



# GLOBAL GROWTH

INVESTOR UPDATE MAY 2021

## FORWARD LOOKING INFORMATION

This presentation contains “forward-looking information” within the meaning of applicable securities laws. Forward-looking information may relate to our future outlook and anticipated events or results and may include information regarding our financial position, business strategy, growth strategy, budgets, operations, financial results, taxes, dividend policy, plans and objectives. Particularly, information regarding our expectations of future results, performance, achievements, prospects or opportunities is forward-looking information. In some cases, forward-looking information can be identified by the use of forward-looking terminology such as “plans”, “targets”, “expects”, “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 state 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. In addition, our assessments of, and targets for, annual revenue, Adjusted EBITDA, Adjusted Diluted Earnings per Share and certain other measures are considered 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. See the section titled “Outlook” in our most recently filed MD&A for additional information concerning our strategies, assumptions and market outlook related to these assessments.

The forward-looking information contained in this presentation is based on management’s opinions, estimates and assumptions in light of its experience and perception of historical trends, current conditions and expected future developments, as well as other factors we believe to be appropriate and reasonable in the circumstances. Despite a careful process to prepare and review the forward-looking information, there can be no assurance that the underlying opinions, estimates and assumptions will prove to be correct. Certain assumptions in respect of the ability to pursue further strategic acquisitions; our ability to source raw materials and other inputs from our suppliers; our ability to continue to innovate product offerings that resonate with our target customer base; our ability to retain key management and personnel; our ability to continue to expand our international presence and grow our brand internationally; our ability to obtain and maintain existing financing on acceptable terms; currency exchange and interest rates; the impact of competition; changes to trends in our industry or global economic factors; and changes to laws, rules, regulations and global standards are material factors made in preparing the forward-looking information and management’s expectations contained in this presentation.

The forward-looking information contained in this presentation represents management’s expectations as of the date of this presentation and is subject to change after such date. However, we disclaim any intention or obligation or undertaking to update or revise any forward-looking information whether as a result of new information, future events or otherwise, except (i) as required under applicable securities laws in Canada and (ii) to provide updates in our annual MD&A for each financial year up to and including that in respect of 2021 on our growth targets disclosed in our final prospectus dated June 29, 2017 in respect of our initial public offering, including to provide information on our growth targets disclosed in such prospectus, actual results and a discussion of variances from our growth targets. The forward-looking information contained in this presentation is expressly qualified by this cautionary statement.

Forward-looking information is necessarily based on a number of opinions, estimates and assumptions that management considered appropriate and reasonable as of the date such statements are made, is subject to known and unknown risks, uncertainties, assumptions and other factors that may cause the actual results, level of activity, performance or achievements to be materially different from those expressed or implied by such forward-looking information, including but not limited to those described under the heading “Risk Factors” in our 2020 annual MD&A for the fiscal year ended December 31, 2020 and in our most recent annual information form.

We caution that the list of risk factors and uncertainties under the heading “Risk Factors” is not exhaustive and other factors could also adversely affect our results. Readers are urged to consider the risks, uncertainties and assumptions carefully in evaluating the forward-looking information and are cautioned not to place undue reliance on such information.

### **NON-IFRS FINANCIAL MEASURES**

This presentation makes reference to certain non-IFRS measures including “EBITDA”, “Adjusted EBITDA”, “Adjusted EBITDA Margin”, “Adjusted Net Income” and “Adjusted Diluted Earnings per Share”. Non-IFRS measures are not recognized measures under IFRS, do not have a standardized meaning prescribed by IFRS and are therefore unlikely to be comparable to similar measures presented by other companies. Rather, these measures are provided as additional information to complement those IFRS measures by providing further understanding of our results of operations from management’s perspective. Accordingly, these measures should not be considered in isolation nor as a substitute for analysis of our financial information reported under IFRS. For further details on these non-IFRS measures including relevant definitions and certain reconciliations, see our most recently filed MD&A.



# Our Mission: To become the world's most successful and trusted health and wellness company.



- Leading Canadian health and wellness company founded in 1922.
- Manufacturer and marketer of Jamieson, the #1 VMS brand in Canada.<sup>1</sup> Manufacturers and marketers of Progressive, Precision and Iron Vegan brands and marketers of Smart Solutions, the #1 women's health focused brand in Canada.<sup>2</sup>
- Jamieson brand available in more than 10,000 retail locations across Canada and established on all major ecommerce platforms.
- Recently disclosed Corporate Responsibility Commitment outlining environmental, social and governance activities, objectives and targets.
- Scalable in-house manufacturing with 3 state-of-the-art Canadian facilities.
- Growing international business platform with sales in 45+ countries and regions; rapidly emerging opportunity for Jamieson to become a leading health and wellness brand in China.

<sup>1</sup> Source: Nielsen MarketTrack, National Food Drug Mass, 52 weeks ending January 4, 2020, based on dollar sales.

