



PARK LAWN
CORPORATION

SINCE 1892

Investor Presentation

TSX:PLC, PLC.U

December 2023



Disclaimers

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”, “target”, “goal”, “objective”, “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 achieve its 2026 aspirational growth target 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 third quarter of 2023 (filed on SEDAR+ on November 9, 2023), as well as that the CAD\$ to US\$ exchange rate remains consistent, 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 achievement of approximately 70% of growth through acquisitions, and approximately 30% of growth through organic means; the ability to continue to acquire premier independent businesses in both new and existing markets, and to obtain the financing required to complete such acquisitions; the completion of acquisition opportunities in high-growth markets at a rate of \$75-\$125 million per year; the continued successful investments in individual businesses to achieve organic growth and in projects and initiatives which yield improved asset productivity, including mausoleum developments, the development of existing and new cemetery properties, and development of on-site funeral homes; recent and future acquisitions and divestures will perform as expected; multiples remaining at or below levels paid by PLC for previously announced acquisitions; acquisition and financing markets will remain accessible; that PLC will continue to effectively integrate the strategic partners and acquired businesses into the Company’s existing operations; 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; the achievement of further market share penetration in the markets the Company currently operates in through further community involvement, exceptional customer service and target marketing; no material changes to the Company’s earning prospects; no material adverse impacts to the Company’s long-term investments and credit markets; no significant changes to the industry landscape or regulatory environment; continued availability of skilled talent and source materials to execute on the Company’s organic growth plans; favourable market conditions for share issuance to support growth financing; interest rates return to historical ten year averages; average supplier prices consistent with external price curves and internal forecasts; no severe and prolonged economic downturn; the continued maintenance of the Company’s information technology infrastructure and no material breach of cybersecurity; no significant event occurring outside the ordinary course of business such as a natural disaster, pandemic or other calamity; no material changes in the Canadian dollar to U.S. dollar exchange rate; return of inflation to normal trends and average inflation rate based on historical trends; an increase in salaries based on market average assumptions; and a reduction in corporate costs as a percentage of revenue due to economies of scale. 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. Forward-looking statements for periods beyond 2023 further assume, unless otherwise indicated, that the competitive, regulatory, operational, financial and other risks described above and under the heading “Risk Factors” in the Company’s most recent Annual Information Form will remain substantially unchanged during such periods, except for an assumed improvement in the risks related to the general economic conditions in future years.

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.sedarplus.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.

Disclaimers

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. Generally, the selected revenues, expenses and earnings figures have been translated into US\$ presentation currency using the average exchange rates prevailing during each reporting period. The selected assets and liabilities have been translated using the period-end exchange rates and shareholder's equity balances have been translated using historical rates in effect at the time of the transactions. The Appendix contains a table providing CAD\$:US\$ average exchange rates and period end exchange rates for the various periods noted in the presentation.

Non-IFRS Measures

EBITDA, Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted EBITDA per Share, Adjusted Net Earnings, Adjusted Net Earnings per Share/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. Please see the Appendix to this presentation for the definitions and reconciliations of these Non-IFRS financial measures.

About Park Lawn Corporation

US\$

Park Lawn Corporation (TSX:PLC, PLC.U) is Canada's only publicly traded owner and operator of funeral home and cemetery properties. Park Lawn consists of a diverse portfolio operating across Canada and the United States.

We strive to be North America's premier funeral, cremation and cemetery provider, and the indisputable choice for funeral and cemetery services in the communities we serve.

Park Lawn operates in micro markets with an entrepreneurial and adaptable business model and is exposed to markets with dense populations (Toronto, Denver, St. Louis, Nashville, Houston, New Jersey), as well as traditional markets (Mississippi, Kentucky, North and South Carolina, and Georgia).



Revenues

TTM Q3 2023 – \$345.7M
2022 – \$326.1M
2021 – \$294.8M
2020 – \$241.1M ⁽¹⁾



Net Earnings

TTM Q3 2023 – \$16.9M
2022 – \$25.1M
2021 – \$27.8M
2020 – \$14.2M



Adjusted EBITDA⁽³⁾

TTM Q3 2023 – \$77.9M
2022 – \$74.9M
2021 – \$76.3M
2020 – \$59.5M



Corporate Offices

Canada – Toronto, Ontario
U.S. – Houston, Texas



Employees

U.S. – 2,323
Canada – 393



Total Locations ⁽²⁾

Funeral Homes – 183
Cemeteries – 145
On-sites – 36



Locations by Country ⁽²⁾

U.S. States [19] – 291
Canadian Provinces [3] – 37



1) Accounting presentation change made to offset contributions to care and maintenance trust funds against revenue. Previously these contributions were presented within cost of sales.
2) Location counts include locations owned as of December 5, 2023
3) This is a non-IFRS financial measure. Please refer to the Appendix for more information on each non-IFRS financial measure.

Our Mission & Values

We are driven to be the indisputable choice for funeral and cemetery services in the communities we serve.

We do not consider ourselves to be a consolidator, but an operating company whose culture resembles strong, independent, family-run businesses. Our operational leaders work in the businesses alongside their respective teams and rely on decades of experience as opposed to theories found in management treatises, empty initiatives, and catch phrases.

Respect for the Family

- We have the courage to advise and direct our families.
- We have the integrity to do the right thing.
- We exceed expectations...every time.
- We make a positive impact on every life we touch.
- We have the empathy and compassion to let the healing begin here.

Respect for the Individual

- We deal with one another in an open and honest way.
- We encourage constructive criticism.
- We respect the desire for personal growth.
- We reward performance consistent with our values.
- We lead by example.

Respect for the Profession

- We recognize that ours is a demanding profession.
- We accept that responsibility as a group and as individuals.
- We believe in the value of funeral and cemetery services.
- We believe in the value of prearrangement.
- We strive to be operationally superior.

Expanding North American Footprint



328 Locations

	Stand-alone Funeral	Stand-alone Cemetery	On-Site	Total
Canada (3)	30	5	1	37
U.S. (19)	117	104	35	291
Total	147	109	36	328

Totals include locations owned and operated as of December 5, 2023. On-Site locations are where a funeral home is located on or adjacent to a cemetery location. Of the 147 cemetery properties owned and operated, 36 have an accompanying funeral home.

Industry Landscape

North America's \$22 Billion Death Care Industry

\$17B

Revenue Generated from 20,000+ Funeral Homes

\$5B

Revenue Generated from 6,000+ Cemeteries

80% Independent

Independent Operators

Roughly 80% of funeral home & cemetery locations in the U.S. & Canada are independently owned and operated.

Arbor Memorial Group

≈ 108 Locations
Privately Owned

Foundation Partners

≈ 260 Locations
Privately Owned

Newcomer Funeral Service

≈ 40 Locations
Privately Owned

Legacy Funeral Group

≈ 150 Locations
Privately Owned

Service Corp International

1,975 Locations
Publicly Traded: NYSE: SCI
2023 TTM Q3 Revenue: \$4.0B

Park Lawn Corporation

328 Locations
Publicly Traded: TSX: PLC, PLC.U
2023 TTM Q3 Revenue: \$345.7M

Carriage Services

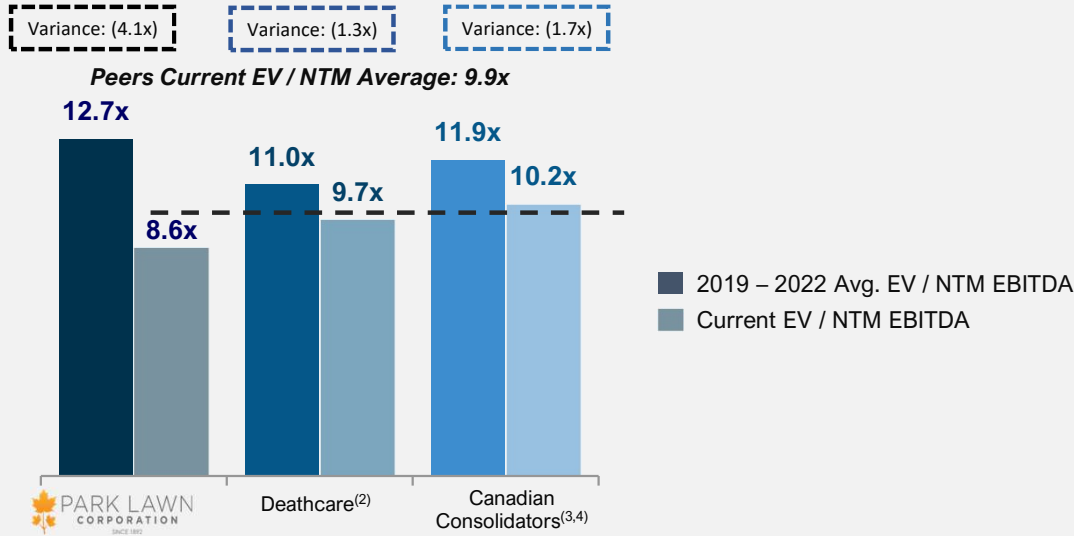
203 Locations
Publicly Traded: NYSE: CSV
2023 TTM Q3 Revenue: \$377.6M

