



SunOpta™



General Disclosures

This presentation contains forward-looking statements that reflect the Company's current views about future events and financial performance. These forward-looking statements are subject to important risks and uncertainties, as well as other factors and assumptions that could cause actual results to differ materially from those anticipated or implied in the statements.

Certain non-GAAP financial measures are used in this presentation. A reconciliation of these non-GAAP financial measures is included at the end of this presentation.

Additional information regarding non-GAAP financial measures, and any material risks and uncertainties, as well as any other factors and assumptions as set forth under "Forward Looking Statements" and "Risk Factors", are available in the Company's Annual Report on Form 10-K for the fiscal year ended December 28, 2024 (available at www.sec.gov) as well as the Company's earnings press release issued on May 7, 2025.

Unless otherwise stated, commentary and financial information included in this presentation are presented on a continuing operations basis and exclude the results of discontinued operations.





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Objectives

- 1. Cover our first quarter 2025 performance**
- 2. Visibility into our revenue growth resiliency and staying power**
- 3. Provide a deeper look at our 4-point plan to achieve an improved gross margin**
- 4. Overview our plan for managing the fluid Tariff situation**
- 5. Reiterate our capital allocation priorities and provide you the “why’s” behind them**



Business Update

Robust growth and performance improvement across key metrics in Q1 2025

METRIC	Q1 2025	YoY GROWTH
FINANCIAL		
Revenue From Continuing Operations	\$201.6M	9%
Adjusted EBITDA ¹ from Continuing Operations	\$22.4M	2%
Adjusted Earnings Per Share ² from Continuing Operations	\$0.04	100%
Net cash provided by operating activities of continuing operations	\$22.3M	200%
SALES VOLUME		
Volume/Mix		12%

Raising the bottom end of our FY25 guidance, to reflect the outperformance in Q1

(1) Adjusted EBITDA and Adjusted Earnings Per Share are non-GAAP measures. Refer to slide 21 and 24 respectively for a reconciliation to the most comparable GAAP measure.

Confidence in outlook underpinned by business fundamentals

Category and customer **growth tailwinds**

- Sustained **growth across all categories** at mid-single digit or above rates
- Our customers continue to **outperform the market**
- Each of our **top five customers delivered year-over-year growth in Q1'25**

Resilient and relevant **solutions offering**

- Serve **multiple categories**, with **diversification** across bases, customers & channels
- **Agile business model** is particularly relevant in uncertain, transitory periods
- **Pipeline expansion** reflects value & relevance of our solutions-centric offering

