



MAPLE LEAF FOODS INC.

Management's Discussion and Analysis
For the First Quarter Ended
March 31, 2021

Management's Discussion and Analysis

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Management's Discussion and Analysis

All dollar amounts are presented in Canadian dollars unless otherwise noted.

May 4, 2021

1. FINANCIAL OVERVIEW

| (\$ millions except earnings per share) (Unaudited) | Three months ended March 31, | | |
|--|------------------------------|------------|--------------------|
| | 2021 | 2020 | % Change |
| Sales | \$ 1,053.1 | \$ 1,022.8 | 3.0 % |
| Net Earnings (Loss) | \$ 47.7 | \$ (3.7) | nm ⁽ⁱⁱ⁾ |
| Basic Earnings (Loss) per Share | \$ 0.39 | \$ (0.03) | nm ⁽ⁱⁱ⁾ |
| Adjusted Operating Earnings ⁽ⁱ⁾ | \$ 50.4 | \$ 45.1 | 11.6 % |
| Adjusted Earnings per Share ⁽ⁱ⁾ | \$ 0.26 | \$ 0.21 | 23.8 % |
| Adjusted EBITDA - Meat Protein Group ⁽ⁱ⁾ | \$ 123.3 | \$ 111.1 | 11.0 % |
| Sales - Plant Protein Group | \$ 42.6 | \$ 46.3 | (8.0)% |
| Free Cash Flow ⁽ⁱ⁾ | \$ (195.2) | \$ (133.3) | 46.4 % |
| Construction Capital ⁽ⁱ⁾ | \$ 592.9 | \$ 164.6 | 260.2 % |
| Net Debt ⁽ⁱ⁾ | \$ (865.4) | \$ (640.6) | 35.1 % |

⁽ⁱ⁾ Refer to section 19. Non-IFRS Financial Measures of this document for the definition of these non-IFRS measures.

⁽ⁱⁱ⁾ Not meaningful.

Sales for the first quarter of 2021 were \$1,053.1 million compared to \$1,022.8 million last year, an increase of 3.0%, driven by higher sales in the Meat Protein Group, partially offset by lower sales in the Plant Protein Group. For more details on sales performance by operating segment, please refer to section 3. Operating Review.

Net earnings for the first quarter of 2021 were \$47.7 million (\$0.39 per basic share) compared to a loss of \$3.7 million (a loss of \$0.03 per basic share) last year. Strong operating and commercial performance in the Meat Protein Group more than offset lower sales volume and capacity utilization in the Plant Protein Group. Results were also impacted by a net gain of \$26.7 million (2020: net loss of \$36.7 million) from non-cash fair value changes in biological assets and derivative contracts, which are both excluded in the calculation of Adjusted Operating Earnings below.

Adjusted Operating Earnings for the first quarter of 2021 were \$50.4 million compared to \$45.1 million last year, and Adjusted Earnings per Share for the first quarter of 2021 were \$0.26 compared to \$0.21 last year due to similar factors as noted above.

For further discussion on key metrics and a discussion of results by operating segment, refer to section 3. Operating Review below.

2. RESPONSE TO COVID-19

As an essential service, Maple Leaf Foods Inc. ("Maple Leaf Foods" or the "Company") is focused on protecting the health and well-being of its people, maintaining business continuity, and broadening its social outreach. To manage through this unprecedented environment, the Company has taken a number of measures in its business and operating practices that include heightened safety policies and procedures, and close communication and collaboration with public health authorities. Most recently, Maple Leaf Foods has commenced on-site vaccine clinics at several of its manufacturing plants in coordination with Public Health Authorities, and hopes to continue these efforts across all of its sites as soon as possible. The measures enacted to protect the health and safety of employees have increased the Company's cost structure due to higher labour, personal protective equipment, sanitation and other expenses associated with the pandemic. Continuing COVID-19 structural costs have been incorporated in the Company's 2021 operating plan.

Overall, the Company believes its proactive and comprehensive efforts have, and should continue to mitigate adverse operational impacts. As the COVID-19 situation evolves, Maple Leaf Foods will continue to adapt and adopt best practices that prioritize the health and safety of its employees and the stability of the food supply. As part of Maple Leaf Foods' broader social responsibility, the Company has provided extensive support to front-line staff, emergency food relief efforts and health care providers.

3. OPERATING REVIEW

Maple Leaf Foods has two reportable segments. These segments offer different products, with separate organizational structures, brands, financial and marketing strategies. The Company's chief operating decision makers regularly review internal reports for these businesses: performance of the Meat Protein Group is based on revenue growth, Adjusted Operating Earnings and Adjusted Earnings Before Interest, Taxes, Depreciation and Amortization ("EBITDA"), while the performance of the Plant Protein Group is based

predominantly on revenue growth rates, gross margin optimization and controlling selling, general and administrative ("SG&A") investment levels, which generate high revenue growth rates.

The following table summarizes the Company's sales, gross profit, SG&A expenses, Adjusted Operating Earnings, Adjusted EBITDA, and Adjusted EBITDA Margin by operating segment for the three months ended March 31, 2021 and March 31, 2020.

| (\$ millions) ⁽ⁱ⁾ (Unaudited) | Three months ended March 31, 2021 | | | | Three months ended March 31, 2020 | | | |
|---|-----------------------------------|---------------------------|-----------------------------------|------------|-----------------------------------|---------------------------|-----------------------------------|------------|
| | Meat Protein Group | Plant Protein Group | Non- Allocated ⁽ⁱⁱ⁾ | Total | Meat Protein Group | Plant Protein Group | Non- Allocated ⁽ⁱⁱ⁾ | Total |
| Sales | \$ 1,013.7 | 42.6 | (3.2) | \$ 1,053.1 | \$ 981.4 | 46.3 | (5.0) | \$ 1,022.8 |
| Gross profit | \$ 166.1 | 0.1 | 26.7 | \$ 193.0 | \$ 157.3 | 6.8 | (36.7) | \$ 127.4 |
| Selling, general and administrative expenses | \$ 87.1 | 28.8 | — | \$ 115.9 | \$ 88.0 | 30.9 | — | \$ 118.9 |
| Adjusted Operating Earnings⁽ⁱⁱⁱ⁾ | \$ 79.0 | (28.7) | — | \$ 50.4 | \$ 69.2 | (24.1) | — | \$ 45.1 |
| Adjusted EBITDA⁽ⁱⁱⁱ⁾ | \$ 123.3 | (25.0) | — | \$ 98.3 | \$ 111.1 | (20.5) | — | \$ 90.5 |
| Adjusted EBITDA Margin⁽ⁱⁱⁱ⁾ | 12.2 % | (58.6)% | n/a | 9.3 % | 11.3 % | (44.3)% | n/a | 8.9 % |

⁽ⁱ⁾ Totals may not add due to rounding.

⁽ⁱⁱ⁾ Non-allocated includes eliminations of inter-segment sales and associated cost of goods sold, changes in the fair value of biological assets and derivatives, and non-allocated costs which are comprised of expenses not separately identifiable to reportable segments and are not part of the measures used by the Company when assessing a segment's operating results.

⁽ⁱⁱⁱ⁾ Refer to section 19. Non-IFRS Financial Measures of this document for the definition of these non-IFRS measures.

Meat Protein Group

The Meat Protein Group is comprised of prepared meats, ready-to-cook and ready-to-serve meals, value-added fresh pork and poultry products that are sold to retail, foodservice and industrial channels, and agricultural operations in pork and poultry. The Meat Protein Group includes leading brands such as Maple Leaf®, Maple Leaf Prime®, Schneiders®, Mina®, Greenfield Natural Meat Co.® and many leading regional brands.

