



PARK LAWN
CORPORATION
SINCE 1892

INVESTOR DAY 2022

Nashville, Tennessee

TSX:PLC, PLC.U
September 2022



FORWARD LOOKING STATEMENTS

Non-Reliance

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

Cautionary Statement Regarding Forward-Looking Information

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

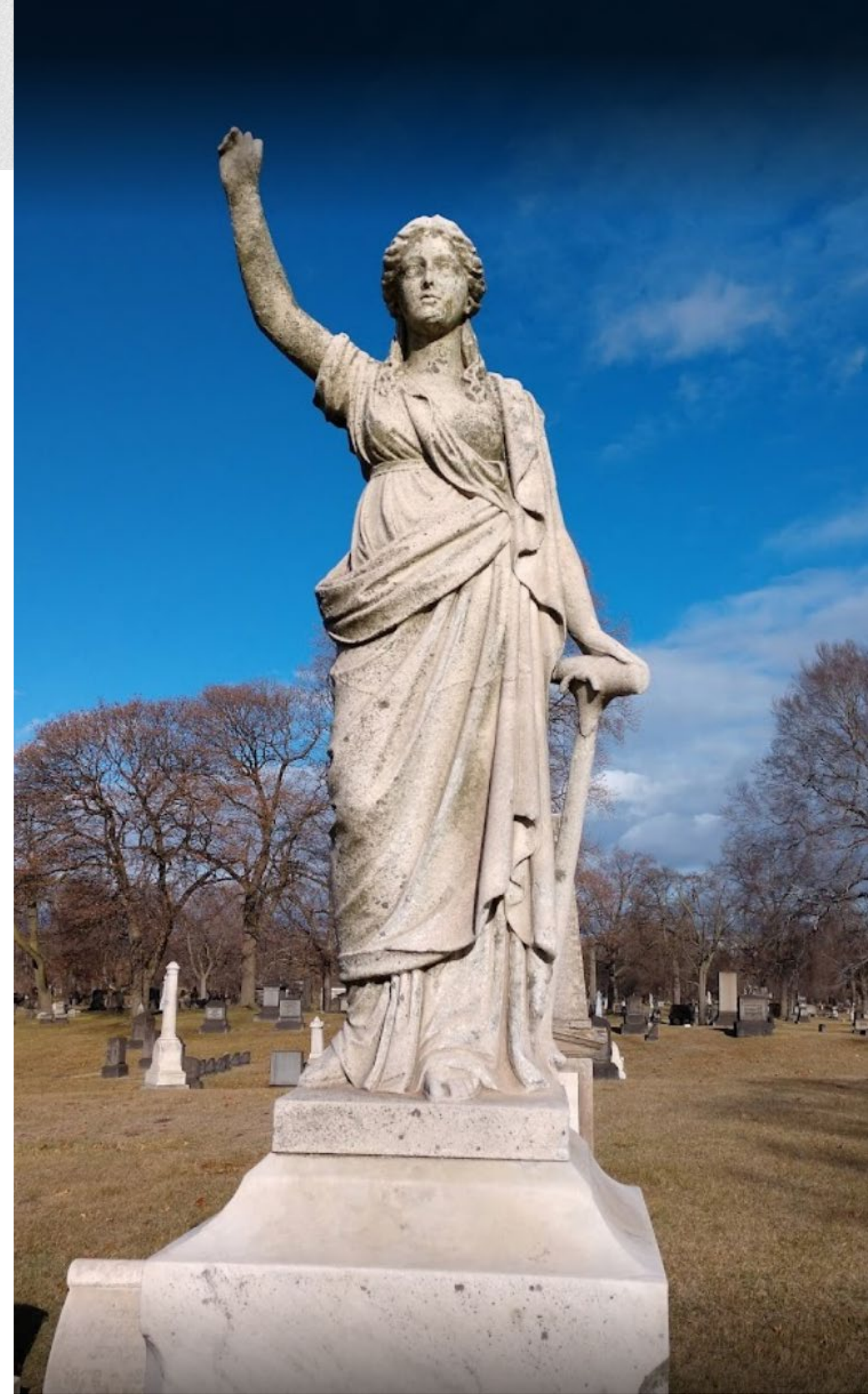
A number of factors could cause actual results to differ materially from the results discussed in the forward-looking statements, including, but not limited to, the factors discussed under the heading "Risk Factors" in the Company's annual information form available at www.sedar.com. There can be no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

Functional Currency

Effective January 1, 2022, the Company changed its presentation currency from CAD\$ to US\$ to better reflect the Company's business activities, given the significance of US based operations. Unless otherwise noted, all financial information presented in this presentation has been translated into US\$ presentation currency. For further information please see the Company's public filings.

Non-IFRS Measures

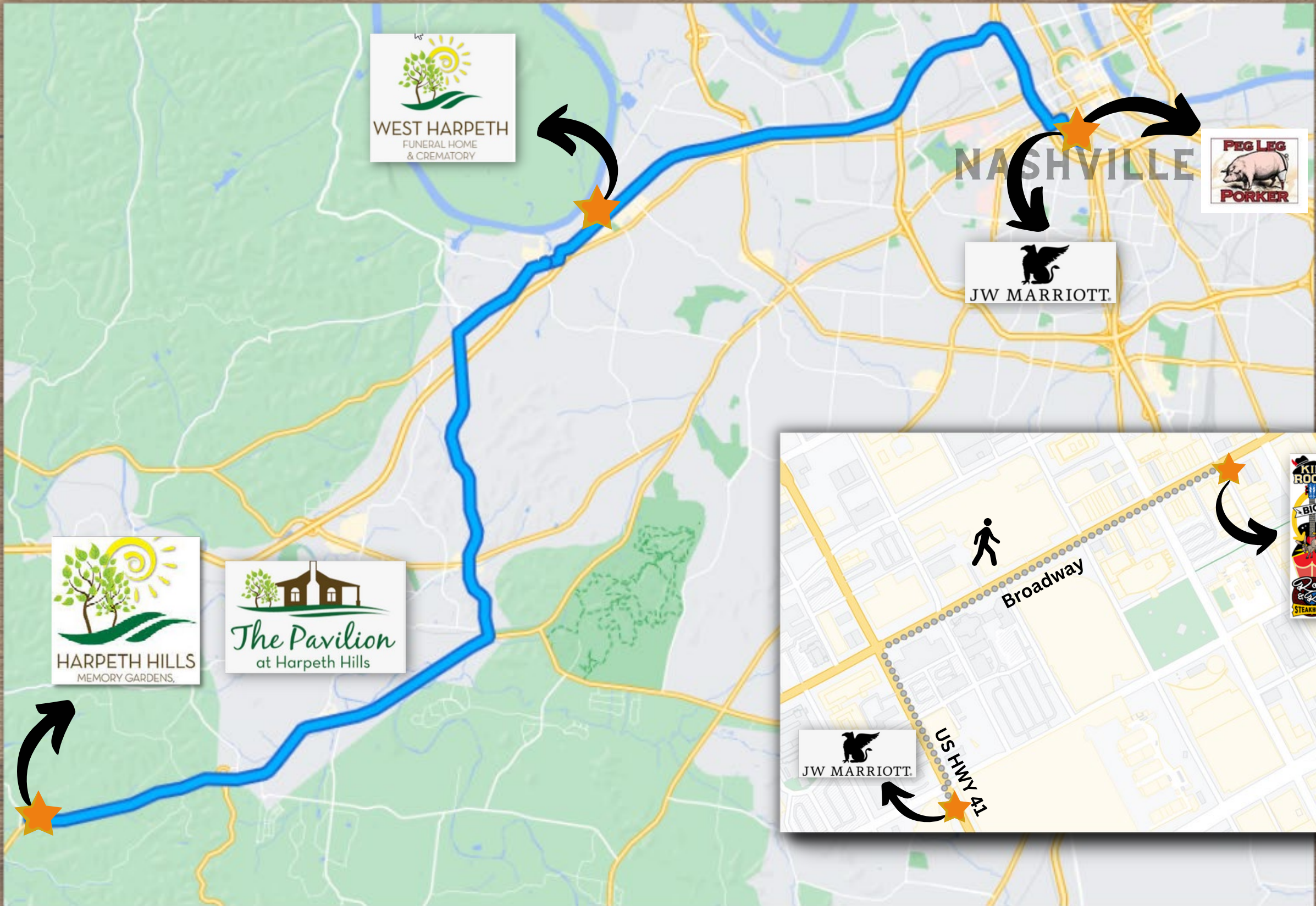
EBITDA, Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted EBITDA per Share, Adjusted Net Earnings, and Adjusted Net Earnings per Share or Adj EPS are not measures recognized under IFRS and do not have a standardized meaning prescribed by IFRS. Such measures are presented in this presentation because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





WELCOME/AGENDA

A look at our day together...



Investor Day Schedule of Events
THURSDAY, SEPTEMBER 29, 2022

8:00am - Breakfast
BOURCH STEAK, 14TH FLOOR
JW MARRIOTT

Our day begins with a hearty breakfast buffet surrounded by a spectacular backdrop of Music City. Bring your appetite!

