



Investor Presentation

May 2024

**A VITAL LINK
IN HEALTHCARE**

Cautionary Note Regarding Forward-Looking Information

This presentation contains “forward-looking information” and “forward-looking statements” (collectively, “forward-looking information”) within the meaning of applicable securities laws. Forward-looking information may relate to our 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, 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. This forward-looking information and other forward-looking information are based on our opinions, estimates and assumptions in light of our 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. 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 our ability to execute our growth strategies; our ability to retain key personnel; our ability to maintain and expand geographic scope; our ability to obtain financing on acceptable terms; interest rates; the impact of competition; the changes and trends in our industry or the global economy; and the changes in laws, rules, regulations, and global standards are material factors made in preparing forward-looking information and management’s expectations.

When relying on forward-looking statements to make decisions, we caution readers not to place undue reliance on these statements, as forward-looking statements involve significant risks and uncertainties and should not be read as guarantees of future performance or results, and will not necessarily be accurate indications of whether or not the times at or by which such performance or results will be achieved. For further details on the forward-looking information included in this presentation, see “Cautionary Note Regarding Forward-Looking Information” in Andlauer Healthcare Group’s Annual Information Form (“AIF”) dated March 5, 2024 and the Company’s most recent Management Discussion & Analysis (“MD&A”). A number of factors could cause actual results to differ, possibly materially, from the results discussed in the forward-looking statements. Prospective investors should carefully consider the risk factors described in the Company’s AIF and most recent MD&A, before making an investment decision. The Company’s AIF and most recent MD&A are filed on SEDAR+ and posted on the Company’s website.

Certain statements included in this presentation may be considered a “financial outlook” for purposes of applicable Canadian securities laws, and as such, the financial outlook may not be appropriate for purposes other than this presentation. All forward-looking information in this presentation is made as of the date hereof. Except as expressly required by applicable law, we assume no obligation to update or revise any forward-looking information, whether as a result of new information, future events or otherwise. All of the forward-looking information contained in this presentation is expressly qualified by the foregoing cautionary statements.

Non-IFRS Measures and Industry Metrics

This presentation makes reference to non-IFRS measures, including “EBITDA” and “EBITDA Margin”. These non-IFRS measures do not have standardized meanings prescribed by IFRS and therefore may not be comparable to similar measures presented by other companies. They are used to provide investors with supplemental measures of our operating performance and thus highlight trends in our core business that may not otherwise be apparent when relying solely on IFRS measures. We also believe that securities analysts, investors and other interested parties frequently use non-IFRS measures in the evaluation of issuers. Our management will also use non-IFRS measures and in order to facilitate operating performance comparisons from period to period, to prepare annual operating budgets and forecasts and to determine components of management compensation. Please refer to the Company’s most recent MD&A for further discussion of these non-IFRS financial measures and for a reconciliation to comparable IFRS measures, including net income and comprehensive income.

Market and Industry Data

This presentation includes market and industry data and forecasts that were obtained from third-party sources, industry publications and publicly available information as well as industry data prepared by management on the basis of its knowledge of the healthcare logistics and transportation services industry in which we will operate (including management’s estimates and assumptions relating to the industry based on that knowledge). Management’s knowledge of the healthcare logistics and transportation services industry has been developed through its experience and participation in the industry. Management believes that its industry data is accurate and that its estimates and assumptions are reasonable, but there can be no assurance as to the accuracy or completeness of this data. Third-party sources generally state that the information contained therein has been obtained from sources believed to be reliable, but there can be no assurances as to the accuracy or completeness of included information. Although management believes it to be reliable, we have not independently verified any of the data from management or third-party sources referred to in this presentation, or analyzed or verified the underlying studies or surveys relied upon or referred to by such sources, or ascertained the underlying economic assumptions relied upon by such sources.

