

The meeting will begin shortly

Meeting Tips

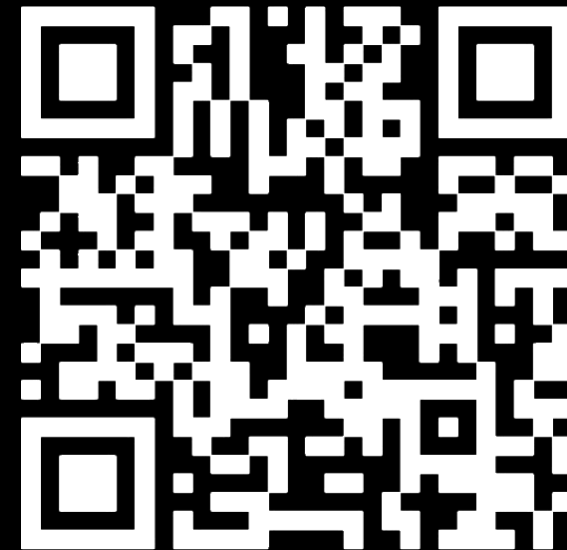
1. If you have technical issues, leave and rejoin the call.
2. You will be muted by default.
3. Using a headset or headphones is recommended.

Live Captions

1. Click the **more icon** (**three dots ...**) in the meeting controls at the top of the window.
2. Select **Language and speech**.
3. Select **Turn on live captions**.

Questions

Please scan the QR code below to submit any questions you may have.



QUARTERLY TRADE UPDATE

October 6, 2026

1500

WELCOME

Aaron Campbell

Interim President & CEO

LCBO

Agenda

- 
- Opening remarks**
 - Overview of recent wholesale opportunities**
 - Future State Modernization update**
 - Q&A**

Marketplace modernization

APRIL 1, 2026

TODAY



**Wholesaler
of record**



**Wholesale
pricing**



**Direct-to-consumer
sales**



**Open listings
(wholesale channels)**



**Wholesale
LTOs**

Looking ahead: Areas of focus

TODAY

MARCH 31, 2027



**Crafting the retail
experience**



**Supporting local /
Buy Ontario**



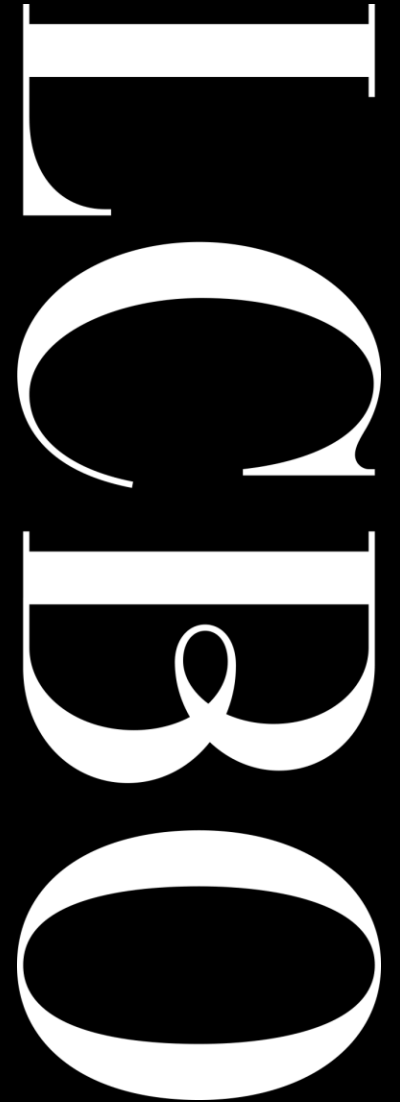
Future releases of FSM

OVERVIEW OF RECENT WHOLESALE OPPORTUNITIES

Nick Nanos

Chief Supply Chain & Wholesale Officer

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Product calls for wholesale catalogues



**Products currently part
of LCBO Vintages**

Starting
April 1



Domestic products

Starting
June 1



**Import products
& warehousing
program**

Starting
June 29



Product eligibility

- Must meet category definitions which relates to eligibility requirements under regulations. For example:
 - Grocery and convenience can only sell RTD, cider and beer that is 7.1% ABV or less, and wine that is up to 18% ABV
 - Spirits are not permitted in grocery and convenience



- Open product calls for wholesale listing are intended to bring **new** products to Ontario, therefore products may be declined if they are the same as SKUs currently listed and continuously available through the LCBO. This includes products that may be in a different format or packaging configuration. For example:
 - LCBO lists 750mL of Brand X wine, so a 1.5L SKU would be declined as it is the same product in a different format
 - A 50 pack of Brand A beer would be declined if LCBO sells other SKUs as it is the same brand lists the same product, just in a different packaging configuration (i.e., 6, 12, 24, 60, etc.)