<sup>2</sup> Source: Nielsen MarketTrack, National Food Drug Mass, 52 weeks ending January 4, 2020, based on dollar sales. The other top women's health-focused brands are: Materna, Nutrisante, Promensil, First Response, Femmed, Estroven, FemmeCalm, Femarelle and FemmeFit.



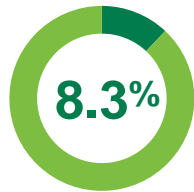
# Jamieson Wellness Today: A consistent history of organic revenue growth.



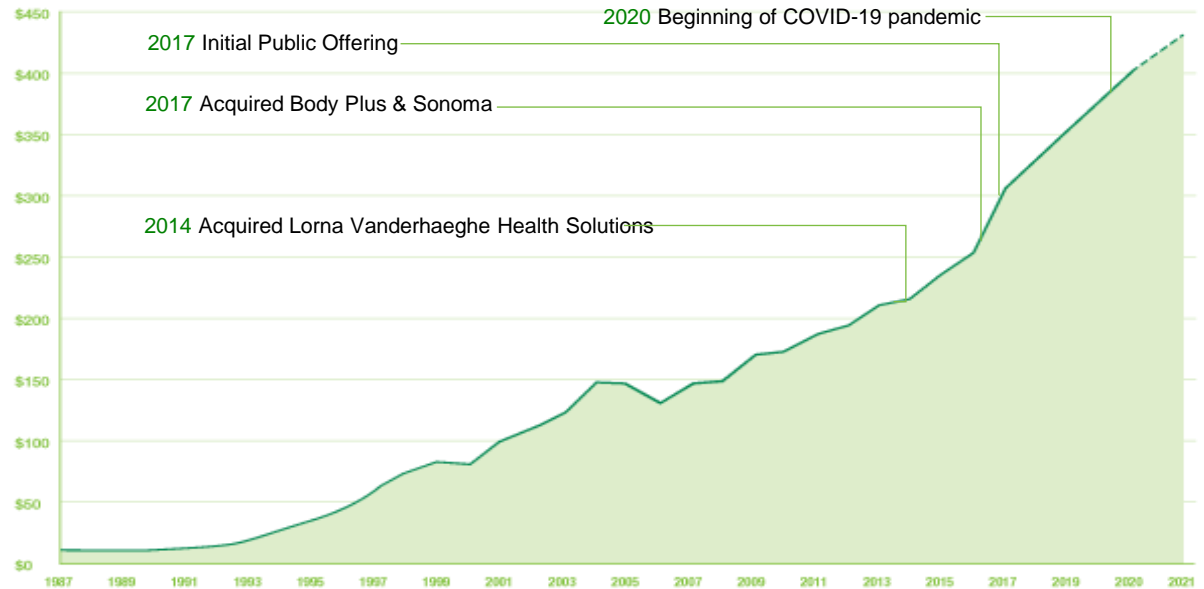
**CAGR**  
2017–2020  
(Since IPO)



**CAGR**  
2010–2020



**CAGR**  
2000–2020



\* 2016-2020 per IFRS. 2015 and 2014 per "Q4 2015 BOD Report" and include the full year impact of LVHS and JLL. 2013 to 1983 per historical financial statements, EBITDA calculated based on "Earnings before the undernoted and income taxes" + "Depreciation & Amortization"



Our brands are uniquely positioned to **meet consumers' evolving needs** throughout their lifetime health and wellness journey.



Making health & wellness easier for everyone.



Empowering women to live life to the fullest.



On the cutting edge of health and wellness.



Leveraging the power of plants for a healthier world.



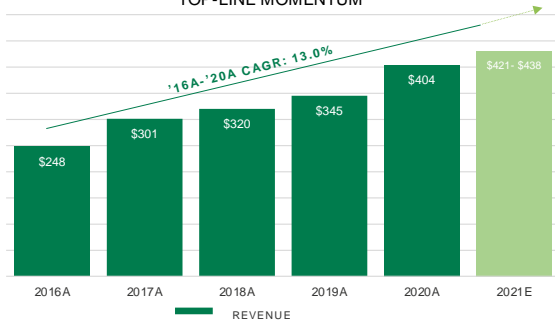
Supporting performance for aspiring athletes.