NorthStar Memorial Group

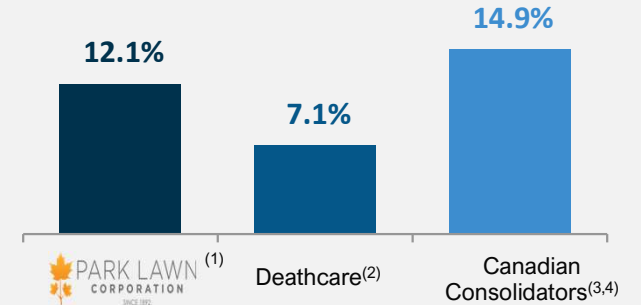
≈ 85 Locations
Privately Owned

Investment Opportunity

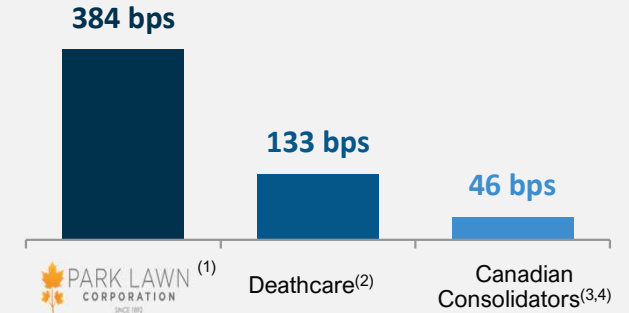
Historical vs. current EV / NTM EBITDA



2019A – 2023E Revenue CAGR



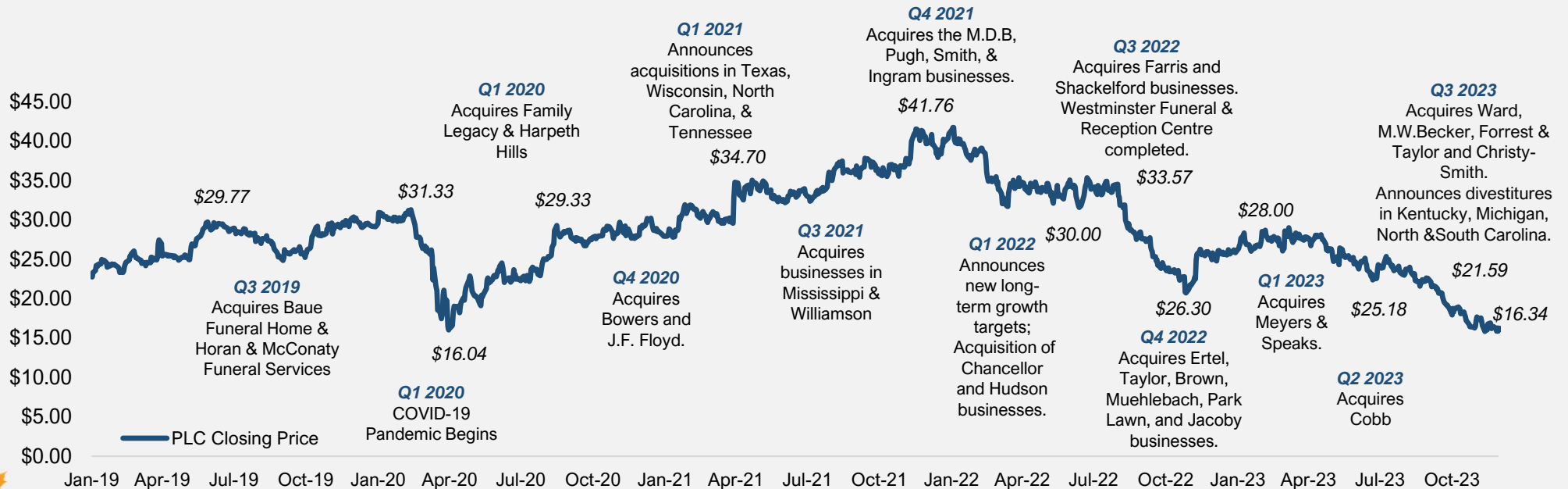
2019A – 2023E EBITDA Margin expansion



Source: Capital IQ, Company Filings.

Note: Information as at December 1, 2023. Figures are presented on an IFRS 16 basis, following adoption.

1. PLC 2019A EBITDA excludes the pre-need trust capital gain of CAD\$ 4.3M as these gains are now deferred over the time of their contracts. PLC 2023E Revenue and EBITDA figures are pro-forma the now announced dispositions in Kentucky, Michigan and North and South Carolina.
2. Deathcare peers include: SCI and Carriage Services
3. Consolidators peers include: Boyd Group, Premium Brands, WSP, Stantec, Pet Valu, K-Bro Linen, Dentalcorp, Adentra, and Savaria.
4. CAGR for Pet Valu and Dentalcorp are calculated from CY2021A to CY2023E and excluded from margin expansion average, due to IPOs in CY2021.



Information as of December 5, 2023; Source: Yahoo! Finance. Closing stock prices are represented in CAD\$.

Positioned for Future Success

Park Lawn is uniquely positioned to take advantage of favourable population demographics, driven by the aging of “Baby Boomers” born between 1946 and 1964.

The rising population of adults aged 55+ will provide many opportunities for our funeral homes and cemeteries with respect to pre-need sales and planning.

The increasing death rate accompanying this large population increase will provide opportunities for growth in at-need sales.

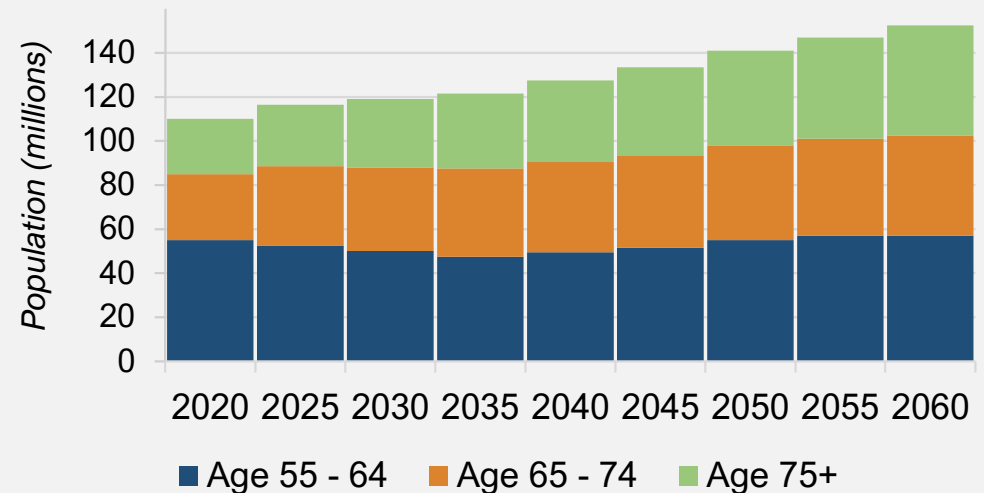
Since 2016, the number of families in North America choosing cremation has outnumbered those choosing traditional burial.

The growth of the nuclear family along with the decline of cultural traditions have fueled the trend towards cremations.

