

Healthy and Affordable Food for the World



AGT Food and Ingredients Inc.
Global Food Security - A Compelling, Defensive,
and Long-Term Value Investing Thematic

April 2026

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This presentation, as well as oral statements made during the course of this presentation, contain forward-looking information and forward-looking statements within the meaning of applicable securities legislation (collectively, "forward-looking statements"), which reflect management's expectations regarding the Company's future growth, results from operations (including, without limitation, future expansion and capital expenditures), performance (both operational and financial) and business prospects, future business plans and opportunities. Wherever possible, words such as "plans", "expects", "scheduled", "budgeted", "projected", "estimated", "timeline", "forecasts", "anticipates", "suggests", "indicative", "intend", "guidance", "outlook", "potential", "prospects", "seek", "strategy", "targets" or "believes", or variations of such words and phrases or statements that certain future conditions, actions, events or results "will", "may", "could", "would", "should", "might" or "can", or negative or grammatical versions thereof, "be taken", "occur", "continue" or "be achieved", and other similar expressions, have been used to identify forward-looking statements. These forward-looking statements include, without limitation, statements with respect to: the Offering and the completion, size, expenses of the Offering and timing of closing; the documents to be entered into by the Company in connection with the Offering; the Canadian pulse industry, including expectations regarding industry trends, growth opportunities, market demand, industry forecasts, overall market growth rates and AGT's growth rates and strategies; addressable markets for AGT's products; expectations regarding AGT's revenue and revenue generation potential; AGT's business plans and strategies; AGT's competitive position in its industry; capital expenditures necessary for the Company to conduct its business; AGT's credit facilities; and expectations regarding the annual expenses projected to be incurred by the Company as a result of becoming a public entity.

By their nature, forward-looking statements are subject to inherent risks and uncertainties that may be general or specific and which give rise to the possibility that expectations, forecasts, predictions, projections or conclusions will not prove to be accurate, that assumptions may not be correct and that objectives, strategic goals and priorities will not be achieved. Known and unknown risk factors, many of which are beyond the control of the Company, could cause actual results to differ materially from the forward-looking statements in this presentation.

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Non-GAAP Measures

This presentation makes reference to certain non-GAAP financial measures and non-GAAP ratios. These measures are not recognized measures under IFRS Accounting Standards and do not have a standardized meaning prescribed by IFRS Accounting Standards 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 Accounting Standards measures by providing further understanding of AGT's results of operations from management's perspective. Accordingly, these measures should not be considered in isolation nor as a substitute for analysis of AGT's financial information reported under IFRS Accounting Standards.

The non-GAAP financial measures and ratios that AGT references in this presentation include "Adjusted EBITDA", "Adjusted EBITDA Margin", "Adjusted Net Debt", "Adjusted Net Debt to Adjusted EBITDA Ratio", "Free Cash Flow" and "Free Cash Flow Conversion". These non-GAAP measures are used to provide investors with supplemental measures of AGT's operating performance and to highlight trends in AGT's core business that may not otherwise be apparent when relying solely on IFRS Accounting Standards measures. AGT also believes that securities analysts, investors and other interested parties frequently use non-GAAP measures in the evaluation of issuers. The Company's management also uses non-GAAP measures in order to review operating performance and comparisons from period to period, prepare annual operating budgets, and assess AGT's ability to meet future capital expenditure and working capital requirements. See "Appendix A: Non-GAAP Measures" for an explanation of such non-GAAP measures and for definitions and reconciliation of such non-GAAP measures to their most directly comparable measures calculated in accordance with IFRS Accounting Standards. For further information regarding these non-GAAP measures and applicable reconciliations, see "About this Prospectus – Non-GAAP Measures" in the Prospectus, and refer to the "Non-GAAP Measures" section of the Management's Discussion and Analysis of Financial Condition and Results of Operations for the years ended December 31, 2024 and 2023, and the three and nine month periods ended September 30, 2025 and 2024, which section is incorporated by reference in this presentation and included in the Prospectus, which is available on the Company's profile on SEDAR+ at www.sedarplus.ca.

Comparables Disclaimer

Any comparables used in this presentation outline certain of the Company's public issuer counterparties (the "Comparables"). The Comparables are considered to be an appropriate basis for comparison with the Company based on their similar size, industry, focus and additional criteria. The information relating to the Comparables has been obtained or derived from public sources. The Company and the Underwriters have relied upon and have not attempted to verify the completeness, accuracy and fair presentation of such information. If the Comparables contain a misrepresentation, investors do not have a remedy under securities legislation in any province or territory of Canada. Investors are cautioned that there are risks inherent in making an investment decision based on the Comparables, that past and estimated performance is not indicative of future performance, and that the performance of the Company may materially differ from that of the Comparables. Accordingly, an investment decision should not be made in reliance on the Comparables.

AGT Food and Ingredients Highlights



AGT Foods is a Globally Diversified Company that Produces Healthy Plant-Based Food

Financial Scale

\$3.2 Billion

Revenue

\$190.2 Million

Adjusted EBITDA⁽¹⁾⁽²⁾

\$100 Million

Free Cash Flow⁽¹⁾

53%

Free Cash Flow Conversion⁽¹⁾

Global Presence

127

Countries our Products are Sold

39

Facilities

12

Offices

5

Continents

Globally diversified food company that produces high-quality, nutritious products for everyday consumption

State-of-the-art manufacturing facilities operating across key global markets

Integrated supply chain with access to critical freight and logistics infrastructure unlocks global sourcing and distribution capabilities

Packaged food partners and specialists collaborate to deliver proprietary and value-added products for well-known brands

Innovator of specialty ingredients including pulse-based proteins, fibers, and components to meet growing plant-based demand

Expansive Brands with Large Addressable Global Markets and Deep Supply Chain Relationships



Notes: Figures presented in C\$M, unless otherwise noted. Figures represent TTM December 31, 2025 and exclude corporate costs.

1. Adjusted EBITDA, Free Cash Flow and Free Cash Flow Conversion are non-GAAP measures. See "Appendix A: Non-GAAP Measures". Adjusted 2025 for non-recurring and one-time costs
2. TTM Adjusted EBITDA removes the contributions of Mobil Grain Ltd. and the Railway and Bulk Handling Assets ("Mobil") from periods prior to their disposition.