- IPO: December 2019
- TSX: “AND”
- Subordinate Voting Shares (“SVS”): 19,483,920 ¹
- Multiple Voting Shares (“MVS”): 21,840,000 ^{1 2}
- IPO issue price: \$15.00 ³
- Recent share price: \$40.51 ⁴
- SVS market capitalization: ~ \$780 million ⁴
- Total market capitalization: ~ \$1.67 billion ⁴
- 52-week high / low: \$48.80 / \$36.75 ⁴
- Quarterly dividend: \$0.10 / share (\$0.40 annualized)
- Dividend yield: ~ 0.99% ⁴

ANALYST COVERAGE



1. As at March 31, 2024
2. MVS are 100% owned by Andlauer Management Group
3. December 11, 2019
4. May 8, 2024

Who we are

Leading and growing supply chain management company with a platform of customized logistics and specialized transportation solutions for the **healthcare sector** in Canada and the U.S.

Four **competitive strengths** that span our platform and are designed for healthcare customers' needs:

1. Temperature management
2. Regulatory compliance and quality assurance
3. Supply chain visibility
4. Security

Platform of companies:



ACCURISTIX
ADVANCING HEALTHCARE LOGISTICS



ATS
ATS Healthcare



ATS
ATS Dedicated



BOYLE
We deliver security.



Crêdo



LSU
Logistics Support Unit



MEDDS

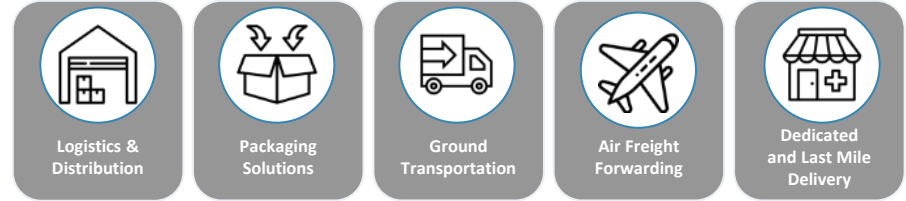


NOVA PACK
AN ACCURISTIX COMPANY



Skelton
Truck Lines

FIVE DEDICATED HEALTHCARE PRODUCT LINES...



...FOCUSED ON A RANGE OF HEALTHCARE END MARKETS



Acquisitions Since IPO

Skelton Canada (Acquired March 2021):

- Validated temperature control, state-of-the-art security systems and real-time monitoring / Leader in 2° C to 8° C and < - 20° C shipments

Skelton USA (Acquired 49% March 2021 / Acquired 100% Nov. 2021):

- Skelton expanded into the U.S. in 2017 due to customer demand and has grown rapidly

Boyle Transportation (Acquired November 2021):

- Based in Massachusetts / operates throughout the 48 contiguous U.S. states and to / from Canada
- Specialized transportation services to life sciences (70% to 75% of revenue) and government/defense sectors (25% to 30% of revenue)

Logistics Support Unit (Acquired March 2022):

- Quebec-based third-party logistics provider offering specialty pharma, warehousing, distribution and order management services throughout Canada



1 Established Provider of Essential Supply Chain Services to Leading Companies in the Healthcare Industry

2 Coast-to-Coast, Closed-Loop Network in Canada Supported by Specialized Infrastructure

3 Truckload Coverage of the Contiguous 48 U.S. States

4 Technology Supporting a Comprehensive Service Platform

5 Strong Financial Performance

6 Experienced Management Team Aligned with Shareholders and Strong Employee Culture

Established Provider of Essential Supply Chain Services

	Logistics & Distribution	Packaging Solutions	Ground Transportation	Air Freight Forwarding	Dedicated and Last Mile Delivery
Description	Client & customer integration, managed transportation, inventory management, secured warehousing, distribution & fulfillment	Co-packing / re-packing, assembly / custom work, design & supply, secondary Rx packaging	Blend of owner-operated and employee drivers, pick-up and delivery, courier, LTL, preferred carrier	Guaranteed contracted space, airport to airport furtherance, dedicated staff	Last mile shipments to pharmacies and veterinarian clinics, pharmacy home-delivery service
Contract	Typically 3 – 5 master service agreements, including quality agreements	Combination of contracts and project-based	Fee for service, often with quality agreements	Fee for service, often with quality agreements	Typically 3 – 5 year contracts
Primary Clients	Pharmaceutical Manufacturers	Pharmaceutical Manufacturers	Third-Party Logistics Providers Wholesalers and Distributors Pharmaceutical Manufacturers	Third-Party Logistics Providers Wholesalers and Distributors Pharmaceutical Manufacturers	Wholesalers Distributors Pharmacies
Geography	Canada-wide	Canada-wide	Canada-wide / U.S.	Canada-wide	Canada-wide (Home delivery in Winnipeg only)
% of Q1 2024 Revenue ¹	21.7%	2.8%	60.8%	4.6%	10.1%
Brands	 	 	 		



