



**MAPLE LEAF FOODS INC.**

**Management's Discussion and Analysis**

For the First Quarter Ended  
March 31, 2017

# Management's Discussion and Analysis

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

April 26, 2017

## FINANCIAL OVERVIEW

Sales for the first quarter of 2017 were \$811.2 million compared to \$796.9 million last year, an increase of 1.8%, or 2.1% after adjusting for the impact of foreign exchange and acquisitions.

Net earnings for the first quarter decreased to \$30.1 million (\$0.23 per basic share) compared to \$42.3 million (\$0.31 per basic share) last year. The underlying progress in the business reflected in positive revenue and margin growth was more than offset by factors excluded in calculating Adjusted Operating Earnings<sup>(i)</sup>, such as the change in fair value of biological assets and higher restructuring costs.

Adjusted Operating Earnings for the first quarter were \$59.0 million compared to \$53.6 million last year, and Adjusted Earnings per Share<sup>(ii)</sup> increased to \$0.33 from \$0.28 last year. The increase was primarily due to improved margins from operations.

Several items are excluded from the discussions of underlying earnings performance as they are not representative of ongoing operational activities. Refer to the section entitled Non-IFRS Financial Measures of this Management Discussion and Analysis on page 7 for a description and reconciliation of all non-IFRS financial measures.

Notes:

<sup>(i)</sup> Adjusted Operating Earnings, a non-IFRS measure, is used by Management to evaluate financial operating results. It is defined as earnings 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. Please refer to the section entitled Non-IFRS Financial Measures starting on page 7 of this document.

<sup>(ii)</sup> 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. Please refer to the section entitled Non-IFRS Financial Measures starting on page 7 of this document.

## OPERATING REVIEW

Following the sale of Canada Bread Company, Limited, the Company undertook significant reorganization of the internal leadership and reporting structure, as previously disclosed. The reorganization is now largely complete and the Company is arranged as a single, focused protein company. As such, the Company has transitioned to a single operating and reporting segment.

The following table summarizes the Company's total sales and Adjusted Operating Earnings for the quarter.

(\$ thousands) (Unaudited)	Three months ended March 31,	
	2017	2016
<b>Total Sales</b>	<b>\$ 811,185</b>	\$ 796,889
<b>Adjusted Operating Earnings</b>	<b>\$ 59,030</b>	\$ 53,582

## SALES AND ADJUSTED OPERATING EARNINGS

Sales in the first quarter increased 1.8% to \$811.2 million, or 2.1% after adjusting for the impact of foreign exchange and acquisitions. Stronger volume and higher value-added fresh pork export sales to Japan contributed to the increase.

Adjusted Operating Earnings increased to \$59.0 million compared to \$53.6 million last year, benefiting from stronger prepared meats volume and improved operational performance in our supply chain. Adjusted Operating earnings also increased as a result of the contribution from value-added fresh pork, including higher Canadian retail and export sales. These improvements were partially offset by lower poultry performance and margin compression in packaged bacon.

## GROSS MARGIN

Gross margin in the first quarter was \$133.7 million (16.5% of sales) compared to \$138.3 million (17.3% of sales) last year. Gross margin increased in line with underlying business performance driven by improved sales and operational efficiencies, offset by a \$14.0 million decrease in the fair value of biological assets.

## SELLING, GENERAL AND ADMINISTRATIVE EXPENSE

Selling, general and administrative expenses for the first quarter was \$81.2 million (10.0% of sales), compared to \$77.3 million (9.7% of sales) last year.

## OTHER INCOME (EXPENSE)

Other expense for the first quarter was \$2.7 million compared to \$0.6 million last year. The increase is primarily due to transaction costs related to the acquisition. Refer to Note 17 of the unaudited condensed consolidated interim financial statements (or "consolidated financial statements") for information on the acquisition.

Certain items in other income (expense) are excluded from the calculation of Adjusted EBITDA and Adjusted Earnings per Share as they are not considered representative of ongoing operational activities of the business. Other income (expense) used in the calculation of Adjusted EBITDA and Adjusted Earnings per Share for the first quarter is income of \$0.8 million (2016: expense of \$0.2 million).