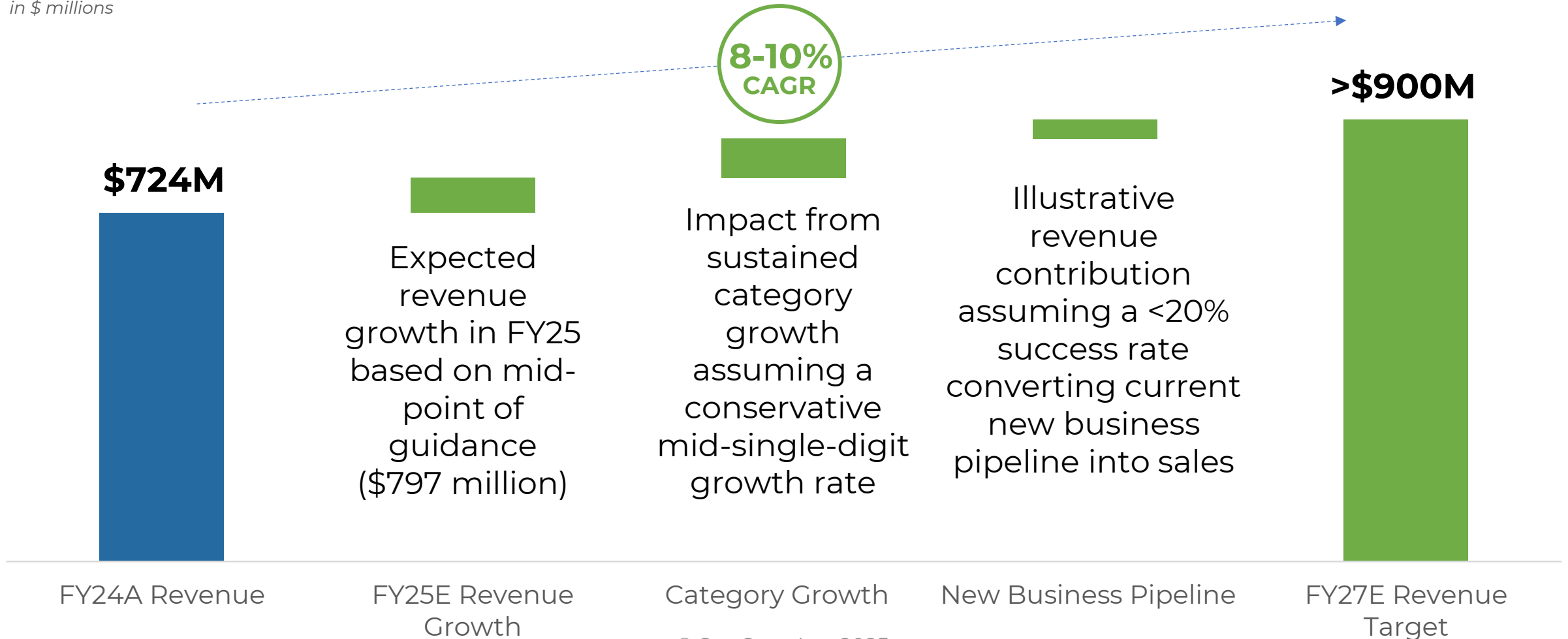
Asset optimization strategy **delivering results**

- **Significantly ahead of schedule** on creating capacity within our network
- Flow through of the **full impact of this expansion on gross margin** will materialize as we advance key operational priorities
- **Confident** in 2025 targets

Confidence in achieving revenue targets underpinned by market tailwinds and pipeline momentum

REVENUE GROWTH ROADMAP

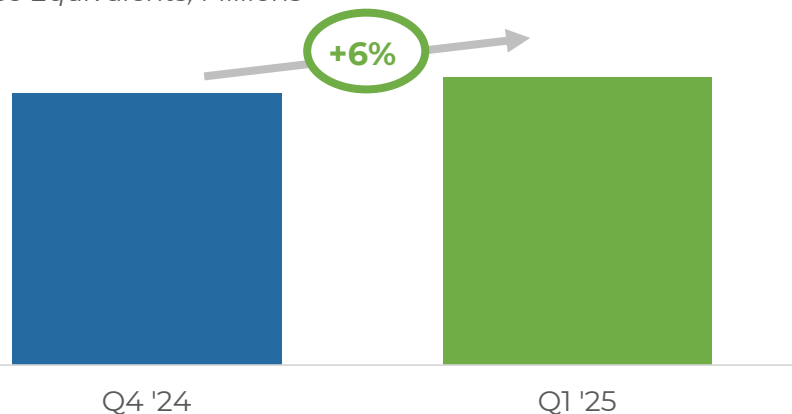
in \$ millions



Ahead of schedule on unlocking ‘trapped’ capacity within our network to support this growth