1. Prior to intersegment revenue eliminations



LONGSTANDING RELATIONSHIPS WITH MAJOR INDUSTRY PROVIDERS

Strong client retention with an average client relationship across the top 20 clients by revenue of 15+ years

SELECT CLIENT RELATIONSHIPS

Pharmaceutical
Manufacturers



Wholesalers and
Distributors

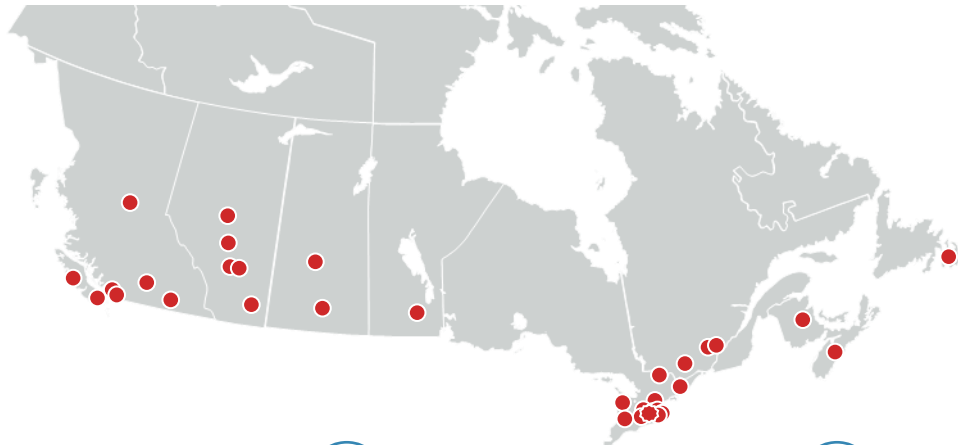


Third-Party
Logistics Players





NATIONAL INFRASTRUCTURE



- Nationwide coverage with 32 leased facilities and seven third-party cross-docks
- More than 2.2 million sq. ft. of operating space¹
- GMP-licensed and temperature mapped distribution facilities



TEMPERATURE MANAGEMENT

- Dedicated facilities
- Specialized vehicles
- Customized packaging



QUALITY ASSURANCE

- Highly regulated environment
- Significant GMP and GUI-0069 experience
- Long-standing relationships



SUPPLY CHAIN VISIBILITY

- Proprietary IT systems
- Reporting and regulatory compliance
- Purpose built monitoring system



SECURITY

- Specialized management protocol for high value and controlled products
- Health Canada compliant vaults

1. Square footage excludes cross-docks

Truckload Coverage of the Contiguous 48 U.S. States

Boyle Transportation and Skelton USA have of a combined fleet of 180 trucks and 294 trailers, providing:

- Validated temperature control
- GPS tracking / security monitoring
- Transport of temperature-sensitive pharmaceuticals, biologics and vaccines
- Specialized management protocol for high value and controlled products
- Cross-border service (Canada / U.S.)
- Boyle generates approximately 25% to 30% of its revenue from U.S. defense sector

BOYLE
We deliver security.