9:00am - 11:00am Presentation
BELL HEADS 16TH
JW MARRIOTT

Join us for an exciting look into Park Lawn Corporation's unprecedented growth and unique business model.

11:30am Lunch
PEG LEG PORKER

Meet us in the JW Marriott lobby at 11:30am to hop on our bus and head to Peg Leg Porker for mouth-watering authentic Nashville BBQ!

1:00pm - 5:30pm Tour
WEST HARPETH FUNERAL HOME & CREMATORY
HARPETH HILLS MEMORY GARDENS & CREMATION CENTER

The bus leaves Peg Leg Porker at 1pm for a tour of several Park Lawn Corporation's facilities, where all the art facilities located outside Nashville, TN. Museum and more!

6:30pm - 10:30pm Fun
KID ROCK'S BIG MONKEY TONK & STEAKHOUSE

Put your hands on our meet us in the JW Marriott lobby at 6:30pm to walk to Kid Rock's Monkey Tonk for an exciting night of live music, bar, lounge and more of Nashville's best live entertainment! A night to remember for everyone!

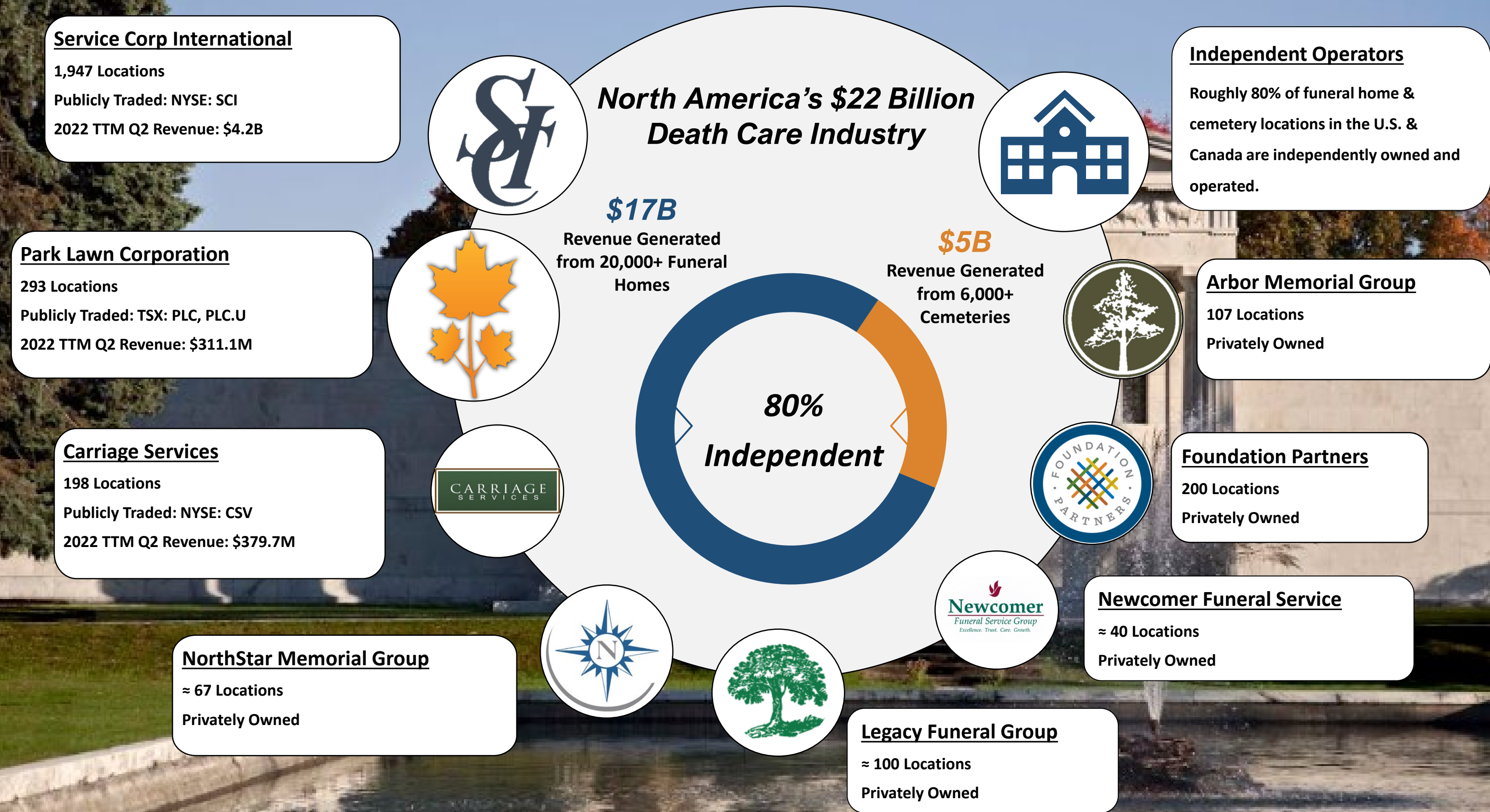
Questions? Please text or call:
Jodi Garbercole, Executive Assistant, Park Lawn Corporation
Call: 915-266-1647