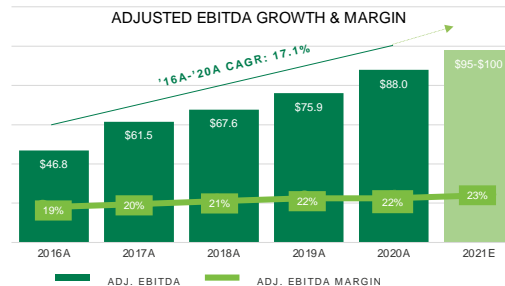


# Financial Performance: Growth and momentum.

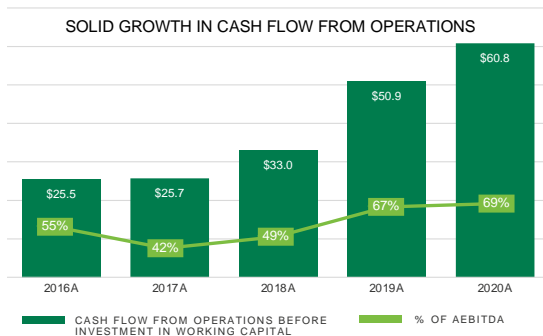
TOP-LINE MOMENTUM



ADJUSTED EBITDA GROWTH & MARGIN



SOLID GROWTH IN CASH FLOW FROM OPERATIONS



ANNUAL DIVIDEND GROWTH





## Brand and Product Marketing: A top tier team leveraging robust consumer research.



- Aggressive marketing plan rooted in deep consumer insights.
- Investing to bring new consumers into the category and expand their usage across segments.
- Creating 360° touchpoints across all consumer channels: traditional, digital and social.
- Providing consumer health and wellness educational content.



# Multi-Channel Distribution: Engaging our consumers everywhere and anywhere they want to buy.

NEW

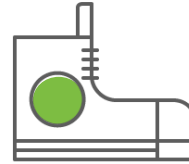


Gas Stations & Convenience Stores



Grocery & Drug Stores

NEW



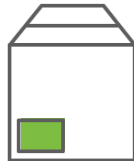
Specialty i.e. Sporting Goods



Health Food

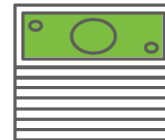


Wholesale Clubs



Big Box Retailers

NEW



Dollar Stores



E-commerce

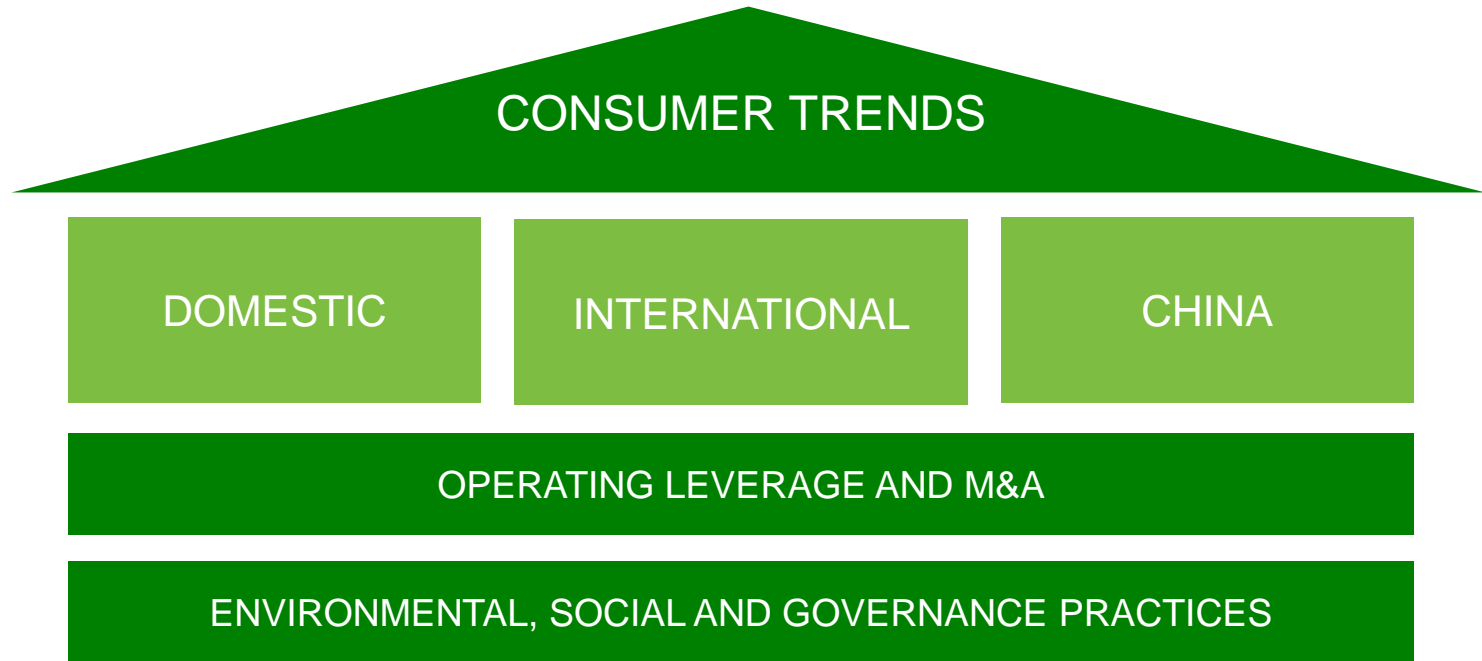


## Industry-leading product quality and manufacturing capabilities.

- All products manufactured according to “360 Pure”, our industry- leading, full circle quality assurance protocol.
- TRU-ID™ certification on all Jamieson brand herbals and Jamieson and Progressive brand probiotics.
- Scalable in-house manufacturing with three state-of-the-art Canadian facilities.
- Primary tablet and soft gel manufacturing facilities registered at pharmaceutical standards by Health Canada.
- Numerous manufacturing certifications including Health Canada Drug Establishment Licences and Australian Therapeutic Goods Administration (TGA) clearance.
- Highest quality production capabilities attract strategic partnerships.