Skelton
Truck Lines



Boyle Transportation and Skelton USA provide strategic platform for growth in U.S. market

Technology Supporting a Comprehensive Service Platform

- AHG's proprietary information systems enable end-to-end monitoring, offer complete supply chain visibility and are integrated with those of our clients and end customers

FLEET-INTEGRATED HARDWARE

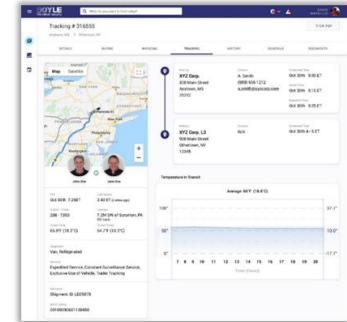
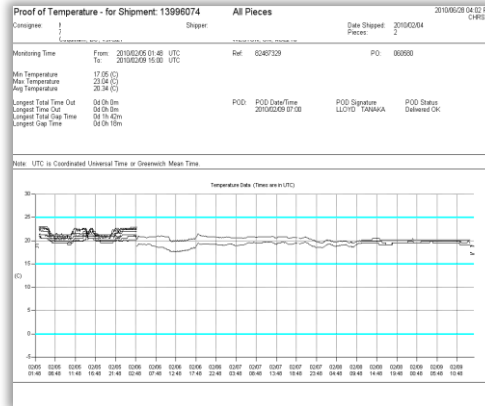


FULL VISIBILITY REPORTING



Filter	Tracking No.	Bill of Lading / Reference No.	Start Date	End Date
Current			MM/DD/YYYY	MM/DD/YYYY

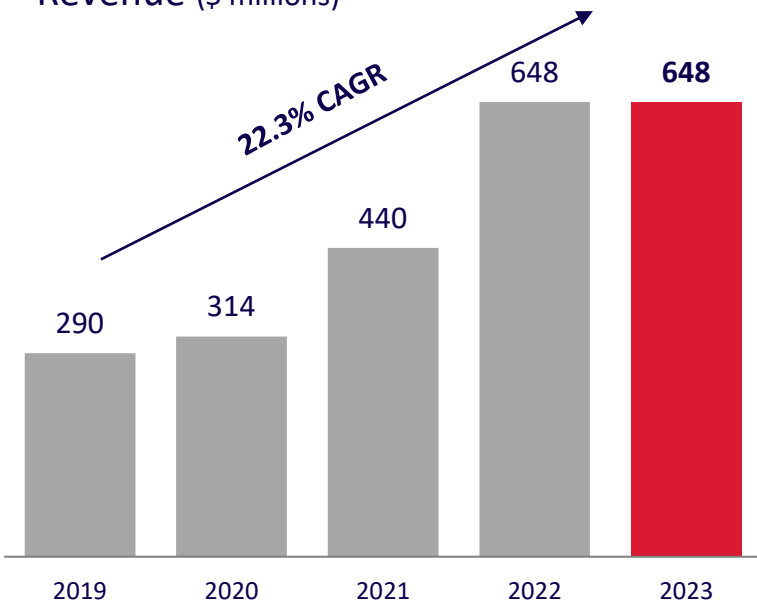
Pickup Date	Tracking No.	Service Desc.	Origin	Destination	Delivery ET	Pieces	Weight
5/22/19 8:30 PM	313990	Pharma-41	Louisville, OH	Monrovia, NC	5/22/19 8:00 AM	1	409
5/22/19 8:00 PM	313993	Pharma-72	Louisville, OH	Greenport, OH	5/22/19 2:00 AM	5	5,000
5/22/19 8:00 PM	313999	Pharma-41	Green Area, VA	Greenport, OH	5/22/19 7:00 AM	1	600
5/22/19 3:30 PM	313112	Pharma-73	Hobart, NY	Olney Branch, MS	5/22/19 4:00 PM	1	1