Email wholesalecatalogue@lcbo.com if you are unsure.

Wholesale Open Listing Process

Before submission

- If relevant, agents must be authorized under Warehousing for Open Listings by submitting your appointment letter, product list and warehousing plan for approval
- Complete Supplying Source SLA
- Solicit wholesale customer interest and demand

Pre Release

- Packaging review
- PO issued or final sample obtained
- Final lab analysis
- Final pricing

Post Release

- Wholesale Services to review performance
- Product may be added or removed from catalogues

NISS Submission

- Enter product submission into NISS appropriate product call
- Upon approval, provide additional product information
- Complete the Expanded Product Details Form (including customer catalogue and supplying source preferences)
- Provide forecast
- Notice to Purchase issued (NTP)

Available to Wholesale

- Available on wholesale product catalogues and uploaded to wholesale.lcbo.com available for ordering by wholesale customer

Reminders

- Make sure you meet all the eligibility requirements of the program before completing the application. The requirements are available on our [Doing Business with LCBO website](#).
- Use provided templates found on Doing Business with LCBO.
- You must fill in all NISS fields accurately. Submission must include:
 - estimated wholesale price (in payment terms field)
 - desired wholesale customer groups
 - supplying source (vendor or LCBO)
- Before completing the application, gather all the supplementary documents in advance and submit them all together once the application is complete:
 - Product List (In LCBO Excel Template)
 - Supplier Appointment of Agent Form (if relevant)
 - A letter signed by an Authorized Third-party Logistics Company confirming the existence of an agreement (if relevant).

 Doing Business



[HOME](#) > [WHOLESALE LISTINGS](#) > [WAREHOUSING FOR OPEN LISTINGS PROGRAM](#) > [APPLY FOR A WAREHOUSING AUTHORIZATION](#)

APPLY FOR A WAREHOUSING AUTHORIZATION

PROCEDURES & RESOURCES
PRODUCT REGISTRATION & PRODUCT CALLS +
DROPSHIPPING & SUPPLYING SOURCES
WAREHOUSING FOR OPEN LISTINGS PROGRAM -
APPLY FOR A WAREHOUSING AUTHORIZATION
APPLY TO BECOME AN AUTHORIZED AGENT
WHOLESALE PRICING +
OVERVIEW OF WHOLESALE CUSTOMERS
FAQ

Third-Party Logistics Companies

Third-party logistics companies interested in providing warehousing and distribution services to Domestic Suppliers and Authorized Agents must hold a Warehousing Authorization under the Warehousing for Open Listings Policy.

If you are an agent who wishes to use your own warehouse, you will need to apply to for a Warehousing Authorization first and then apply for an Agent authorization next (include the application number in your Agent application).

Eligibility

To be eligible for the program, third-party logistics companies must:

- Operate a warehouse based in Ontario;
- Hold an Excise Warehouse Licence issued by the Canada Revenue Agency (CRA), or for Import beer, a Customs Bonded Warehouse Licence issued by the Canada Border Services Agency (CBSA);
- Have a minimum of 100,000 square feet (or equivalent storage capacity) of secure, temperature-controlled facilities and submit a floorplan for the warehouse;
- Have the ability to deliver Products to LCBO's Wholesale Customers (requires access to a delivery fleet and deliver Products in accordance with transportation industry standards);
- Maintain systems with the ability to accurately track inbound and outbound movement of Product and interface with LCBO applications (if required);
- Have at least five years' experience as a logistics company and be supported by an experienced operational team;

Authorized Third-party Logistics Companies (3PL)

LCBO has launched the Warehousing for Open Listings Program to:

- Authorize eligible third-party logistics companies (3PLs) to warehouse and distribute eligible import and domestic (out-of-province) product to LCBO's wholesale customers.
- Authorize agents representing import products to work with the LCBO to import products into Ontario, become eligible to register as a Supplying Source, and work with an authorized 3PL to warehouse and distribute product in Ontario.

