



## Investor Presentation

March 2025

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 February 26, 2025 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”
- SVS market capitalization: ~ \$752 million <sup>4</sup>
- Total market capitalization: ~ \$1.6 billion <sup>4</sup>
- Subordinate Voting Shares (“SVS”): 18,443,497 <sup>1</sup>
- Multiple Voting Shares (“MVS”): 20,807,955 <sup>1 2</sup>
- 52-week high / low: \$48.00 / \$36.43 <sup>4</sup>
- IPO issue price: \$15.00 <sup>3</sup>
- Quarterly dividend: \$0.12 / share (\$0.48 annualized)
- Recent share price: \$40.75 <sup>4</sup>
- Dividend yield: ~ 1.2% <sup>4</sup>

## ANALYST COVERAGE:



1. As at December 31, 2024

2. MVS are 100% owned by Andlauer Management Group

3. December 11, 2019

4. March 26, 2025

# 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.

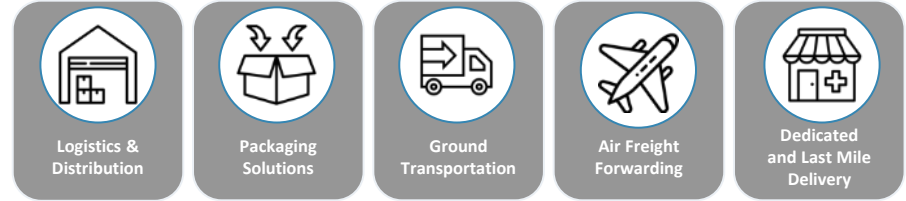
Four **competitive strengths** that span our platform and are designed for healthcare customers' needs:

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

## Platform of companies:



## FIVE DEDICATED HEALTHCARE PRODUCT LINES...



## ...FOCUSED ON A RANGE OF HEALTHCARE END MARKETS



## Packaging Joint Venture (March 2025)

- AHG packaging subsidiary, Nova Pack combined with NowPac Inc., a privately-owned, Toronto-based company specializing in contract packaging services for the healthcare sector.
- Joint venture 50% owned by Accuristix / 50% owned by entity controlled by Nowpac founders, Kris Calder and Andrina Calder. Kris Calder to lead Joint Venture.
- Provides customers with contract packaging solutions that leverage technology, automation, AHG's coast-to-coast healthcare supply chain network in Canada and 65 years of combined contract packaging experience.
- Enhanced packaging scalability to address a broader range of customer demand.
- Compliant with Health Canada and FDA regulations.
- Expected to be immediately accretive to AHG's cash flow and earnings per share.



**NOWPAC**

**NOVA PACK**  
AN ACCURISTIX COMPANY

**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

	<b>Logistics &amp; Distribution</b>	<b>Packaging Solutions</b>	<b>Ground Transportation</b>	<b>Air Freight Forwarding</b>	<b>Dedicated and Last Mile Delivery</b>
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 2024 Revenue <sup>1</sup>	22.9%	2.4%	59.8%	4.5%	10.4%
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



**KUEHNE+NAGEL**







## NATIONAL INFRASTRUCTURE



- Nationwide coverage with 32 leased facilities and seven third-party cross-docks
- More than 2.2 million sq. ft. of operating space<sup>1</sup>
- 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 169 trucks and 267 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



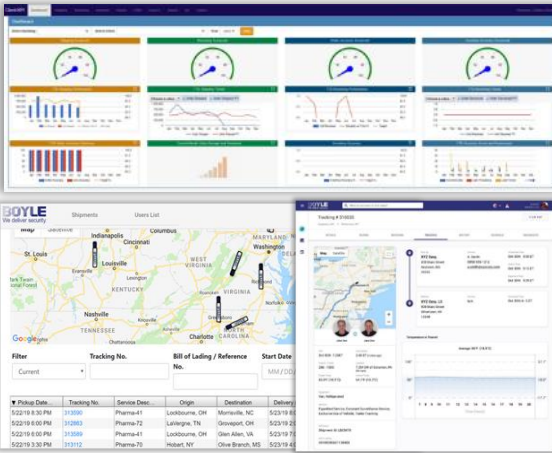
# Technology Supporting a Comprehensive Service Platform