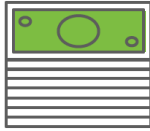
We've built a foundation for **long term growth**.



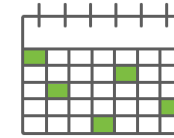
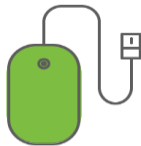


Our growth is being propelled by a **global health and wellness megatrend**.

RISING  
DISPOSABLE  
INCOME



EXPANDING  
ACCESS TO  
INFORMATION



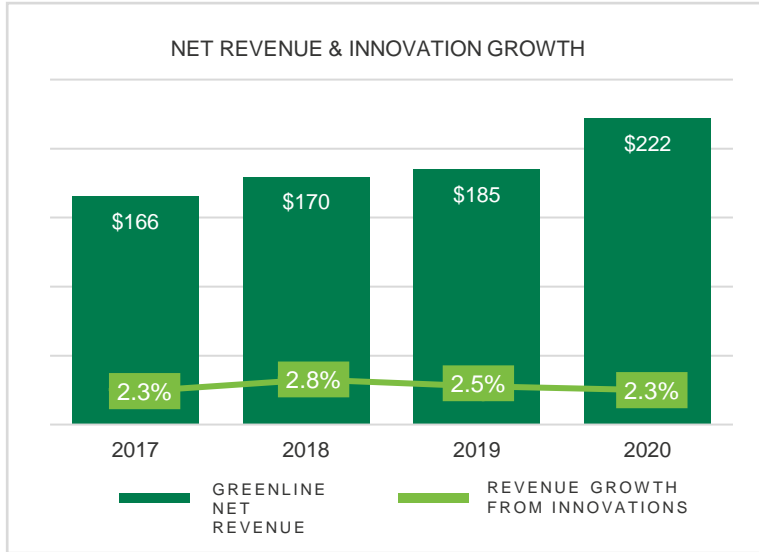
AGING  
GLOBAL  
POPULATION



INCREASING  
FOCUS ON  
SELF-CARE



# Product Innovation: Led by our industry-leading R&D professionals and Scientific Advisory Board.



Jamieson's 2019 innovation was **6X** more efficient than our competitors'.<sup>1</sup>



**TRENDING CATEGORIES**  
Immunity, sleep, stress, energy



**TRENDING INGREDIENTS**  
Mushrooms, elderberry



**TRENDING FORMATS**  
Gummies, drink mixes

<sup>1</sup>Source: Nielsen MarketTrack, National FDM, 48 weeks ending January 4, 2020



With remarkable historic performance, the VMS category in Canada still has plenty of **room to grow**.

*There's a significant gap in both per capita consumption and size of category between the U.S. and Canada that can't be explained simply by the difference in medical systems.*

*There are similar gaps between Canada and other developed nations such as Australia.*



