MAPLE LEAF

Built for Growth

Q3 2021 Business & Financial Review

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

Forward-looking Statements and Non-IFRS Measures

This presentation contains "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. The COVID-19 pandemic creates a very fluid situation with many uncertainties. Based on its experience to date, the Company has made certain assumptions about the implications of COVID-19 for its business, including:

- The shifting demand balance between retail and foodservice channels, product mix, productivity, supply chain disruptions, operating cost pressures and business continuity.
- The Company's expectations with respect to future sales and returns associated with the anticipated growth of its plant protein business are based on a number of assumptions, estimates and projections, including but not limited to: the impact of COVID-19, market growth assumptions, market share assumptions, supply chain constraints and effectiveness, new product innovation and commercialization, results of brand renovation initiatives, foreign exchange rates, customer and consumer behavior, competition and availability of labour.
- The Company's expectations with respect to the growth of its meat protein business, such as anticipated growth in sales, adjusted EBITDA margin and gross margin, are based on a number of assumptions, estimates and projections, including but not limited to: the impact of COVID-19, supply chain constraints and effectiveness, commodity prices, hog and pork processor margins, demand for pork and access to export markets, poultry markets and supply management, foreign exchange rates, growth in demand for sustainable meats and branded products, , customer and consumer behaviour, competition and availability of labour.
- The Company's assumptions about capital project expenditures and timing are based on a number of assumptions, including but not limited to: the impact of COVID-19, availability and cost of materials and labour, contractor performance and productivity levels, supply chain constraints and effectiveness, quality of estimating, weather conditions and project scope.
- These statements are not guarantees of future performance and involve assumptions, 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. Please refer to the sections entitled "Risk Factors" and "Forward-Looking Statements" in the Company's Management Discussion and Analysis for the quarter ended September 30, 2021 and year ended December 31, 2020 for additional detail.

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

Adjusted Operating Earnings: Earnings before income taxes and interest expenses 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 adjusted for all 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 Before Interest, Taxes, Depreciation and Amortization: Defined as Adjusted Operating Earnings plus depreciation and intangible asset amortization, adjusted for items included in other expense that are not considered representative of ongoing operational activities. Adjusted EBITDA Margin is calculated as Adjusted EBITDA divided by sales.

Net (Debt) Cash: Defined as cash and cash equivalents, less long-term debt and bank indebtedness.

Construction Capital: 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.

Please refer to the Company's Management and Discussion and Analysis for the quarter ended September 30, 2021 (as filed on SEDAR) for additional information on non-IFRS financial measures.

Maple Leaf at a Glance

En route to Becoming the Most Sustainable Protein Company on Earth

13,500 employees

32 manufacturing facilities*
prepared meats, fresh pork, fresh poultry and plant protein

4M hogs processed annually (40% are raised in ~200 company-operated barns with leading animal care practices)

Largest producer of RWA pork in North America and poultry in Canada

Leading presence in North American plant-based protein

Total Sales (2020) **$4,304 million**

Meat Protein Group		Plant Protein Group	
12.4%	2020 Adj. EBITDA Margin	19.5%	2020 Sales Growth

Iconic National & Regional Brand Portfolio

WORLD'S FIRST MAJOR CARBON NEUTRAL FOOD COMPANY

*Includes 5 feed mills and 3 chicken hatcheries.
Notes: RWA: raised without antibiotics.

The Maple Leaf Foods Blueprint

Our Blueprint

OUR PURPOSE

Raise the Good in Food

OUR VISION

To be the most sustainable protein company on earth

- By making better food that meets real consumer needs
- By reducing our environmental impact to sustainable levels
- By caring for our animals responsibly
- By strengthening our communities

HOW WE WILL CREATE SHARED VALUE

- We will grow leveraging our leadership in sustainability
- We will relentlessly eliminate waste and improve efficiency
- We will broaden our reach into new geographies, channels and protein alternatives
- We will embrace a digital future across our business
- We will invest in our brands to build demand and consumer loyalty
- We will invest in our people, so their talent thrives

WE EXPECT TO DELIVER VALUE FOR OUR STAKEHOLDERS

- For our consumers
- For our customers
- For our people
- For our communities
- For our shareholders

OUR LEADERSHIP EDGE

The collective strength of our values driven, diverse and purposeful people

Raise the Good in Food

We Built a Profitable Base; Now We're Focused on Profitable Growth

2010 ***Transformation*** 2014

2015 ***Brand-led Growth*** Today

☑ **Exited non-core businesses**

- → Rothsay (2013)
- → Olivieri (2013)
- → Canada Bread (2014)

☑ **Transformed our supply chain**

- → Established scale prepared meats network, consolidating fragmented supply chain
- → Delivered significant efficiency and margin improvements

