



INVESTOR PRESENTATION

November 2025





Forward Looking Information

This presentation contains “forward-looking information” within the meaning of applicable securities laws. Forward looking information may relate to our future outlook and anticipated events or results and may include information regarding our financial position, business strategy, growth strategy, budgets, operations, financial results, taxes, dividend policy, plans, intentions, beliefs, and objectives of our Company. Particularly, information regarding our expectations of future results, performance, achievements, prospects or opportunities is forward looking information. In some cases, forward looking information can be identified by the use of forward looking terminology such as “plans”, “targets”, “expects”, “does not expect”, “is expected”, “an opportunity exists”, “budget”, “scheduled”, “estimates”, “outlook”, “forecasts”, “projection”, “prospects”, “strategy”, “intends”, “anticipates”, “does not anticipate”, “believes”, or variations of such words and phrases or state that certain actions, events or results “may”, “could”, “would”, “might”, “will”, “will be taken”, “occur” or “be achieved”. In addition, any statements that refer to expectations, intentions, projections or other characterizations of future events or circumstances contain forward looking information. Statements containing forward looking information are not historical facts but instead represent management’s expectations, estimates and projections regarding future events or circumstances. In addition, our assessments of, and targets for, annual revenue, Adjusted EBITDA, Adjusted diluted earnings per share and certain other measures are considered forward looking information. See the section titled “Outlook” in our most recently filed MD&A for additional information concerning our strategies, assumptions and market outlook related to these assessments.

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

The forward-looking information contained in this presentation represents management’s expectations as of the date of this presentation and is subject to change after such date. However, we disclaim any intention or obligation or undertaking to update or revise any forward-looking information whether as a result of new information, future events or otherwise, except as required under applicable securities laws in Canada.

Forward-looking information is necessarily based on a number of opinions, estimates and assumptions that management considered appropriate and reasonable as of the date such statements are made, is subject to known and unknown risks, uncertainties, assumptions and other factors that may cause the actual results, level of activity, performance or achievements to be materially different from those expressed or implied by such forward-looking information, including but not limited to those described under the heading “Risk Factors” in our 2024 annual MD&A for the fiscal year ended December 31, 2024 and in our most recent annual information form.

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

NON-IFRS FINANCIAL MEASURES

This presentation may make reference to the following non IFRS financial measures: “EBITDA”, “Adjusted EBITDA”, “Adjusted net earnings”, “normalized gross profit”, “normalized SG&A”, “normalized earnings from operations”, “cash from operating activities before working capital considerations” and “net debt”, the following non-IFRS ratios: “Adjusted EBITDA margin”, “Adjusted diluted earnings per share”, “normalized gross profit margin”, “normalized operating margin”, and the following supplementary financial measures: “gross profit margin”, “operating margin” and “USD denominated revenue”, to provide 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 financial measures. Accordingly, these measures should not be considered in isolation nor as a substitute for analysis of our financial information reported under IFRS. For further details on these non-IFRS measures, non-IFRS ratios, and supplementary financial measures, including relevant definitions and certain reconciliations, see our most recently filed MD&A.



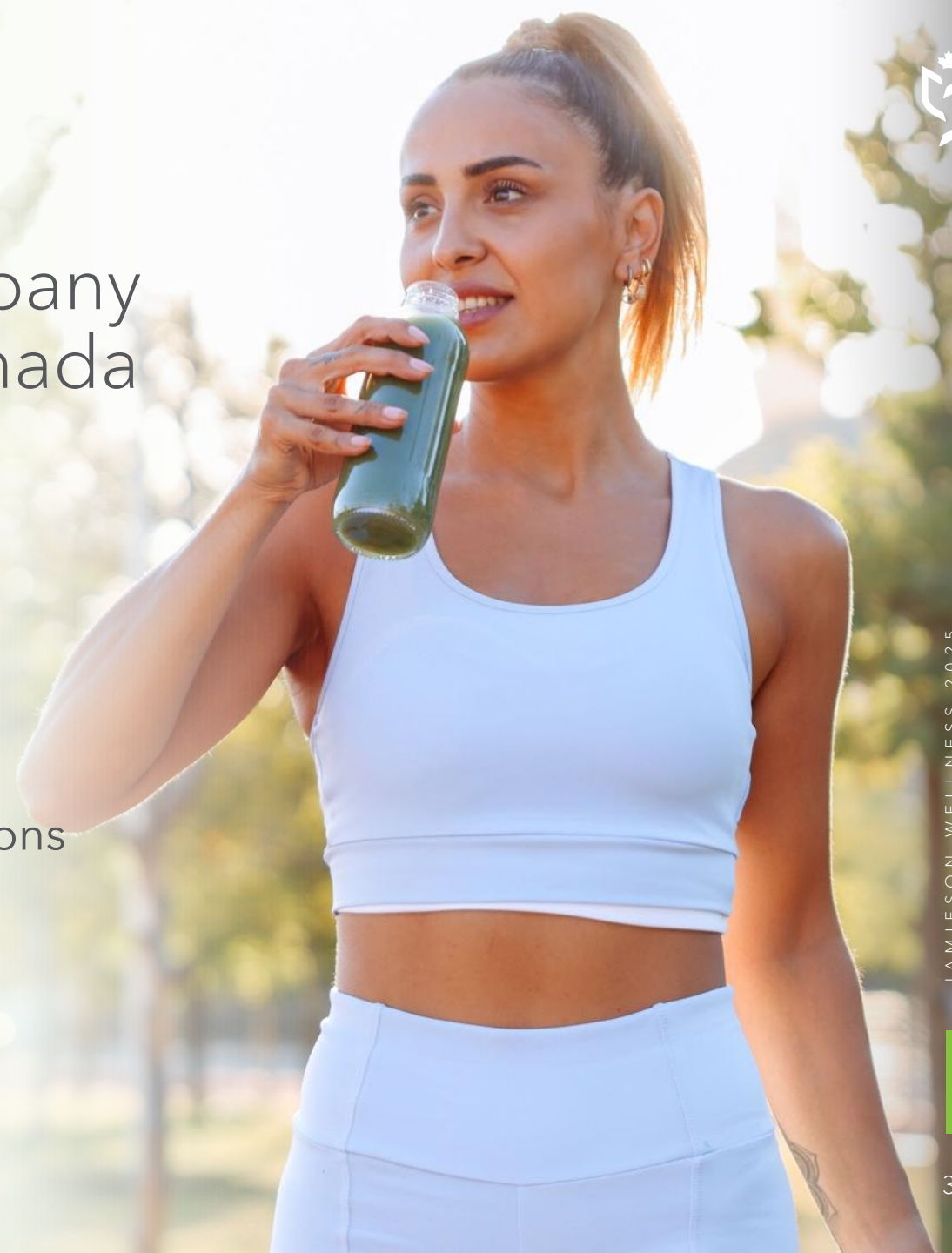
Jamieson Wellness is a growing global health and wellness company with a leadership position in Canada