- Global platform and integrated supply chain
- Proven resilient business model
- Pasta and Packaged Foods and Ingredients focus through well known retailers for everyday consumption
- High return modular capex projects – Not M&A
 - Capitalize on global food trends – **Innovator** – “Better For You” products
- Experience in Asia and emerging markets





Global Population Growth

- Global population expected to rise **30% to 9+ billion by 2050**
- Most of the global population growth will occur in Asia and Africa where pulses are already a staple in regular diets
- Global food output will have to grow by **70%** to feed a growing middle class globally



Global Hunger

- Outside of North America & Europe, food **insecurity remains high in rural areas**; women face higher food insecurity
- **735M** undernourished individuals globally, concentrated in Asia and Africa
- Food insecurity to be **exacerbated by climate change and geopolitical instability**



Arable Land Loss

- Agricultural crops make up **82% and 63% of the global calorie and protein supply**, but less than **25% and 10%** of the total agricultural land use and total global land area
- **Crop productivity and careful stewardship of agricultural resources** is key to reducing food insecurity



Need for Sustainable & Regenerative Agriculture

- Pulses are **easily integrable** into a 3-crop rotation, **produce their own fertilizer and improve the fertility of soil**
- Pulses **use significantly lower non-renewable energy** than other crops
- **Improved water utilization** as compared to alternative sources of protein such as livestock



Demand for Healthy Plant-Based Ingredients

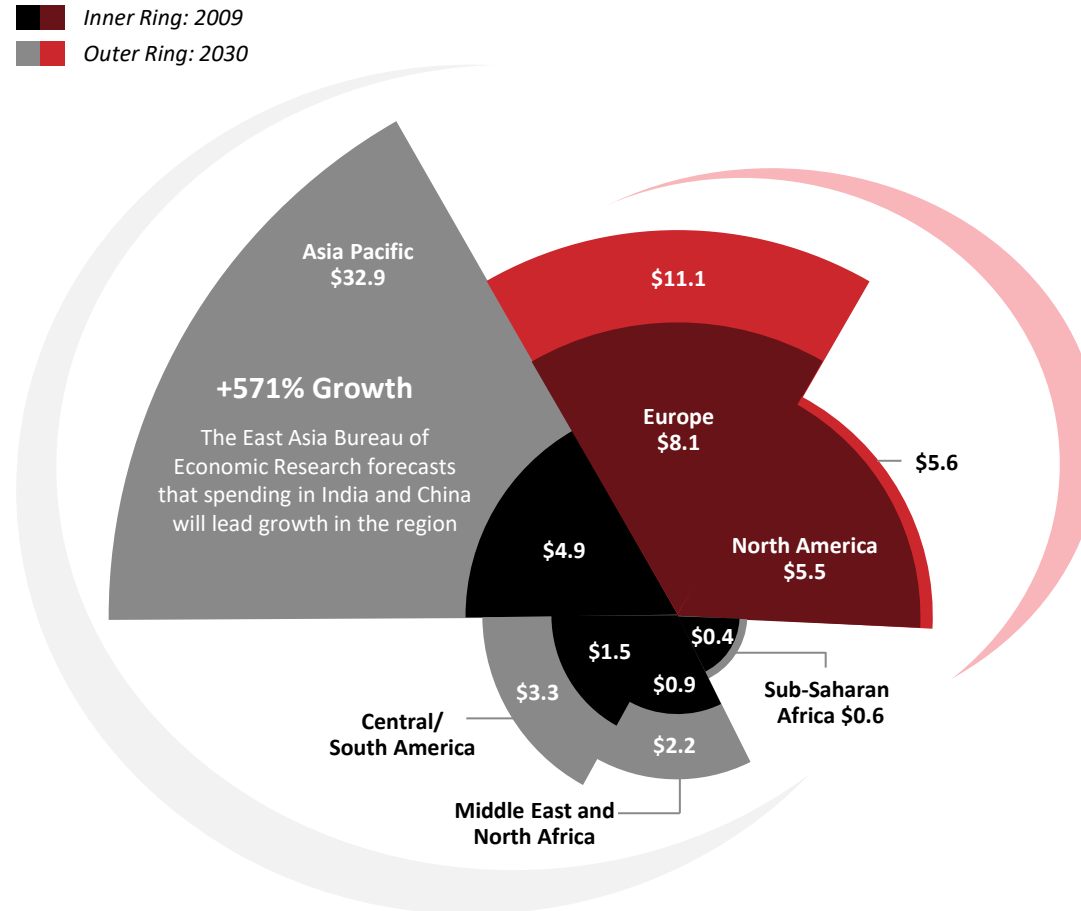
- **Pulses are nutrient dense, with demand driven by dietary changes** towards high protein and fibre, low fat, gluten-free, non-GMO, and low allergenicity
- **Pulses are versatile ingredients** that can be incorporated into snacks, meat analogues, batters, pastas, dairy replacements, and pet foods
- **Eight in 10 plant-based consumers are maintaining or increasing purchases** of plant-based protein vs last year

Over the next
40 years,
food
production
needs to be
equivalent of
all of the
food
produced in the
last **10,000**
years

Canadian agri-food sector is playing a major role in addressing the increasing demand for food driven by global population growth, food insecurity, and demand for healthier alternatives, all while delivering products that align with broader sustainability issues

Global Agri-Foods Market Dynamics

Middle Class Consumer Spending (US\$ Trillions)



Growth Drivers for Traditional Agri-Food Markets

Growth Drivers for New Pulse Markets

Population Growth

Global population is expected to rise 30% to 9+ billion by 2050, with most of the growth driven by Asia and Africa

Food Insecurity

Global food output will have to grow by 70% to feed the growing global middle class

Staple in Regular Diets

Pulses and grains are a sustainable source of vegetable protein and already a key part of regular diets for a large proportion of the world's populations

Increasingly Health-Conscious Consumer

Consumers actively making healthier and more-informed dietary decisions

Affordable and Potent Source of Protein and Micronutrients

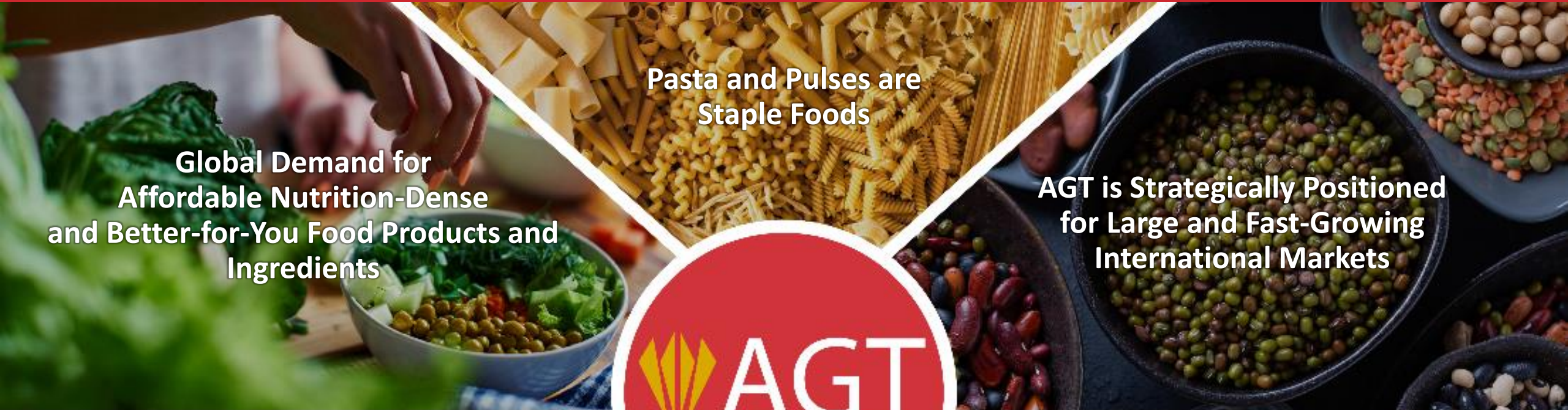
Pulses contain favourable nutritional attributes including high protein and fiber, low fat, gluten-free, non-GMO, and low allergenicity

Sustainability Demands

Compared to other animal proteins, cultivation of pulses results in lower energy use and GHG, while improving water use efficiency and soil health through rotational cropping

AGT benefits from tailwinds in both traditional and new markets for agri-foods and pulses

Our Market Opportunity



Global Demand for Affordable Nutrition-Dense and Better-for-You Food Products and Ingredients

Pasta and Pulses are Staple Foods

AGT is Strategically Positioned for Large and Fast-Growing International Markets



Plant-Based Foods are Critical to Deliver Food Security Objectives



Retailers are Actively Investing and Growing their Owned Brands

Wide-Ranging Nutritional Benefits

Plant-Based Foods from pulses are typically...