Sales for the first quarter of 2021 increased 3.3% to \$1,013.7 million compared to \$981.4 million last year. Sales growth was driven by pricing action implemented in the fourth quarter of 2020 to mitigate inflation and structural cost increases, favourable mix-shift towards sustainable meats and branded product, including growth in the United States, and higher fresh pork sales related to an increase in hogs processed. These factors more than offset an unfavourable impact from foreign exchange, lower prepared meats volumes as the business lapped the surge in retail demand in late March 2020 tied to COVID-19, and lower sales to China.

Gross profit for the first quarter of 2021 was \$166.1 million (gross margin of 16.4%) compared to \$157.3 million (gross margin of 16.0%) last year. Gross profit performance benefited from strong operating performance across the business, and mix-shift benefits towards branded product and sustainable meats, which more than offset lower profits in China. Anticipated inflation and structural increases in operating costs were offset by pricing action implemented in the fourth quarter of 2020.

SG&A expenses for the first quarter of 2021 were \$87.1 million compared to \$88.0 million last year. Reductions in discretionary spend and the lapping of donations made in March 2020 to support front-line health care workers at the outset of the COVID-19 pandemic more than offset higher personnel costs. As a percentage of sales, SG&A expenses improved to 8.6% from 9.0% last year.

Adjusted Operating Earnings for the first quarter of 2021 were \$79.0 million compared to \$69.2 million last year, consistent with factors noted above.

Adjusted EBITDA for the first quarter of 2021 were \$123.3 million compared to \$111.1 million last year, driven by factors consistent with those noted above. Adjusted EBITDA Margin for the first quarter was 12.2% compared to 11.3% last year, also driven by factors consistent with those noted above.

Plant Protein Group

The Plant Protein Group is comprised of refrigerated plant protein products, premium grain-based protein, and vegan cheese products sold to retail, foodservice and industrial channels. The Plant Protein Group includes the leading brands Lightlife® and Field Roast™.

Sales for the first quarter of 2021 decreased 8.1% to \$42.6 million compared to \$46.3 million last year. Excluding the impact of foreign exchange, sales declined 2.5%, driven by lower volumes in fresh retail products. This more than offset continued growth in core retail volumes and pricing action implemented in the fourth quarter of 2020 to mitigate inflation and structural cost increases.

Gross profit for the first quarter of 2021 was \$0.1 million (gross margin of 0.3%) compared to \$6.8 million (gross margin of 14.6%) last year. The decrease in gross profit was attributed to lower sales volumes and capacity utilization, which more than offset improvements in distribution costs. Anticipated inflation and structural increases in operating costs were offset by pricing action implemented in the fourth quarter of 2020.

SG&A expenses for the first quarter of 2021 were \$28.8 million (67.6% of sales) compared to \$30.9 million (66.6% of sales) last year. The decrease in SG&A expenses was driven by the timing of certain advertising & promotional expenses, which more than offset increased expenses related to organizational capacity. As a percentage of sales, SG&A expenses were similar to last year.

Adjusted Operating Earnings for the first quarter of 2021 were a loss of \$28.7 million compared to a loss of \$24.1 million last year. The decline in Adjusted Operating Earnings is consistent with the factors noted above.

4. RESTRUCTURING AND OTHER RELATED COSTS

During the three months ended March 31, 2021, the Company recorded restructuring and other related costs of \$1.7 million (2020: reversals of \$0.2 million). Of this amount, \$1.0 million (2020: \$1.4 million) related to accelerated depreciation and \$0.5 million (2020: reversals of \$1.7 million) related to severance and other employee costs as a result of the previously announced future closures of the Brampton, Toronto and St. Mary's poultry plants. The remaining \$0.2 million (2020: \$0.1 million) related to employee related costs for other organizational restructuring initiatives.

5. INCOME TAXES

The Company's income tax expense for the first quarter resulted in an effective tax rate of 27.7%. The effective tax rate in 2021 primarily results from the proportion of earnings and losses in different tax jurisdictions, the manufacturing and processing credit, and non-deductible expenditures. In the first quarter of 2020, the Company's effective tax rate differed from the Canadian statutory tax rate of 26.4% primarily due to same reasons described above for the first quarter of 2021. The effective tax rate in 2021 used in determining Adjusted Earnings per Share is 27.7% (2020: 28.4%). For 2021, the effective tax recovery rate on restructuring charges used in the computation of Adjusted Earnings per Share is 25.4% (2020: 25.7%). The effective tax rate on items not considered representative of ongoing operations in 2021 is 27.2%. The effective tax rate differs from the Canadian statutory tax rate of 26.4% primarily due to non-deductible expenditures. In the first quarter of 2020 the effective rate of tax recovery on items not considered representative of ongoing operations was 24.5%.

6. CAPITAL RESOURCES

The consumer foods industry in which the Company operates is generally characterized by high sales volume and high turnover of inventories and accounts receivable. In general, accounts receivable and inventories are readily convertible into cash. Investment in working capital is affected by fluctuations in the price of raw materials, seasonal and other market-related fluctuations. The Company has consistently generated a strong base level of operating cash flow, even in periods of higher commodity prices and during restructuring of its operations. These operating cash flows provide a base of underlying liquidity that the Company supplements with credit facilities and cash on hand to provide longer-term funding and to finance fluctuations in working capital levels.

The Company's cash balance as at March 31, 2021 was \$101.0 million (March 31, 2020: \$86.3 million; December 31, 2020: \$100.8 million). Cash is held in demand and short-term investment deposits with Canadian financial institutions having long-term debt ratings of A or higher.

The composition of long-term debt is shown below:

| (\$ thousands) (Unaudited) | As at March 31, | | As at March 31, | As at December 31, |
|--|------------------------|-------------------|------------------------|---------------------------|
| | 2021 | 2020 | 2020 | 2020 |
| Revolving line of credit | \$ 275,000 | \$ — | \$ 50,000 | \$ 50,000 |
| U.S. term credit | 333,026 | 369,105 | 337,544 | 337,544 |
| Canadian term credit | 350,000 | 350,000 | 350,000 | 350,000 |
| Government loans | 8,346 | 7,809 | 8,404 | 8,404 |
| Total long-term debt | \$ 966,372 | \$ 726,914 | \$ 745,948 | \$ 745,948 |
| Current | \$ 913 | \$ 912 | \$ 900 | \$ 900 |
| Non-current | 965,459 | 726,002 | 745,048 | 745,048 |
| Total long-term debt | \$ 966,372 | \$ 726,914 | \$ 745,948 | \$ 745,948 |
| Construction Capital⁽ⁱ⁾ included in total long-term debt | \$ 580,227 | \$ 162,137 | \$ 440,590 | \$ 440,590 |

⁽ⁱ⁾ Refer to section 19. Non-IFRS Financial Measures of this document for the definition of this non-IFRS measure.

The Company has a syndicated credit facility (the "Credit Facility") consisting of a \$1,300.0 million unsecured committed revolving line of credit maturing April 30, 2024 and two unsecured committed term credit facilities for US\$265.0 million and \$350.0 million maturing April 30, 2024 and April 30, 2023, respectively. The Credit Facility can be drawn in Canadian or U.S. dollars and bears interest payable monthly, based on Banker's Acceptance and Prime rates for Canadian dollar loans and the London Inter-bank Offered Rate ("Libor") for U.S. dollar loans. The Credit Facility is intended to meet the Company's funding requirements for capital investments in addition to

providing appropriate levels of liquidity for general corporate purposes. On December 11, 2019, the Company amended the Credit Facility to reduce interest paid upon achievement of certain sustainability targets. If applicable, this reduction will take effect following the issuance of the Company's 2020 Sustainability Report. There is no penalty for not achieving the targets. In addition to loans, as at March 31, 2021 the Company had drawn letters of credit of \$6.4 million on the Credit Facility (March 31, 2020: \$6.4 million; December 31, 2020: \$6.4 million).

