk and reward consistent with the risk profile of the Company. The Compensation Committee also seeks to ensure the Company's compensation practices do not encourage excessive risk-taking behaviour by the senior management team.

The Compensation Committee has not identified any risks that are reasonably likely to have a material adverse effect on the Company. The key risk-mitigating practices incorporated into our compensation program include our equity ownership policy, insider trading policy, and executive clawback policy, discussed below.

Equity Ownership Policy

The Company strongly supports share ownership by its executive officers including the NEOs, as well as certain other members of senior management and, accordingly, the Board has adopted an equity ownership policy (the “**Equity Ownership Policy**”) which implements minimum share ownership guidelines (“**SOGs**”). The objective of the Equity Ownership Policy is to create strong alignment between executives and the shareholder experience, reinforce long-term decision-making, and align with governance best practices.

After review in 2025, the Committee approved the following changes to the SOGs to better align with governance best practices, Comparator Group practices, and the Company’s executive compensation structure, while continuing to promote strong alignment between executives and shareholders:

- Maintain the CEO SOGs multiple at 5x base salary, with a new requirement that 2x base salary must be met through direct ownership of common shares;
- The value of unvested stock options is no longer counted toward executive SOGs;
- The value of unvested PSUs is now counted toward executive SOGs (valued at target); and
- Non-CEO executive SOGs revised to 2x base salary to better align with market practice and Pet Valu’s executive compensation structure.

The PSU metrics (relative TSR and operating income) are designed to create strong alignment with the shareholder experience. As such, the Compensation Committee feels it is appropriate to include the value of such units (at target) in the calculation of executive SOGs as this is aligned with the objectives of the Equity Ownership Policy.

NEOs and other employees who are subject to the Equity Ownership Policy can achieve their SOGs requirement through direct or beneficial ownership of the Company’s securities, including RSUs and PSUs (included at target) granted under the LTIP and DSUs granted under the DSU Plan. Employees who are promoted or appointed into a position that is subject to the Equity Ownership Policy have five years from the date of becoming subject to such policy to meet their SOGs requirement. Employees who are subject to the Equity Ownership Policy and receive a raise in their base annual salary, leading to an increase in the applicable SOGs, will have two years from the date of such increase to achieve the incremental SOGs requirement. The NEOs’ SOGs as a multiple of annual base salary are set forth in the table below:

Executive	Multiple of base salary ¹
Chief Executive Officer	5x (includes 2x common shares)
Other NEOs	2x

Note

1. The multiple of base salary requirements in the Equity Ownership Policy were updated in 2025 including 2x base in common shares for the CEO, a 2x base salary multiple for the CFO, other NEOs and other employees subject to the Equity Ownership Policy, to align to peer Company and best practices.

Achievement of the SOGs is calculated as the greater of the acquisition cost and the market value of Shares, PSUs, RSUs and DSUs. Each year, management reviews and reports on share ownership to the Compensation Committee. All of the Company’s NEOs have either met their SOGs requirement or have time remaining to do so.

The following table sets out the status for each NEO on meeting their SOGs requirements.

Name	Year Subject to Equity Ownership Policy	Number of Shares, RSUs, PSUs, and Vested DSUs ¹	Greater of Total Acquisition Cost/Grant Date Value and Total Market Value of Equity Holdings (\$) ²	Multiple of Base Salary	Equity Ownership Requirement Met
Greg Ramier ³	2024	63,365	\$1,832,504	2.6	In Progress
Linda Drysdale	2023	65,788	\$2,057,778	3.6	Yes
Tanbir Grover ⁴	2021	36,533	\$1,145,595	2.6	Yes
Catherine Johnston	2021	34,156	\$1,070,752	2.6	Yes
Nico Weidel	2022	31,657	\$997,608	2.5	Yes
Richard Maltsbarger ⁵	2021	357,515	\$10,964,808	N/A	N/A

Notes

1. Based on total directly held Shares, RSUs, PSUs and vested DSUs, and RSUs, PSUs and DSUs credited as dividend equivalents at the end of Fiscal 2025. Number of PSUs included at target performance.

Name	Shares	Employee Share Purchase Plan	Number of shares/units held			Total
			RSU	PSU	DSU	
Greg Ramier	-		39,175	24,190		63,365
Linda Drysdale	-	2,742	18,198	36,392	8,456	65,788
Tanbir Grover ⁴	-	3,818	10,906	21,809		36,533
Catherine Johnston	-	3,617	10,180	20,358		34,156
Nico Weidel	-	1,275	10,128	20,255		31,657
Richard Maltsbarger	194,971		54,182	108,362		357,515

2. Shares are valued based on the greater of the volume-weighted average Share price on the TSX on January 2, 2026, (the last business day prior to the Fiscal 2025 year-end) of \$27.829 and the acquisition cost. RSUs, PSUs and vested DSUs are valued as the greater of the volume-weighted average Share price on the TSX on January 2, 2026 of \$27.829 and the Grant Date Value.
3. Mr. Ramier was appointed CEO effective September 21, 2025 and is within the permitted period of five years from the date of becoming subject to the Equity Ownership Policy to meet the SOGs requirement
4. Mr. Grover ceased to be employed as Chief Marketing and Digital Officer effective January 5, 2026, and therefore, ceased to be subject to SOGs upon his departure.
5. Mr. Maltsbarger retired as CEO effective September 21, 2025, and serves as Senior Advisor to the CEO.

Trading Restrictions

All of the Company's senior management, including the NEOs, Directors and employees are subject to its insider trading policy (the "**Insider Trading Policy**"), which prohibits trading in the Company's securities while in possession of material undisclosed information about the Company. Under the Insider Trading Policy, these individuals are also prohibited from entering into certain types of hedging transactions involving the securities of the Company, such as short sales, puts and calls. Furthermore, the Company permits its executive officers, including the NEOs, to trade in the Company's securities, including the exercise of options, only during prescribed trading windows. See also "Corporate Governance – Insider Trading Policy".

Executive Clawback Policy

The Board has adopted an executive clawback policy (the "**Executive Clawback Policy**") relating to any bonus, equity-based or other incentive-based compensation awarded or granted to the CEO, the CFO, any executive officer of the Company identified in a management information circular of the Company, all Company employees

at the vice president level and above, all Company finance department employees at the director level and above, and any other employee specifically designated by the Compensation Committee (each, a “**Specified Officer**”), as an additional approach to mitigate compensation risk. The Executive Clawback Policy provides that the independent Directors of the Board will determine the extent of reimbursement of such compensation received by a Specified Officer required in the event of either (i) a restatement of the Company’s financial statements included in the Company’s public disclosure documents or (ii) due to the Specified Officer having engaged in fraud, intentional misconduct or gross negligence, or committing a material breach of the Company’s code of business conduct and ethics (the “**Code**”). See also “Corporate Governance – Executive Clawback Policy”.

Burn Rate

The annual burn rate for each equity-based compensation arrangement for each of the three most recently completed fiscal years, expressed as a percentage and calculated by dividing the number of awards granted during a fiscal year by the weighted average number of Shares outstanding for that fiscal year, is set forth in the following table:

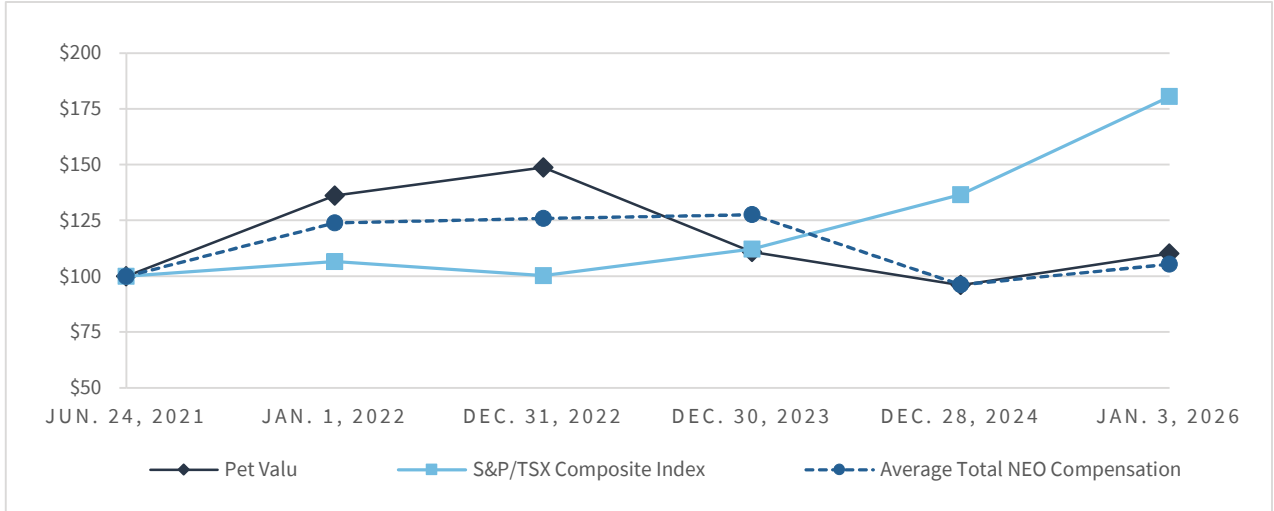
Burn Rate	Fiscal 2025	Fiscal 2024	Fiscal 2023
Grants under the Company’s amended and restated share option plan (“ ARSOP ”) ¹	-	-	-
Grants under the LTIP	526,993	297,102	1,259,961
Total options granted under all equity-based compensation plans	526,993	297,102	1,259,961
Total number of options granted / Basic weighted average number of Shares outstanding at year end as a percentage	0.76%	0.42%	1.77%

Note

- No grants have been made under the ARSOP since 2021 and no additional grants will be made under the ARSOP, but all options previously granted under the ARSOP will remain outstanding and will continue to vest in accordance with their existing vesting schedules, unless otherwise determined by the Board in accordance with the terms of the ARSOP. See “Equity Incentive Plans - Amended and Restated Share Option Plan” below.

Performance Graph

The chart below shows the value of a \$100 investment made June 24, 2021, in Shares and the S&P/TSX Composite Index, at the end of each of the last five fiscal years (assuming reinvestment of dividends throughout the term) and shows the growth in total direct compensation for the NEOs reported in the summary compensation table over the same period. For the purpose of the graph, returns are shown in local currency. Total direct compensation includes base salary, short-term incentive award earned, and the grant value of long-term incentive awards. Average total direct compensation is taken by dividing the total direct compensation from the Summary Compensation Table by the number of NEOs in any given year. For the period from June 24, 2021 to January 3, 2026, total return of Shares lagged total return of the S&P/TSX Composite Index. Average total NEO compensation in Fiscal 2025 increased 5.4% compared to Fiscal 2021 which is below the total return on Shares for the same period.



	Jun. 24, 2021	Jan. 1, 2022	Dec. 31, 2022	Dec. 30, 2023	Dec. 28, 2024	Jan. 3, 2026
Pet Valu	\$100	\$136	\$149	\$111	\$96	\$110
S&P/TSX Composite Index	\$100	\$107	\$100	\$112	\$137	\$181

Summary Compensation Table

The following table provides a summary of the Fiscal 2025 compensation earned by or awarded to the NEOs. This information is provided as of January 3, 2026, the end of the Company's most recently completed fiscal year.

Name and Principal Position	Year	Salary	Share-based Awards ¹	Option-based Awards ²	Non-Equity Incentive Plan Compensation		Pension Value ⁴	All Other Compensation ⁵	Total Compensation
					Annual Incentive Plans ³	Long-Term Incentive Plans			
Greg Ramier ⁶ <i>Chief Executive Officer</i>	2025	\$655,849	\$1,095,769	\$280,000	\$487,815	-	-	-	\$2,519,433
	2024	\$238,668	\$625,000	-	\$179,001	-	-	-	\$1,042,669
Linda Drysdale <i>Chief Financial Officer</i>	2025	\$577,613	\$543,281	\$181,094	\$390,322	-	-	\$21,516	\$1,713,826
	2024	\$553,538	\$519,844	\$173,281	\$261,547	-	-	\$27,475	\$1,535,685
	2023	\$446,703	\$1,058,125	\$169,375	\$100,000	-	-	\$403,752	\$2,177,955
Tanbir Grover ⁷ <i>Former Chief Marketing and Digital Officer</i>	2025	\$433,491	\$326,250	\$108,750	\$216,745	-	-	\$23,027	\$1,108,263
	2024	\$414,231	\$311,250	\$103,750	\$130,483	-	-	\$21,926	\$981,640
	2023	\$400,385	\$303,750	\$101,250	\$30,029	-	-	\$13,272	\$848,686
Catherine Johnston <i>Chief Legal Officer, General Counsel and Secretary</i>	2025	\$405,491	\$305,250	\$101,750	\$182,673	-	-	\$22,187	\$1,017,351
	2024	\$386,231	\$290,250	\$96,750	\$121,663	-	-	\$14,477	\$909,370
	2023	\$374,385	\$282,750	\$94,250	\$28,079	-	-	\$17,336	\$796,800
Nico Weidel ⁸ <i>Chief Supply Chain Officer</i>	2025	\$403,491	\$303,750	\$101,250	\$181,772	-	-	\$18,506	\$1,008,769
	2024	\$384,231	\$288,750	\$96,250	\$121,033	-	-	\$18,791	\$909,055
	2023	\$372,692	\$281,250	\$93,750	\$50,000	-	-	\$8,634	\$806,326
Richard Maltsbarger ⁹ <i>Senior Advisor to Chief Executive Officer, Former CEO</i>	2025	\$653,306	\$1,624,275	\$541,425	\$735,787	-	-	\$114,005 ¹⁰	\$3,668,798
	2024	\$821,340	\$1,525,950	\$508,650	\$646,805	-	-	\$257,209	\$3,759,954
	2023	\$804,748	\$1,531,125	\$7,571,851	-	-	-	\$102,343	\$10,010,067

Notes

- Amounts for Fiscal 2025 reflect PSU and RSU awards for all NEOs and reflect the grant date fair value.
- Amounts for Fiscal 2025 reflect the grant date fair value of options granted under the LTIP. Options granted have been valued using the Black-Scholes model, consistent with the methodology used for valuing the expense for accounting purposes, but subject to different assumptions. Valuation is based on 7 years which represents the average of the maximum term of 10 years and the 4-year vesting period, compared to accounting valuation based on a tiered weighted average approach calculated by vesting tranche. For compensation fair value purposes, no forfeitures of options due to termination of employment is assumed. Awards are made with the assumption that the NEOs will remain employed during the vesting period. For accounting purposes, a forfeiture rate is assumed.
- Amounts shown reflect the bonus earned for each NEO pursuant to the STIP. See "– Principal Elements of Compensation – Short-Term Incentive Compensation".
- The Company does not currently offer a deferred compensation plan or pension plan.
- Amounts for all NEOs include Company contributions to retirement savings plans and the Company's employee share purchase plan.
- Mr. Ramier was appointed CEO effective September 21, 2025 and received an RSU transition award at the time of his appointment. See "CEO Transition Award".
- Mr. Grover ceased to be employed as Chief Marketing and Digital Officer effective January 5, 2026.
- Mr. Weidel was not a NEO in 2023 and 2024.
- Compensation for Mr. Maltsbarger was paid in U.S. dollars and has been converted to Canadian dollars based on the Bank of Canada average exchange rate for Fiscal 2025 of US\$1.00 = C\$1.3990, Fiscal 2024 of US\$1.00 = C\$1.3689 and for Fiscal 2023 of US\$1.00 = C\$1.3495.
- Includes a Canadian apartment allowance in the aggregate amount of \$16,687, disability insurance premiums in the amount of \$12,680 and a net foreign tax equalization benefit of \$73,433.

Outstanding Share-Based Awards and Option-Based Awards

The following table sets out information concerning the share-based awards and option-based awards granted to the NEOs outstanding at the end of Fiscal 2025. See “– Equity Incentive Plans – Long Term Incentive Plan” and “– Equity Incentive Plans – Amended and Restated Share Option Plan”.

Name and Principal Position	Option-Based Awards				Share-Based Awards ³		
	Number of Shares underlying unexercised options (#)	Option exercise price	Option expiration date ¹	Total Value of unexercised in-the-money options ²	Number of Shares or units of shares that have not vested (#)	Market or Payout value of share-based awards that have not vested ⁴	Market or payout value of vested share-based awards not paid out or distributed
Greg Ramier ⁵ <i>Chief Executive Officer</i>	42,424	\$23.51	March 3, 2035	\$179,454	62,294	\$1,728,036	-
Linda Drysdale <i>Chief Financial Officer</i>	12,659	\$40.24	March 6, 2033	\$116,063	53,079	\$1,472,411	-
	17,055	\$29.98	March 4, 2034				
	27,438	\$23.51	March 3, 2035				
	111,365	\$9.73	January 27, 2031				
	22,300	\$20.00	June 30, 2031				
Tanbir Grover <i>Former Chief Marketing and Digital Officer</i>	3,331	\$28.14	March 8, 2032	\$2,247,983	31,810	\$882,409	-
	7,733	\$32.12	May 9, 2032				
	7,567	\$40.24	March 6, 2033				
	10,212	\$29.98	March 4, 2034				
	16,477	\$23.51	March 3, 2035				
	18,560	\$9.73	February 1, 2031				
Catherine Johnston <i>Chief Legal Officer, General Counsel and Secretary</i>	2,878	\$28.14	March 8, 2032	\$399,480	29,695	\$823,739	-
	6,681	\$32.12	May 9, 2032				
	7,044	\$40.24	March 6, 2033				
	9,523	\$29.98	March 4, 2034				
	15,417	\$23.51	March 3, 2035				
Nico Weidel <i>Chief Supply Chain Officer</i>	8,108	\$31.47	July 28, 2032	\$64,892	29,543	\$819,523	-
	7,007	\$40.24	March 06, 2033				
	9,473	\$29.98	March 04, 2034				
	15,341	\$23.51	March 03, 2035				
	16,282	\$28.14	March 8, 2032				
Richard Maltsbarger <i>Senior Advisor to Chief Executive Officer, Former CEO</i>	34,015	\$32.12	May 9, 2032	\$2,375,890	158,044	\$4,384,141	-
	38,145	\$40.24	March 6, 2033				
	531,122	\$23.92	October 4, 2030				
	50,064	\$29.98	March 4, 2034				
	82,034	\$23.51	March 3, 2035				

Notes

1. All outstanding options, unless otherwise noted, have a 10-year term.
2. Amounts shown reflect the aggregate dollar value of in-the-money vested and unvested unexercised options for all NEOs using the January 2, 2026 closing Share price on the TSX of \$27.74.
3. Share-based awards consist of both PSUs and RSUs granted under the LTIP. RSUs cliff vest after three years from the grant date. PSUs vest three years from the grant date based on the overall achievement of the performance measures over the performance periods. The performance measures are described under the heading “– Equity Incentive Plans – Long Term Incentive Plan” and “– Principal Elements of Compensation – Long-Term Incentive Compensation – Fiscal 2025 PSUs”.