- AHG’s proprietary information systems, including Phoenix and Atlas, enable end-to-end monitoring, offer complete supply chain visibility and are integrated with clients and end customers
- New warehouse management system (“WMS”) implementation by Accuristix supported by Tecsys

## FLEET-INTEGRATED HARDWARE



## FULL VISIBILITY REPORTING



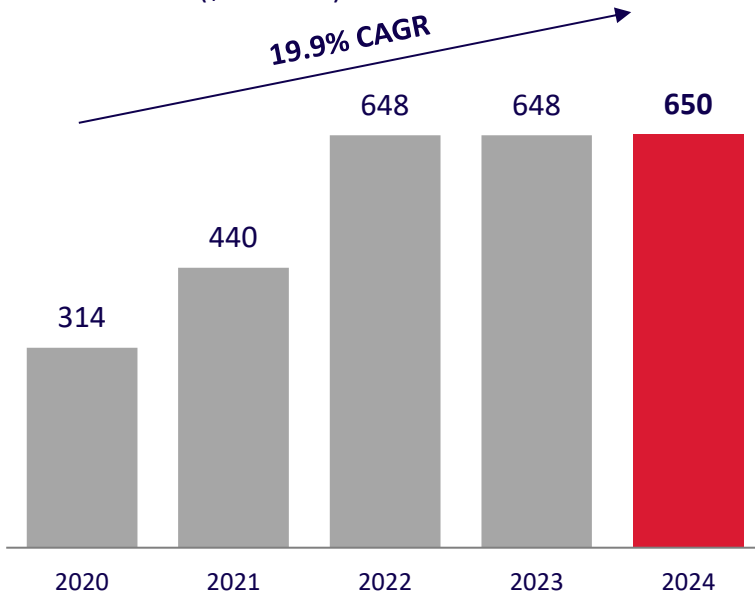
## SAS-BASED WMS



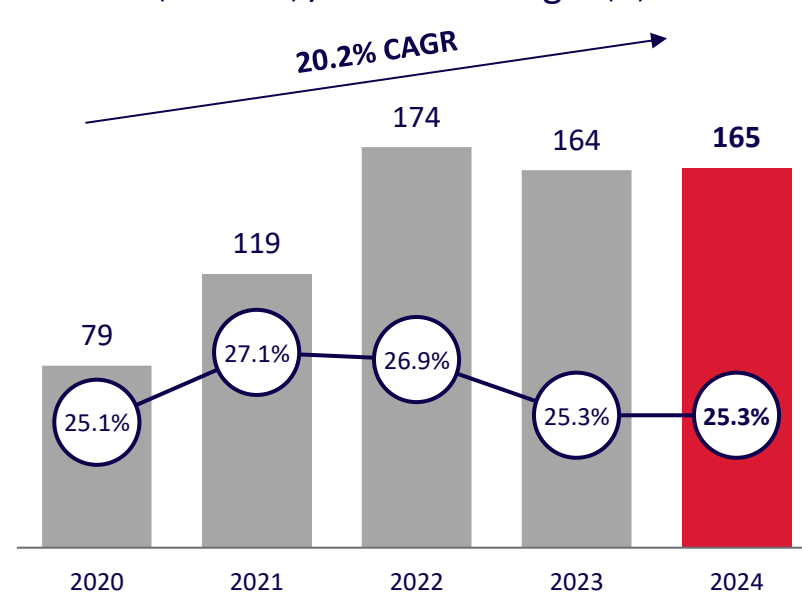
# Strong Financial Performance

- Revenue and EBITDA<sup>1</sup> increased by 0.4% and 0.5% in 2024, respectively, compared to 2023. Revenue growth primarily reflected organic growth in AHG’s Canadian specialized transportation network and healthcare logistics segment. EBITDA margin<sup>1</sup> of 25.3% in 2024 was consistent with 2023 and in line with AHG’s pre-pandemic historical range.