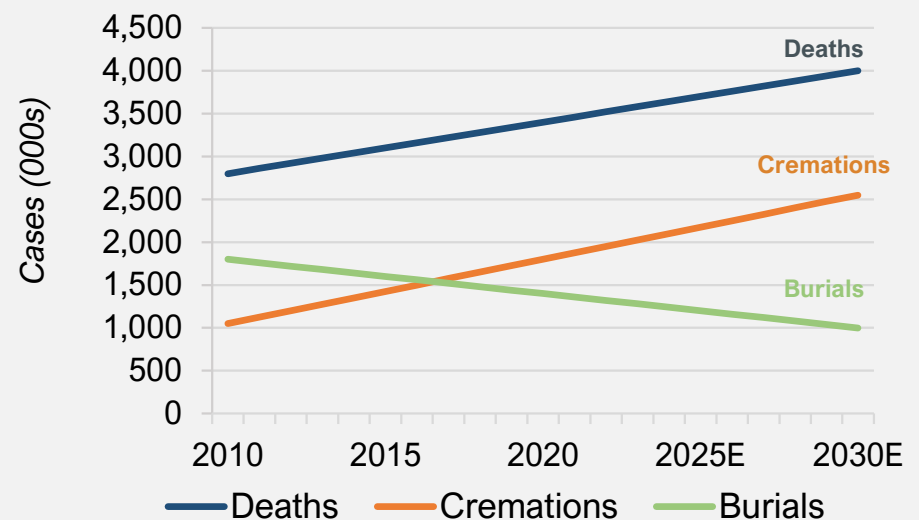
We operate in markets with high cremation rates (Toronto, New York, New Jersey, Colorado, and New Mexico), as well as low cremation rates (Mississippi, Kentucky, North and South Carolina, and Georgia).

- Park Lawn is the #1 player in cremations in Toronto, conducting >50% of cremations performed in the market.
- CremateSimply™: A cremation alternative for our current markets’ consumers that do not typically choose our brand businesses.

North American Adults Aged 55+



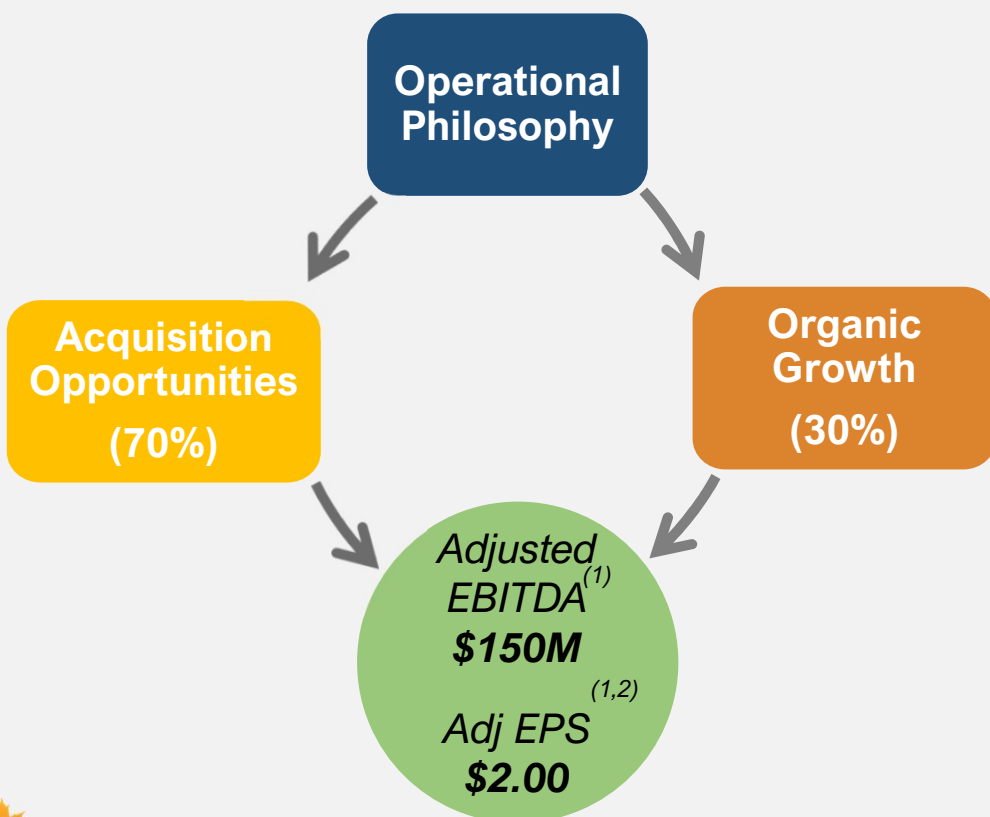
Rising Cremation Rates in North America



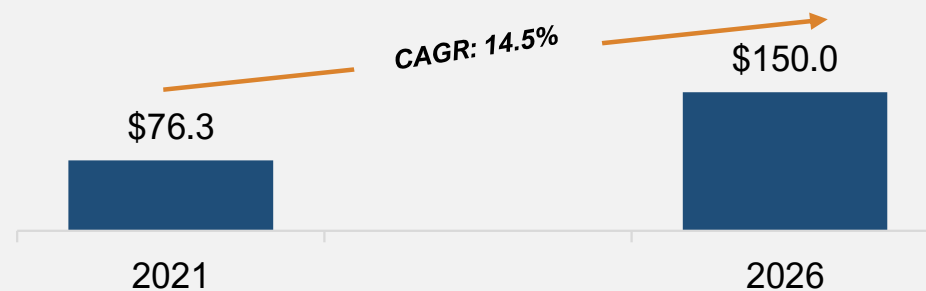
2026 Aspirational Growth Targets

US\$

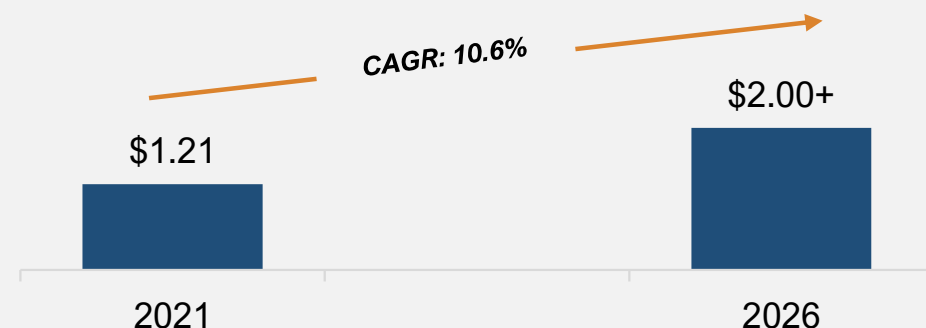
“PLC has set an aspirational growth target of achieving a total of **US\$150M** of pro forma Adjusted EBITDA ⁽¹⁾ by the end of 2026 translating into Adjusted Net Earnings ⁽¹⁾ exceeding **US\$2.00** per share.”



Adjusted EBITDA (\$M) ⁽¹⁾



Adjusted Net Earnings per Share ^(1,2)

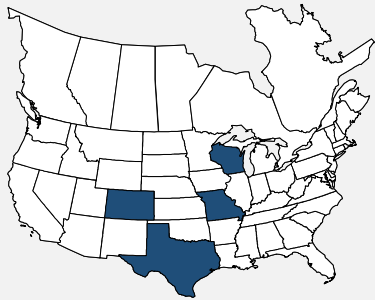


1) This is a non-IFRS financial measure. Please refer to the Appendix for more information on each non-IFRS financial measure.
 2) Calculated with respect to diluted shares outstanding at the respective reporting period.

Acquisition Opportunities

US\$

The death care industry continues to be a highly-fragmented market. Park Lawn plans to continue its acquisition growth strategy where opportunities are attractive and can be integrated with existing operations or provide entry to a new high-growth market.



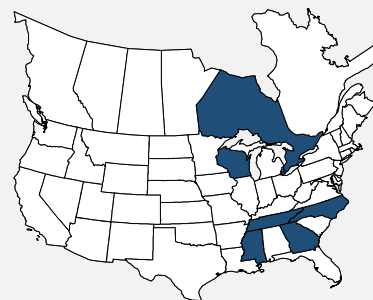
2019

30 Funeral Homes Added
8 Cemeteries Added
\$135M Spent



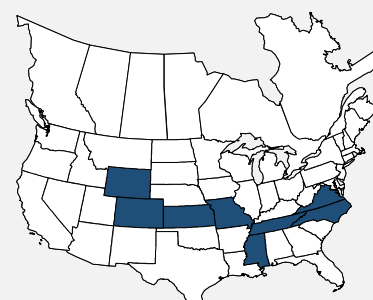
2020

19 Funeral Homes Added
15 Cemeteries Added
\$73M Spent



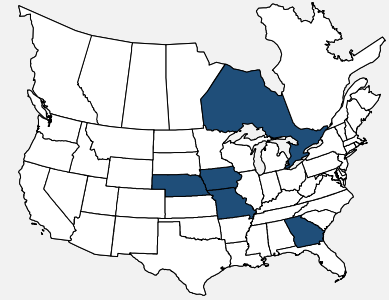
2021

29 Funeral Homes Added
12 Cemeteries Added
\$126M Spent



2022

28 Funeral Homes Added
9 Cemeteries Added
\$94M Spent



2023

17 Funeral Homes Added⁽¹⁾
2 Cemeteries Added⁽¹⁾
\$75-125M Expected^(1,2)

Representative Recent Acquisitions



Christy-Smith

- 2 stand-alone funeral homes
- Represents 217 calls per year
- Transaction closed on October 16, 2023