The Credit Facility requires the maintenance of certain covenants. As at March 31, 2021, the Company was in compliance with all of these covenants.

The Company has additional uncommitted credit facilities for issuing letters of credit up to a maximum of \$125.0 million (March 31, 2020: \$125.0 million; December 31, 2020: \$125.0 million). As at March 31, 2021, \$66.8 million in letters of credit had been issued thereon (March 31, 2020: \$79.7 million; December 31, 2020: \$67.0 million).

The Company has various government loans on specific projects, with contractual interest rates ranging from non-interest bearing to 2.9% per annum (March 31, 2020: 2.9%; December 31, 2020: 2.9%). These facilities are repayable over various terms from 2022 to 2032. As at March 31, 2021, \$8.3 million (March 31, 2020: \$7.8 million; December 31, 2020: \$8.4 million) was outstanding. All of these facilities are committed.

On July 19, 2019, the Company amended its three-year accounts receivable securitization facility (the "Securitization Facility") by extending the maturity to July 19, 2022 and increasing the maximum cash advance available to the Company under the Securitization Facility to \$120.0 million (March 31, 2020: \$120.0 million; December 31, 2020: \$120.0 million). The Securitization Facility provides cash funding with a proportion of the Company's receivables being sold, and provides the Company with competitively priced financing and further diversifies its funding sources. Under the Securitization Facility, the Company has sold certain of its trade accounts receivable, with very limited recourse, to an unconsolidated third-party trust financed by an international financial institution with a long-term AA-debt rating, for cash and short-term notes back to the Company. The receivables are sold at a discount to face value based on prevailing money market rates. The Company retains servicing responsibilities for these receivables.

As at March 31, 2021, the Company had \$155.5 million (March 31, 2020: \$172.5 million; December 31, 2020: \$134.7 million) of trade accounts receivable serviced under the Securitization Facility. In return for the sale of its trade receivables, the Company will receive cash of \$120.0 million (March 31, 2020: \$120.0 million; December 31, 2020: \$103.2 million) and notes receivable in the amount of \$35.5 million (March 31, 2020: \$52.5 million; December 31, 2020: \$31.5 million). The notes receivable are non-interest bearing and are settled on the settlement dates of the securitized accounts receivable. Due to the timing of receipts and disbursements, the Company may, from time to time, also record a receivable or payable related to the Securitization Facility. As at March 31, 2021, the Company recorded a net receivable in the amount of \$11.9 million (March 31, 2020: \$3.6 million net payable; December 31, 2020: \$16.8 million net payable) in notes receivables (March 31, 2020 and December 31, 2020: accounts payable and accruals). The facility is accounted for as an off-balance sheet transaction in accordance with International Financial Reporting Standards ("IFRS").

The Securitization Facility is subject to certain restrictions, including the maintenance of covenants. The Company was in compliance with all of the requirements of this facility as at March 31, 2021. If the Securitization Facility were to be terminated, the Company would recognize the related amounts on the unaudited condensed consolidated interim balance sheets ("Consolidated Interim Balance Sheets") and consider alternative financing if required.

7. CAPITAL EXPENDITURES

Capital expenditures for the first quarter of 2021 were \$184.7 million compared to \$99.2 million last year. The increase in capital expenditures was primarily attributable to the construction of the London, Ontario poultry facility, the acquisition of the Indianapolis, Indiana plant protein facility and projects to add capacity and improve efficiency in our prepared meats business.

The Company's capital expenditure estimate for the full year of 2021 remains unchanged and in the range of \$550 million to \$650 million, with approximately 75% to be comprised of Construction Capital. A significant portion of the Construction Capital is related to the London, Ontario poultry facility, the acquisition and build-out of the plant protein facility in Indianapolis, Indiana and other projects to add capacity and improve efficiency in our prepared meats business.

8. NORMAL COURSE ISSUER BID

On May 21, 2020 the Toronto Stock Exchange ("TSX") accepted the Company's notice of intention to commence a Normal Course Issuer Bid ("NCIB"), allowing the Company to repurchase, at its discretion, up to 7.5 million common shares in the open market or as otherwise permitted by the TSX, subject to the normal terms and limitations of such bids. Common shares purchased by the Company are cancelled. The program commenced on May 25, 2020 and will terminate on May 24, 2021, or on such earlier date as the Company completes its purchases pursuant to the notice of intention. Under this bid, during the three months ended March 31, 2021, no shares were purchased for cancellation.

On May 17, 2019, the TSX accepted the Company's notice of intention to commence an NCIB, allowing the Company to repurchase, at its discretion, up to 7.5 million common shares in the open market or as otherwise permitted by the TSX, subject to the normal terms and limitations of such bids. Common shares purchased by the Company are cancelled. The program commenced on May 24, 2019

and was terminated on May 23, 2020. Under this bid, during the three months ended March 31, 2020, no shares were purchased for cancellation.

9. CASH FLOWS

Cash and cash equivalents were \$101.0 million at the end of the first quarter of 2021, compared to \$86.3 million at the end of the first quarter of 2020, and \$100.8 million as at December 31, 2020. The increase in cash and cash equivalents for the three months ended March 31, 2021 was primarily due to earnings and loans drawn on the Credit Facility, partially offset by investment in property and equipment, investment in working capital, income tax payments, posted derivative margins for its commodity hedging program.

Cash Flow from Operating Activities

Cash used in operating activities for the first quarter of 2021 was \$30.2 million compared to \$45.8 million in 2020. The improvement was mainly due to higher earnings and lower investment in working capital, partially offset by higher income tax payments and an increase in posted derivative margin for its commodity hedging program.

Cash Flow from Investing Activities

Cash used in investing activities for the first quarter of 2021 was \$164.4 million compared to \$101.3 million in 2020. The increase was mainly due to higher investment in long-term assets, partially offset by no new investment purchases in the current quarter.

Cash Flow from Financing Activities

Cash provided by financing activities for the first quarter of 2021 was \$194.8 million compared to \$136.1 million in 2020. The increase was primarily due to larger drawings on the Credit Facility, partially offset by higher dividend payments.

10. FINANCIAL INSTRUMENTS

The Company applies hedge accounting as appropriate and uses derivatives and other non-derivative financial instruments to manage its exposures to fluctuations in foreign exchange rates, interest rates, and commodity prices.

During the three months ended March 31, 2021, the Company recorded a loss of \$14.8 million (2020: loss of \$35.7 million) on non-designated financial instruments held for trading.

During the three months ended March 31, 2021, the pre-tax amount of hedge ineffectiveness recognized in cost of goods sold was a loss of \$0.0 million (2020: gain of \$0.1 million).