We optimize whole health at every life stage.

We inspire consumers to meet their individual health and wellness goals.

We are experts, building relevant quality-first solutions from evidence-based research.

We believe health and wellness connect us as human beings. **It's what we all have in common.**





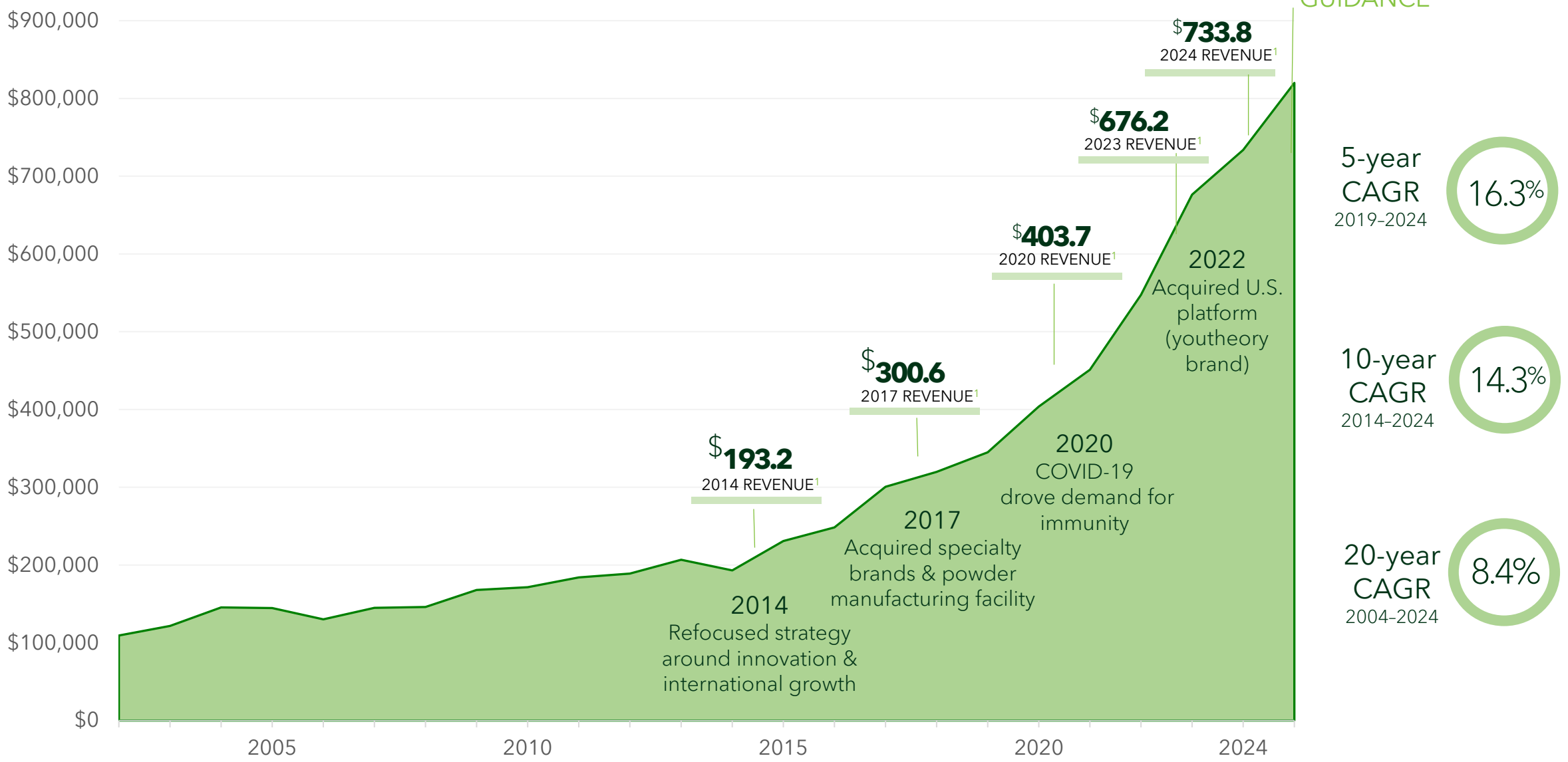
100 Years of expertise in Canada. Exportable Worldwide

Established in 1922, Jamieson Wellness is the clear leader in the Canadian vitamin, mineral and supplement marketplace.