Authorized warehouses

Authorized warehouses currently include:

- 18 Wheels Logistics Limited Partner
- Coldhaus Direct Inc.
- Alliance Labelling Inc.
- Arterra Wines

Details can be found on doingbusinesswithlcbo.com.

The list is updated as new warehouses are authorized.

Learn more

- Product calls
- Procedures manual
- Warehousing for open listings program
- Payments and invoicing
- FAQs



[HOME](#) > WHOLESALE LISTINGS

Wholesale Listings

PROCEDURES & RESOURCES	
PRODUCT REGISTRATION & PRODUCT CALLS	+
DROPSHIPPING & SUPPLYING SOURCES	
WAREHOUSING FOR OPEN LISTINGS PROGRAM	+
WHOLESALE PRICING	+
OVERVIEW OF WHOLESALE CUSTOMERS	
FAQ	



As part of the continued modernization of the beverage alcohol sector, LCBO is preparing for a more open listings process that expands opportunities for suppliers to respond to product calls for the wholesale catalogue and becoming supplying sources.

Developing a more open listing process for the wholesale sector enables suppliers to bring new products to the market in a timely manner, fosters competition, and helps to improve choice and convenience for Ontario consumers.

- On June 1, 2026, LCBO will issue a product call for domestic products. This will replace the existing call for Ontario suppliers and will be expanded to include other Canadian suppliers. Product eligibility requirements apply and all suppliers must participate in LCBO's Supplying Source Program to have their products listed. Suppliers can opt-in to one or more wholesale catalogues (grocery, convenience, hospitality licensees, LCBO Convenience Outlets (LCO), duty free). As a supplying source, you will be responsible for managing fulfillment and delivery of orders for customers or working with a third-party to do so.
- On June 29, 2026, LCBO will issue a product call for import products. Product eligibility requirements apply. Before making submissions to this call, Agents representing import products must be eligible and authorized to participate in LCBO's Supplying Source Program. Authorized agents can have products listed and opt-in to one or more wholesale catalogues (grocery, convenience, hospitality licensees, LCBO Convenience Outlets (LCO), duty free).

Wholesale limited time offer (LTO) program

In June, we announced the introduction of a Wholesale LTO Program.

LTOs provide suppliers with an opportunity to generate sales by reducing the price of products they identify for a specified period of time.

Launched first promotional period on September 13 with 175 LTOs representing all product categories.



Overview & considerations

	Grocery, convenience and duty free catalogues	Hospitality catalogue
Fees	• \$500 admin fee per approved LTO (in up to three catalogues)	• \$250 admin fee per approved LTO (waived if LTO participation in grocery, convenience or duty free)
Application of discount	• Wholesale customers who choose to participate, purchase inventory at the regular wholesale price • Apply in-store promotions on the specific promotion dates (i.e. Retailer must pass on full discount to the consumer). • Submit sales data to LCBO to receive a rebate for the discount at the end of the period.	• Hospitality licensees purchase inventory at the discounted price at point of purchase (online or in-store). • They can pass on the LTO discount to consumers, but are not required due to the unique nature of their business (i.e. On-premise consumption). • Note: When Wholesale LTOs are introduced, hospitality licensees will be part of this new program. LCBO Retail LTOs will be for consumers.
Invoicing	• Suppliers are invoiced per period based on customer reported sales data.	• Suppliers are invoiced per period based on sales data.

Reminders

- Product must already be part of the wholesale product catalogue at the time of application submission
- Wholesale price changes:
 - If you participate in a hospitality LTO (discount on the wholesale price), you cannot change the wholesale price during the LTO period. This will apply to all wholesale sales channels.
 - If you participate in a retailer LTO (rebate on wholesale price), you may change the wholesale price during the LTO period.
- If there is not sufficient inventory to support forecasted demand during promotional period, applications will be declined



Questions? Email wholesalecatalogue@lcbo.com.