4. Amounts shown reflect the aggregate market or payout value for RSUs and PSUs based on the closing Share price on the TSX on January 2, 2026 of \$27.74 and assumes a performance multiplier of 1.0 for PSUs. The actual multiplier for PSUs is determined upon vesting and may range from 0 to 2.
5. Mr. Ramier joined the Company August 12, 2024 as President and COO and was appointed CEO effective September 21, 2025. Mr. Ramier received signing RSUs as part of his employment agreement and a CEO transition RSU award in 2025. See “CEO Transition Award”.

Incentive Plan Awards – Value Vested or Earned During the Year

The following table sets out, for each of the NEOs, the value of the option-based and share-based awards vested in accordance with their terms during Fiscal 2025 (assuming the continued employment of each NEO).

Name and Principal Position	Option-Based Awards – Value Vested During the Year ¹	Share-Based Awards – Value Vested During the Year	Non-Equity Incentive Plan Compensation – Value Earned During the Year
Greg Ramier <i>Chief Executive Officer</i>	-	\$230,896 ²	-
Linda Drysdale <i>Chief Financial Officer</i>	-	\$187,783 ³	-
Tanbir Grover <i>Former Chief Marketing and Digital Officer</i>	\$599,674	\$215,181 ⁴	-
Catherine Johnston <i>Chief Legal Officer, General Counsel and Secretary</i>	\$313,478	\$185,921 ⁴	-
Nico Weidel <i>Chief Supply Chain Officer</i>	\$4,318	\$100,638 ⁵	-
Richard Maltsbarger <i>Senior Advisor to Chief Executive Officer, Former CEO</i>	\$4,157,148 ⁶	\$1,051,756 ⁴	-

Notes

1. This column contains the aggregate dollar value of in-the-money unexercised options that vested in Fiscal 2025 for all NEOs using the closing Share price on the TSX on the applicable vesting dates.
2. Mr. Ramier’s RSUs and RSUs credited as dividend equivalents vested on August 12, 2025 at the volume weighted average price of the Shares on the TSX for the prior trading day of \$36.396.
3. Ms. Drysdale’s RSUs and RSUs credited as dividend equivalents vested on March 6, 2025 at the volume weighted average price of the Shares on the TSX for the prior trading day of \$26.67.
4. Mr. Grover’s, Ms. Johnston’s, and Mr. Maltsbarger’s RSUs and PSUs and RSUs and PSUs credited as dividend equivalents vested March 8, 2025. The RSUs and RSUs credited as dividend equivalents vested at the volume weighted average price of the Shares on the TSX for the prior trading day of \$27.043. See “Fiscal 2022 PSU Payouts” for details on the PSUs that vested in 2025.
5. Mr. Weidel’s RSUs and RSUs credited as dividend equivalents vested on July 28, 2025 at the volume weighted average price of the Shares on the TSX for the prior trading day of \$33.771.
6. Mr. Maltsbarger’s options that vested in 2025 included performance-based options for the period October 2, 2024 to October 3, 2025, which vested 100% based on the Company’s TSR performance relative to benchmark indices.

Employment Agreements, Termination and Change of Control Benefits

The Company has written employment agreements with each of the Company's NEOs and each executive is entitled to receive compensation established by the Company, as well as other benefits in accordance with plans available to the most senior employees.

Greg Ramier, Chief Executive Officer

Greg Ramier has an amended and restated employment agreement with Pet Valu Canada Inc. ("**PVCI**"). The employment agreement provides that Mr. Ramier will be employed as Chief Executive Officer of the Company.

Mr. Ramier's agreement provides for, among other things, a base salary, eligibility to participate in employee benefit plans and policies and an annual performance bonus (based on the achievement of specific annual performance criteria established by the Board).

Under the agreement, Mr. Ramier was eligible to receive a transition equity award in the form of a one-time RSU award with a grant date fair value of \$255,769, representing 6,815 RSUs with 50% vesting in each of 2026 and 2027.

The agreement with Mr. Ramier specifies that certain amounts are payable to Mr. Ramier in the event his employment with the Company is terminated or he resigns.

In the event Mr. Ramier's employment is terminated without cause or he resigns for good reason, and he signs a general release, Mr. Ramier will continue to receive his base salary and benefits for a period of 12 months, plus one month for each completed year of employment beyond the first anniversary of his date of hire, to a maximum of 18 months. In addition, Mr. Ramier is entitled to receive his target annual performance bonus for the year of termination, pro rata for days worked during the year prior to his termination date, and accrued wages or vacation pay as required by applicable employment standards legislation.

Mr. Ramier's agreement also provides that he will continue to participate in certain of the Company's benefit programs until the earlier of (i) the date that he secures benefits through alternative employment and (ii) the expiry of the remaining severance payments period.

A change of control of the Company, in and of itself, does not entitle Mr. Ramier to severance payments.

If Mr. Ramier's employment is terminated for cause or he resigns other than for good reason, Mr. Ramier is entitled to receive only his base salary earned through his last day of employment and any earned and payable annual bonus for the previous year, and any other accrued wages and vacation pay as required by applicable employment standards legislation.

Mr. Ramier's agreement also contains standard trade secret, confidentiality and non-disparagement covenants which are in effect during his employment and will remain in force following termination of his employment, as well as non-competition and non-solicitation covenants which are in effect during the period of his employment and for 12 months thereafter.

Linda Drysdale, Chief Financial Officer

Linda Drysdale has an employment agreement with PVCI. The employment agreement provides that Ms. Drysdale will be employed as Chief Financial Officer of the Company, and that the Company recognizes Ms. Drysdale's service as a member of the Board as if such service were employment with the Company.

Ms. Drysdale's agreement provides for, among other things, a base salary, eligibility to participate in employee benefit plans and policies and an annual performance bonus (based on the achievement of specific annual performance criteria established by the Board).

The agreement with Ms. Drysdale specifies that certain amounts are payable to Ms. Drysdale in the event her employment with the Company is terminated or she resigns.

In the event Ms. Drysdale's employment is terminated without cause or she resigns for good reason, and she signs a general release, Ms. Drysdale will continue to receive her base salary and benefits for a period of 12 months, plus one month for each completed year of employment beyond the first anniversary of her date of hire, to a maximum of 18 months. In addition, Ms. Drysdale is entitled to receive her target annual performance bonus for the year of termination, pro rata for days worked during the year prior to her termination date, and accrued wages or vacation pay as required by applicable employment standards legislation.

Ms. Drysdale's agreement also provides that she will continue to participate in certain of the Company's benefit programs until the earlier of (i) the date that she secures benefits through alternative employment and (ii) the expiry of the remaining severance payments period.

A change of control of the Company, in and of itself, does not entitle Ms. Drysdale to severance payments.

If Ms. Drysdale's employment is terminated for cause or she resigns other than for good reason, Ms. Drysdale is entitled to receive only her base salary earned through her last day of employment and any earned and payable annual bonus for the previous year, and any other accrued wages and vacation pay as required by applicable employment standards legislation.

Ms. Drysdale's agreement also contains standard trade secret, confidentiality and non-disparagement covenants which are in effect during her employment and will remain in force following termination of her employment, as well as non-competition and non-solicitation covenants which are in effect during the period of her employment and for 12 months thereafter.

Tanbir Grover, Former Chief Marketing and Digital Officer

Tanbir Grover has an amended and restated employment agreement with PVCI. The employment agreement provides that Mr. Grover will be employed as Chief Marketing and Digital Officer of the Company. Mr. Grover ceased to be employed effective January 5, 2026. See "Termination Benefits".

Mr. Grover's agreement provides for, among other things, a base salary, eligibility to participate in employee benefit plans and policies and an annual performance bonus (based on the achievement of specific annual performance criteria established by the Board).

The agreement with Mr. Grover specifies that certain amounts are payable to Mr. Grover in the event his employment with the Company is terminated or he resigns.

In the event Mr. Grover's employment is terminated without cause or he resigns for good reason, and he signs a general release, Mr. Grover will continue to receive his base salary and benefits for a period of 12 months, plus one month for each completed year of employment beyond the first anniversary of his date of hire, to a maximum of 18 months. In addition, Mr. Grover is entitled to receive his target annual performance bonus for the year of termination, pro rata for days worked during the year prior to his termination date, and accrued wages or vacation pay as required by applicable employment standards legislation.

Mr. Grover's agreement also provides that he will continue to participate in certain of the Company's benefit programs until the earlier of (i) the date that he secures benefits through alternative employment and (ii) the expiry of the remaining severance payments period.

A change of control of the Company, in and of itself, does not entitle Mr. Grover to severance payments.

If Mr. Grover's employment is terminated for cause or he resigns other than for good reason, Mr. Grover is entitled to receive only his base salary earned through his last day of employment and any earned and payable annual bonus for the previous year, and any other accrued wages and vacation pay as required by applicable employment standards legislation.

Mr. Grover's agreement also contains standard trade secret, confidentiality and non-disparagement covenants which are in effect during his employment and will remain in force following termination of his employment, as well as non-competition and non-solicitation covenants which are in effect during the period of his employment and for 12 months thereafter.

Catherine Johnston, Chief Legal Officer, General Counsel and Secretary

Catherine Johnston has an amended and restated employment agreement with PPCI. The employment agreement provides that Ms. Johnston will be employed as Chief Legal Officer of the Company.

Ms. Johnston's agreement provides for, among other things, a base salary, eligibility to participate in employee benefit plans and policies and an annual performance bonus (based on the achievement of specific annual performance criteria established by the Board).

The agreement with Ms. Johnston specifies that certain amounts are payable to Ms. Johnston in the event her employment with the Company is terminated or she resigns.

In the event Ms. Johnston's employment is terminated without cause or she resigns for good reason, and she signs a general release, Ms. Johnston will continue to receive her base salary and benefits for a period of 12 months, plus one month for each completed year of employment beyond the first anniversary of her date of hire, to a maximum of 18 months. In addition, Ms. Johnston is entitled to receive her target annual performance bonus for the year of termination, pro rata for days worked during the year prior to her termination date, and accrued wages or vacation pay as required by applicable employment standards legislation.

Ms. Johnston's agreement also provides that she will continue to participate in certain of the Company's benefit programs until the earlier of (i) the date that she secures benefits through alternative employment and (ii) the expiry of the remaining severance payments period.

A change of control of the Company, in and of itself, does not entitle Ms. Johnston to severance payments.

If Ms. Johnston's employment is terminated for cause or she resigns other than for good reason, Ms. Johnston is entitled to receive only her base salary earned through her last day of employment and any earned and payable annual bonus for the previous year, and any other accrued wages and vacation pay as required by applicable employment standards legislation.

Ms. Johnston's agreement also contains standard trade secret, confidentiality and non-disparagement covenants which are in effect during her employment and will remain in force following termination of her employment, as well as non-competition and non-solicitation covenants which are in effect during the period of her employment and for 12 months thereafter.

Nico Weidel, Chief Supply Chain Officer

Nico Weidel has an employment agreement with PVCI. The employment agreement provides that Mr. Weidel will be employed as Chief Supply Chain Officer of the Company.

Mr. Weidel's agreement provides for, among other things, a base salary, eligibility to participate in employee benefit plans and policies and an annual performance bonus (based on the achievement of specific annual performance criteria established by the Board).

The agreement with Mr. Weidel specifies that certain amounts are payable to Mr. Weidel in the event his employment with the Company is terminated or he resigns.

In the event Mr. Weidel's employment is terminated without cause or he resigns for good reason, and he signs a general release, Mr. Weidel will continue to receive his base salary and benefits. Mr. Weidel will continue to receive his base salary equal to (a) if such termination occurs on or before the first 3 months following his date of hire, his base salary multiplied by 7 months, (b) after the first 3 months following date of hire, base salary multiplied by 12 months, plus 1 month for each full year of employment completed beyond the first anniversary of his hire date up to a total maximum of 18 months. In addition, Mr. Weidel is entitled to receive his target annual performance bonus for the year of termination, pro rata for days worked during the year prior to his termination date, and accrued wages or vacation pay as required by applicable employment standards legislation.

Mr. Weidel's agreement also provides that he will continue to participate in certain of the Company's benefit programs until the earlier of (i) the date that he secures benefits through alternative employment and (ii) the expiry of the remaining severance payments period.

A change of control of the Company, in and of itself, does not entitle Mr. Weidel to severance payments.

If Mr. Weidel's employment is terminated for cause or he resigns other than for good reason, Mr. Weidel is entitled to receive only his base salary earned through his last day of employment and any earned and payable annual bonus for the previous year, and any other accrued wages and vacation pay as required by applicable employment standards legislation.

Mr. Weidel's agreement also contains standard trade secret, confidentiality and non-disparagement covenants which are in effect during his employment and will remain in force following termination of his employment, as well as non-competition and non-solicitation covenants which are in effect during the period of his employment and for 12 months thereafter.

Richard Maltsbarger, Senior Advisor to CEO and Director

Richard Maltsbarger has a transition and separation agreement with PV Management Services Inc. The agreement provides that Mr. Maltsbarger resigns as Chief Executive Officer of the Company and continues to be employed during a transition period until his resignation. Mr. Maltsbarger's job title changed to Senior Advisor to the CEO upon Greg Ramier's appointment as CEO effective September 21, 2025.

Mr. Maltsbarger's agreement provides for, among other things, a base salary, eligibility to participate in employee benefit plans and policies, and a 2025 performance bonus (based on the achievement of specific annual performance criteria established by the Board). Mr. Maltsbarger is not eligible for any new equity grants.

The agreement with Mr. Maltsbarger specifies that certain amounts are payable to Mr. Maltsbarger in the event his employment with the Company is terminated during the transition period.

In the event Mr. Maltsbarger’s employment is terminated without cause before his resignation date and he signs a general release, Mr. Maltsbarger will continue to receive his base salary for a period of 18 months, plus one month for each completed year of employment beyond the first anniversary of his date of hire, to a maximum of 24 months, in lieu of any other severance benefits under employee benefits plans, programs or policies. In addition, Mr. Maltsbarger is to be entitled to receive his target annual performance bonus for the year of termination, pro rata for days worked during the year prior to his termination date.

A change of control of the Company, in and of itself, does not entitle Mr. Maltsbarger to severance payments.

If Mr. Maltsbarger’s employment is terminated for cause or he resigns other than for good reason, Mr. Maltsbarger is entitled to receive only his base salary earned through his last day of employment and any earned and payable annual bonus for the previous year or other accrued obligations, such as business expenses.

Mr. Maltsbarger’s agreement also contains standard trade secret, confidentiality and non-disparagement covenants which are in effect during his employment and will remain in force following termination of his employment, as well as non-competition and non-solicitation covenants which are in effect during the period of his employment and for 12 months and 24 months thereafter, respectively.

Termination Benefits

Each NEO is a party to an employment agreement with the Company which provides certain entitlements under various post-employment scenarios.

The table below shows the payments that the Company would make to a NEO when employment is terminated.

Reason for Termination of Employment	Termination Payment	Grants
Termination by the Company Without Cause	Termination Payment	<p><u>LTIP Grants:</u> Vested options must be exercised within the earlier of the expiration date of the options (“Expiration Date”) or 60 days after the effective date of termination (“Termination Date”). Unvested Grants are forfeited immediately.</p> <p><u>ARSOP Options:</u> Vested options must be exercised within 60 days of the Termination Date. Unvested options are forfeited immediately.</p>
Termination by the Company With Cause	None	Grants expire and are forfeited in full immediately.
Executive Resigns	None	<p><u>LTIP Grants:</u> Vested options must be exercised within the earlier of the Expiration Date or 60 days after the Termination Date. Unvested Grants are forfeited immediately.</p> <p><u>ARSOP Options:</u> Vested options must be exercised within 60 days of the effective date of resignation. Unvested options are forfeited immediately.</p>

Reason for Termination of Employment	Termination Payment	Grants
Retirement	None	<u>LTIP Grants:</u> For eligible participants ² in compliance with the Company’s retirement policy (the “ Retirement Policy ”), awards granted more than 90 days prior to the eligible participant’s retirement date continue to be eligible to vest until the earlier of (i) the final vesting date of the grant and (ii) the 4th grant anniversary date.
Death or Disability	None	<u>LTIP Grants:</u> Unvested Grants granted prior to the year of death or Termination Date as a result of disability (“ Disability Date ”) continue to vest and may be exercised during the 12-month period following death or Disability Date. Vested options as of death or Disability Date are exercisable during the 12-month period following death or Disability Date. <u>ARSOP Options:</u> Vested options must be exercised within 90 days after the death or Disability Date. Unvested options are forfeited immediately.
Change in Control ¹ With Termination by the Company Without Cause within One Year of Change in Control	Termination Payment	<u>LTIP Grants:</u> Vested options ¹ must be exercised within the earlier of the Expiration Date or 60 days after the Termination Date. Each Grant previously granted to such participant prior to such Change in Control shall become fully vested and, as applicable, exercisable. <u>ARSOP Options:</u> Vested options ¹ must be exercised within five calendar days after receipt of notice of the Change in Control. Unvested options previously granted to such participant prior to such Change in Control shall become fully vested and, as applicable, exercisable.