Revenue (\$ millions)





EBITDA (\$ millions) / EBITDA Margin (%)<sup>1 2</sup>



- EBITDA is defined as net income for the period before: (i) income tax expense (recovery); (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			
<b>Michael Andlauer</b> Chief Executive Officer	39	33				
<b>Peter Bromley</b> CFO and Corporate Secretary	29	6				
<b>Sandro Caccaro</b> President, Transportation Canada	31	2				
<b>Bob Brogan</b> President, Specialty Solutions	39	23				
<b>Dean Berg,</b> President, Logistics	30	21				
<b>Bryan McMahon</b> Executive Vice President, Commercial and Specialty Solutions	32	22				

# 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**



ULT Freezers  
**MAXIMUM DOOR  
OPEN TIME  
NOT MORE THAN 3  
MINUTES**  
Wait at least 60 minutes after opening  
and closing until next entry into freezer  
or ensure temperature on door reads  
below -68°C.

**-76**  
SYSTEM OK

Temperature Range -72 No High -68  
To remove chart press #3 only  
after new chart has been installed press #1 and #3

**Thermo  
SCIENTIFIC**  
NUMBER 1

Ultra low Freezer # 1  
UPL-10000-10000-001

MAXIMUM DOOR OPEN TIME  
NOT MORE THAN 3 MINUTES

## 2024 Financial Results

# Q4 2024 Financial Review

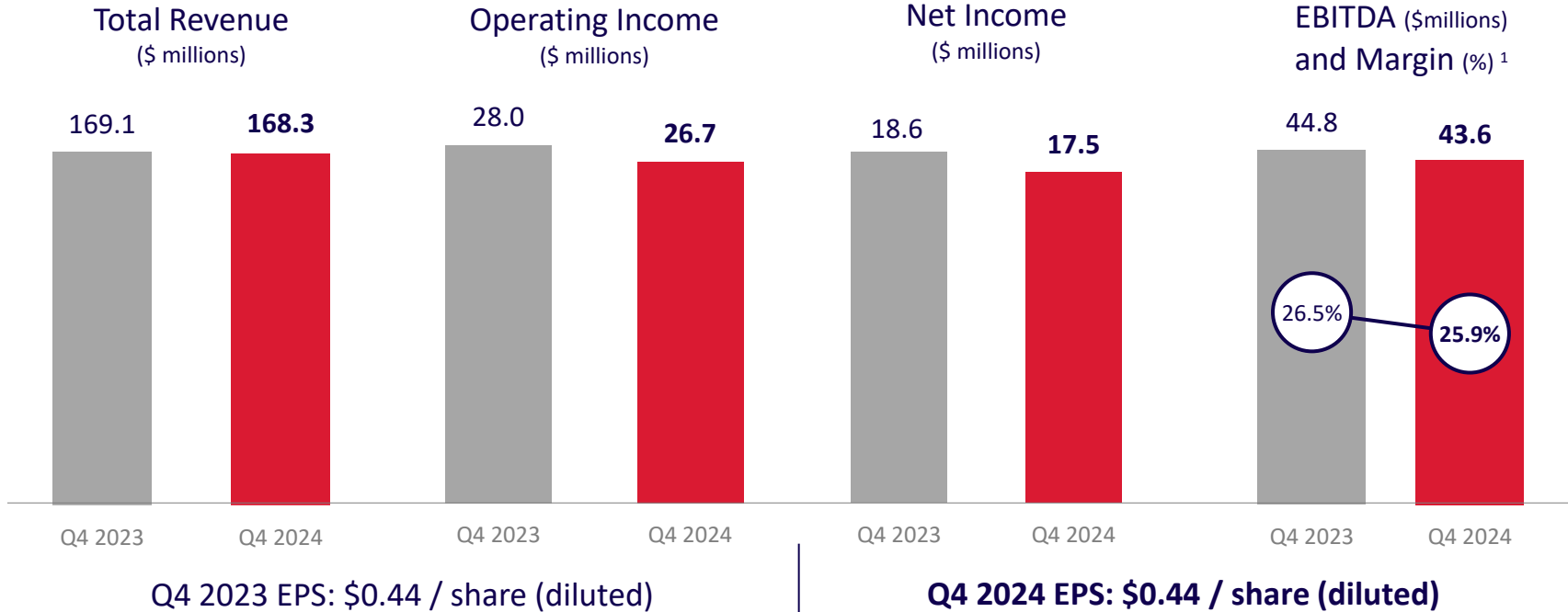
The 0.5% decrease in consolidated revenue was primarily attributable to the AHG’s US-based truckload businesses (Boyle Transportation and Skelton USA) and lower fuel surcharge revenue, partially offset by organic growth in the Company’s Canadian specialized transportation product lines and healthcare logistics segment.

