



PARK LAWN  
CORPORATION

SINCE 1892

# Investor Presentation

*TSX:PLC, PLC.U*

*May 2022*





# Disclaimers

## **Non-Reliance**

This presentation does not purport to be comprehensive nor to contain all the information that a recipient may need in order to evaluate an investment in securities of Park Lawn Corporation ("Park Lawn," "PLC" or the "Company"). No representation or warranty, express or implied, is given and, so far as is permitted by law, no responsibility or liability is accepted by any person, with respect to the accuracy or completeness of the presentation or its contents. In particular, but without limitation, no representation or warranty is given as to the achievement or reasonableness of, and no reliance should be placed on, any projections, targets, estimates or forecasts contained in this presentation. In giving this presentation, the Company does not undertake any obligation to provide any additional information or to update this presentation or any additional information or to correct any inaccuracies which may become apparent. This presentation has been prepared without reference to your particular investment objectives, financial situation, taxation position and particular needs. If you are in any doubt in relation to these matters, you should consult your financial or other advisers.

## **Cautionary Statement Regarding Forward-Looking Information**

This presentation may contain forward-looking statements (within the meaning of applicable securities laws) relating to the business of the Company and the environment in which it operates. Forward-looking statements are identified by words such as "believe", "anticipate", "aspirational", "project", "expect", "intend", "plan", "will", "may", "estimate", "pro forma" and other similar expressions. These statements are based on the Company's expectations, estimates, forecasts and projections and include, without limitation, statements regarding the death care sector's characteristics, the Company's ability to modestly exceed its 2022 aspirational growth target by the end of 2022; the aspirational growth target that PLC aspires to achieve by the end of 2026, as well as the Company's business, future development, construction and organic growth opportunities, future financial position and business strategy, potential acquisitions, potential business partnering, litigation and the Company's plans and objectives. By its nature, forward-looking information is inherently uncertain, is subject to risk and is based on numerous assumptions, including those set out in PLC's management's discussion and analysis for the fourth quarter of 2021 (filed on SEDAR on March 3, 2022), as well as that acquisition multiples remain at or below levels paid by PLC for previously announced acquisitions, the CAD\$ to US\$ exchange rate remains consistent, the acquisition and financing markets remain accessible, capital can be obtained at reasonable costs and PLC's current business lines operate and obtain synergies as expected, as well as those regarding present and future business strategies, the environment in which the Company will operate in the future, expected revenues, expansion plans and the Company's ability to achieve its goals. PLC's 2026 aspirational growth target is based on the following key assumptions: the Company will have the ability to continue to acquire premier independent businesses in both new and existing markets, and to obtain the financing required to complete such transactions; the pursuit of acquisition opportunities in high-growth markets at a rate of \$75-\$125 million per year; recent and future acquisitions performing as expected; multiples remain at or below levels paid by PLC for previously announced acquisitions; acquisition and financing markets remaining accessible; the Company will continue to effectively integrate the strategic partners and acquired businesses into the Company's existing operations; the continued high performance of the Company's existing business operations; that PLC will continue to capitalize on ongoing operational improvements to both existing and acquired businesses through the full implementation, deployment and integration of PLC's proprietary industry software, organic growth opportunities and the expansion and addition of new inventory at PLC's existing cemetery properties. However, there can be no assurance that the Company will be able to identify suitable strategic partners or acquisition targets, to negotiate acceptable terms for such transactions, to obtain the financing required, to effectively implement any strategic partners or acquired businesses into the Company's existing operations, or to capitalize on ongoing operational improvements, with the result that the actual nature and value of the aspirational growth targets, as well as the timing thereof, could materially differ from current expectations. Although management of the Company believes that the expectations represented in such forward-looking information are reasonable, there can be no assurance that such expectations will prove to be correct.

A number of factors could cause actual results to differ materially from the results discussed in the forward-looking statements, including, but not limited to, the factors discussed under the heading "Risk Factors" in the Company's annual information form available at [www.sedar.com](http://www.sedar.com). There can be no assurance that forward-looking statements will prove to be accurate as actual outcomes and results may differ materially from those expressed in these forward-looking statements. Readers, therefore, should not place undue reliance on any such forward-looking statements. Further, these forward-looking statements are made as of the date of this presentation and, except as expressly required by applicable law, the Company assumes no obligation to publicly update or revise any forward-looking statement, whether as a result of new information, future events or otherwise.

## **Functional Currency**

Effective January 1, 2022, the Company changed its presentation currency from CAD\$ to US\$ to better reflect the Company's business activities, given the significance of US based operations. Unless otherwise noted, all financial information presented in this presentation has been translated into US\$ presentation currency. Generally, the selected revenues, expenses and earnings figures have been translated into US\$ presentation currency using the average exchange rates prevailing during each reporting period. The selected assets and liabilities have been translated using the period-end exchange rates and shareholder's equity balances have been translated using historical rates in effect at the time of the transactions. The Appendix contains a table providing CAD\$:US\$ average exchange rates and period end exchange rates for the various periods noted in the presentation.

## **Non-IFRS Measures**

EBITDA, Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted EBITDA per Share, Adjusted Net Earnings, and Adjusted Net Earnings per Share or Adj EPS are not measures recognized under IFRS and do not have a standardized meaning prescribed by IFRS. Such measures are presented in this presentation because management of the Company believes that such measures are relevant in interpreting the effect of the acquisitions on the Company. Such measures, as computed by the Company, may differ from similar computations as reported by other similar organizations and, accordingly, may not be comparable to similar measures reported by such other organizations. Please see the Appendix to this presentation for the definitions and reconciliations of these Non-IFRS financial measures.



# About Park Lawn Corporation

US\$

Park Lawn Corporation (TSX:PLC, PLC.U) is Canada's only publicly traded owner and operator of funeral home and cemetery properties. Park Lawn consists of a diverse portfolio operating across Canada and the United States.

Although Park Lawn is a story of growth, we do not consider ourselves to be a consolidator, but an operating company whose culture resembles strong, independent, family-run businesses. We strive to be North America's premier funeral, cremation and cemetery provider, and the indisputable choice for funeral and cemetery services in the communities we serve.

Park Lawn operates in micro markets with an entrepreneurial and adaptable business model. Exposure to markets with dense population (Toronto, Denver, St. Louis, Nashville, Houston, New York/New Jersey), as well as traditional markets (Mississippi, Kentucky, North and South Carolina, and Georgia).



## Net Revenues

2022 TTM Q1 – \$307.2M  
2021 – \$294.8M  
2020 – \$241.1M <sup>(1)</sup>



## Net Earnings

2022 TTM Q1 – \$28.8M  
2021 – \$27.8M  
2020 – \$14.2M



## Adjusted EBITDA<sup>(3)</sup>

2022 TTM Q1 – \$78.5M  
2021 – \$76.3M  
2020 – \$59.5M



## Corporate Offices

Canada – Toronto, Ontario  
U.S. – Houston, Texas



## Employees

U.S. – 2,012  
Canada – 280



## Total Locations <sup>(2)</sup>

Funeral Homes – 140  
Cemeteries – 136  
On-sites – 30



## Locations by Country <sup>(2)</sup>

U.S. States [16] – 245  
Canadian Provinces [3] – 31



1) Accounting presentation change made to offset contributions to care and maintenance trust funds against revenue. Previously these contributions were presented within cost of sales.  
2) Location counts include locations owned as of May 16, 2022  
3) Metric is a non-IFRS financial measure. Please see Appendix for a reconciliation to the appropriate IFRS measure and other disclosures.