## RESTRUCTURING AND OTHER RELATED COSTS

During the three months ended March 31, 2017, the Company recorded restructuring and other related costs of \$6.5 million (2016: \$1.2 million). Of this amount, \$4.2 million related to accelerated depreciation and severance and other employee costs as a result of the announced closure of the Thamesford turkey processing plant. In addition, \$1.9 million related to adjustments to share-based compensation for terminated employees pertaining to changes to the Company's management structure associated with previously divested businesses. The remaining \$0.4 million related to ongoing management and organizational restructuring initiatives.

## INCOME TAXES

The Company's income tax expense for the first quarter resulted in an effective tax rate of 28.5% (2016: 27.2%). The higher effective tax rate in 2017 primarily resulted from non-deductible acquisition-related transaction costs. For 2017, the effective tax recovery rate on restructuring charges used in the computation of Adjusted Earnings per Share is 26.1% (2016: 26.1%). The effective tax recovery rate on items not considered representative of ongoing operations in 2017 is 22.3% (2016: 26.1%). The lower rate of recovery in 2017 is primarily due to non-deductible acquisition-related transaction costs. The effective tax rate in 2017 used in determining Adjusted Earnings per Share is 27.1% (2016: 27.3%).

## ACQUISITIONS AND DIVESTITURES

On March 10, 2017, the Company acquired 100% of the outstanding shares of Lightlife Foods Holdings, Inc. ("Lightlife"), a privately held U.S. based corporation engaged in the production and distribution of refrigerated plant-based protein products for \$190.7 million. The transaction was funded from cash on hand.

Recognized goodwill is attributable to the skills, talent and artisanal expertise of Lightlife's work force and the Company's leadership position in the fast growing alternative protein market. The amount of goodwill expected to be deductible for tax purposes is \$6.1 million. Lightlife has a leading market share, and will provide the Company with a strong foothold in this expanding category.

Transaction costs of \$4.3 million associated with the acquisition have been excluded from the consideration paid and have been recognized as an expense in other income (expense) in the current period.

The Company has not yet finalized the amounts recorded in the business combination. Refer to Note 17 of the consolidated financial statements.

## CAPITAL RESOURCES

The consumer packaged meats 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 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.

On June 24, 2016, the Company entered into a three-year \$400.0 million committed revolving credit facility with a syndicate of Canadian, U.S. and international financial institutions. This unsecured 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 LIBOR for U.S. dollar loans. The facility is intended to meet the Company's funding requirements for general purposes, and to provide appropriate levels of liquidity. As at March 31, 2017, the Company had drawn letters of credit of \$59.4 million on this facility (2016: \$67.0 million on the previous facility).

This revolving term facility requires the maintenance of certain covenants. As at March 31, 2017, the Company was in compliance with all of these covenants.

The Company has an additional uncommitted credit facility for issuing up to a maximum of \$120.0 million letters of credit. As at March 31, 2017, \$12.4 million (2016: \$83.9 million) of a letter of credit had been issued thereon. This letter of credit has been collateralized with cash, as further described in Note 3 of the consolidated financial statements.

The Company's cash balance as at March 31, 2017 is \$143.6 million (2016: \$290.9 million). The Company has invested in short-term deposits with Canadian financial institutions having long-term debt ratings of A or higher.

The Company operates an accounts receivable securitization facility. The maximum cash advance available to the Company under this program is \$110.0 million. The 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 facility, the Company has sold certain accounts receivable, with very limited recourse, to a third party trust that is funded by an international financial institution with a long-term AA- debt rating. The receivables are sold at a discount to face value based on prevailing money market rates.

As at March 31, 2017, the Company had \$124.7 million (2016: \$196.3 million) of trade accounts receivable serviced under this facility. In return for the sale of these receivables, the Company will receive cash of \$92.8 million (2016: \$105.0 million) and notes receivable in the amount of \$31.9 million (2016: \$91.3 million). Due to the timing of receipts and disbursements, the Company may, from time to time, record a receivable or payable related to the securitization facility, and as at March 31, 2017, this net receivable amounted to \$1.8 million (2016: \$15.4 million net receivable). The facility is accounted for as an off-balance sheet transaction in accordance with International Financial Reporting Standards ("IFRS") and will expire in August 2019.

The Company's securitization and other credit facilities are subject to certain restrictions, including the maintenance of covenants. The Company was in compliance with all of the requirements of these facilities as at March 31, 2017. If the securitization facility was to be terminated, the Company would recognize the related amounts on the consolidated balance sheet and consider alternative financing if required.