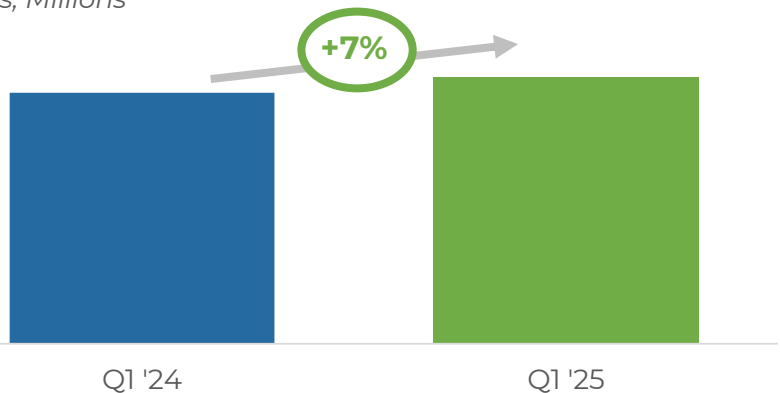
ASEPTIC CAPACITY

Case Equivalents, Millions



FRUIT SNACKS CAPACITY

Units, Millions



CAPACITY UPDATE

- Significant progress made to unlock the latent capacity in our manufacturing network
- In our aseptic network, we increased Q1 volume production by over 6% vs. Q4'24 which was 6% more than in Q3'24
- Fruit snacks network produced 7% more units in Q1'25 vs. Q1'24 with exactly the same equipment
- Highly confident we can create the capacity needed to support growth

Enhancing adjusted gross margins¹ through improved operating performance

— ACTUAL —
 ■ REPORTED GROSS MARGIN
 ▭ ADJUSTMENTS

4-POINT PLAN AREAS OF OPERATIONAL EMPHASIS

— MID-TERM EXPECTATIONS —

16.4%

3.1%

13.3%

FY '24A

15.3%

0.3%

15.0%

Q1 '25A

4-POINT PLAN AREAS OF OPERATIONAL EMPHASIS

- + Fixed Cost Leverage
- + Raw Materials Yield
- + Labor Productivity
- + Midlothian Wastewater

~17%

0.3%

FY '25F

18-19%

FY '26F

~20%

FY '27F

4-Point Plan Impact

(1) Adjusted gross margin is a non-GAAP measure. Refer to slide 23 for a reconciliation to the most comparable GAAP measure.