☑ **Invested in technology**

- → Deployed SAP

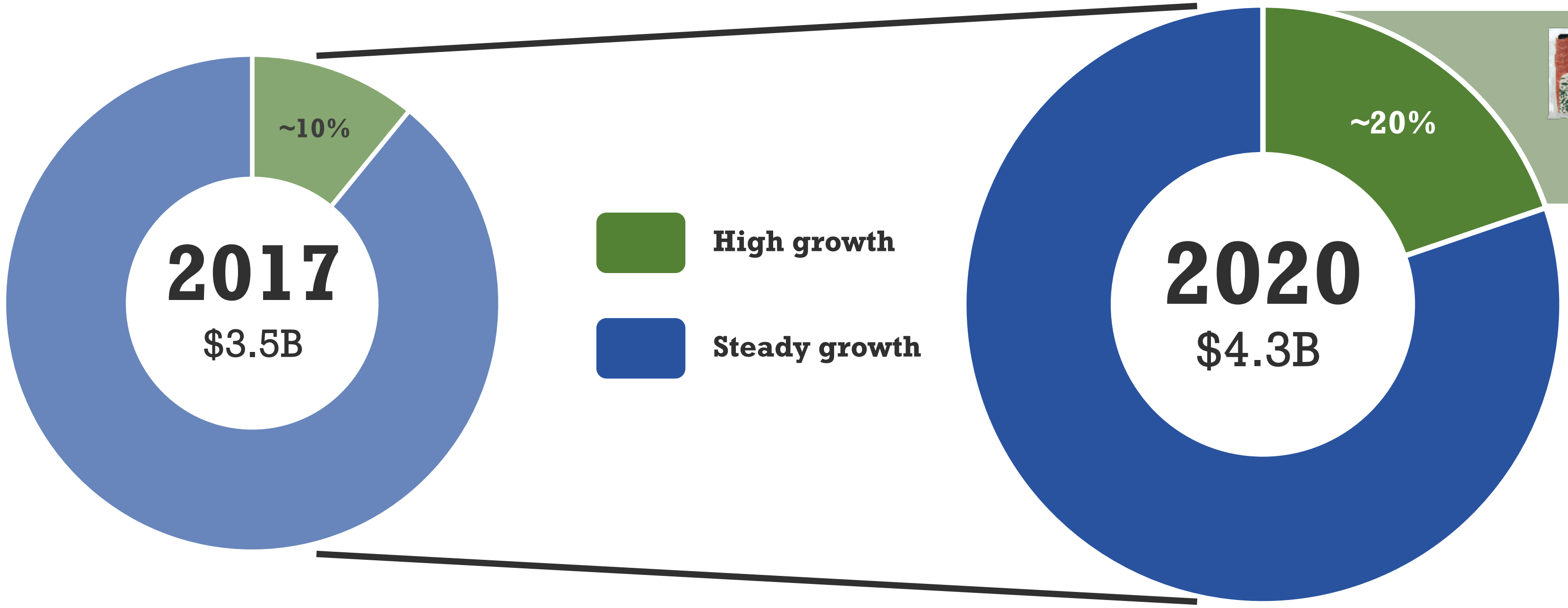
☑ **Expanding sustainable meats platform**