- Rich VMS consumer insights rooted in a century of industry experience and a deep knowledge of the consumers' health and wellness journey
- Exceptional 360° marketing capabilities
- Innovation powerhouse across categories, product formats, ingredients and trends
- Multi-channel executional category leader in all traditional and non-traditional channels including food, drug, mass, ecommerce, club and beyond
- Highest quality manufacturing capabilities at pharmaceutical standards in state-of-the-art production facilities
- International regulatory excellence

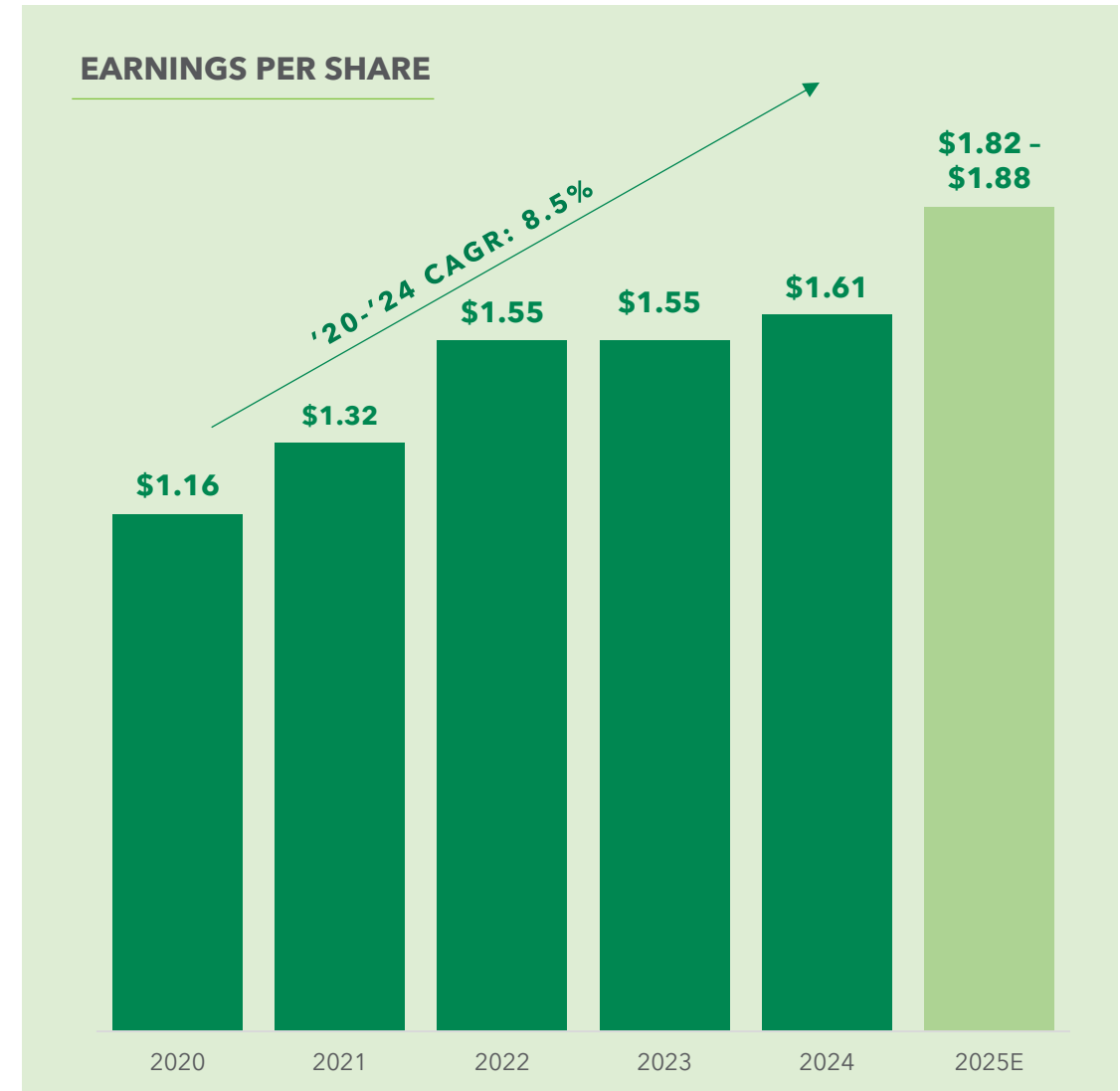
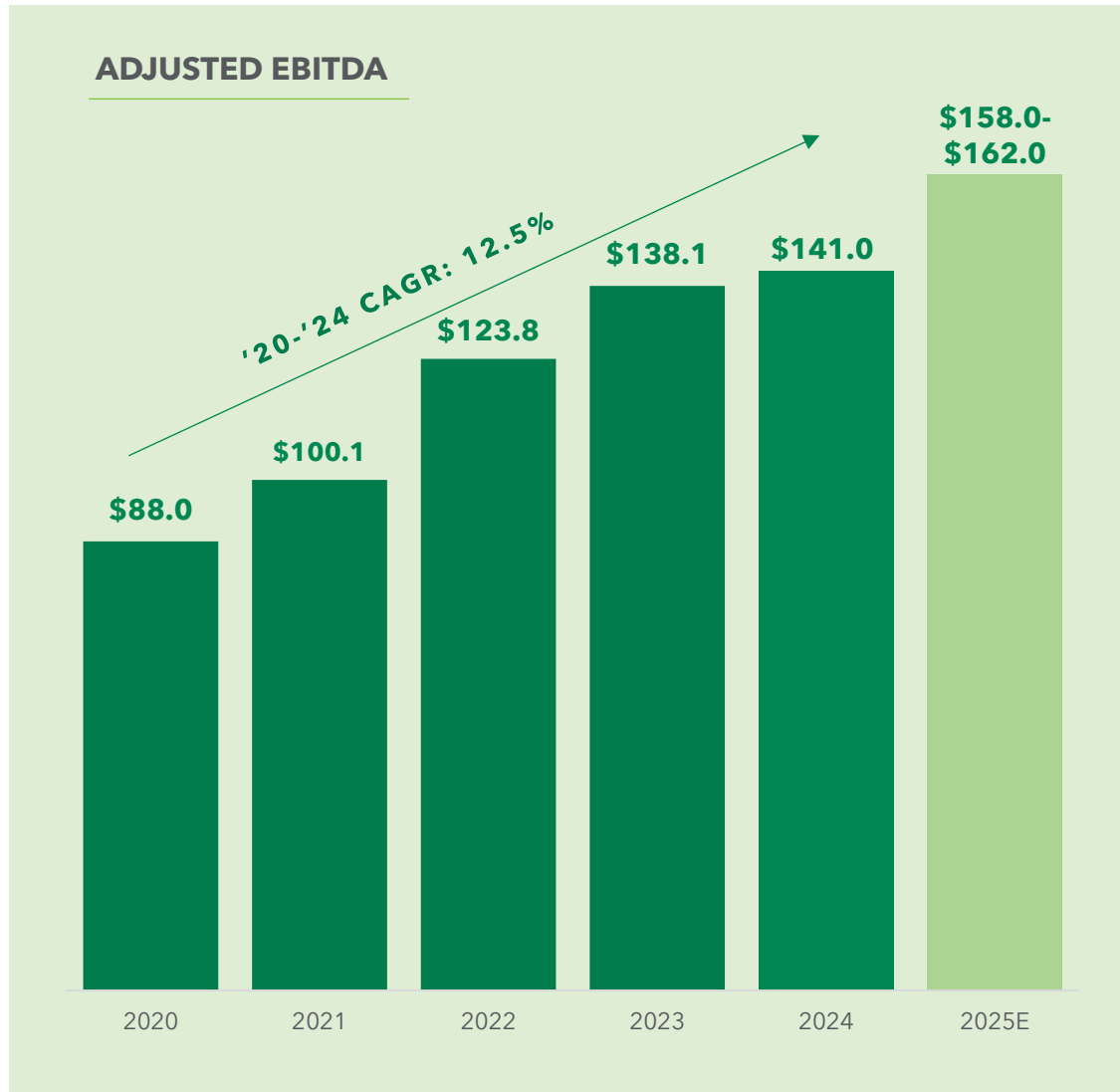