(In 000’s, except percentages)	Three months ended Dec. 31, 2024	Three months ended Dec. 31, 2023	Change
<b>Revenue</b>			
Logistics and Distribution	\$ 44,594	\$ 40,851	9.2 %
Packaging	4,094	3,269	25.2 %
<b>Healthcare Logistics Segment</b>	<b>48,688</b>	<b>44,120</b>	<b>10.4 %</b>
Ground Transportation	108,764	113,607	(4.3)%
Air Freight Forwarding	8,276	8,013	3.3 %
Dedicated and Last Mile Delivery	19,006	18,324	3.7 %
Less: Intersegment Eliminations	(16,441)	(14,997)	9.6 %
<b>Specialized Transportation Segment</b>	<b>119,605</b>	<b>124,947</b>	<b>(4.3)%</b>
<b>Total Revenue</b>	<b>\$ 168,293</b>	<b>\$ 169,067</b>	<b>(0.5)%</b>



# Q4 2024 Financial Review

Decline in operating income, net income and EBITDA reflects lower contributions from Boyle Transportation and Skelton USA, partially offset by organic growth in the Company's Canadian specialized transportation business and healthcare logistics segment. Earnings per share reflects accretive impact of share buybacks.



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

# 2024 Financial Review

Strong performance of Canadian specialized transportation product lines and growth in healthcare logistics segment offset by lower contributions from US truckload business. Increased earnings per share reflects accretive impact of share buybacks. EBITDA Margin remains within 24% to 26% target range.

(In 000s, except percentages and per share amounts)	Year ended Dec. 31, 2024	Year ended Dec. 31, 2023	Variance
<b>Revenue</b>			
Logistics and Distribution	\$ 162,925	\$ 159,168	2.4 %
Packaging	16,943	16,761	1.1 %
<b>Healthcare Logistics Segment</b>	<b>179,868</b>	<b>175,929</b>	<b>2.2 %</b>
Ground Transportation	424,507	429,174	(1.1)%
Air Freight Forwarding	31,929	30,595	4.4 %
Dedicated and Last Mile Delivery	73,848	68,821	7.3 %
Less: Intersegment Eliminations	(59,675)	(56,567)	5.5 %
<b>Specialized Transportation Segment</b>	<b>470,609</b>	<b>472,023</b>	<b>(0.3)%</b>
<b>Total Revenue</b>	<b>650,477</b>	<b>647,952</b>	<b>0.4 %</b>
Operating expenses	(556,514)	(551,899)	0.8 %
<b>Operating income</b>	<b>93,963</b>	<b>96,053</b>	<b>(2.2)%</b>
<b>Net Income</b>	<b>64,468</b>	<b>66,140</b>	<b>(2.5)%</b>
Foreign currency translation adjustment	19,627	(5,448)	N/A
<b>Total comprehensive income</b>	<b>\$ 84,095</b>	<b>\$ 60,692</b>	<b>38.6 %</b>
<b>EPS (diluted)</b>	<b>\$ 1.58</b>	<b>\$ 1.55</b>	<b>\$ 0.03</b>
<b>EBITDA</b>	<b>\$ 164,565</b>	<b>\$ 163,793</b>	<b>0.5 %</b>
<b>EBITDA Margin</b>	<b>25.3%</b>	<b>25.3%</b>	<b>--</b>

# Strong Balance Sheet

- \$30 million drawn on revolving credit facility was used to partially finance \$90 million substantial issuer bid in June 2024 (2,000,000 shares purchased).
- During Q3 2024, commenced a second NCIB. As at Dec. 31, 2024, AHG had bought back and cancelled 266,534 shares for a total of \$10.4 million pursuant to current NCIB.