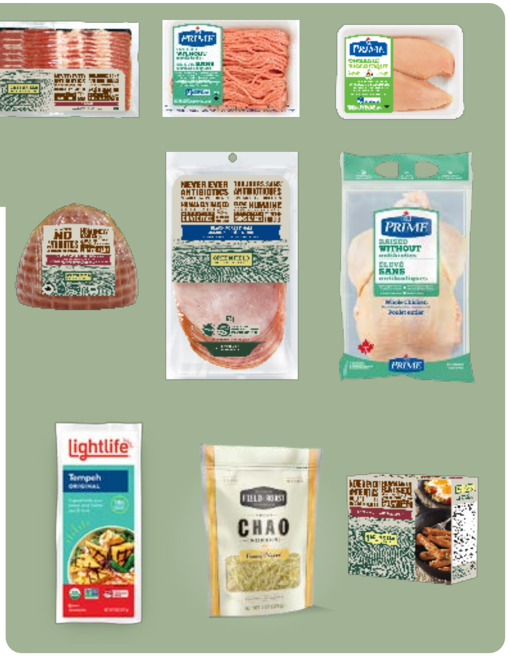
☑ **Renovated core brands**

☑ **Establishing leadership in plant protein**

Built for Growth: 20% of Portfolio now Growing at 3-yr CAGR* >25%

Percentage of Total Company Sales in Sustainable Meats and Plant-based Protein

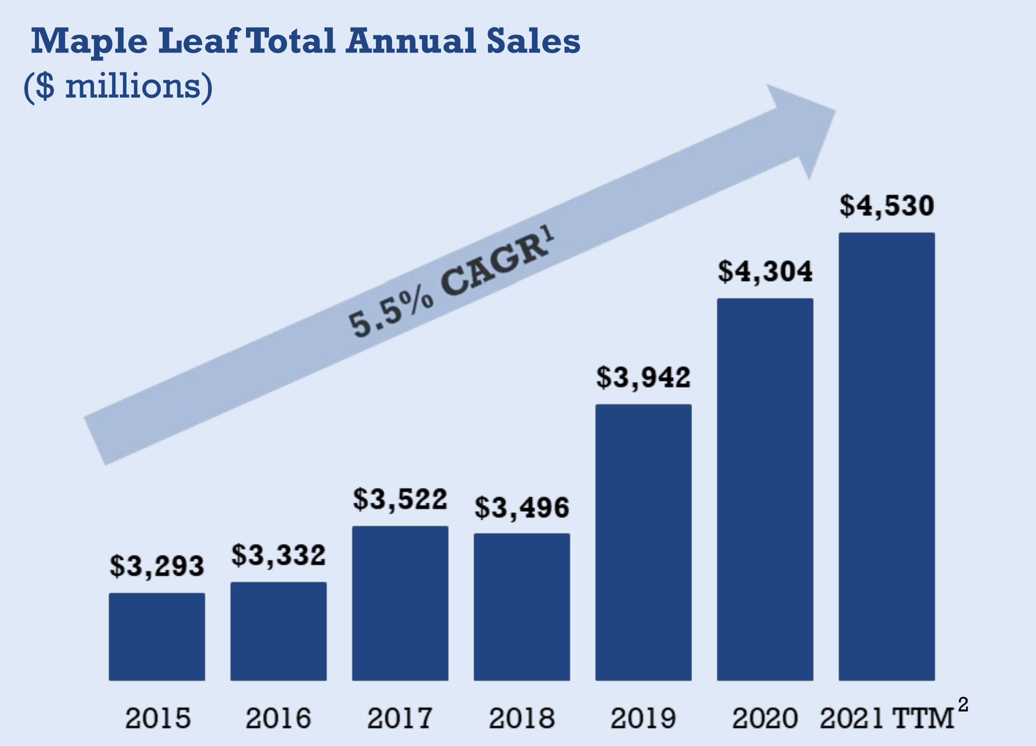


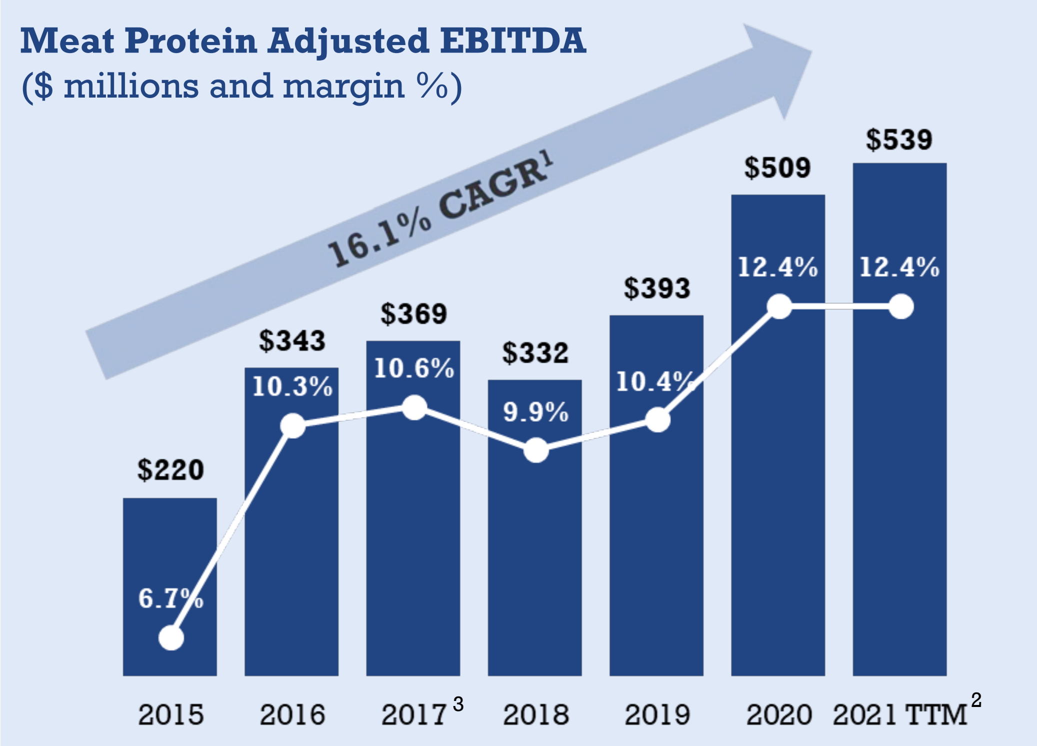


Deliberate repositioning of portfolio towards two high-growth categories, now generating a compounded growth rate in excess of 25% in the last 3 years

*CAGR = Compound annual growth rate; Calculated between 2017 and 2020.
Note: Sustainable meats includes RWA and organic sales in prepared meats, fresh poultry and fresh pork.