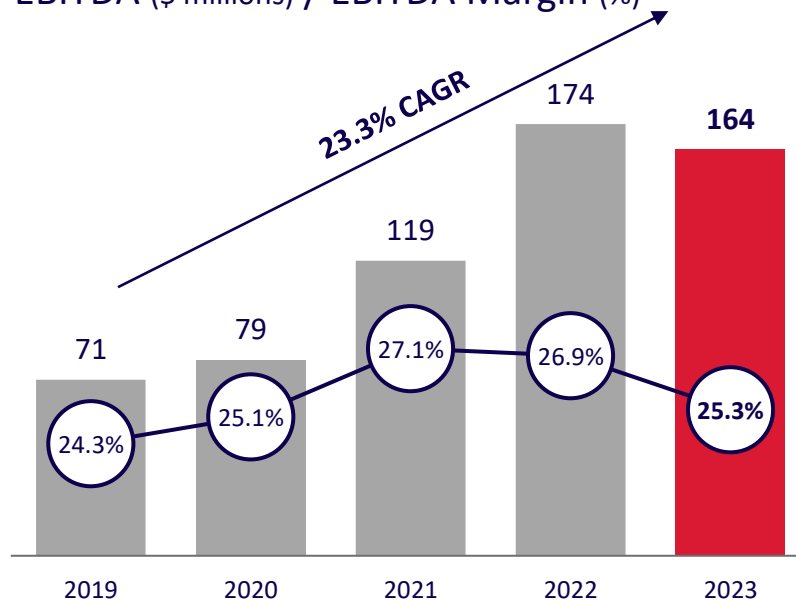
Strong Financial Performance

- EBITDA / EBITDA margin in 2022 reflect temporarily inflated U.S. truckload premiums and significant COVID vaccine related contributions. Less than 1.0% of revenue in 2023 was derived from COVID-19 vaccines and ancillary products, compared with ~ 3.0% in 2022.

Revenue (\$ millions)



EBITDA (\$ millions) / EBITDA Margin (%)^{1 2}



- EBITDA is defined as net income for the period before: (i) income tax expense; (ii) interest income; (iii) interest expense; and (iv) depreciation and amortization
- Excluding the one-time gain of \$37.9 million on the step acquisition of 51% of Skelton USA Inc. in Q4 2021

Experienced Management Team Aligned with Shareholders

- 200 + combined years working in the logistics, transportation and healthcare industries
- CEO, through AMG, holds ~ 53% interest in AHG, combined with equity ownership by other management team members, ensures strong alignment with shareholders

	Industry Experience	AHG Tenure	Prior Company Experience			
Michael Andlauer Chief Executive Officer	38	32				
Peter Bromley CFO and Corporate Secretary	28	5				
Sandro Caccaro President, Transportation Canada	30	1				
Bob Brogan President, Specialty Solutions	38	22				
Dean Berg, President, Logistics	29	20				
Ron Skelton President, Skelton Companies	45	3				
Andrew Boyle / Marc Boyle Co-Presidents, Boyle Transportation	32 / 32	2				

Strong Employee Culture

- Strong employee culture has driven AHG forward as an industry leader in high-quality healthcare logistics and transportation services
- Boyle Transportation named the “Best Fleet to Drive For” in the U.S. and Canada (2020 & 2021). In 2022, Boyle was inducted to the “Best Fleets Hall of Fame”
- Skelton Truck Lines was named a “Fleet to Watch” in 2023 “Best Fleet to Drive For” in the U.S. and Canada



Transparency



Excellence



Accountability



AHG recognizes its people are its most important asset and promotes personnel from within to retain top talent



