



Building a Sustainable Future

FIRST QUARTER REVIEW

May 4, 2016

Michael McCain, President and Chief Executive Officer

Debbie Simpson, Chief Financial Officer



A milestone accomplished

Delivered our financial target of 10% EBITDA

Completed one of the largest transformations in the
North American food industry

Creating a sustainable value-added meat company

Perseverance of over 11,500 people

Laid the foundation for profitable growth



Strategic transformation complete



~\$1 billion in capital invested from 2010-2015



Eliminated or reformulated over 1800 products to run on faster lines with new technologies



11 prepared meats manufacturing sites consolidated into 4



Invested in enhancing scale and technology



19 prepared meats distribution centres consolidated into 2



Divested non-core assets



Completed conversion of multiple legacy systems to SAP

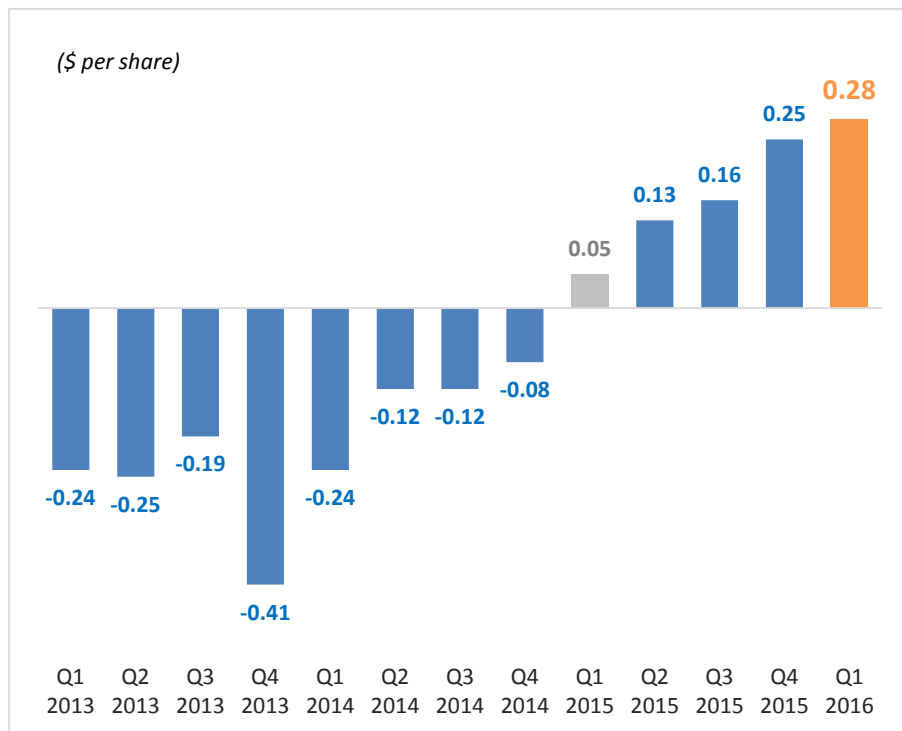


Streamlined cost structure



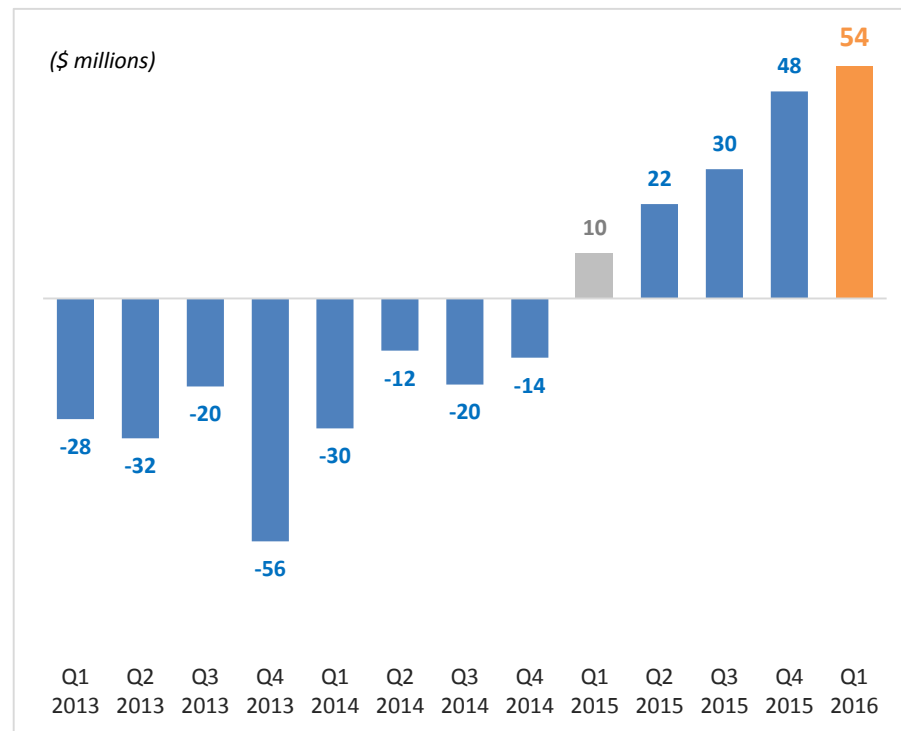
Record first quarter earnings