**\$39**

Canada Per Capita Consumption

**\$1.5B**

Canada VMS Category Size



**\$117**

USA Per Capita Consumption

**\$34.5B**

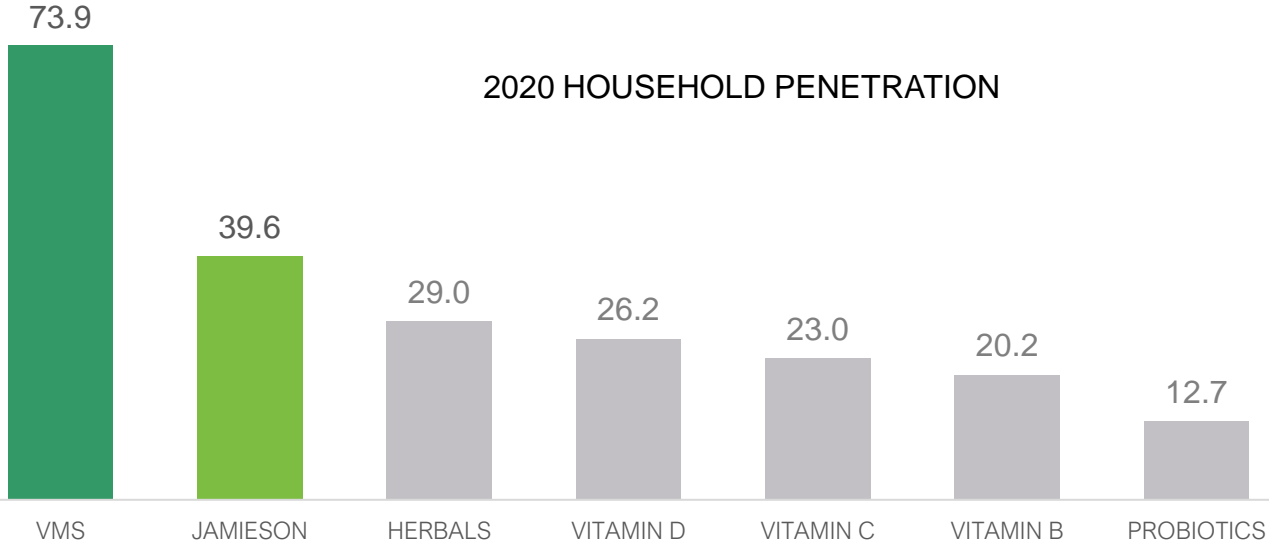
USA VMS Category Size

Source: Nielsen MarketTrack, National Food Drug Mass and Euromonitor International 52 weeks ending December 2019. All figures in CAD. Per capita census data from both countries forecasted to YE 2019.



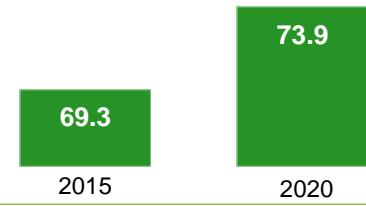
# Industry growth driven by brand and category penetration.

2020 HOUSEHOLD PENETRATION



TOTAL CATEGORY GROWTH

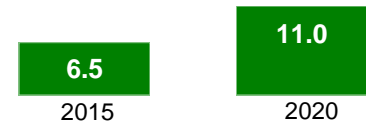
TOTAL VMS



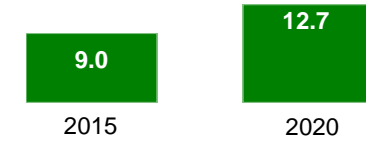
VITAMIN C



MELATONIN



PROBIOTICS

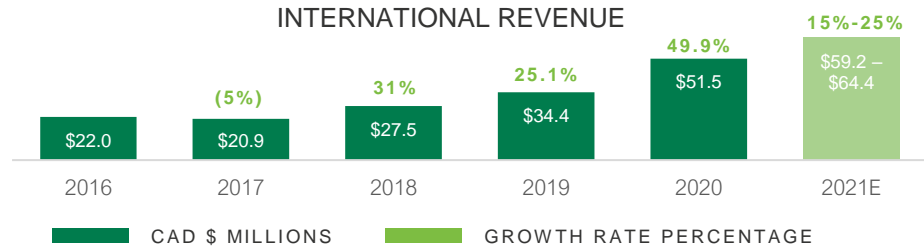
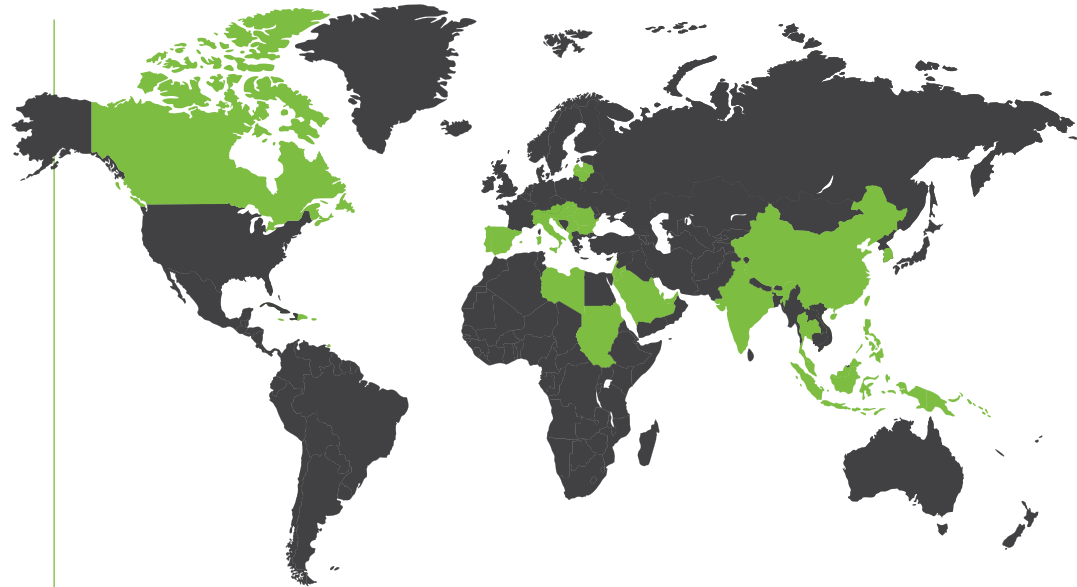


Source: Homescan National, All Channels August 22, 2015- June 27, 2020



Our Jamieson brand is now in **more than 45 countries and regions** and growing.

