



BUILDING A SUSTAINABLE FUTURE

2016 Annual and Special Meeting of Shareholders

SINGLE-MINDEDNESS **OF PURPOSE**

REBUILDING OUR BUSINESS

**BUILDING A
STRONGER,
MORE PROFITABLE
MAPLE LEAF**

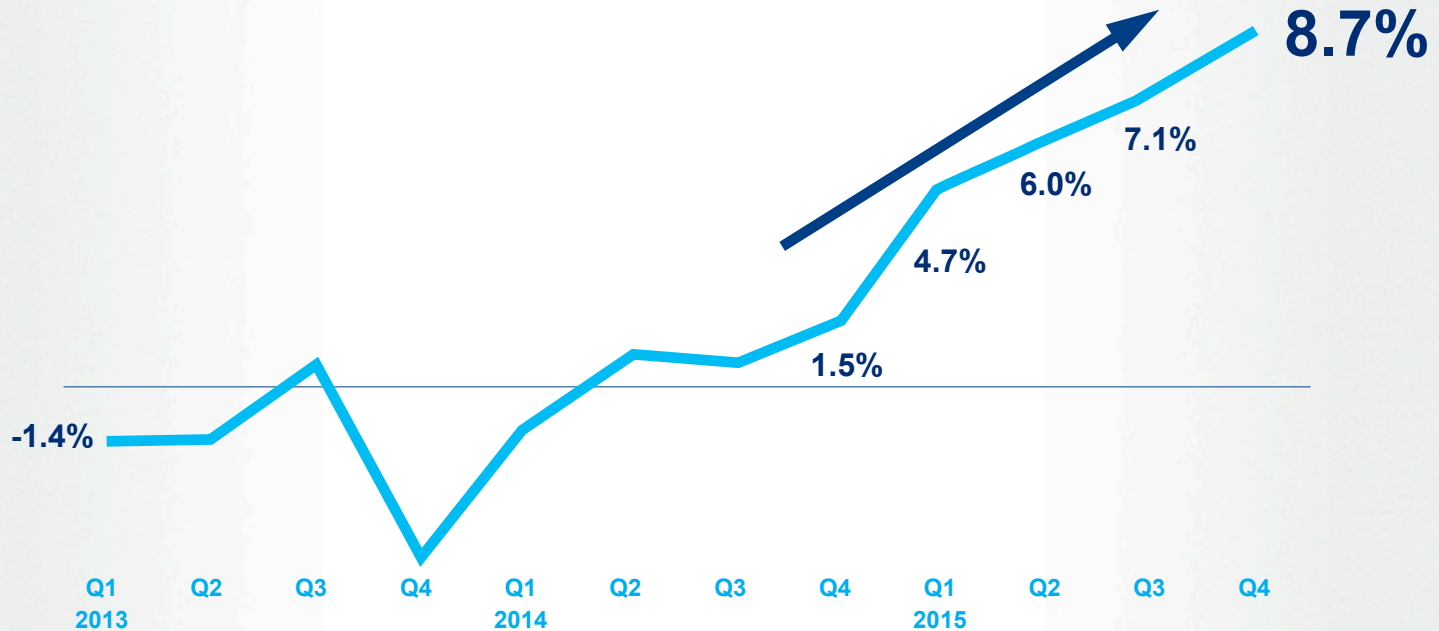


TRANSFORMATION COMPLETE

\$1B CAPITAL INVESTMENT

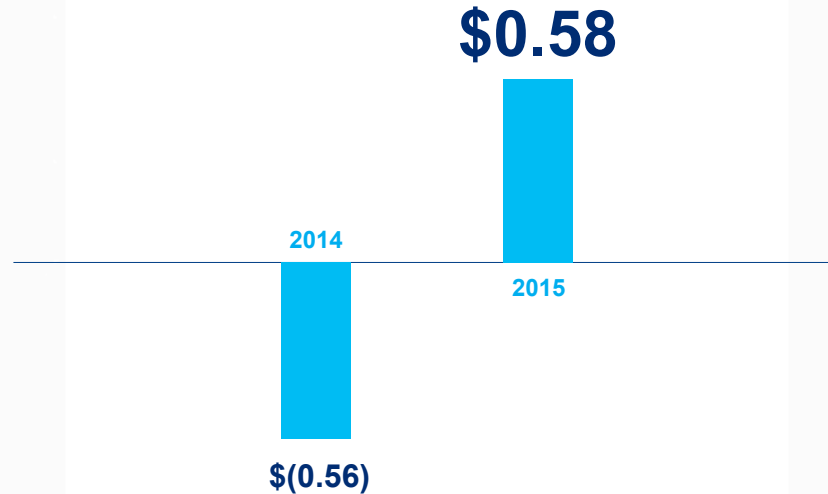
EXPANDING MARGINS

Quarterly Consolidated Adjusted EBITDA Margin



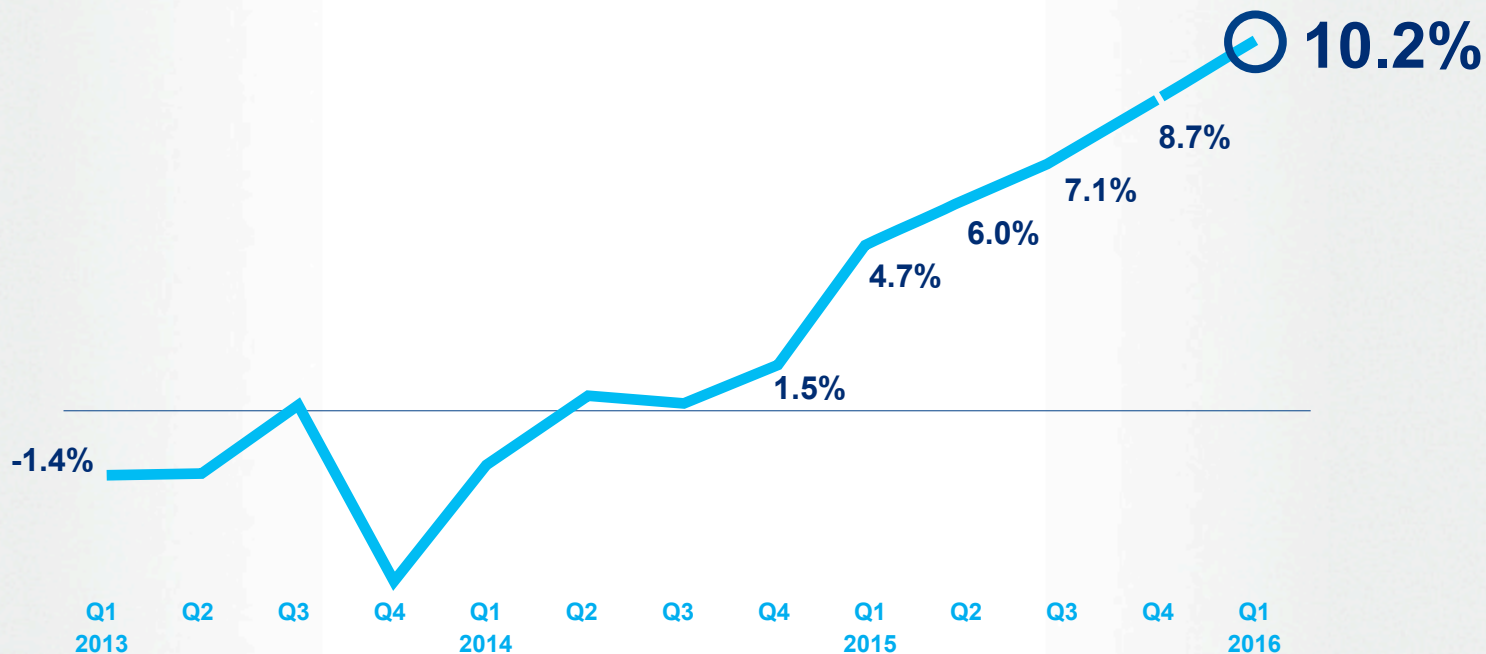
EARNINGS MOMENTUM

Adjusted Earnings per Share



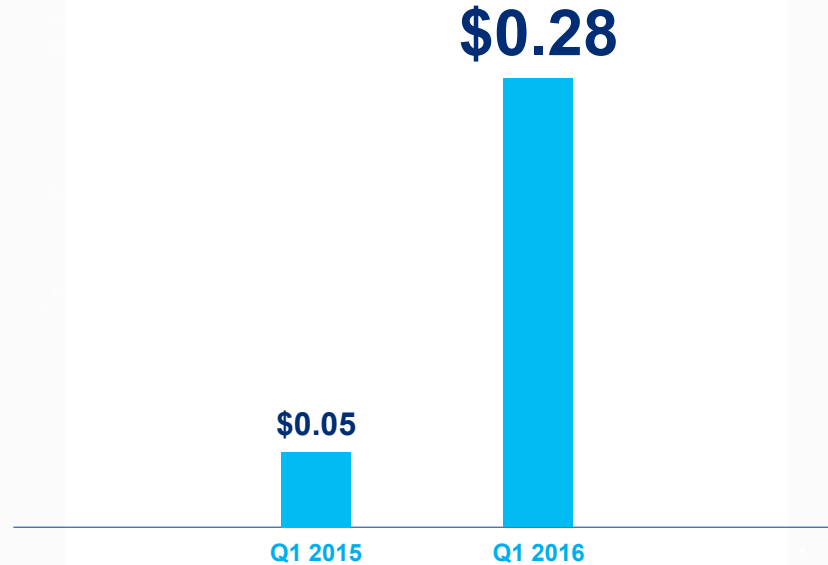
DELIVERED EBITDA TARGET

Quarterly Consolidated Adjusted EBITDA Margin



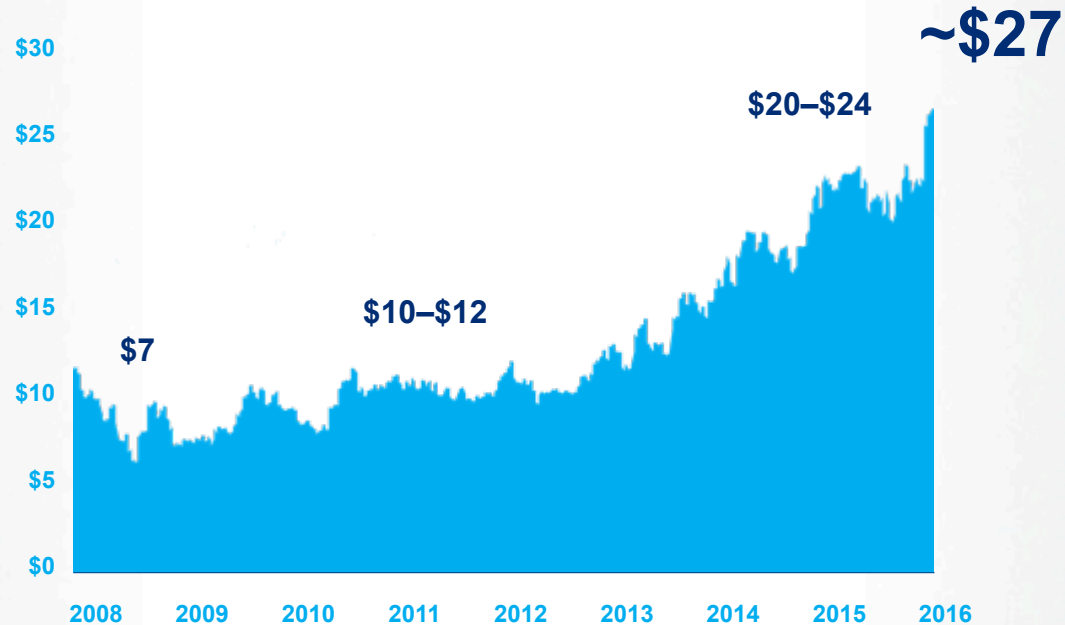
RECORD FIRST QUARTER EPS

Q1 Adjusted Earnings per Share