Wholesale LTO Application Dates for Fiscal Year 27-28

Promotional period	Applications open	Applications close	Suppliers notified	Wholesale customers notified	LTOs in-market
P1 Mar 28 – Apr 24, 2027	Oct 5, 2026	Oct 23, 2026	Nov 6, 2026	Nov 13, 2026	March 28, 2027
P2 Apr 25 – May 22, 2027	Oct 5, 2026	Oct 23, 2026	Nov 6, 2026	Nov 13, 2026	April 25, 2027
P3 May 23 – June 19, 2027	Oct 26, 2026	Nov 13, 2026	Nov 27, 2026	Dec 4, 2026	May 23, 2027
P4 June 20 – July 17, 2027	Nov 9, 2026	Nov 27, 2026	Dec 11, 2026	Dec 18, 2026	June 20, 2027
P5 July 18 – Aug 14, 2027	Nov 30, 2026	Dec 18, 2026	Jan 8, 2027	Jan 15, 2027	July 18, 2027

Best Practices: Wholesale LTO applications

- Suppliers/agents should **plan** LTOs accordingly as approvals/declines are based on meeting program guidelines and inventory support
- Applications for multiple wholesale customer groups (i.e., convenience, grocery, duty free) should be submitted as **one application together**.
- Submit **one** application for LTOs running multiple weeks, rather than one application per promotional week.
- Sales forecast is to reflect the **incremental** wholesale volume (cases) expected as a result of the LTO. Suppliers/agent are strongly encouraged to proactively reach out to their Inventory representative to review submitted forecast.
- Ensure the vendor and/or agent number provided is the post April 1st 7-digit number (i.e., 1#####)



Learn more

- Requirements
- Rates & fees
- Promotional dates
- Participation guidelines
- Information & resources
- Payments & invoicing
- FAQs



[HOME](#) > [WHOLESALE LISTINGS](#) > [WHOLESALE PRICING](#) > WHOLESALE LIMITED TIME OFFER PROGRAM

WHOLESALE LIMITED TIME OFFER PROGRAM

PROCEDURES & RESOURCES

PRODUCT REGISTRATION & PRODUCT CALLS +

DROPSHIPPING & SUPPLYING SOURCES

WAREHOUSING FOR OPEN LISTINGS PROGRAM +

WHOLESALE PRICING -

WHOLESALE LIMITED TIME OFFER PROGRAM

OVERVIEW OF WHOLESALE CUSTOMERS

FAQ

A Limited Time Offer (LTO) Program is being introduced for grocery, convenience, duty free and hospitality sales channels.

An LTO is an optional supplier-led promotional discount on select products for a specified period of time to help drive sales.

Available wholesale channels for LTOs

There are two wholesale LTO programs; suppliers determine which sales channels they would like to offer the promotion.

1. A rebate model for convenience, grocery and duty free

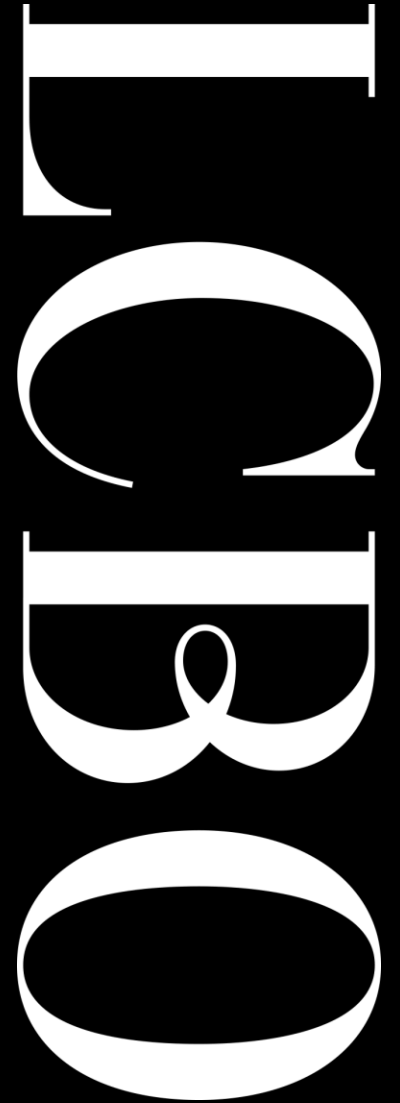
- Supplier determines the eligible product, the promotion, and the promotional period
- The relevant wholesale customer purchases the product at the regular wholesale price.
- During the LTO promotion period, participating retailers must pass the whole discount on to consumers (subject to minimum retail price requirements), to be eligible to receive a rebate on products sold.
- Relevant wholesale customers will submit sales to LCBO at the end of the promotional period to receive a rebate for LTO units sold and be rebated accordingly.
- LCBO invoices suppliers based on sales data