Who We Are



INDUSTRY LANDSCAPE





PARK LAWN 2017

81

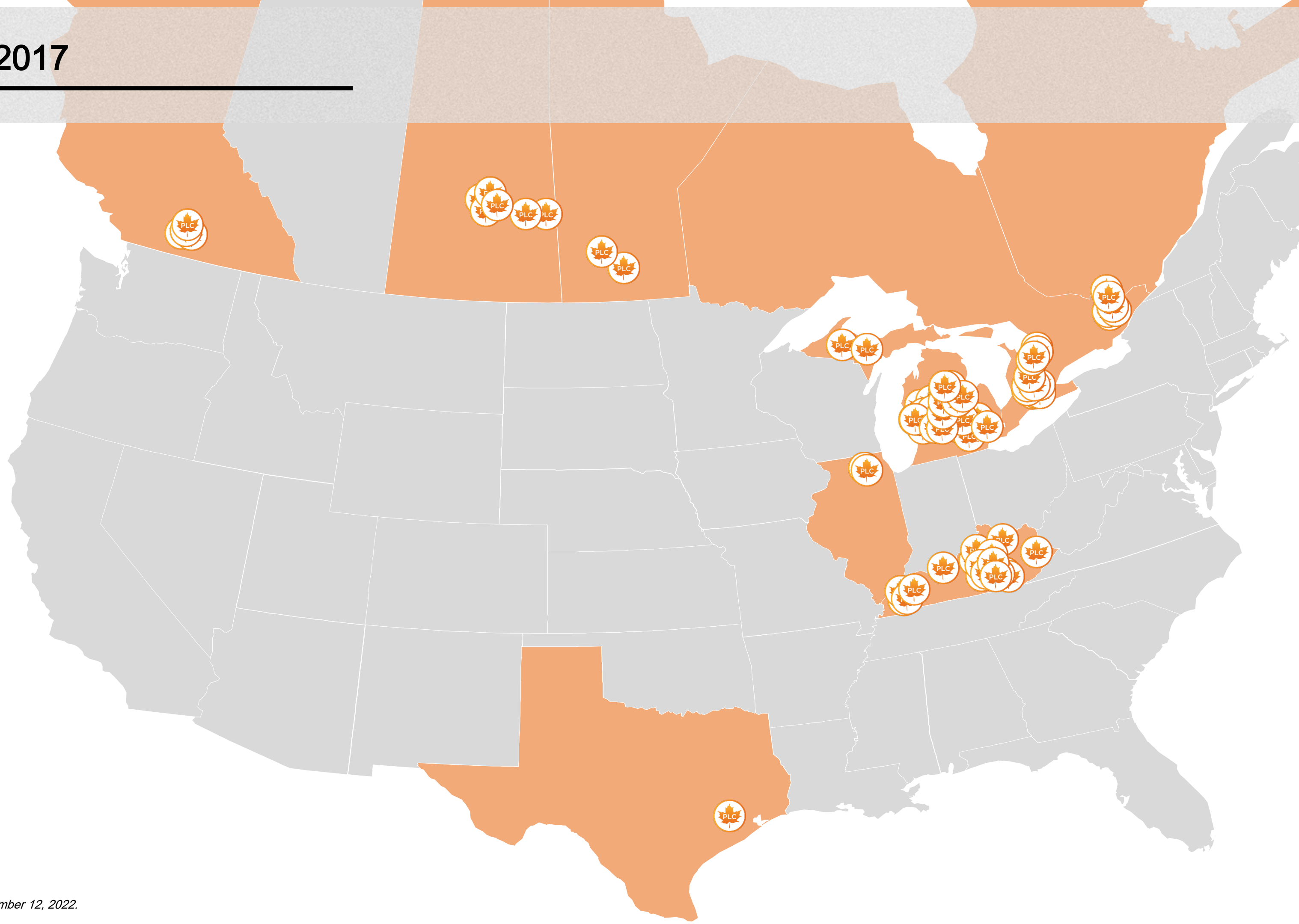
Locations

28

Funeral

53

Cemetery



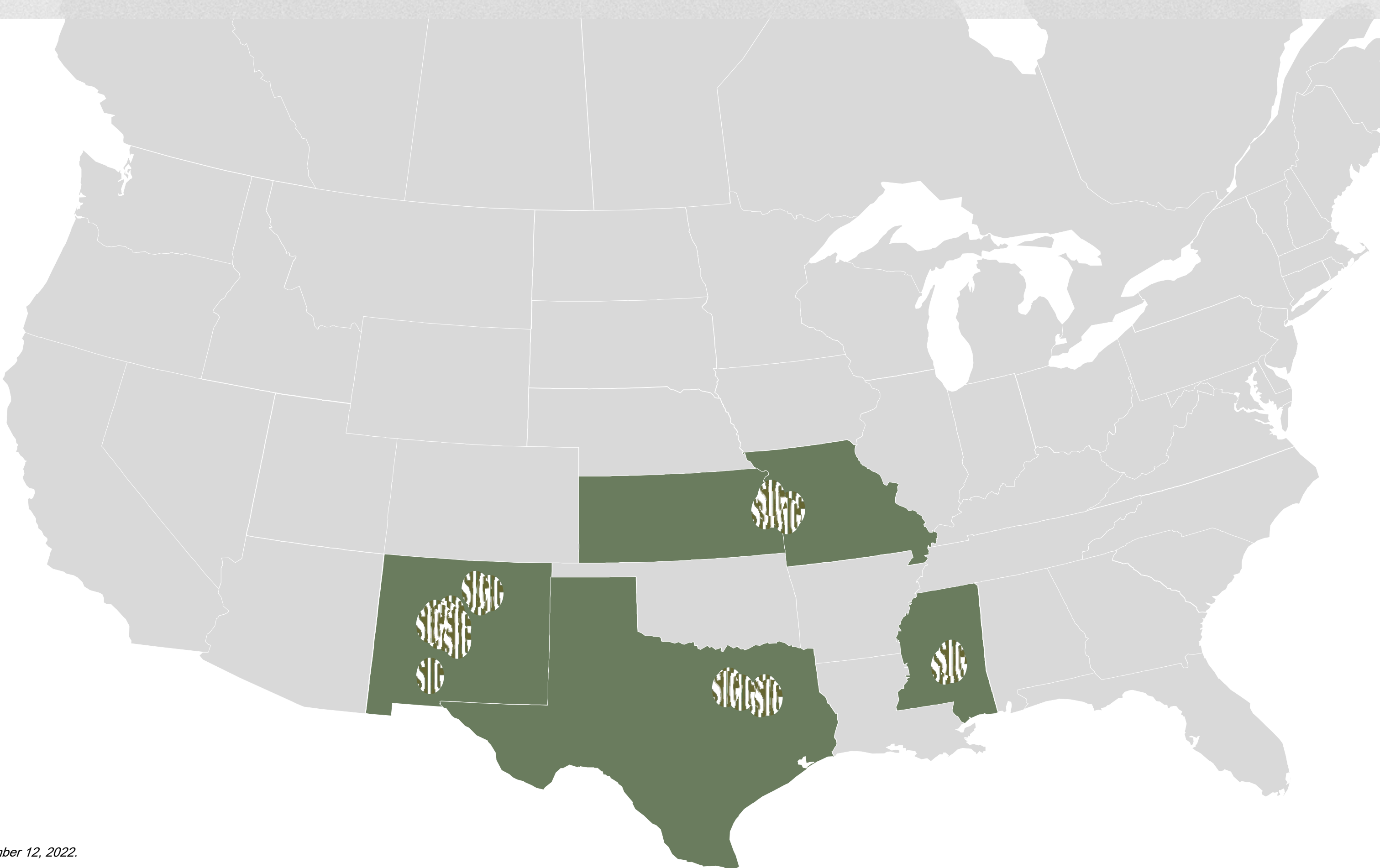
2022 Totals include locations owned and operated as of September 12, 2022.