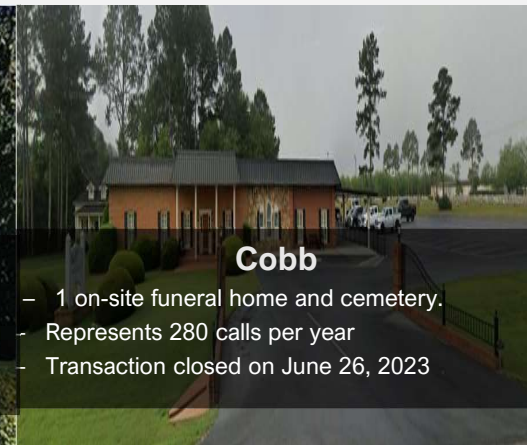
Forrest and Taylor

- 1 stand-alone funeral homes
- Represents 158 calls per year
- Transaction closed on August 14, 2023



Ward

- 3 stand-alone funeral homes
- Represents 1,218 calls per year
- Transaction closed on July 17, 2023



Cobb

- 1 on-site funeral home and cemetery.
- Represents 280 calls per year
- Transaction closed on June 26, 2023

1) Closed or announced transactions through December 5, 2023.
 2) As indicated by Company filings on November 9, 2023.

Organic Growth Projects

US\$

Organic initiatives include the build-out of inventory at existing cemetery properties, remodeling of existing funeral homes, construction of new stand-alone funeral homes and construction of new funeral homes on cemeteries, referred to as on-sites.

These projects unlock new sources of revenue for existing businesses while increasing the useful life of Park Lawn's existing portfolio.

Target IRR of over 20% on expansion initiatives

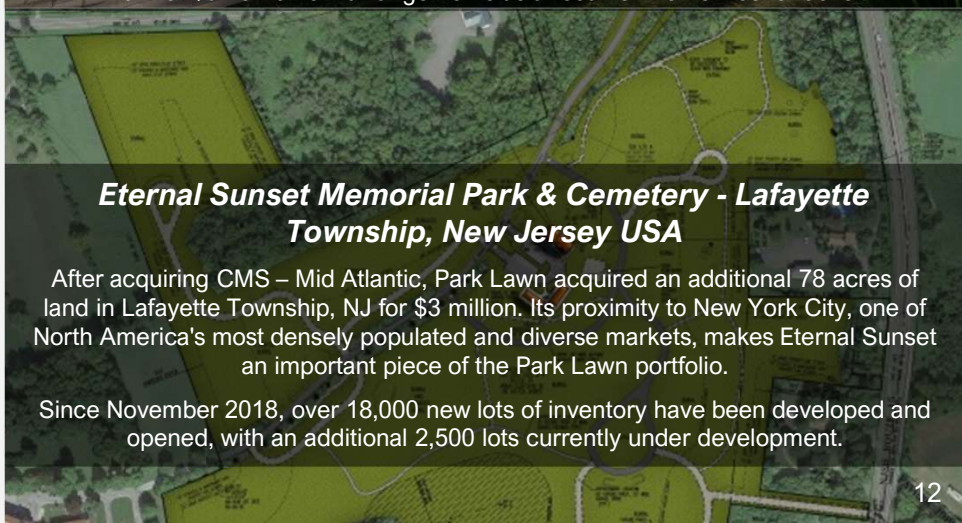
Capital Deployment (\$M)				
	2022	TTM Q3 2023		
Maintenance CAPEX	\$12.4	\$11.0		
Inventory Replenishment	\$2.0	\$3.8		
Total Maintenance Capital	\$14.4	\$14.8	\$14.4	\$112.6
Development	\$9.9	\$8.7		
Acquisitions	\$93.9	\$77.6		
Total Growth Capital	\$103.8	\$86.3	\$103.8	86.3
Dividends Paid and Accrued	\$11.9	\$11.5	\$11.9	\$11.5
Total Capital Deployed	\$130.1	\$112.6	2022	2023



Waco Memorial Funeral Home - Waco, Texas USA
 This 10,000 square foot facility is located at Waco Memorial Park, making it the only on-site in the market. Opened as of March 1, 2023.



Westminster Funeral & Visitation Centre - Toronto, Canada
 This 32,100 square foot facility is the first on-site in our Canadian portfolio. Opened August 2022
 We are experiencing a considerable increase in demand for pre-need interment/entombment arrangements as a result of the new construction.



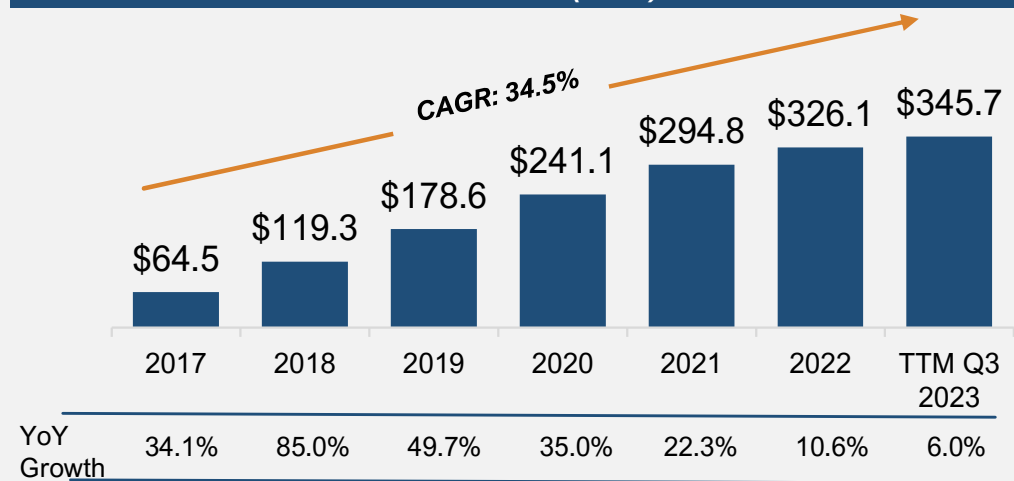
Eternal Sunset Memorial Park & Cemetery - Lafayette Township, New Jersey USA
 After acquiring CMS – Mid Atlantic, Park Lawn acquired an additional 78 acres of land in Lafayette Township, NJ for \$3 million. Its proximity to New York City, one of North America's most densely populated and diverse markets, makes Eternal Sunset an important piece of the Park Lawn portfolio.
 Since November 2018, over 18,000 new lots of inventory have been developed and opened, with an additional 2,500 lots currently under development.