Very high in protein, fibre, complex carbohydrates, vitamins and minerals such as iron, zinc and potassium

Low in fat and glycemic index

Free of allergens associated from animal proteins / products

Plant-Based Foods from pulses are very versatile Ingredients

Being used in ...



Snack Foods



Meat Analogues



Batters & Breading



Pasta



Dairy Replacement



Pet Foods

Plant-Based Foods from pulses are good for the environment

Fix soil nitrogen and use biomass



Lower energy usage and GHG emissions



Use less water per pound of protein



BEEF

1,857 gallons/lbs



PORK

756 gallons/lbs



CHICKEN

469 gallons/lbs



PULSES

43 gallons/lbs

AGT Operations Organized through Three Interrelated Segments

Packaged Foods and Ingredients

Manufactures and sells consumer packaged foods, and supplies pulse-based ingredients including pasta, flour, and plant-based proteins for private-label and branded products

\$819.6M

Revenue

\$96.0M | 11.7%

Adjusted EBITDA | Margin⁽¹⁾

44%

% of Total Adjusted EBITDA⁽²⁾

Select Brands and Products



Sales Channels

Retail | Wholesale | Foodservice

Business Model

Branded | Private Label | Co-Manufacturing

Value Added Processing

Integrated supply chain servicing wholesale, retail, canning, and packaging markets, using advanced technologies including color sorting, metal detection, and X-ray to ensure food quality

\$1,708.0M

Revenue

\$114.7M | 6.7%

Adjusted EBITDA | Margin⁽¹⁾

53%

% of Total Adjusted EBITDA⁽²⁾

100's
of Global Clients

Diverse Client Relationships

Spanning Decades and Across the Food Spectrum



Distribution

Opportunistic sales to a global network of clients supporting AGT's vertically-integrated supply chain

\$636.6M

Revenue

\$7.3M | 1.1%

Adjusted EBITDA⁽³⁾ | Margin⁽¹⁾

3%

% of Total Adjusted EBITDA⁽²⁾

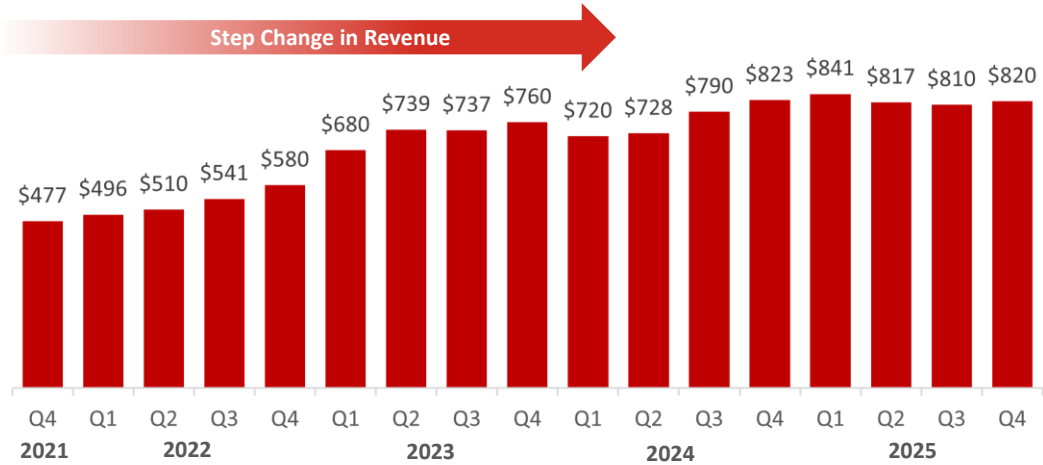
Notes: Figures presented in C\$, unless otherwise noted. Figures represent TTM December 31, 2025 and exclude corporate costs.

- Adjusted EBITDA and Adjusted EBITDA Margin are non-GAAP measures. See "Appendix A: Non-GAAP Measures".
- Segmented Adjusted EBITDA as a % of Total Adjusted EBITDA excludes corporate costs.
- TTM Adjusted EBITDA removes the contributions of Mobil from periods prior to their disposition.

Outstanding Growth in Packaged Foods and Ingredients

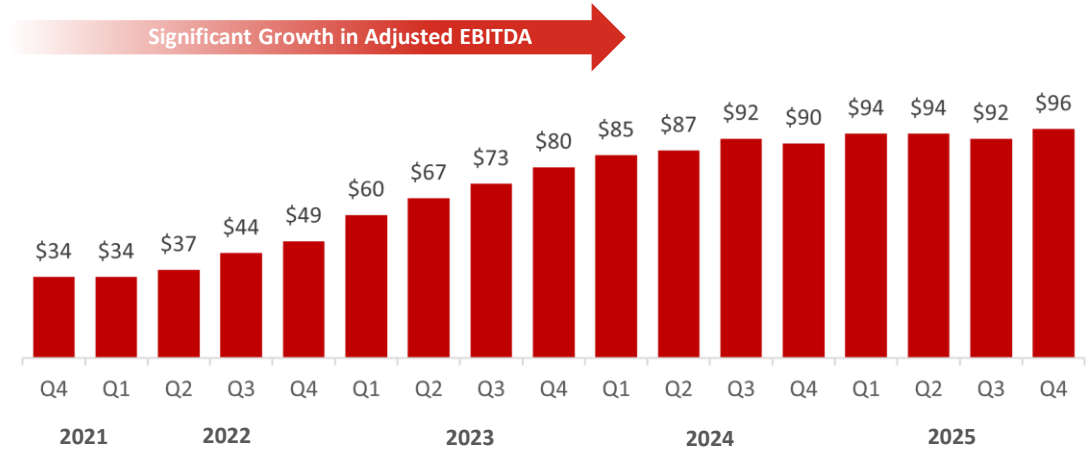
TTM Revenue – Packaged Foods and Ingredients