30
Locations

21
Funeral

9
Cemetery





SIGNATURE GROUP 2017

ONE PARK LAWN

111

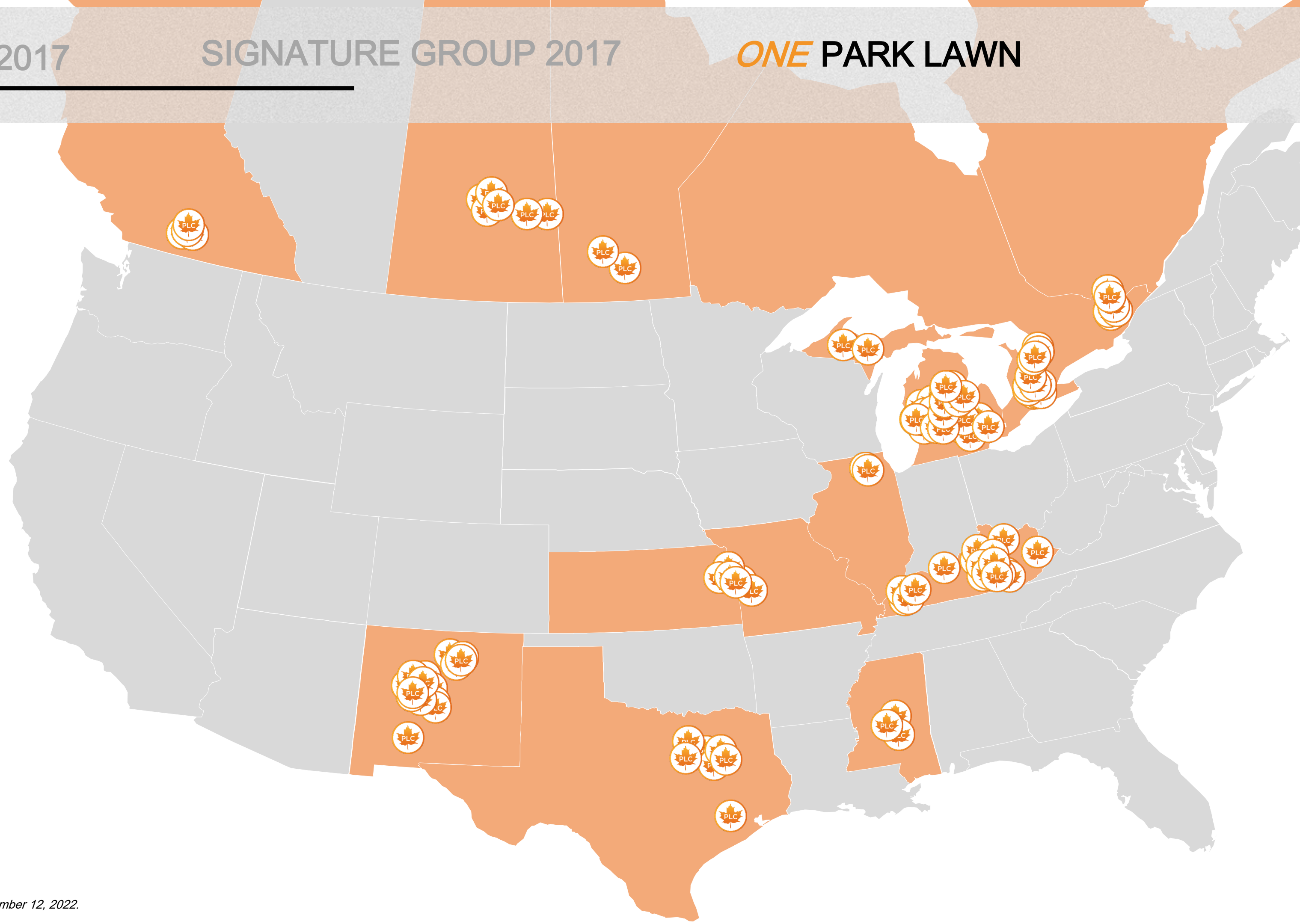
Locations

49

Funeral

62

Cemetery



2022 Totals include locations owned and operated as of September 12, 2022.



PARK LAWN 2017

SIGNATURE GROUP 2017

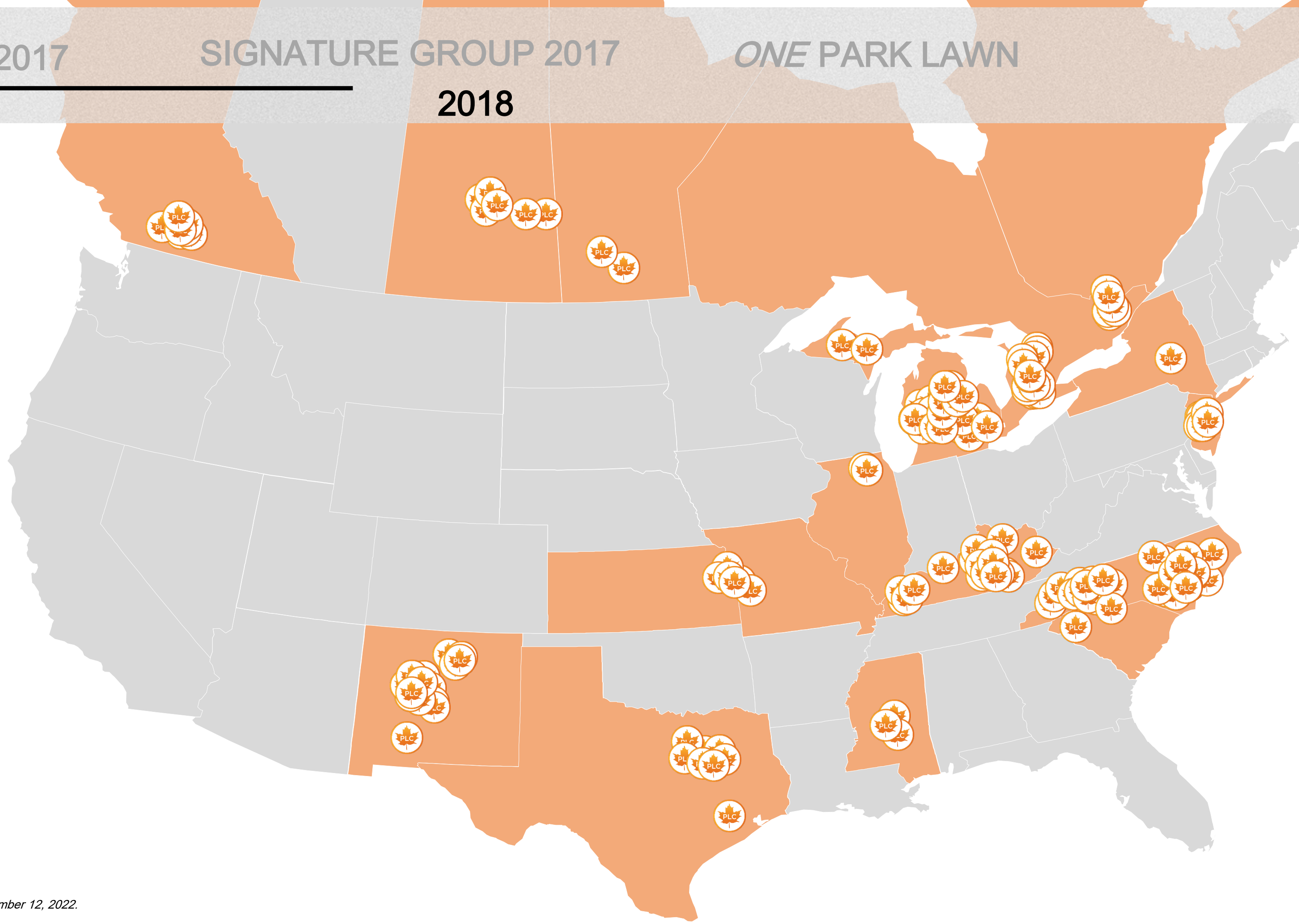
ONE PARK LAWN

2018

167
Locations

67
Funeral

100
Cemetery



2022 Totals include locations owned and operated as of September 12, 2022.



PARK LAWN 2017

SIGNATURE GROUP 2017

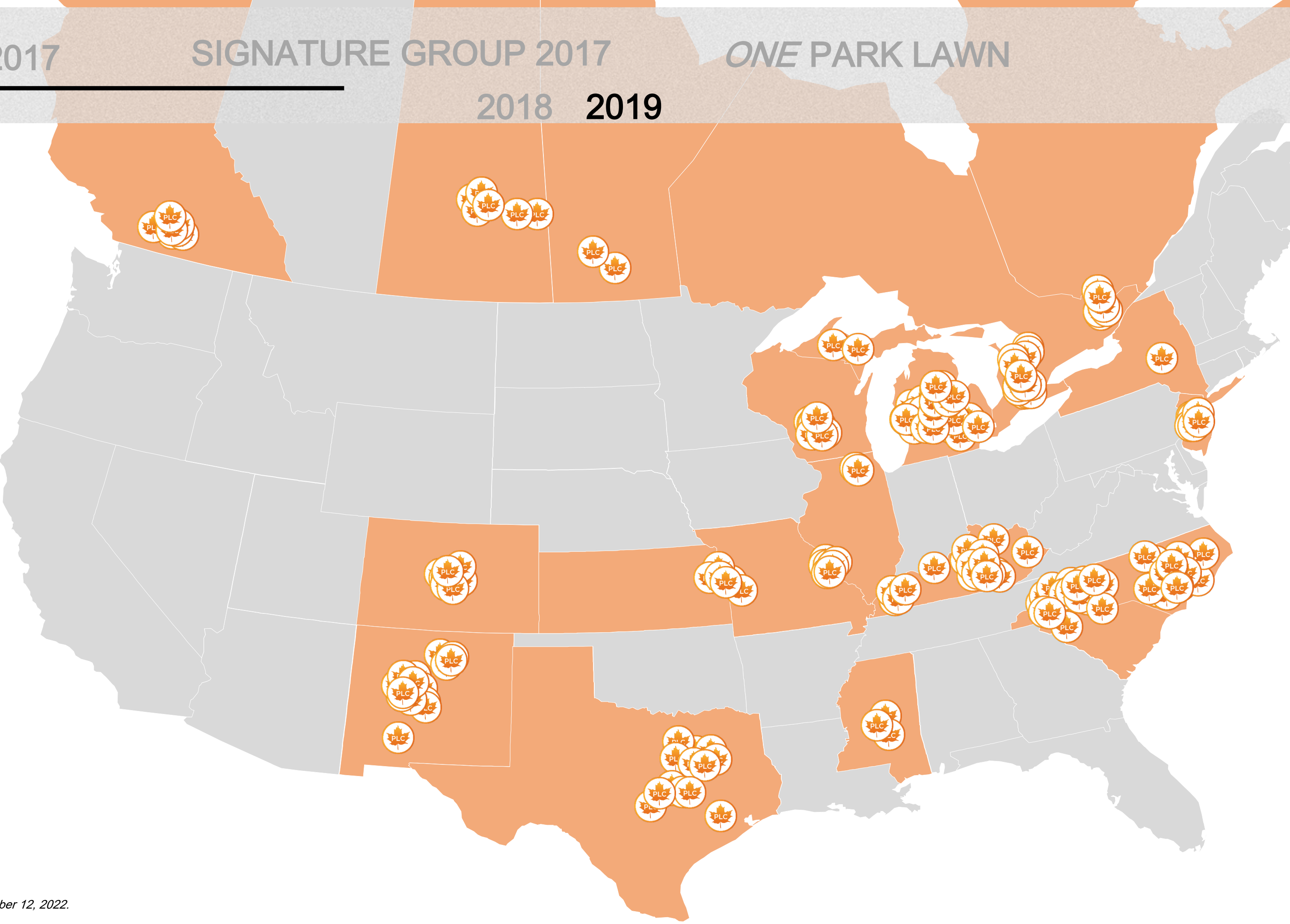
ONE PARK LAWN

2018 2019

205
Locations

97
Funeral

108
Cemetery