Adjusted Earnings per Share



Adjusted Earnings per Share up \$0.23 compared to last year

Adjusted Operating Earnings

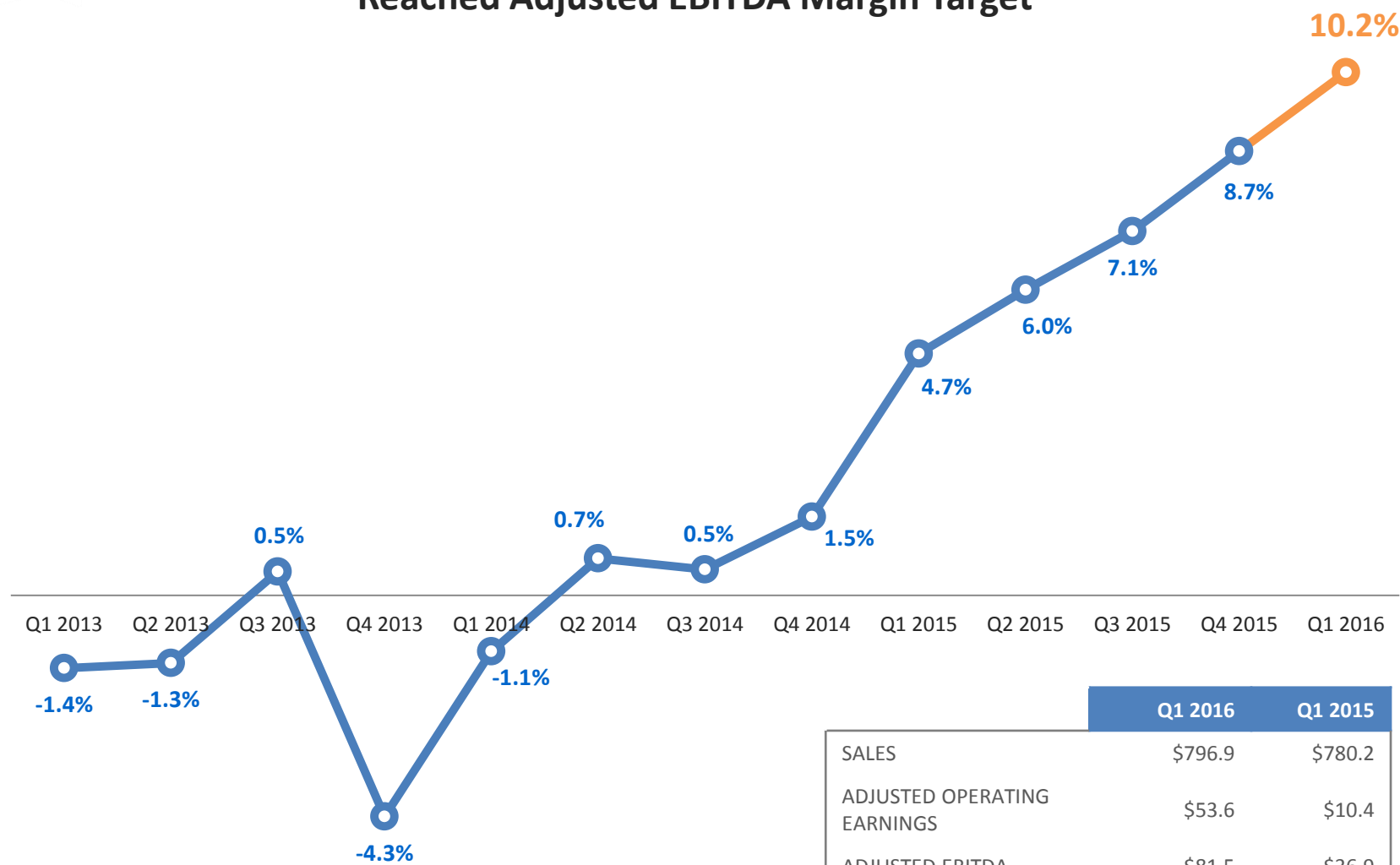


Adjusted Operating Earnings up \$44M compared to last year



Six consecutive quarters of earnings growth

Reached Adjusted EBITDA Margin Target

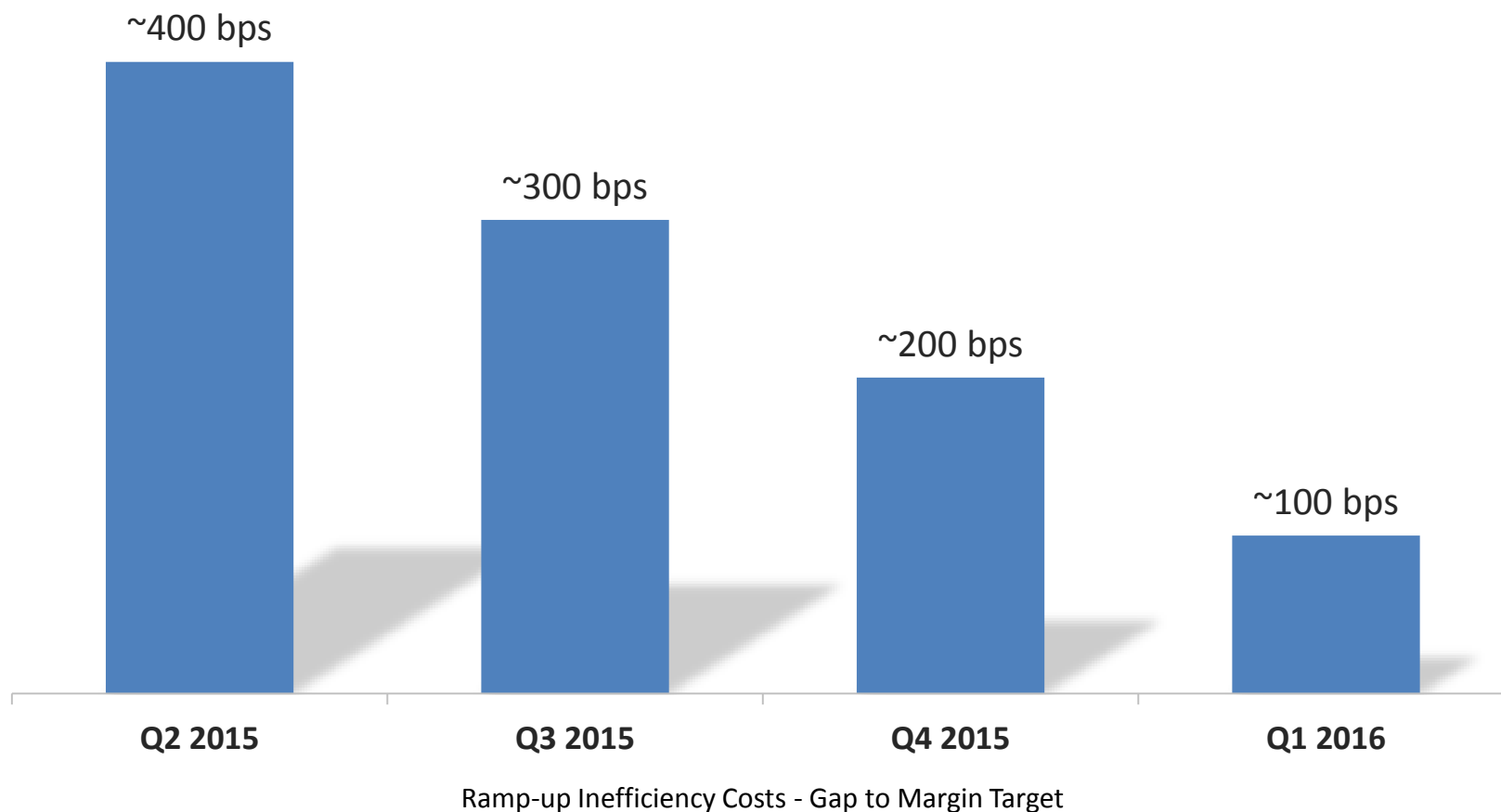


	Q1 2016	Q1 2015
SALES	\$796.9	\$780.2
ADJUSTED OPERATING EARNINGS	\$53.6	\$10.4
ADJUSTED EBITDA	\$81.5	\$36.9
ADJUSTED EPS	\$0.28	\$0.05