CAGR: 14.5%

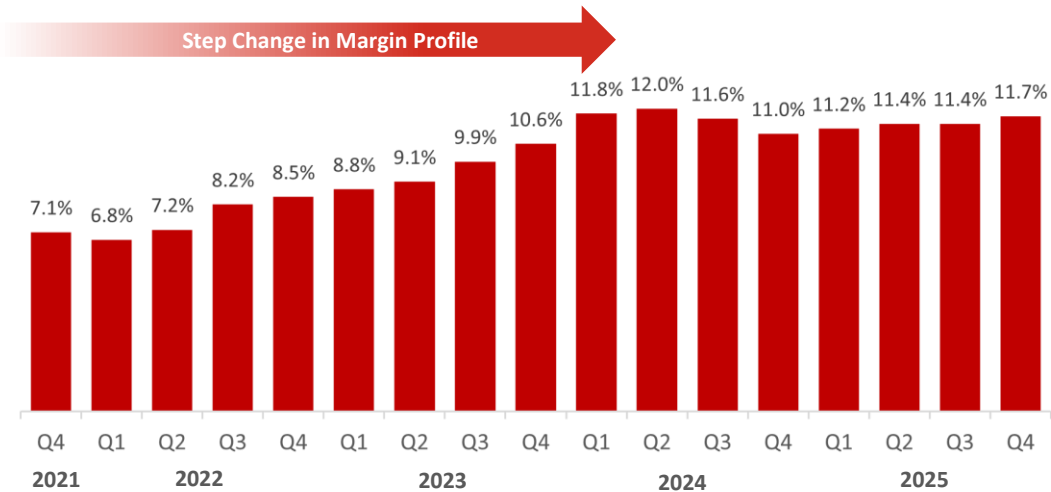


TTM Adjusted EBITDA – Packaged Foods and Ingredients⁽¹⁾

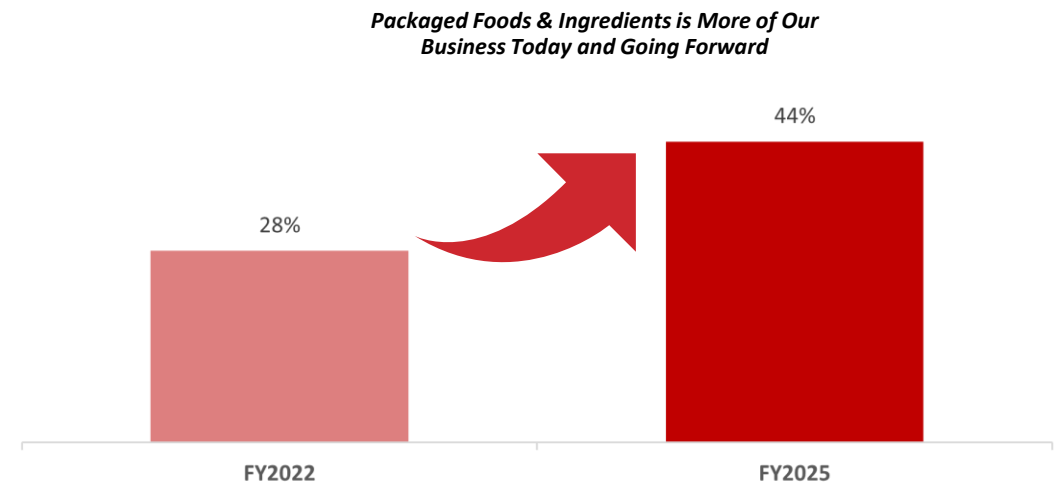
CAGR: 29.6%



TTM Adjusted EBITDA Margin – Packaged Foods and Ingredients⁽¹⁾



Packaged Foods and Ingredients Contribution to Total Adjusted EBITDA⁽²⁾

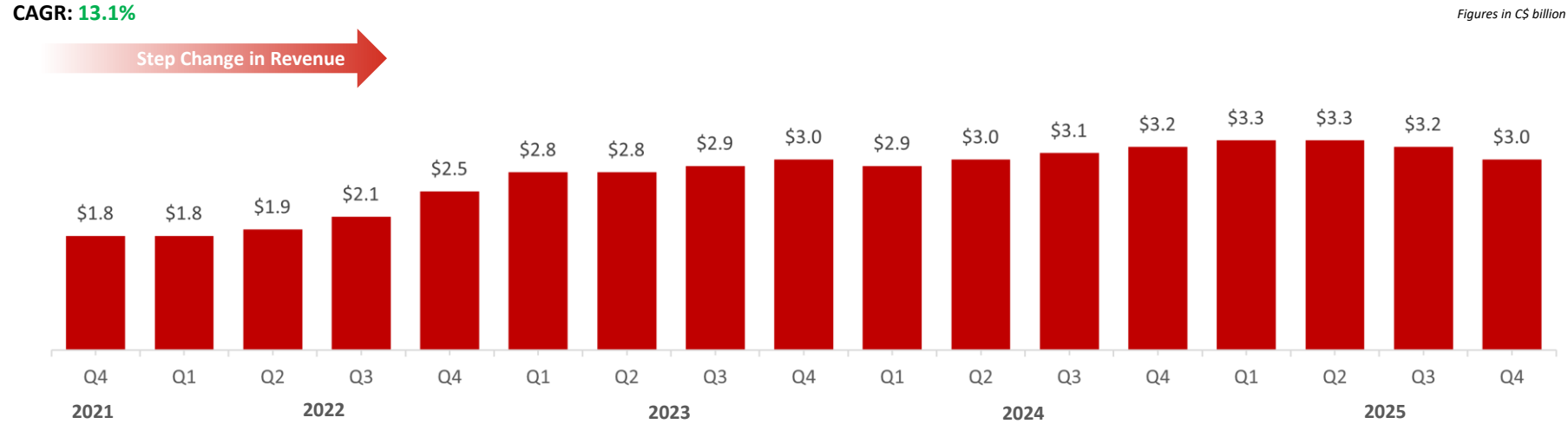


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- Packaged Foods and Ingredients Adjusted EBITDA as a % of Total Adjusted EBITDA excludes corporate costs.

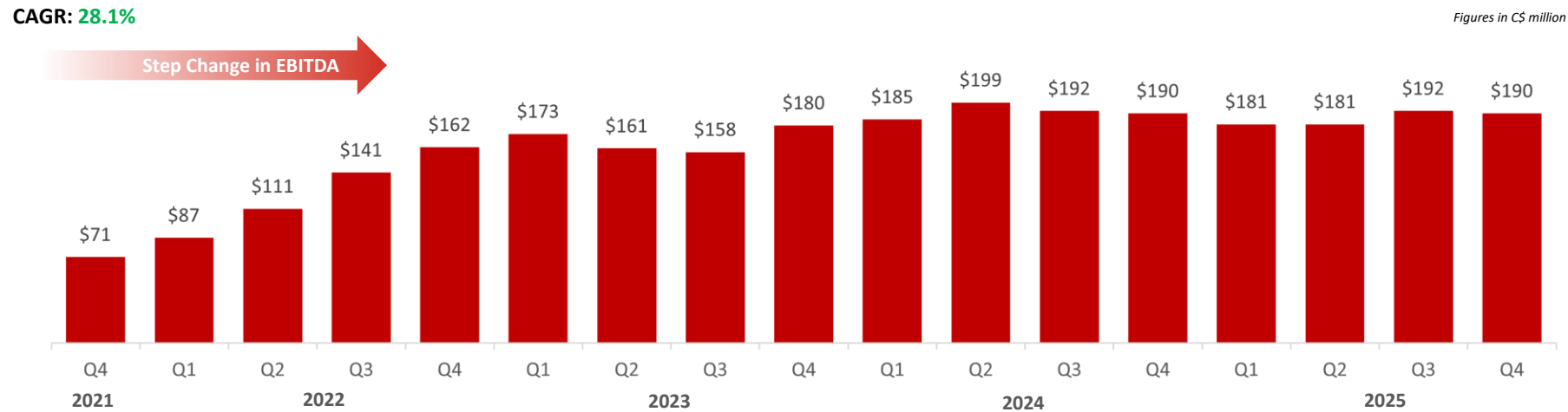
Continued Momentum in Top-Line and Profitability

Total TTM Revenue



Strategic investment in organic growth initiatives and consistent execution drives free cash flow supported by a strong balance sheet

Total TTM Adjusted EBITDA⁽¹⁾⁽²⁾



3.35x reduced to 0.33X
TTM Adjusted Net Debt to Adjusted EBITDA⁽¹⁾⁽³⁾

\$100 million
TTM Free Cash Flow⁽¹⁾⁽³⁾

Notes: Figures presented in C\$M, unless otherwise noted.

