



Integrated Report 2022



Raise the Good in Food

To our readers, Maple Leaf Foods is pleased to present our inaugural 2022 Integrated Report.

This Integrated Report builds on nearly a decade of sustainability reporting and presents a more holistic view of our Company. We continue to evolve our reporting process every year to meet changes in the reporting and regulatory landscape and growing demands from our stakeholders. The evolution to an Integrated Report better reflects the integrated nature of our business and shows the interconnectivity between our efforts, our performance and our business strategy. It places a greater focus on shared value and sustainability, concepts that are woven into the fabric of our business strategy, our purpose and our vision and are at the heart of everything that we do at Maple Leaf Foods. Through this report, we aim to demonstrate how we create value for our stakeholders over time through strategic action, leadership and transparency.

This report has been guided by the principles and requirements set forth by the International Integrated Reporting Council’s (IIRC) Integrated Reporting (<IR>) Framework. To supplement this report, we also publish an [Annual Report to Shareholders](#), a Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB) Index, a Sustainable Develop Goals Alignment document, a Task Force on Climate-related Financial Disclosures (TCFD) Report and an Animal Care Performance Report. Access these reports [here](#).

Report Boundary

Our reporting boundary includes entities over which Maple Leaf Foods Inc. (MLF or the Company) has operational control – our processing and manufacturing facilities, distribution facilities and offices (both leased and owned buildings), feed mill operations, pork barns, hatcheries and poultry barns.

Information Integrity

Maple Leaf Foods management is responsible for the preparation and integrity of the information reported in our Integrated Report. Sources for statistical information referenced that are not related directly to Maple Leaf Foods are either noted or available upon request. All references about currency or financial information are reported in Canadian dollars. We believe this information accurately represents our sustainability initiatives and performance results for the 2022 reporting year.

The data in this report covers the calendar fiscal year from January 1, 2022 – December 31, 2022.

2022 continued to be a challenge for the economy, society, the environment and the food system. While this impacted our business, the Company rose to the challenge and had another strong year of progress and accomplishments, thanks to the resilient and dedicated people of Maple Leaf Foods.

We continued to deliver on our purpose to Raise the Good in Food and progressed on our aspirational journey to be the most sustainable protein company on Earth. We made investments to advance our business, continued building leadership and market growth in sustainable meats, delivered on our food safety promise, invested in the health, safety and wellness of our people, strengthened our communities through collaboration and advocacy, demonstrated leadership and innovations in animal care, and continued investing in transformational projects and exploring opportunities that will have the greatest impact on our environmental performance.

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, judgements 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. 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.

For the full statement around forward-looking information, please refer to the [2022 Annual Report to Shareholders](#).

Non-International Financial Reporting Standards (IFRS) Financial Measures

The Company uses the following non-IFRS measures: Adjusted Operating Earnings, Adjusted Earnings per Share, Adjusted Earnings Before Interest, Taxes, Depreciation, and Amortization (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.

For further information and a further reconciliation of non-IFRS financial measures, please refer to the [2022 Annual Report to Shareholders](#).

Risk Factors

In carrying out its business and operations, the Company faces many risks. These risk factors, along with other risks and uncertainties not currently known to the Company, or that the Company currently considers immaterial, could materially and adversely affect the Company’s performance, operating results and ability to pay dividends or return capital to shareholders. Such risks could cause actual events to differ materially from those described in any forward-looking statements, including any financial outlooks, targets or goals. Many of the risks are beyond the Company’s control and, in spite of any efforts the Company may make to manage or mitigate its risk exposure, there is no guarantee that such risk management or mitigation activities will be successful. Readers should carefully consider the risk factors listed in the link below, along with the other information contained in this document and the Company’s other public filings before making an investment decision.

For the list of Risk Factors, please refer to our [2022 Annual Report to Shareholders](#).

Annual Letter to Stakeholders

Dear Fellow Stakeholders:

It's been said that how one responds to change – not the change itself – defines success. The last three years have presented a perfect opportunity to test this theory. Our world has changed markedly, and the pace of change shows no signs of letting up in this post-pandemic environment.



Michael H. McCain

Executive Chair and CEO

As we finally seemed to emerge from the shadows of COVID-19 last year, we started to navigate our way through a post-pandemic world marked by war in Ukraine, hyper-inflation, supply chain disruptions, tight labour markets, an ever-deepening climate change crisis, and some of the worst agricultural market conditions I can recall in my career. These pressures have tested our resilience and challenged our optimism. Yet I remain an optimist, focused on the long-term, grounded in the knowledge that our business fundamentals are strong, and certain of the success we will achieve as we execute our strategy.

Looking back over the last three years, we have truly had to flex our change muscle. From developing a best-in-class COVID-19 playbook that we effectively deployed to keep our people safe as we continued to deliver nutritious food through the heights of the pandemic, to pivoting on a dime to maintain business continuity in the face of a cybersecurity attack last November that hampered our operations, our team has adjusted and persisted.