Strong Financial Performance

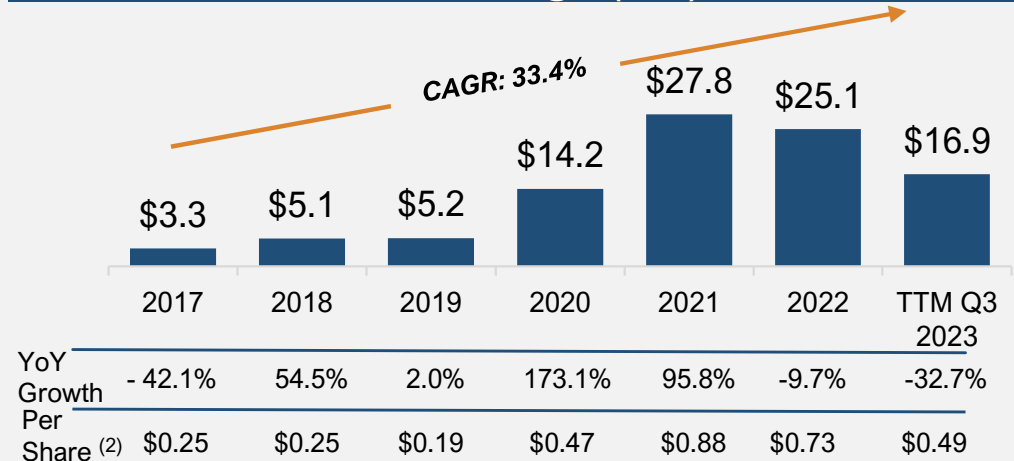
US\$



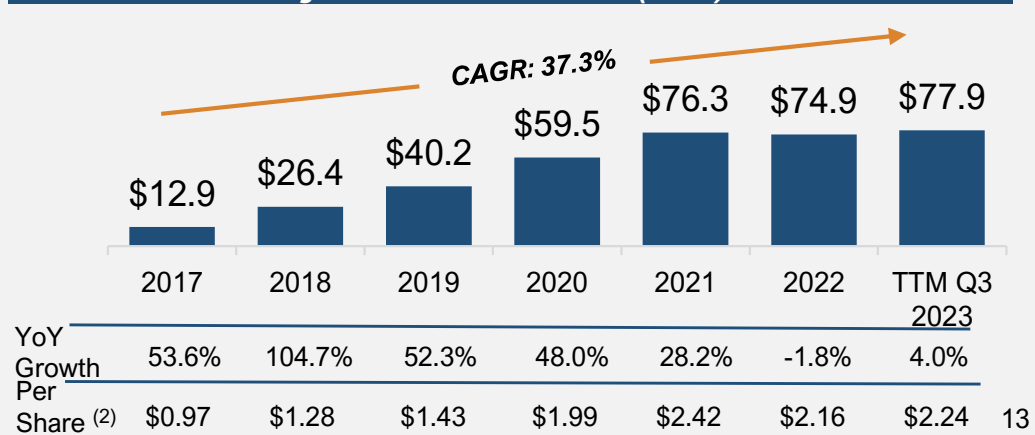
Revenue (\$M) ⁽¹⁾



Net Earnings (\$M)



Adjusted EBITDA (\$M) ⁽³⁾



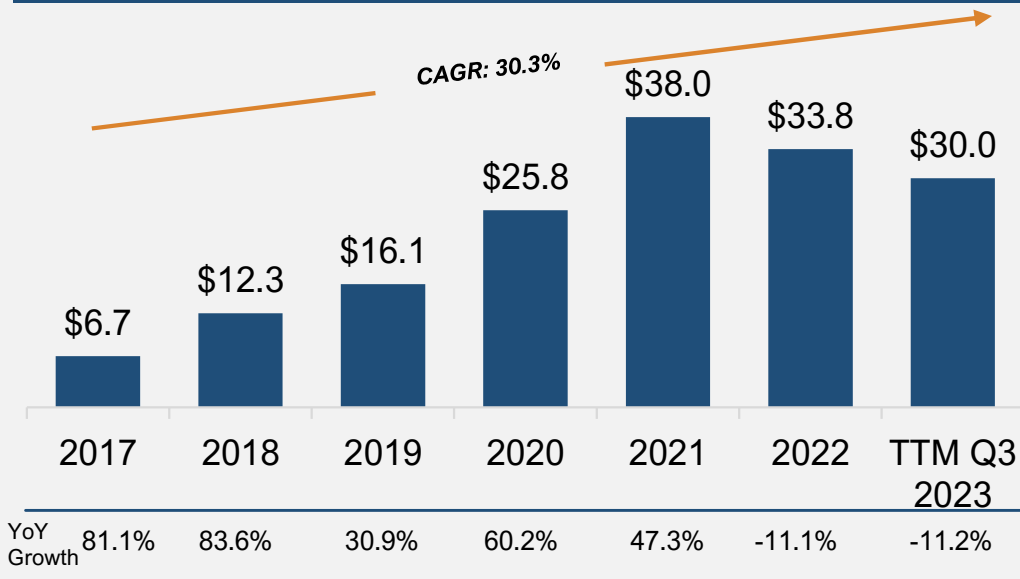
1) Accounting presentation change made to offset contributions to care and maintenance trust funds against revenue. Previously these contributions were presented within cost of sales.
 2) Calculated with respect to diluted shares outstanding at the respective reporting period.
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Strong Earnings Growth

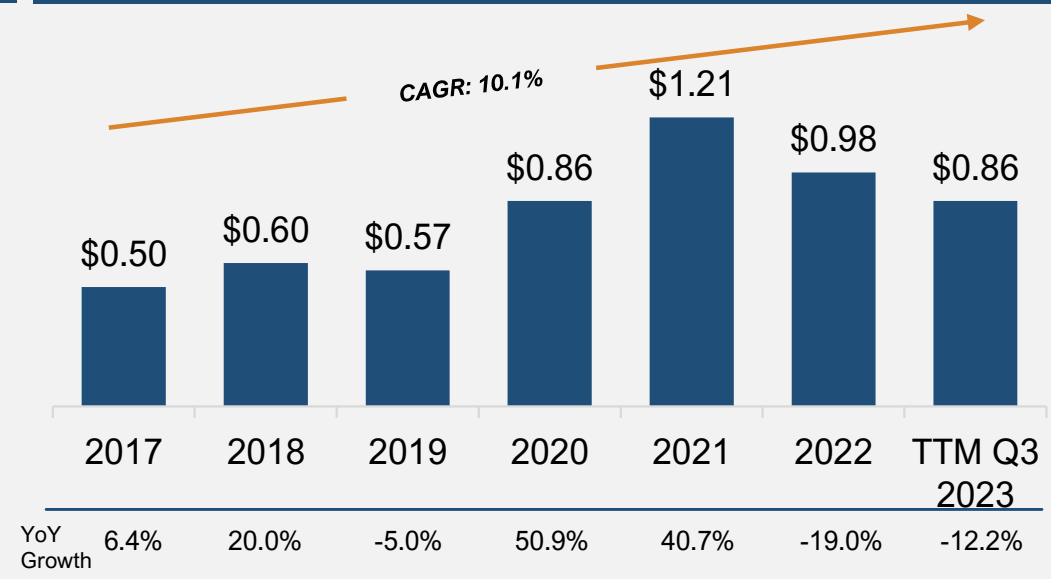
US\$

Park Lawn continues to deliver strong returns to shareholders.

Adjusted Net Earnings (\$M) ⁽¹⁾



Adjusted Net Earnings per Share ^(1,2)



1. This is a non-IFRS financial measure. Please refer to the Appendix for more information on each non-IFRS financial measure.
 2. Calculated with respect to diluted shares outstanding at the respective reporting period.

Margin Expansion

Near Term Strategic Priorities

Integration of 300+ businesses, 2,500+ users, and 1,500+ endpoints across Park Lawn's Canadian and U.S. offices into our enterprise infrastructure.

- FaCTS™ fully implemented across all US and Canadian businesses.
- Improved automation and investment in integrated systems.
- Continue to streamline and improve operational efficiency.

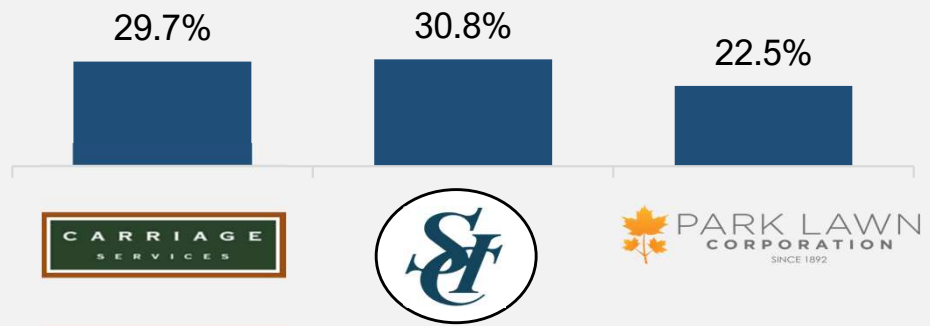
Complement existing business mix with higher margin operations.

- On-sites
- Cremation Gardens

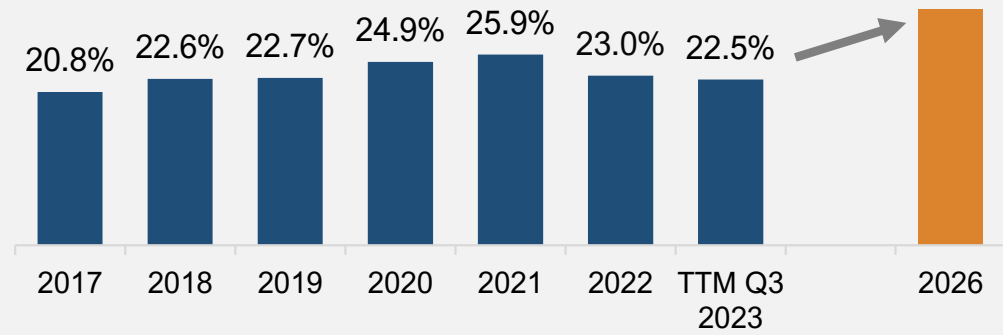
Continue to invest in people, our most important resource.