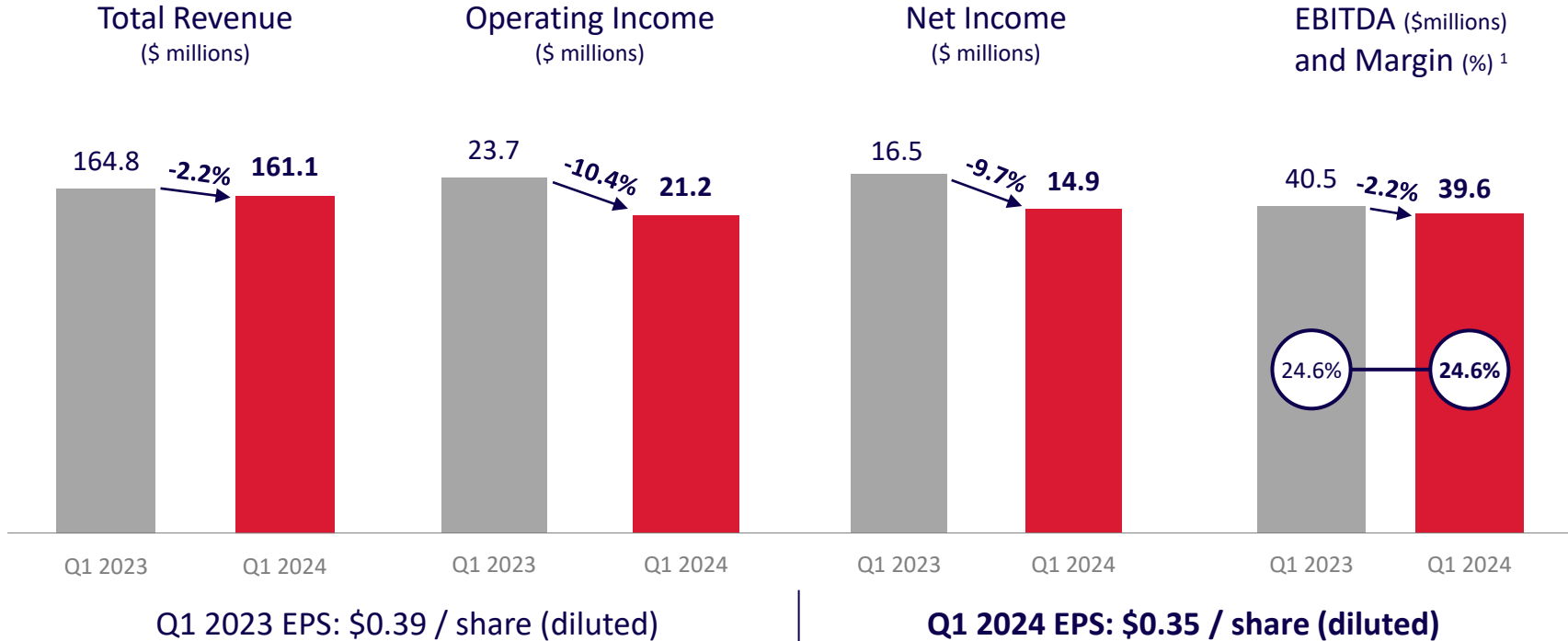
Q1 2024 Financial Review

Q1 2024 Financial Review

- 2.2% decrease in consolidated revenue is primarily attributable to lower revenue in our US-based truckload business (Boyle Transportation and Skelton USA) and Accuristix, and lower fuel surcharge revenue, partially offset by organic growth in our Canadian specialized transportation product lines, excluding fuel.

(In 000's, except percentages)	Three months ended March 31, 2024	Three months ended March 31, 2023	Change
Revenue			
Logistics and Distribution	\$ 37,918	\$ 40,523	(6.4)%
Packaging	4,942	5,510	(10.3)%
Healthcare Logistics Segment	42,860	46,033	(6.9)%
Ground Transportation	106,388	108,260	(1.7)%
Air Freight Forwarding	7,995	7,542	6.0 %
Dedicated and Last Mile Delivery	17,745	17,131	3.6 %
Less: Intersegment Eliminations	(13,850)	(14,192)	(2.4)%
Specialized Transportation Segment	118,278	118,741	(0.4)%
Total Revenue	\$ 161,138	\$ 164,774	(2.2)%

Q1 2024 Financial Review



1. EBITDA is defined as net income for the period before: (i) income tax expense; (ii) interest income; (iii) interest expense; and (iv) depreciation and amortization

2023 Financial Review

- The year-over-year decline in net income and EBITDA is primarily attributable to reduced contributions from Boyle Transportation and Skelton USA, lower order handling activities for Accuristix and the decline in revenue related to COVID-19 vaccines and ancillary products.