# Our Mission & Values

We are driven to be the indisputable choice for funeral and cemetery services in the communities we serve.

We do not consider ourselves to be a consolidator, but an operating company whose culture resembles strong, independent, family-run businesses. Our operational leaders work in the businesses alongside their respective teams and rely on decades of experience as opposed to theories found in management treatises, empty initiatives, and catch phrases.

## ***Respect for the Family***

- We have the courage to advise and direct our families.
- We have the integrity to do the right thing.
- We exceed expectations...every time.
- We make a positive impact on every life we touch.
- We have the empathy and compassion to let the healing begin here.

## ***Respect for the Individual***

- We deal with one another in an open and honest way.
- We encourage constructive criticism.
- We respect the desire for personal growth.
- We reward performance consistent with our values.
- We lead by example.

## ***Respect for the Profession***

- We recognize that ours is a demanding profession.
- We accept that responsibility as a group and as individuals.
- We believe in the value of funeral and cemetery services.
- We believe in the value of prearrangement.
- We strive to be operationally superior.

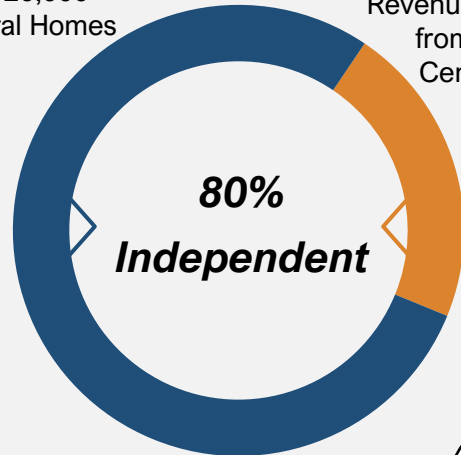






# Industry Landscape

## North America's \$23 Billion Death Care Industry



**\$18B**  
Revenue Generated from 20,000+ Funeral Homes

**\$5B**  
Revenue Generated from 8,000+ Cemeteries

**Service Corp International**  
1,955 Locations  
Publicly Traded: NYSE: SCI  
2022 TTM Q1 Revenue: \$4.1B



**Independent Operators**  
Roughly 80% of funeral home & cemetery locations in the U.S. & Canada are independently owned and operated.



**Park Lawn Corporation**  
276 Locations  
Publicly Traded: TSX: PLC, PLC.U  
2022 TTM Q1 Revenue: \$307.2M



**Arbor Memorial Group**  
106 Locations  
Privately Owned



**Carriage Services**  
199 Locations  
Publicly Traded: NYSE: CSV  
2022 TTM Q1 Revenue: \$377.4M



**Foundation Partners**  
215 Locations  
Privately Owned



**NorthStar Memorial Group**  
≈ 85 Locations  
Privately Owned



**Newcomer Funeral Service**  
≈ 40 Locations  
Privately Owned

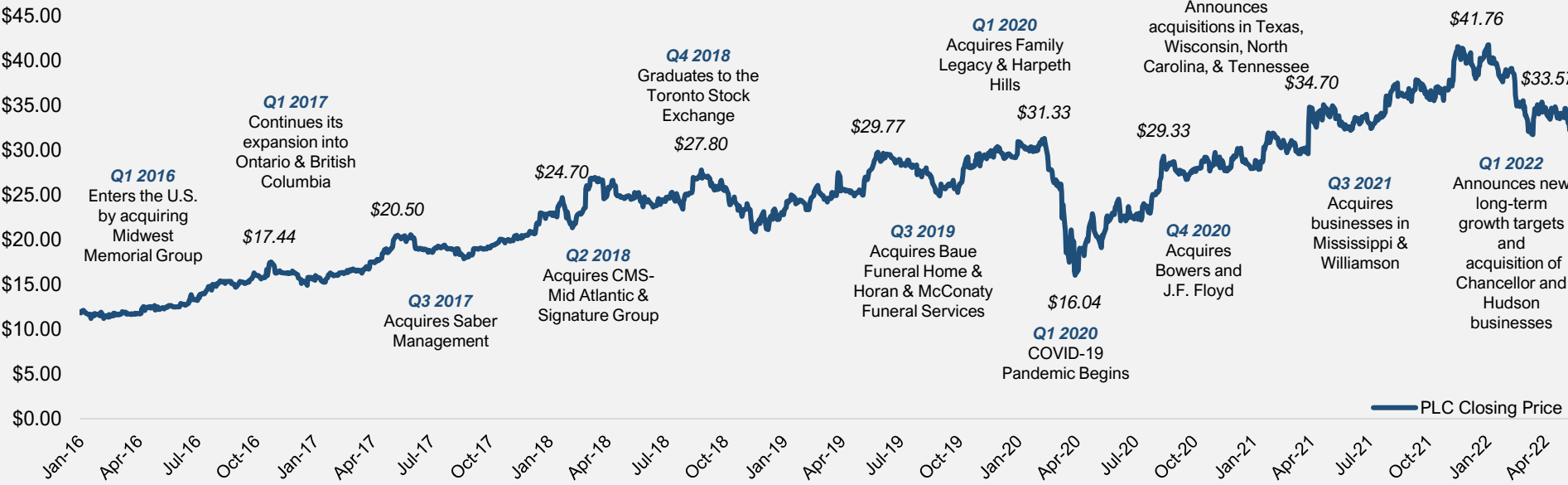


**Legacy Funeral Group**  
≈ 100 Locations  
Privately Owned



# 5 Years of Outperformance

CAD\$



Since January 2016, Park Lawn has posted a total return of **+184%**.

Comparatively, the S&P/TSX Composite Index posted a **+56%** total return over that same period.



Information as of May 16, 2022.  
Source: Yahoo! Finance  
Closing stock prices are represented in CAD\$.



# Positioned for Future Success

Park Lawn is uniquely positioned to take advantage of favourable population demographics, driven by the aging of “Baby Boomers” born between 1946 and 1964.

The rising population of adults aged 55+ will provide many opportunities for our funeral homes and cemeteries with respect to pre-need sales and planning.

The increasing death rate accompanying this large population increase will provide opportunities for growth in at-need sales.

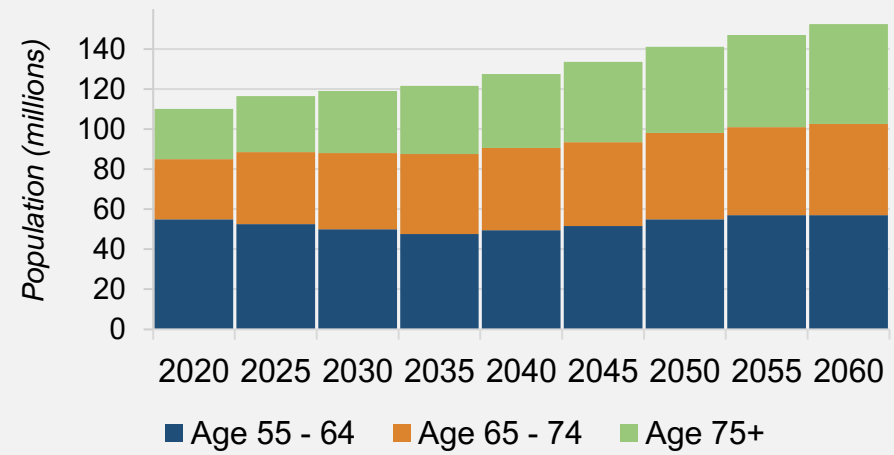
Since 2016, the number of families in North America choosing cremation has outnumbered those choosing traditional burial.