The table below sets out fair value measurements of derivative financial instruments as at March 31, 2021 using the fair value hierarchy:

| (\$ thousands) (Unaudited) | Level 1 | Level 2 | Level 3 | Total |
|------------------------------------|------------------|---------------|----------|------------------|
| Assets: | | | | |
| Foreign exchange contracts | \$ — | 8,065 | — | \$ 8,065 |
| Commodity contracts ⁽ⁱ⁾ | — | 829 | — | 829 |
| | \$ — | 8,894 | — | \$ 8,894 |
| Liabilities: | | | | |
| Foreign exchange contracts | \$ — | 977 | — | \$ 977 |
| Commodity contracts ⁽ⁱ⁾ | 34,431 | — | — | 34,431 |
| Interest rate swaps | — | 14,034 | — | 14,034 |
| | \$ 34,431 | 15,011 | — | \$ 49,442 |

⁽ⁱ⁾ Level 1 commodity contracts are net settled and recorded as a net asset or liability on the Consolidated Interim Balance Sheets.

There were no transfers between levels for the three months ended March 31, 2021 and March 31, 2020.

Determination of fair value and the resulting hierarchy requires the use of observable market data whenever available and is consistent with the methodology used in the Company's 2020 annual audited Consolidated Financial Statements. The classification of a financial instrument in the hierarchy is based upon the lowest level of input that is significant to the measurement of fair value. For financial instruments that are recognized at fair value on a recurring basis, the Company determines whether transfers have occurred between levels in the hierarchy by re-assessing categorization at the end of each reporting period.

Accumulated other comprehensive income (loss)

During the three months ended March 31, 2021, a loss of \$1.1 million, net of tax of \$0.4 million, was released to earnings from accumulated other comprehensive income (loss) and included in the net change for the year (2020: gain of \$0.5 million, net of tax of \$0.2 million).

During the three months ended March 31, 2021, the gain on the net investment hedge recorded in other comprehensive income (loss) was \$3.8 million, net of tax of \$0.7 million (2020: loss of \$19.1 million, net of tax of \$3.5 million).

11. TRANSACTIONS WITH RELATED PARTIES

The Company sponsors a number of defined benefit, defined contribution and post-retirement benefit plans. During the three months ended March 31, 2021, the Company's contributions to these plans were \$7.6 million (2020: \$7.2 million).

The Company's largest shareholder is McCain Capital Inc. ("MCI"). The Company has been informed that Mr. Michael H. McCain, Chief Executive Officer and President of the Company, is the controlling shareholder of MCI. For the three months ended March 31, 2021 and 2020, the Company received services from MCI for a nominal amount which represented the market value of the transactions.

McCain Financial Advisory Services ("MFAS"), is an entity jointly controlled by individuals including Mr. Michael H. McCain. For the three months ended March 31, 2021 and 2020, the Company provided services to and received from, MFAS for a nominal amount which represented the market value of the transactions.

12. SHARE CAPITAL

As at April 29, 2021, there were 124,012,576 common shares issued and outstanding.

13. OTHER MATTERS

On May 4, 2021, the Board of Directors approved a quarterly dividend of \$0.18 per share, \$0.72 per share on an annual basis, payable June 30, 2021 to shareholders of record at the close of business June 8, 2021. Unless indicated otherwise by the Company at or before the time the dividend is paid, the dividend will be considered an eligible dividend for the purposes of the "Enhanced Dividend Tax Credit System".

14. MAPLE LEAF CENTRE FOR ACTION ON FOOD SECURITY

The Maple Leaf Centre for Action on Food Security (the "Centre") is the primary expression of the Company's sustainability strategy pillar of better communities. The Centre is a registered charity working to reduce food insecurity through collaboration with other organizations and individuals, through advocating for critical policies and investing in programs required to make sustainable improvements in food security. Additional information regarding the Centre is available on its website at:

<https://www.feedopportunity.com>.

15. SUMMARY OF QUARTERLY RESULTS

The following is a summary of unaudited quarterly financial information for each quarter in the last two fiscal years:

| (\$ millions) ⁽ⁱ⁾ | First Quarter | | Fourth Quarter | | Third Quarter | | Second Quarter | |
|---|-------------------|------------|----------------|------------|---------------|----------|----------------|------------|
| | 2021 | 2020 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 |
| Sales | | | | | | | | |
| Meat Protein Group | \$ 1,013.7 | \$ 981.4 | \$ 1,080.3 | \$ 970.3 | \$ 1,014.4 | \$ 953.3 | \$ 1,040.4 | \$ 983.3 |
| Plant Protein Group | 42.6 | 46.3 | 52.5 | 49.7 | 51.4 | 47.0 | 60.6 | 42.9 |
| Non-allocated ⁽ⁱⁱ⁾ | (3.2) | (5.0) | (3.6) | (4.0) | (8.6) | (4.5) | (6.4) | (3.5) |
| Total Sales | \$ 1,053.1 | \$ 1,022.8 | \$ 1,129.2 | \$ 1,016.0 | \$ 1,057.2 | \$ 995.8 | \$ 1,094.6 | \$ 1,022.7 |
| Gross profit | | | | | | | | |
| Meat Protein Group | \$ 166.1 | \$ 157.3 | \$ 185.7 | \$ 150.5 | \$ 160.6 | \$ 123.4 | \$ 176.6 | \$ 162.4 |
| Plant Protein Group | 0.1 | 6.8 | 0.3 | 7.2 | 3.4 | 10.0 | 7.9 | 9.3 |
| Non-allocated ⁽ⁱⁱ⁾ | 26.7 | (36.7) | (5.7) | 3.0 | 64.1 | 6.4 | (17.2) | (60.7) |
| Total Gross profit | \$ 193.0 | \$ 127.4 | \$ 180.3 | \$ 160.8 | \$ 228.1 | \$ 139.8 | \$ 167.3 | \$ 111.0 |
| SG&A | | | | | | | | |
| Meat Protein Group | \$ 87.1 | \$ 88.0 | \$ 94.2 | \$ 84.0 | \$ 80.7 | \$ 78.8 | \$ 83.7 | \$ 89.5 |
| Plant Protein Group | 28.8 | 30.9 | 32.5 | 45.3 | 46.5 | 44.9 | 34.1 | 16.9 |
| Total SG&A | \$ 115.9 | \$ 118.9 | \$ 126.8 | \$ 129.3 | \$ 127.2 | \$ 123.7 | \$ 117.8 | \$ 106.4 |
| Net Earnings (loss) | \$ 47.7 | \$ (3.7) | \$ 25.4 | \$ 17.5 | \$ 66.0 | \$ 13.4 | \$ 25.7 | \$ (6.3) |
| Earnings (Loss) Per Share⁽ⁱⁱⁱ⁾ | | | | | | | | |
| Basic | \$ 0.39 | \$ (0.03) | \$ 0.20 | \$ 0.14 | \$ 0.54 | \$ 0.11 | \$ 0.21 | \$ (0.05) |
| Diluted | \$ 0.38 | \$ (0.03) | \$ 0.20 | \$ 0.14 | \$ 0.53 | \$ 0.11 | \$ 0.21 | \$ (0.05) |
| Adjusted EPS ^(iv) | \$ 0.26 | \$ 0.21 | \$ 0.30 | \$ 0.12 | \$ 0.17 | \$ 0.03 | \$ 0.35 | \$ 0.33 |
| Adjusted Operating Earnings^(iv) | | | | | | | | |
| Meat Protein Group | \$ 79.0 | \$ 69.2 | \$ 91.5 | \$ 66.5 | \$ 80.0 | \$ 44.6 | \$ 92.9 | \$ 72.9 |
| Plant Protein Group | (28.7) | (24.1) | (32.3) | (38.1) | (43.1) | (34.9) | (26.3) | (7.7) |
| Total Adjusted Operating Earnings | \$ 50.4 | \$ 45.1 | \$ 59.2 | \$ 28.4 | \$ 36.9 | \$ 9.7 | \$ 66.7 | \$ 65.2 |
| Adjusted EBITDA^(iv) | | | | | | | | |
| Meat Protein Group | \$ 123.3 | \$ 111.1 | \$ 136.5 | \$ 110.2 | \$ 122.6 | \$ 85.4 | \$ 138.2 | \$ 112.7 |
| Plant Protein Group | (25.0) | (20.5) | (28.7) | (34.9) | (39.6) | (31.6) | (22.6) | (4.7) |
| Non-allocated ⁽ⁱⁱ⁾ | — | — | 1.3 | — | (0.5) | (0.4) | — | — |
| Total Adjusted EBITDA | \$ 98.3 | \$ 90.5 | \$ 109.1 | \$ 75.3 | \$ 82.6 | \$ 53.4 | \$ 115.7 | \$ 108.0 |
| Adjusted EBITDA Margin^(iv) | | | | | | | | |
| Meat Protein Group | 12.2 % | 11.3 % | 12.6 % | 11.4 % | 12.1 % | 9.0 % | 13.3 % | 11.5 % |
| Plant Protein Group | (58.6)% | (44.3)% | (54.7)% | (70.3)% | (77.0)% | (67.3)% | (37.2)% | (10.9)% |
| Total Adjusted EBITDA Margin | 9.3 % | 8.9 % | 9.7 % | 7.4 % | 7.8 % | 5.4 % | 10.6 % | 10.6 % |