(In 000s, except percentages and per share amounts)	Year ended Dec. 31, 2023	Year ended Dec. 31, 2022	Variance
Revenue			
Logistics and Distribution	\$ 159,168	\$ 155,575	2.3%
Packaging	16,761	21,290	(21.3)%
Healthcare Logistics Segment	175,929	176,865	(0.5)%
Ground Transportation	429,174	422,236	1.6%
Air Freight Forwarding	30,595	34,383	(11.0)%
Dedicated and Last Mile Delivery	68,821	66,896	2.9%
Less: Intersegment Eliminations	(56,567)	(51,957)	8.9%
Specialized Transportation Segment	472,023	471,558	0.1%
Total Revenue	647,952	648,423	(0.1)%
Operating expenses	(551,899)	(538,078)	2.6%
Operating income	96,053	110,345	(13.0)%
Net Income	66,140	76,275	(13.3)%
Foreign currency translation adjustment	(5,448)	14,743	N/A
Total comprehensive income	\$ 60,692	\$ 91,018	(33.3)%
EPS (diluted)	\$ 1.55	\$ 1.79	\$ (0.24)
EBITDA	\$ 163,793	\$ 174,469	(6.1)%
EBITDA Margin	25.3%	26.9%	(160 bps)

Strong Balance Sheet

(in \$000s)	As at March 31, 2024	As at Dec. 31, 2023
Cash and cash equivalents	\$ 65,158	\$ 59,740
Total Assets	687,173	682,426
Debt		
Revolving credit facility	--	--
Term facility	24,856	24,819
Lease liabilities	100,254	103,081
Total Debt	125,110	127,900
Total Liabilities	207,148	212,856
Total Equity	480,025	469,570
Net Debt ¹ / LTM EBITDA ²	0.38x	0.42x

1. Net Debt defined as total debt less cash and cash equivalents

2. LTM EBITDA defined as net income for the trailing 12-month period before: (i) income tax expense; (ii) interest income; (iii) interest expense; and (iv) depreciation and amortization

Growth Opportunities

Attractive Industry Fundamentals

- We are well-positioned at the forefront of several accelerating healthcare market trends
- North American outsourced healthcare logistics and transportation market growth outpacing GDP growth

TRENDS DRIVING INDUSTRY GROWTH



Aging Population and Increased Life Expectancy



Increasing Number of Healthcare and Adjacent Products with Unique Logistics Needs

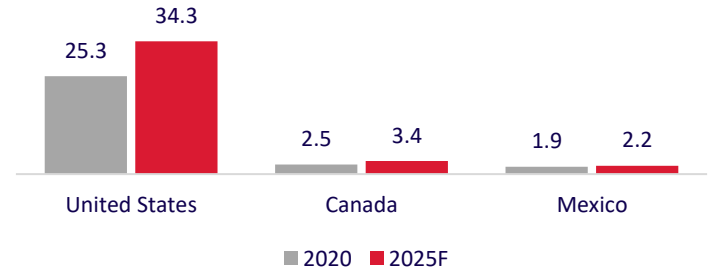
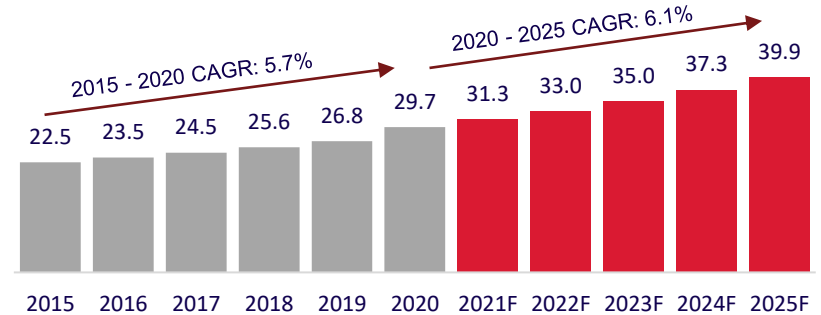


Increasing Industry Regulation



Increasing Demand for Distributed and Ancillary Healthcare Logistics Services

NORTH AMERICAN OUTSOURCED HEALTHCARE LOGISTICS AND TRANSPORTATION MARKET (US\$BN)⁽¹⁾



(1) Source: Healthcare Logistics Market in North America 2019 – 2023 / 2021 – 2025 reports by Technavio

Organic Growth: Strengthening our Clients' Connection to our Growing Platform

Continued client education and increased regulatory oversight drives increased spending on AHG services