Decades of driving growth



¹ CAD\$ in millions. 2014 to 2024 per audited IFRS statements and includes impact of acquisitions. 1983 to 2013 per historical financial statements (under Canadian Accounting Standards for Private Enterprises)

Consistently delivering value

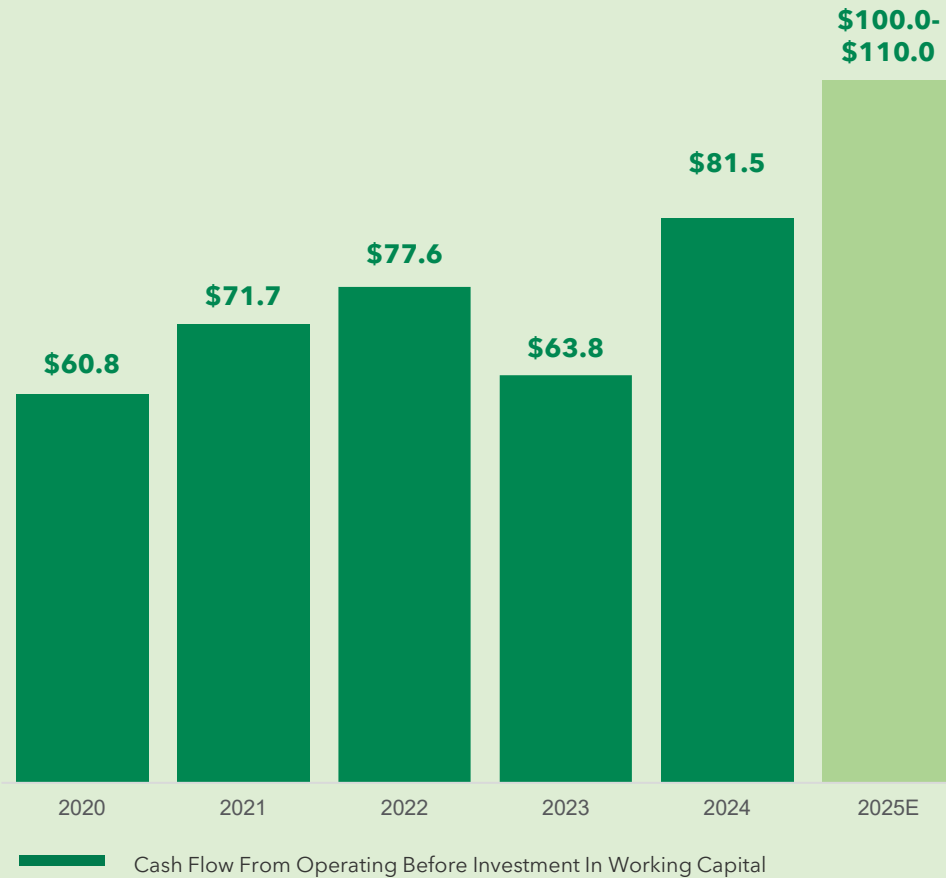


2025E based on company guidance given on November 6, 2025. CAD \$millions, except per share amounts.

Consistently delivering value



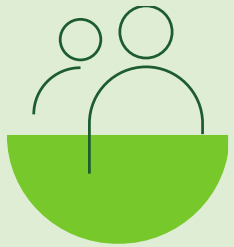
SOLID GROWTH IN CASH FLOW FROM OPERATIONS



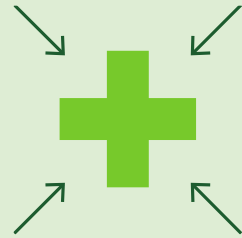
ANNUAL DIVIDEND GROWTH



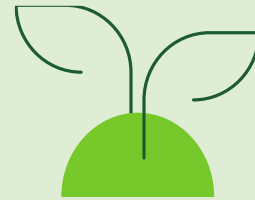
Our growth is being propelled by a global health and wellness megatrend



Aging Population
& Younger New
Consumers



Increasing Focus
on Health & Wellness
including
GLP-1 trends



Rising Disposable
Income in
Emerging Markets



Informed Consumers
with more Access to
Information





Our brands meet consumers throughout their lifetime health and wellness journeys

GLOBAL BRAND

Here for your health
at every stage of life



#1 consumer health
brand in Canada¹

GLOBAL BRAND



Highest quality
supplements, backed
by science that are
made for all of you

#2 Collagen
Liquid and
Powder brand
in the Natural
Channel in the
U.S.²

Fastest moving
Ashwagandha
SKU in the
U.S.³

CANADIAN SPECIALTY BRANDS

Progressive

smart
SOLUTIONS

IRONVEGAN

PRECISION

¹Source: 2022 Euromonitor

²Source: SPINS, Beauty: Collagen Subcategory, Total US Natural, L52WKS End 7/16/2023

³Source: SPINS, Total US Natural + MULO, (\$ velocity) L52WKS End 7/16/2023

Our industry-leading commitment to quality



360

All products manufactured according to "360 Quality", our industry-leading quality assurance program



Third-party certifications such as NSF and DNA verification on herbal and probiotic products



Primary Canadian tablet and soft gel manufacturing facilities registered and operating at pharmaceutical standards by Health Canada

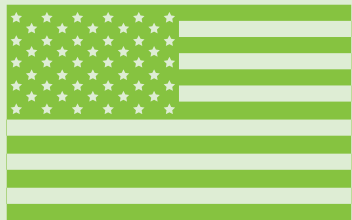


Numerous manufacturing certifications including Health Canada Drug Establishment Licenses, GMP certification, Australian Therapeutic Goods Administration (TGA) clearance



We aspire to surpass **\$1B** in net revenue

OUR PILLARS FOR GROWTH



U.S.A.



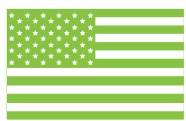
China



Canada



International



Win in the world's largest VMS market



SIZE OF MARKET

\$40B⁺¹

OUR FOCUS

- Quality-conscious consumers seeking widely-accessible natural health solutions from a trusted brand
- Build a scaled presence with youtheory, an established and growing consumer brand that was acquired mid-2022

SYNERGY OPPORTUNITIES



Channel expansion in food, drug and mass and ecommerce growth



Category and product expansion leveraging Jamieson's innovation formulations



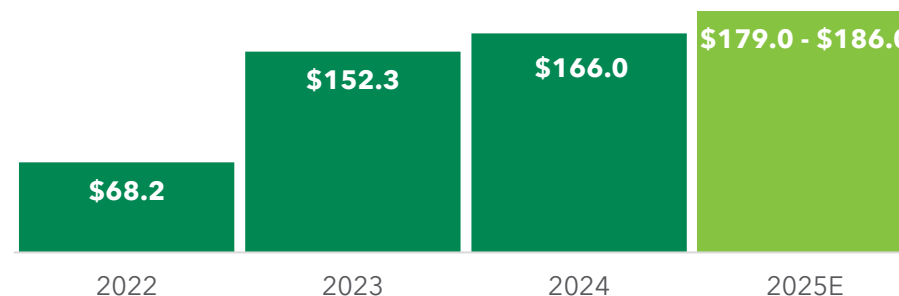
International expansion

2025 GROWTH TARGET

+8-12%

- 2025 growth of 8 -12% driven by innovation and distribution

TOP-LINE MOMENTUM



¹Nutrition Business Journal, 2022. Figure in USD.