The growth of the nuclear family along with the decline of cultural traditions have fueled the trend towards cremations.

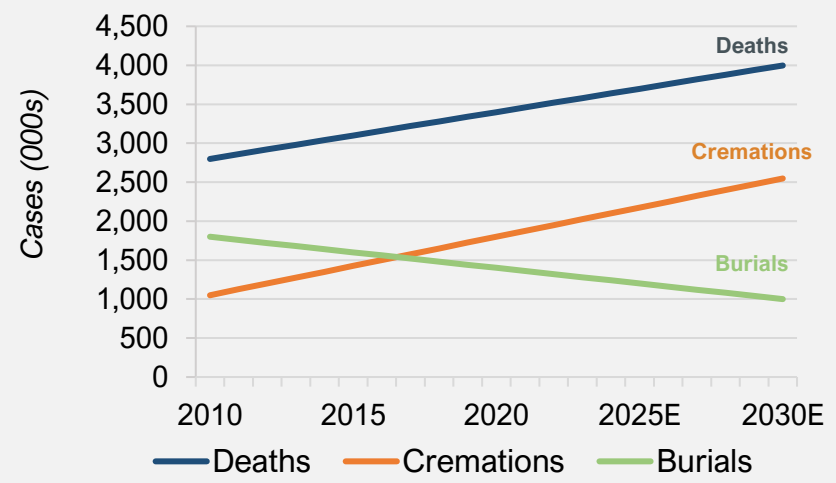
We operate in markets with high cremation rates (Toronto, New York, New Jersey, Colorado, and New Mexico), as well as low cremation rates (Mississippi, Kentucky, North and South Carolina, and Georgia).

- Park Lawn is the #1 player in cremations in Toronto, conducting >50% of cremations performed in the market.
- CremateSimply™: A cremation alternative for our current markets’ consumers that do not typically choose our brand businesses.

## North American Adults Aged 55+



## Rising Cremation Rates in North America



Source: Statistics Canada. 2017 U.S. Census Bureau, CDC, CANA, NFDA. North America is defined throughout as Canada and the U.S.



# Achievement of 2022 Growth Targets

CAD\$

*In 2018, Park Lawn announced a long-term aspirational goal of achieving CAD\$100 million (approximately US\$79 million) in pro forma Adjusted EBITDA by the conclusion of the 2022 calendar year. While we are only partially through the 2022 calendar year, before considering the impact of any potential future acquisitions, the Company expects to modestly exceed the previously announced growth targets.*

**Adjusted EBITDA of  
\$100+ Million** <sup>(1,4)</sup>



**Acquisition  
Growth**



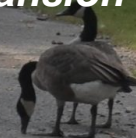
**Organic  
Growth**



**Margin  
Expansion**



**Adjusted EBITDA  
Margin of 26%** <sup>(1,2,3,4)</sup>



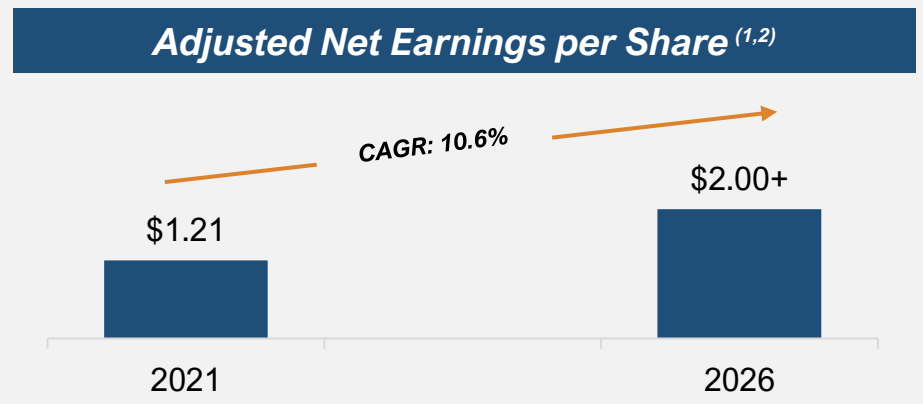
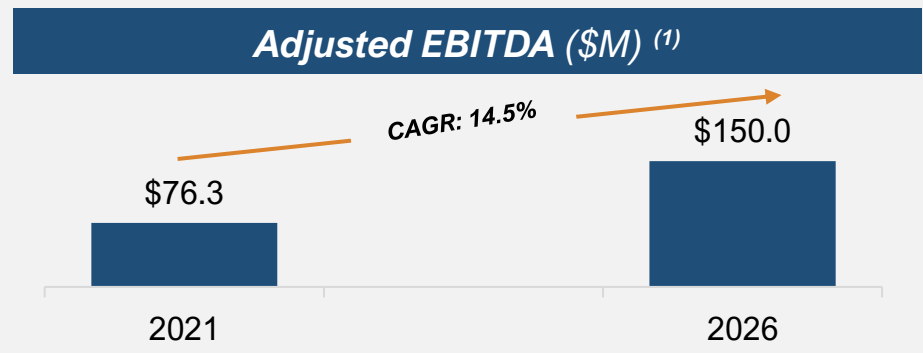
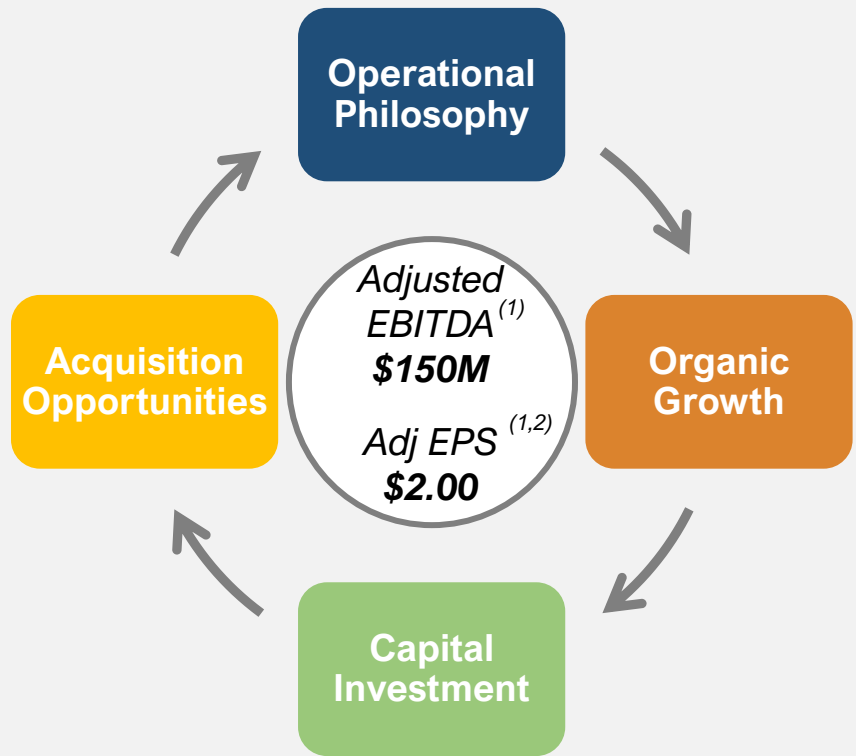
- 1) As indicated by management on August 14, 2018.
- 2) Adjusted EBITDA Margin includes amounts attributable to the non-controlling interest.
- 3) Adjusted EBITDA Margin percentages have been revised to align with the change in revenue presentation noted in the financial statements for the three-month period ended March 31, 2021.
- 4) Metric is a non-IFRS financial measure. Please see Appendix for a reconciliation to the appropriate IFRS measure and other disclosures.