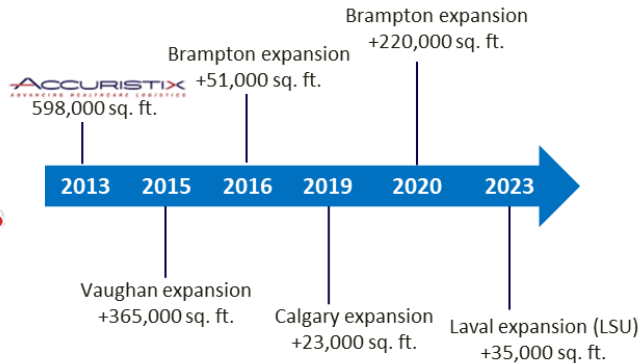
EXPANDING DEDICATED DELIVERY BUSINESS

- Leverage our existing nation-wide network of facilities, dedicated equipment and client relationships
- Expand on regional relationships with existing clients in new geographies and secure new client contracts



ACCURISTIX / LSU CAPACITY GROWTH

- AHG has a history of generating growth from new and existing clients
- Adding incremental square footage to serve new clients, while adding excess capacity through capital-efficient leases



DEVELOPING NEW SERVICES

- We are continuously developing new offerings that complement our existing logistics services offering



RA & QA Consulting



Destruction



Clinical Trial Logistics



Medical Devices

Acquisition Growth: Expanding and Strengthening our Platform

Leveraging our core capabilities across a broader array of services to enhance our platform

STRATEGIC APPROACH TO M&A

- Increasing scale by completing complementary tuck-in acquisitions



Dedicated & Last Mile Delivery



Packaging Solutions



Ground Transportation



Logistics & Distribution

- Accelerating expansion in growing verticals and gaining expertise in new verticals and geographies



Quality Assurance Consulting



Clinical Trials



Destruction



Geographical Expansion



Primary Packaging



Customs Brokerage



International Freight Forwarding

Appendix



Regulation and security requirements are increasing in both Canada and abroad

AHG'S KEY COMPANY COMPLIANCE STATUTES, REGULATIONS AND GUIDELINES

- Health Canada's Good Manufacturing Practices Guide for Drug Products (GUI-0001)
- Health Canada's Guidance on Drug Establishment Licenses and Associated Fees (GUI-0002)
- Health Canada's Guidelines for Environmental Control of Drugs During Storage and Transportation (GUI-0069)
- Health Canada's Guidance Document on the Import Requirements for Health Products Under the Food and Drugs Act and its Regulations (GUI-0084)
- Health Canada's Guidelines for Active Pharmaceutical Ingredients (GUI-0104)
- Health Canada's Guidance Documents for Medical Devices
- Health Canada's Guidance Documents for Natural and Non-Prescription Health Products
- Food and Drugs Act and its regulations, including the Food and Drug Regulations and Natural Health Product Regulations
- Cannabis Act and its regulations
- Controlled Drugs and Substances Act and its regulations, including the Precursor Control Regulations and the Narcotic Control Regulations
- The United States Pharmacopeia (USP) chapter <1079> Good Storage and Distribution Practices for Drug Products for U.S. distribution



Health
Canada

Santé
Canada



EUROPEAN MEDICINES AGENCY
SCIENCE MEDICINES HEALTH

Directors	Principal Occupation
Rona Ambrose ^{1 2 3} <i>Lead Director</i>	Deputy Chair, TD Securities
Michael Andlauer	CEO of Andlauer Healthcare Group. Founder, President and CEO of Andlauer Management Group Inc. Founder, Bulldog Capital Partners Inc.
Peter Jelley <i>Chair</i>	President and CEO of Bulldog Capital Partners Inc. President and CEO of Trout River Capital Ltd.
Cameron Joyce ¹	President and CEO of Accuristix from 2009 to 2015. Chair of the Board of Directors of Accuristix from 2015 to 2019.
Joseph Schlett ^{1 2 3}	Independent director with more than four decades of public accounting experience, including over 35 years with SB Partners LLP
Evelyn Sutherland ^{1 2* 3}	CFO of Staples Canada ULC
Thomas Wellner ^{1 3*}	Former President and CEO of Revera Inc.

¹ Independent director / ² Member of Compensation, Nominating & Governance Committee / ³ Member of the Audit Committee / * Denotes Committee Chair