Expand in the world's fastest-growing market



SIZE OF MARKET

\$30B⁺¹

2025 GROWTH TARGET

+45 - 50%

OUR FOCUS

- Quality-conscious consumers seeking widely-accessible natural health solutions from a trusted brand
- Continued growth in cross-border ecommerce and club channels
- Expand distribution in domestic Chinese retail and ecommerce leveraging approved product registrations
- Understand and delight our consumer through brand building and engaging content
- Leveraging strategic investments to drive brand awareness and growth

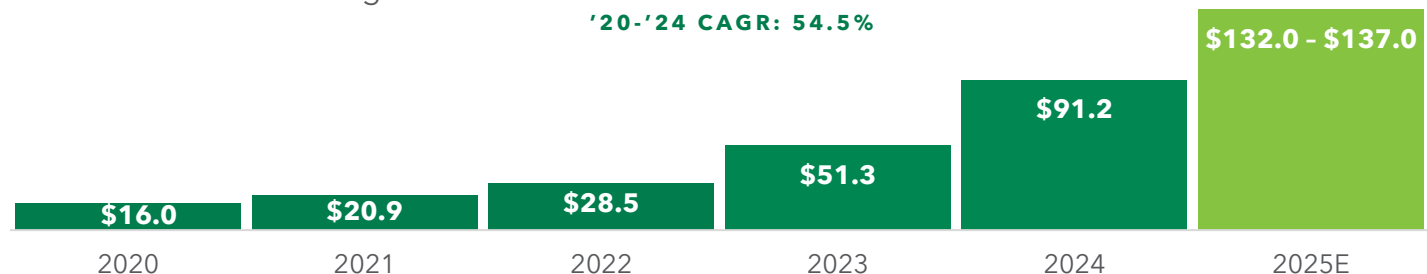
TOP FIVE PURCHASE DRIVERS

Our brand delivers what the Chinese consumer is asking for:

1. Brand Reputation
2. Product Potency
3. High Quality Ingredients
4. Product Label Transparency
5. Imported and Domestic Availability

TOP-LINE MOMENTUM

'20-'24 CAGR: 54.5%



¹Euroonitor International, 2022. Figure in USD.



Expand Leadership Position in Canada



SIZE OF MARKET

\$2B⁺¹

2025 GROWTH TARGET

+5-7%

OUR FOCUS

- Quality-conscious consumers seeking widely-accessible natural health solutions from a trusted brand
- Expand on Jamieson's leadership position as the #1 VMS Brand in Canada
- Be everywhere our consumer wants us to be, with products they can trust
- Expand on-shelf presence to mirror share position

OPPORTUNITIES



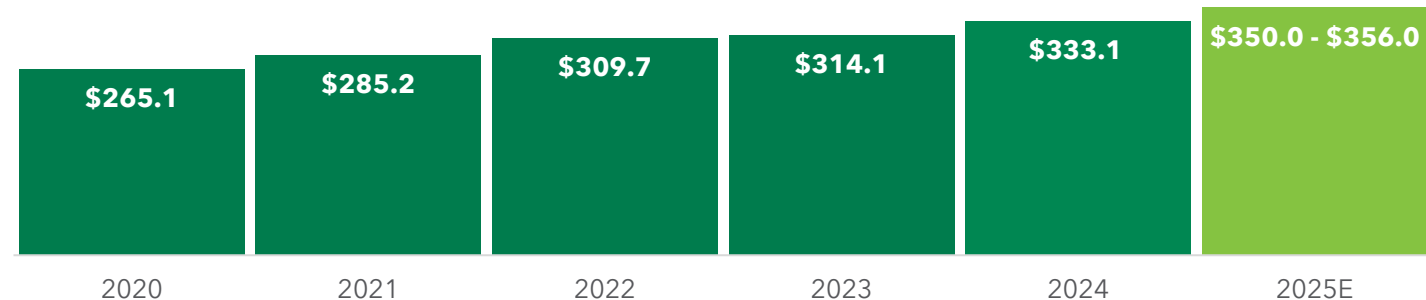
Expanding household and category penetration through innovation and education



Increased distribution in new, existing and alternative channels

TOP-LINE MOMENTUM

'20-'24 CAGR: 5.9%



¹Euromonitor International, 2022. Figure in CAD.



International excellence



2025 GROWTH TARGET

+20–25 %



OUR FOCUS

- Quality-conscious consumers seeking widely-accessible natural health solutions from a trusted brand
- Expansion in existing markets
- Expansion in new markets that are developing and growing, with regulatory systems in place
- Sustainable and scalable plans for consistent global growth

OPPORTUNITIES



Investment in marketing and innovation



Leverage strong distributor partnerships internationally



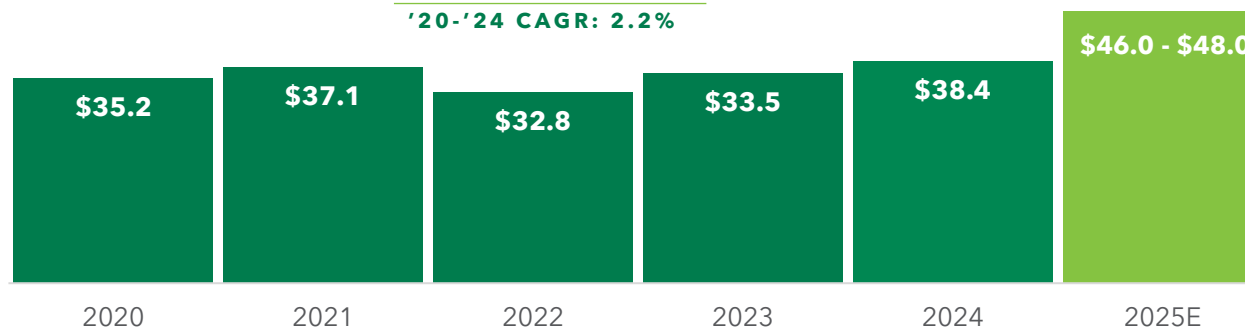
Growth in key markets including Eastern Europe, Middle East, and Southeast Asia