## **CAPITAL EXPENDITURES**

Capital expenditures for the first quarter were \$20.3 million, a similar level to that in the first quarter of 2016. Expenditures primarily related to ongoing profit enhancement and maintenance projects.

## **NORMAL COURSE ISSUER BID**

On May 16, 2016, the Toronto Stock Exchange ("TSX") accepted the Company's notice of intention to commence a Normal Course Issuer Bid ("NCIB"), which allows the Company to repurchase, at its discretion, up to 8.70 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 19, 2016 and will terminate on May 18, 2017, 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, 2017, 2.78 million shares were purchased for cancellation for \$82.0 million at a volume weighted average price paid of \$29.52 per common share.

On March 23, 2015, the TSX accepted the Company's notice of intention to commence a NCIB, which allowed the Company to purchase, at its discretion, up to approximately 8.65 million common shares in the open market or as otherwise permitted by the TSX, subject to the normal terms and limitations of such bids. The program commenced on March 25, 2015 and was terminated on January 22, 2016, as the Company completed its purchase and cancellation of 8.65 million common shares for \$194.5 million at a volume weighted average price paid of \$22.48 per common share. Under this bid during the three months ended March 31, 2016, 0.51 million shares were purchased for cancellation for \$11.9 million at a volume weighted average price paid of \$23.23 per common share.

## **CASH FLOWS**

Cash was \$143.6 million at the end of the first quarter of 2017, compared to \$290.9 million last year, and \$403.6 million as at December 31, 2016. In the first three months of 2017, the decrease in cash was largely due to the acquisition of a business, share repurchases under the NCIB program announced in 2016, investment in property and equipment, and the quarterly dividend payment.

### **Cash Flow from Operating Activities**

Cash provided by operations for the quarter was \$55.0 million compared to \$45.4 million in the first quarter of 2016. The increase was primarily due to higher earnings from operations and lower investment in working capital, partially offset by lower margin received by the Company against its derivatives for its commodity hedging program.

### **Cash Flow from Financing Activities**

Cash used in financing activities for the quarter was \$104.9 million compared to \$26.9 million in the first quarter of 2016. The increase of cash outflow was primarily related to share repurchases under the NCIB program, purchase of treasury stock and increased dividend payment.

### **Cash Flow from Investing Activities**

Cash used in investing activities for the quarter was \$210.1 million compared to \$19.9 million in the first quarter of 2016. The increase was due to an acquisition of a business on March 10, 2017. The purchase was fully funded by cash on hand. Refer to Note 17 of the consolidated financial statements.

**SHARE CAPITAL**

As at April 20, 2017, there were 129,792,789 common shares issued and outstanding.

**OTHER MATTERS**

On April 26, 2017, the Board of Directors approved a dividend of \$0.11 per share payable June 30, 2017, to shareholders of record at the close of business on June 9, 2017. Unless indicated otherwise by the Company in writing on 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".

**TRANSACTIONS WITH RELATED PARTIES**

The Company sponsors a number of defined benefit and defined contribution plans. During the three months ended March 31, 2017, the Company's contributions to these plans were \$5.2 million (2016: \$2.3 million).

The Company's largest shareholder is McCain Capital Inc. ("MCI") which is beneficially owned and controlled by Mr. Michael H. McCain, Chief Executive Officer and President of the Company. For the three months ended March 31, 2017, the Company received services from MCI in the amount of \$0.2 million (2016: \$0.2 million), which represented the market value of the transactions with MCI. As at March 31, 2017, \$0.2 million (2016: \$0.1 million) was owing to MCI relating to these 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, 2017 and 2016, the Company provided services to MFAS for a nominal amount, which represented the market value of the transactions.

**SUMMARY OF QUARTERLY RESULTS**

The following is a summary of unaudited quarterly financial information:

<i>(\$ thousands except earnings per share)</i>		<b>First Quarter</b>	<b>Second Quarter</b>	<b>Third Quarter</b>	<b>Fourth Quarter</b>	<b>Total<sup>(iii)</sup></b>
<b>Sales</b>	<b>2017</b>	<b>\$ 811,185</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>
	2016	796,889	854,646	852,099	828,178	3,331,812
	2015	780,248	820,776	818,785	873,123	3,292,932
<b>Net earnings (loss)</b>	<b>2017</b>	<b>\$ 30,105</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>
	2016	42,269	31,381	31,828	76,224	181,702
	2015	(2,861)	(7,524)	18,680	33,285	41,580
<b>Earnings (loss) per share <sup>(i)</sup></b>						
Basic <sup>(i)</sup>	<b>2017</b>	<b>\$ 0.23</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>
	2016	0.31	0.23	0.24	0.57	1.35
	2015	(0.02)	(0.05)	0.13	0.24	0.30
Diluted <sup>(i)</sup>	<b>2017</b>	<b>\$ 0.22</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>
	2016	0.31	0.23	0.23	0.56	1.32
	2015	(0.02)	(0.05)	0.13	0.24	0.29
Adjusted EPS <sup>(i)(ii)</sup>	<b>2017</b>	<b>\$ 0.33</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>
	2016	0.28	0.32	0.32	0.31	1.23
	2015	0.05	0.13	0.16	0.25	0.58

<sup>(i)</sup> Basic and diluted earnings (loss) per share and Adjusted Earnings (loss) per Share are based on amounts attributable to common shareholders.

<sup>(ii)</sup> Refer to Non-IFRS Financial Measures starting on page 7 of this document.

<sup>(iii)</sup> May not add due to rounding.

Fluctuations in quarterly sales can be attributed to changes in pricing, volume, sales mix and foreign exchange rates.

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, acquisition and transitional costs incurred.

For an explanation and analysis of quarterly results, please 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](http://www.mapleleaffoods.com).

**SIGNIFICANT ACCOUNTING POLICIES****Accounting Standards Adopted During the Period**

Beginning on January 1, 2017, the Company adopted certain standards and amendments. As required by 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:

*Statement of Cash Flows*

Beginning on January 1, 2017, the Company adopted the amendments to IAS 7 Statement of Cash Flows which require a reconciliation of liabilities arising from financing activities to enable users of the financial statements to evaluate both cash flow and non-cash changes in the net debt of a Company. The adoption of the amendments to IAS 7 did not have a material impact on the consolidated financial statements.

*Income Taxes*

Beginning on January 1, 2017, the Company adopted the amendments to IAS 12 Income Taxes which provide clarification on the requirements relating to the recognition of deferred tax assets for unrealized losses on debt instruments measured at fair value. The adoption of the amendments to IAS 12 did not have a material impact on the consolidated financial statements.

### *Disclosure of Interests in Other Entities*

Beginning on January 1, 2017, the Company adopted the amendments to IFRS 12 Disclosure of Interests in Other Entities which provide clarification that the required disclosures under IFRS 12 also apply to subsidiaries, joint ventures and associates that are classified as held for sale or discontinued operations under IFRS 5 with the exception that the disclosures for summarized financial information do not apply to subsidiaries, joint ventures and associates classified as held for sale or discontinued operations. The adoption of the amendments to IFRS 12 did not have a material impact on the consolidated financial statements.

### **Accounting Pronouncements Issued But Not Yet Effective**

#### *Revenue Recognition*

In May 2014, the IASB issued IFRS 15 Revenue from Contracts with Customers. IFRS 15 replaces the detailed guidance on revenue recognition requirements that currently exists under IFRS. IFRS 15 specifies the accounting treatment for all revenue arising from contracts with customers, unless the contracts are within the scope of other IFRSs. The standard also provides a model for the measurement and recognition of gains and losses on the sale of certain non-financial assets that are not an output of the Company's ordinary activities. Additional disclosure is required under the standard including disaggregation of total revenue, information about performance obligations, changes in contract asset and liability account balances between periods, and key judgments and estimates. In July 2015, the effective date for IFRS 15 was deferred to apply to annual periods beginning on or after January 1, 2018; early application is permitted either following a full retrospective approach or a modified retrospective approach. The modified retrospective approach allows the standard to be applied to existing contracts beginning the initial period of adoption and restatements to the comparative periods are not required. The Company is required to disclose the impact by financial line item as a result of the adoption of the new standard. The Company intends to adopt IFRS 15 in its consolidated financial statements for the annual period beginning January 1, 2018. The extent of the impact of the adoption of IFRS 15 has not yet been determined.