- Fastest growing segment
- Key geographies include Eastern Europe, Middle East, and Southeast Asia
- Focus on market penetration, geographic expansion, and global Costco partnership
- 23.7% CAGR between 2016 and 2020





## China: Delivering growth across all channels.



- Second largest global market at \$20B USD with significant annual growth
- Strong consumer preference for foreign brands focusing on quality and heritage
- Growth plans with top cross-border e-commerce (CBEC) platforms (T-mall, VIP.com, JD.com, etc.) with >175 SKUs currently in distribution
- Leading regulatory position to allow expansion in the domestic market (Costco, e-comm and brick & mortar channels)



## China: The rise of social commerce

- Live streaming KOLs (Key Opinion Leaders)
- A more intuitive and vivid shopping experience
- Efficient conversion rate
- Visible marketing effect, gradually becoming a new growth force of e-commerce platforms and content platforms
- **68% of consumers in China say their shopping choices are influenced by social media<sup>1</sup>**

<sup>1</sup> Source: WPIIC



AustinLi is the top influencer on the Pinduoduo platform (117M followers). He sold 20,000 bottles of Jamieson vitamin C in 5 minutes.



## Our global strategic partnership with **Costco**



- Continuing to broaden international expansion with Costco
- International branded business with Costco in the UK, Iceland, Spain, France, Taiwan & China
- Significant growth in marketing spend and execution in Costco China in 2020 and 2021
- Expansion of Jamieson brand into 2 new countries with Costco expected by Q421



**Mergers & Acquisitions:** Complementary brand(s) to grow our footprint in existing mature markets.

**~\$100M+**

TARGET REVENUES (CAD)

**20%**

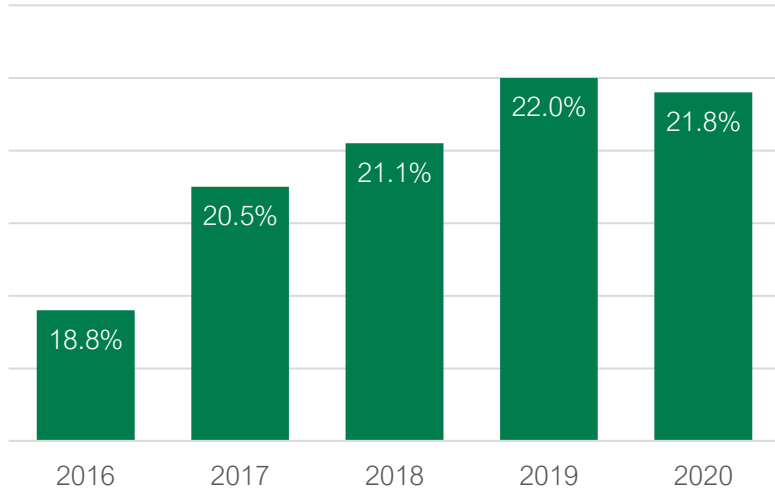
REQUIRED IRR

- Focused on expanding our geographic footprint in mature VMS markets (USA, Western Europe, etc.)
- Looking for quality brand(s) with mass consumer appeal and broad category penetration
- Significant synergies available in our industry (supply chain, innovation, consumer insights, etc.)



## Utilizing leverage: Expanding margins.

ADJUSTED EBITDA MARGIN EXPANSION



- Increased volume driving operating leverage
- Capital investment driving increased capacity and efficiencies
- Demonstrated margin expansion of 300 basis points from 2016-2020
- Plans to grow margins to fund resources and marketing to accelerate topline growth



## Environmental and Community Support: A natural extension of our vision of improving the world's health and wellness.



- Developed internal team to evaluate environmental impacts and opportunities
- Outlined recent sustainability initiatives in our 2020 Corporate Responsibility Commitment
- Donated 85,000 surgical masks to frontline healthcare workers
- Partnered with the Canadian Cancer Society
- Ongoing partnership with Vitamin Angels



## Diversity, Equity and Inclusion: We have specific goals and targets to monitor our progress.

- Fair representation of leadership and board roles based in Canada being held by BIPOC (Black, Indigenous, People of Colour) and female leaders by 2025
- New hires representative of BIPOC populations
- Annual employee training on discrimination and unconscious bias
- Addition of a diversity and inclusion leader and employee resource groups
- Ensuring that 100% of top key strategic partners, and +80% of all partners show they are practicing and supporting a diversity and inclusion strategy by 2025



**Governance:** Staying true to our values of integrity, transparency, and accountability.



- We are committed to **sound, ethical business practices**, regularly reviewing our progress to identify areas for improvement
- We consider requests for expanded disclosure from all stakeholders, including shareholders and ratings agencies



## A platform for long-term value creation.

- Global consumer health and wellness megatrend
- Domestic growth
- International expansion
- Brand growth in China
- Operating leverage and M&A opportunities
- Environmental, social and governance practices