⁽ⁱ⁾ Totals may not add due to rounding.

⁽ⁱⁱ⁾ Non-Allocated includes eliminations of inter-segment sales and associated cost of goods sold, and non-allocated costs which are comprised of expenses not separately identifiable to reportable segments and are not part of the measures used by the Company when assessing a segment's operating results.

⁽ⁱⁱⁱ⁾ Per share information is based on amounts attributable to common shareholders.

^(iv) Refer to section 19. Non-IFRS Financial Measures of this document.

Fluctuations in quarterly sales can be attributed to changes in pricing, volume, sales mix, acquisitions and the impact of foreign exchange translation.

Fluctuations in quarterly net earnings can be attributed to similar factors as noted above, pork and poultry industry processing margins, restructuring and other related costs, operating efficiencies, changes in the fair value of derivative and non-derivative financial instruments and biological assets, acquisitions, transitional costs incurred, provision adjustments, gains/losses on disposal of assets and changes in tax regulations.

For an explanation and analysis of quarterly results, refer to the Company's Management's Discussion and Analysis for each of the respective quarterly periods which are filed on SEDAR and also available on the Company's website at www.mapleleaffoods.com.

16. SIGNIFICANT ACCOUNTING POLICIES

Accounting Standards Adopted During the Period

Beginning on January 1, 2021, the Company adopted certain IFRS standards and amendments. As required by International Accounting Standard ("IAS") 34 *Interim Financial Reporting* and IAS 8 *Accounting Policies, Changes in Accounting Estimates and Errors*, the nature and the effect of these changes are disclosed below:

Interest Rate Benchmark Reform - Phase 2

Beginning January 1, 2021, the Company adopted the amendments to IFRS 9 *Financial Instruments* ("IFRS 9"), IAS 39 *Financial Instruments: Recognition and Measurement* ("IAS 39"), IFRS 7 *Financial Instruments: Disclosures* ("IFRS 7"), IFRS 4 *Insurance Contracts* ("IFRS 4") and IFRS 16 *Leases* ("IFRS 16") to address issues that affect financial reporting after the reform of an interest rate benchmark, including its replacement with alternative benchmark rates. The amendments relate to modification of financial assets, financial liabilities and lease liabilities, specific hedge accounting requirements, and disclosure requirements in applying IFRS 7 to accompany the amendments regarding modifications and hedge accounting. The adoption of the amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16 did not have a material impact on the Company's 2021 first quarter unaudited condensed consolidated interim financial statements ("Consolidated Interim Financial Statements").

Accounting Pronouncements Issued But Not Yet Effective

Onerous Contracts - Cost of Fulfilling a Contract

On May 14, 2020, the International Accounting Standards Board ("IASB") issued amendments to IAS 37 *Provisions, Contingent Liabilities and Contingent Assets*. The amendments specify that the 'cost of fulfilling' a contract comprises the 'costs that relate directly to the contract'. Costs that relate directly to a contract can either be incremental costs of fulfilling that contract or an allocation of other costs that relate directly to fulfilling contracts. These amendments are effective on January 1, 2022. The Company intends to adopt these amendments prospectively in its Consolidated Interim Financial Statements for the annual period beginning January 1, 2022. The extent of the impact of the adoption of these amendments has not yet been determined.

Annual Improvements to IFRS (2018-2020) Cycle

On May 14, 2020, the IASB issued narrow-scope amendments to a total of three standards as part of its annual improvement process. Amendments were made to clarify which fees an entity includes when it applies the '10 per cent' test in assessing whether to derecognize a financial liability in accordance with IFRS 9. The amendments also remove the requirement in IAS 41 *Agriculture* for entities to exclude taxation cash flows when measuring the fair value of a biological asset using a present value technique. Lastly, an amendment was made to IFRS 1 *First-time Adoption of International Financial Reporting Standards* for subsidiaries as a first-time adopter. These amendments are effective on January 1, 2022. The Company intends to adopt these amendments prospectively in its Consolidated Interim Financial Statements for the annual period beginning January 1, 2022. The extent of the impact of the adoption of these standards has not yet been determined.

Classification of Liabilities as Current or Non-current

On January 23, 2020, an amendment was issued to IAS 1 *Presentation of Financial Statements* to address inconsistencies with how entities apply the standards over classification of current and non-current liabilities. The amendment serves to address whether, in the balance sheets, debt and other liabilities with an uncertain settlement should be classified as current or non-current. This amendment is effective on January 1, 2023. The Company intends to adopt this amendment in its Consolidated Interim Financial Statements for the annual period beginning January 1, 2023. The extent of the impact of the adoption of this amendment has not yet been determined.

Definition of Accounting Estimates (Amendments to IAS 8)

On February 12, 2021, the IASB issued *Definition of Accounting Estimates (Amendments to IAS 8)*. The amendments introduce a new definition for accounting estimates and also clarify the relationship between accounting policies and accounting estimates. The amendments are effective for annual periods beginning on or after January 1, 2023. The Company intends to adopt this amendment in its Consolidated Interim Financial Statements for the annual period beginning January 1, 2023. The extent of the impact of the adoption of this amendment has not yet been determined.

Disclosure initiative – Accounting Policies (Amendments to IAS 1 and IFRS Practice Statement 2)

On February 12, 2021, the IASB issued *Disclosure Initiative – Accounting Policies (Amendments to IAS 1 and IFRS Practice Statement 2 Making Materiality Judgements)*. The amendments help companies provide useful accounting policy disclosures. The amendments are effective for annual periods beginning on or after January 1, 2023. The Company intends to adopt this amendment in its Consolidated Interim Financial Statements for the annual period beginning January 1, 2023. The extent of the impact of the adoption of this amendment has not yet been determined.

All other IFRSs and amendments issued but not yet effective have been assessed by the Company and are not expected to have a material impact on the Consolidated Interim Financial Statements.

17. INTERNAL CONTROLS OVER FINANCIAL REPORTING

There has been no change in the Company's internal control over financial reporting during the period beginning on January 1, 2021 and ended on March 31, 2021, that has materially affected, or is reasonably likely to materially affect, its internal control over financial reporting.