# 2026 Aspirational Growth Targets

US\$

“PLC has set an aspirational growth target of achieving a total of **US\$150M** of proforma Adjusted EBITDA by the end of 2026 translating into Adjusted Net Earnings exceeding **US\$2.00** per share.”



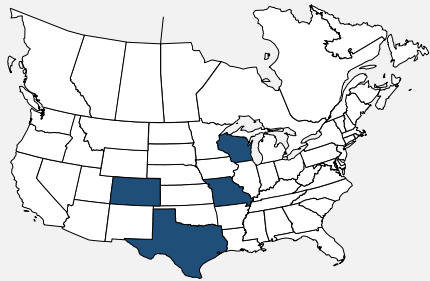
1) Metric is a non-IFRS financial measure. Please see Appendix for a reconciliation to the appropriate IFRS measure and other disclosures.  
 2) Calculated with respect to diluted shares outstanding at the respective reporting period.



# Acquisition Opportunities

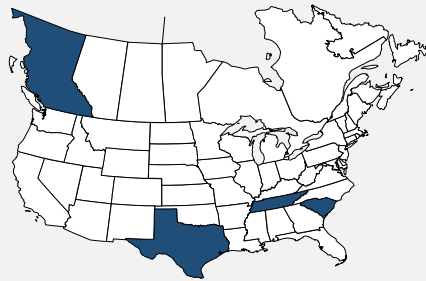
US\$

The death care industry continues to be a highly-fragmented market. Park Lawn plans to continue its acquisition growth strategy where opportunities are attractive and can be integrated with existing operations or provide entry to a new high-growth market.



**2019**

**30** Funeral Homes Added  
**8** Cemeteries Added  
**\$135M** Spent on Acquisitions



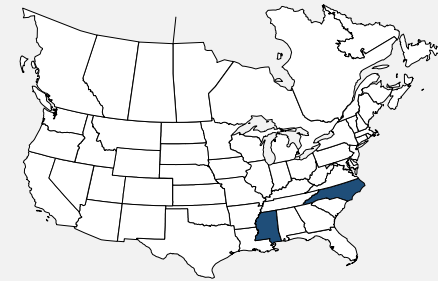
**2020**

**19** Funeral Homes Added  
**15** Cemeteries Added  
**\$73M** Spent on Acquisitions



**2021**

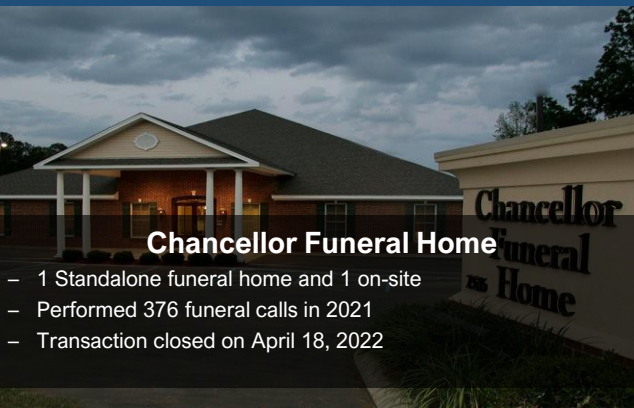
**29** Funeral Homes Added  
**12** Cemeteries Added  
**\$126M** Spent on Acquisitions



**2022<sup>(1)</sup>**

**3** Funeral Homes Added  
**1** Cemeteries Added  
**\$75-125M** in Expected Acquisitions<sup>(2)</sup>

## Recent Acquisitions



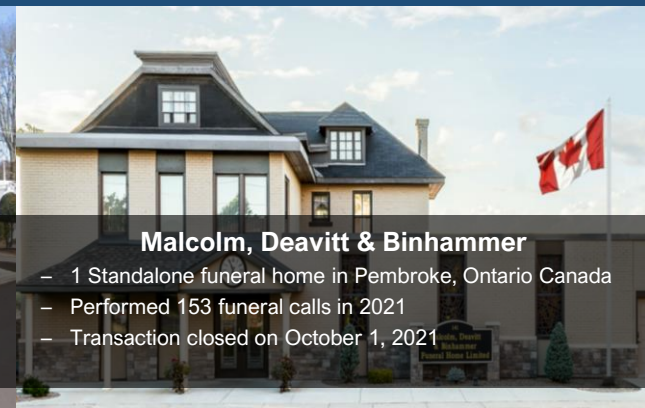
### Chancellor Funeral Home

- 1 Standalone funeral home and 1 on-site
- Performed 376 funeral calls in 2021
- Transaction closed on April 18, 2022



### Ingram Funeral Home

- 1 Standalone funeral home in Cumming, Georgia USA
- Performed 666 funeral calls in 2020
- Transaction closed on December 13, 2021



### Malcolm, Deavitt & Binhammer

- 1 Standalone funeral home in Pembroke, Ontario Canada
- Performed 153 funeral calls in 2021
- Transaction closed on October 1, 2021

1) Closed and announced transactions through May 16, 2022.  
 2) As indicated by Company filings on March 3, 2022.



# Organic Growth Projects

US\$

Organic initiatives include the build-out of inventory at existing cemetery properties, remodeling of existing funeral homes, construction of new stand-alone funeral homes and construction of new funeral homes on cemeteries, referred to as on-sites.

These projects unlock new sources of revenue for existing businesses while increasing the useful life of Park Lawn's existing portfolio.

**Target IRR of over 20% on expansion initiatives**

## Capital Deployment (\$M)

	2021	TTM Q1 2022		
Maintenance CAPEX	\$8.4	\$9.1	<b>\$161.8</b>	<b>\$162.8</b>
Inventory Replenishment	\$3.3	\$2.8		
<b>Total Maintenance Capital</b>	<b>\$11.7</b>	<b>\$11.9</b>	<b>\$11.7</b>	<b>\$11.9</b>
Development	\$12.6	\$12.4	<b>\$138.8</b>	<b>\$138.8</b>
Acquisitions	\$126.2	\$126.4		
<b>Total Growth Capital</b>	<b>\$138.8</b>	<b>\$138.8</b>		
<b>Dividends Paid and Accrued</b>	<b>\$11.3</b>	<b>\$12.1</b>	<b>\$11.3</b>	<b>\$12.1</b>
<b>Total Capital Deployed</b>	<b>\$161.8</b>	<b>\$162.8</b>	<b>2021</b>	<b>TTM Q1 2022</b>



### Westminster Visitation Centre - Toronto, Ontario Canada

This 32,100 square foot facility is the first on-site in our Canadian portfolio and construction is expected to be completed in Q2 2022.