Notes

1. The terms of the Company’s ARSOP and LTIP stipulate that certain awards may be accelerated in certain circumstances in the event of a “Change in Control” (as defined in the ARSOP and LTIP). The Company’s ARSOP and LTIP, are subject to a “double trigger” which means that outstanding unvested option awards become fully vested and exercisable on termination without cause within one year following a Change in Control.
2. Eligible participants are individuals who hold LTIP grants, voluntarily resign their employment with the Company and who are 55 years of age or older, and who have reached a combination of age and minimum of 5 years of service that is equal to 70 or greater at the time of their retirement. The eligible participant must provide written notice of their voluntary retirement equal to the greater of (i) the notice or resignation required under their employment agreement, and ii) 6 months of notice. The voluntary retirement must be approved by the Board or its delegate.

The following table sets out the potential incremental payments to NEOs as if their employment had been terminated without cause, including in the event of a Change in Control, on January 2, 2026, the last business day prior to the Fiscal 2025 year-end.

Name and Principal Position	Triggering Event	Months used to calculate Termination Payment	Value of Termination Payment	Target STI	Value of LTI	Lump Sum	Total Value
Greg Ramier ¹ <i>Chief Executive Officer</i>	Termination by the Company Without Cause ²	12	\$700,000	\$541,415	-	-	\$1,241,415
	Change in Control and Termination by the Company Without Cause ²	12	\$700,000	\$541,415	\$1,937,185	-	\$3,178,600
Linda Drysdale <i>Chief Financial Officer</i>	Termination by the Company Without Cause	15 ³	\$724,375	\$433,210	-	-	\$1,157,585
	Change in Control and Termination by the Company Without Cause ²	15 ³	\$724,375	\$433,210	\$1,630,382	-	\$2,787,967
Catherine Johnston <i>Chief Legal Officer, General Counsel and Secretary</i>	Termination by the Company Without Cause	15	\$508,750	\$202,745	-	-	\$711,495
	Change in Control and Termination by the Company Without Cause ²	15	\$508,750	\$202,745	\$1,246,624	-	\$1,958,119
Nico Weidel <i>Chief Supply Chain Officer</i>	Termination by the Company Without Cause	13	\$438,750	\$201,745	-	-	\$640,495
	Change in Control and Termination by the Company Without Cause ²	13	\$438,750	\$201,745	\$907,698	-	\$1,548,194
Richard Maltsbarger ⁴ <i>Senior Advisor to Chief Executive Officer, former CEO</i>	Termination by the Company Without Cause	24	\$363,740	\$816,633	-	-	\$947,466
	Change in Control and Termination by the Company Without Cause ²	24	\$363,740	\$816,633	\$6,884,855	-	\$7,832,321

Notes

1. Mr. Ramier joined the Company on August 12, 2024 as COO and was appointed as CEO on September 21, 2025.
2. Represents the value of the invested grants that would vest and be paid under the Change in Control and termination scenario assuming the triggering event occurred on January 2, 2026.

3. Ms. Drysdale's employment agreement recognizes Ms. Drysdale's service as a member of the Board from August 12, 2021 to March 6, 2023 as employment with the Company.
4. Base salary, STI and LTI payouts for Mr. Maltzbarger are paid in U.S. dollars and have been converted to Canadian dollars based on the Bank of Canada average exchange rate for Fiscal 2025 of US\$1.00 = C\$1.3990.

The following table sets out the actual payments to NEOs whose employment with the Company ended effective at, or subsequent to, the end of Fiscal 2025.

Name and Principal Position	Cash	STI	Value of LTI	Total Value
Tanbir Grover	\$580,000	\$216,745	\$87,523	\$884,268

Note

1. Mr. Grover ceased to be employed as Chief Marketing and Digital Officer effective January 5, 2026. In accordance with the termination agreement entered into between Mr. Grover and the Company, Mr. Grover is receiving salary continuance for a period of 16 months and has received Fiscal 2025 STI at 50% of his base salary and 100% achievement in the first quarter of Fiscal 2026. Mr. Grover will receive 2023 PSU and RSU awards payouts after vesting in the first quarter of 2026. All remaining unvested options, PSUs and RSUs held by Mr. Grover were forfeited on January 5, 2026.

Equity Incentive Plans

Prior to the completion of the Company's IPO on June 30, 2021, the Company historically granted to certain Directors, officers and employees options to purchase non-voting common shares of the Company under the ARSOP. In connection with the IPO, Pet Valu amended the ARSOP to, among other things, prohibit further awards under this plan.

In connection with the IPO, the Company adopted the LTIP, which allows the Board to grant long-term equity-based awards to eligible participants. The LTIP provides flexibility to the Company to grant equity-based incentive awards in the form of options, SARs, tandem SARs, RSUs, PSUs, and restricted stock, as described in further detail below.

Long-Term Incentive Plan

The LTIP is administered by the Board, which may delegate its authority to the Compensation Committee, and the Board has the authority to interpret the LTIP, including in respect of any award granted thereunder. The LTIP permits the Board to grant awards of options, SARs, tandem SARs, RSUs, PSUs, and restricted stock to eligible participants ("**Grants**"). The following discussion is qualified in its entirety by the full text of the LTIP.

The purpose of the LTIP is to (i) promote further alignment of interests between officers, employees and other eligible service providers of the Company and Shareholders, (ii) to associate a portion of the compensation payable to officers, employees and other eligible service providers of the Company with the returns achieved by Shareholders; and to attract and retain officers, employees and other eligible service providers with the knowledge, experience and expertise required by the Company.

Eligibility

Any individual employed by the Company, including a service provider, who, by the nature of his or her position or job is, in the opinion of the Board, in a position to contribute to the success of the Company shall be eligible to receive Grants under the LTIP, provided that only officers and employees of the Company shall be eligible to receive options under the LTIP. Non-employee Directors shall not be eligible to receive Grants under the LTIP. See "Director Compensation – Deferred Share Unit Plan".

Shares reserved for issuance

The aggregate number of Shares that may be issued pursuant to Grants made under the LTIP together with all other security-based compensation arrangements of the Company shall be a number equal to 10% of the aggregate number of issued and outstanding Shares from time to time. For purposes of computing the total number of Shares available for grant under the LTIP or any other security-based compensation arrangement of the Company, Shares subject to any Grant (or any portion thereof) that are forfeited, surrendered, cancelled or otherwise terminated, including if a number of Shares covered by an option have not been issued due to the exercise of a tandem SAR connected with such option prior to the issuance of such Shares, shall again be available for grant under the LTIP.

Insider participation limit

The maximum number of Shares that are (i) issued to insiders within any one-year period; and (ii) issuable to insiders, at any time, under the LTIP, or when combined with all of the Company's other security-based compensation arrangements, shall not exceed 10% of the number of the aggregate issued and outstanding Shares.

Options

The LTIP provides that options issued, unless otherwise designated by the Board, shall vest one-third of each grant on the first three anniversaries of the date of the grant based on continued employment, and may be exercised during a period determined by the Board, which may not exceed 10 years. The exercise price for each Share subject to an option shall be fixed by the Board but under no circumstances may any exercise price be less than 100% of the market price (being the volume weighted average trading price per share on the TSX during the immediately preceding trading day (the "**Market Price**") on the date of grant of the option. The exercise of options may be subject to vesting conditions, including specific time schedules for vesting and performance-based conditions. If the normal expiry date of any option falls within any period of time when, pursuant to any policies of the Company, any securities of the Company may not be traded by certain persons (a "**Blackout Period**") or within ten business days following the end of any Blackout Period, then the expiry date of such option will be extended to the date that is ten business days following the end of such Blackout Period.

Stock appreciation rights

The LTIP provides that participants under the LTIP ("**Participants**") may be granted standalone SARs, being a right to receive a cash amount equal to the amount, if any, by which the Market Price on the date of exercise of the SAR exceeds the exercise price at the time of the grant (the "**Base Price**"). Such amounts may also be payable by the issuance of Shares (at the discretion of the Board). The exercise of SARs may also be subject to conditions similar to those which may be imposed on the exercise of options. If the normal expiry date of any SAR falls within any Blackout Period or within ten business days following the end of any Blackout Period, then the expiry date of such SAR will be extended to the date that is ten business days following the end such Blackout Period.

Share units

The LTIP provides that Participants may be allocated share units in the form of RSUs or PSUs (collectively, "**Share Units**"), which represent the right to receive an equivalent number of Shares or the Market Price on the vesting date. The issuance of such Share Units may be subject to vesting requirements similar to those described above with respect to the exercisability of options and SARs, including such time or performance-based conditions as may be determined from time to time by the Board in its discretion. The LTIP provides for the express designation of Share Units as either RSUs, which have time-based vesting conditions, or PSUs, which have performance-based vesting conditions over a specified period.

Restricted stock

The LTIP provides that Participants may be granted restricted stock in such amounts and with such terms and conditions as determined by the Board. Restricted stock are Shares that are registered in the recipient's name but are subject to transfer and/or other restrictions for a period of time. During the period that any restrictions apply, the transfer of restricted stock is generally prohibited. The terms of the award of restricted stock shall provide that during the period of restriction the grantee will not have voting rights with respect to the restricted stock. All ordinary cash dividend payments or other ordinary distributions paid upon a restricted stock award will be retained by the Company and paid to the grantee (without interest) during the vesting period and will revert back to the Company if for any reason the restricted stock award upon which such dividends or other distributions were paid reverts back to the Company.

Transferability

No Grants and no rights or interests therein may be assigned, transferred, sold, exchanged, encumbered, pledged or otherwise hypothecated or disposed of by a Participant other than by testamentary disposition by the Participant or the laws of intestate succession. A Participant may designate a beneficiary, in writing, to receive any benefits that are provided under the LTIP upon the death of such Participant.

Adjustments

The LTIP contains provisions for the equitable treatment of Grants in relation to any capital changes and with regard to a dividend, split, recapitalization, reclassification, amalgamation, arrangement, merger, consolidation, combination or exchange of Shares or distribution of rights to holders of Shares or any other relevant changes to the authorized or issued capital of the Company.

Change in control

The LTIP provides that in the event of a Change in Control (for the purposes of this section, as defined in the LTIP) prior to the vesting of a Grant, and subject to the terms of a Participant's employment agreement and the applicable Grant agreement, the Board shall have full authority to determine in its sole discretion the effect, if any, of a Change in Control on the vesting, exercisability, settlement, payment or lapse of restrictions applicable to a Grant.

Termination of employment

See “– Termination Benefits” for a summary description of the termination provisions under the LTIP.

Postponed settlement

The LTIP provides that if a Participant's Grant would be settled within a Blackout Period applicable to such Participant, such settlement will be postponed until the earlier of the Trading day following the date on which such Blackout Period ends (or as soon as practicable thereafter) and the otherwise applicable date for settlement of the Participant's Grant as determined in accordance with the LTIP, and the Market Price of any RSUs or PSUs being settled in cash will be determined as of the earlier of the trading day on which the Blackout Period ends and the day prior to the settlement date.

Amendment and termination

The LTIP and any Grant made pursuant to the LTIP may be amended, modified or terminated by the Board without approval of Shareholders, provided that no amendment may be made without the consent of a Participant if it adversely affects the rights of the Participant in respect of any Grant previously made to such Participant. For greater certainty, the LTIP may not be amended without Shareholder approval to do any of the following:

- (a) increase in the maximum number of Shares issuable pursuant to the LTIP;
- (b) reduce the exercise price of an outstanding option or the Base Price of a standalone SAR, except as otherwise provided under “– Adjustments”;
- (c) amend the maximum term of the options to a date more than 10 years from the date of the Grant;
- (d) extend the maximum term of any Grant made under the LTIP, except as otherwise provided under “– Adjustments”;
- (e) amend the assignment provisions described above under “– Transferability”;
- (f) permit a non-employee member of the Board to be eligible for Grants under the LTIP;
- (g) increase the number of Shares that may be issued or issuable to insiders above the restriction or deleting the restriction on the number of Shares that may be issued or issuable to insiders;
- (h) include other types of equity compensation involving the issuance of Shares under the LTIP; or
- (i) amend the amendment provisions of the LTIP to amend or delete any of (a) through (g) or grant additional powers to the Board to amend the LTIP or entitlements without Shareholder approval;

provided that, Shareholder approval shall not be required for, among other things, the following amendments:

- (a) amendments of a “housekeeping” nature;
- (b) a change to the vesting provisions of any Grants;
- (c) a change to the termination provisions of any Grant that does not entail an extension beyond the original term of the Grant; or
- (d) amendments to the provisions relating to a Change in Control.

Subject to the foregoing, the Board may also, from time to time, amend the LTIP for purposes of establishing one or more sub-plans for the benefit of eligible individuals subject to the laws of a jurisdiction other than Canada in connection with their participation in the LTIP.

Amended and Restated Share Option Plan

Eligible participants under the ARSOP are the Directors, employees and consultants of the Company and its affiliates. The Board is responsible for administering the ARSOP (subject to its right to delegate authority to a committee of the Board) and has the full and complete authority to interpret the ARSOP and to take such other actions in the administration and operation of the ARSOP as it deems equitable under the circumstances.

At the end of Fiscal 2025, options to acquire 148,485 Shares were outstanding under the ARSOP. The Shares issuable upon exercise of such options represent, in the aggregate, approximately 0.2% of the total Shares issued and outstanding at the end of Fiscal 2025. No additional grants will be made under the ARSOP, but all options previously granted under the plan will remain outstanding and will continue to vest in accordance with their existing vesting schedules, unless otherwise determined by the Board in accordance with the terms of the ARSOP.

Securities Authorized for Issuance under Equity Incentive Plans

Plan	Number of Shares to be Issued upon Exercise of Outstanding Options	Weighted-Average Exercise Price of Outstanding Options (\$)	Number of Shares Remaining Available for Future Issuance
LTIP ¹	1,638,801	\$27.08	5,105,351
ARSOP	148,485	\$9.73	N/A

Note

- RSUs and PSUs awarded under the LTIP are cash settled, and therefore, are excluded.

As at January 3, 2026, a maximum of 5,105,351 Shares may be issued upon exercise of outstanding options under the LTIP and a maximum of 148,485 Shares may be issued upon exercise of outstanding options under the ARSOP. As at January 3, 2026, an aggregate of 1,787,286 options remain outstanding under the LTIP and the ARSOP, representing 2.6% of issued and outstanding Shares on a non-diluted basis. As at such date, a total of 5,105,351 Shares remained available for issuance under the LTIP, representing 7.4% of issued and outstanding Shares on a non-diluted basis. No further options are available for grant under the ARSOP.

DIRECTOR COMPENSATION

General

The following discussion describes the significant elements of the compensation program for members of the Board and its committees. The compensation of the Directors is designed to attract and retain committed and qualified Directors and to align their compensation with the long-term interests of its Shareholders.

Director Compensation

The Company's Director compensation program is designed to attract and retain the most qualified individuals to serve on the Board. The Board, on the recommendation of the Governance and Nominating Committee, will be responsible for reviewing and approving any changes to the Directors' compensation arrangements. There were no changes to the committee member and committee chair retainers in Fiscal 2025.

In consideration for serving on the Board, each non-employee Director, other than Directors affiliated with Roark who did not receive compensation in respect to Fiscal 2025 prior to June 9, 2025 (each, a "**Non-Employee Director**"), is paid an annual retainer. The Company's Director compensation policy is comprised of a mix of cash and equity. The Company does not pay meeting fees. The retainer is prorated from the date of the Director's appointment to the Board or a particular committee. The Company also reimburses Directors for their reasonable out-of-pocket expenses incurred while serving as Directors.

The chart below outlines the Company's Director compensation program for its Non-Employee Directors.

Position	Type of Fee		Amount Per Year
	Cash Retainer	Equity Retainer	
Chair of the Board	\$175,000	\$100,000	\$275,000
Member of the Board	\$75,000	\$100,000	\$175,000
Chair of the Audit Committee	\$20,000	-	\$20,000
Chair of the Compensation Committee	\$20,000	-	\$20,000
Chair of the Governance and Nominating Committee	\$15,000	-	\$15,000
Committee Member	\$8,000	-	\$8,000

The equity retainer is paid in DSUs. Each Non-Employee Director may also elect to receive up to 100% of their cash retainer in the form of DSUs. The cash and equity retainers are paid on a quarterly basis with the number of DSUs to be issued being determined based on the Market Price (as defined in the DSU Plan) on the date of each such issuance. One quarter of the number of DSUs paid vest each fiscal quarter during the one-year period following issuance, unless otherwise determined by the Compensation Committee or as set out in such Director's DSU award agreement. See "-- Deferred Share Unit Plan".

There are no service contracts or agreements, or predetermined plans or arrangements, between the Company and any of the Directors with respect to payments upon termination of their services as a Director.

In Fiscal 2025, Board members were awarded DSUs for the equity retainer, as set forth in the table below.

Name	DSU Award #
Danielle Barran	3,521
Sarah Davis	3,521
Patrick Hillegass ¹	2,913
Kevin Hofmann ¹	2,913
Lawrence Malloy	3,521
Anthony Truesdale	3,521
Erin Young	3,521

Note

1. Mr. Hillegass and Mr. Hofmann received DSU awards in consideration for serving on the Board as Non-Employee Directors effective June 9, 2025 reflecting the prorated amount of their 2025 equity retainers. After Fiscal 2025, Mr. Hofmann resigned as a Board member effective January 11, 2026

The table below shows the total compensation in Fiscal 2025 earned by or awarded to each Non-Employee Director.

Name	Fees Earned	Share-based Awards	Option-based Awards	Non-Equity Incentive Plan Compensation	Pension Value	All Other Compensation	Total Compensation
Danielle Barran	---	\$199,000 ¹	-	-	-	-	\$199,000
Sarah Davis	\$103,000	\$100,000 ²	-	-	-	-	\$203,000
Patrick Hillegass	\$46,065	\$90,685 ³	-	-	-	-	\$136,750
Kevin Hofmann	\$41,625	\$90,685 ³	-	-	-	-	\$132,310
Lawrence Molloy	\$103,000	\$100,000 ²	-	-	-	-	\$203,000
Anthony Truesdale	\$175,000	\$100,000 ²	-	-	-	-	\$275,000
Erin Young	\$98,000	\$100,000 ²	-	-	-	-	\$198,000

Notes

1. Ms. Barran elected to receive 100% of her cash retainer in the form of DSUs. The DSUs granted as a result of her election to receive her cash retainer in the form of DSUs represents the fair value effective at each fiscal quarter end.
2. Amounts include the grant date fair value of DSUs granted in the second quarter of Fiscal 2025 for the annual equity retainer. One quarter of the DSUs credited to each Director vest on the last day of each fiscal quarter for the one-year period following the grant date.