# APPENDIX



# Financial Performance: 2021 Guidance.

METRIC	2020A	2021 TARGET RANGE	GROWTH RATE
Total Revenue (millions)	\$404	\$421– \$438	4.3% – 8.6%
Jamieson Brands Segment Growth Rate			4% – 8%
• Domestic Branded			2% – 5%
• Jamieson International			15% – 25%
• Strategic Partners Growth Rate			5% – 10%
Adj. EBITA (millions)	\$88	\$95 – \$100	8.0% – 13.6%
Adj. EPS	\$1.16	\$1.24 – \$1.32	6.9% – 13.8%

**This outlook reflects the following assumptions:**

- Normalized SG&A increases of 9% to 13% to expand e-commerce capabilities and support growth in international markets
- Interest expense of between \$5.5 and \$6.0 million, based on our estimated borrowing and prevailing rates
- Income tax rate of approximately 27%
- A fully diluted share count of approximately 41.5 to 42.0 million shares

Consumer response to COVID-19 has resulted in the acceleration of demand for both immunity and general health supplements. Higher demand is expected to continue for products in specific categories as consumers seek out health and wellness solutions while adapting to the changing environment surrounding COVID-19. The Company focused on the safety and well-being of its employees while implementing necessary measures in its operating facilities to ensure business continuity, including increased sanitation, maximizing physical distancing where possible, and establishing shift gaps to avoid congestion during changeovers. COVID-19 has affected supply chains globally and any manufacturing closures, for the Company or its suppliers, have the potential to impact the continuity of supply and availability of certain raw materials or components required for production. The Company's products remain widely available in all existing retail channels and any store closures may affect the availability of its products to consumers. A resurgence of COVID-19 may result in more stringent government measures, potential closures of essential and non-essential businesses, which may impact revenues, the timing of shipments and cost of product. The Company's 2021 estimates may be impacted by the depth and duration of any additional measurements implemented as a result of COVID-19.



# Summary consolidated financial information.

**Fiscal Year Ended**  
**December 31,**

*(\$ in millions, except as otherwise noted)*

	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Revenue</b>	<b>248.3</b>	<b>300.6</b>	<b>319.8</b>	<b>345.0</b>	<b>403.7</b>
Cost of sales	167.5	195.8	204.4	215.2	258.9
Selling, general and administrative expenses	44.8	53.6	65.2	69.9	76.3
Share-based compensation	4.9	6.3	3.1	4.3	4.9
<b>Earnings from operations</b>	<b>31.0</b>	<b>44.9</b>	<b>47.2</b>	<b>55.4</b>	<b>63.6</b>
Foreign exchange (gain) loss	(0.2)	0.3	0.6	0.4	0.5
Termination benefits and related costs	1.4	4.1	0.0	0.0	0.0
Public offering costs	--	10.7	0.0	0.0	0.0
Acquisition costs	0.8	2.4	0.0	0.0	0.0
Other (income) expense	(2.9)	9.4	0.3	3.4	0.0
Preferred share accretion	30.4	28.8	0.0	0.0	0.0
Interest expense and other financing costs	22.9	4.7	9.0	9.4	6.0
<b>Income (loss) before income taxes</b>	<b>(21.5)</b>	<b>(15.6)</b>	<b>37.3</b>	<b>42.3</b>	<b>57.0</b>
Provision for income taxes	3.7	8.2	10.6	10.6	15.5
<b>Net income (loss)</b>	<b>(25.2)</b>	<b>(23.8)</b>	<b>26.7</b>	<b>31.7</b>	<b>41.6</b>
<b>Revenue</b>	<b>248.3</b>	<b>300.6</b>	<b>319.8</b>	<b>345.0</b>	<b>403.7</b>
<b>Adjusted EBITDA</b>	<b>46.8</b>	<b>61.5</b>	<b>67.6</b>	<b>75.9</b>	<b>88.0</b>
<b>Adjusted EBITDA Margin</b>	<b>18.8%</b>	<b>20.5%</b>	<b>21.1%</b>	<b>22.0%</b>	<b>21.8%</b>



# Summary consolidated financial information.

(\$ in millions, except as otherwise noted)