18. OUTLOOK AND LONG-TERM TARGETS

Maple Leaf Foods is a leading consumer protein company, supported by an iconic portfolio of brands, a solid balance sheet and capital structure that provide financial flexibility. Over the last several years, the Company has developed a foundation to pursue compelling growth vectors across its business and to create value for all stakeholders.

In Plant Protein, the Company's strategy is to invest for growth in this high potential market. In 2019, Maple Leaf Foods articulated its ambitious goal to achieve approximately \$3 billion in sales in the Plant Protein Group by 2029, assuming a market size of approximately \$25 billion. In that environment the Company would aspire to generate approximately 30% gross margin and SG&A expense (as a % of sales) in the low double-digit range. Long-term, achieving these targets is expected to result in Adjusted EBITDA Margins that exceed those in the Meat Protein Group. This will be driven by:

- Capitalizing on the high growth plant protein market, predominantly in the refrigerated space.
- Leveraging Maple Leaf Foods' established expertise in brand development and effective marketing.
- Delivering on a pipeline of new product innovation to broaden and deepen its product portfolio.
- Executing on a multi-tiered supply capacity strategy focused on capital stewardship. This includes leverage of its existing Plant Protein assets, utilizing footprint in the rest of its network, opportunistic partnerships with co-packing services, and development of new capacity, which includes the planned Indianapolis, Indiana tempeh processing facility.

In Meat Protein, the Company's strategy is to drive profitable growth. In 2017, Maple Leaf Foods articulated its target to reach an Adjusted EBITDA margin of 14% - 16% in 2022, while driving low single-digit organic revenue growth. This will be driven by:

- Growth in sustainable meats, including further establishing the business as a leading provider of Raised Without Antibiotics ("RWA") pork and poultry into Canadian and U.S. markets.
- Continued benefits from brand renovation strategies to accelerate volume growth and product mix-shift in branded prepared meats products.
- Focus on cost control through operational efficiencies.

2021 Outlook

Throughout the COVID-19 pandemic, Maple Leaf Foods has remained focused on protecting its employees and ensuring continuity of its supply chain. As a result, the current environment does increase certain operating costs and potential for short-term processing disruptions to protect the health and safety of plant personnel. Continuing COVID-19 structural costs have been incorporated in the Company's 2021 operating plan.

Maple Leaf Foods expects to achieve the following in 2021:

Meat Protein Group - Driving Profitable Growth

- Mid-to-high single digit sales growth on a 52-week comparable basis, driven by continued momentum in sustainable meats, leveraging brand renovation, and growth into the U.S. market.
- Adjusted EBITDA margin expansion, progressing towards the 2022 target of 14% - 16%, driven by mix-shift benefits in prepared meats resulting from growth in sustainable meats and brand renovation, as well as operational efficiencies, while assuming pork complex conditions in-line with the 5-year average. This outlook incorporates the impact of an unexpected surge in grain and hog price inflation, which should moderately compress margins in the second quarter before fully recovering in the back half of the year as related pricing action takes effect.

Plant Protein Group - Investing for Growth

- Sales growth for the year to be broadly in-line with the strategic target of 30%, excluding any impact from fluctuations in foreign exchange. Growth is expected to be driven by continued momentum in the core product line, product innovation, improved velocities and distribution in the fresh line and resurgence in foodservice activity which is largely tied to the abatement of COVID-19 restrictions. Growth is expected to accelerate as the year progresses.
- Gross margin is expected to be volatile in the near-term, as benefits from structural improvements in the supply chain may be impacted by investment opportunities to drive sales growth in a rapidly evolving market, as well as ongoing effects of COVID-19.
- SG&A expenses broadly in-line with 2020 levels, excluding any impact from fluctuations in foreign exchange, while declining as a percentage of sales as the Company leverages investments in advertising, promotion and marketing to elevate the Lightlife® and Field Roast™ brand renovations, drive innovation and build scale in the business.

Capital

- The Company's capital expenditure estimate for the full year of 2021 remains unchanged and in the range of \$550 million to \$650 million, with approximately 75% to be comprised of Construction Capital. A significant portion of the Construction Capital is related to the London, Ontario poultry facility, the acquisition and build-out of the plant protein facility in Indianapolis, Indiana and other projects to add capacity and improve efficiency in our prepared meats business.

Factors that could have an impact on our business, which we cannot estimate or control due to the COVID-19 pandemic, include:

- Volatility in the pork and poultry commodity and foreign exchange markets.
- The balance between retail and foodservice demand.
- Potential future production disruptions or shutdowns.
- The duration of government measures, including social distancing.

In addition to financial and operational priorities, Maple Leaf Foods believes that shared value and operating its business for the benefit of all stakeholders is crucial. The Company's guiding pillars to be the "Most Sustainable Protein Company on Earth" include Better Food, Better Care, Better Communities, Better Planet and are core to how Maple Leaf Foods conducts itself. To that end, the Company's priorities include:

- *Better Food* - leading the real food movement and transitioning key brands to 100% "raised without antibiotics".
- *Better Care* - further advancement of animal care, including progress towards transitioning all sows under management to open housing systems by 2022.
- *Better Communities* - investing approximately 1% of pre-tax profit to advance sustainable food security.
- *Better Planet* - continuing to amplify its commitment to carbon neutrality, while focusing on eliminating waste in any resources it consumes, including food, energy, water, packaging, and time.

19. NON-IFRS FINANCIAL MEASURES

The Company uses the following non-IFRS measures: Adjusted Operating Earnings, Adjusted Earnings per Share, Adjusted EBITDA, Adjusted EBITDA Margin, Construction Capital, Net Debt, Free Cash Flow and Return on Net Assets. Management believes that these non-IFRS measures provide useful information to investors in measuring the financial performance of the Company for the reasons outlined below. These measures do not have a standardized meaning prescribed by IFRS and therefore they may not be comparable to similarly titled measures presented by other publicly traded companies and should not be construed as an alternative to other financial measures determined in accordance with IFRS.

Adjusted Operating Earnings, Adjusted EBITDA and Adjusted EBITDA Margin

Adjusted Operating Earnings, Adjusted EBITDA and Adjusted EBITDA Margin are non-IFRS measures used by Management to evaluate financial operating results. Adjusted Operating Earnings is defined as earnings before income taxes and interest expense 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 EBITDA is defined as Adjusted Operating Earnings plus depreciation and intangible asset amortization, adjusted for items included in other expense that are considered representative of ongoing operational activities of the business. Adjusted EBITDA Margin is calculated as Adjusted EBITDA divided by sales.

