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

-1.4% 1.5% 4.7% 6.0% 7.1% 8.7%
EARNINGS MOMENTUM
Adjusted Earnings per Share

$0.58

2014
$(0.56)
2015
DELIVERED EBITDA TARGET

Quarterly Consolidated Adjusted EBITDA Margin

-1.4% 1.5% 4.7% 6.0% 7.1% 8.7% 10.2%
RECORD FIRST QUARTER EPS

Q1 Adjusted Earnings per Share

$0.28

$0.05

Q1 2015  Q1 2016
DRIVING SHAREHOLDER VALUE

Stock Chart/MLF Today

$7

$10–$12

$20–$24

~$27
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
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

2015: 5.1m
2016 YTD: 6.8m
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
ENVIRONMENTAL SUSTAINABILITY
REDUCE OUR FOOTPRINT BY 50% BY 2025
CREATING

SHARED VALUE
STRONGER
GLOBALLY COMPETITIVE
INNOVATIVE
SUSTAINABLE
BUILDING A SUSTAINABLE FUTURE

2016 Annual and Special Meeting of Shareholders