#### *Financial Instruments – Recognition and Measurement*

In July 2014, the IASB issued the final version of IFRS 9 Financial Instruments with a mandatory effective date of January 1, 2018. The new standard brings together the classification and measurement, impairment, and hedge accounting phases of the IASB's project to replace IAS 39 Financial Instruments: Recognition and Measurement. In addition to the new requirements for classification and measurement of financial assets, a new general hedge accounting model and other amendments issued in previous versions of IFRS 9, the standard also introduces new impairment requirements that are based on a forward-looking expected credit loss model. The Company intends to adopt IFRS 9 in its consolidated financial statements for the annual period beginning January 1, 2018. The extent of the impact of the adoption of IFRS 9 has not yet been determined.

The disclosure requirements in IFRS 7 Financial Instruments - Disclosure have also been amended to include the additional disclosure required under IFRS 9. The Company intends to adopt these amendments to IFRS 7 at the same time as adoption of IFRS 9. The extent of the impact of the adoption of the amendments to IFRS 7 has not yet been determined.

#### *Leases*

In January 2016, the IASB issued IFRS 16 Leases with a mandatory effective date of January 1, 2019. The new standard will replace IAS 17 Leases and will carry forward the accounting requirements for lessors. IFRS 16 provides a new framework for lessee accounting that requires substantially all assets obtained through operating leases to be capitalized and a related liability to be recorded. The new standard seeks to provide a more accurate picture of a Company's leased assets and related liabilities and create greater comparability between companies who lease assets and those who purchase assets. The Company intends to adopt IFRS 16 in its consolidated financial statements for the annual period beginning January 1, 2019. The extent of the impact of the adoption of IFRS 16 has not yet been determined.

#### *Share-Based Payments*

In June 2016, the IASB issued amendments to IFRS 2 Share-Based Payment with a mandatory effective date of January 1, 2018. The amendments provide clarification on how to account for certain types of share-based payment transactions. The Company intends to adopt the amendments to IFRS 2 in its consolidated financial statements for the annual period beginning January 1, 2018. The extent of the impact of the adoption of the amendments to IFRS 2 has not yet been determined.

#### *Foreign Currency Transactions and Advance Considerations*

In December 2016, the IASB issued IFRIC 22 Foreign Currency Transactions and Advance Consideration with a mandatory effective date of January 1, 2018. When a foreign currency transaction where consideration is received or paid in advance of the recognition of the related asset, expense, or income, the exchange rate used should be based on the exchange rate as at the date when the pre-payment asset or deferred liability is recognized. IFRIC 22 can be applied on a full retrospective basis, retrospective from the comparative year or prospectively from January 1, 2018. The extent of the impact of the adoption of IFRIC 22 has not yet been determined.

## Restatement of Comparative Periods for Previously Adopted Accounting Standards

### Income taxes

On November 8, 2016, the IFRS Interpretations Committee provided clarification on the tax rate an entity should apply to its deferred tax assets and liabilities related to intangible assets with indefinite lives. The tax rate applied should be consistent with how an entity is expected to recover the carrying amount in the form of future economic benefits. As a result of this clarification, the Company has changed the effective tax rate applied on deferred tax liabilities on indefinite life intangible assets. This change has been retrospectively applied reducing deferred tax assets and retained earnings as at January 1, 2015 by \$11.8 million, with the same impact applied to the consolidated balance sheet as at March 31, 2016. There was no impact to net income or comprehensive income (loss) for the years ended December 31, 2016 and 2015 as there were no movements in the temporary differences or changes in relevant statutory income tax rates during these periods. There was no material effect on the consolidated balance sheet as at January 1, 2015.

## INTERNAL CONTROL OVER FINANCIAL REPORTING

There has been no change in the Company's internal control over financial reporting during the period beginning on January 1, 2017, and ended on March 31, 2017, that has materially affected, or is reasonably likely to materially affect, its internal control over financial reporting.

## NON-IFRS FINANCIAL MEASURES

The Company uses the following non-IFRS measures: Adjusted Operating Earnings, Adjusted Earnings per Share, Adjusted EBITDA and Free Cash Flow. 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 Operating Earnings, a non-IFRS measure, is used by Management to evaluate financial operating results. It is defined as earnings before income taxes 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. The table below provides a reconciliation of net earnings as reported under IFRS in the unaudited condensed consolidated interim statements of earnings to Adjusted Operating Earnings for the three months ended, as indicated below. Management believes that this basis is the most appropriate on which to evaluate operating results, as they are representative of the ongoing operations of the Company.