- Effective June 9, 2025, Mr. Hillegass and Mr. Hofmann received pro-rated DSU awards in consideration for serving on the Board as Non-Employee Directors. One quarter of the DSUs credited to each Director for their annual equity retainer vest on the last day of each fiscal quarter for the one-year period following the grant date.

Deferred Share Unit Plan

Effective June 30, 2021, the Board adopted a deferred share unit plan (the “**DSU Plan**”) as a component of the Company’s long-term incentive compensation arrangements available for each Non-Employee Director (as defined in the DSU Plan). The DSU Plan is administered by the Board (which may delegate its authority to the Compensation Committee), and the Board has the authority to interpret the DSU Plan, including in respect of any DSU awarded thereunder. The following discussion is qualified in its entirety by the full text of the DSU Plan.

The DSU Plan provides Non-Employee Directors with the opportunity to receive a portion of their compensation in the form of DSUs, representing, at any particular date, a unit equivalent in value equal to the Market Price of a Share. Each Non-Employee Director who elects to receive DSUs shall be entitled to redeem their vested DSUs following such Non-Employee Director’s death, disability, resignation or retirement from the Board and, if such Director becomes an employee of the Company, upon their termination (with or without cause) as an employee. DSUs will be settled in cash based on the Fair Market Value (as defined in the DSU Plan) of the Shares on the settlement date.

The DSU Plan contains provisions for the equitable treatment of DSUs granted under the DSU Plan in relation to any capital changes and with regard to a dividend, split, recapitalization, reclassification, amalgamation, arrangement, merger, consolidation, combination or exchange of Shares or distribution of rights to holders of Shares or any other relevant changes to the authorized or issued capital of the Company.

DSUs granted under the DSU Plan are generally not assignable or transferable, whether voluntarily, involuntarily, by operation of law or otherwise, other than by will or the laws of descent and distribution.

The DSU Plan and any grant of DSUs under the DSU Plan may be amended or modified by the Board without approval of Shareholders, provided that such amendment (i) may not be made without the consent of a Non-Employee Director if it adversely affects the rights of such Director in respect of any amount which such Director has elected to receive DSUs or has been granted DSUs, and (ii) shall be in compliance with applicable law and subject to any regulatory approvals including, where required, the approval of the TSX.

The Board may terminate the DSU Plan at any time but no such termination shall, without the consent of the Non-Employee Directors or unless required by law, adversely affect the rights of a Non-Employee Director with respect to any amount in respect of which a Non-Employee Director has elected to receive DSUs or DSUs which the Non-Employee Director has then been granted under the DSU Plan.

Equity Ownership Policy

The Company strongly supports share ownership by members of the Board and, accordingly, the Board has adopted an Equity Ownership Policy which implements minimum share ownership requirements. Directors can meet share ownership requirements through direct or beneficial ownership of the Company’s securities, including DSUs granted under the DSU Plan. The Equity Ownership Policy requires each Director to own, directly or indirectly, a minimum of securities of the Company representing a market value equal to three times their annual cash retainer. The value required to meet the ownership requirement is calculated as the greater of the acquisition cost and market value of the Shares, vested options and DSUs at the date of measurement. The ownership requirements must be achieved within five years of the later of (i) the closing date of the IPO, and (ii) the date the Director was first appointed or elected to the Board. During a period when a Director has not achieved (or otherwise maintained) the ownership requirements by the deadline set out in the Equity Ownership Policy, such director shall be required to receive either all or that portion of their annual cash retainer in the form of DSUs up to the amount of DSUs necessary to bring such Director in compliance with the ownership requirements. Directors affiliated with Roark do

not receive compensation in consideration for serving on the Board and are therefore exempt from the Equity Ownership Policy.

The table below shows the equity ownership for each current Director who is not also a NEO and is not exempt from the equity ownership requirements as at the end of Fiscal 2025.

Name	Year Joined Board	Number of Shares and Vested DSUs Held (#) ¹	Greater of Total Acquisition Cost/Grant Date Value and Market Value of Equity Holdings (\$) ²	Multiple of Annual Cash Retainer	Equity Ownership Requirement Met ³
Danielle Barran ³	2023	11,760	\$357,982	3.6	Yes
Sarah Davis ³	2021	25,601	\$790,224	7.7	Yes
Patrick Hillegass ⁴	2019	2,203	\$68,620	0.8	In Progress
Kevin Hofmann ⁴	2019	2,203	\$68,620	0.9	In Progress
Lawrence Molloy ⁵	2023	8,798	\$282,326	2.7	In Progress
Anthony Truesdale ³	2019	108,959	\$3,080,256	17.6	Yes
Erin Young ³	2021	19,840	\$609,696	6.2	Yes

Notes

1. Based on total directly held Shares, vested DSUs and DSUs credited as dividend equivalents at the end of Fiscal 2025.
2. Shares and vested DSUs are valued based on the greater of acquisition cost or Grant Date Value and the volume-weighted average trading Share price on the TSX for January 2, 2026 of \$27.829.
3. Ms. Davis, Mr. Truesdale, Ms. Barran and Ms. Young exceed the required equity ownership of three times the annual cash retainer as at the end of Fiscal 2025.
4. Mr. Hillegass and Mr. Hofmann became eligible to receive compensation as Non-Employee Directors effective June 9, 2025 and became subject to SOGs. Mr. Hillegass and Mr. Hofmann were within the permitted period of five years from the date of becoming a Director to meet the equity ownership requirements. Mr. Hofmann resigned from the Board effective January 11, 2026.
5. Mr. Molloy joined the Board on May 9, 2023 and was within the permitted period of five years from the date of becoming a Director to meet the SOGs.

Outstanding Option-Based and Share-Based Awards

The following table sets out for each Director of the Company who is not also a NEO or exempt from the Equity Ownership Policy, information concerning all Share-based awards that were outstanding at the end of Fiscal 2025. No Director, who is not also a NEO, had option-based awards outstanding at the end of Fiscal 2025.

Name	Share-Based Awards		
	Number of Shares or units of Shares that have not vested (#)	Market or payout value of share-based awards that have not vested ¹	Market or payout value of vested share-based awards not paid out or distributed
Danielle Barran	888	\$24,625	\$301,521
Sarah Davis	888	\$24,625	\$710,168
Patrick Hillegass	731	\$20,285	\$61,107
Kevin Hofmann	731	\$20,285	\$61,107
Lawrence Molloy	888	\$24,625	\$244,051
Anthony Truesdale	888	\$24,625	\$485,088
Erin Young	888	\$24,625	\$550,358

Note

1. Calculated based on the closing Share price on the TSX on January 2, 2026 of \$27.74.

Incentive Plan Awards – Value Vested or Earned During the Year

The following table sets out for each Director of the Company who is not also a NEO, the value of the Share-based awards vested in accordance with their terms during Fiscal 2025. No Director, who is not also a NEO, had option-based awards value vested at the end of Fiscal 2025.

Name	Share-Based Awards – Value Vested During the Year ¹	Non-Equity Incentive Plan Compensation – Value Earned During the Year
Danielle Barran	\$109,839	-
Sarah Davis	\$117,271	-
Patrick Hillegass	\$70,866	-
Kevin Hofmann	\$70,866	-
Lawrence Molloy	\$109,282	-
Anthony Truesdale	\$113,413	-
Erin Young	\$114,532	-

Note

1. Calculated based on the aggregate dollar value of DSUs that vested in Fiscal 2025 using the closing Share price on the TSX on the applicable vesting dates and DSUs credited as dividend equivalents using volume-weighted average trading Share price on the TSX for the preceding trading day of the dividend payout date.

INDEBTEDNESS OF DIRECTORS AND EXECUTIVE OFFICERS

None of our Directors, executive officers, employees, former Directors, former executive officers or former employees, or any of our subsidiaries, and none of their respective associates, is or has within 30 days before the date of this Circular or at any time since the beginning of the Company’s last fiscal year been indebted to us or any of our subsidiaries or another entity whose indebtedness is subject of a guarantee, support agreement, letter of credit or other similar agreement or understanding provided by us or any of our subsidiaries, other than indebtedness that has been repaid entirely at the date of this Circular.

DIRECTORS AND OFFICERS LIABILITY INSURANCE

The Company’s Directors and officers are covered under Directors’ and officers’ liability insurance, for claims in the aggregate of up to \$80 million, with \$60 million shared between non-indemnifiable claims, indemnifiable claims, and securities claims, and an additional \$20 million available specifically for non-indemnifiable claims. Under this insurance coverage, the Company will be reimbursed for insured claims where payments have been made under indemnity provisions on behalf of the Company’s Directors and officers, subject to any applicable deductible for each loss, which will be paid by the Company. The Company’s individual Directors and officers will also be covered for insured claims arising during the performance of their duties for which they are not indemnified by the Company. Excluded from insurance coverage are certain wrongful acts, acts which result in personal profit and certain other acts. Should a Director or officer cease to continue in their role with the Company that individual would continue to be insured for prior acts under the Company’s existing Directors’ and officers’ liability insurance policies and renewals of such policies for as long as such policies are renewed. If the Company is sold or enters into any business combination or other transaction as a result of which the Directors’ and officers’ liability insurance policy is terminated, and a party who is indemnified under the policy resigns or ceases to continue as an officer or Director of the continuing entity, the Company will cause “tail” insurance to be purchased for the benefit of its Directors and officers, providing substantially the same coverage, for prior acts, to remain in place for a period of six years following such transaction.

CORPORATE GOVERNANCE

Statement of Corporate Governance Practices

The Company's corporate governance disclosure obligations are set out in National Instrument 52-110 *Audit Committees* ("NI 52-110"), National Instrument 58-101 *Disclosure of Corporate Governance Practices* ("NI 58-101") and National Policy 58-201 *Corporate Governance Guidelines*. These instruments set out a series of guidelines and requirements for effective corporate governance (collectively, the "Guidelines"). The Guidelines address matters such as the constitution and independence of corporate boards, the functions to be performed by boards and their committees and the effectiveness and education of Board members. NI 58-101 requires the disclosure by each listed Company of its approach to corporate governance with reference to the Guidelines.

The Company recognizes that good corporate governance plays an important role in the Company's success and in enhancing Shareholder value and, accordingly, the Company has adopted certain corporate governance policies and practices. Set out below is a description of the Company's approach to corporate governance.

Board Composition

Mandate of the Board

The Board has adopted a written mandate (the "Mandate of the Board") describing, *inter alia*, the Board's role and overall responsibility for the stewardship of the Company. The Board, directly and through its Board committees and the Chair of the Board, supervises the management of the business and affairs of the Company, generally through the CEO, to pursue the best interests of the Company.

The Board has overall responsibility for the Company's strategic planning, risk management, financial information and internal controls (including approval of annual and interim financial reports and nomination of the Company's auditor), human resource management (including matters relating to the CEO and other senior management of the Company, succession planning, Director remuneration, and the Company's equity compensation plans), Board nomination matters, corporate governance, and communications with Shareholders.

The text of the Mandate of the Board is reproduced in its entirety in Appendix "B".

Composition of the Board

In accordance with the Articles, the number of Directors is currently set at nine. Pursuant to Article 14.8 of the Articles, between successive annual general meetings, the Board may appoint additional Directors, but the number of additional Directors must not at any time exceed one-third of the number of the current Directors. Under the BCBCA, a director may be removed with or without cause by a resolution passed by a majority of the votes cast by Shareholders present in person or by proxy at a meeting and who are entitled to vote. The Directors are appointed at the annual general meeting of Shareholders and the term of office for each of the Directors will expire at the time of the Company's next annual general meeting of Shareholders.

The Board currently consists of nine Directors: Anthony Truesdale, Danielle Barran, Sarah Davis, Carmine Fortino, Patrick Hillegass, Richard Maltsbarger, Lawrence Molloy, Greg Ramier, and Erin Young.

Nomination

The Governance and Nominating Committee is responsible for, annually or as required, recruiting and identifying, and recommending to the Board for nomination, individuals qualified to become new Board members, as well as recommending individual Directors to serve on the various Board committees. In making its recommendations, the Governance and Nominating Committee shall consider the competencies, skills and other

qualities it considers to be necessary for the Board, as a whole, to possess, the competencies, skills and other qualities it considers each existing Director to possess, and the competencies, skills and other qualities each new nominee will bring to the Board.

The Governance and Nominating Committee shall also consider the amount of time and resources that nominees have available to fulfill their duties as a Board member. The Governance and Nominating Committee is composed of independent directors within the meaning of NI 58-101. The chair of the Governance and Nominating Committee will lead the nominating process in accordance with and pursuant to the criteria for Board membership as set forth in the mandate of the Governance and Nominating Committee. See “– Committees of the Board – Governance and Nominating Committee”.

Skills and Experience of the Board

Each director brings relevant experience to the Board. The skills matrix below shows the Board’s mix of key skills and experience in areas that are important to the Company’s business. The skills matrix is also used to identify those skills for which the Company will recruit when making changes to the Board.

Director	Senior Executive/ Strategic Planning	Governance	Financial/ Accounting	Risk Management/ Compliance	Human Resources/ Employee Engagement	Retail/ Supply Chain	Information Technology/Cyber Security	Marketing/ Branding	E-commerce/ Online Retailing	Change Management/ Transformation	Real Estate	Franchising/ Wholesale	Environmental, Social and Governance
Danielle Barran	✓	✓	✓	✓	✓	✓		✓		✓		✓	✓
Sarah Davis	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Carmine Fortino	✓	✓		✓	✓	✓		✓	✓	✓	✓	✓	✓
Patrick Hillegass	✓	✓	✓		✓			✓		✓		✓	
Richard Maltsbarger	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Lawrence Molloy	✓	✓	✓	✓		✓	✓			✓	✓		
Greg Ramier	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓
Anthony Truesdale	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓
Erin Young	✓	✓			✓	✓		✓	✓	✓		✓	✓

Majority Voting Policy

The Board has adopted a majority voting policy (the “**Majority Voting Policy**”) to the effect that a nominee for election as a director who does not receive a greater number of votes “for” than votes “withheld” with respect to the election of directors by shareholders will be expected to offer to tender his or her resignation to the Chair of the Board promptly following the meeting of shareholders at which the director was elected. The Governance and Nominating Committee will consider such offer and make a recommendation to the Board whether to accept it or not. The Board will promptly accept the resignation unless it determines, in consultation with the Governance and Nominating Committee, that there are exceptional circumstances that should delay the acceptance of the resignation or justify rejecting it. The Board will make its decision and announce it in a press release within 90 days following the meeting of shareholders. A director who tenders a resignation pursuant to the Majority Voting Policy will not participate in any meeting of the Board or the Governance and Nominating Committee at which the resignation is considered.

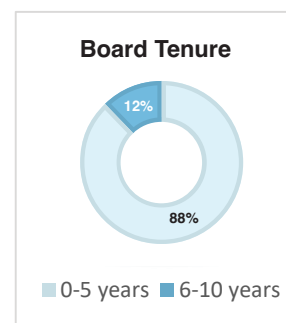
Director Term Limits/Mandatory Retirement

The Board believes that the advantages that accrue from experience and long service on the Board need to be balanced against the benefits of renewal. Accordingly, the Board has adopted term limits for its independent Directors (the “**Director Tenure Policy**”). Pursuant to the Director Tenure Policy, no candidate will be appointed or nominated for election as an independent Director to the Board if he or she has completed 12 years of continuous service on the Board or has reached 75 years of age. On a case-by-case basis, and on the recommendation of the Governance and Nominating Committee, the Board may, in exceptional circumstances and to further the best interests of the Company, nominate a Director for re-election as an independent Director to the Board after the expiry of their maximum term.

The Governance and Nominating Committee also conducts an annual process for the assessment of the Board, each Board committee and each Director regarding in respect to effectiveness and performance, and to report evaluation results to the Board. See also “- Committees of the Board - Governance and Nominating Committee”.

Board Tenure

The tenure of the director nominees is as follows: seven Directors (88%) have served for five years or less (including the new director nominee), one Director (12%) has served between six and ten years, and no Directors have served for more than ten years. The average tenure of the director nominees is 3.1 years.



Independence of the Board

Under NI 58-101, a Director is considered to be independent if the Director is independent within the meaning of NI 52-110. Pursuant to NI 52-110, an “independent director” is a Director who is free from any direct or indirect relationship which could, in the view of the Board, be reasonably expected to interfere with such member’s independent judgment. In determining whether a particular Director is an “independent director” or a “non-independent director”, the Board considers the factual circumstances of each Director in the context of the Guidelines.

Based on information provided by each Director concerning their background, employment and affiliations, the Board has determined that two Directors, Richard Maltsbarger and Greg Ramier, are not considered independent as a result of their employment relationship with the Company. Seven of the nine current members of the Board, Anthony Truesdale (Chair of the Board), Danielle Barran, Sarah Davis, Carmine Fortino, Patrick Hillegass, Lawrence Molloy and Erin Young are independent for the purposes of NI 58-101. Subject to the Board’s approval of his appointment to Board, Matthew Reindel will be independent for the purposes of NI 58-101.

Chair of the Board and Lead Director

The Board recognizes the importance of independent leadership on the Board, and has appointed Anthony Truesdale, an independent Director, as Chair of the Board, responsible for overseeing the operations and affairs of the Board. The Board has adopted a written position description for the Chair of the Board, which sets out the Chair of the Board’s key responsibilities, including, among others, providing leadership, setting Board meeting agendas, chairing Board and Shareholder meetings, and supporting the orientation of new Directors and continued education of incumbent Directors.

If at any time the Chair of the Board is not independent, the Board shall appoint an independent Director as a lead director (“**Lead Director**”) and consider other possible steps and processes to ensure that independent leadership is provided for the Board. The Board has adopted a written position description for the Lead Director, which sets out the Lead Director’s key responsibilities (if and when applicable), including, among others, ensuring

the Board functions effectively and independently of management of the Company and chairing meetings of independent Directors without management present.