	Fiscal Year Ended December 31,			Three Months Ended March 31,		
	2019	2020	% Change	2020	2021	% Change
<b>Revenue</b>	<b>345.0</b>	<b>403.7</b>	<b>17%</b>	<b>84.5</b>	<b>98.3</b>	<b>16%</b>
Cost of sales	215.2	258.9	20%	53.3	64.4	21%
<b>Gross profit margin</b>	<b>38%</b>	<b>36%</b>	<b>(2%)</b>	<b>37%</b>	<b>35%</b>	<b>(2%)</b>
Selling, general and administrative expenses	69.9	76.3	9%	17.6	20.8	18%
Share-based compensation	4.3	4.9	13%	1.3	2.6	106%
<b>Earnings from operations</b>	<b>55.4</b>	<b>63.6</b>	<b>15%</b>	<b>12.4</b>	<b>10.5</b>	<b>(15%)</b>
Foreign exchange loss (gain)	0.4	0.5	14%	(0.7)	0.0	102%
Other expense	3.4	0.0	(99%)	-	-	-
Interest expense and other financing costs	9.4	6.0	(36%)	1.9	1.4	(27%)
<b>Income before income taxes</b>	<b>42.3</b>	<b>57.0</b>	<b>35%</b>	<b>11.2</b>	<b>9.1</b>	<b>(19%)</b>
Provision for income taxes	10.6	15.5	45%	3.2	3.0	(7%)
<b>Net income</b>	<b>31.7</b>	<b>41.6</b>	<b>31%</b>	<b>8.0</b>	<b>6.1</b>	<b>(23%)</b>
<b>Revenue</b>	<b>345.0</b>	<b>403.7</b>	<b>17%</b>	<b>84.5</b>	<b>98.3</b>	<b>16%</b>
<b>Adjusted EBITDA</b>	<b>75.9</b>	<b>88.0</b>	<b>16%</b>	<b>16.7</b>	<b>18.5</b>	<b>11%</b>
<b>Adjusted EBITDA Margin</b>	<b>22%</b>	<b>22%</b>		<b>20%</b>	<b>19%</b>	



# Reconciliation of net income to EBITDA, adjusted EBITDA and adjusted net income

	Fiscal Year Ended				Three Months Ended	
	December 31,				March 31,	
	2017	2018	2019	2020	2020	2021
<i>(\$ in millions, except as otherwise noted)</i>						
<b>Net income (loss)</b>	<b>(23.8)</b>	<b>26.7</b>	<b>31.7</b>	<b>41.6</b>	<b>8.0</b>	<b>6.1</b>
Provision for income taxes	8.2	10.6	10.6	15.5	3.2	3.0
Interest expense and other financing costs	4.7	9.0	9.4	6.0	1.9	1.4
Depreciation and amortization	8.5	9.0	10.9	12.2	2.9	3.4
Preferred share accretion	28.8	--	--	--	--	--
<b>EBITDA</b>	<b>26.4</b>	<b>55.3</b>	<b>62.6</b>	<b>75.3</b>	<b>16.0</b>	<b>14.0</b>
Foreign exchange loss (gain)	0.3	0.6	0.4	0.5	(0.7)	0.0
Termination benefits and related costs	4.1	2.9	0.5	--	--	--
Acquisition costs	2.4	--	--	--	--	--
Public offering costs	10.7	--	--	--	--	--
Share-based compensation	6.3	3.1	4.3	4.9	1.3	2.6
Amortization of fair value adjustments	1.7	--	--	--	--	--
Purchase consideration accounted for as compensation expense	8.4	(1.1)	--	--	--	--
Business integration	--	4.1	1.2	2.2	0.1	1.5
International market expansion	--	0.9	1.7	0.0	0.0	--
COVID-19 related costs	--	--	--	5.1	0.1	0.7
Other	1.0	1.7	5.1	0.0	--	(0.2)
<b>Adjusted EBITDA</b>	<b>61.5</b>	<b>67.6</b>	<b>75.9</b>	<b>88.0</b>	<b>16.7</b>	<b>18.5</b>
Provision for income taxes	(8.2)	(10.6)	(10.6)	(15.5)	(3.2)	(3.0)
Interest expense and other financing costs	(4.7)	(9.0)	(9.4)	(6.0)	(1.9)	(1.4)
Depreciation and amortization	(8.5)	(9.0)	(10.9)	(12.2)	(2.9)	(3.4)
Share-based compensation	(2.2)	(2.5)	(3.6)	(4.3)	(1.1)	(1.0)
Amortization of deferred financing fee	3.1	--	--	--	--	--
Net interest forgiveness	(11.0)	--	--	--	--	--
Revaluation of deferred tax liability	--	--	(1.0)	--	--	--
Other	--	--	0.2	0.1	0.1	--
Tax effect of normalization adjustments	(2.4)	(2.7)	(2.4)	(2.1)	0.1	(0.5)
<b>Adjusted net income</b>	<b>27.6</b>	<b>33.7</b>	<b>38.1</b>	<b>47.9</b>	<b>7.8</b>	<b>9.2</b>
<b>Adjusted EBITDA</b>	<b>61.5</b>	<b>67.6</b>	<b>75.9</b>	<b>88.0</b>	<b>16.7</b>	<b>18.5</b>
Less capital expenditures	4.7	10.9	9.0	11.3	1.9	3.3
<b>Simple free cash flow</b>	<b>56.8</b>	<b>56.7</b>	<b>66.9</b>	<b>76.7</b>	<b>14.8</b>	<b>15.3</b>
<b>Simple free cash flow conversion</b>	<b>92%</b>	<b>84%</b>	<b>88%</b>	<b>87%</b>	<b>88%</b>	<b>82%</b>

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