1. Adjusted EBITDA, Free Cash Flow and Adjusted Net Debt to Adjusted EBITDA are non-GAAP measures. See "Appendix A: Non-GAAP Measures".

2. TTM Adjusted EBITDA removes the contributions of Mobil from periods prior to their disposition.

3. Figures represent TTM December 31, 2025 adjusted for non-recurring and one time costs

2025 Year In Review

Overall

- Strong Q4 results
- Revenue, Adjusted EBITDA and Free Cash Flow in line with outlook

Revenue

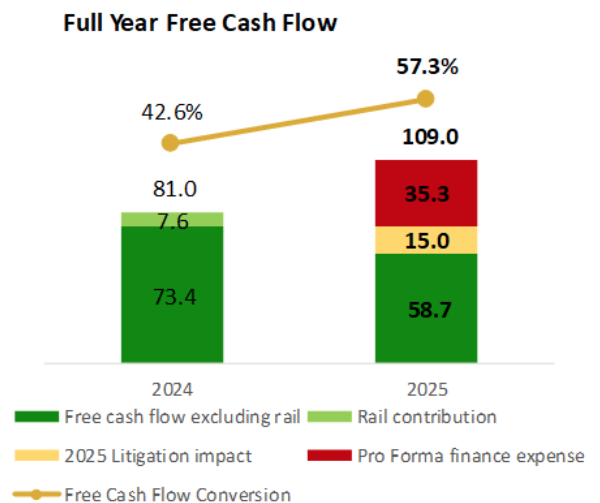
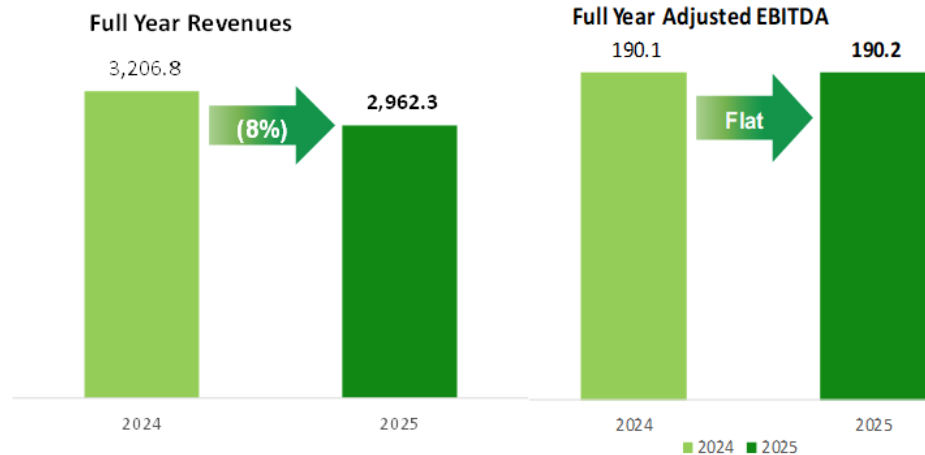
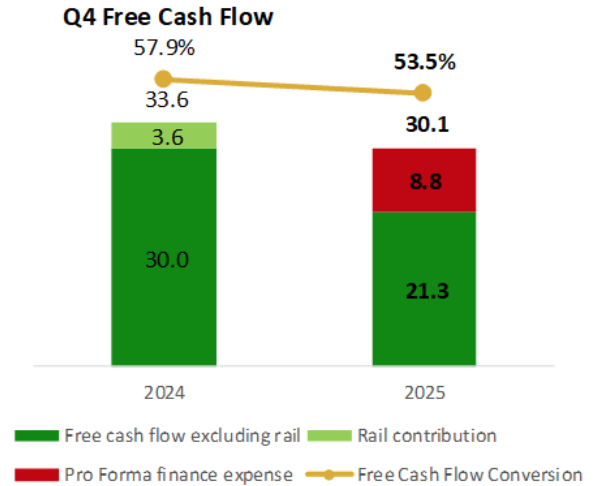
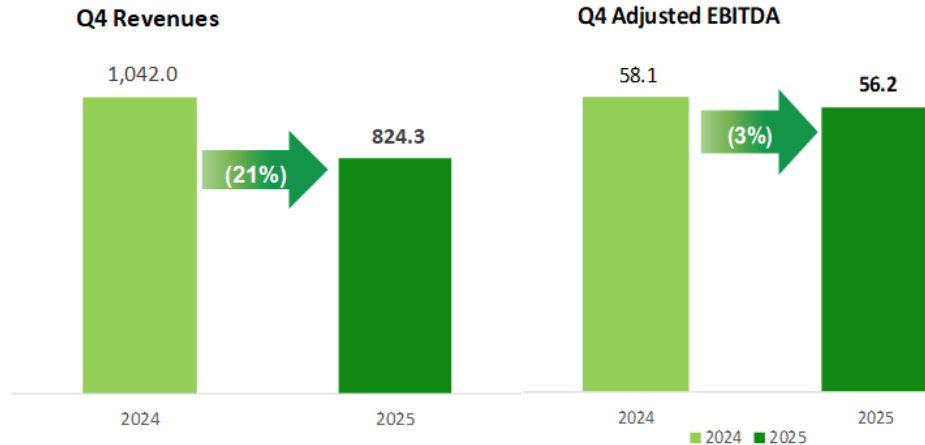
- Pasta growth of 20% in 2025 and growth in “Better For You”
- Value Added processing had higher volumes
- Lower commodity prices and sale of Bulk Distribution business positive to bottom line

Adjusted EBITDA

- CAGR of 28% from \$71 million in 2021 to \$190 million in 2025
- Packaged Foods and Ingredients strong growth in both volumes and margins
- Value Added Processing impacted by global economic uncertainty in 2025 rebounding