Meetings

The Board holds regularly scheduled quarterly meetings as well as *ad hoc* meetings from time to time. At each Board meeting, an *in camera* meeting of independent Directors takes place, which session is chaired by the Chair of the Board or Lead Director if the Chair of the Board is not independent within the meaning of NI 52-110. The independent Directors may also, at their discretion, hold *ad hoc* meetings that are not attended by the Company's management and non-independent Directors.

The Board may invite to a meeting any officer or employee of the Company, legal counsel, advisors and other persons whose attendance it considers necessary or desirable in order to carry out its responsibilities. Meeting attendees who are not Board members will be excused for any agenda items which are reserved for discussion among Directors only.

If a Director holds an interest in a transaction or agreement under consideration at a Board meeting or a Board committee meeting, that Director shall not be present at the time the Board or Board committee deliberates such transaction or agreement and shall abstain from voting on the matter.

Orientation and Continuing Education

The Governance and Nominating Committee reviews, monitors and makes recommendations with respect to new Director orientation. All newly elected Directors are provided with an orientation as to the nature and operation of the business and affairs of the Company and as to the role of the Board and its committees. Each new Director meets with the Chair of the Board, individual Directors and members of the senior management team to discuss the Company's business and activities. Orientation is designed to assist new Directors in fully understanding the nature and operation of the Company's business, the role of the Board and its committees, and the contributions that individual Directors are expected to make to the Board, its committees (as applicable) and the Company, including the time and effort the Company expects them to devote to the execution of their functions.

In addition, the Governance and Nominating Committee reviews, monitors and makes recommendations with respect to Director continuing education opportunities designed to maintain or enhance the skills and abilities of the Directors and to ensure that their knowledge and understanding of the Company's business remains current. Directors are provided with educational presentations and materials by management and consultants of the Company, and are invited to participate in tours of operations. Directors may also attend conferences, seminars and courses to expand their knowledge and skills, and have full access to the Company's records. Directors are expected to keep themselves current with industry trends and developments and are encouraged to communicate with management and, where applicable, auditors, advisors and other consultants of the Company. Directors have access to the Company's in-house and external legal counsel in the event of any questions or matters relating to the Directors' corporate and director responsibilities and to keep themselves current with changes in legislation.

During Fiscal 2025, the Directors received educational and informational briefings on board oversight of artificial intelligence. Directors were also provided with access to bulletins and updates prepared by the Company's external auditor on key audit matters, risk management, assurance quality standards, tariffs, and financial reporting developments. Director education sessions on cybersecurity and data protection and artificial intelligence usage are planned for Fiscal 2026.

At least annually, the Board reviews the adequacy of the orientation and continuing education program for its members and reviews the recommendations of the Governance and Nominating Committee concerning

proposed changes to the Company’s orientation and continuing education program and if deemed advisable, approves, with or without variation, the adoption of any such changes.

Assessments

The Governance and Nominating Committee oversees the periodic evaluation of the Board and its committees. The Governance and Nominating Committee also monitors Director performance throughout the year with a view to ensuring that they are fulfilling their respective responsibilities and duties and working together effectively.

Succession Planning

The Board, at least annually, reviews the succession plans of the Company for the Chair of the Board and, if applicable, the Lead Director. The Governance and Nominating Committee periodically reviews and makes recommendations to the Board with respect to succession planning matters concerning the CEO and other members of senior management of the Company. The Board periodically reviews the recommendations of the Governance and Nominating Committee and, if applicable, develops the succession plans for the Company.

Position Descriptions

The Board has written position descriptions for the Chair of the Board, the Lead Director, the chair of the Compensation Committee, the chair of the Audit Committee, the chair of the Governance and Nominating Committee and the CEO. Each position description sets out, without limitation, the requirements and responsibilities of each such position. See “– Director Term Limits/Mandatory Retirement”, “– Chair of the Board and Lead Director” and “– Committees of the Board”.

Committees of the Board

The Board has established three committees: the Audit Committee, which is required by Canadian securities laws for all reporting issuers, the Compensation Committee and the Governance and Nominating Committee. The Board will delegate to the applicable committee those duties and responsibilities set out in each committee’s mandate.

The Board has adopted a written position description for the chair of each of the Audit Committee, the Compensation Committee and the Governance and Nominating Committee which set out each of the committee chair’s key responsibilities, including, among others, duties relating to preparing committee meeting agendas, chairing committee meetings and providing leadership to foster the effectiveness of each committee in carrying out the duties and responsibilities described in each committee’s mandate.

Audit Committee

Mandate of the Audit Committee

The Board has adopted a written mandate of the Audit Committee that establishes, among other things, the Audit Committee’s purpose and responsibilities. Within the purview of its mandate, the Audit Committee is responsible for overseeing the Company’s financial statements and financial disclosure and shall review and, if advisable, approve and recommend the annual financial statements and interim financial statements for Board approval. The Audit Committee’s responsibilities also include the selection, recommendation and oversight of the Company’s independent auditor, as well as the oversight of the Company’s internal controls over financial reporting and disclosure and the performance of the Company’s internal audit function.

The text of the Mandate of the Audit Committee is reproduced in its entirety in Appendix “C”.

Composition of the Audit Committee

The Audit Committee consists of a minimum of three Directors. The Audit Committee is currently comprised of Lawrence Molloy, who is chair of this committee, Danielle Barran, Sarah Davis, Carmine Fortino and Anthony Truesdale. It is the Board's determination that each of the members of the Audit Committee is financially literate within the meaning of NI 52-110. A Director is "financially literate" within the meaning of NI 52-110 if the Director has the ability to read and understand a set of financial statements that present a breadth and level of complexity of accounting issues that are generally comparable to the breadth and complexity of the issues that can reasonably be expected to be raised by the Company's financial statements. Each of Mr. Molloy, Ms. Barran, Ms. Davis, Mr. Fortino and Mr. Truesdale have been determined by the Board to be independent within the meaning of NI 52-110.

Each of the Audit Committee members has an understanding of the accounting principles used to prepare the Company's financial statements and varied experience as to the general application of such accounting principles, as well as an understanding of the internal controls and procedures necessary for financial reporting. For additional details regarding the relevant education and experience of each member of the Audit Committee, see "Matters to be Acted upon at Meeting – Nominees for Election to the Board".

The members of the Audit Committee will be appointed annually by the Board, and each member of the Audit Committee serve at the discretion of the Board until the member resigns, is removed or ceases to be a member of the Board.

Policies and procedures for the engagement of audit and non-audit services

The Audit Committee is responsible for pre-approving any and all audit services and permitted non-audit services to be provided by the Company's independent auditor and adopts and implements policies for such pre-approval. The Audit Committee considers the impact of such non-audit services and fees on the independence of the auditor and monitors and evaluates on an ongoing basis the independence of the independent auditor by obtaining written confirmation from the independent auditor affirming that it is objective and independent within the meaning of the applicable Rules of Professional Conduct/Code of Ethics adopted by the provincial institute or order of chartered accountants to which the auditor belongs and other applicable requirements.

External audit service fees

For Fiscal 2025 and Fiscal 2024, the Company incurred the following fees with its external auditor, Ernst & Young LLP:

	Fiscal 2025	Fiscal 2024
Audit fees ⁽¹⁾	\$1,149,250	\$1,161,250
Audit-related fees ⁽²⁾	\$25,000	\$25,000
Tax fees ⁽³⁾	\$15,000	\$9,698
All other fees	\$-	\$-
Total	\$1,189,250	\$1,195,948

Notes

1. The aggregate fees incurred for the services associated with the annual audit of the Company's financial statements, interim reviews, secondary offerings and translation services.
2. The aggregate fees incurred for a statutory review of financial statements in Fiscal 2025 and Fiscal 2024.
3. The aggregate fees incurred for professional services rendered for tax advice and tax planning.

For additional details regarding the Audit Committee, see "Directors and Executive Officers – Audit Committee" in the Company's most recent Annual Information Form, available under the Company's profile on SEDAR+ at www.sedarplus.ca.

Compensation Committee

The Compensation Committee consists of a minimum of two Directors. The Compensation Committee assists the Board in discharging its responsibilities regarding executive compensation and administration of the Company's equity-based compensation plans.

The Compensation Committee is currently comprised of Sarah Davis, who is chair of this committee, Danielle Barran, Patrick Hillegass, Lawrence Molloy and Erin Young. Each of Ms. Barran, Ms. Davis, Mr. Hillegass, Mr. Molloy and Ms. Young are considered independent for the purposes of NI 58-101. No member of the Compensation Committee is an executive officer of the Company, and as such, the Board believes that the Compensation Committee will be able to conduct its activities in an objective manner. Each member of the Compensation Committee has previous experience as a director or an advisor in formulating, reviewing and/or approving executive compensation policies, strategies and programs. For additional details regarding the relevant education and experience of each member of the Compensation Committee, see "Matters to be Acted upon at Meeting – Nominees for Election to the Board".

The members of the Compensation Committee will be appointed annually by the Board and serve at the discretion of the Board until the member resigns, is removed or ceases to be a member of the Board.

The Board has adopted a written mandate setting forth the purpose, composition, authority and responsibility of the Compensation Committee consistent with the Company's corporate governance guidelines. In accordance therewith, the Compensation Committee is responsible for, among other things:

1. Setting the overall philosophy, strategy and policies for compensation of the Company's executive officers and determining the forms and amount of compensation appropriate to achieve the Company's strategic objectives.
2. At least annually, reviewing and approving the Company's corporate goals and objectives relevant to the compensation of the CEO and other executive officers and evaluating the performance of the executive officers other than the CEO, to determine such officers' compensation level relative to this evaluation in respect to (1) the annual incentive opportunity level and any related goals and (2) the long-term incentive opportunity level and any related goals.
3. Annually, reviewing the Governance and Nominating Committee's evaluation of the performance of the CEO in light of the Company's corporate goals and objectives relevant to the compensation of the CEO, and recommending to the Board the CEO's compensation level based on this evaluation, including (1) the annual base salary level, (2) annual incentive opportunity level and any related goals, (3) the long-term incentive opportunity level and any related goals, and (4) any supplemental benefits or perquisites.
4. Reviewing and recommending to the Board the key terms and conditions of all employment and other agreements between the Company and the CEO.
5. Reviewing the recommendations of the CEO respecting the appointment, compensation and other terms of employment effective as of the date of appointment of other executive officers and other senior management reporting directly to the CEO and all other officers appointed by the Board and, if advisable, recommending for Board approval any such appointment, compensation and other terms and conditions of employment.
6. Reviewing and approving, post appointment, in respect to all executive officers and senior management reporting directly to the CEO and all other officers appointed by the Board, the forms and amount of compensation of appropriate to achieve the Company's strategic objectives.

7. Reviewing and making recommendations to the Board concerning the adoption, terms, amendment and operation of the Company's compensation plans for all executive officers and other officers, including incentive-compensation plans and equity-based plans.
8. Making recommendations to the Board with respect to equity awards under the Company's equity-based compensation plans to be approved by the Board.
9. Interpreting, administering and making appropriate determinations under any incentive-based compensation recoupment policy adopted by the Company.
10. Reviewing and approving any compensation disclosure of the Company before it is publicly disclosed.
11. On an annual basis, reviewing compliance by the executive officers and Directors with the Company's share ownership guidelines, and recommending for approval by the Board any changes to the Company's share ownership guidelines.
12. Periodically reviewing the Executive Clawback Policy, the Equity Ownership Policy, the Retirement Policy and other compensation policies of the Company, and where necessary recommending changes to the Board for approval.
13. On an annual basis, reviewing and recommending for approval by the Board the compensation for members of the Board and its committees, and reviewing and recommending changes in such compensation and plans relating to Director compensation, including any equity awards.
14. Considering and recommending to the Board the frequency of the Company's advisory vote on executive compensation and assessing the results of each such advisory vote.

Further particulars of the process by which compensation for the NEOs is determined is provided under the heading "Executive Compensation".

Governance and Nominating Committee

The Governance and Nominating Committee consists of a minimum of three Directors. The Governance and Nominating Committee assists the Board in fulfilling its responsibilities in connection with the composition of the Board, corporate governance policies, the Code, management succession and development, and the remuneration for Board and committee service.

The Governance and Nominating Committee is currently comprised of Erin Young, who is chair of this committee, Danielle Barran and Carmen Fortino. Each of Ms. Young, Ms. Barran and Mr. Fortino are considered independent for the purposes of NI 58-101. No member of the Governance and Nominating Committee is an executive officer of the Company, and as such, the Board believes that the Governance and Nominating Committee will be able to conduct its activities in an objective manner. For additional details regarding the relevant education and experience of each member of the Governance and Nominating Committee, see "Matters to be Acted upon at Meeting – Nominees for Election to the Board".

The members of the Governance and Nominating Committee are appointed annually by the Board and serve at the discretion of the Board until the member resigns, is removed or ceases to be a member of the Board.

The Board has adopted a written mandate setting forth the purpose and scope, composition, and responsibilities of the Governance and Nominating Committee consistent with the Company's corporate governance guidelines. In accordance therewith, the Governance and Nominating Committee is responsible for, among other things:

1. Ensuring that an appropriate system is in place to annually evaluate the size, composition and effectiveness of the Board, as well as the Board committees and individual Directors.
2. Annually assessing the effectiveness of the senior management appointment process at achieving the Company's diversity objectives.
3. Periodically reviewing and recommending to the Board with respect to succession planning matters concerning the CEO and other key executive officers.
4. Periodically reviewing and making recommendations to the Board with respect to the position description of the CEO, including the corporate goals and objectives that the CEO has responsibility for meeting, and the basis upon which the CEO is to interact with and report to the Board, and to ensure compliance with applicable laws, and where necessary recommending changes to the Board for approval.
5. Annually evaluating the performance of the CEO in light of the Company's corporate goals and objectives relevant to the compensation of the CEO and providing the results of such evaluation to the Compensation Committee to determine the CEO's compensation level based on this evaluation.
6. Periodically reviewing the Code, disclosure policy of the Company, Insider Trading Policy, Diversity Policy (as defined herein), Majority Voting Policy and similar or other governance policies of the Company, to ensure compliance with applicable laws, and where necessary recommending changes to the Board for approval.
7. Monitoring conflicts of interest (real or perceived) of members of the Board and management in accordance with the Code.
8. Reviewing, monitoring and making recommendations regarding new director orientation and the continuing education of existing Directors.
9. Reviewing all Shareholder proposals submitted to the Company in connection with meetings of Shareholders and recommending to the Board appropriate action on each such proposal.
10. Overseeing the Company's activities and disclosure on corporate responsibility and environmental, social and governance matters.
11. Making recommendations to the Board establishing policies and procedures for (i) identifying and selecting potential nominees for the Board, and (ii) considering all nominees to the Board including those recommended by Shareholders.
12. Developing a long-term succession plan for the Board and annually or as required, identifying and recruiting potential nominees for election or appointment to the Board.
13. Periodically, and not less frequently than annually, undertaking an assessment of the independence of the members of the Board.
14. Periodically undertaking an examination of the size of the Board and each Board committee, with a view to determining the impact of the number of Directors on the effectiveness of the Board and its committees in fulfilling their responsibilities, and recommending to the Board, if necessary, a reduction or increase in the size of the Board or any Board committee.
15. Annually or as required, recommending to the Board the individual Directors to serve on (or to depart from) the standing committees of the Board.

16. Annually (i) assessing the effectiveness of the Board appointment/nomination process at achieving the objectives of the Diversity Policy and (ii) considering and, if determined advisable, recommending to the Board for adoption, measurable objectives for achieving diversity on the Board.
17. Making recommendations to the Board with respect to the appointment of a chair of each committee, the Chair of the Board, the Lead Director (if applicable), the CEO and senior management of the Company.

Insider Trading Policy

The Board has adopted an Insider Trading Policy relating to the trading in securities of the Company by Directors, officers, employees and other insiders of the Company and its subsidiaries. Among other things, the following are prohibited by the Insider Trading Policy: (a) speculating in securities of the Company; (b) short selling securities of the Company; (c) transacting in puts and calls; and (d) purchasing financial instruments that are designed to hedge or offset a decrease in the market value of securities of the Company granted as compensation or held, directly or indirectly, by a Director or senior officer of the Company.

The Insider Trading Policy also provides for “blackout periods” during which persons who are subject to trading pre-clearance pursuant to the policy are prohibited from trading in securities of the Company. The blackout periods for quarterly earnings run from the first trading day following the 15th day of the third month of a fiscal quarter until the completion of two full trading days following the date on which a press release has been issued in respect of the Company’s interim or annual financial statements. For blackouts outside of the earnings blackouts, the time period over which such blackouts will run will be determined at the time of implementation of the blackout and will be based on the facts of a particular situation.

Executive Clawback Policy

The Board has adopted an Executive Clawback Policy applicable to Specified Officers. The Executive Clawback Policy provides for the right of the Company to require disgorgement or reimbursement and/or reduction, cancellation or termination of all or a portion of any bonus, equity-based or other incentive-based compensation awarded or granted to a Specified Officer, as the case may be, of the Company upon the occurrence of one or more Specified Officers having been determined in the discretion of the independent Directors to have engaged in fraud, intentional misconduct or gross negligence, or committed a material breach of the Code, or if the Company is required to publicly issue a material accounting restatement of all or a portion of the Company’s interim or annual financial statements included in the Company’s public disclosure documents (each, a “**Malfeasance Event**”), in each case in the 36 month period prior to the date on which the Board determines that a Malfeasance Event has occurred.

Enterprise Risk Management

The Board is accountable for overseeing the development of a comprehensive risk management program for identifying, assessing, managing, monitoring, mitigating and reporting on the Company’s key risks. Management monitors the business to identify and assess key risks that could have a significant adverse impact on the Company’s brand, financial position, or ability to achieve its strategic and business objectives.

Though the Board is ultimately responsible for risk oversight, the Audit Committee oversees the Company’s risk management processes and reports to the Board on management’s assessment of key risks, including mitigation tactics and control activities.