2022 Totals include locations owned and operated as of September 12, 2022.



PARK LAWN 2017

SIGNATURE GROUP 2017

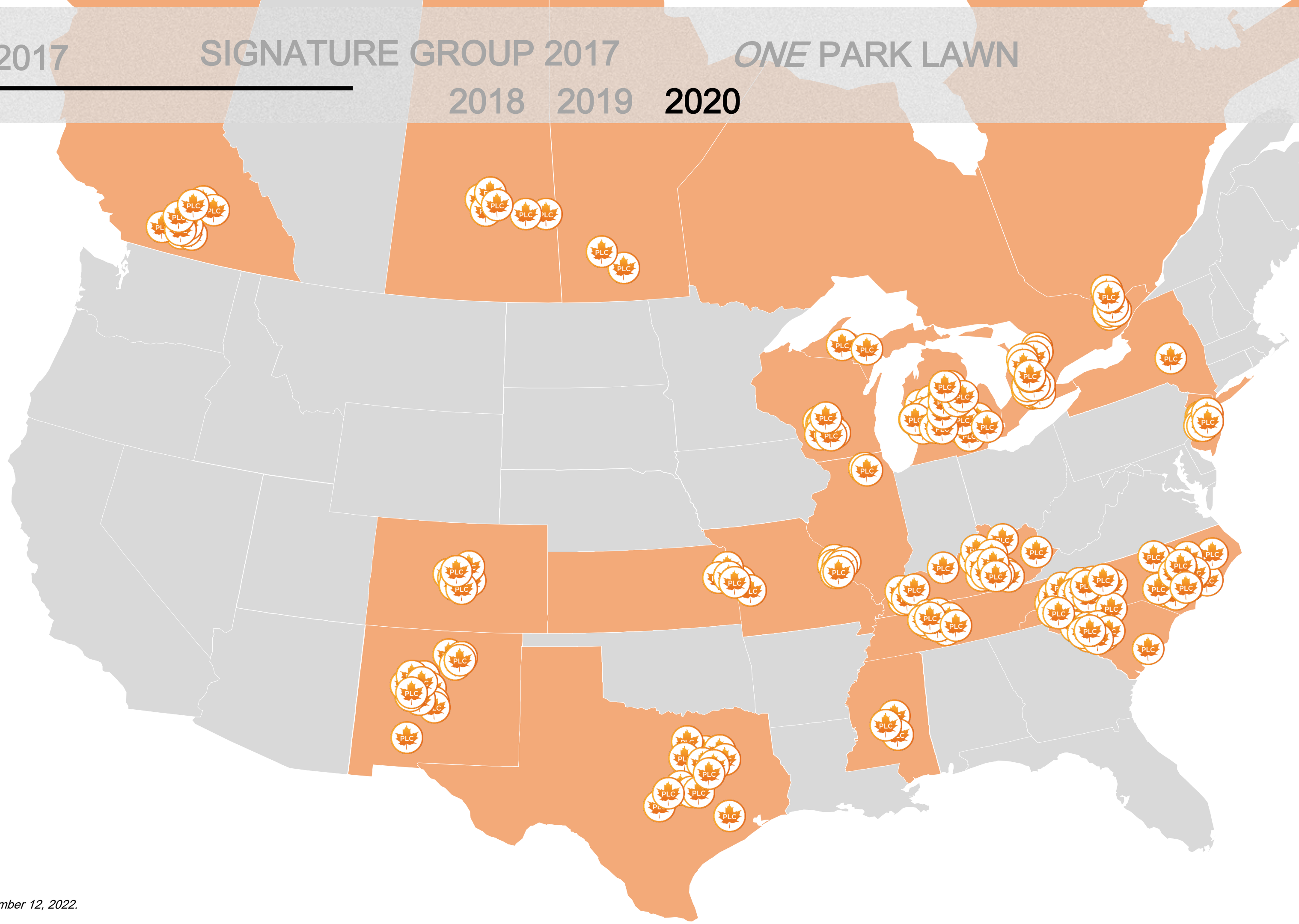
ONE PARK LAWN

2018 2019 2020

239
Locations

116
Funeral

123
Cemetery



2022 Totals include locations owned and operated as of September 12, 2022.



PARK LAWN 2017

SIGNATURE GROUP 2017

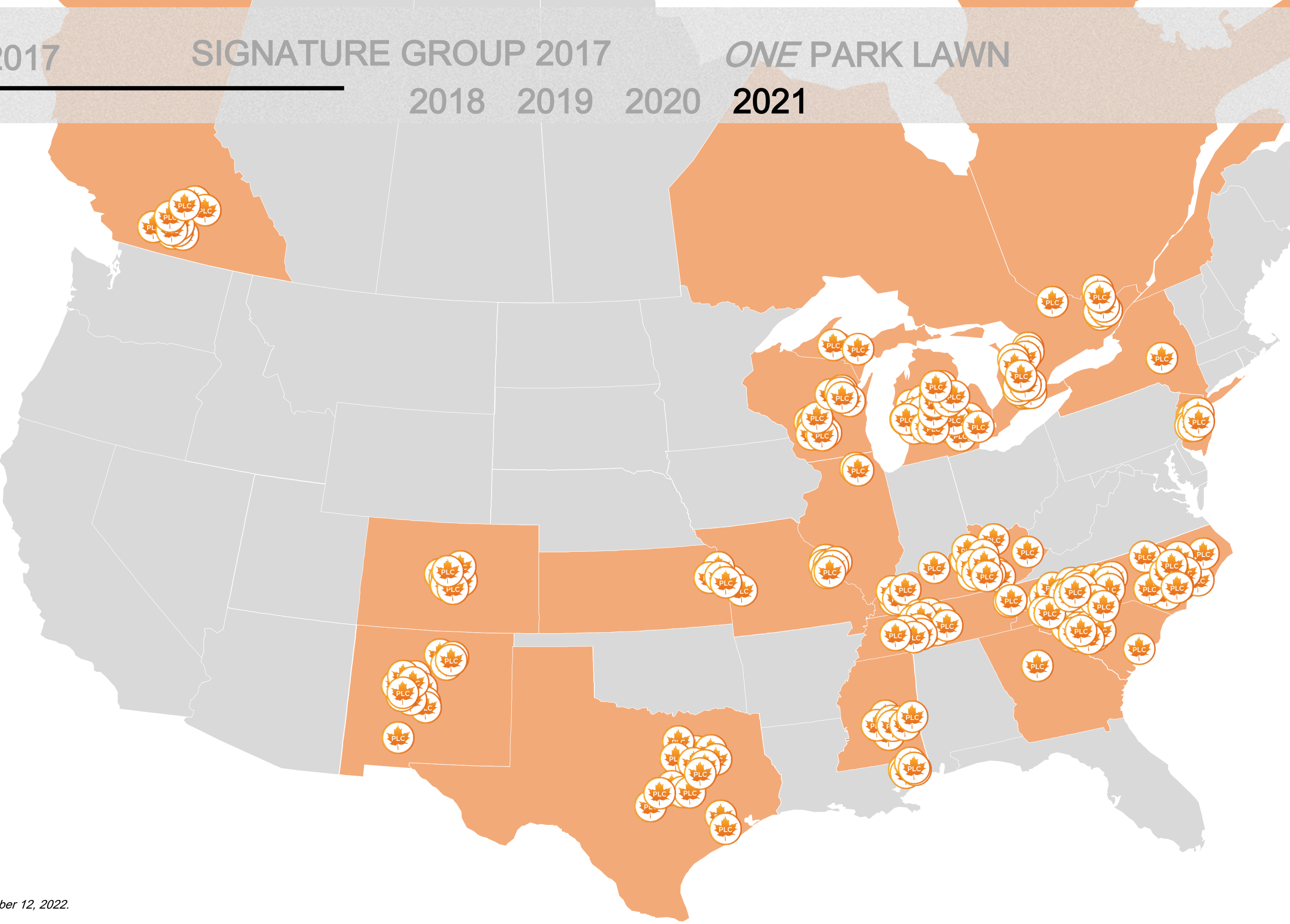
ONE PARK LAWN

2018 2019 2020 2021

273
Locations

138
Funeral

135
Cemetery



2022 Totals include locations owned and operated as of September 12, 2022.



PARK LAWN 2017

SIGNATURE GROUP 2017

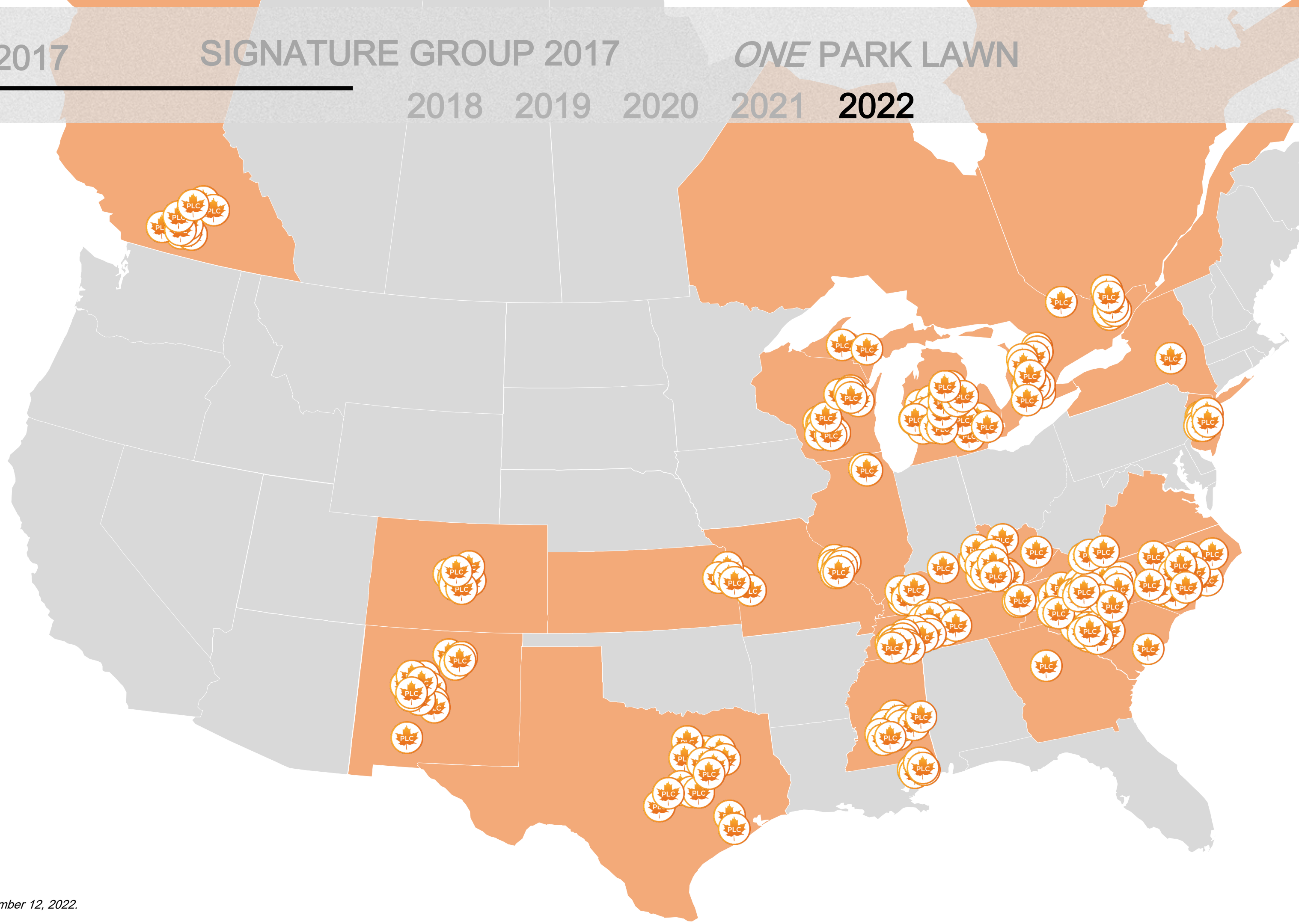
ONE PARK LAWN

2018 2019 2020 2021 2022