The tables below provide a reconciliation of earnings (loss) before income taxes as reported under IFRS in the Consolidated Interim Financial Statements to Adjusted Operating Earnings and Adjusted EBITDA for the three months ended March 31, as indicated below. Management believes that these non-IFRS measures are useful in assessing the performance of the Company's ongoing operations and its ability to generate cash flows to fund its cash requirements, including the Company's capital investment program.

| (\$ millions) ⁽ⁱ⁾ (Unaudited) | Three months ended March 31, 2021 | | | | Three months ended March 31, 2020 | | | |
|---|-----------------------------------|---------------------------|-----------------------------------|---------|-----------------------------------|---------------------------|-----------------------------------|----------|
| | Meat Protein Group | Plant Protein Group | Non- Allocated ⁽ⁱⁱ⁾ | Total | Meat Protein Group | Plant Protein Group | Non- Allocated ⁽ⁱⁱ⁾ | Total |
| Earnings (loss) before income taxes | \$ 76.2 | (28.7) | 18.4 | \$ 65.9 | \$ 68.2 | (24.1) | (47.2) | \$ (3.0) |
| Interest expense and other financing costs | — | — | 5.0 | 5.0 | — | — | 7.9 | 7.9 |
| Other expense | 1.1 | 0.1 | 3.3 | 4.5 | 1.2 | — | 2.6 | 3.8 |
| Restructuring and other related costs (reversals) | 1.7 | — | — | 1.7 | (0.2) | — | — | (0.2) |
| Earnings (loss) from operations | \$ 79.0 | (28.7) | 26.7 | \$ 77.1 | \$ 69.2 | (24.1) | (36.7) | \$ 8.5 |
| (Increase) decrease in fair value of biological assets | — | — | (38.5) | (38.5) | — | — | 14.7 | 14.7 |
| Unrealized loss on derivative contracts | — | — | 11.8 | 11.8 | — | — | 22.0 | 22.0 |
| Adjusted Operating Earnings | \$ 79.0 | (28.7) | — | \$ 50.4 | \$ 69.2 | (24.1) | — | \$ 45.1 |
| Depreciation and amortization | 45.5 | 3.8 | — | 49.2 | 43.0 | 3.5 | — | 46.6 |
| Items included in other expense representative of ongoing operations ⁽ⁱⁱⁱ⁾ | (1.2) | (0.1) | — | (1.3) | (1.2) | — | — | (1.2) |
| Adjusted EBITDA | \$ 123.3 | (25.0) | — | \$ 98.3 | \$ 111.1 | (20.5) | — | \$ 90.5 |
| Adjusted EBITDA Margin | 12.2 % | (58.6)% | n/a | 9.3 % | 11.3 % | (44.3)% | n/a | 8.9 % |

⁽ⁱ⁾ Totals may not add due to rounding.

⁽ⁱⁱ⁾ Non-Allocated includes eliminations of inter-segment sales and associated cost of goods sold, and non-allocated costs which are comprised of expenses not separately identifiable to reportable segments and are not part of the measures used by the Company when assessing a segment's operating results.

⁽ⁱⁱⁱ⁾ Primarily includes gain/loss on sale of long-term assets and other miscellaneous expenses.

Adjusted Earnings per Share

Adjusted Earnings per Share, a non-IFRS measure, is used by Management to evaluate financial operating results. It is defined as basic earnings per share and is adjusted on the same basis as Adjusted Operating Earnings. The table below provides a reconciliation of basic earnings per share as reported under IFRS in the Consolidated Interim Financial Statements to Adjusted Earnings per Share for the three months ended March 31, as indicated below. Management believes this basis is the most appropriate on which to evaluate financial results as they are representative of the ongoing operations of the Company.

| (\$ per share) (Unaudited) | Three months ended March 31, | |
|---|------------------------------|----------------|
| | 2021 | 2020 |
| Basic earnings (loss) per share | \$ 0.39 | \$ (0.03) |
| Restructuring and other related costs ⁽ⁱ⁾ | 0.01 | — |
| Items included in other expense not considered representative of ongoing operations ⁽ⁱⁱ⁾ | 0.02 | 0.02 |
| Change in fair value of biological assets | (0.23) | 0.09 |
| Unrealized loss on derivatives | 0.07 | 0.13 |
| Adjusted Earnings per Share⁽ⁱⁱⁱ⁾ | \$ 0.26 | \$ 0.21 |

⁽ⁱ⁾ Includes per share impact of restructuring and other related costs, net of tax.

⁽ⁱⁱ⁾ Primarily includes legal fees and provisions and transaction related costs, net of tax.

⁽ⁱⁱⁱ⁾ Totals may not add due to rounding.

Construction Capital

Construction Capital, a non-IFRS measure, is used by Management to evaluate the amount of capital resources invested in specific strategic development projects that have not yet entered commercial production. It is defined as investments and related financing charges in projects over \$50.0 million that are related to longer-term strategic initiatives, with no returns expected for at least 12 months in the future and the asset will be re-categorized from Construction Capital once operational. Current strategic initiatives primarily include the investments in the London, Ontario poultry production facility, further capacity and efficiency improvements in the prepared meats business, investments in plant protein capacity at the Walker Drive facility in Brampton, Ontario, and the plant protein production facilities in Indiana. The following table is a summary of Construction Capital activity and debt financing for the periods indicated below.

| (\$ thousands) (Unaudited) | As at March 31, | |
|---|-------------------|-------------------|
| | 2021 | 2020 |
| Opening balance at January 1 | \$ 440,590 | \$ 106,831 |
| Additions | 148,520 | 56,926 |
| Interest paid and capitalized ⁽ⁱ⁾ | 3,821 | 871 |
| Balance at March 31 | \$ 592,931 | \$ 164,628 |
| Construction Capital debt financing⁽ⁱⁱ⁾ | \$ 580,227 | \$ 162,137 |

⁽ⁱ⁾ Certain comparatives figures have been restated to conform with current year presentations.

⁽ⁱⁱ⁾ Assumed to be fully funded by debt to the extent that the Company has Net Debt outstanding.

Net Debt

The following table reconciles Net Debt to amounts reported under IFRS in the Company's Consolidated Interim Financial Statements as at March 31, as indicated below. The Company calculates Net Debt as cash and cash equivalents, less long-term debt and bank indebtedness. Management believes this measure is useful in assessing the amount of financial leverage employed.

| (\$ thousands) (Unaudited) | As at March 31, | |
|-----------------------------------|---------------------|---------------------|
| | 2021 | 2020 |
| Cash and cash equivalents | \$ 100,977 | \$ 86,298 |
| Current portion of long-term debt | (913) | (912) |
| Long-term debt | (965,459) | (726,002) |
| Total debt | \$ (966,372) | \$ (726,914) |
| Net Debt | \$ (865,395) | \$ (640,616) |

Free Cash Flow

Free Cash Flow, a non-IFRS measure, is used by Management to evaluate cash flow after investing in the maintenance or expansion of the Company's asset base. It is defined as cash provided by operations, less cash additions to long-term assets and capitalized interest. The following table calculates Free Cash Flow for the periods indicated below:

| (\$ thousands) (Unaudited) | Three months ended March 31, | |
|--|------------------------------|---------------------|
| | 2021 | 2020 |
| Cash used in operating activities | \$ (30,234) | \$ (45,797) |
| Additions to long-term assets | (160,967) | (86,292) |
| Interest paid and capitalized ⁽ⁱ⁾ | (3,971) | (1,195) |
| Free Cash Flow | \$ (195,172) | \$ (133,284) |

⁽ⁱ⁾ Certain comparatives figures have been restated to conform with current year presentations.

Return on Net Assets

Return on Net Assets ("RONA") is calculated by dividing tax effected earnings from operations (adjusted for items which are not considered representative of the underlying operations of the business) by average monthly net assets. Net assets are defined as total assets (excluding cash and deferred tax assets) less non-interest bearing liabilities (excluding deferred tax liabilities). Management believes that RONA is an appropriate basis upon which to evaluate long-term financial performance.

20. FORWARD-LOOKING STATEMENTS

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, projections, beliefs, judgments and assumptions based on information available at the time the applicable forward-looking statement was made and in light of the Company's experience combined with its perception of historical trends. Such statements include, but are not limited to, statements with respect to objectives and goals, in addition to statements with respect to beliefs, plans, targets, goals, objectives, expectations, anticipations, estimates, and intentions. Forward-looking statements are typically identified by words such as "anticipate", "continue", "estimate", "expect", "may", "will", "project", "should", "could", "would", "believe", "plan", "intend", "design", "target", "undertake", "view", "indicate", "maintain", "explore", "entail", "schedule", "objective", "strategy", "likely", "potential", "outlook", "aim", "propose", "goal", and similar expressions suggesting future events or future performance. These statements are not guarantees of future performance and involve assumptions, risks and uncertainties that are difficult to predict.