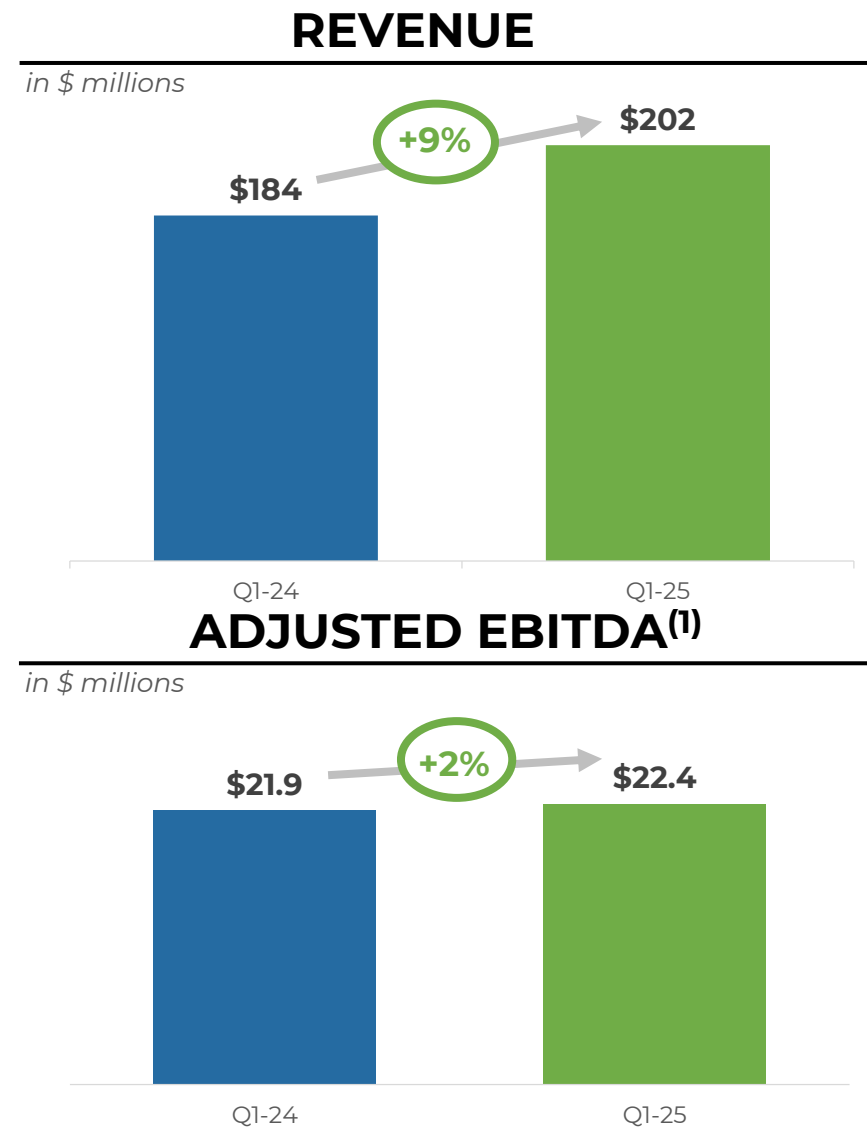
Financial Results & Outlook

Q1 2025 Financial Update

- Revenue of \$202 million was up 9% compared to last year and continued to be driven by solid volume growth (12%)
- Adjusted EBITDA⁽¹⁾ from continuing operations increased 2% to \$22.4 million
- Strong cash contribution from continuing operations
- Net leverage⁽²⁾ of 2.9x

(1) Adjusted EBITDA is a non-GAAP measure. Refer to slide 21 for a reconciliation to the most comparable GAAP measure

(2) Net Leverage defined as: Adjusted EBITDA / (total debt - cash and cash equivalents)



2025 Outlook

in \$ millions

FY25 Outlook

- Raising revenue outlook to \$788-\$805M, growth of 9% - 11% (vs. prior guidance of 7%-11%) to reflect strong Q1
- Expect adjusted EBITDA of \$99-\$103M, which represents growth of 12% to 16% (vs. prior guidance of 9% to 16%)
- Use of free cash flow in 2025 is allocated to mandatory debt and notes payable repayments (reflected in our 2.5x leverage target)

Metric

FY25 Outlook

Revenue	→	\$788-\$805 (+9%-11% vs prior year)
Adjusted EBITDA	→	\$99-\$103 (+12%-16% vs prior year)
Interest Expense⁽¹⁾	→	\$24-\$26
Cash Capex	→	\$30-\$35
Free Cash Flow⁽²⁾	→	\$25-\$30
Year-End Net Leverage⁽³⁾	→	2.5x

(1) Interest expense guidance accounts for the sum of interest expense, net loss on sale of sold receivables, which is included in other non-operating expense on the consolidated statement of operations

(2) Free Cash Flow defined as: Net cash provided by operating activities of continued operations - Additions to property, plant and equipment - Additions to intangible assets