Q1 results driven by commercial and operating gains

**Efficiency gains at Hamilton flagship facility
contributing to margin expansion**





Q1 results driven by commercial and operating gains

Strong commercial performance:

- Increased North American market expansion in sustainable meat
- Increased retail branded chicken volume
- Increased value-added fresh pork margins
- Increased prepared meats margins
 - Partly offset by short-term volume decline following price increase





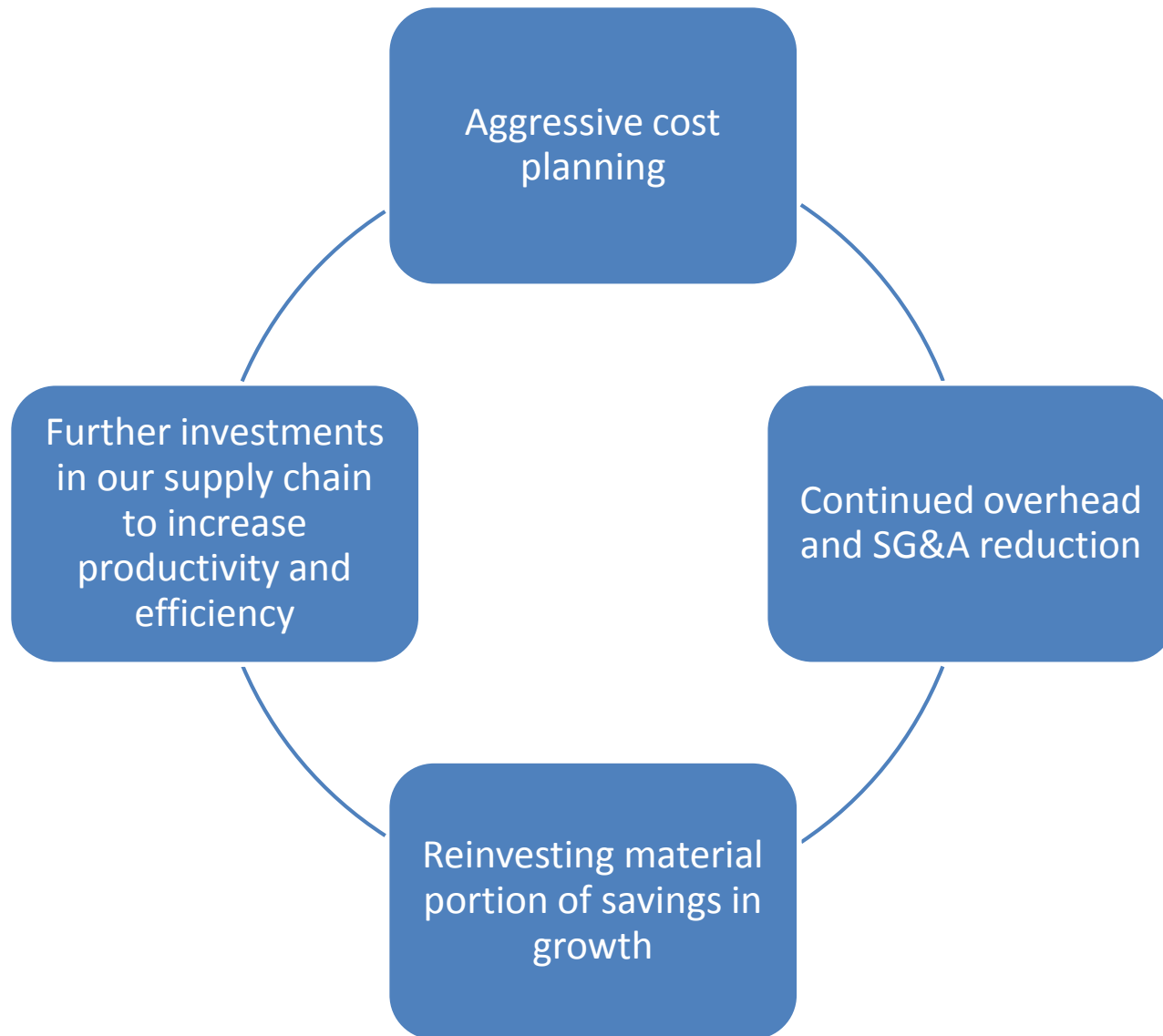
The path forward...