(\$ thousands) (Unaudited)	Three months ended March 31,	
	2017	2016
Net earnings	\$ 30,105	\$ 42,269
Income taxes	11,980	15,794
<b>Earnings before income taxes</b>	<b>\$ 42,085</b>	<b>\$ 58,063</b>
Interest expense and other financing costs	1,227	1,106
Other expense (income)	2,704	591
Restructuring and other related costs	6,490	1,217
<b>Earnings from operations</b>	<b>\$ 52,506</b>	<b>\$ 60,977</b>
Increase in fair value of biological assets <sup>(i)</sup>	(2,797)	(16,841)
Unrealized loss on futures contracts <sup>(ii)</sup>	9,321	9,446
<b>Adjusted Operating Earnings</b>	<b>\$ 59,030</b>	<b>\$ 53,582</b>

<sup>(i)</sup> Refer to Note 6 of the Company's 2017 first quarter consolidated financial statements for further details regarding biological assets.

<sup>(ii)</sup> Unrealized gains/losses on futures contracts are reported within cost of goods sold in the Company's 2017 first quarter consolidated financial statements.



### 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 unaudited condensed consolidated interim statements of earnings to Adjusted Earnings per Share for the three months ended, 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,	
	2017	2016
Basic earnings per share	\$ 0.23	\$ 0.31
Restructuring and other related costs <sup>(i)</sup>	0.04	0.01
Items included in other expense (income) not considered representative of ongoing operations <sup>(ii)</sup>	0.02	—
Change in the fair value of unrealized loss on futures contracts <sup>(iii)</sup>	0.05	0.05
Change in the fair value of biological assets <sup>(iii)</sup>	(0.02)	(0.09)
<b>Adjusted Earnings per Share<sup>(iv)</sup></b>	<b>\$ 0.33</b>	<b>\$ 0.28</b>

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

<sup>(ii)</sup> Primarily includes acquisition related costs, interest income and gains/losses associated with investment properties and assets held for sale, net of tax.

<sup>(iii)</sup> Includes per share impact of the change in unrealized losses on futures contracts and the change in fair value of biological assets, net of tax.

<sup>(iv)</sup> May not add due to rounding.

### Adjusted Earnings Before Interest, Income Taxes, Depreciation, and Amortization

Adjusted EBITDA is calculated as earnings before interest and income taxes plus depreciation and intangible asset amortization, adjusted for items that are not considered representative of ongoing operational activities of the business, and items where the economic impact of the transactions will be reflected in earnings in future periods when the underlying asset is sold or transferred. The following table provides a reconciliation of net earnings as reported under IFRS in the unaudited condensed consolidated interim statements of earnings to Adjusted EBITDA for the three months ended, as indicated below. Management believes Adjusted EBITDA is 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.

(\$ thousands) (Unaudited)	Three months ended March 31,	
	2017	2016
Net earnings	\$ 30,105	\$ 42,269
Income taxes	11,980	15,794
Earnings before income taxes	\$ 42,085	\$ 58,063
Interest expense and other financing costs	1,227	1,106
Items included in other expense (income) not considered representative of ongoing operations	3,479	438
Restructuring and other related costs	6,490	1,217
Change in the fair value of biological assets and unrealized loss on futures contracts	6,524	(7,395)
Depreciation and amortization	28,062	28,031
<b>Adjusted EBITDA</b>	<b>\$ 87,867</b>	<b>\$ 81,460</b>

## 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 (used in) operations, less additions to long-term assets. The following table calculates Free Cash Flow for the periods indicated below.

(\$ thousands) (Unaudited)	Three months ended March 31,	
	2017	2016
Cash provided by operating activities	\$ 55,008	\$ 45,437
Additions to long-term assets	(20,255)	(20,275)
<b>Free Cash Flow</b>	<b>\$ 34,753</b>	<b>\$ 25,162</b>

## 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, forecasts, and projections about the industries in which the Company operates, as well as beliefs and assumptions made by Management of the Company. Such statements include, but are not limited to, statements with respect to objectives and goals, in addition to statements with respect to beliefs, plans, objectives, expectations, anticipations, estimates, and intentions. Specific forward-looking information in this document includes, but is not limited to, statements with respect to: the increases in operating efficiencies and cost reductions; expectations regarding the use of derivatives, futures and options; expectations regarding improving efficiencies; the expected use of cash balances; source of funds for ongoing business requirements; capital investments and expectations regarding capital expenditures; expectations regarding the implementation of environmental sustainability initiatives; expectations regarding the adoption of new accounting standards and the impact of such adoption on financial position; expectations regarding pension plan performance and future pension plan liabilities and contributions; expectations regarding levels of credit risk; and expectations regarding outcomes of legal actions. Words such as "expect", "anticipate", "intend", "may", "will", "plan", "believe", "seek", "estimate", and variations of such words and similar expressions are intended to identify such forward-looking information. These statements are not guarantees of future performance and involve assumptions, risks, and uncertainties that are difficult to predict.

