



First Quarter 2019

Advancing our vision to be the most sustainable protein company on earth



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.

These statements are not guarantees of future performance and involve assumptions and risks and uncertainties that are difficult to predict. These assumptions have been derived from information currently available to the Company, including information obtained by the Company from third-party sources. These assumptions may prove to be incorrect in whole or in part. In addition, actual results may differ materially from those expressed, implied, or forecasted in such forward-looking information, which reflect the Company's expectations only as of the date hereof. Please refer to the sections entitled "Risk Factors" and "Forward-Looking Statements" in the Company's Management Discussion and Analysis for the fiscal year ended December 31, 2018 for additional detail.

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

Adjusted Operating Earnings: 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.

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 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.

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

Refer to slides 11-13 for the reconciliation of non-IFRS financial measures

Top line growth, driven by acquisitions combined with in-quarter margin compression as we invested in that growth



- **Sales grew 11%, driven by acquisitions and enhanced sales mix**
- **Strategic investments to fuel growth, in plant-based protein and new capacity for protein kits and meat pies**
- **Adverse pork market conditions continued through the quarter**
- **Strategic growth initiatives on track to deliver expected benefits and structural margin target**

**Clear line-of-sight on
in-quarter drivers
impacting Adjusted
EBITDA margin**



Acquisitions

Expected to be accretive in back half of 2019

~(70) bps

**Capacity start-up for protein kits &
meat pies**

Normalized as we exited Q1

~(50) bps

Investment in Plant-based protein SG&A

Continued support of hyper-growth business

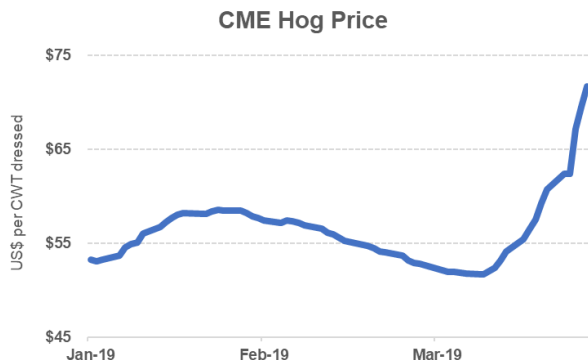
~(40) bps

YoY deterioration in fresh markets

Expected to improve for balance of the year

~(50) bps

African Swine Fever is an escalating global event with early effects rippling across agricultural industries



Source: CME daily futures market close Jan 1 – Mar 29, 2019

- **No impact to human health**
- **Estimated 25-35% loss in Chinese hog production**
- **Dramatic increase in North American live hog prices**
- **Hog production margins expected to improve**
- **Market pricing to offset higher meat costs**
- **Comprehensive proactive disease preparedness strategies in place**



Financial Results

Results reflect top-line growth and investments

	Q1 2019	Q1 2018
Sales (\$ Millions)	\$907	\$818
Adjusted EBITDA (%)	9.3%	10.1%
Adjusted EPS	\$0.20	\$0.29
Net debt (cash) (\$ Millions)	\$384	\$(6.9)

Core business continues to build momentum underscored by favourable sales mix supporting structural margin expansion



- Continued growth in sustainable meats with expanding US retail footprint
- Improved prepared meats commercial performance as food renovations gains traction
- Plant-based protein continued to deliver double-digit sales growth

Building our healthy balance sheet to drive long-term growth



- **Strategic capital investment provides clear path to structural margin expansion**
- **Refinancing provides access to \$2 billion in funding**
- **Enhanced liquidity, flexibility and capacity for future growth**
- **Committed to maintaining an investment grade balance sheet**

Securing our leadership in the hyper-growth plant-based protein market

greenleaf
FOODS



OLV/DTV



PR



OOH



Radio



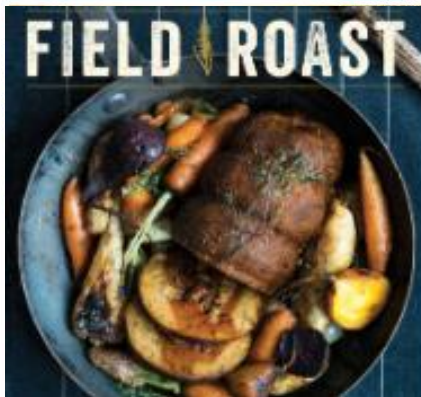
Social



Experiential



Incentives



Strategic growth platforms on track to deliver 14% - 16% structural margin target in 2022

- **Making strategic investments in growth**
- **Accelerating leadership in sustainability**
- **Executing on poultry strategy**
- **Gaining momentum with renovated flagship brands**
- **Securing and growing plant-based protein leadership**



Reconciliation of Non-IFRS Measures

Adjusted Operating Earnings (\$ millions)	Q1 2019	Q1 2018
Net earnings	50.1	27.9
Income taxes	18.8	11.5
Earnings before income taxes⁽ⁱ⁾	68.9	39.4
Interest expense and other financing costs	7.4	1.7
Other expense (income)	2.1	2.9
Restructuring and other related costs	2.8	2.1
Earnings from operations⁽ⁱ⁾	81.3	46.0
Decrease in fair value of biological assets	(26.3)	7.1
Unrealized (gain) on derivative contracts	(12.9)	(0.3)
Adjusted Operating Earnings⁽ⁱ⁾	42.1	52.8
(i) May not down-add due to rounding		

Reconciliation of Non-IFRS Measures

Adjusted EBITDA (\$ millions)	Q1 2019	Q1 2018
Net earnings	50.1	27.9
Income taxes	18.8	11.5
Earnings before income taxes⁽ⁱ⁾	68.9	39.4
Interest expense and other financing costs	7.4	1.7
Items in other expense (income) not considered representative of ongoing operations	1.8	2.7
Restructuring and other related costs	2.8	2.1
Change in the fair value of biological assets and unrealized (gain) losses on derivative contracts	(39.2)	6.8
Depreciation and amortization	42.6	29.9
Adjusted EBITDA⁽ⁱ⁾	84.4	82.5
(i) May not down-add due to rounding		

Reconciliation of Non-IFRS Measures

Adjusted EPS (\$ per share)	Q1 2019	Q1 2018
Basic earnings per share	0.41	0.22
Restructuring and other related costs	0.02	0.01
Items included in other expense (income) not considered representative of ongoing operations	0.01	0.02
Change in the fair value of biological assets	(0.16)	0.04
Change in the fair value of unrealized (gain) on derivative contracts	(0.08)	0.00
Adjusted EPS⁽ⁱ⁾	0.20	0.29
(i) May not down-add due to rounding		