293
Locations

153
Funeral

140
Cemetery

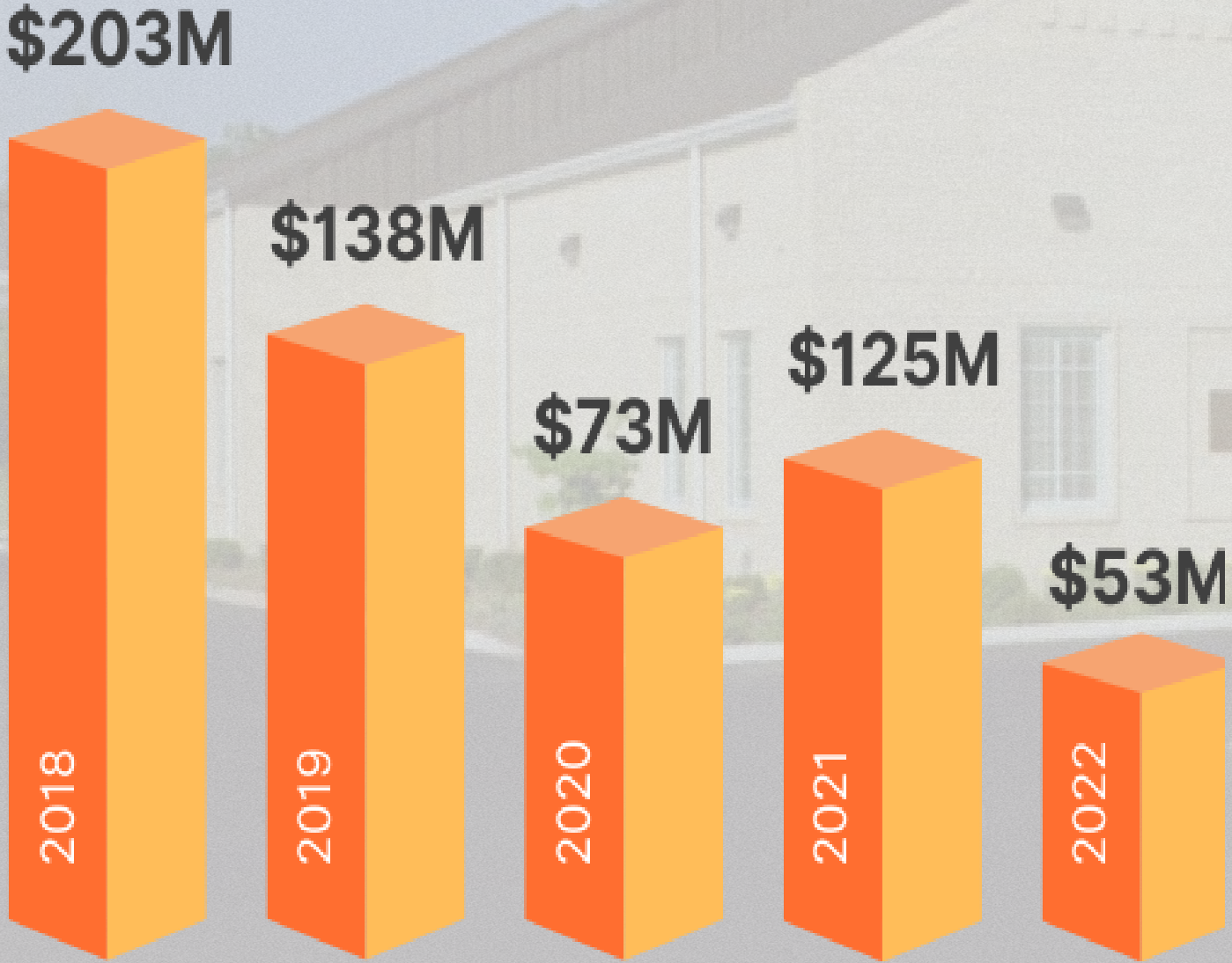


2022 Totals include locations owned and operated as of September 12, 2022.



UNPRECEDENTED GROWTH

Acquisition Spend





EXPANSION IMPACT

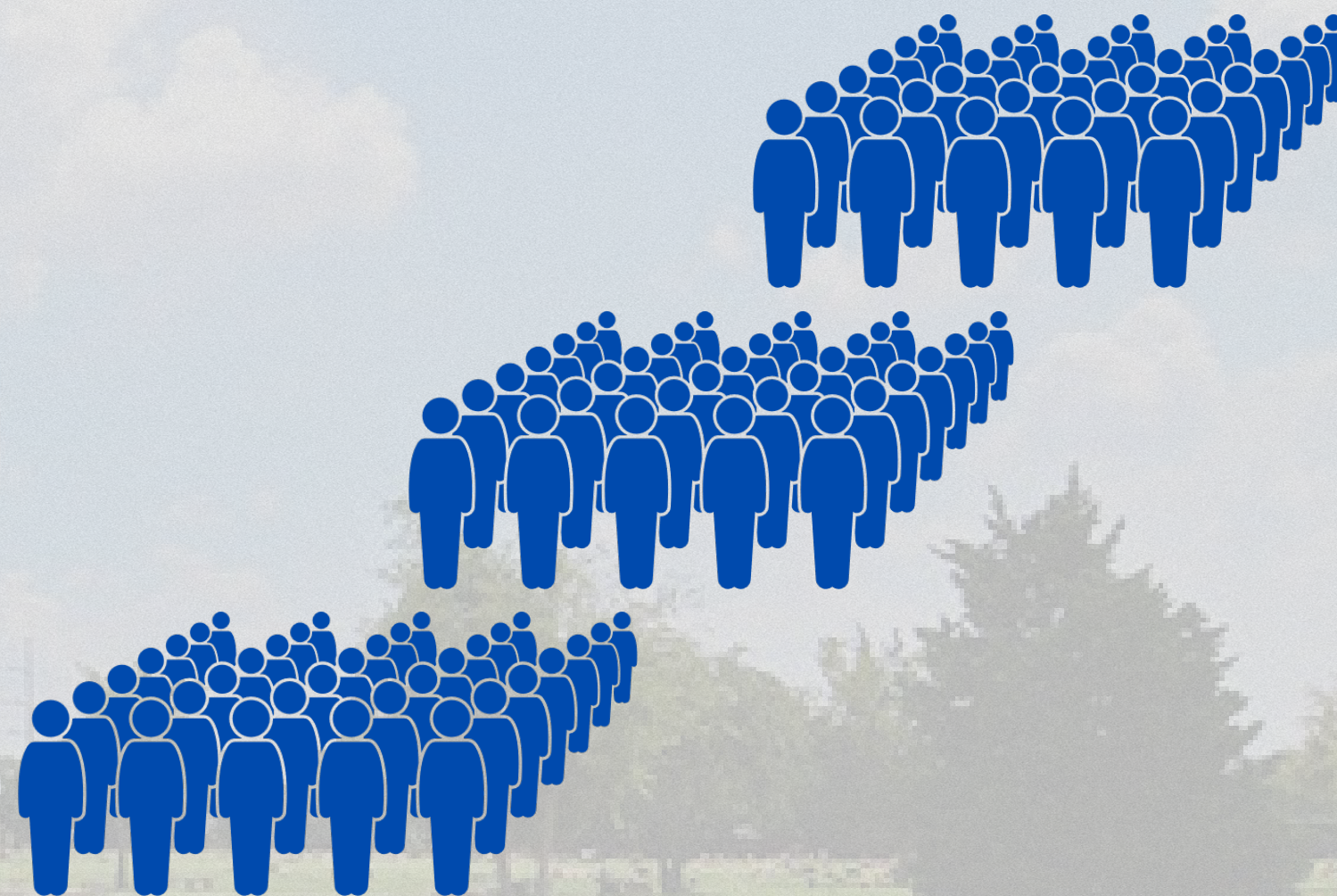
2017

Employees ~700



2017

Families Served ~13,000





EXPANSION IMPACT

2022

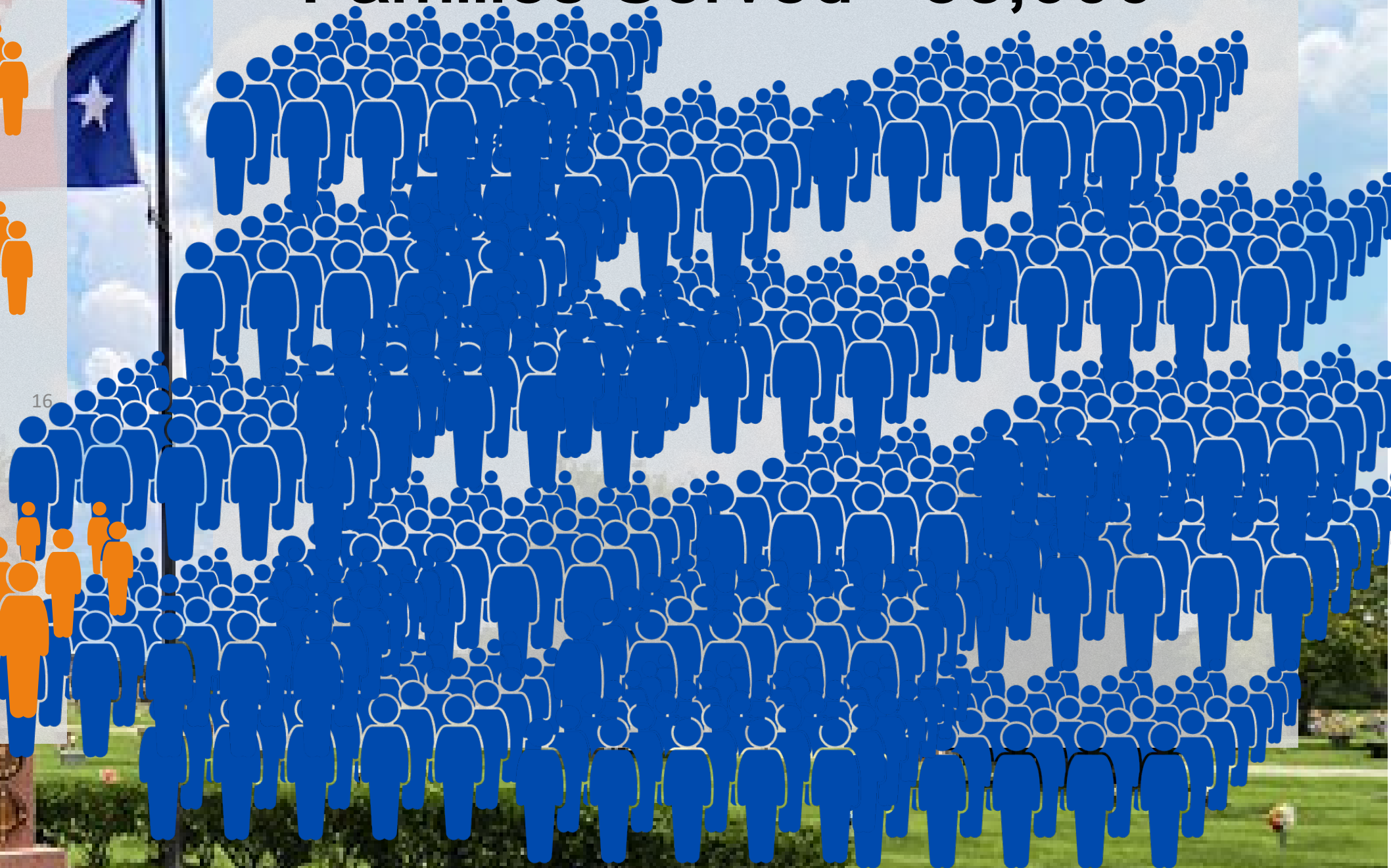
Employees ~2,500



2022

Families Served ~58,000

16





Where Are We Going...
How Do We Get There?



EVOLVING FOR THE FUTURE

Operations and Sales

- Organizational Structure
 - Alignment of operations and sales
 - Removed non-operating responsibilities