By their nature, forward-looking statements involve known and unknown risks, uncertainties and other factors that may cause actual results or events to differ materially from those anticipated in such forward-looking statements. The Company believes the expectations reflected in the forward-looking statements are reasonable, but no assurance can be given that these expectations will prove to be correct and such forward-looking statements should not be unduly relied upon.

Specific forward-looking information in this document may include, but is not limited to, statements with respect to:

- implications of COVID-19;
- future performance, including future financial objectives, goals and targets, expected capital spend and expected SG&A expenditures for the Company and each of its operating segments;
- the execution of the Company's business strategy, including the development and expected timing of business initiatives, brand expansion and repositioning, and other growth opportunities, as well as the impact thereof;
- the impact of international trade conditions on the Company's business, including access to markets, implications associated with the spread of foreign animal disease (such as African Swine Fever ("ASF")), and other social, economic and political factors that affect trade;
- competitive conditions and the Company's ability to position itself competitively in the markets in which it competes;
- capital projects, including planning, construction, estimated expenditures, schedules, approvals, expected capacity, in-service dates and anticipated benefits of construction of new facilities and expansions of existing facilities;
- the Company's dividend policy, including future levels and sustainability of cash dividends, the tax treatment thereof and future dividend payment dates;
- the impact of commodity prices on the Company's operations and financial performance, including the use and effectiveness of hedging instruments;
- expected future cash flows and the sufficiency thereof, sources of capital at attractive rates, future contractual obligations, future financing options, renewal of credit facilities, and availability of capital to fund growth plans, operating obligations and dividends;
- operating risks, including the execution, monitoring and continuous improvement of the Company's food safety programs, animal health initiatives and cost reduction initiatives;
- the implementation, cost and impact of environmental sustainability initiatives, as well as the anticipated future cost of remediating environmental liabilities;
- the adoption of new accounting standards and the impact of such adoption on the financial position of the Company;
- expectations regarding pension plan performance, including future pension plan assets, liabilities and contributions; and
- developments and implications of actual or potential legal actions.

Various factors or assumptions are typically applied by the Company in drawing conclusions or making the forecasts, projections, predictions or estimations set out in the forward-looking statements. These factors and assumptions are based on information currently available to the Company, including information obtained by the Company from third-party sources and include but are not limited to the following:

- expectations regarding the impact and future implications of COVID-19 and adaptations in operations, customer and consumer behaviour, economic patterns and international trade;
- the competitive environment, associated market conditions and market share metrics, the expected behaviour of competitors and customers and trends in consumer preferences;
- the success of the Company's business strategy, including execution of the strategy in each of the Meat Protein and Plant Protein Groups;
- prevailing commodity prices, interest rates, tax rates and exchange rates;

- the economic condition of and the socio-political dynamics between Canada, the U.S., Japan and China, and the ability of the Company to access markets in these countries;
- the spread of foreign animal disease (including ASF), preparedness strategies to manage such spread, and implications for all protein markets;
- the availability of capital to fund future capital requirements associated with existing operations, assets and projects;
- expectations regarding participation in and funding of the Company's pension plans;
- the availability of insurance coverage to manage certain liability exposures;
- the extent of future liabilities and recoveries related to legal claims;
- prevailing regulatory, tax and environmental laws; and
- future operating costs and performance, including the Company's ability to achieve operating efficiencies and maintain high sales volumes, high turnover of inventories and high turnover of accounts receivable.

Readers are cautioned that these assumptions may prove to be incorrect in whole or in part. The Company's actual results may differ materially from those anticipated in any forward-looking statements.

Factors that could cause actual results or outcomes to differ materially from the results expressed, implied, or projected in the forward-looking statements contained in this document include, among other things, risks associated with the following:

- implications of COVID-19 on the operations and financial performance of the Company, as well the implications for macro socio-economic trends;
- competition, market conditions and the activities of competitors and customers;
- food safety, consumer liability and product recalls;
- the health status of livestock, including the impact of potential pandemics;
- international trade and access to markets, as well as social, political and economic dynamics affecting same;
- availability of and access to capital;
- decision respecting the return of capital to shareholders;
- the execution of capital projects, including cost, schedule and regulatory variables;
- food safety, consumer liability and product recalls;
- cyber security and the maintenance and operation of the Company's information systems and processes;
- acquisitions and divestitures;
- climate change;
- fluctuations in the debt and equity markets;
- fluctuations in interest rates and currency exchange rates;
- pension assets and liabilities;
- cyclical nature of the cost and supply of hogs and the competitive nature of the pork market generally;
- the effectiveness of commodity and interest rate hedging strategies;
- impact of changes in the market value of the biological assets and hedging instruments;
- the supply management system for poultry in Canada;
- availability of plant protein ingredients;
- intellectual property, including product innovation, product development, brand strategy and trademark protection;
- consolidation of operations and focus on protein;
- the use of contract manufacturers;
- reputation;
- weather;
- compliance with government regulation and adapting to changes in laws;
- actual and threatened legal claims;
- consumer trends and changes in consumer tastes and buying patterns;

- environmental regulation and potential environmental liabilities;
- consolidation in the retail environment;
- employment matters, including complying with employment laws across multiple jurisdictions, the potential for work stoppages due to non-renewal of collective agreements, recruiting and retaining qualified personnel, reliance on key personnel and succession planning;
- pricing of products;
- managing the Company's supply chain;
- changes in International Financial Reporting Standards and other accounting standards that the Company is required to adhere to for regulatory purposes; and
- other factors as set out under the heading "Risk Factors" in the Company's Management Discussion and Analysis for the year ended December 31, 2020.

The Company cautions readers that the foregoing list of factors is not exhaustive.

Readers are further cautioned that some of the forward-looking information, such as statements concerning future capital expenditures, Adjusted EBITDA Margin growth in the Meat Protein Group, expected sales and growth margin targets in the Plant Protein Group and SG&A spend, may be considered to be financial outlooks for purposes of applicable securities legislation. These financial outlooks are presented to evaluate potential future earnings and anticipated future uses of cash flows and may not be appropriate for other purposes. Readers should not assume these financial outlooks will be achieved.

More information about risk factors can be found under the heading "Risk Factors" in the Company's Annual Management's Discussion and Analysis for the year ended December 31, 2020, that is available on SEDAR at www.sedar.com. The reader should review such section in detail. Additional information concerning the Company, including the Company's Annual Information Form, is available on SEDAR at www.sedar.com.

All forward-looking statements included herein speak only as of the date hereof. Unless required by law, the Company does not undertake any obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. All forward-looking statements contained herein are expressly qualified by this cautionary statement.

21. ABOUT MAPLE LEAF FOODS INC.

Maple Leaf Foods is a carbon neutral company with a vision to be the most sustainable protein company on earth, responsibly producing food products under leading brands including Maple Leaf®, Maple Leaf Prime®, Schneiders®, Mina®, Greenfield Natural Meat Co.®, Lightlife® and Field Roast™. The Company employs approximately 13,500 people and does business primarily in Canada, the U.S. and Asia. The Company is headquartered in Mississauga, Ontario and its shares trade on the Toronto Stock Exchange (MFI).