Our Blueprint is consistently delivering top and bottom-line growth





- Driven by growth strategies in Brand Renovation, Sustainable Meats and Geographic Expansion to USA

- Benefits of profitable growth strategies and operational efficiencies have resulted in EBITDA expanding by ~$320 million and margin by 570bps in less than 6 years

[1]Compound annual growth rate calculated between 2016 and 2021 TTM[2], including impact of acquisitions
[2]Trailing Twelve Months
[3]2017 figures are pro-forma without segment allocations

We are uniquely positioned to succeed in a world that has changed following the COVID-19 Pandemic

- **Our economy, and business, is experiencing burgeoning inflation**
  - CPI rate[1] ↑ 2x to 4.4%; Pork[1] ↑ 59%
- **The global supply chain is being disrupted**
  - Labour shortages resulting in unfilled U.S. job postings[2] ↑55%
  - Shipping costs[3] ↑ 6.5x
- **Meat Protein markets and demand is robust**
- **Sustainability imperatives have accelerated**

Maple Leaf has the necessary skills to thrive in this environment

- ☑ **Fully renovated, market leading, brands are stronger than ever**
- ☑ **Consumer based revenue management function to optimize responses to inflation**
- ☑ **Experience in supply chain excellence & operational efficiency**

Our vision to become the most sustainable protein company on earth is more relevant than ever before!

[1]Source: Bloomberg: price changes from Dec-19 to Sep-21 for Canadian CPI, USDA Pork
[2]Source: Bloomberg: price changes from Dec-19 to Sep-21 for Total US Job Openings Index
[3]Source: Freightos Data, price change from Dec-19 to Sep-21 for Freightos Baltic Index Global Container Freight Index

Q3 2021 Results

Key Highlights from Q3 2021

- **Strong Q3 results highlight the resiliency of our business**
  - → Exceptional Meat Protein results in a challenging operating environment
  - → Delivered another quarter of growth in sustainable meats, branded sales, and growth in the U.S.
- **Meat Protein generates outstanding growth in sales, in Adj EBITDA, and in margin**
  - → Exceptional sales growth of +13.4% and +22% increase in Adj. EBITDA to $149.3 million
  - → Delivered 90bps of margin expansion to 13.0%, on track to the 14-16% target in 2022
  - → Started commissioning of $182 million Bacon Centre of Excellence to meet growing customer demand
- **Our performance, and the category performance, has deflated in Plant Protein**
  - → Despite leading share and distribution, disappointing results reflective of category declines
  - → Given current category performance, we are re-examining the investment thesis. Based on this review we will affirm or adjust our strategies and investment thesis going forward
  - → Our focus on creating long-term value for all stakeholders is unchanged
- **Meat Protein outlook unchanged; No sales outlook for Plant Protein**
  - → **Meat Protein:** Mid-to-high single digit sales growth[1], coupled with Adj. EBITDA margin expansion
  - → **Plant Protein:** Driven largely by lower-than-expected category growth, we do not expect to meet our sales growth target for H2 2021. SG&A investment is expected to be broadly in-line with 2020 levels

[1]On a 52-week comparable basis.

Meat Protein Group – Q3 2021 Strategic & Operational Highlights

Drive Profitable Growth by…

- ☑ Investing in our brands to build demand & equity
- ☑ Leveraging our leadership in sustainable meats
- ☑ Broadening reach into new geographies & channels
- ☑ Delivering operational excellence

Q3 2021 Highlights

- Brand renovation driving 10th consecutive quarter of branded sales growth YoY
- Sustainable meat sales growing at double-digits, and represents over 15% of meat sales
- Expanded sales in the U.S. by more than 50%, spearheaded by our Greenfield Natural Meat Co. brand
- Demonstrated operational excellence and resiliency amid COVID-19 and global supply chain disruptions
- Completed construction of the $182 million Bacon Centre of Excellence to meet growing demand and increase efficiency
- Adj EBITDA margin on track to achieve 14-16% target in 2022

Meat Protein delivered outstanding Q3 2021 financial results

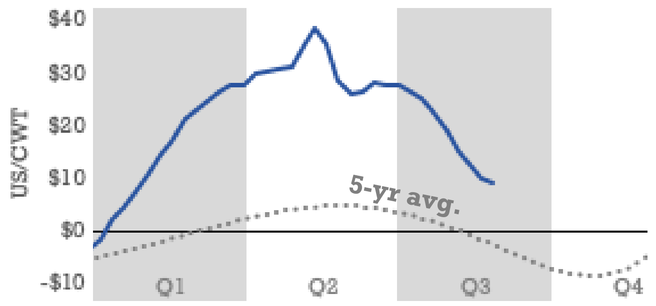
	Q3 2021	vs. LY	Drivers
Sales	$1,150.3	+13.4%	• *Pricing action implemented in Q3 2021, higher fresh pork & poultry volumes, and favourable mix-shift to branded & sustainable meats* • *More than offset lower prepared meats volumes from lapping surge demand from COVID-19 a year ago, lower sales to China, and FX*
Gross Profit	$191.5	+19.2%	• *Strong commercial performance including a favourable product and channel mix to sustainable meats and branded products, as well as effective commodity hedges*
Gross Margin	*16.6%*	*+81 bps*	
SG&A Expenses	$85.9	+6.5%	• *Timing of advertising and promotional expenses* • *Normalization of discretionary spending related to COVID-19*
SG&A (as a % of sales)	*7.5%*	*49 bps improvement*	
Adj. Operating Earnings	$105.6	+32.0%	
Adj. EBITDA	$149.3	+21.8%	
Adj. EBITDA Margin	*13.0%*	*+89 bps*	