FUTURE STATE MODERNIZATION (FSM)

Nick Nanos

Chief Supply Chain & Wholesale Officer

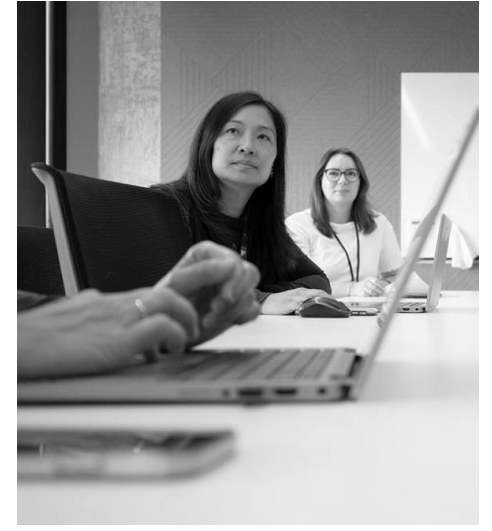
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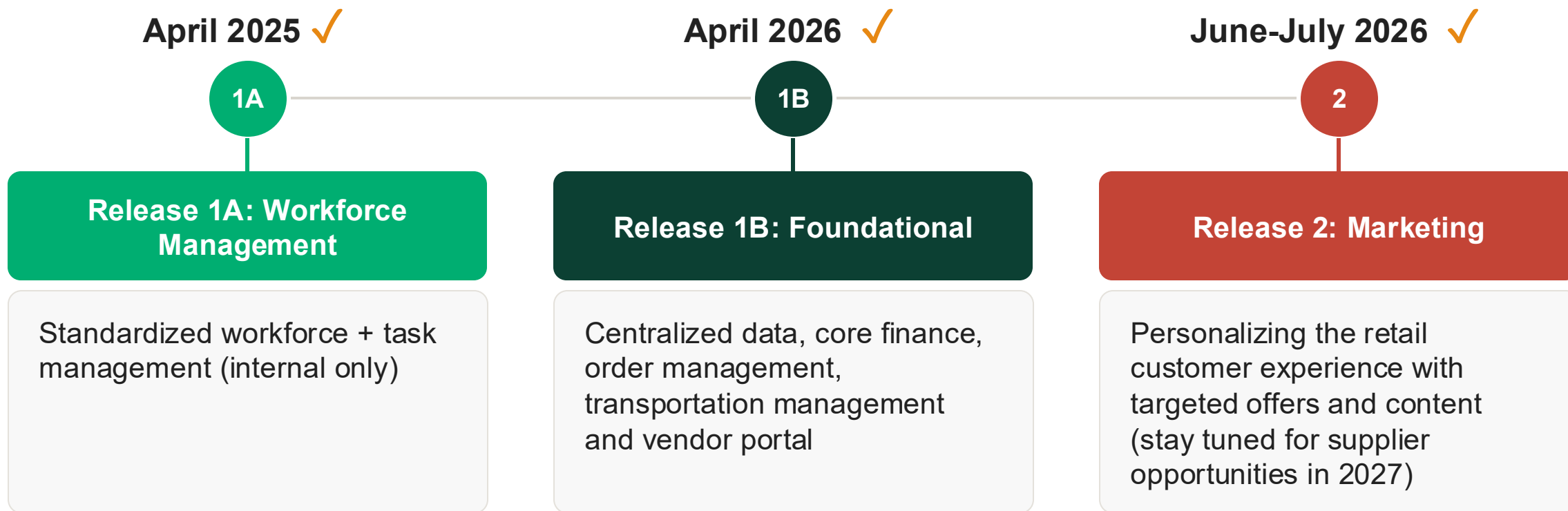
What is Future State Modernization (FSM)?