Free Cash Flow

- Strong Free Cash Flow profile post IPO



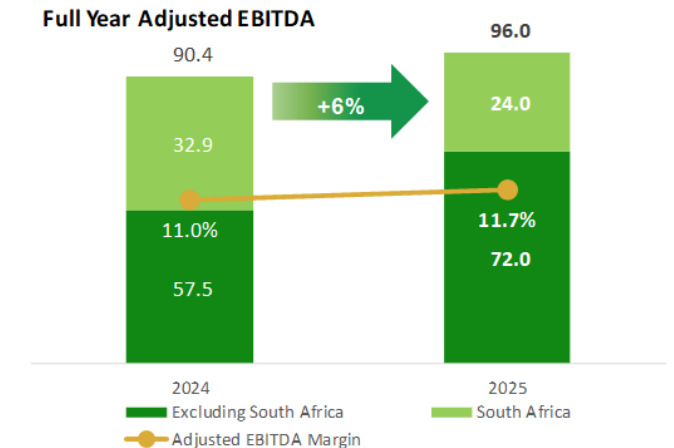
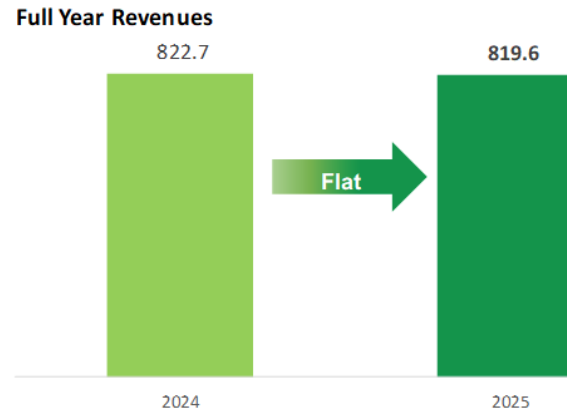
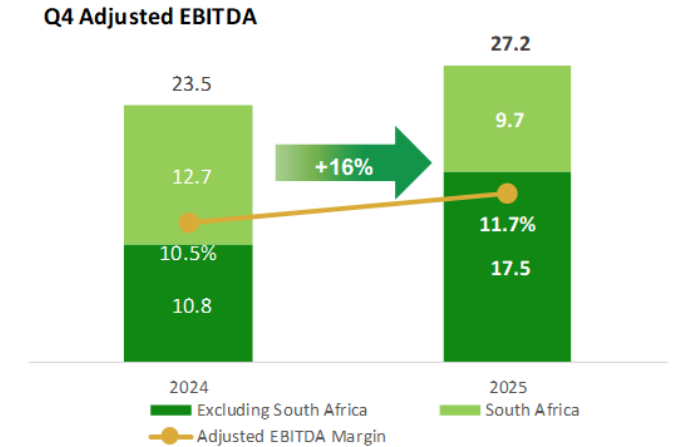
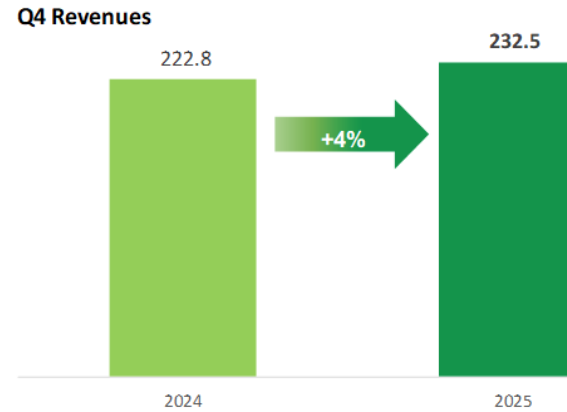
(1) All figures presented in millions of Canadian dollars.

(2) Adjusted EBITDA and Free Cash Flow are non-GAAP financial measures. Refer to the Q4 2025 MD&A for definition and reconciliation of non-GAAP measures.

Packaged Foods & Ingredients Review

- Recent pasta expansions in Türkiye and the US are driving sales
- Adjusted EBITDA growth in Pasta and “Better For You”
- Margins improving
- Packaged Foods and Ingredients Adjusted EBITDA excluding South Africa grew by \$14.5 million or 25%

Key growth driver for the Company. Manufactures and sells consumer packaged foods, and supplies pulse-based ingredients including pasta, flour, and plant-based proteins for global packaged food brands and retailer-owned brands.

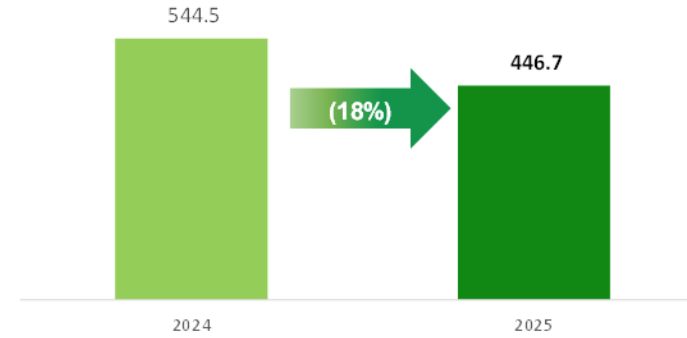


Value Added Processing Review

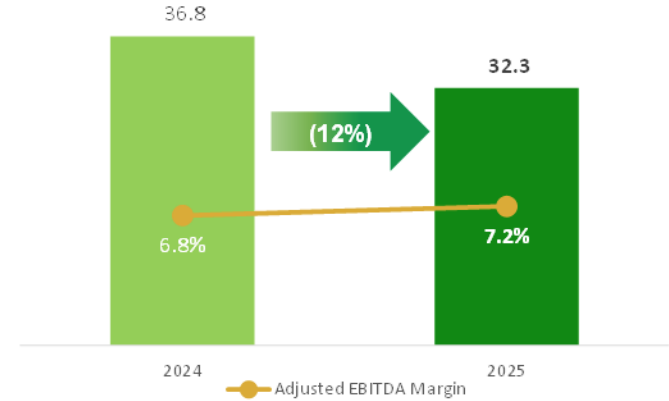
- Continued focus on diversified product mix and customers
- Strong food security sales
- Resilient business with improving margins
- Middle east opportunities

Integrated supply chain servicing wholesale, retail, canning, and packaging markets, using advanced technologies including color sorting, metal detection, and X-ray to ensure food quality.

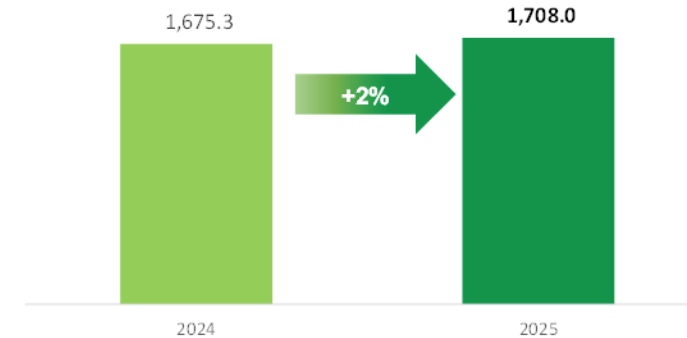
Q4 Revenues



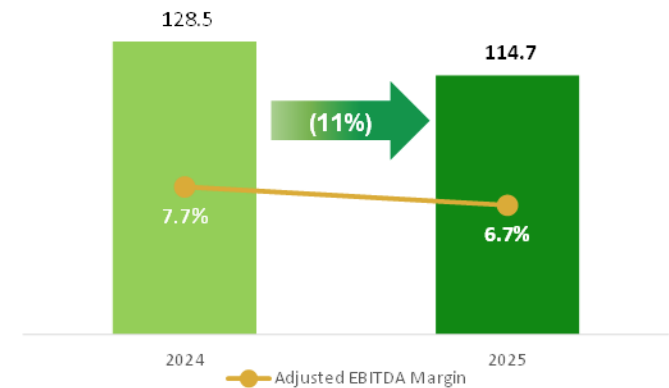
Q4 Adjusted EBITDA



Full Year Revenues



Full Year Adjusted EBITDA



Strong Post IPO Financial Position

- Shareholders' Equity \$1.2 billion
- Debt reduced by \$920 million
- Adjusted Net Debt to Adjusted EBITDA of 0.22x
- Bank facilities of \$350 million available maturing in 2030
- Free Cash Flow supports future growth capex, dividend, and reduction of trade finance facilities
- Strong net income profile
- Fairfax and Founders aligned to build a strong business for the long term