Additional information on the Company’s risk management program and risk factors is included in the MD&A for the year ended January 3, 2026 and Annual Information Form for the year ended January 3, 2026, which are available under the Company’s profile on SEDAR+ at www.sedarplus.ca and at www.petvalu.ca.

Environmental, Social and Governance (“ESG”) Factors

Our mission, values and strategy are anchored in the knowledge that utilizing sustainable business practices helps deliver profitable growth and create value over the long-term. As a result, our approach to managing many ESG factors, and particularly those that can reasonably be expected to affect the Company’s prospects and influence decisions by existing and potential investors (“**Primary ESG Factors**”), is consistent with our approach to other business factors.

ESG Governance

The Board has delegated oversight of the Company’s ESG activities and disclosure to the Governance and Nominating Committee. To demonstrate the Company’s commitment to managing ESG matters, the Board has adopted an ESG policy outlining the Company’s governance, strategy, risk management, measurement and disclosure of Primary ESG Factors relevant to our operations.

We have designated Pet Valu’s executive leadership team, comprised of the Company’s CEO and the direct reports of the CEO, as our ESG steering committee. This committee, supported by appropriate working groups and accountable executive sponsors, is responsible for identification of Primary ESG Factors, implementation and adherence to appropriate procedures and disclosure of key performance indicators. The Governance and Nominating Committee receives quarterly updates on ESG matters from a representative of this committee.

ESG Reporting

In November 2025, the Company issued its most recent ESG report (the “**2024 ESG Report**”), providing a comprehensive overview of nine Primary ESG Factors, which were identified through a materiality assessment completed in early Fiscal 2024 as having a critical role in the delivery of Pet Valu’s strategic, operational and financial aspirations. Consistent with the Company’s prior ESG reports, the 2024 ESG Report focuses on the importance of our approach to, performance on, and outlook for each of the Primary ESG Factors, discussed across five distinct sections:

Section	Franchisee Relationships	ACE Working Environment	Energy and Emissions Management	Responsible Stewardship	Product Safety and Quality
Primary ESG Factor(s)	Franchisee Relationships	Labour Practices and Retention Diversity, Equity and Inclusion Development and Training	Greenhouse Gas Emissions Energy Management	Corporate Governance Data Privacy and Information Security	Product Safety and Quality

On January 1, 2024, the *Fighting Against Forced Labour and Child Labour in Supply Chains Act* (Canada) (the “**Modern Slavery Act**”) came into force in Canada. The Modern Slavery Act obligates us to publish an annual report detailing steps regarding the previous year’s efforts to mitigate the risk of forced labour or child labour in our supply chain (“**Modern Slavery Report**”). The Company completed its most recent Modern Slavery Report on May 8, 2025.

Pet Valu’s annual ESG Reports and Modern Slavery Reports, along with other related materials are available on our investor relations website at investors.petvalu.ca. The information on our website does not form part of this Circular and our ESG Reports and Modern Slavery Reports are not incorporated by reference herein.

Diversity Commitment and Oversight

Pet Valu is committed to fostering an open and inclusive workplace culture. Pet Valu believes diverse representation throughout the Company is necessary to provide the range of perspectives, experience and expertise required to achieve the Company's objectives and deliver value for its stakeholders. The Company and the Board define diversity as any dimension that can be used to differentiate groups and people from one another and includes gender identity and sexual orientation, age, persons with disabilities, race, nationality, culture, language and other ethnic distinctions, education, regional and industry experience, and expertise. To demonstrate its commitment to diversity, the Board has adopted a written diversity policy (the "**Diversity Policy**"), which outlines Pet Valu's strategy, governance and commitments to fostering diversity throughout the Company to expand its diversity initiatives to encourage diversity at all employee levels as well as within its franchisee population. The Board measures the effectiveness of its Diversity Policy over time by tracking diversity metrics and reviewing director nominee pools for diversity criteria. The Governance and Nominating Committee values and considers diversity as part of its overall annual evaluation of nominees for appointment or election to the Board, as well as candidates for senior management positions.

Board Diversity

Pet Valu is committed to a merit-based system for Board composition within a diverse and inclusive culture that solicits multiple perspectives and views, and is free of conscious or unconscious bias and discrimination. When assessing Board composition or identifying suitable candidates for appointment or election to the Board, the Company will consider candidates on merit against objective criteria having due regard to the benefits of diversity and the needs of the Board.

The Company recognizes that gender, as well as racial and ethnic diversity, are significant aspects of diversity and acknowledges the important role of qualified women and racially and ethnically diverse individuals in contributing to diversity of perspective on the Board. Accordingly, in order to promote the specific objectives of gender, racial and ethnic diversity on the Board, the selection process for Board appointees and nominees for appointment or election involves appropriate efforts to include women and racially and ethnically diverse candidates in the list of those being considered for Board positions. If, at the end of the selection process, no women or racially or ethnically diverse individuals are selected from the list of candidates, the Board must be satisfied that there are objective reasons to support this determination.

In furtherance of Board diversity, the Diversity Policy provides that the Board will target to maintain at least 30% of the members of the Board identifying as women. Currently, the Company has met this target with three of nine (33.3%) members of the Board identifying as women, and plans to continue to do so with three of the eight Board nominees (37.5%) identifying as women.

The Board has actively engaged in, and will continue to search for, potential qualified candidates taking into consideration a broad range of criteria including gender, racial, ethnic and other dimensions of diversity, as well as specific skills, functional competencies, experience and corporate governance expertise.

Executive Officer and Senior Management Diversity

Similar to practices at the Board level, the Company has broad diversity practices within the executive officer and senior management levels to facilitate representation of a broad range of perspectives, expertise and experience. In order to promote the specific objective of gender, racial or ethnic diversity, the Company (i) has implemented and will continue to identify policies to address impediments to gender, racial or ethnic diversity in the workplace, and will review their availability and utilization, (ii) proactively identifies high-potential individuals who identify as women, as well as racially or ethnically diverse individuals for leadership training programs and encourages them to apply for more senior roles, (iii) will continue to develop flexible scheduling programs and other

family friendly policies for mid-career individuals who identify as women to assist with recruitment and retention, (iv) regularly reviews the proportion of persons at all levels of the Company who identify as women or who are racially or ethnically diverse, (v) monitors the effectiveness of, and continues to expand on, existing initiatives designed to identify, support and develop talented individuals who identify as women or ethnically or racially diverse employees with senior management potential, and (vi) has implemented and will continue to identify new ways to entrench diversity as a cultural priority across the Company. As of the date of this Circular, approximately 70% of Pet Valu employees in management roles identify as women, including 50% of executive officers, 42% of those with a director title or above (excluding executive officers), and 82% of our Store Managers, Area Managers, and District Managers. Approximately 64% of all other Pet Valu employees that are not in management roles also identify as women. On an annual basis, the Governance and Nominating Committee assesses the effectiveness of the senior management appointment process at achieving the Company's diversity objectives and consider and, if determined advisable, recommend to the Board for adoption, measurable objectives for achieving diversity in senior management.

The Company does not intend to establish a target regarding the number of individuals who identify as women, or racially or ethnically diverse individuals in executive officer or senior leadership positions. The Company believes that the most effective way to achieve its goal of increasing the representation of a more diverse leadership group at all levels of the organization is to identify and retain high-potential diverse individuals within the Company and work with them to develop the skills, acquire the experience and have the opportunities necessary to become effective leaders. The Company will, however, evaluate the appropriateness of adopting targets in the future.

The following tables set out the number and percentage of Board members and executive officers who identify as women, and the Company's target and progress in achieving such target in respect to Board diversity. The Company has not adopted a target in respect to executive officer diversity.

	Number	%
Women on Board of Directors	3 of 9	33.3%
Women in Executive Officer Positions	4 of 8	50.0%

	Target		Progress in Achieving Target
	Number	%	
Board of Directors	3 of 9	30%	Achieved
Executive Officer Positions	N/A	N/A	N/A

Ethical Business Conduct

The Board has adopted a written Code that applies to all of the Directors, officers and employees of the Company and its subsidiaries. The Code provides a set of standards and principles for conducting the business of the Company by acting ethically and with integrity, operating safely, and treating others in a respectful and compassionate manner. The Code sets out guidance with respect to conduct in dealing with retaliation, conflicts of interest, competition and fair dealing, workplace harassment and discrimination, privacy, insider trading, information technology systems and security, confidentiality and disclosure, financial reporting, compliance with laws, customers and business partners, health and safety, political activity and reporting any illegal or unethical behaviour.

The Board has ultimate responsibility for monitoring compliance with the Code and it monitors compliance through the Governance and Nominating Committee. The Board is also responsible for considering any waivers of the application of the Code. The Code is filed with the Canadian securities regulatory authorities under our profile on SEDAR+ at www.sedarplus.ca.

Data Privacy, Information Security and Artificial Intelligence

Our reputation and ability to acquire, retain and serve our customers are dependent upon the reliable performance of our network infrastructure and digital platforms. We have invested and expect to continue to invest in technology including third-party subscriptions and related network infrastructure to support the operations of digital platforms and internal systems. Pet Valu has implemented a wide range of measures including quarterly security consulting and assessments, identity and data protection, incident management, security intelligence and analysis, and security remediation to support availability, integrity and confidentiality of data. Importantly, we do not store customer payment information on our systems. In addition, an independent third-party undertakes an annual audit of our data and cyber security and provides a report to the senior management of Pet Valu.

The Company is in the early stages of incorporating third-party artificial intelligence solutions into our business and operations. The implementation and use of these solutions has enabled management to efficiently support our customers, conduct our operations and gather, analyze, and assess information across all business segments and geographic locations. However, while these solutions offer great advantages, the Company recognizes that they can potentially entail risks, particularly in terms of security. The Company has deployed and continues to deploy various technological security measures as set out above to manage the Company's artificial intelligence risk. In addition, artificial intelligence may present emerging ethical issues. Our values and Code provide the foundation for the principles that guide our responsible use of artificial intelligence: acting ethically and with integrity and operating safely, and our employee handbook contains express guidelines for its use.

Our Board has ultimate responsibility for data privacy, information security and managing artificial intelligence risk and has delegated oversight responsibility to the Audit Committee. The Audit Committee receives comprehensive quarterly updates from management, which include details of any significant instances of unauthorised access to or disruption of systems, the results of third-party audits undertaken on our environment, an assessment of artificial intelligence risk, and additional reporting on proactive "phishing" or other simulations the Company undertakes to improve employee training and awareness of cybersecurity.

As part of the Board's continuing education, a Director education session on board oversight of artificial intelligence was provided in Fiscal 2025, and sessions on cybersecurity and data protection and artificial intelligence usage are planned for Fiscal 2026.

Articles

The Articles include Advance Notice Provisions and provisions related to forum selection. A copy of the Articles may be obtained by contacting the Company and are available under the Company's profile on SEDAR+ at www.sedarplus.ca. For additional details regarding the content of the Advance Notice Provisions, see "Matters to be Acted Upon at Meeting – Advance Notice Provisions".

MANAGEMENT CONTRACTS

No management functions of the Company are performed to any degree by a person other than the Directors or executive officers of the Company.

OTHER BUSINESS

The management of the Company and the Directors are not aware of any matters intended to come before the Meeting other than those items of business set forth in the attached Notice of Meeting accompanying this Circular. If any other matters properly come before the Meeting, it is the intention of the persons designated by management in the form of proxy to vote in respect of those matters in accordance with their judgment.

ADDITIONAL INFORMATION

Additional information relating to the Company is available under the Company's profile on SEDAR+ at www.sedarplus.ca. Financial information about the Company is provided in the Financial Statements and MD&A for its most recently completed financial year.

Shareholders may request copies of the Financial Statements and MD&A for the Company's most recently completed financial year by contacting Investor Relations of the Company at 130 Royal Crest Court, Markham, Ontario, L3R 0A1, by email at investors@petvalu.ca, or by phone at (289) 806-4559.

* * * * *

DIRECTORS' APPROVAL

The contents and the sending of this Circular have been approved by the Board.

Dated as of March 17, 2026.

(signed) "Anthony Truesdale"

Anthony Truesdale
Chair of the Board

APPENDIX “A”

Virtual Meeting Guide

USER GUIDE – VIRTUAL MEETING



To start

The meeting will take place virtually. You will be able to participate online using your smartphone, tablet or computer.

You will be able to view a live webcast of the meeting, ask the board questions and submit your votes in real time.

You may also provide voting instructions before the meeting by completing the Form of Proxy or Voting Instruction Form that has been provided to you.

Important Notice for Non-Registered Holders

Non-registered holders (being shareholders who hold their shares through a broker, investment dealer, bank, trust company, custodian, nominee or other intermediary) who have not duly appointed themselves as proxy may attend as guests but will not be able to vote.

If you are a non-registered holder and wish to attend and participate at the meeting, you should carefully follow the instructions set out on your voting instruction form and in the management information circular relating to the meeting, in order to appoint and register yourself as proxy, otherwise you will be required to login as a guest.

To participate online

Make sure the browser on your device is compatible. You will need the latest version of Chrome, Safari, Edge, or Firefox. Internet Explorer is not supported.

Using your smartphone, tablet or computer, go to the following address:

Meeting Access

meetings.lumiconnect.com/400-755-206-291

You will need the following information to log in:

Meeting ID

400-755-206-291

Password (case sensitive)

petvalu2026

Registered Shareholders

The control number listed on your form of proxy.

Appointed Proxy

The control number or username provided by the transfer agent.

Caution

Internal network security protocols including firewalls and VPN connections may block access to the Lumi Platform for your meeting. If you are experiencing any difficulty connecting or watching the meeting, ensure your VPN setting is disabled or use a computer on a network not restricted to security settings of your organization.

Registered Shareholders and Appointed Proxy

Select “I have a login”.

Guests

Select “I am a guest” and fill in the form.

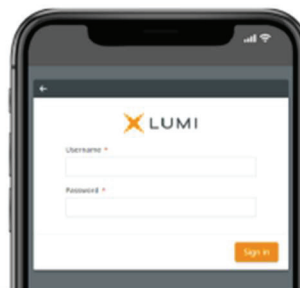


Registered Shareholders

Enter the control number listed on your form of proxy and the password above.

Appointed Proxy

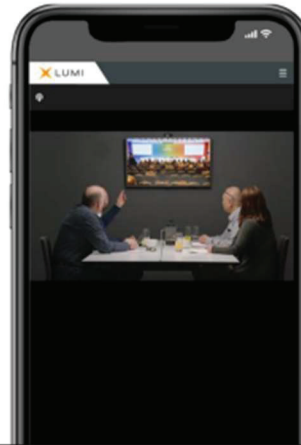
Enter the control number or username provided by the transfer agent and the password above.





Once logged in, you will see the home page, where you can access the meeting information, documents and the broadcast.

To watch the meeting, press on the broadcast icon. On a computer, the broadcast will appear automatically at the right-side once the meeting has started.



Voting

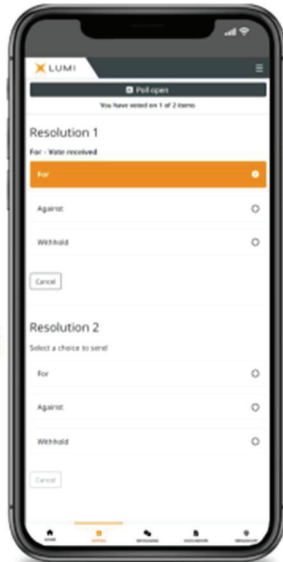
Once voting has opened, the voting tab will appear. The resolutions and voting choices will be displayed in that tab.

To vote, select one of the voting options. Your choice will be highlighted.

A confirmation message will also appear to show your vote has been received.

The number of resolutions for which you have voted, or not yet voted, is displayed at the top of the screen.

You can change your votes until the end of the voting period by simply selecting another choice.

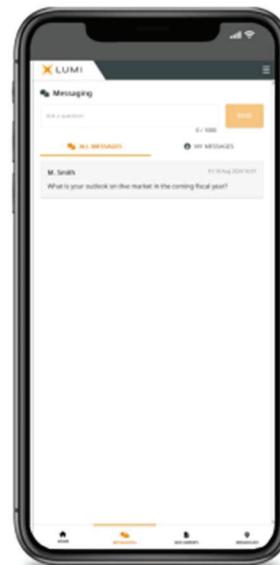


You will continue to hear the meeting proceedings. To return to the broadcast tab on mobile, tap on the broadcast button after having voted.

Questions

To ask a question, select the messaging tab. Type your question within the box at the top of the screen and click the send arrow.

Questions sent via the Lumi Platform online platform will be moderated before being sent to the Chair.



APPENDIX “B”

PET VALU HOLDINGS LTD.

BOARD OF DIRECTORS MANDATE

Effective Date: June 30, 2021

Updated: February 26, 2026

1. Purpose

The members of the Board of Directors (the “**Board**”) are responsible for the stewardship of Pet Valu Holdings Ltd. (the “**Company**”). The Board, directly and through its committees and the chair of the Board (the “**Chair**”) (and, if applicable, the lead director of the Board (the “**Lead Director**”), shall supervise the management of the business and affairs of the Company, generally through the Chief Executive Officer, to pursue the best interests of the Company.

2. Membership

Number of Members

Subject to compliance with applicable law, the Company’s constituting documents, and any agreements or other arrangements concerning the size of the Board, the Board shall be comprised of such number of members as determined by the Board from time to time.

Independence of Members

A majority of the members of the Board shall be independent within the meaning of the provisions of National Instrument 58-101 – *Disclosure of Corporate Governance Practices*, as may be amended from time to time.

Term of Members

At each annual meeting of the Company’s shareholders, the Board must permit shareholders to vote on the election of all members of the Board. Each member of the Board shall serve until immediately before the election of directors at each annual meeting of the Company’s shareholders, at which time each member of the Board shall cease to hold office but is eligible for re-election, or until the member resigns, ceases to be qualified for service as a member of the Board or is removed in compliance with applicable law.

Chair of the Board

Subject to compliance with any agreements or other arrangements concerning such matter, the members of the Board shall designate a Chair by majority vote of the full Board membership, following consideration of the recommendation of the governance and nominating committee of the Board (the “**Governance and Nominating Committee**”).