A multi-year transformation to re-envision the way we operate.

Our vision is to enhance operational excellence through integrated processes, data and systems driving improved speed to market and a streamlined employee and customer experience.



FSM roadmap completion to date



Status since R1B transformation in April

Payments

- ✓ Payments issued to 97% of vendors on a regular schedule with the remaining 3% being actively investigated.

Trade reporting

- ✓ Narrowcast reporting resumed on June 2 with regular weekly cadence
- ✓ Sale of data available for weeks 1 – 20

Order flow

- ✓ 1M+ orders in LCBO Gateway since April 1

Inventory in-stock position in store

- ✓ 92.9%

In-store hospitality experience

- ✓ New in-store tool to streamline the hospitality licensee checkout experience

LCBO Gateway enhancements

- ✓ Bulk PO confirm / download
- ✓ Access up to 250 vendors
- ✓ Coming soon: PO notifications support direct acknowledgement by users

Ongoing improvement: Deliveries & ASNs

Challenge post-April 1

- Inconsistent completion of the three PO actions: 1. Acknowledge 2. Confirm, and 3. Submit ASN, which means some products may have shipped, but suppliers have not been paid.



What we are doing

- ✓ Reconciling accounts with customers and suppliers (as relevant)

What suppliers can do

Complete the three required PO actions to avoid disruption to payments / deliveries

Monitor payments and deliveries

Submit a Support Request via Gateway for any necessary reconciliation.

Ongoing improvement: Product onboarding

Challenge post-April 1

- Data freeze period created an initial product backlog
- New supplier data attributes in the Expanded Product Details Form led to longer requests and multiple follow-ups
- SAP introduced new processes and handoffs across teams for data input and governance
- Two co-existing systems to maintain



What we are doing

- ✓ Improving the Expanded Product Details Form for faster completion and greater clarity
- ✓ Streamlining LCBO processes with fewer team handoffs
- ✓ Fixing systems to improve product data setup efficiency
- ✓ Adding employee resources for product setup
- ✓ Maintaining data governance and integrity standards

What suppliers can do

Provide all required information in NISS

Submit the Expanded Product Details Form in a timely manner

Include evidence/examples when reporting issues to category teams

REVISED FSM ROADMAP

Stacee Roth

Senior Director, FSM Merchandising Lead

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Updated roadmap

Release	Description	External launch
R1C – Warehouse Management		
❖ Ottawa & Thunder Bay RSCs	Upgrade and standardize the Warehouse Management System	October - November 2026
❖ London RSC		Mid February 2027
❖ Ottawa + GTA depots		Mid 2027 TBD
❖ Durham RSC	Integrate current Warehouse Management System with SAP	Mid 2027 TBD
R3 & R4 – Supply Chain Optimization & Integrated Business Planning	• Optimize order and inventory management • Centralize space and assortment planning, enhance & integrate merchandise financial planning • Demand/sales planning (as applicable) & vendor performance reporting moves to LCBO Gateway	Spring 2027
R5 – Customer and store transformation		
❖ POS Store Pilot & centralized inventory planning	Transform store operations through a new POS system that integrates with centralized replenishment	Pilot Spring 2027 (Full rollout to follow TBD)
❖ Promotions & markdowns	Enhanced promotion and markdown management	Late 2027 - early 2028

Key changes to highlight



No changes to NISS



**Alcohol supplier
onboarding process
remains unchanged**



**Profile management
continues to be
managed via LCBO**

WHAT YOU CAN EXPECT & WHEN

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LCBO

Spring 2027



Limited



Moderate



Considerable

What is changing		Est. change	What this means for suppliers
	Centralized assortment and space planning (and centralized inventory as stores rollout POS)		Data-driven approach determines what products go to which stores and where they are placed for optimal sales impact. Replenishment becomes automated as stores rollout POS.