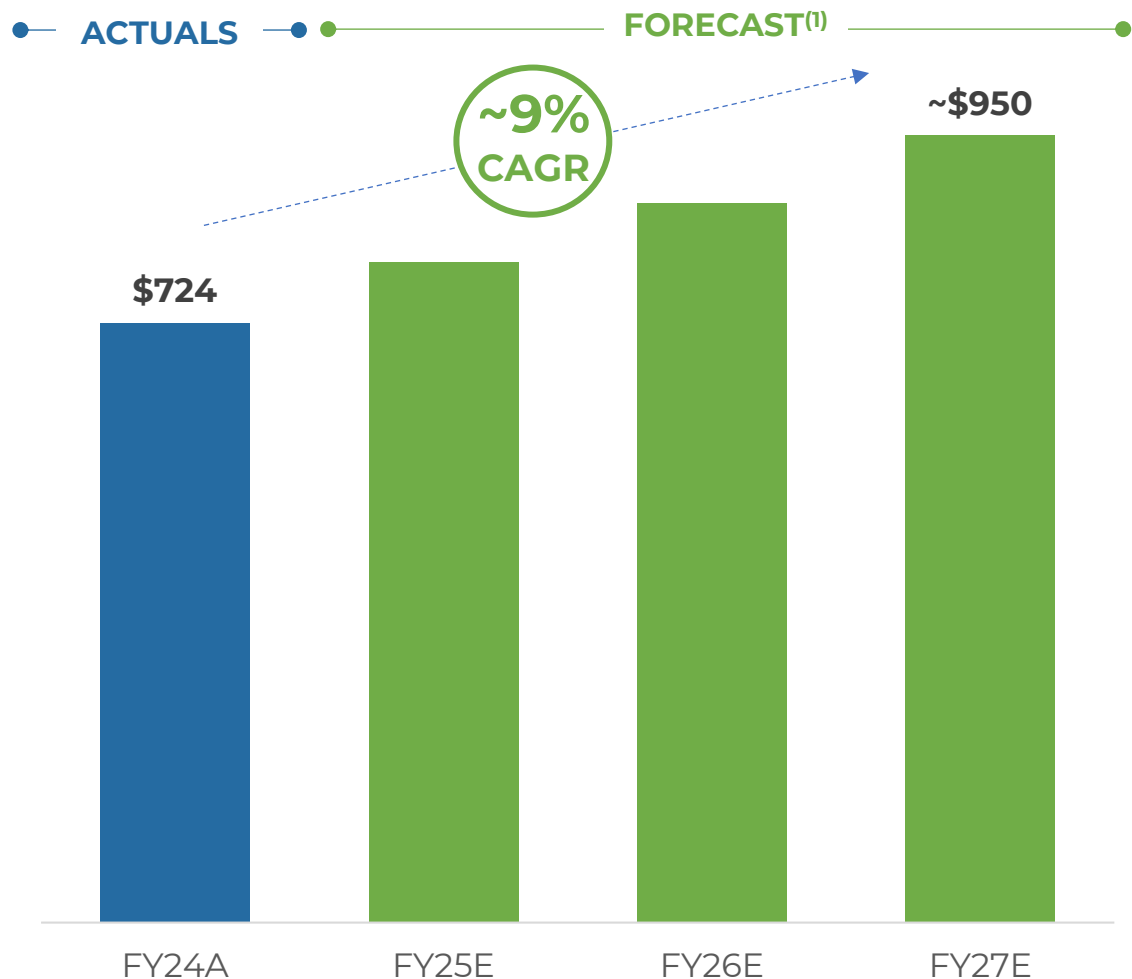
(3) Net Leverage defined as: Adjusted EBITDA / (total debt - cash and cash equivalents)