- Operational Focus
 - Ownership mentality
 - Support of location management

Business Growth Supporting Technology

- FaCTS™
 - Real time KPI dashboards
 - Management of daily activity
 - Average revenue per contract and discounts
 - Deposits and reconciliation
 - Commissions and large sales
 - Application Programming Interface capabilities
 - CRM
 - Scheduling and inventory
 - Online Digital Presence
 - Financial Reporting
 - Trust Management
 - Expedited Financial Statements
 - Payroll Management

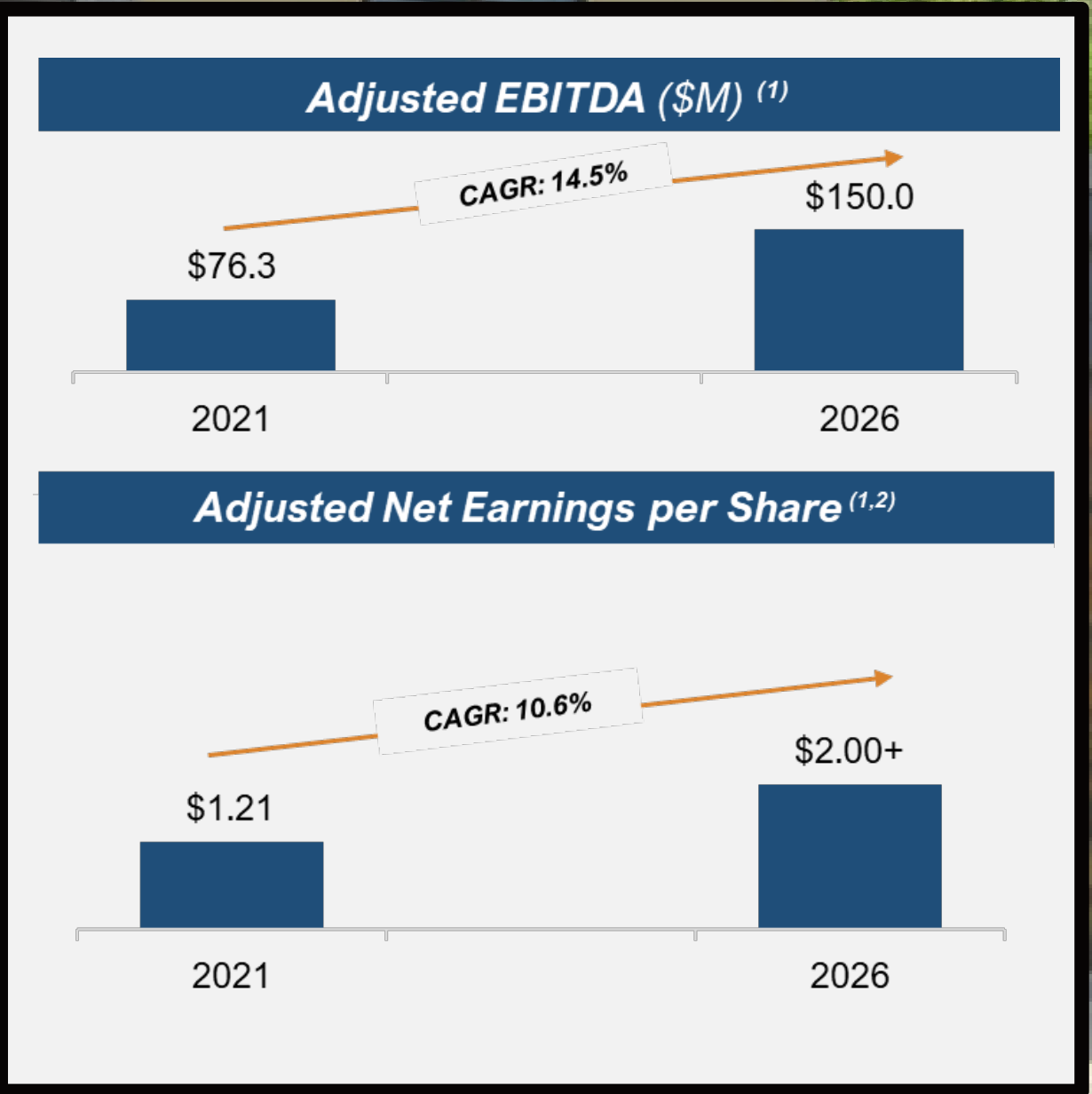
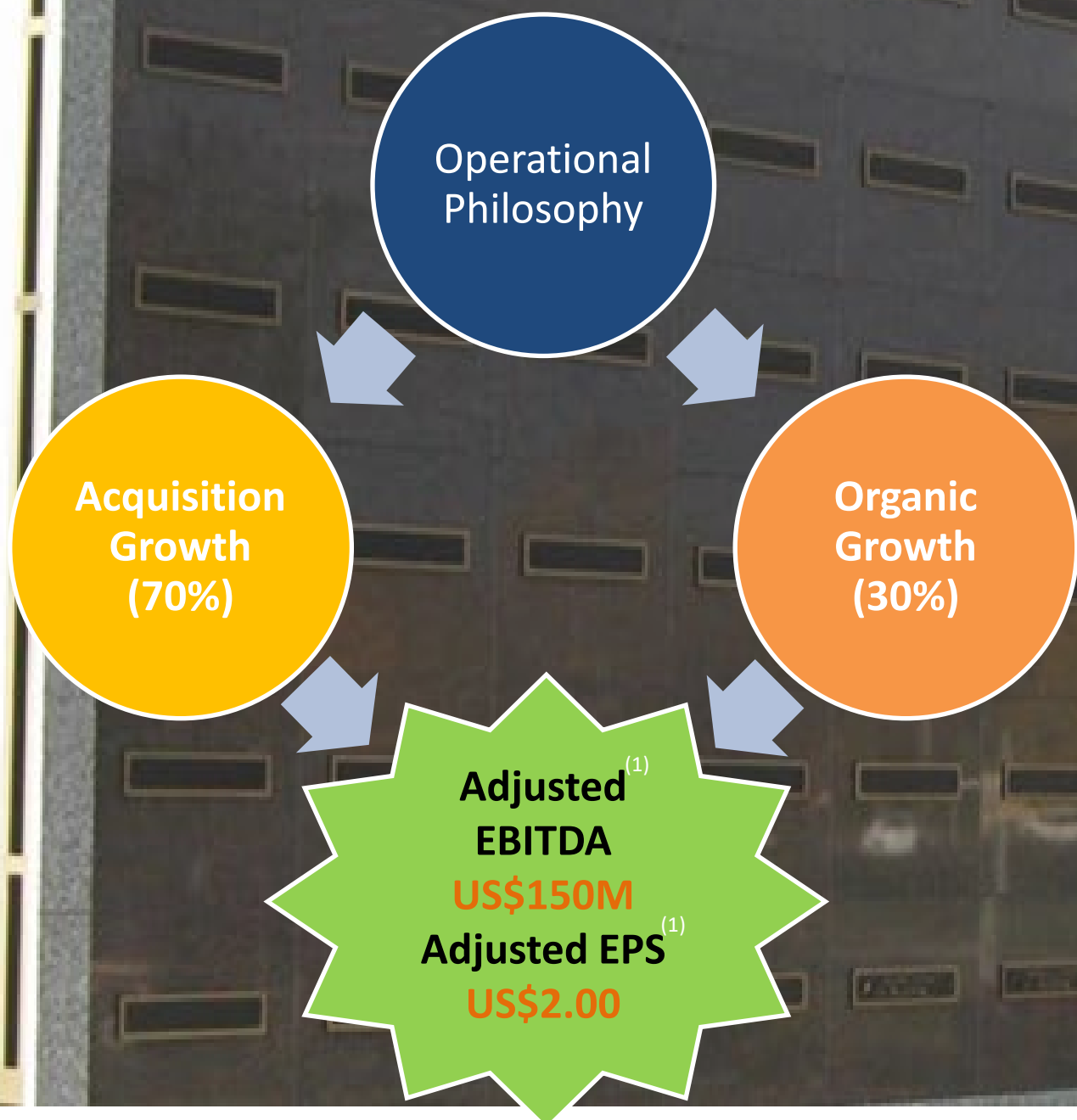
Strategy and People Development