Exceptional results led by double-digit sales growth and 22% increase in Adj EBITDA

Note: All figures in millions, unless noted otherwise

Tailwinds in the Pork Complex Offset by Weaker Poultry Markets

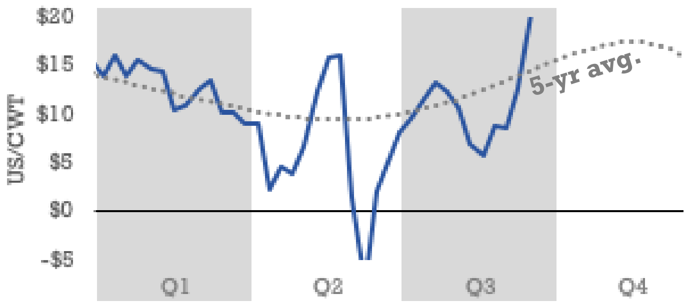
Hog Production Margins



Hog production margins = live hog cost (CME) less Hog Raising Index
Source: Informa; CME Group.

- Hog prices elevated relative to feed costs, resulting in hog production margins above the 5yr average

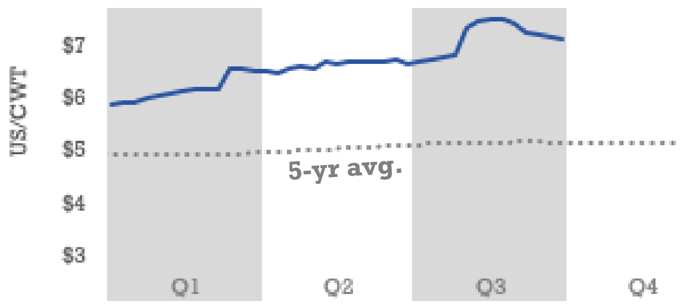
Pork Processor Margins



Pork processor margins = pork cutout less live hog cost (CME)
Source: USDA; CME Group.

- High hog prices squeezed packer margins, which remained below seasonal averages for most of Q3

Pork By-Product Markets



Notes: Figures shown represent USDA by-product drop value.
Source: USDA.

- Pork by-product markets remained strong in the quarter

Market data implies a pork complex tailwind of 190bps, primarily due to elevated live hog prices

…however, this was nearly fully neutralized by weaker poultry markets which materially trailed the 5yr avg

Note: 5-yr average represents smoothed trendline of 2017-2021 data for each metric.

Plant Protein Group – Q3 2021 Strategic & Operational Highlights

Invest for Growth by…

- [x] Entrenching prominent market share position
- [x] Fostering & growing a powerful portfolio of brands
- [x] Relentlessly pursuing innovation
- [x] Leveraging the full suite of Maple Leaf capabilities
- [ ] Driving efficiencies, scale & stability

Q3 2021 Highlights

- **Excellent progress advancing the Greenleaf strategic agenda**
  - Added over 10,000 TDP's in Retail & announced new Foodservice partnerships
  - Rolled out exciting innovations in both Lightlife® and Field Roast™
  - Launched "Simple Ingredients for a Full Life" national advertising campaign to support the recent Lightlife brand renovation
- **Sequential improvement in growth rates vs prior quarter (and in Q3)**
  - Lightlife Tempeh & Field Roast Chao Cheese shipments grew at double-digits
  - Field Roast™ POS growth continued to outpace market sub-segment[2]
  - Greenleaf continues to hold #2 share position in U.S. refrigerated retail market with leading distribution[1]
- **Notwithstanding this progress, our performance and the category performance is clearly trailing our expectations**
  - Industry continues to lap height of COVID demand surge; growth softening in Q3
  - Refrigerated category down -3% vs. Q3 2020, lapping prior year growth of +64%[1]
- **As a result, stepping back to re-examine our investment thesis**
  - Which will either affirm or adjust our strategies and investments going forward

[1]IRI/SPINS (US MULO + US Natural); refrigerated market only; prior 4 periods ended 10/03/2021.
[2]IRI/SPINS (US MULO + US Natural); refrigerated, frozen and plant based cheese market only; 12 weeks ended 10/03/2021.