Monitor for expansion potential in new markets

TOP-LINE MOMENTUM

'20-'24 CAGR: 2.2 %



Leveraging our assets

We engage in highly selective Strategic Partner manufacturing opportunities designed to:



Broaden customer relationships



Increase productivity and improve asset utilization



Provide direct benefits to branded strategic initiatives



Investing in a sustainable future



2030

Recently disclosed climate commitments including a 50% reduction of Scope 1 & 2 emissions by 2030 and the development of a formal action plan to reach Net Zero by 2050

2025

Diversity, equity and inclusion targets including fair representation of leadership and board roles based in Canada being held by racialized people and female leaders by 2025



Committed to sound, ethical business practices, regularly reviewing governance practices for improvement opportunities

OUR PARTNERS

ecovadis



United Nations
Global Compact



Our platform for long-term value creation



Megatrends &
Consumer Insights



CANADA



U.S.A.



CHINA



INTERNATIONAL



Commercial & Operational Capabilities

Focus: ROI, fiscal discipline, leverage driving margin improvement



Sustainability, People, Values & Culture



APPENDIX



Financial Performance: 2025 Guidance



METRIC	2024	2025 TARGET RANGE	GROWTH RATE
Total Revenue	\$733.8	\$810.0 - 830.0	10.4% - 13.1%
Jamieson Brands Segment			
• Canada	\$333.1	\$350.0 - \$356.0	5.0% - 7.0%
• U.S. (youtheory)	\$166.0	\$179.0 - \$186.0	8.0% - 12.0%
• China	\$91.2	\$132.0 - \$137.0	45.0% - 50.0%
• International	\$38.4	\$46.0 - \$48.0	20.0% - 25.0%
Total Jamieson Brands Segment	\$628.7	\$710.0 - \$725.0	12.9% - 15.3%
Strategic Partners Segment	\$105.0	\$100.0	-5.0%
Adj. EBITDA	\$141.0	\$158.0 - \$162.0	12.0% - 15.0%
Adj. EBITDA Margin	19.2%	19.0% - 19.5%	-20bps - +30bps
Adj. Diluted Earnings per Share	\$1.61	\$1.82 - \$1.88	13.0% - 17.0%

This outlook reflects the following assumptions:

- Normalized SG&A are expected to increase 22% to 24%
- A fully diluted share count of approximately 43 million shares
- The Company's 2025 guidance reflects the current prevailing trade environment between the United States, Canada and other countries. To date, tariffs have not had a material impact on the Company's overall financial performance, as these costs have been mitigated through the Company's flexible supply chain and operating efficiencies. The Company recognizes that the trade environment is constantly changing, and actual results may be impacted by future changes in global trade policies.

*Company guidance updated on November 6, 2025

*All \$ figures in CAD millions

Summary Consolidated Financial Information



(\$ in millions, except as otherwise noted)	Fiscal Year Ended December 31,				
	2024	2023	2022	2021	2020
Revenue	733.8	676.2	547.4	451.0	403.7
Cost of sales	458.2	442.6	349.0	288.6	258.9
Selling, general and administrative expenses	174.5	140.3	110.2	80.7	76.3
Share-based compensation	7.3	5.9	4.9	5.7	4.9
Acquisition related adjustments	(12.4)	(7.9)	--	--	--
Earnings from operations	106.3	95.3	83.2	76.0	63.6
Foreign exchange loss (gain)	1.5	2.0	0.3	(0.1)	0.5
Interest expense and other financing costs	20.3	22.8	12.4	5.7	6.0
Accretion on preferred shares	8.7	4.8	--	--	--
Earnings before income taxes	75.8	65.7	70.5	70.5	57.0
Provision for income taxes	24.7	19.6	17.7	18.4	15.5
Net earnings	51.1	46.0	52.8	52.1	41.6
Revenue	733.8	676.2	547.4	451.0	403.7
Adjusted EBITDA	141.0	138.1	123.8	100.1	88.0
Adjusted EBITDA Margin	19.2%	20.4%	22.6%	22.2%	21.8%
Adjusted Net Earnings	69.0	66.1	65.1	55.2	47.9
Adjusted Net Earnings Per Fully Diluted Share	1.61	1.55	1.55	1.32	1.16