The Chair shall be an independent member of the Board, unless the Board determines that it is in the best interests of the Company to not require the Chair to be independent, in which case the independent directors shall select from among their number, following consideration of the recommendation of the Governance and Nominating Committee, a further director who will act as “Lead Director”.

In the absence of the Chair, the Lead Director shall chair any meeting of the Board and in the absence of both the Chair and the Lead Director, the members of the Board present may appoint a chair from their number for such meeting.

General

Each director must have an understanding of the Company's principal operational and financial objectives, plans and strategies, and financial position and performance. Directors are expected to have read and considered, in advance of each meeting, the materials sent to them and to actively participate in the meetings.

Directors must have sufficient time to carry out their duties and not assume responsibilities that would materially interfere with, or be incompatible with, Board membership. Directors who experience a significant change in their personal circumstances, including a change in their principal occupation, are expected to advise the chair of the Governance and Nominating Committee.

Directors may serve on the board of directors of other public issuers so long as these commitments do not materially interfere and are compatible with their ability to fulfill their duties as a member of the Board. Directors must advise the Chair in advance of accepting an invitation to serve on the board of directors of another public issuer.

Each director must comply with, and conduct business in accordance with the Code (as defined herein) that governs the behaviour of employees, directors and officers, including advising the Board of any conflicts, or potential conflicts of interest, and abstaining from voting on matters in which the director has an interest.

3. Meetings

Number of Meetings

The Board shall meet as often as the Board considers appropriate to fulfill its responsibilities, but in any event at least four times per year.

Attendance

Each director is expected to attend all meetings of the Board and any Board committee of which he or she is a member, except in exceptional circumstances. A director may participate in a meeting in person or by telephone or other communications medium if all directors participating in the meeting, whether in person or by telephone or other communications medium, are able to communicate with each other.

Quorum

No business may be transacted by the Board at a meeting unless a quorum of the Board is present, as specified in the Company's Articles, in person or by telephone or other electronic means that permits all persons participating in the meeting to speak and hear each other.

Secretary and Minutes

The corporate secretary, his or her designate, or any other person the Board requests shall act as secretary of Board meetings. Minutes of Board meetings shall be recorded and maintained in sufficient detail to convey the substance of all discussions held and shall be, on a timely basis, subsequently presented to the Board for approval.

Attendance of Non-Members

The Board may invite to a meeting any officers or employees of the Company, legal counsel, advisors and other persons whose attendance it considers necessary or desirable in order to carry out its responsibilities.

Meetings of Independent Directors

As part of each meeting of the Board, the independent directors shall hold an *in camera* session, at which management and non-independent directors are not present, and the agenda for each Board meeting will afford an opportunity for such a session. The independent directors may also, at their discretion, hold *ad hoc* meetings that are not attended by management and non-independent directors.

Access to Management and Books and Records

The Board shall have free and unrestricted access at all times, either directly or through its duly appointed representatives, to the Company's management and employees and the books and records of the Company.

4. Responsibilities

The Board shall have the specific functions and responsibilities outlined below and may delegate any such responsibilities to a committee of the Board. In addition to these functions and responsibilities, the Board shall perform the functions and responsibilities required of a Board by the Company's governing corporate statute, applicable Canadian securities laws, any exchange upon which securities of the Company are listed, or any governmental or regulatory body exercising authority over the Company, as are in effect from time to time (collectively, the "**Applicable Requirements**") or as the Board otherwise deems necessary or appropriate.

Strategic Planning

(a) Strategic Plans

The Board has adopted a strategic plan for the Company. The Board shall periodically review and, if advisable, approve the Company's strategic planning process and, at least annually, review and, if advisable, approve the Company's strategic planning process and short- and long-term strategic and business plans prepared by management. In discharging this responsibility, the Board shall review the plans in light of management's assessment of emerging trends, the competitive environment, the capital markets, the significant business practices and products, the opportunities and risks for the businesses of the Company, and industry practices.

(b) Business and Capital Plans

The Board shall periodically review and, if advisable, approve the policies and processes generated by management relating to the authorization of major investments and significant allocations of capital and, at least annually, review and, if advisable, approve the Company's annual business and capital plans.

(c) Monitoring

The Board shall periodically review management's implementation of the Company's strategic, business and capital plans and review and, if advisable, approve any material amendments to, or variances from, such plans.

Risk Management

(d) Identification and Management of Risks

The Board shall oversee the development by management of a comprehensive risk management program. At least annually, the Board shall review reports provided by management and committees of the Board on the principal risks associated with the Company's business and operations, review the implementation by management of appropriate systems to identify, assess, manage and mitigate these risks, and review reports by management relating to the operation of, and any material deficiencies in, these systems.

(e) Verification of Controls

The Board shall verify that appropriate internal, financial, non-financial and business control and management information systems have been established, and are being maintained, by management.

Financial Information and Internal Controls

(f) Financial Reporting

The Board shall oversee the financial reporting and disclosure obligations imposed on the Board, the Company and Senior Management (as defined herein) by laws, regulations, rules, policies and other applicable requirements. The Board shall oversee the integrity of the Company's management information systems.

(g) Internal Controls

The Board shall oversee the effectiveness of the Company's internal controls and the preparation of, and processes relating to, reports and attestations with respect to the Company's internal control and disclosure control procedures. The Board shall obtain reasonable assurance that due diligence processes and controls in connection with the Company's annual and interim filings are in place and monitor their continued effectiveness.

(h) Approval of Annual Financial Reports

The Board shall, with the assistance of the audit committee of the Board (the "**Audit Committee**"), review the annual consolidated audited financial statements of the Company, the independent auditors' report thereon and, if required pursuant to the Applicable Requirements, the related management's discussion and analysis of the Company's financial condition and financial performance ("**MD&A**"), as well as the Audit Committee's recommendations in respect of the approval thereof. After completing its review, if advisable, the Board shall approve the annual financial statements and, if applicable, the related MD&A.

(i) Approval of Interim Financial Reports

If required pursuant to the Applicable Requirements, the Board shall review the interim consolidated financial statements of the Company, the independent auditors' review report thereon and the related MD&A, as well as the Audit Committee's recommendations in respect of the approval thereof. After completing its review, if advisable, the Board shall approve the interim financial statements and, if applicable, the related MD&A.

(j) Nomination of External Auditors

The Board shall review the recommendations of the Audit Committee concerning the external independent auditors to be nominated and, if advisable, approve such nomination.

(k) Policies for Pre-Approval of Non-Audit Services

The Board shall review the recommendations of the Audit Committee concerning the policies and procedures for the retainer of the Company’s external independent auditors to perform any non-audit service for the Company or its subsidiary entities and, if advisable, approve, with or without modifications, such policies and procedures.

Human Resource Management

(l) Chief Executive Officer

The Board shall review the recommendations of the compensation committee of the Board (the “**Compensation Committee**”) concerning the organizational goals and objectives relevant to Chief Executive Officer compensation and, if advisable, approve, with or without modifications, such goals and objectives.

The Board shall review the recommendations of the Compensation Committee concerning (i) the appointment and other terms of employment (including any severance arrangements or plans and any benefits to be provided in connection with a change in control) for the Chief Executive Officer, including the adoption, amendment and termination of such agreements, arrangements or plans and, if advisable, approve, with or without modifications, such appointment and other terms of employment and (ii) the Chief Executive Officer’s compensation level and, if advisable, approve, with or without modifications, such compensation.

(m) Senior Management

The Board shall review the recommendations of the Compensation Committee concerning the appointment of the Chief Financial Officer, all senior management reporting directly to the Chief Executive Officer and all other officers appointed by the Board (collectively “**Senior Management**”) and, if applicable and advisable, after consideration of the objectives of the Diversity Policy, is applicable, approve any such appointment.

The Board shall review the recommendations of the Compensation Committee respecting the compensation and other terms of employment (including any severance arrangements or plans and any benefits to be provided in connection with a change in control) of members of Senior Management and, if advisable, approve, with or without modifications, such compensation and other terms of any employment agreements and any severance arrangements or plans.

(n) Succession Review

At least annually, the Board shall review the succession plans of the Company for the Chair and, if applicable, the Lead Director. The Board shall also periodically review the recommendations of the Governance and Nominating Committee with respect to succession planning matters concerning the Chief Executive Officer and other members of Senior Management, as well as general executive development programs, and, after consideration of the objectives of the Diversity Policy, if applicable, develop the succession plans of the Company.

(o) Integrity of Senior Management

The Board shall, to the extent feasible, satisfy itself as to the integrity of the Chief Executive Officer and other members of Senior Management and that the Chief Executive Officer and other members of Senior Management strive to create a culture of integrity throughout the Company.

(p) Director Remuneration

The Board shall review the recommendations of the Compensation Committee concerning the remuneration (fees and/or retainer) to be paid to, and the benefits to be provided, to members of the Board for service in applicable capacities and, if advisable, approve, with or without modifications, such remuneration.

(q) Equity-Based Compensation Plans

The Board shall review the recommendations of the Compensation Committee concerning the adoption or amendment of equity-based compensation plans of the Company and, if advisable, approve, with or without modifications, the adoption or amendment of such plans.

Nomination Matters

(r) General

The Governance and Nominating Committee is responsible for recommending candidates for Board membership, in accordance with the mandate of the Governance and Nominating Committee. The Board shall periodically review reports of the Governance and Nominating Committee concerning nomination matters.

(s) Nominee Identification

The Board shall review the recommendations of the Governance and Nominating Committee concerning the potential nominees for election or appointment to the Board and, after considering (i) the results of the Board and director effectiveness evaluation process, (ii) the competencies, skills and other qualities that the Governance and Nominating Committee considers to be necessary for the Board as a whole to possess, the competencies, skills and other qualities that the Governance and Nominating Committee considers each existing director to possess, and the competencies, skills and other qualities each new nominee would bring to the boardroom, (iii) the amount of time and resources that nominees have available to fulfill their duties as Board members, (iv) the objectives of the Diversity Policy, if applicable, and (v) any applicable independence, residency and/or other requirements, approve, if advisable, with or without modifications, the individual nominees for consideration by, and presentation to, the shareholders at the Company's next annual meeting of shareholders or appointment to the Board between such meetings.

(t) Committees of the Board

The Board shall annually evaluate the performance, and review the work, of its committees. The Board shall annually, or as otherwise required or deemed advisable, review the recommendations of the Governance and Nominating Committee concerning the individual directors to serve on (or to depart from) the committees of the Board and, after considering (i) the qualifications for membership on each committee, (ii) the extent to which there should be a policy of periodic rotation of directors among the committees, and (iii) the number of boards and other committees on which the directors serve, approve the appointment of such directors to (or departure from) the committees as the Board deems advisable.

(u) Director Independence

The Board shall periodically review the Board's and the Board committees' ability to act independently from management in fulfilling their responsibilities and in doing so the Board shall (i) review the application and evaluation by the Governance and Nominating Committee of the director independence standards applicable to members of the Board and (ii) review the recommendations of the Governance and Nominating Committee concerning a reduction or increase in the number of independent directors and, if advisable, approve, such reduction or increase.

(v) Board and Committee Size

The Board shall review the recommendations of the Governance and Nominating Committee concerning a reduction or increase to the size of the Board or any Board committee and if advisable, approve, such a reduction or increase.

(w) Board Renewal

The Board shall review the recommendations of the Governance and Nominating Committee concerning mechanisms of Board renewal, and if advisable, approve, with or without modifications, the adoption of any such mechanisms. The Company has a director tenure policy, under which the maximum period of time a director can be on the Board is the earlier of 12 years after joining the Board or 75 years of age. A director would not stand for re-election at the annual meeting of the Company's shareholders following that event. The Governance and Nominating Committee might recommend a director for re-election after the expiry of their maximum term if it is in the best interests of the Company to do so.

(x) Diversity Policy

If required pursuant to the Applicable Requirements, the Board will adopt a diversity policy (the "**Diversity Policy**"). If applicable, the Board shall review any recommendations of the Governance and Nominating Committee concerning the adoption of measurable objectives for achieving diversity on the Board and if advisable, approve, with or without modifications, the adoption of any such objectives.

(y) Majority Voting

If required pursuant to the Applicable Requirements, the Board will adopt a Majority Voting Policy. If applicable, the Board shall review the recommendations of the Governance and Nominating Committee concerning resignations of directors pursuant to the Company's Majority Voting Policy in respect of the election of directors and if advisable, accept or reject any such resignation, in accordance with the terms of the Company's Majority Voting Policy.

Corporate Governance

(z) General

The Board shall periodically review reports of the Governance and Nominating Committee concerning corporate governance matters.

(aa) Position Descriptions

The Board has approved or will approve position descriptions for the Chair, the Lead Director (if any), the Chief Executive Officer, and the chair of each Board committee which will specify the responsibilities and duties of such offices, and shall be reviewed with the assistance of the Governance and Nominating Committee, as appropriate. The Board shall periodically review the recommendations of the Governance and Nominating Committee concerning changes to such position descriptions and if advisable, approve, with or without modifications, the adoption of any such changes.

(bb) Governance Policies

The Board has adopted a Disclosure Policy, Insider Trading Policy, Whistleblowing Policy, Equity Ownership Policy and Clawback Policy and similar or other governance policies of the Company. The Board shall periodically review the recommendations of the Governance and Nominating Committee concerning changes to such policies or the

adoption of such further governance policies and if advisable, approve, with or without modifications, the adoption of any such changes or new governance policies.

(cc) Board of Directors Mandate Review

The Board shall periodically review the recommendations of the Governance and Nominating Committee concerning changes to this Mandate and if advisable, approve, with or without modifications, the adoption of any such changes.

(dd) Committees of the Board

The Board has established an Audit Committee, a Compensation Committee and a Governance and Nominating Committee. Subject to applicable law, the Board may establish other Board committees or merge or dissolve any Board committee at any time.

The Board has delegated to each Board committee those responsibilities set out in each Board committee's mandate and shall approve mandates for any new Board committee. The Board shall periodically review the recommendations of the Governance and Nominating Committee concerning changes to the mandates for each Board committee and if advisable, approve, with or without modifications, the adoption of any such changes.

The Board shall annually, or as otherwise required or deemed advisable, review the recommendations of the Governance and Nominating Committee concerning the individual directors to serve on the standing committees of the Board and, after considering (i) the qualifications for membership on each committee, (ii) the extent to which there should be a policy of periodic rotation of directors among the committees, and (iii) the number of boards and other committees on which the directors serve, approve the appointment of such directors to the committees as the Board deems advisable.

The chair of each Board Committee shall serve a maximum term of five years. The Board may approve an extension of the maximum term if it is in the best interests of the Company to do so.

(ee) Ethics Reporting

The Board has adopted a written Code of Business Conduct and Ethics (the "**Code**") applicable to directors, officers and employees of the Company. On an annual basis, the Board shall review the recommendations and reports of the Governance and Nominating Committee regarding the adequacy of the Code and compliance with, waivers and material departures from, and investigations and any resolutions of complaints received under, the Code by employees, officers or directors. The Board shall also review the recommendations of the Governance and Nominating Committee concerning changes to the Code and if advisable, approve, with or without modifications, the adoption of any such changes.

(ff) Director Development and Evaluation

Each new director shall participate in the Company's initial orientation program and each director shall participate in the Company's continuing education programs. At least annually, the Board shall, with the assistance of the Governance and Nominating Committee, review the adequacy of the orientation and continuing education program for members of the Board, and review the recommendations of the Governance and Nominating Committee concerning proposed changes to the Company's orientation and continuing education programs for members of the Board and if advisable, approve, with or without modifications, the adoption of any such changes.

Communications

(gg) General

The Board has adopted a Disclosure Policy for the Company. If consensus cannot be reached at a meeting of the disclosure committee created pursuant to the Disclosure Policy, the Board shall consider the matter.

(hh) Shareholders

If required pursuant to the Applicable Requirements, the Company will inform the Company's shareholders of its progress through an annual report, annual information form, quarterly interim reports and periodic press releases. Directors and management meet with the Company's shareholders at the annual meeting and are available to respond to questions at that time.

In addition, the Company shall maintain on its website a contact email address that will permit the Company's shareholders to provide feedback directly to the Chair or, in the event the Board has determined it is in the best interests of the Company to not require the Chair to be independent, the Lead Director.

5. Outside Advisors

The Board shall have the authority to retain and terminate, from a source independent of management, external legal counsel, consultants or other advisors to assist it in fulfilling its responsibilities and to set and pay the respective reasonable compensation of these advisors without consulting or obtaining the approval of any officer of the Company. The Company shall provide appropriate funding, as determined by the Board, for the services of these advisors.

6. No Rights Created

This Mandate is a statement of broad policies and is intended as a component of the flexible governance framework within which the Board, assisted by its committees, directs the affairs of the Company. While it should be interpreted in the context of all applicable laws, regulations and listing requirements, as well as in the context of the Company's Articles, it is not intended to establish any legally binding obligations.

APPENDIX “C”

PET VALU HOLDINGS LTD.

AUDIT COMMITTEE MANDATE

Effective Date: June 30, 2021

Updated: March 3, 2025

1. Purpose

The purpose of the Audit Committee (the “**Committee**”) of the Board of Directors (the “**Board**”) of Pet Valu Holdings Ltd. (the “**Company**”) is to exercise the responsibilities and duties set out in this Mandate, including to assist the Board in its oversight of (1) the integrity of the Company’s financial statements, (2) the Company’s compliance with legal and regulatory requirements, (3) the independent auditors’ qualifications and independence, (4) the performance of the Company’s independent auditors, (5) the review and oversight of the Company’s control environment, and (6) the design and implementation of the Company’s internal audit function and the performance of the internal audit function.

The Committee’s role is one of oversight. Management is responsible for the preparation, presentation and integrity of the Company’s financial statements and financial disclosures, design and execution of the control environment and for the appropriateness of the accounting principles and the reporting policies used by the Company. The independent auditors are responsible for auditing the Company’s annual consolidated financial statements and reviewing the Company’s unaudited interim financial statements. It is not the responsibility of the Committee to plan or conduct audits or to determine that the Company’s financial statements are complete and accurate or are in compliance with International Financial Reporting Standards (“**IFRS**”).