Packaged Foods and Ingredients

- Fastest growing segment
- Drive pasta sales from Türkiye
- Deliver growth in “Better For You” US and European sales
- Complete India pasta facility
- Margin improvement
- Work with retailers



Value Added Processing

- Global demand rising
- Türkiye - a strategic Food Corridor
- Strong food security sales
- Margin expansion through cost reduction
- Focus on product, client and market diversification



Our Priorities

- Capitalize on strong global growth for pasta, pulses and staple foods
- Grow Free Cash Flow
- Deploy high return modular capex
- Maintain low leverage
- Set dividend policy in Q1 2026

Experienced Team Committed to Deliver

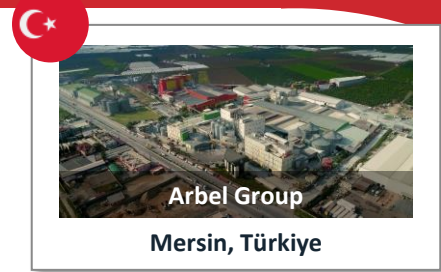
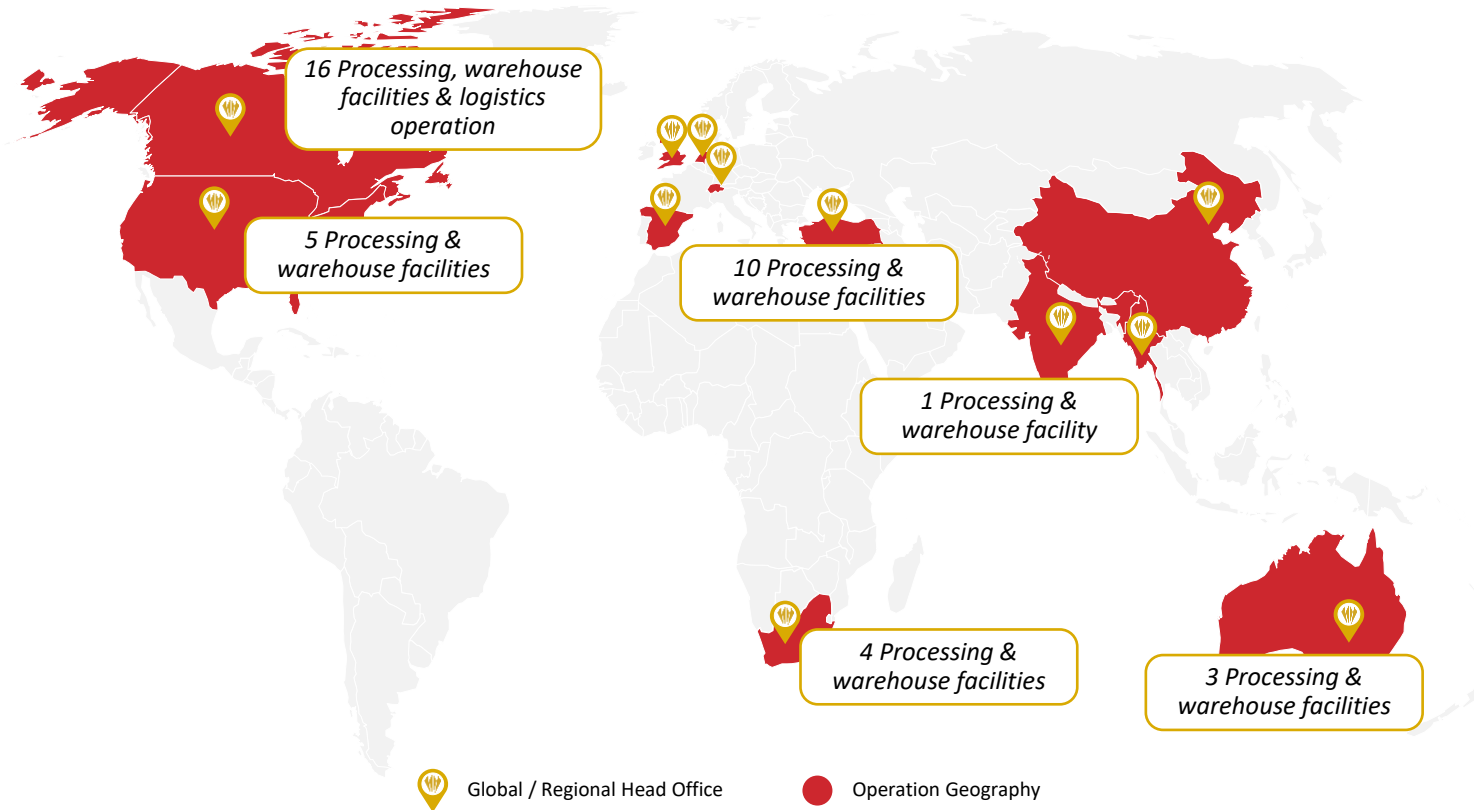
AGT Foods has built a strong global packaged foods business

- I Diversified global food business with scale and wide consumer reach
- II Comprehensive and integrated supply chain solution for well-known retailers and packaged food brands
- III Resilient business model with strong track record of growth in global markets
- IV Strategic initiatives and high-return capex to drive growth across our core segments
- V Founder-led, entrepreneurial, and award-winning management team backed by Fairfax, a leading Canadian insurance and investment firm with a significant track record of success

I Diversified Global Food Business with Scale and Wide Consumer Reach

39 Facilities
5 Continents
12 Offices

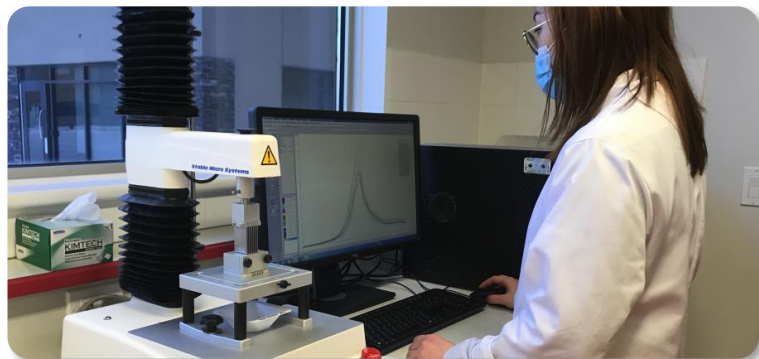
Our products are sold in 127 countries



II Our Comprehensive and Integrated Supply Chain Capabilities are Key to Our Customers