Summary Consolidated Financial Information



	Three Months Ended September 30,			Nine Months Ended September 30,		
	2025	2024	% Change	2025	2024	% Change
(\$ in millions, except as otherwise noted)						
Revenue	199.3	176.2	13.2%	544.4	489.0	11.3%
Cost of sales	115.7	108.6	6.6%	324.7	313.6	3.5%
Gross profit margin	41.9%	38.4%	3.5%	40.3%	35.9%	4.4%
Selling, general and administrative expenses	52.3	42.0	24.7%	157.3	125.4	25.4%
Share-based compensation	2.1	1.8	18.5%	6.3	5.3	19.0%
Earnings from operations	29.2	23.8	22.5%	56.1	44.7	25.5%
Foreign exchange loss (gain)	0.9	0.6	61.8%	(0.3)	(0.4)	16.9%
Interest expense and other financing costs	6.3	5.0	24.9%	16.0	14.6	9.7%
Accretion on preferred shares	-	2.2	(100.0%)	3.4	6.5	(47.3%)
Income before income taxes	21.9	16.0	36.9%	37.0	24.0	54.2%
Recovery of income taxes	6.4	5.6	14.6%	10.1	9.0	13.2%
Net earnings	15.5	10.4	48.9%	26.8	15.0	78.7%
Adjusted EBITDA	38.0	33.9	12.0%	92.1	81.6	13.0%
Adjusted EBITDA Margin	19.0%	19.3%	(0.3%)	16.9%	16.7%	0.2%
Adjusted Net Earnings	17.7	15.8	11.7%	40.9	34.4	18.9%
Adjusted Earnings Per Share	0.41	0.37	10.8%	0.95	0.80	18.8%

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



	Three Months Ended		Nine Months Ended		Fiscal Year Ended						
	September 30,		September 30,		December 31,						
(\$ in millions, except as otherwise noted)	2025	2024	2025	2024	2024	2023	2022	2021	2020	2019	2018
Net earnings	15.5	10.4	26.8	15.0	51.1	46.0	52.8	52.1	41.6	31.7	26.7
Provision for (recovery of) income taxes	6.4	5.6	10.1	9.0	24.7	19.6	17.7	18.4	15.5	10.6	10.6
Interest expense and other financing costs	6.3	5.1	16.0	14.6	20.3	22.8	12.4	5.7	6.0	9.4	9.0
Accretion on preferred shares	0.0	2.2	3.4	6.5	8.7	4.8	--	--	--	--	--
Depreciation and amortization	4.9	4.7	14.6	14.4	18.5	20.3	17.2	14.3	12.2	10.9	9.0
EBITDA	33.1	27.9	71.0	59.4	123.3	113.6	100.2	90.4	75.3	62.6	55.3
Share-based compensation	2.1	1.8	6.3	5.3	7.3	5.9	4.9	5.7	4.9	4.3	3.1
Foreign exchange loss (gain)	0.9	0.6	(0.3)	(0.4)	1.5	2.0	0.3	(0.1)	0.5	0.4	0.6
Acquisition and divestiture related costs	--	0.5	--	1.0	1.2	8.4	12.9	--	--	--	(1.1)
Amortization of fair value adjustments	--	--	--	--	--	8.4	0.8	--	--	--	--
Labour relations costs	--	--	--	6.4	7.2	--	--	--	--	--	--
COVID-19 related costs	--	--	--	--	--	--	0.2	2.4	5.1	--	--
IT implementation and business integration	1.4	3.0	10.7	9.4	11.6	7.7	4.5	1.9	2.2	1.2	4.1
Acquisition related purchase consideration and post-closing adjustments	--	--	--	--	(12.4)	(7.9)	--	--	--	--	--
International market expansion	--	--	--	--	--	--	--	--	--	1.7	0.9
Donations	--	--	3.1	--	--	--	--	--	--	--	--
Other	0.4	0.1	1.3	0.4	1.4	--	--	(0.1)	--	5.6	4.7
Adjusted EBITDA	38.0	33.9	92.1	81.6	141.0	138.1	123.8	100.1	88.0	75.9	67.6
Provision for income taxes	(6.4)	(5.6)	(10.1)	(9.0)	(24.7)	(19.6)	(17.7)	(18.4)	(15.5)	(10.6)	(10.6)
Interest expense and other financing costs	(6.3)	(5.1)	(16.0)	(14.6)	(20.3)	(22.8)	(12.4)	(5.7)	(6.0)	(9.4)	(9.0)
Depreciation and amortization	(4.9)	(4.7)	(14.6)	(14.4)	(18.5)	(20.3)	(17.2)	(14.3)	(12.2)	(10.9)	(9.0)
Share-based compensation	(2.0)	(1.7)	(5.9)	(4.9)	(6.8)	(5.5)	(6.3)	(5.5)	(4.3)	(3.6)	(2.5)
Tax deduction from vesting of certain share-based awards	0.0	--	(0.7)	--	--	(1.0)	--	--	--	(1.0)	--
Other	--	--	--	--	--	--	--	--	0.1	0.2	--
Tax effect of normalization adjustments	(0.7)	(1.1)	(3.9)	(4.3)	(1.7)	(2.8)	(4.9)	(1.1)	(2.1)	(2.4)	(2.7)
Adjusted net earnings	17.7	15.8	40.9	34.4	69.0	66.1	65.1	55.2	47.9	38.1	33.7
Adjusted EBITDA	38.0	33.9	92.1	81.6	141.0	138.1	123.8	100.1	88.0	75.9	67.6
Less capital expenditures	3.3	2.0	8.1	5.4	5.4	6.1	13.9	21.5	11.3	9.0	10.9
Simple free cash flow	34.7	31.9	84.0	76.2	135.6	132.0	109.8	78.6	76.7	66.9	56.7
Simple free cash flow conversion	91%	94%	91%	93%	96%	96%	89%	79%	87%	88%	84%



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