- Providing extensive Leadership and Development Training through development of Learning Management System with over 50 courses ranging from health and safety to personal development, complaint resolution and resilience training.
- Provision of apprenticeships and internships to its staff, along with leadership, coaching and development training.

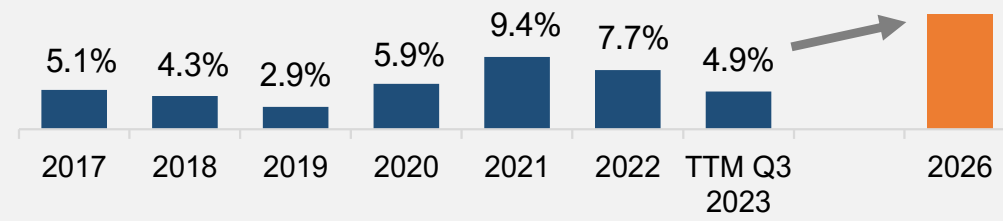
Current Comparative Margins (TTM Q3 2023 Adjusted EBITDA) ^(1,2,3,4)



Park Lawn's Adjusted EBITDA Margin ^(1,3,4)



Park Lawn's Net Earnings Margin



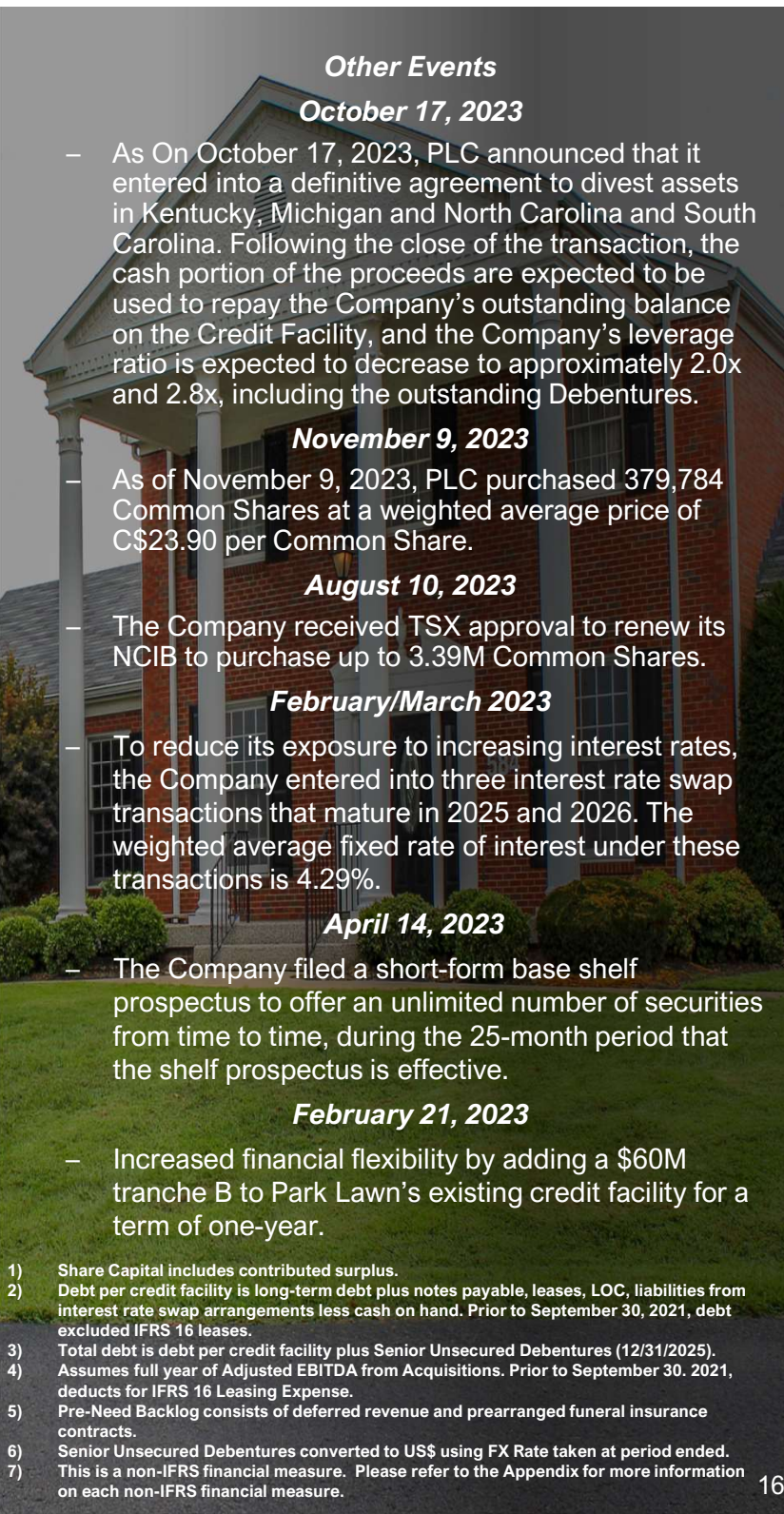
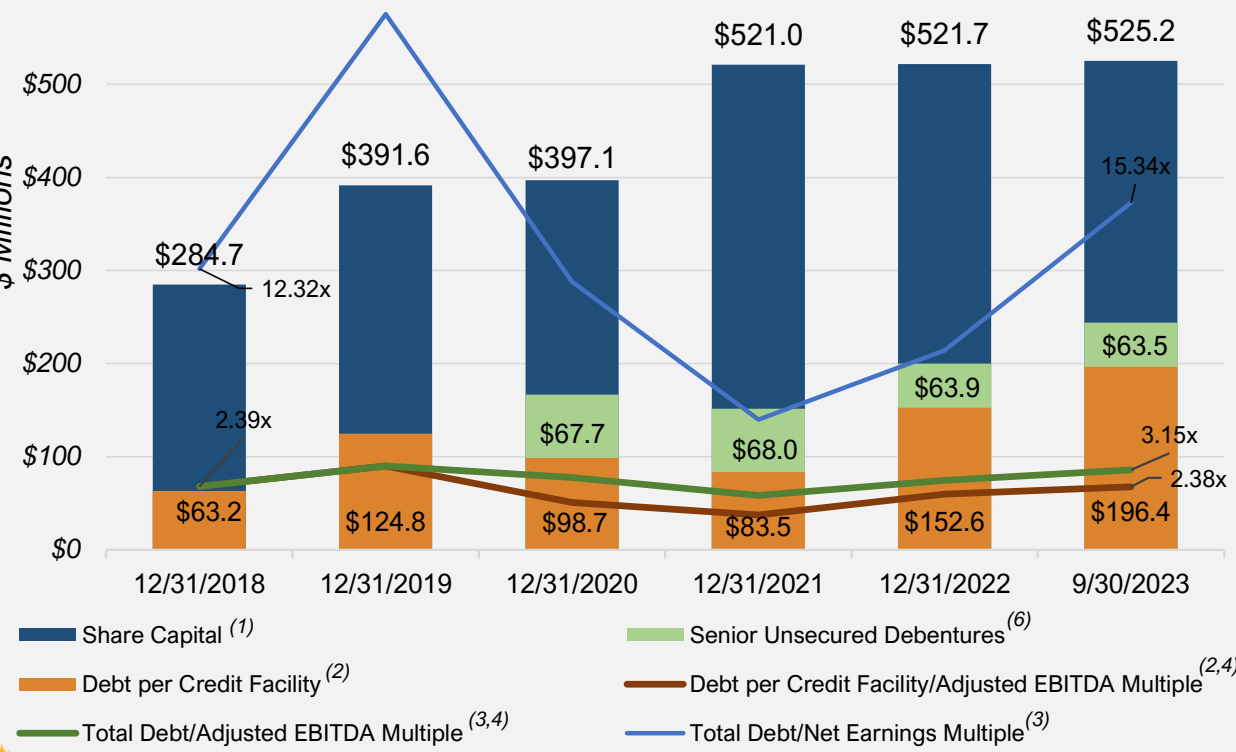
1) Adjusted EBITDA Margin includes amounts attributable to the non-controlling interest.
 2) SCI/CSV percentages calculated from company filings.
 3) Adjusted EBITDA Margin percentages have been revised to align with the Company's change in presentation currency effective January 1, 2022.
 4) This is a non-IFRS financial measure. Please refer to the Appendix for more information on each non-IFRS financial measure

Balance Sheet Strength

US\$

Selected Balance Sheet Information (\$ Millions)	12/31/2018	12/31/2019	12/31/2020	12/31/2021	12/31/2022	9/30/2023
Cash & Cash Equivalents	\$10.9	\$16.4	\$24.7	\$20.8	\$30.3	\$27.6
Pre-need Receivables	\$64.9	\$67.0	\$82.6	\$91.9	\$99.3	\$60.4
Care & Maintenance Trust Funds	\$151.2	\$172.8	\$193.2	\$230.0	\$209.5	\$166.8
Pre-need Trust Funds	\$121.6	\$195.7	\$230.2	\$259.7	\$239.3	\$178.0
Pre-need Backlog ⁽⁵⁾	\$364.3	\$536.5	\$658.3	\$855.0	\$940.7	\$864.3

Debt / Adjusted EBITDA ^(2,4,7)



Other Events

October 17, 2023

- As On October 17, 2023, PLC announced that it entered into a definitive agreement to divest assets in Kentucky, Michigan and North Carolina and South Carolina. Following the close of the transaction, the cash portion of the proceeds are expected to be used to repay the Company's outstanding balance on the Credit Facility, and the Company's leverage ratio is expected to decrease to approximately 2.0x and 2.8x, including the outstanding Debentures.