We advanced our Greenleaf strategic agenda in the quarter

Market-leading innovation gaining traction

- ✓ First-of-a-kind **un-breaded, whole-muscle plant-based chicken** launched at Whole Foods Market in October
- ✓ Continued rollout of **Field Roast Chao Cheese Shreds** with growing distribution
- ✓ **Field Roast Stadium Dogs** launched in Q2, available at retail, FS, and at MLB stadiums

Growing foodservice with exciting partnerships

- ✓ Launched **Lightlife Chicken 2.0** at all 575 KFC Canada locations in July
- ✓ **Field Roast Pepperoni** successfully released with Little Caesars nationwide at 522 outlets
- ✓ **Lightlife partnered with Pizza Pizza** to add Chick'n Sandwiches and Chick'n Bites at over 400 locations in August

Deepening relationships with key partners at retail

- ✓ **+2,500 TDPs**[1] at Kroger with Field Roast Smokey Bacon Tempeh and Chao Creamy Shreds
- ✓ **+7,000 TDPs**[1] at Walmart for Lightlife breakfast links and patties, and frozen Lightlife burger and tempeh
- ✓ Exclusive plant-based chicken supplier for all **500+ Whole Foods Market prepared foods stores** in North America

Debuted a breakthrough national ad campaign

- ✓ **"Simple Ingredients for a Full Life"** campaign launched in support the Q2 brand renovation
- ✓ Highlights **Lightlife's clean and simple** approach to producing delicious food
- ✓ Airing **across North America** on TV, online video, and social media

[1]Total Distribution Points

Our investments have created a strong foundation in the category

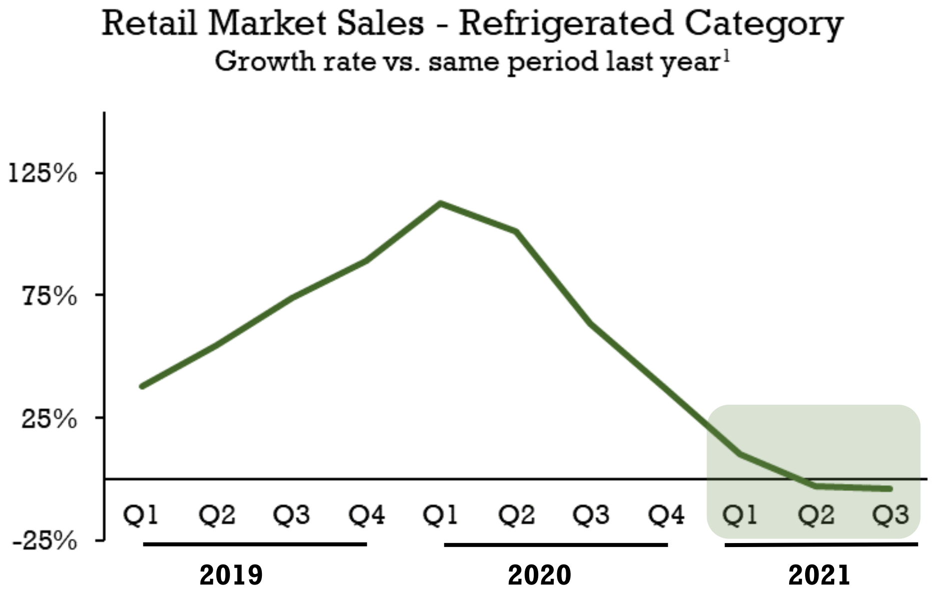
- ✓ Two excellent brands in Lightlife and Field Roast
- ✓ Market leading distribution with the most diverse product portfolio in the market today
- ✓ Differentiated growth vectors in Lightlife Tempeh and Field Roast Chao cheese
- ✓ Top-flight talent
- ✓ Market leading depth of innovation pipeline
- ✓ The #2 market share position in U.S. refrigerated retail market[1]

We have built underlying long-term value in Greenleaf

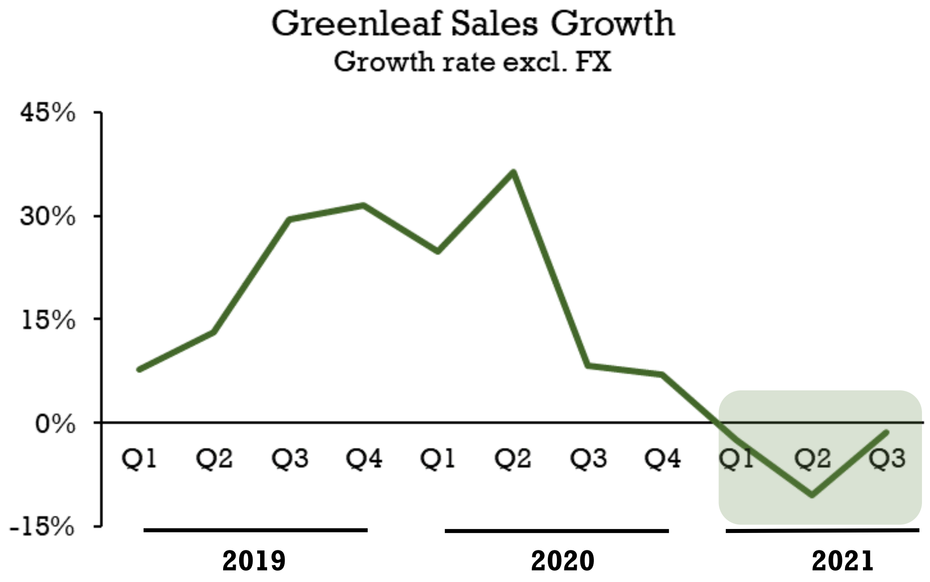
[1]IRI/SPINS (US MULO + US Natural); refrigerated market only; ended 10/03/2021