Compelling growth algorithm underwrites sustained value creation

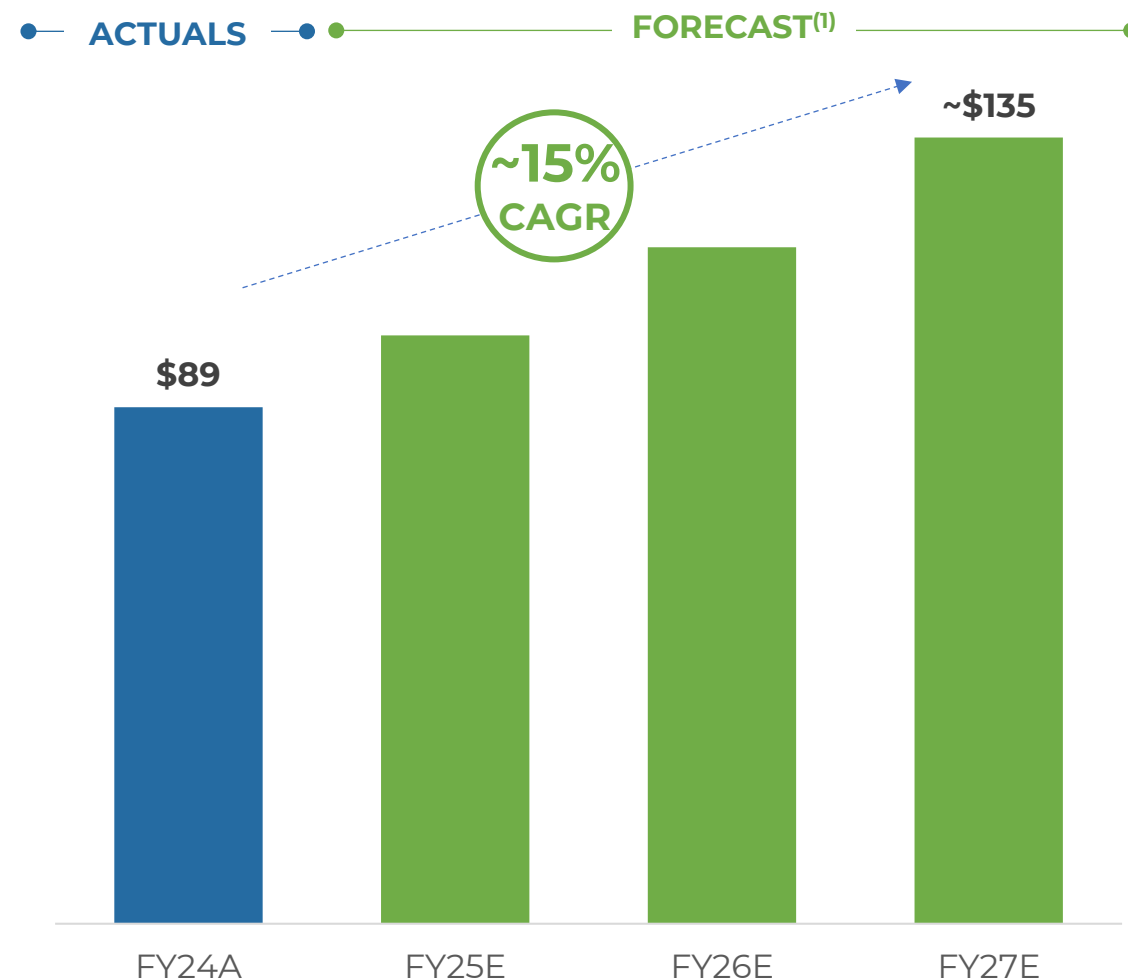
METRIC	AMBITION	ASSUMPTIONS
Annual Revenue Growth	8-10%	Sustained growth supported by unlocking capacity from existing assets
Gross Margin	20%+	Continued margin improvement driven by operational excellence and cost management
Adjusted EBITDA Growth	13-17%	Adjusted EBITDA growth continuing to pace ahead of revenue growth
Maintenance and Productivity Capex (% of Revenue)	~3-4%	In-line with annual depreciation and amortization expense
ROIC	16-18%+	Increase free cash flow and ROIC; maintain capex discipline

Revenue and Adj. EBITDA potential based on growth algorithm ambitions

REVENUE



ADJUSTED EBITDA⁽²⁾



(1) Mid-point of guidance for FY25E and mid-point of growth algorithm for annual revenue (9%) and adjusted EBITDA (15%) growth

(2) Adjusted EBITDA is a non-GAAP measure. Refer to slide 22 for a reconciliation to the most comparable GAAP measure

Update on Tariffs and response

- **Fluid situation** that we continue to monitor
 - While production facilities, and customers are predominately located in the U.S., we source a portion of our raw material ingredients and packaging globally
 - Less than 8% of our total revenues are generated from the sale of fruit snack products imported into the U.S. from our Niagara, Ontario, facility
- In response, we have communicated to customers our **intention to pass-through essentially all the incremental tariff costs**, consistent with how we currently pass-through pricing changes on raw materials
- While our pass-through mechanisms may trail some tariff costs by a month or two, we **expect to recover substantially all incremental costs** and therefore do not expect a material impact to the gross profit dollars or adjusted EBITDA in our guidance
 - However, there could be an increase in revenue and decrease in gross margin and adjusted EBITDA margin simply due to the passing through the tariff costs