November 9, 2023

- As of November 9, 2023, PLC purchased 379,784 Common Shares at a weighted average price of C\$23.90 per Common Share.

August 10, 2023

- The Company received TSX approval to renew its NCIB to purchase up to 3.39M Common Shares.

February/March 2023

- To reduce its exposure to increasing interest rates, the Company entered into three interest rate swap transactions that mature in 2025 and 2026. The weighted average fixed rate of interest under these transactions is 4.29%.

April 14, 2023

- The Company filed a short-form base shelf prospectus to offer an unlimited number of securities from time to time, during the 25-month period that the shelf prospectus is effective.

February 21, 2023

- Increased financial flexibility by adding a \$60M tranche B to Park Lawn's existing credit facility for a term of one-year.

1) Share Capital includes contributed surplus.
 2) Debt per credit facility is long-term debt plus notes payable, leases, LOC, liabilities from interest rate swap arrangements less cash on hand. Prior to September 30, 2021, debt excluded IFRS 16 leases.
 3) Total debt is debt per credit facility plus Senior Unsecured Debentures (12/31/2025).
 4) Assumes full year of Adjusted EBITDA from Acquisitions. Prior to September 30, 2021, deducts for IFRS 16 Leasing Expense.
 5) Pre-Need Backlog consists of deferred revenue and prearranged funeral insurance contracts.
 6) Senior Unsecured Debentures converted to US\$ using FX Rate taken at period ended.
 7) This is a non-IFRS financial measure. Please refer to the Appendix for more information on each non-IFRS financial measure.


Investment Highlights


- High growth operator in a stable and highly fragmented industry.
- An aging population across North America provides favourable demographic characteristics.
- Fragmentation allowing for bolt-ons providing economies of scale.
- Margin expansion opportunities through increased scale and operating efficiencies.
- High barriers to entry due to zoning laws - particularly in cemeteries - and pricing pressure on smaller operators.
- Conservative capitalization facilitates further growth through acquisition.
- Continued execution on a robust M&A pipeline.


Logos included in the collage:


- Williams FUNERAL HOME & CREMATORY
- Baue FUNERALS • CREMATORY • CEMETERY
- HORAN & McCONATY Cremation • Burial • Pre-Planning
- the Signature Group
- PARK LAWN LP CEMETERIES • MAUSOLEUMS • CREMATION CENTRES
- WICHMANN Funeral Homes & Crematories
- INTEGRITY FUNERAL HOME FOREST LAWN CEMETERY
- WELLS Funeral Homes & Cremation Services
- Smith LIFE & LEGACY
- Warren Funeral Home Cemetery & Mausoleum
- CHANCELLOR FUNERAL HOME
- RIEMANN FAMILY Funeral Homes
- CMS Mid-Atlantic, Inc. CEMETERY MANAGEMENT SERVICES
- Webb & Stephens Funeral Homes
- TAYLOR Funeral Service • Crematory • Cemetery
- INGRAM Funeral Home & Crematory
- De Vargas Funeral Home & Crematory
- basicFunerals AND CREMATION CHOICES
- Wayne Boze FUNERAL HOME
- WARD FUNERAL HOMES where your memories matter
- HUDSON Funeral Home & Cremation Services
- Lincoln Funeral Home & Crematory
- West Family Funeral Services
- Billingsley Funeral Home, Ltd.
- STEPHENS Funeral Home
- Reynolds Funeral Home ~ Turner Chapel
- PROVIDENCE FUNERAL HOMES
- WINSOTT ROAD FUNERAL HOME & CREMATION SERVICES
- OPATOVSKY FUNERAL HOME
- PARK LAWN FUNERAL HOME
- MUEHLEBACH FUNERAL CARE
- Credible Cremation Services
- LAKELAND PLACE GARDEN PARK CEMETERY
- ERTEL Funeral Home
- FARRIS FUNERAL SERVICE
- MMG MIDWEST MEMORIAL GROUP
- Schrader Funeral & Cremation Services
- JENNETT FUNERAL & CREMATION CENTRE LIMITED
- Hanson's ARBOR FUNERAL CHAPELS & CREMATORIUM
- Bowers Funeral Service & Crematorium
- SHACKELFORD FUNERAL DIRECTORS
- MUNDELL FUNERAL HOME LIMITED
- BROWN'S CREMATION & FUNERAL SERVICE

Environmental & Sustainability Efforts

 Implementation of a metals recycling program where residual metals from the cremation process are collected and recycled, and a percentage of the proceeds are donated to local charities (in 2022, approximately \$200,000 was donated).

 Implementation of energy conservation initiatives in buildings and on cemetery grounds, where feasible (i.e., timed lighting and watering systems).

 Partnering with certain cities/municipalities to repurpose spoils (extra dirt from cemeteries), i.e., filling in vacant lots where old houses were torn down.

 Exploring a potential carbon offset program with PLC's primary vault supplier by adjusting the manufacturing process to remove the CO₂ from the environment and injecting it into the concrete portion of the vault.



Piloting fuel-efficient methods of performing lawn care maintenance at certain cemeteries.

Continuing the replacement of outdated fleet and equipment with more energy efficient technologies.

Performing annual emissions air modeling of certain crematoriums to track the particles of combustion released into the atmosphere to assess environmental performance.

For certain of our cremation businesses, working with a renewable energy partner to offset our current footprint by purchasing carbon credits that contribute to clean water projects and grassland conservation.



Social & Governance Initiatives

Social

- Provision of a targeted health and safety program focused on health and safety for funeral home, crematory and cemetery operations.
- Partnerships with responsible suppliers that give back to the environment and the community in a variety of meaningful ways, e.g. Batesville Living Memorial Program, Matthews Children's Foundation.
- Support of organizations dedicated to provide educational resources and programs to support deathcare professionals through regular donations, e.g. NFDA's Funeral Service Foundation and ICCFA's Educational Foundation
- Partnership with the HeartLight Center allows PLC to offer support to its client families through grief counselling and support groups, education on logistical/financial matters following a death and other support initiatives.
- Formulation of an intercompany committee, "The Heart of the Company", provides grief seminars and workshops to employees; facilitates programs for employee health and well being; and oversees a company-wide assistance program for those employees who have suffered a tragic loss.



Governance

- PLC's Board of Directors, through the Audit Committee, is responsible for overseeing cybersecurity risk, information security and technology risk and receives quarterly reports on the progress of the cybersecurity program
- PLC's Board of Directors, through the Governance and Nominating Committee, is responsible for overseeing its ESG strategy, practices and policies.
- Adoption of a Diversity Policy to increase diversity on the Board and senior management team, considering such criteria as gender, age, ethnicity, disability, Aboriginal status, visible minority status and geographical background.
- Code of Business Conduct and Ethics sets forth our expectations for ethical conduct, outlines how to take action if issues arise, establishes best practices for anyone acting on our behalf and includes guidelines to help employees deal appropriately with a broad range of issues.



Appendix



Definitions of Non-IFRS Financial Measures

Reconciliations for the following Non-IFRS measures to the nearest IFRS measure are provided herein. For further information, please see the Company's most recent management's discussion and analysis, available at www.sedarplus.com or the Company's website at www.parklawncorp.com.

EBITDA

Defined as earnings before income taxes, finance costs, depreciation and amortization (including amortization of tangible and intangible assets and amortization of cemetery property). The Company believes EBITDA to be an important measure that allows investors and other third parties to assess the operating performance of its ongoing business and to compare its results to prior periods and to the results of its competitors. The definition of EBITDA has been revised from prior periods due to a change in financial statement presentation of the Company's statement of earnings, and adjustments for acquisition and integration expenses, and other (income) expenses which were previously presented as adjustments to EBITDA are now adjusted only for purposes of calculating Adjusted EBITDA.