A considerable increase in demand for pre-need interment/entombment arrangements is expected as a result of the new construction



### Waco Memorial Funeral Home - Waco, Texas USA

This 10,000 square foot facility will be located at Waco Memorial Park, making it the only on-site in the market. Construction is expected to be completed in late 2022.



### Eternal Sunset Memorial Park & Cemetery - Lafayette Township, New Jersey USA

After acquiring CMS – Mid Atlantic, Park Lawn acquired an additional 78 acres of land in Lafayette Township, NJ for \$3 million. Its proximity to New York City, one of North America's most densely populated and diverse markets, makes Eternal Sunset an important piece of the Park Lawn portfolio.

Since November 2018, over 12,000 new lots of inventory have been developed and opened, with an additional 6,000 lots currently under development.

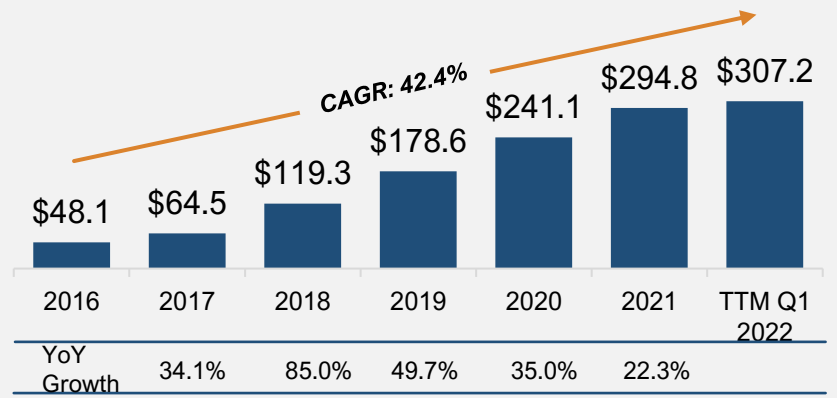


# Strong Financial Performance

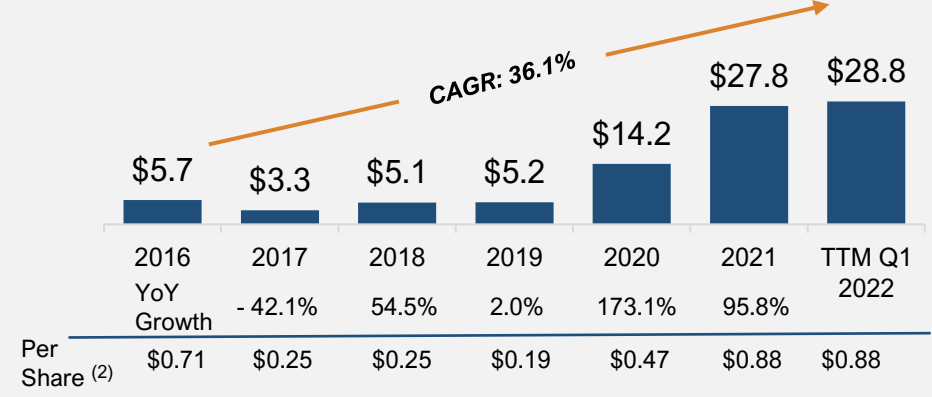
US\$



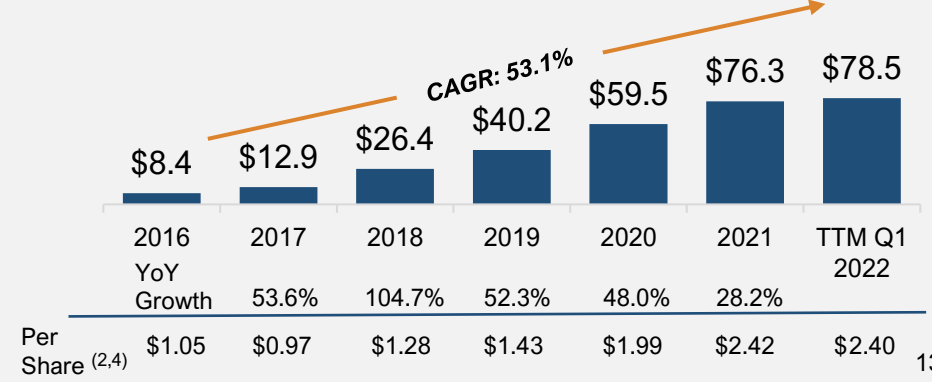
## Net Revenue (\$M) <sup>(1)</sup>



## Net Earnings (\$M)



## Adjusted EBITDA (\$M) <sup>(4)</sup>



1) Accounting presentation change made to offset contributions to care and maintenance trust funds against revenue. Previously these contributions were presented within cost of sales.  
 2) Calculated with respect to diluted shares outstanding at the respective reporting period.  
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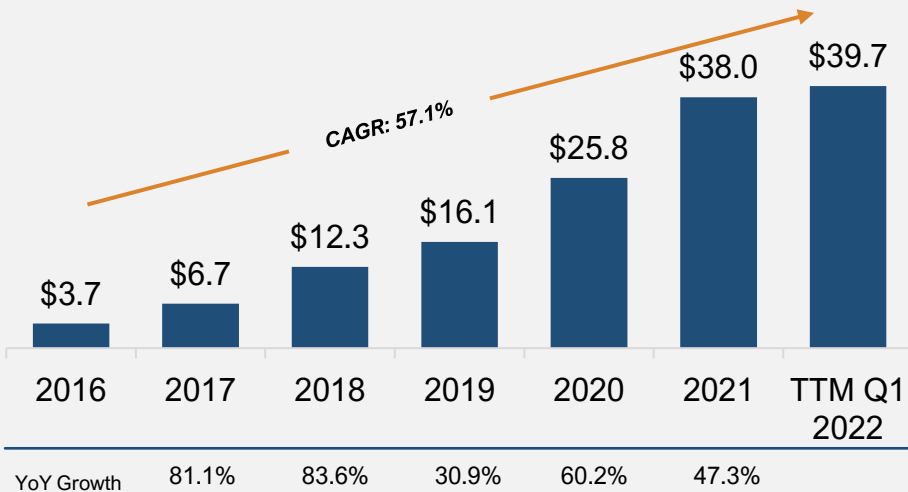