Maintaining a cost
culture and investing
in assets

Driving strategic,
profitable growth

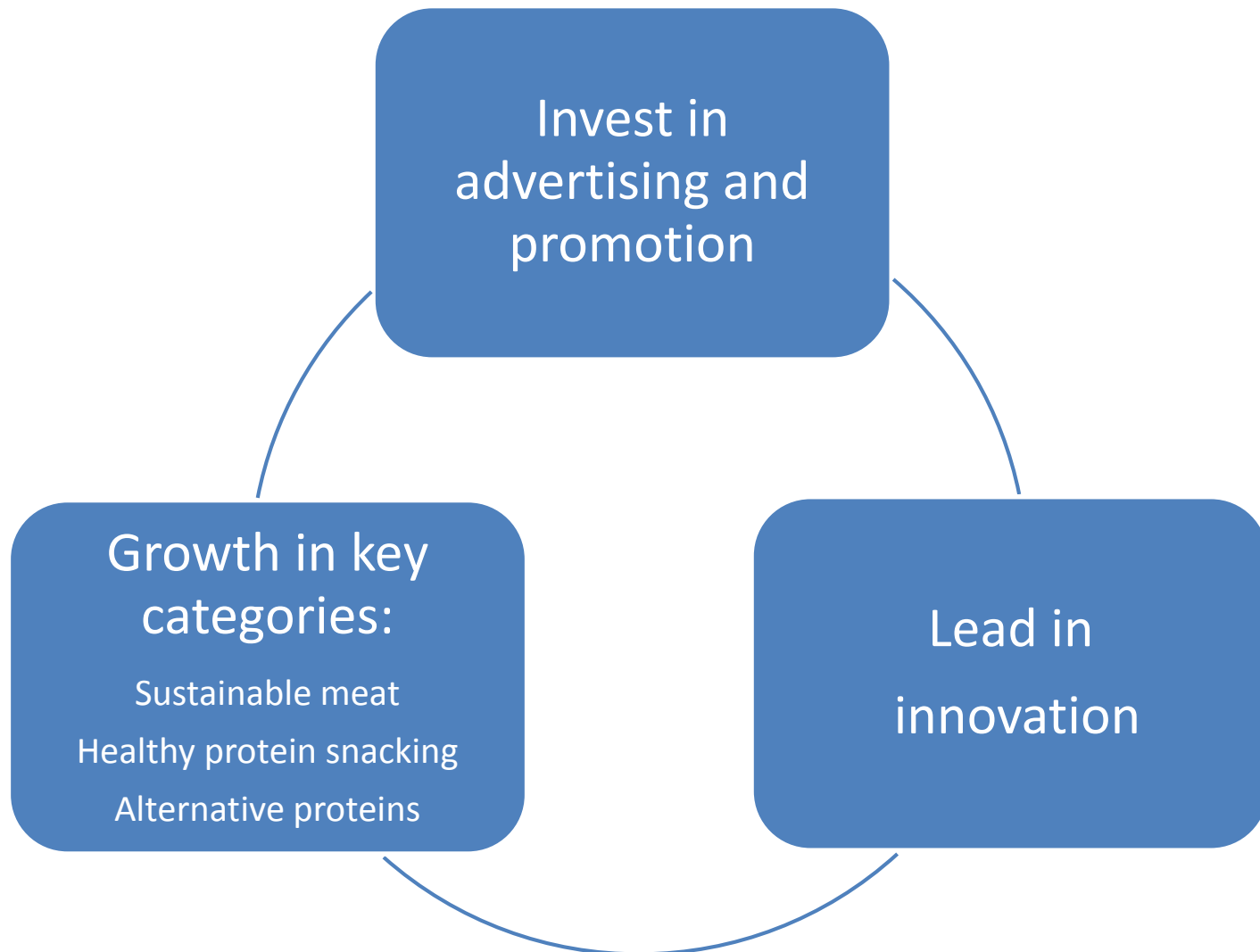


Maintaining a cost culture





Driving strategic growth





Revitalizing the Schneiders brand



LEADING MARKET SHARES

Wieners

#1



Lunch Kits

#1



Meat Snacks

#1



Sliced Meats

#1



Frozen/Smoked Sausages

#1



Bacon ¹

#2



part of traditions, big and small.