(in \$000s)	As at Dec. 31, 2024	As at Dec. 31, 2023
<b>Cash and cash equivalents</b>	\$ 40,483	\$ 59,740
<b>Total Assets</b>	<b>696,916</b>	<b>682,426</b>
<b>Debt</b>		
Revolving credit facility	30,000	--
Term facility	24,895	24,819
Lease liabilities	126,315	103,081
<b>Total Debt</b>	<b>158,973</b>	<b>127,900</b>
<b>Total Liabilities</b>	<b>265,784</b>	<b>212,856</b>
<b>Total Equity</b>	<b>431,132</b>	<b>469,570</b>
<b>Net Debt <sup>1</sup> / LTM EBITDA <sup>2</sup></b>	<b>0.86x</b>	<b>0.42x</b>

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**

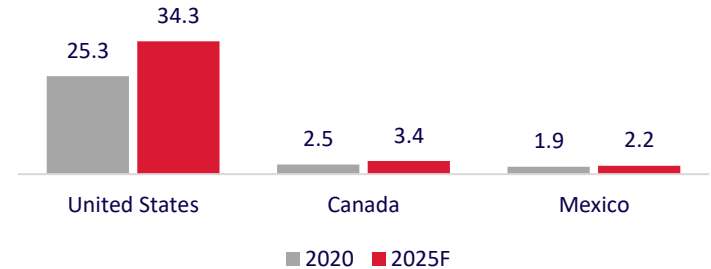
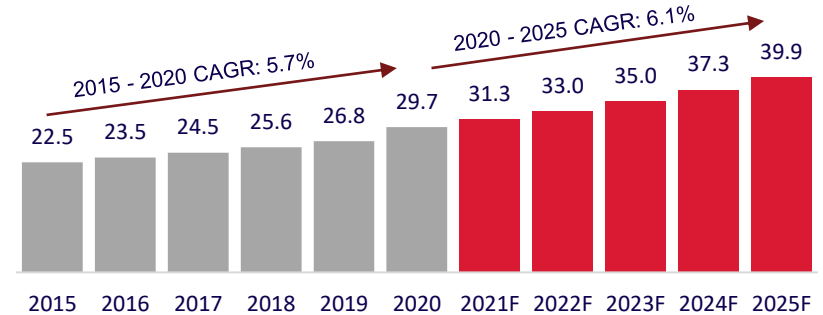


**Increasing Industry Regulation**



**Increasing Demand for Distributed and Ancillary Healthcare Logistics Services**

## NORTH AMERICAN OUTSOURCED HEALTHCARE LOGISTICS AND TRANSPORTATION MARKET (US\$BN)<sup>(1)</sup>



(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

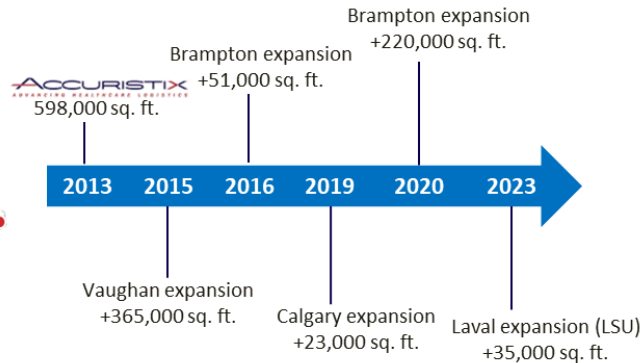
## EXPANDING DEDICATED DELIVERY BUSINESS

- 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

**NOWPAC** **NOVA PACK**  
AN ACCURISTIX COMPANY  
**Joint Venture**



**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**

# 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





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

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