At the same time, COVID-19 has not been kind to overall category YoY performance

Growth rates in the refrigerated plant protein category have slowed…



…resulting in disappointing performance for Greenleaf as well



We are investigating the drivers of the slowdown and retesting our investment thesis

[1]IRI/SPINS (US MULO + US Natural); refrigerated market only; ended 10/03/2021

This category slowdown warrants taking the time to assess and potentially revise our investment strategy

- **Maple Leaf's investment in Plant Protein anticipated sustained high growth within the category**

- **In 2021, the overall category has witnessed declining trends impacting our own products' performance**
  - → Growth in the refrigerated Plant Protein category has declined since its Q3 2020 peak
  - → To the point of contraction over the past four months (-3%[1] in Q3 2021)

- **We are investigating the drivers of this category underperformance**
  - → In order to confirm or adjust our investment thesis

lightlife

greenleaf FOODS

[1]IRI/SPINS (US MULO + US Natural); refrigerated market only; past 4 periods ended 10/03/2021

Plant Protein – Q3 2021 financial results disappointed

	Q3 2021	vs. LY	Drivers
Sales	$48.0	(1.2%) (ex-FX, in USD)	• *Lower volumes in both fresh and core retail products offsetting growth in food service volumes and pricing actions implemented in Q3 2020*
Gross Profit	($3.3)	(196.2%)	• *Lower sales volumes and capacity utilization* • *Q3 2020 impacted by significant costs related to COVID-19*
Gross Margin	*(6.8%)*	*(1340 bps)*	
SG&A Expenses	$34.4	(26.0%)	• *Timing of certain advertising and promotional expenses*
SG&A (as a % of sales)	*71.7%*	*1881 bps improvement*	
Adj. Operating Earnings	($37.7)	+12.6%	
Adj. EBITDA	($33.9)	+14.2%	

Note: All figures in CAD millions, unless noted otherwise

Total Company – Q3 2021 financials demonstrate continued growth

	Q3 2021	vs. LY	Drivers
Sales	$1,188.6	+12.4%	• *Solid growth in Meat, partially offset by lower sales in Plant*
Adj. Operating Earnings	$68.0	+84.3%	
Adj. EBITDA	$115.4	+39.7%	
Adj. EBITDA Margin	*9.7%*	*+189 bps*	
Net earnings	$44.5	(32.6%)	
Adj. EPS	$0.36	+111.8%	
Net Debt[1]	$1,089.5	+$554.6	
Debt related to Construction Capital	*$821.1*	*+$524.1*	• *Increase in construction capital primarily related to the London poultry facility and expansion of the Bacon Centre of Excellence in Winnipeg*
Capital Expenditure (YTD)	$504.4	+$200.2	
Construction Capital CapEx (YTD)	*$403.5*	*+$207.3*	

Strong consolidated earnings results with a conservative balance sheet

[1]Excludes $188.1 million in lease obligations.
Notes: All figures in millions, except per share amounts.

Summary of Key Construction Capital Projects – Meat Protein

Bacon Centre of Excellence

Strategic Rationale
- Capture growing demand for pre-cooked bacon, improve operating efficiency, and drive innovation
- 73,000 sq. ft. expansion to existing facility; includes space for future growth

Update
- Total investment of $182 million, construction completed Oct 2021
- Performing testing and ramp-up; will be producing saleable product by end of 2021

London Poultry Facility

Strategic Rationale
- Increases processing capacity for value-added, higher margin poultry products
- Gains operating efficiencies through lower costs and consolidation of three sub-scale plants

Update
- Focus is on equipment installation while completing internal walls, ceilings and floors
- Revised total spend of $772 million due inflationary pressures and productivity challenges attributable to COVID-19. Continuing to target completion of construction by second half of 2022

Summary of Key Construction Capital Projects – Plant Protein

Indianapolis Tempeh Facility

Strategic Rationale
- Cost effective and scalable approach to meet burgeoning consumer demand for high-growth, high-margin tempeh products
- Additional space for future growth opportunities

Update
- Existing 118,000 sq. ft. food facility
- US$100 million for acquisition & build-out of initial capacity (4.5M kg/yr of tempeh production beginning in H1/2022)

2021 & Long-Term Outlook

2021 Financial Outlook

Meat Protein Group

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.

Adj. 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 operating efficiencies, assuming pork complex conditions in-line with the 5-year average.

Plant Protein Group

Gross margin volatility 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 COVID-19 effects.

SG&A expenses (excluding FX) are expected to be broadly in line with 2020 spending 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.

Driven largely by lower-than-expected category growth, we do not expect to meet our sales **growth** target for the second half of 2021 and will not likely have a further view on near term sales growth targets until we have completed the category reassessment.

Capital

Capital expenditures towards the high end of the range of $550 million to $650 million, with Construction Capital comprising approximately 75% of the spend. 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.