¹ Maple Leaf Foods holds the #1 market share.



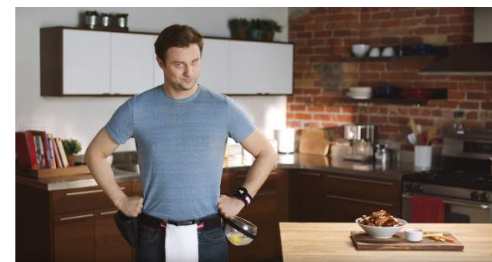
Engaging with consumers: digital and in-store campaigns



Digital Always-On video content
Total views online: 3.4M



Maple Leaf/Hayley Wickenheiser
Surprise Visit
Total views online: 1M



Prime Wing Belt at Super Bowl
Total views online 2.3M



Naturals Quebec Juste du Bon
TV, online and in-store campaign



"Hungry for Baseball" kicks off hotdog season
and Blue Jays sponsorship



The Great Indoors promotion
5,000 in-store displays nation-wide



Schneiders Kevin Pillar Surprise Visit
Total views online: 2.4M



Kung Fu Panda hit the shelves in April



Launching Canadian Craft



Making Artisanal Accessible

- Natural craft meats featuring regionally inspired Canadian flavours
- Made with natural ingredients and no added preservatives
- Meat sourced from Canadian farmers



Products

Ontario Inspired Cherry Wood Smoked Ham

Atlantic Coarse Salt Prosciutto

Okanagan Inspired Garlic and Herb Salami

Montreal Steak Spice Capicola

Quebec Maple Ham

Montreal Style Smoked Meat Wieners

Canadian Whiskey and Apple Bacon



Launching Prime Turkey prepared meats



New portfolio of versatile, delicious turkey products

- Nutritious for breakfast, lunch and dinner
- Low in fat, high in protein
- Made from Canadian farm raised turkey



Products

Prime Turkey bacon

Prime Turkey wieners

Prime Turkey sausages



LOWER IN FAT



HIGH IN PROTEIN



GREAT TASTING



Growth in sustainable meat

- Sustainable meat a primary growth platform, fueling targeted US expansion
- Leading North American market share in raised without antibiotic pork; largest in Canadian poultry
- Full line of “no antibiotics ever; no added hormones ever” fresh and prepared meats
- Supported by advanced animal care and environmental commitments and practices





Structural margin improvement

	Q1 2016	% of sales	Q1 2015	% of sales
Sales	796.9		780.2	
Adjusted Cost of Goods Sold ⁽¹⁾	666.0		694.8	
Adjusted Gross Margin	130.9	16.4%	85.4	11.0%
SG&A	77.3	9.7%	75.0	9.6%
Adjusted Operating Earnings	53.6	6.7%	10.4	1.3%
Adjusted EBITDA	81.5	10.2%	36.9	4.7%
Adjusted EPS	0.28		0.05	

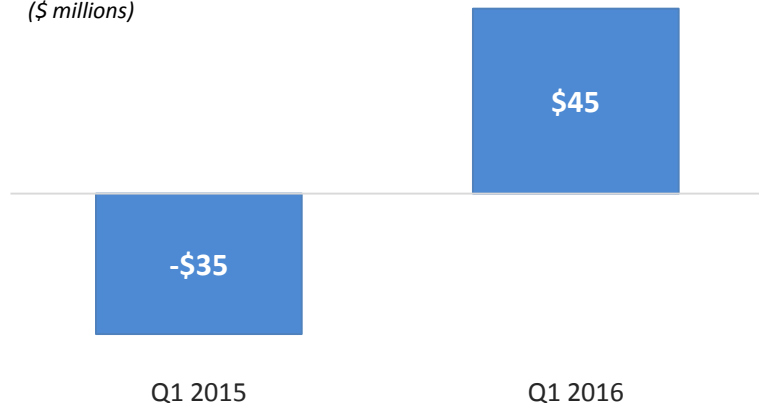
⁽¹⁾Adjusted cost of goods sold excludes unrealized gains/losses related to the change in fair value of futures contracts and biological assets