Specialized in-house R&D driving innovation for the pasta & pulses sector



Partner with well-known global packaged food companies and retailers



Create turnkey solutions for customers' products



Offer quality food products ready for the marketplace



Deliver high quality, delicious products with healthy ingredients



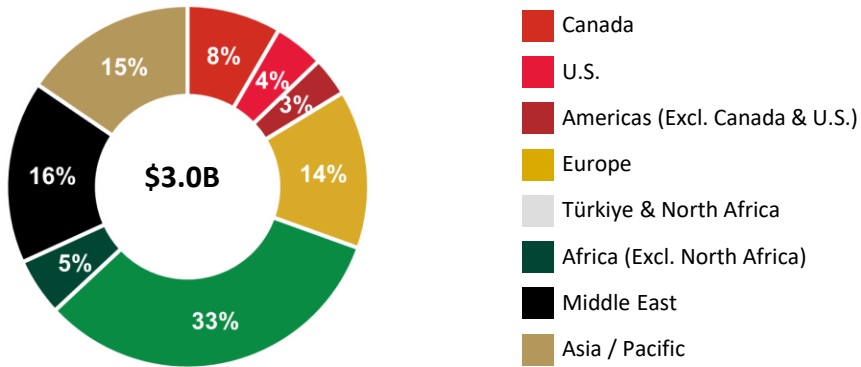
Key locations and flexibility to service customers of all sizes



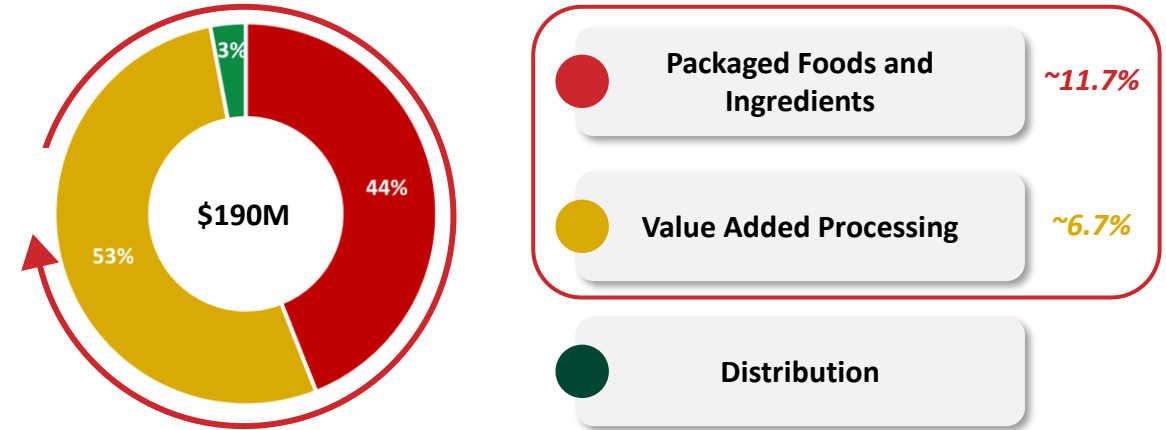
AGT is a critical partner in the manufacturing and proprietary development of the form, function, and taste of clients' products

Resilient Business Model With Strong Track Record Of Profitable Growth

TTM Revenue Segmentation by Geography



TTM Adjusted EBITDA Segmentation and Margin by Core Segments⁽¹⁾⁽²⁾



Notes: Figures presented in C\$M, unless otherwise noted. Figures represent TTM December 31, 2025 and exclude corporate costs.

1. Adjusted EBITDA and Adjusted EBITDA Margin are non-GAAP measures. See "Appendix A: Non-GAAP Measures".
 2. Adjusted EBITDA segmentation and Adjusted EBITDA Margin by segment excludes corporate costs.

IV Strategic Initiatives and High-Return Capex to Drive Growth Across Our Core Segments



Pasta is a key growth driver for AGT



Strategically enhancing AGT's global manufacturing footprint



Innovation in specialty ingredients is a cornerstone of AGT's success

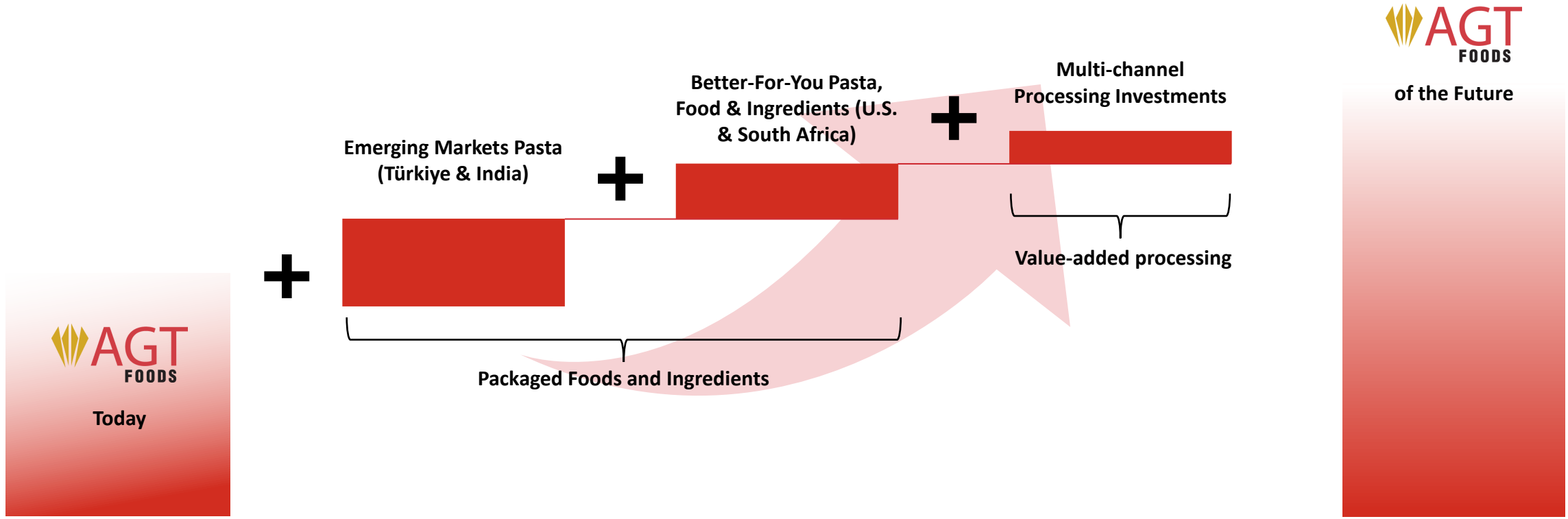


Growing through expansion of retail strategy



Investing in multi-channel Value Added Processing opportunities

V Significant Upside Opportunity for Our Investors



\$100M⁺⁽¹⁾

invested in our facilities in 2023 and 2024, supporting our future free cash flow generation

75%

of planned capital expenditures was allocated to expand pasta and pasta-derivatives over the last three years

2026

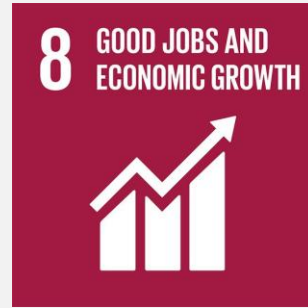
expected construction completion of large-scale pasta facility in India

Experienced management team with a track record of building world-class and cost-advantaged manufacturing facilities globally

Our Business is Anchored on Sustainable Agriculture & Food Security

Supplying large volumes of nutrient-dense and affordable food to government and NGO distribution programs

Engaged in sustainable practices and developing products that lower carbon intensity



Questions





Q&A





Healthy and Affordable Food For The World