Our Long-Term Outlook

Meat Protein Group

2022 Adjusted EBITDA margin target of 14-16%, driven by:

- *Growth in sustainable meats*
- *Cost and operational efficiencies*
- *Mix-shift benefits from our brand and food renovation work*

Plant Protein Group

2029 ambitious goals for high-growth business:

- *Reach $3B in sales, in a $25B market*
- *Deliver approx. 30% gross margin*
- *Grow into low double-digit SG&A rate*
- *Adj. EBITDA margin above Meat Protein*

Recent category dynamics have prompted a re-assessment of the category outlook, and an evaluation of the investment thesis and strategy

Stakeholder Value Creation

Creating impactful points of difference in the market & society:

- *Leverage carbon neutral position, while making progress towards our Science-Based Targets*
- *World-leading animal welfare standards*
- *Advancing social impact through the Maple Leaf Centre for Action on Food Security*
- *Strengthening sustainable meats leadership*

Appendix


IT'S TIME FOR BETTER.
FOR MEAT THAT TASTES THE WAY IT SHOULD
LIKE MEAT.
MADE FROM ANIMALS THAT ARE RAISED, NOT PRODUCED.
IT'S TIME FOR MORE FARM AND LESS PHARM.
BECAUSE ANTIBIOTICS ARE FOR THE SICK, NOT THE HUNGRY.
IT'S TIME TO LET NATURE DO ITS THING.
IT'S TIME FOR BETTER MEAT FOR BETTER LIVING.
IT'S TIME FOR THE GREENFIELD NATURAL MEAT CO.
GREENFIELD
NATURAL MEAT CO.

Reconciliation of Non-IFRS Metrics – Adjusted EBITDA Margin

($ millions)[1] *(Unaudited)*	**Three months ended September 30, 2021** Meat Protein Group	Plant Protein Group	Non-allocated[2]	Total	Three months ended September 30, 2020 Meat Protein Group	Plant Protein Group	Non-allocated[2]	Total
Earnings (loss) before income taxes	**$105.3**	**(37.9)**	**(5.2)**	**$62.3**	$79.8	(43.2)	53.7	$90.4
Interest expense and other financing costs	**—**	**—**	**5.7**	**5.7**	—	—	7.5	7.5
Other expense (income)	**(0.6)**	**0.2**	**(0.6)**	**(1.0)**	(1.6)	0.0	2.9	1.4
Restructuring and other related costs	**0.8**	**—**	**—**	**0.8**	1.7	—	—	1.7
Earnings (loss) from operations	**$105.6**	**(37.7)**	**(0.1)**	**$67.9**	$80.0	(43.1)	64.1	$100.9
Decrease (increase) in FV of biological assets	**—**	**—**	**(6.6)**	**(6.6)**	—	—	(40.2)	(40.2)
Unrealized loss (gain) on derivative contracts	**—**	**—**	**6.7**	**6.7**	—	—	(23.9)	(23.9)
Adjusted Operating Earnings	**$105.6**	**(37.7)**	**—**	**$68.0**	$80.0	(43.1)	—	$36.9
Depreciation and amortization	**43.1**	**3.9**	**—**	**47.0**	44.1	3.6	—	47.7
Items included in other income (expense) representative of ongoing operations[3]	**0.6**	**(0.2)**	**—**	**0.4**	(1.5)	0.0	(0.5)	(2.0)
Adjusted EBITDA	**$149.3**	**(33.9)**	**—**	**$115.4**	$122.6	(39.6)	(0.5)	$82.6
Adjusted EBITDA margin	**13.0%**	**(70.8)%**	**n/a**	**9.7%**	12.1%	(77.0)%	N/A	7.8%

[1] Totals may not add due to rounding.
[2] Non-Allocated includes eliminations of inter-segment sales and associated costs 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.
[3] Primarily includes a legal settlement, gains/losses on the sale of long-term assets, and other miscellaneous expenses.

Reconciliation of Non-IFRS Metrics – Adjusted Earnings per Share

($ per share) *(Unaudited)*	**Three months ended September 30,**	
	2021	2020
Basic earnings per share	**$0.36**	0.54
Restructuring and other related costs[(1)]	**0.01**	0.01
Items included in other expense (income) not considered representative of ongoing operations[(2)]	**—**	—
Change in the fair value of biological assets	**(0.04)**	(0.24)
Unrealized loss (gain) on derivative contracts	**0.04**	(0.14)
Adjusted Earnings per Share[(3)]	**$0.36**	$0.17

[1] Includes per share impact of restructuring and other related costs, net of tax.
[2] Primarily includes legal fees and provisions and transaction related costs, net of tax.
[3] Totals may not add due to rounding.

Capital Allocation Priorities

1	**Reinvest in the Business**	Grow capacity and efficiency initiatives with a focus on returns metrics & timing
2	**Accretive Acquisitions**	Capitalize on inorganic opportunities with financial and strategic appeal
3	**Dividend Appreciation**	Deliver consistent predictable growth
4	**Share Repurchases**	Opportunistic buybacks when return metrics exceed other alternatives

While maintaining a strong balance sheet with ample liquidity