- Training & Development
 - Learning Management System
 - The Park Lawn Way
 - Leadership Development
- New Business Integration
 - Employee onboarding
 - Administrative support
 - Time management
- Culture
 - One Park Lawn
 - Heart of the Company



ASPIRATIONAL GROWTH TARGETS

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



(1) Metric is a non-IFRS financial measure. For further information please see the Company's public filings.
(2) Calculated with respect to diluted shares outstanding at the respective reporting period.

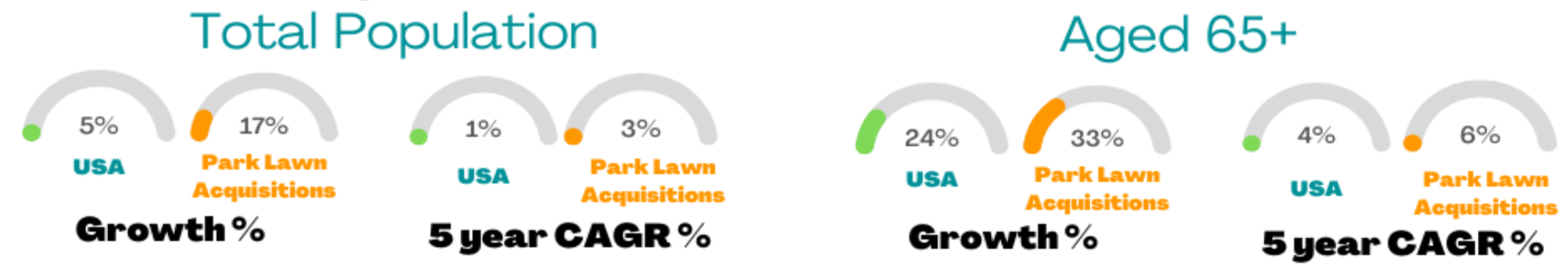


ACQUISITION STRATEGY

Acquisition
70%
Growth

- Operating model
- Naturally aligned acquisitions
- Disciplined decision making
- Favorable demographics
- Take good businesses and make them better

Population Growth 2020 - 2025



Average
Annual Spend
\$75M - \$125M

Source: Hauer, M. Population projections for U.S. counties by age, sex, and race controlled to shared socioeconomic pathway. Sci Data 6, 190005 (2019), and American Community Surveys developed by the U.S. Census Bureau, sourced through Caliper Corporation's Maptitude.



VALUE ADDED ACQUISITIONS

HORAN & MCCONATY - DENVER CO, METRO

Legacy Attributes

- Strong prior leadership
- Philosophical match of leadership and service
- Great demographics and quality assets
- Organizational strength

Park Lawn Benefits

- Decentralized operations
- Focus on location leadership
- Improved financial performance management
- Operational and sales support enhancements
- Optimize workforce through scheduling and personnel matrix



VALUE ADDED ACQUISITIONS

CRESS FUNERAL SERVICES - MADISON, WI

Legacy Attributes

- Market leader with a strong historical brand
- Premium facilities spread across the market
- Strong demographics of capital city
- Opportunity for operational upside

Park Lawn Benefits

- Continued leadership with strong long-term manager promotion
- Focus on location leadership
- Pricing and margin strategies for organic growth
- Grass roots marketing to continue to grow share



ORGANIC GROWTH

ORGANIC
30%
INITIATIVES

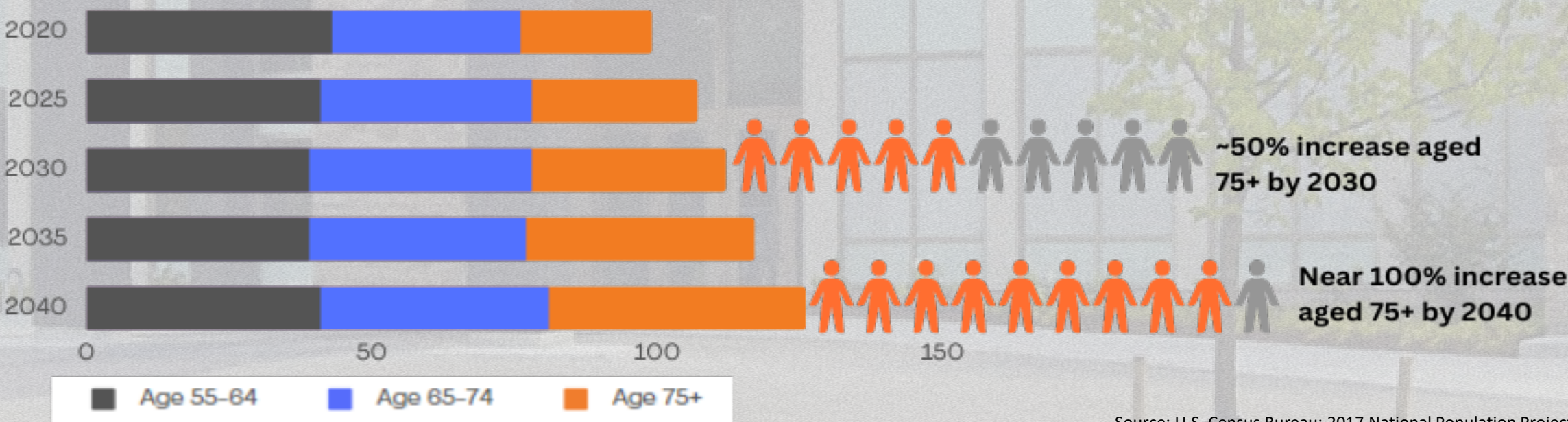
Operational Improvements

- Organic market share growth
 - Grass roots marketing
 - Digital marketing
- Strategic pricing strategies
- Incremental revenue growth through execution of average revenue per call
- KPI dashboards providing real time data to field operators
- Deploy revenue enhancements (receptions, keepsakes, catering, etc.) and cost reducing strategies

Capital Investments

- Mausoleum Development
- Cemetery inventory development
 - Cremation gardens
 - Mixed use and estate property
- Development of on-site funeral homes
- Existing Facility Improvements and Enhancements
 - Crematory and event space development

Demographic Tailwinds **55+ Population in Millions**





Q & A