2. Composition

The Committee shall be comprised of not less than three members of the Board. Each member of the Committee must be independent in accordance with applicable requirements established by the *Business Corporations Act* (British Columbia), National Instrument 52-110 – *Audit Committees*, as may be amended or replaced from time to time, the rules and regulations of any exchange on which securities of the Company are traded and any other regulator or governmental authority having jurisdiction over the Company from time to time (the “**Applicable Requirements**”), provided however that the Company may avail itself of any exemption available pursuant to the Applicable Requirements.

Each member of the Committee shall have, or shall acquire within a reasonable time following appointment to the Committee, the ability to read and understand a set of financial statements that present a breadth and level of complexity of accounting issues that are generally comparable to the breadth and complexity of the issues that can reasonably be expected to be raised by the Company’s financial statements.

Each member of the Committee shall be appointed annually by the Board and shall serve at the discretion of the Board until the member resigns, is removed or ceases to be a member of the Board. Any vacancies on the Committee shall be filled by the Board. The Committee Chair shall be appointed by the Board on the recommendation of the Governance and Nominating Committee, provided that if the Board does not so appoint a Committee Chair, the members of the Committee shall designate a Committee Chair by majority vote of the full Committee membership.

In the absence of the Committee Chair at a meeting of the Committee, the members of the Committee present may appoint a chair from their number for such meeting.

3. Meetings and Operations

The Committee will meet as often as the Committee considers appropriate to fulfill its responsibilities, but in any event at least once during each fiscal quarter. Meetings may be called by the Committee Chair, any member of the Committee, the independent auditors, the chair of the Board (if any), the lead director of the Board (if any), the Chief Executive Officer or the Chief Financial Officer. The Committee Chair will, in conjunction with appropriate members of the Committee and management, establish the meeting calendar and set the agenda for each meeting.

No business may be transacted by the Committee at a meeting unless a quorum of the Committee is present in person or by telephone or other electronic means that permits all persons participating in the meeting to speak and hear each other. A majority of the members of the Committee shall constitute a quorum.

The independent auditors are entitled to receive notice of, to attend and be heard at each Committee meeting. In addition, the Committee may invite to a meeting any officers or employees of the Company, legal counsel, advisors and other persons whose attendance it considers necessary or desirable in order to carry out its responsibilities.

The Committee must meet at least once a year, in separate sessions, with each of management, the independent auditors and the Company personnel primarily responsible for the design and implementation of the internal audit function. With respect to Committee meetings with the independent auditors, the Committee shall discuss with the auditors such matters as are required by applicable auditing standards to be discussed by the auditors with the Committee.

In connection with each meeting of the Committee, the Committee shall hold an *in camera* session, at which management and non-independent directors of the Board are not present, and the agenda for each Committee meeting will afford an opportunity for such a session.

The Committee may request that any directors, officers or employees of the Company, or other persons whose advice and counsel are sought by the Committee, attend any meeting of the Committee to provide such information as the Committee requests.

The Committee shall maintain minutes or other records of meetings and activities of the Committee. Following each of its meetings, the Committee Chair shall report at the next regularly scheduled meeting of the Board, as required by the Applicable Requirements or as deemed necessary by the Committee or as requested by the Board, on material matters arising, or significant issues considered, at Committee meetings, including any issues as to the quality or integrity of the Company's financial statements, the Company's compliance with legal or regulatory requirements, management's responsibility for assessing and reporting on the effectiveness of internal control over financial reporting and disclosure controls and procedures, the performance and independence of the Company's independent auditors, or the performance of the Company's internal audit function, and such other matters delegated by the Board, and where applicable, shall present the Committee's recommendation to the Board for its approval.

The time and place of the Committee meetings and the further procedures for such meetings not otherwise specified in this Mandate shall in all respects be determined by the Committee, in accordance with the Applicable Requirements.

4. Responsibilities and Duties

The Committee shall have the following responsibilities and duties:

Financial Reporting and Disclosure

- (a) To oversee the accounting and financial reporting processes of the Company and the audits of the financial statements.
- (b) To review the annual consolidated audited financial statements of the Company, the independent auditors' report thereon and, if required pursuant to the Applicable Requirements, the related management's discussion and analysis of financial condition and financial performance ("**MD&A**"), and, after completing its review, if advisable, recommend for Board approval such annual financial statements and the related MD&A.
- (c) To review the interim consolidated financial statements of the Company, the independent auditors' review report thereon and, if required pursuant to the Applicable Requirements, the related MD&A, and, after completing its review, if advisable, recommend for Board approval such interim financial statements and any related MD&A.
- (d) In conducting its review of the annual financial statements or the interim financial statements and any related MD&A, the Committee shall:
 - (i) meet with management and the independent auditors, as applicable, to discuss the financial statements and, if applicable, the MD&A;
 - (ii) review the disclosures in the financial statements;
 - (iii) review the audit report or report prepared by the independent auditors;
 - (iv) discuss with management, the auditors and internal legal counsel, as requested, any litigation claim or other contingency that could have a material effect on the Company's financial statements;
 - (v) regularly review the Company's critical accounting policies followed and critical accounting and other significant estimates, judgments and reserves underlying the financial statements as presented by management, including reviewing with the auditors alternative accounting treatments under applicable accounting principles discussed with management and the effects on the financial statements of same;
 - (vi) consider the effect of significant accounting principles followed and financial statement presentations, including any significant changes to the Company's selection or application of accounting principles and alternative treatments under IFRS;
 - (vii) review any material changes in accounting policies and any significant changes in accounting practices and their impact on the financial statements as presented by management;
 - (viii) consider the effect of significant accounting policies in controversial or emerging areas for which there is a lack of authoritative guidance or consensus;
 - (ix) inquire at least annually of both management, accounting group and the independent auditors as to whether either has any concerns relative to the quality or aggressiveness of management's accounting policies;
 - (x) review management's process for formulating sensitive accounting estimates and the reasonableness of these estimates;

- (xi) review significant recorded and unrecorded audit adjustments;
 - (xii) review with management any significant changes in IFRS, as well as emerging accounting and auditing issues, and their potential effects;
 - (xiii) review management's report on the effectiveness of internal controls over financial reporting and disclosure controls and procedures, including major issues as to their adequacy and any special audit steps adopted in light of material control deficiencies;
 - (xiv) review analyses prepared by management and/or the independent auditors setting forth significant financial reporting issues;
 - (xv) review any material effects of regulatory and accounting initiatives, as well as off-balance sheet structures, on the financial statements as presented by management, including requirements relating to complex or unusual transactions;
 - (xvi) review with management matters that may have a material effect on the financial statements;
 - (xvii) review factors identified by management as factors that may affect future financial results;
 - (xviii) review responses received under the Internal Reporting Procedures (as defined below); and
 - (xix) review any other matters related to the Company's financial statements that are brought forward by the independent auditors or management or which are required to be communicated to the Committee under accounting policies, auditing standards or Applicable Requirements.
- (e) To review and, if advisable, recommend for Board approval, financial disclosure in a prospectus or other securities offering document of the Company, the Annual Information Form of the Company, as well as earnings press releases.
- (f) The Committee is responsible for ensuring that satisfactory procedures are in place for the review of the Company's public disclosure of financial information extracted or derived from the Company's financial statements and periodically assessing those procedures.

Company Policies and Compliance

- (g) To review and approve the Company's hiring policies regarding partners, employees and former partners and employees of the Company's present and former external auditors.
- (h) To review reports from the Chief Legal Officer and General Counsel on: (i) any significant legal, compliance, or regulatory matters that may have a material impact on the Company's financial statements and financial condition; (ii) the effectiveness of the Company's compliance policies; and (iii) any material communications received from regulators or governmental agencies that raise issues regarding the Company's financial statements or continuous disclosure.
- (i) To review with management the status of material tax matters for the Company and its subsidiaries.
- (j) To review with management tax assessments that could have a material effect upon the financial position or operating results of the Company, and the manner in which these matters are disclosed in the financial statements.

- (k) To review management’s evaluation of and representations relating to compliance with specific applicable law and guidance, and management’s plans to remediate any deficiencies identified.
- (l) To adopt as directed by the Board and upon adoption oversee the Company’s Policy on Related Party Transactions and review and approve, ratify or disapprove all related party transactions as required by such policy, including all payments to be made pursuant to any related party transactions involving executive officers and members of the Board, and the Committee shall consider the results of any review of the Policy on Related Party Transactions by the independent auditors.
- (m) With the assistance of the Governance and Nominating Committee, to develop, as directed by the Board, and oversee the Company’s Business Conduct and Compliance Program, including a Company Code of Business Conduct and Ethics (collectively, the “**Code**”), and, at least annually, meet to review the implementation and effectiveness of the Company’s legal and ethical compliance programs with the Chief Legal Officer and General Counsel.
- (n) To establish, as directed by the Board, and periodically monitor, procedures in compliance with applicable law for (i) the receipt, retention, and treatment of complaints received by the Company and submitted to the Committee, whether through the whistleblower hotline or otherwise, regarding questionable accounting, internal accounting controls, or auditing matters (the “Internal Reporting Procedures”).
- (o) To review any complaints or concerns that are received through the Internal Reporting Procedures on a quarterly basis and, if the Committee determines that the matter requires further investigation, to direct the Committee Chair to engage outside advisors, as necessary or appropriate, to investigate the matter and to work with management and the Chief Legal Officer and General Counsel to reach a satisfactory conclusion.

Risk Management

- (p) To provide oversight and review of the Company’s risk management processes for identification and assessment of the principal risks to the operations of the Company.
- (q) To review and recommend to the Board for approval the Company’s risk management program, pursuant to which the Committee will be responsible for determining that the Company has in place an effective process for identifying, assessing, managing and monitoring key risks in the business on a continuous basis as the business evolves, with a view to achieving a proper balance between risks incurred and potential return to holders of securities of the Company and to the long-term viability of the Company.
- (r) To:
 - (i) at least annually, require management to report to the Committee and to review reports prepared by management that assess the risks in the business (including appropriate crisis preparedness, business continuity, information system controls, cybersecurity and disaster recovery plans), identify the risk controls that are in place to mitigate and manage these risks and the appropriate degree of risk mitigation and control, overall compliance with and the effectiveness of the Company’s risk management program;
 - (ii) periodically monitor risk and risk management capabilities within the Company including crisis preparedness, business continuity and disaster recovery plans; and
 - (iii) at least annually, report to the Board on its review of the Company’s risk management program, including with respect to the principal risks faced by the Company, the steps implemented by

management to manage these risks and an assessment of whether the program is being followed and is effective.

- (s) To review quarterly reports from management containing its assessment of the adequacy of the Company's computerized information system controls and security and related risks, including cybersecurity, data protection and artificial intelligence risk.
- (t) To review the adequacy and quality of insurance coverages maintained by the Company and approve new insurance coverage and renewals thereof, as applicable.

Independent Auditors

- (u) To review and, if advisable, recommend for Board approval the independent auditors to be nominated for the purpose of preparing or issuing an auditors' report or performing other audit, review or attest services for the Company and to approve the compensation of the independent auditors. The Committee shall have ultimate authority to approve all audit engagement terms and fees, including the auditors' audit plan. The Company's independent auditors shall report directly to the Committee.
- (v) To approve in advance all audit and permitted non-audit services to be provided by the independent auditors to the Company or its subsidiary entities that it deems advisable in accordance with Applicable Requirements and Board approved policies and procedures and adopt and implement policies for such pre-approval. The Committee shall consider the impact of such service and fees on the independence of the auditors.
- (w) To review, at least annually, a summary of the independent auditors' annual audit plan. The Committee shall consider and review with the auditors any material changes to the scope of the plan.
- (x) To establish and maintain a policy under which all requests for permitted non-audit services to be provided by the independent auditors shall be brought to the attention of the Committee Chair before such work is commenced. The Committee Chair is authorized to approve all such requests, but if any such service exceeds or is expected to exceed \$200,000 in fees, or the service is of a sensitive or unusual nature, the Committee Chair shall consult with the Committee before approving the service. The Committee Chair has the responsibility to inform the Committee of all pre-approved services at its next Committee meeting.
- (y) To review a report prepared by the independent auditors in respect of each of the interim financial statements of the Company.
- (z) To assess the effectiveness of the working relationship of the independent auditors with management and resolve any disagreements between management and the independent auditors as to financial reporting matters brought to its attention.
- (aa) To meet regularly with the independent auditors in the absence of management to discuss any restrictions that may have been placed on the scope and extent of the audit examinations by the independent auditors or the reporting of their findings to the Committee.
- (bb) To review all issues related to a proposed change of the independent auditors, including the information required to be disclosed by applicable legal requirements and the planned steps for an orderly transition.
- (cc) To review all reportable events, including disagreements, unresolved issues and consultations with the independent auditors, whether or not there is to be a change of independent auditors.

- (dd) To monitor and evaluate the qualifications, performance, and independence of the independent auditors on an ongoing basis, and, in conducting such evaluations, to:
 - (i) receive, at least annually, an oral and/or written report from the external auditors describing their internal quality assurance policies and procedures as well as any material issues raised in the most recent internal quality assurance reviews, quality reviews conducted by the Canadian Public Accountability Board, or any inquiry or investigation conducted by government or regulatory authorities;
 - (ii) obtain written confirmation from the independent auditors, and to affirm that they are objective and independent within the meaning of the applicable Rules of Professional Conduct/Code of Ethics adopted by the provincial institute or order of chartered accountants to which the independent auditors belong and other Applicable Requirements;
 - (iii) at least annually, review and evaluate the qualifications, performance, and independence of the lead audit partner of the independent auditors;
 - (iv) discuss with management the timing and process for implementing the rotation of the lead audit partner, the concurring partner, and any other active audit engagement team partner and consider whether there should be a regular rotation of the audit firm itself; and
 - (v) discuss with the independent auditors any material written communications between the independent auditors and management, such as any “management” letter or schedule of unadjusted differences.
- (ee) Provide the independent auditors and the internal auditors with access to the Board, including access without representatives of management present.
- (ff) To periodically discuss with the independent auditors such other matters as are required by applicable auditing standards to be discussed by the independent auditors with the Committee.

Internal Audit

- (gg) The Committee should:
 - (i) review and concur with management’s appointment, termination or replacement of the head of the internal audit function and the selection of vendors for any outsourcing of the internal audit function;
 - (ii) confirm with the head of the internal audit function that he or she is aware of his or her obligation to report directly to the Committee on matters affecting the Committee’s duties, irrespective of his or her other reporting relationships;
 - (iii) review the resources, adequacy, authority and independence of the internal audit function;
 - (iv) review proposed internal audit plans, receive reports on and review the results of internal audits and examinations conducted by the internal audit function with respect to those controls that mitigate strategic, financial and operational risks and any other matters appropriate to the Committee’s duties, and the remediation status of internal audit findings; and;
 - (v) direct management to make changes that the Committee deems advisable in respect of the internal audit function.

Internal Controls

- (hh) To review the Company's system of internal controls.
- (ii) To require management to implement and maintain appropriate systems of internal controls in accordance with Applicable Requirements, including internal controls over financial reporting and disclosure controls and procedures, and to review these controls and procedures and, at least annually, to consider and review with management and the independent auditors:
 - (i) the effectiveness of, or weaknesses or deficiencies in: the design or operation of the Company's internal controls (including computerized information system controls and security); the overall control environment for managing business risks; and accounting, financial and disclosure controls and procedures (including, without limitation, controls over financial reporting), non-financial controls, and legal and regulatory controls and the impact of any identified weaknesses in internal controls on management's conclusions;
 - (ii) any significant changes in internal controls over financial reporting that are disclosed, or considered for disclosure, including those in the Company's periodic regulatory filings, if such filings are required pursuant to the Applicable Requirements;
 - (iii) any material issues raised by any inquiry or investigation by the Company's regulators;
 - (iv) the Company's fraud prevention and detection program, including deficiencies in internal controls that may impact the integrity of financial information, or may expose the Company to other significant internal or external fraud losses and the extent of those losses and any disciplinary action in respect of fraud taken against management or other employees who have a significant role in financial reporting; and
 - (v) any related significant issues and recommendations of the auditors together with management's responses thereto, including the timetable for implementation of recommendations to correct weaknesses in internal controls over financial reporting and disclosure controls and procedures.

General

- (jj) To, annually, review this Mandate and recommend changes to the Mandate for Board approval.
- (kk) To, annually, evaluate the performance of the Committee in light of this Mandate in accordance with the evaluation process developed by the Governance and Nominating Committee, and implement any changes in its own performance suggested by such review.
- (ll) To perform any other responsibilities the Board specifically delegates to the Committee, in each case subject to the limitations on the Board or any committee thereof contained in the Company's Certificate of Incorporation or the Applicable Requirements, as each is in effect from time to time.
- (mm) In addition to any of the functions and responsibilities noted within this Mandate, the Committee shall perform the functions and duties required of an audit committee by any Applicable Requirements.

Audit Committee Disclosures

- (nn) To prepare, review and approve any audit committee disclosures required by Applicable Requirements in the Company's disclosure documents.

5. Delegation to Subcommittee

To the extent permitted by the Applicable Requirements, the Committee may, in its discretion, delegate all or a portion of its duties and responsibilities to a subcommittee of the Committee. The Committee may, in its discretion, delegate to the Committee Chair the authority to pre-approve any audit or non-audit services to be performed by the independent auditors. Any actions taken pursuant to any such delegations shall be reported to the full Committee at its next scheduled Committee meeting.

6. Resources and Authority of the Committee

The Committee shall have unrestricted access to management and employees and the books and records of the Company, and, from time to time may hold unscheduled or regularly scheduled meetings or portions of meetings in executive session or otherwise with the independent auditors, the Chief Financial Officer, the Chief Executive Officer and the Chief Legal Officer and General Counsel.

The Committee will have the resources and authority appropriate to discharge its duties and responsibilities, including the authority to select, retain, terminate, and approve the fees and other retention terms of special or independent counsel, advisors, accountants or other experts and advice from a source independent of management, at the expense of the Company, with notice to either the chair of the Board (if any) or the Chief Executive Officer, as it deems appropriate to carry out its duties. The Company shall provide appropriate funding, as determined by the Committee, for the services of these advisors.