Capital allocation priorities

1

Debt Repayment

- FY25 year-end net leverage⁽¹⁾ target of 2.5x
- Increase financial flexibility while limiting interest burden

2

Invest For Growth

- Investing back into the SunOpta business through capacity expansion to meet the growth of our categories and customers

NOT ENVISIONED FOR FY25

3

Return Capital to Shareholders





- Board- authorized \$25M share repurchase program
- Optionality to pursue value-accretive share repurchases opportunistically

(1) Net Leverage defined as: Adjusted EBITDA / (total debt - cash and cash equivalents)



Q&A

Key takeaways

-  **Deep visibility into our revenue growth resiliency**
 - Market tailwinds and pipeline momentum underpin confidence in growth targets
 - Diversification across segments, bases and channels adds resilience
-  **4-point plan provides a clear pathway to +400bps gross margin expansion**
 - 1. fixed cost leverage; 2. optimized manufacturing yield; 3. labor productivity; 4. wastewater
 - On track to deliver full-year gross margin rate of 20%+ in FY27
-  **Proactively managing the fluid Tariff situation**
 - Customer engagement since January to pass-through substantially all tariff-related impacts
-  **Disciplined capital allocation process in place**
 - (1) Achieve leverage target (2.5x); (2) growth capex (as needed); (3) return of capital
 - Board authorization of up to \$25M share repurchase program



Appendix

Reconciliation of U.S. GAAP Results to Adjusted EBITDA

The following table presents a reconciliation of adjusted EBITDA from continuing operations from earnings from continuing operations, which we consider to be the most directly comparable U.S. GAAP financial measure.

(Figures in \$ thousands)

	Quarters ended	
	March 29, 2025	March 30, 2024
	\$	\$
Earnings from continuing operations	4,811	3,796
Interest expense, net	5,107	6,050
Loss on sale of receivables*	422	-
Income tax expense	147	277
Depreciation and amortization	9,726	8,576
Stock-based compensation	1,543	4,645
Adjusted for:		
Wastewater haul-off charges ^(a)	543	-
Start-up costs ^(b)	-	327
Other ^(c)	94	-
Gain on sale of smoothie bowls product line ^(d)	-	(1,800)
Adjusted EBITDA from continuing operations	<u>22,393</u>	<u>21,871</u>

* Included in other non-operating expense.

- a) For the first quarter of 2025, reflects temporary third-party haul-off charges for excess wastewater produced at our Midlothian, Texas, facility due to volume constraints within our current treatment system.
- b) For the first quarter of 2024, start-up costs mainly related to the scale-up of production at our plant-based beverage facility in Midlothian, Texas.
- c) For the first quarter of 2025, other reflects an unrealized foreign exchange loss associated with peso-denominated restricted cash held in Mexico and an unrelated legal settlement, which are recorded in foreign exchange loss and other expense, respectively.
- d) For the first quarter of 2024, reflects the pre-tax gain on sale of the smoothie bowls product line, which is recorded in other income.

Reconciliation of U.S. GAAP Results to Adjusted EBITDA

The following table presents a reconciliation of adjusted EBITDA from continuing operations from earnings (loss) from continuing operations, which we consider to be the most directly comparable U.S. GAAP financial measure.

(Figures in \$ thousands)

	Years ended
	December 28, 2024
	\$
Earnings (loss) from continuing operations	(11,474)
Interest expense, net	24,908
Loss on sale of receivables*	686
Income tax expense	1,470
Depreciation and amortization	36,497
Stock-based compensation	11,190
Adjusted for:	
Start-up costs	19,149
Wastewater haul-off charges	4,361
Product withdrawal costs	2,145
Unrealized foreign exchange loss on restricted cash	1,607
Gain on sale of smoothie bowls product line	(1,800)
Other	(33)
Adjusted EBITDA from continuing operations	<u>88,706</u>

* Included in other non-operating expense.