In addition, these statements and expectations concerning the performance of the Company's business in general are based on a number of factors and assumptions including, but not limited to: the condition of the Canadian, U.S., and Japanese economies; the rate of exchange of the Canadian dollar to the U.S. dollar, and the Japanese yen; the availability and prices of raw materials, energy and supplies; product pricing; the availability of insurance; the competitive environment and related market conditions; improvement of operating efficiencies; continued access to capital; the cost of compliance with environmental and health standards; no adverse results from ongoing litigation; no unexpected actions of domestic and foreign governments; and the general assumption that none of the risks identified below or elsewhere in this document will materialize. All of 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.

Factors that could cause actual results or outcomes to differ materially from the results expressed, implied, or forecasted by forward-looking information include, among other things:

- risks associated with the Company focusing solely on the protein business;
- risks related to the Company's decisions regarding any potential return of capital to shareholders;
- risks associated with the concentration of production in fewer facilities;
- risks associated with the availability of capital;
- risks associated with changes in the Company's information systems and processes;
- risks associated with cyber threats;
- risks posed by food contamination, consumer liability, and product recalls;
- risks associated with acquisitions, divestitures, and capital expansion projects;
- impact on pension expense and funding requirements of fluctuations in the market prices of fixed income and equity securities and changes in interest rates;
- cyclical nature of the cost and supply of hogs and the competitive nature of the pork market generally;
- risks related to the health status of livestock;

- impact of a pandemic on the Company's operations;
- the Company's exposure to currency exchange risks;
- ability of the Company to hedge against the effect of commodity price changes through the use of commodity futures and options;
- impact of changes in the market value of the biological assets and hedging instruments;
- risks associated with the supply management system for poultry in Canada;
- risks associated with the use of contract manufacturers;
- impact of international events on commodity prices and the free flow of goods;
- risks posed by compliance with extensive government regulation;
- risks posed by litigation;
- impact of changes in consumer tastes and buying patterns;
- impact of extensive environmental regulation and potential environmental liabilities;
- risks associated with a consolidating retail environment;
- risks posed by competition;
- risks associated with complying with differing employment laws and practices, the potential for work stoppages due to non-renewal of collective agreements, and recruiting and retaining qualified personnel;
- risks associated with pricing the Company's products;
- risks associated with managing the Company's supply chain; and
- risks associated with failing to identify and manage the strategic risks facing the Company.

The Company cautions the reader that the foregoing list of factors is not exhaustive. These factors are discussed in more detail under the heading "Risk Factors" in the Company's Management's Discussion and Analysis for the fiscal year ended December 31, 2016 that is available on SEDAR at [www.sedar.com](http://www.sedar.com). The reader should review such section in detail. Some of the forward-looking information may be considered to be financial outlooks for purposes of applicable securities legislation including, but not limited to, statements concerning future capital expenditures. These financial outlooks are presented to evaluate anticipated future uses of cash flows, and may not be appropriate for other purposes and readers should not assume they will be achieved. The Company does not intend to, and the Company disclaims any obligation to, update any forward-looking information, whether written or oral, or whether as a result of new information, future events or otherwise, except as required by law. Additional information concerning the Company, including the Company's Annual Information Form is available on SEDAR at [www.sedar.com](http://www.sedar.com).

#### **About Maple Leaf Foods Inc.**

Maple Leaf Foods Inc. is a leading consumer protein company, making high quality, innovative products under national brands including Maple Leaf®, Maple Leaf Prime®, Maple Leaf Natural Selections®, Schneiders®, Schneiders® Country Naturals®, Mina® and Lightlife®. Maple Leaf employs approximately 11,500 people and does business in Canada, the U.S. and Asia. The Company is headquartered in Mississauga, Ontario and its shares trade on the Toronto Stock Exchange (MFI).