# Strong Earnings Growth

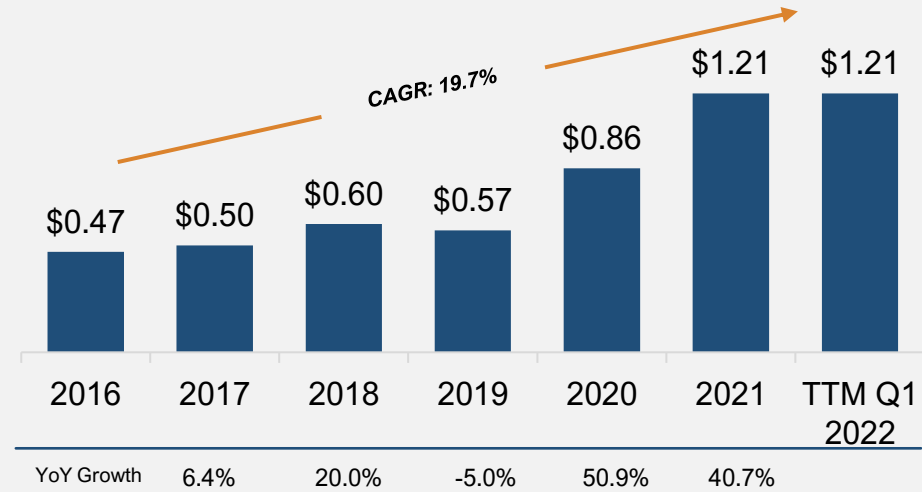
US\$

*Park Lawn continues to deliver strong returns to shareholders.*

## Adjusted Net Earnings (\$M) <sup>(1)</sup>



## Adjusted Net Earnings per Share <sup>(1,2)</sup>



1. Metric is a non-IFRS financial measure. Please see Appendix for a reconciliation to the appropriate IFRS measure and other disclosures.

2. Calculated with respect to diluted shares outstanding at the respective reporting period.



# Margin Expansion

## Near Term Strategic Priorities

Integration of 200+ businesses, 2,000+ users, and 1,500+ endpoints across Park Lawn's Canadian and U.S. offices into our enterprise infrastructure.

- Implementation of FaCTS™, a new funeral and cemetery technology solution into businesses throughout 2022.
- Continue to streamline and improve operational efficiency.

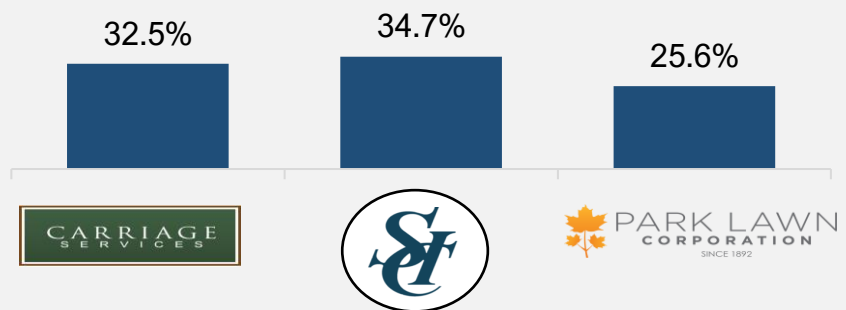
Complement existing business mix with higher margin operations.

- On-sites
- Cremation Gardens

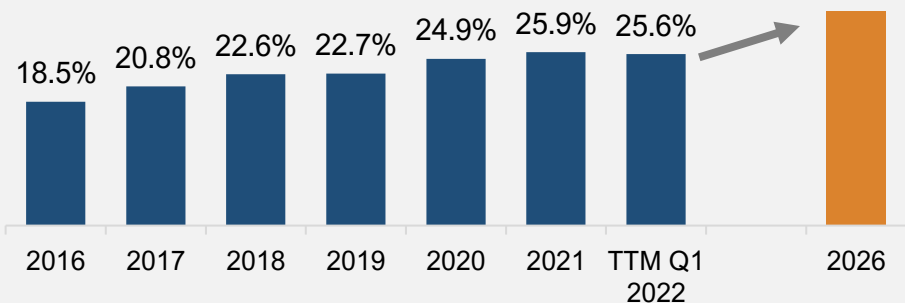
Continue to invest in people, our most important resource.

- The Company added experienced management teams and established a corporate office in Houston, Texas.
- Sustainable platform with ability to absorb future high-quality acquisitions.

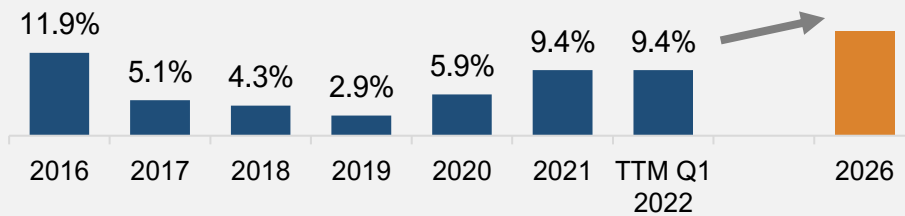
## Current Comparative Margins (TTM Q1 2022 Adjusted EBITDA) <sup>(1,2,3,4)</sup>



## Park Lawn's Adjusted EBITDA Margin <sup>(1,3,4)</sup>



## Park Lawn's Net Earnings Margin



1) Adjusted EBITDA Margin includes amounts attributable to the non-controlling interest.  
 2) SCI/CSV percentages were calculated from company filings.  
 3) Adjusted EBITDA Margin percentages have been revised to align with the change in revenue presentation noted in the financial statements for the three-month period ended March 31, 2021.  
 4) Metric is a non-IFRS financial measure. Please see Appendix for a reconciliation to the appropriate IFRS measure and other disclosures.