Please refer to the most recent 10-K filings for additional details

Reconciliation of U.S. GAAP Results to Adjusted Gross Margin

The following table presents a reconciliation of adjusted gross margin from continuing operations to gross margin from continuing operations, which we consider to be the most directly comparable U.S. GAAP financial measure.

(Figures in \$ thousands)

	Revenues	Cost of Goods Sold	Gross Profit
	\$	\$	\$
For the quarter ended			
March 29, 2025			
As reported	201,628	171,309	30,319
Adjustments:			
Wastewater haul-off charges ^(a)	-	(543)	543
As adjusted	<u>201,628</u>	<u>170,766</u>	<u>30,862</u>
Reported gross margin			15.0%
Adjusted gross margin			<u>15.3%</u>
	Revenues	Cost of Goods Sold	Gross Profit
	\$	\$	\$
For the year ended			
December 28, 2024			
As reported	723,728	627,424	96,304
Adjustments:			
Wastewater haul-off charges ^(a)	-	(4,361)	4,361
Start-up costs ^(b)	1,727	(14,608)	16,335
Product withdrawal costs ^(c)	-	(2,145)	2,145
As adjusted	<u>725,455</u>	<u>606,310</u>	<u>119,145</u>
Reported gross margin			13.3%
Adjusted gross margin			<u>16.4%</u>

- a) For the first quarter of 2025 and full year 2024, reflects temporary third-party haul-off charges for excess wastewater produced at our Midlothian, Texas, facility due to volume constraints within our current treatment system.
- b) For 2024, start-up costs of \$16.3 million were recorded as a reduction of revenues (\$1.7 million) and an increase to cost of goods sold (\$14.6 million). Start-up costs were mainly related to the scale-up of production at our plant-based beverage facility in Midlothian, Texas, including the start-up of a new high-speed Edge line, as well as the impact of production downtime during the fourth quarter of 2024, to allow for the installation of new electrical switchgear to replace temporary equipment that had been put in use due to supply chain disruptions during the facility's construction.
- c) For 2024, reflects certain direct costs, net of expected insurance recoveries, related to the voluntary withdrawal from customers of certain batches of aseptically packaged products that may have had the potential for non-pathogenic microbial contamination.

Reconciliation of U.S. GAAP Results to Adjusted Earnings Per Share

The following table presents a reconciliation of adjusted earnings from earnings from continuing operations, which we consider to be the most directly comparable U.S. GAAP financial measure.

(Figures in \$ thousands, except per share amounts)

	Quarters ended			
	March 29, 2025		March 30, 2024	
		Per Share		Per Share
	\$	\$	\$	\$
Earnings from continuing operations	4,811		3,796	
Dividends and accretion on preferred stock	(140)		(433)	
Earnings from continuing operations attributable to common shareholders	4,671	0.04	3,363	0.03
Adjusted for:				
Wastewater haul-off charges ^(a)	543		-	
Start-up costs ^(b)	-		327	
Other ^(c)	94		-	
Gain on sale of smoothie bowls product line ^(d)	-		(1,800)	
Adjusted earnings from continuing operations	5,308	0.04	1,890	0.02

- a) For the first quarter of 2025, reflects temporary third-party haul-off charges for excess wastewater produced at our Midlothian, Texas, facility due to volume constraints within our current treatment system.
- b) For the first quarter of 2024, start-up costs mainly related to the scale-up of production at our plant-based beverage facility in Midlothian, Texas.
- c) For the first quarter of 2025, other reflects an unrealized foreign exchange loss associated with peso-denominated restricted cash held in Mexico and an unrelated legal settlement, which are recorded in foreign exchange loss and other expense, respectively.
- d) For the first quarter of 2024, reflects the pre-tax gain on sale of the smoothie bowls product line, which is recorded in other income.



Fueling the Future of Food

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