The Company's cemetery property inventory is acquired or constructed over many years, if not decades, in advance of its sale. The cash associated with this investing activity is a cash outflow in the period in which the inventory is acquired or constructed and classified as investing activities in the Company's consolidated statement of cash flows. As sales occur, the Company draws down its inventory by making a non-cash charge to cost of sales

Adjusted EBITDA

Adjusted EBITDA is EBITDA adjusted for the fair value adjustment on any hedging arrangements, share-based compensation, acquisition and integration expenses, and other (income) expenses. The Company believes that the inclusion of Adjusted EBITDA also provides useful supplementary information to investors and other third parties that allows them to assess the operating performance of the Company's ongoing business and to compare its results to prior periods and to the results of its competitors. The definition of Adjusted EBITDA has been revised due to a change in financial statement presentation of the Company's statement of earnings, and adjustments for acquisition and integration expenses, and other (income) expenses which were previously presented as adjustments to EBITDA are now adjusted for in Adjusted EBITDA.

Adjusted EBITDA Margin

Defined as Adjusted EBITDA as a percentage of total revenue. The Company believes the Adjusted EBITDA Margin helps to assess the operating performance of the Company and to compare its results to prior periods and to the results of its competitors.

Adjusted EBITDA per Share

Defined as Adjusted EBITDA divided by diluted shares outstanding at the respective reporting period.

Adjusted Net Earnings

Defined as net earnings adjusted for non-recurring, one-time or non-cash income or expense, and other items. The Company uses Adjusted Net Earnings to assist in evaluating its operating performance. The Company believes that this non-IFRS measure provides meaningful supplemental information to investors and other third parties regarding operating results because it excludes certain income or expense items that are non-cash in nature and/or do not relate to core operating activities of the Company's underlying business and which may not be indicative of the Company's future financial results.

The adjustments may include, but are not limited to, the after-tax impact of acquisition and integration costs, share based compensation, amortization of intangibles and other income (expenses).

Adjusted Net Earnings per Share (Adj EPS)

Defined as Adjusted Net Earnings divided by diluted shares outstanding at the respective reporting period.



Adjusted EBITDA

US\$ (in millions except per share amounts)

	September 30, 2023		12 Months Ended December 31,					
	TTM	2022	2021	2020	2019	2018	2017	
Earnings before income taxes	\$ 24.3	\$ 35.6	\$ 39.0	\$ 22.0	\$ 7.6	\$ 7.1	\$ 3.9	
Adjusted for the impact of								
Finance Costs	15.5	8.3	7.7	7.4	4.3	1.8	0.3	
Depreciation and amortization	15.2	13.1	11.8	11.8	10.1	4.1	1.9	
Amortization of cemetery property	7.7	7.6	7.2	6.6	5.8	4.8	3.2	
Non-controlling interest	-	(0.0)	(0.2)	(0.5)	(0.4)	(0.5)	(0.5)	
EBITDA, PLC Shareholders	\$ 62.7	\$ 64.6	\$ 65.4	\$ 47.3	\$ 27.3	\$ 17.4	\$ 8.8	
Fair value adjustment on interest swaps	(1.0)	-	-	-	-	-	-	
Share based compensation	4.6	4.6	3.8	3.9	2.7	0.9	0.7	
Acquisition and integration costs	8.4	7.0	5.7	4.9	9.8	8.0	3.1	
Other (income) expenses	3.2	(1.4)	1.4	3.4	0.3	0.2	0.2	
Adjusted EBITDA, PLC Shareholders	\$ 77.9	\$ 74.9	\$ 76.3	\$ 59.5	\$ 40.2	\$ 26.4	\$ 12.9	



Adjusted EBITDA Cont'd

US\$ (in millions except per share amounts)

	September 30, 2023		12 Months Ended December 31,				
	TTM	2022	2021	2020	2019	2018	2017
EBITDA, PLC Shareholders – per share							
Basic	\$ 1.828	\$ 1.891	\$ 2.102	\$ 1.592	\$ 0.975	\$ 0.842	\$ 0.657
Diluted	1.807	1.864	2.073	1.582	0.972	0.840	0.656
Adjusted EBITDA, PLC Shareholders – per share							
Basic	2.270	2.193	2.452	2.004	1.432	1.282	0.968
Diluted	2.244	2.162	2.418	1.992	1.428	1.279	0.966
Weighted Average Shares Outstanding (in thousands)							
Basic	34,335	34,173	31,111	29,717	28,042	20,610	13,336
Diluted	34,735	34,664	31,550	29,894	28,121	20,655	13,363



Adjusted Net Earnings per Share

US\$ (in millions except per share amounts)

	September 30, 2023		12 Months Ended December 31,				
	TTM	2022	2021	2020	2019	2018	2017
Net Earnings	\$ 16.9	\$ 25.1	\$ 27.8	\$ 14.2	\$ 5.2	\$ 5.1	\$ 3.3
Adjusted for the impact of							
Acquisition and integration costs	8.4	7.0	5.7	4.9	9.8	8.0	3.1
Share based compensation	4.6	4.6	3.8	3.9	2.7	0.9	0.7
Amortization of intangible assets	1.5	1.2	1.4	1.8	2.1	0.2	-
Other (income) expenses	3.2	(1.4)	1.4	3.4	0.3	0.2	0.2
Fair Value adjustment on interest swaps	(1.0)	-	-	-	-	-	-
Tax effect of the above items	(3.6)	(2.7)	(2.1)	(2.4)	(4.0)	(2.1)	(0.6)
Adjusted Net Earnings, PLC Shareholders	\$ 30.0	\$ 33.8	\$ 38.0	\$ 25.8	\$ 16.1	\$ 12.3	\$ 6.7
Adjusted Net Earnings, PLC Shareholders – per share							
Basic	\$0.873	\$0.990	\$ 1.222	\$ 0.869	\$ 0.573	\$ 0.597	\$ 0.499
Diluted	0.863	0.976	1.205	0.864	0.571	0.595	0.498
Weighted Average Shares Outstanding (in thousands)							
Basic	34,335	34,173	31,111	29,717	28,042	20,610	13,336
Diluted	34,735	34,664	31,550	29,894	28,121	20,655	13,363



Adjusted Net Earnings

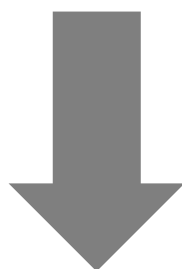
(in millions)

12 Months Ended December 31,

CAD\$	2021	2020	2019	2018	2017	2016
Net Earnings	\$ 34.9	\$ 19.0	\$ 6.9	\$ 6.7	\$ 4.2	\$ 7.5
Adjusted for the impact of						
Acquisition and integration costs	7.2	6.5	13.0	10.4	4.1	0.9
Share based compensation	4.8	5.3	3.6	1.2	0.9	0.4
Amortization of intangible assets	1.7	2.5	2.8	0.3	-	-
Other (income) expenses	1.7	4.6	0.4	0.2	0.3	(3.6)
Tax effect of the above items	(2.6)	(3.3)	(4.3)	(2.7)	(0.9)	(0.3)
Adjusted Net Earnings, PLC Shareholders	\$ 47.7	\$ 34.6	\$ 22.4	\$ 16.1	\$ 8.6	\$ 4.9

12 Months Ended December 31,

US\$	2021	2020	2019	2018	2017	2016
Net Earnings	\$ 27.8	\$ 14.2	\$ 5.2	\$ 5.1	\$ 3.3	\$ 5.7
Adjusted for the impact of						
Acquisition and integration costs	5.7	4.9	9.8	8.0	3.1	0.6
Share based compensation	3.8	3.9	2.7	0.9	0.7	0.3
Amortization of intangible assets	1.4	1.8	2.1	0.2	-	-
Other (income) expenses	1.4	3.4	0.3	0.2	0.2	(2.8)
Tax effect of the above items	(2.1)	(2.4)	(4.0)	(2.1)	(0.6)	(0.1)
Adjusted Net Earnings, PLC Shareholders	\$ 38.0	\$ 25.8	\$ 16.1	\$ 12.3	\$ 6.7	\$ 3.7



CAD\$:US\$ Exchange Rates

	12 Months Ended December 31,				
	2021	2020	2019	2018	2017
Rate at December 31,	0.7888	0.7854	0.7699	0.7330	0.7937
Average rate for the year	0.7978	0.7454	0.7536	0.7718	0.7692