Improved cash flow

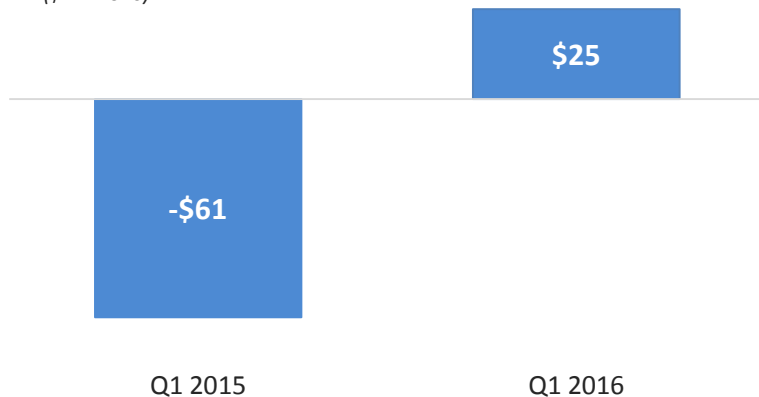
Cash Flow from Operations

(\$ millions)



Free Cash Flow

(\$ millions)



- Cash on hand of \$291 million at the end of the first quarter
- Completed NCIB in January; \$195 million invested to buy-back 8.65 million shares
- Increased dividend by 12.5% in the quarter
- Capital expenditures of \$20 million



Building a sustainable future

- Embedding sustainability into our business to create shared value: drive commercial, social and environmental benefits
- Four pillars include Health and Nutrition; People and Communities; Animal Care; Environmental Sustainability
- Reporting to global standards – Global Reporting Initiative
- 2015 sustainability report launched today at www.mapleleafsustainability.com

Advancing nutrition
and health



Valuing our people
and communities



Treating
animals well



Eliminating
waste





Summary

- Delivered structural margin expansion and realized our near-term financial target
- Built the foundation to enable higher levels of profitable growth
- Optimizing capital allocation
- Exciting value creation opportunities ahead



Forward-looking and non-IFRS information

This document contains, and the Company's oral and written public communications often contain, "forward-looking information" within the meaning of applicable securities law. These statements are based on current expectations, estimates, forecasts, and projections about the industries in which the Company operates, as well as beliefs and assumptions made by the Management of the Company. Such statements include, but are not limited to, statements with respect to objectives and goals, in addition to statements with respect to beliefs, plans, objectives, expectations, anticipations, estimates, and intentions. Words such as "expect", "anticipate", "intend", "may", "will", "plan", "believe", "seek", "estimate", and variations of such words and similar expressions are intended to identify such forward-looking information.

These statements are not guarantees of future performance and involve assumptions and risks and uncertainties that are difficult to predict. These assumptions have been derived from information currently available to the Company, including information obtained by the Company from third-party sources. These assumptions may prove to be incorrect in whole or in part. In addition, actual results may differ materially from those expressed, implied, or forecasted in such forward-looking information, which reflect the Company's expectations only as of the date hereof.

In addition, this presentation contains the following non-IFRS measures:

Adjusted Operating Earnings: Defined as earnings before income taxes from continuing operations adjusted for items that are not considered representative of ongoing operational activities of the business, and items where the economic impact of the transactions will be reflected in earnings in future periods when the underlying asset is sold or transferred.

Adjusted Earnings per Share: Defined as basic earnings per share from continuing operations attributable to common shareholders, and is adjusted for all items that are not considered representative of on-going operational activities of the business, and items where the economic impact of the transactions will be reflected in earnings in future periods when the underlying asset is sold or transferred.

Adjusted Earnings Before Interest, Taxes, Depreciation and Amortization: Defined as earnings from continuing operations before interest and income taxes plus depreciation and intangible asset amortization, adjusted for items that are not considered representative of ongoing operational activities of the business, and items where the economic impact of the transactions will be reflected in earnings in future periods when the underlying asset is sold or transferred.

Adjusted Gross Margin: Defined as sales less cost of goods sold, adjusted for items that are not considered representative of ongoing operational activities of the business, and items where the economic impact of the transactions will be reflected in earnings in future periods when the underlying asset is sold or transferred.

Free Cash Flow: Defined as cash flow from operations less additions to long-term assets.