DRIVING SHAREHOLDER VALUE

Stock Chart/MLF Today



ENHANCING SHAREHOLDER VALUE



11,000+
COMMITTED PEOPLE

TAKING THE LONGER-TERM VIEW



WHERE TO FROM HERE?

LAID THE FOUNDATION FOR GROWTH

Maintaining a cost culture; investing in assets

Driving strategic, profitable growth

LEADING NATIONAL BRANDS





THE MARKET LEADER





ARTISANAL PREMIUM PRODUCTS





CANADA'S #1 HALAL FRESH POULTRY BRAND



SNACKING REPRESENTS
50%
OF THE FOOD AND BEVERAGE MARKET

HEALTHY MEAT SNACKS

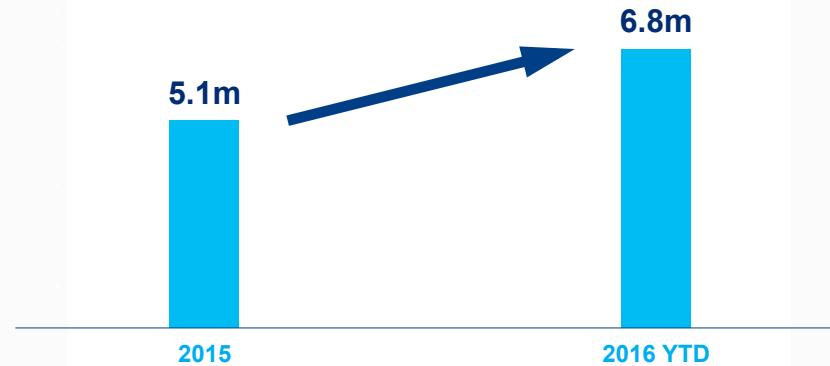


ALTERNATIVE PROTEINS
growing 5% to 8%
ANNUALLY

REJUVENATING THE BRAND



SOCIAL MEDIA





TARGETING U.S. EXPANSION



GUIDED BY CORE VALUES



THE BETTER MEAT COMPANY

FOUR PILLARS OF SUSTAINABILITY





NATURAL **INGREDIENTS**



1 IN 8

households in Canada
experience some level of
food insecurity



1 IN 6

children live in homes that
are affected by food
insecurity

A close-up photograph of a person wearing a blue short-sleeved uniform shirt and blue nitrile gloves, gently holding a small, light-colored piglet. The piglet is resting its head on the person's arm. The background is blurred, showing what appears to be a farm or laboratory setting.

FIVE FREEDOMS



ENVIRONMENTAL SUSTAINABILITY

REDUCE OUR FOOTPRINT BY
50% BY 2025

CREATING SHARED VALUE

STRONGER
GLOBALLY COMPETITIVE
INNOVATIVE
SUSTAINABLE



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