Spring 2027

 Limited  Moderate  Considerable

What is changing		Est. change	What this means for suppliers
	Centralized assortment and space planning (and centralized inventory as stores rollout POS)		Data-driven approach determines what products go to which stores and where they are placed for optimal sales impact. Replenishment becomes automated as stores rollout POS.
	Integrated Merchandising financial planning		LCBO will have one view of business, planning will move from monthly to weekly, plans by channel/location/collection. Transitioning to an evolved customer-centric product hierarchy

Spring 2027



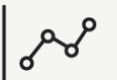
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	Integrated Merchandising financial planning		LCBO will have one view of business, planning will move from monthly to weekly, plans by channel/location/collection. Transitioning to an evolved customer-centric product hierarchy
	LCBO forecasting based on planned buy versus expected consumer demand		CPFR participants can plan production & inventory based on what LCBO intends to purchase. Agents access forecast & provide inputs via LCBO Gateway.

Spring 2027



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PILOT: Beginning of new POS rollout which connects forecasting & replenishment



Better alignment between supply and demand should improve product availability as stores onboard.

Spring 2027



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PILOT: Beginning of new POS rollout which connects forecasting & replenishment



Better alignment between supply and demand should improve product availability as stores onboard.



Vendor Performance Program Reporting available in LCBO Gateway



Access forecasts and performance reporting in LCBO Gateway instead of email.

Following full POS rollout (end 2027 – early 2028)



Limited



Moderate



Considerable

What is changing		Est. change	What this means for suppliers
	Promotion planning shifts to new tools		Suppliers apply for promotions via Gateway (instead of MPTS). More flexible promotion options and more consistent store execution as the new POS rolls out.

Following full POS rollout (end 2027 – early 2028)

 Limited  Moderate  Considerable

What is changing		Est. change	What this means for suppliers
	Promotion planning shifts to new tools		Suppliers apply for promotions via Gateway (instead of MPTS). More flexible promotion options and more consistent store execution as the new POS rolls out.
	Centralized management of markdowns enhances speed and efficiency		Automated markdown planning creates greater consistency in markdown decisions, and improved inventory sell-through management

Our vision: one connected, continuous retail cycle

Today these processes run on separate systems – the new POS connects them with real-time information



What a connected cycle delivers

For customers

A better shopping experience, with improved product availability and more relevant offers

For stores

Less manual intervention and better visibility into inventory needs

For LCBO

Stronger inventory management, improved operational efficiency and more data-driven decisions

What this means for suppliers

- Further centralization of key processes (forecasting, Vendor Performance Program reporting, promotions) via LCBO Gateway.
- Richer planning conversations with your category team (and less spreadsheets!)
- Better information to run your business.
- More predictable demand to improve forecasting and production planning
- Greater capacity for staff education, tastings, shelf execution and value-adds
- Promotions flexibility and more consistent execution at the store level.



What to expect next

- We are in the process of developing detailed communication and training plans – more to come!
- You can expect additional information and webinars in the new year based on key topics/change.
- We will be adding supporting details and information to dedicated FSM pages on doingbusinesswithlcbo.com.

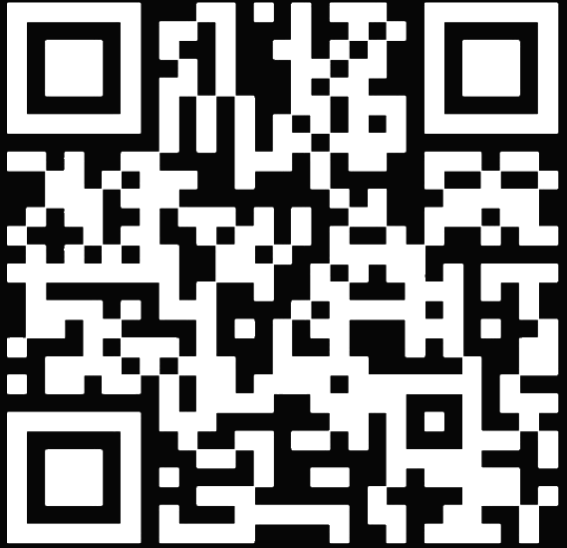


Reminders

- Stay focused on the fundamentals: complete every PO step, keep product and pricing information current, monitor reports and payments.
- There will be no change for suppliers or actions required over the holiday period.
- Suppliers may continue to work with stores to list products until centralized allocation and space planning is implemented in Spring 2027 (date to be shared at a later date)
- Beware of the rumour mill - Stay informed through trusted sources and official communications. If you're unsure, reach out to your head office LCBO representative.



Q&A



LCB

THANK YOU

LCBBO