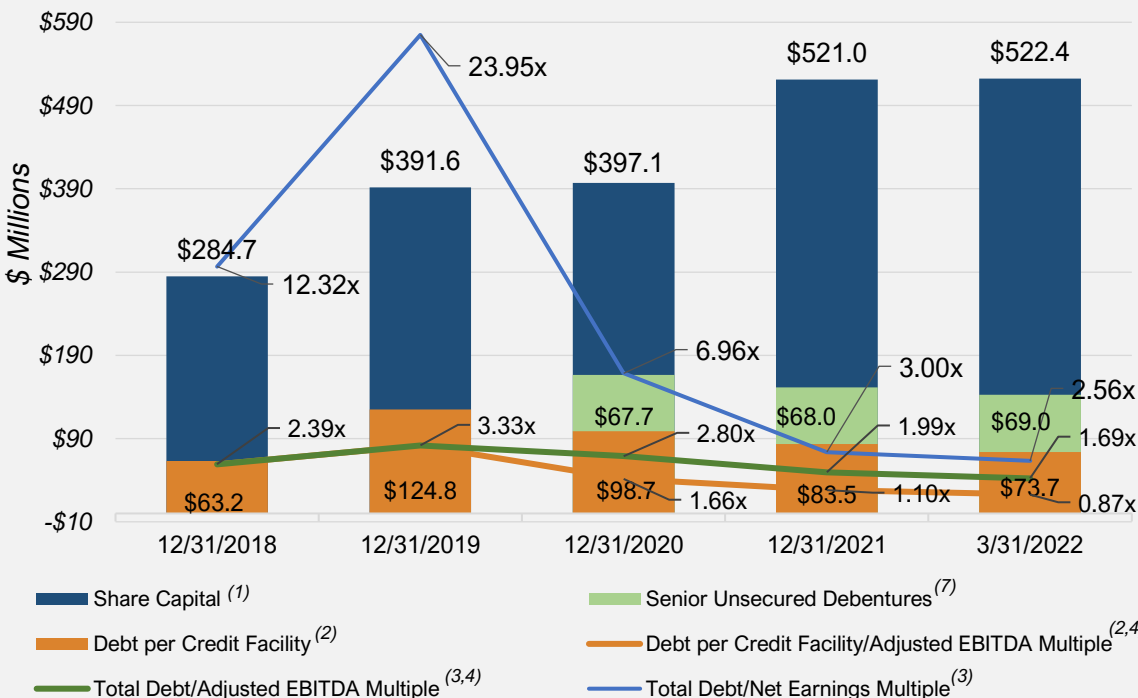


# Balance Sheet Strength

US\$

Selected Balance Sheet Information (\$ Millions)	12/31/2018	12/31/2019	12/31/2020	12/31/2021	3/31/2022
Cash & Cash Equivalents	\$10.9	\$16.4	\$24.7	\$20.8	\$30.7
Pre-need Receivables	\$64.9	\$67.0	\$82.6	\$91.9	\$91.7
Care & Maintenance Trust Funds	\$151.2	\$172.8	\$193.2	\$230.0	\$228.2
Pre-need Trust Funds	\$121.6	\$195.7	\$230.2	\$259.7	\$247.8
Pre-need Backlog <sup>(5)</sup>	\$364.3	\$536.5	\$658.3	\$855.0	\$847.8

## Debt / Adjusted EBITDA <sup>(2,4)</sup>



## Recent Financings

September 3, 2021

- Common Share Offering - 4.081M Common Shares at CAD\$36.40 per share
- Aggregate gross proceeds of CAD\$148.5M
- Will be used to pay down revolving credit facility to free up capacity to fund potential future acquisitions and organic growth opportunities and for general corporate purposes.

- Increased credit facility by CAD\$50M – total availability now CAD\$300M (US\$236.6M) <sup>(6)</sup>

June 25, 2020

- 5.75% Senior Unsecured Debentures (12/31/2025)
- Aggregate gross proceeds of CAD\$86.3M (US\$68.0) <sup>(6)</sup>
- Trades on TSX under PLC:DB

1) Share Capital includes contributed surplus.  
 2) Debt per credit facility is long-term debt plus notes payable, less cash on hand. Prior to September 30, 2021, debt excluded IFRS 16 leases.  
 3) Total debt is debt per credit facility plus Senior Unsecured Debentures (12/31/2025).  
 4) Assumes full year of Adjusted EBITDA from Acquisitions. Deducts for IFRS 16 Lease Expense.  
 5) Pre-Need Backlog consists of deferred revenue and prearranged funeral insurance contracts.  
 6) FX Rate taken at 12/31/2021. CAD\$:US\$= 0.7888  
 7) Senior Unsecured Debentures converted to US\$ using FX Rate taken at period ended.





# Investment Highlights

- High growth operator in a stable and highly fragmented industry.
- An aging population across North America provides favourable demographic characteristics.
- Fragmentation allowing for bolt-ons providing economies of scale.
- Margin expansion opportunities through increased scale and operating efficiencies.
- High barriers to entry due to zoning laws - particularly in cemeteries - and pricing pressure on smaller operators.
- Conservative capitalization facilitates further growth through acquisition.
- Continued execution on a robust M&A pipeline.

**Williams**  
FUNERAL HOME & CREMATORY

**Baue** Established 1935  
Funerals • Crematory • Cemetery

**HORAN & McCONATY**  
Cremation • Burial • Pre-Planning  
Compassionate • Professional

**HARPETH HILLS**  
MEMORY GARDENS,  
FUNERAL HOME &  
CREMATION CENTER

**PARK LAWN LP**  
CEMETERIES • MAUSOLEUMS • CREMATION CENTRES  
Since 1892

**WICHMANN**  
Funeral Homes & Crematories  
"Family-Owned Excellence"

**INTEGRITY FUNERAL HOME**  
FOREST LAWN CEMETERY

**the Signature Group**

**Smith**  
LIFE & LEGACY

**WELLS**  
Funeral Homes & Cremation Services

**Warren**  
Funeral Home Cemetery  
& Mausoleum

**We Are CRESS**  
Funeral & Cremation Service

**CHANCELLOR FUNERAL HOME**

**RIEMANN FAMILY**  
Funeral Homes

**Webb & Stephens**  
Funeral Homes

**CMS Mid-Atlantic, Inc.**  
CEMETERY MANAGEMENT SERVICES

**De Vargas**  
Funeral Home & Crematory

**basicFunerals**  
AND CREMATION CHOICES

**TUBMAN**  
FUNERAL HOMES  
MAISONS FUNÉRAIRES

**Wayne Boze**  
FUNERAL HOME

**Ott & Lee**  
Funeral Homes  
History Begins Here  
serving since 1886

**The J. F. Floyd Mortuary**  
Cremation - Advance Planning  
Memorial Gardens

**Billingsley**  
Funeral Home, Ltd.

**Lincoln**  
Funeral Home & Cemetery  
History Begins Here

**West Family Funeral Services**  
Buncombe County's Oldest Funeral Home

**STEPHENS**  
Funeral Home

**OPATOVSKY**  
FUNERAL HOME  
Dempter & Moore Chapels

**The Journey Group**

**Reynolds Funeral Home - Turner Chapel**

**WINSCOTT ROAD**  
FUNERAL HOME & CREMATION SERVICES

**A Simple Cremation**

**LAKELAND PLACE**  
GARDEN PARK CEMETERY

**PROVIDENCE**  
FUNERAL HOMES  
& CREMATORIUM

**Credible Cremation Services**

**Ziegenheim & Sons**  
FUNERAL HOMES  
Honoring, Respecting and Caring for Families Since 1900

**JENNETT**  
FUNERAL & CREMATION  
CENTRE LIMITED

**Hanson's**  
ARBOR FUNERAL CHAPELS  
& CREMATORIUM

**Bowers**  
Funeral Service & Crematorium

**MMG**  
MIDWEST MEMORIAL GROUP

**MUNDELL**  
FUNERAL HOME LIMITED



# Appendix





# Definitions of Non-IFRS Financial Measures

Reconciliations for the following Non-IFRS measures to the nearest IFRS measure are provided herein. For further information, please see the Company's most recent management's discussion and analysis, available at [www.sedar.com](http://www.sedar.com) or the Company's website at [www.parklawncorp.com](http://www.parklawncorp.com).

## **EBITDA**

Defined as earnings from operations before finance costs, taxes, depreciation and amortization (including amortization of tangible and intangible assets and amortization of cemetery property). The Company believes EBITDA to be an important measure that allows investors and other third parties to assess the operating performance of its ongoing business and to compare its results to prior periods and to the results of its competitors.

The Company's cemetery property inventory is acquired or constructed over many years, if not decades, in advance of its sale. The cash associated with this investing activity is a cash outflow in the period in which the inventory is acquired or constructed and classified as investing activities in the Company's consolidated statement of cash flows. As sales occur, the Company draws down its inventory by making a non-cash charge to cost of goods sold.

## **Adjusted EBITDA**

Defined as EBITDA adjusted for non-cash share based compensation. The Company believes that the inclusion of Adjusted EBITDA also provides useful supplementary information to investors and other third parties that allows them to assess the operating performance of the Company's ongoing business and to compare its results to prior periods and to the results of its competitors.

## **Adjusted EBITDA Margin**

Defined as Adjusted EBITDA as a percentage of total net revenue. The Company believes the Adjusted EBITDA Margin helps to assess the operating performance of the Company and to compare its results to prior periods and to the results of its competitors.

## **Adjusted EBITDA per Share**

Defined as Adjusted EBITDA divided by diluted shares outstanding at the respective reporting period.

## **Adjusted Net Earnings**

Defined as net earnings adjusted for non-recurring, one-time or non-cash income or expense, and other items. The Company uses Adjusted Net Earnings to assist in evaluating its operating performance. The Company believes that this non-IFRS measure provides meaningful supplemental information to investors and other third parties regarding operating results because it excludes certain income or expense items that are non-cash in nature and/or do not relate to core operating activities of the Company's underlying business and which may not be indicative of the Company's future financial results.

The adjustments may include, but are not limited to, the after-tax impact of acquisition and integration costs, share based compensation, amortization of intangibles and other income (expenses).

## **Adjusted Net Earnings per Share (Adj EPS)**

Defined as Adjusted Net Earnings divided by diluted shares outstanding at the respective reporting period.





# Adjusted EBITDA

US\$ (in millions except per share amounts)

	3/31/22 TTM			12 Months Ended December 31,			
	2022	2021	2020	2019	2018	2017	2016
Earnings from operations	\$ 47.5	\$ 46.0	\$ 30.3	\$ 17.7	\$ 15.3	\$ 7.3	\$ 4.1
Adjusted for the impact of							
Finance Costs	7.2	7.7	7.4	4.3	1.8	0.3	0.5
Depreciation and amortization	12.1	11.8	11.8	10.1	4.1	1.9	1.2
Amortization of cemetery property	7.3	7.2	6.6	5.8	4.8	3.2	2.8
Non-controlling interest	(0.1)	(0.2)	(0.5)	(0.4)	(0.5)	(0.5)	(0.5)
<b>EBITDA, PLC Shareholders</b>	<b>74.0</b>	<b>72.5</b>	<b>55.6</b>	<b>37.5</b>	<b>25.5</b>	<b>12.2</b>	<b>8.1</b>
Share based compensation	4.5	3.8	3.9	2.7	0.9	0.7	0.3
<b>Adjusted EBITDA, PLC Shareholders</b>	<b>\$ 78.5</b>	<b>\$ 76.3</b>	<b>\$ 59.5</b>	<b>\$ 40.2</b>	<b>\$ 26.4</b>	<b>\$ 12.9</b>	<b>\$ 8.4</b>

## EBITDA, PLC Shareholders – per share

Basic	\$ 2.167	\$ 2.330	\$ 1.871	\$ 1.335	\$ 1.238	\$ 0.917	\$ 1.017
Diluted	2.128	2.297	1.860	1.331	1.235	0.915	1.015

## Adjusted EBITDA, PLC Shareholders – per share

Basic	2.299	2.452	2.004	1.432	1.282	0.968	1.052
Diluted	2.257	2.418	1.992	1.428	1.279	0.966	1.050

## Weighted Average Shares Outstanding (in thousands)

Basic	34,163	31,111	29,717	28,042	20,610	13,336	7,962
Diluted	34,795	31,550	29,894	28,121	20,655	13,363	7,977





# Adjusted Net Earnings per Share

US\$ (in millions except per share amounts)

	3/31/22 TTM			12 Months Ended December 31,			
	2022	2021	2020	2019	2018	2017	2016
Net Earnings	\$ 28.8	\$ 27.8	\$ 14.2	\$ 5.2	\$ 5.1	\$ 3.3	\$ 5.7
Adjusted for the impact of							
Acquisition and integration costs	5.9	5.7	4.9	9.8	8.0	3.1	0.6
Share based compensation	4.5	3.8	3.9	2.7	0.9	0.7	0.3
Amortization of intangible assets	1.3	1.4	1.8	2.1	0.2	-	-
Other (income) expenses	1.6	1.4	3.4	0.3	0.2	0.2	(2.8)
Tax effect of the above items	(2.4)	(2.1)	(2.4)	(4.0)	(2.1)	(0.6)	(0.1)
<b>Adjusted Net Earnings, PLC Shareholders</b>	<b>\$ 39.7</b>	<b>\$ 38.0</b>	<b>\$ 25.8</b>	<b>\$ 16.1</b>	<b>\$ 12.3</b>	<b>\$ 6.7</b>	<b>\$ 3.7</b>
<b>Adjusted Net Earnings, PLC Shareholders – per share</b>							
Basic	\$ 1.162	\$ 1.222	\$ 0.869	\$ 0.573	\$ 0.597	\$ 0.499	\$ 0.468
Diluted	1.141	1.205	0.864	0.571	0.595	0.498	0.467
<b>Weighted Average Shares Outstanding (in thousands)</b>							
Basic	34,163	31,111	29,717	28,042	20,610	13,336	7,962
Diluted	34,795	31,550	29,894	28,121	20,655	13,363	7,977





# Adjusted Net Earnings

US\$ (in millions)

## 12 Months Ended December 31,

CAD\$	2021	2020	2019	2018	2017	2016
Net Earnings	\$ 34.9	\$ 19.0	\$ 6.9	\$ 6.7	\$ 4.2	\$ 7.5
Adjusted for the impact of						
Acquisition and integration costs	7.2	6.5	13.0	10.4	4.1	0.9
Share based compensation	4.8	5.3	3.6	1.2	0.9	0.4
Amortization of intangible assets	1.7	2.5	2.8	0.3	-	-
Other (income) expenses	1.7	4.6	0.4	0.2	0.3	(3.6)
Tax effect of the above items	(2.6)	(3.3)	(4.3)	(2.7)	(0.9)	(0.3)
<b>Adjusted Net Earnings, PLC Shareholders</b>	<b>\$ 47.7</b>	<b>\$ 34.6</b>	<b>\$ 22.4</b>	<b>\$ 16.1</b>	<b>\$ 8.6</b>	<b>\$ 4.9</b>

## 12 Months Ended December 31,

US\$	2021	2020	2019	2018	2017	2016
Net Earnings	\$ 27.8	\$ 14.2	\$ 5.2	\$ 5.1	\$ 3.3	\$ 5.7
Adjusted for the impact of						
Acquisition and integration costs	5.7	4.9	9.8	8.0	3.1	0.6
Share based compensation	3.8	3.9	2.7	0.9	0.7	0.3
Amortization of intangible assets	1.4	1.8	2.1	0.2	-	-
Other (income) expenses	1.4	3.4	0.3	0.2	0.2	(2.8)
Tax effect of the above items	(2.1)	(2.4)	(4.0)	(2.1)	(0.6)	(0.1)
<b>Adjusted Net Earnings, PLC Shareholders</b>	<b>\$ 38.0</b>	<b>\$ 25.8</b>	<b>\$ 16.1</b>	<b>\$ 12.3</b>	<b>\$ 6.7</b>	<b>\$ 3.7</b>



# CAD\$:US\$ Exchange Rates

	12 Months Ended December 31,					
	2021	2020	2019	2018	2017	2016
<b>Rate at December 31,</b>	0.7888	0.7854	0.7699	0.7330	0.7937	0.7441
<b>Average rate for the year</b>	0.7978	0.7454	0.7536	0.7718	0.7692	0.7548