While we didn't deliver the performance to which we aspired last year, we have a clear understanding of the reasons why, and none of these factors suggest any weakness in the core strengths of the business. Through 2022, four primary external forces put pressure on our near-term margins: pricing relative to inflation; supply chain inefficiencies driven largely by labour shortages and people-related challenges; compression in Japan pork margins; and dislocation in global pork markets

which has caused the cost to raise a pig to outpace the value of the meat. Added to these four factors was the further complication of the cybersecurity incident we experienced in November. Unfortunately, this incident had a much larger impact on our performance than we originally anticipated, despite the remarkable work our team did to continue with manual operations during the outage as we meticulously restored our systems.

In the face of these disruptive forces, we missed our Meat Protein growth target in 2022. While these weren't the results we wanted, we still saw growth in our Meat Protein segment, as revenues grew by 5.2%, and we delivered Adjusted EBITDA Margin of 8.2%. This growth was primarily driven by the performance of our consumer-packaged goods portfolio in prepared meats and poultry. Notably, our brands performed well in this inflationary environment. The volume response to price increases were in line with our expectations, and we continued to build momentum in our U.S. business where prepared meats sales grew by over 10% in 2022. A stand-out achievement was in our sustainable meats business, where we had another year with robust growth. I'm proud to say that as of the end of 2022, we marked seven consecutive years of delivering quarter-over-quarter growth – an impressive track record that is completely aligned with our vision to be the most sustainable protein company on earth.

We also made excellent progress on our new strategy in the Plant Protein segment in 2022. When our growth thesis in this segment did not materialize

as expected, we were quick to pivot into a new business model, reverting back to a “profitable growth” investment level. Our first goal in that pivot is reaching Adjusted EBITDA neutral or better by the latter half of 2023. Our plan is on track as we focus on key initiatives, including right-sizing our manufacturing footprint and operating costs, optimizing product cost savings, redesigning our distribution model, applying revenue management discipline, and further reducing discretionary costs.

All this to say, that were it not for the external factors that have created the significant but temporary headwinds we have been battling last year and into the first quarter of this year, our underlying business remains strong, our team remains focused, and our long-term outlook remains positive. My confidence is based on the actions we are taking in response to these challenges and the green shoots we see ahead.

On inflation, we have, and will continue to manage prices to reflect inflation, appreciating that managing pricing in an inflationary environment is always a challenge. On supply chain disruption, we are making positive strides in normalizing our supply chain. While our progress was significantly interrupted in 2022 by the cybersecurity incident, we are back on track with our execution plan and expect to see full normalization by the end of the first half of 2023. Pork markets are impossible to predict with precision and continue to be an unprecedented challenge. Yet, we can say with certainty they WILL correct because they always do! We are

seeing early signs of change in the underlying drivers of these market conditions.

2023 represents an inflection point on our purposeful journey. After years of investing in major capital projects and optimizing our network, we have now completed our major capital projects and are well on the way to ramping up commercial production. This is an exciting time and marks a new phase of value creation for our stakeholders.

Our London Poultry plant in Ontario is the largest food industry investment in Canada's history and one of the most sophisticated plants in the world. This leading-edge plant is a remarkable achievement in scale, automation, food safety, animal welfare and worker experience. It represents our next generation of sustainable protein manufacturing and is expected to add \$100 million in annual Adjusted EBITDA once fully ramped up. The benefits will come from a more profitable product mix, increased operating efficiency from technology and scale lowering costs, and additional capacity to meet consumer demand for higher margin value-added poultry over the coming years. It has been exciting to watch the London Poultry plant, which is about the size of 11 football fields, come to life, and with it another step in our approach to delivering shared value for all stakeholders.

Commercial production is also ramping up in our new \$182 million, 73,000 square-foot, Bacon Centre of Excellence in Winnipeg, Manitoba. This expansion at our Lagimodiere plant added in-house capacity for pre-cooked, microwavable bacon to meet growing

customer and consumer demand for the product, and is another example of our innovation agenda. Once ramped up to full capacity, we expect this investment will add an incremental \$30 million in annual Adjusted EBITDA. This is yet another example of how our vision to become the most sustainable protein company on earth works - even in manufacturing convenience foods, we deliver sustainably made products from meat humanely raised and without antibiotics, made by a carbon neutral company. We are really proud of this!

Bringing these two landmark projects on-line, together with our new world-class tempeh facility in Indiana, in one of the most difficult environments I can recall, is no small feat. It demonstrates our resilience and the ability of our team to adapt and deliver.

At the heart of our resilience is our unwavering commitment to our vision. Our belief that we will be the most sustainable protein company on earth is rock solid and never more relevant. In 2019, we became the world's first major carbon neutral food company, and we continue to maintain this status. We have also been taking action to reduce our environmental footprint, but we know that the food system overall needs to be part of the solution and that transformational change is required.

The United Nations has warned that we are on a path to untold human disaster without rapid, far-reaching and unprecedented changes in all aspects of society. We are using our voice and our actions to make a difference, but just as the last three years have put pressure on our operating and financial perfor-

mance, so too have there been impacts on our environmental initiatives. We continue to evaluate new ways to reduce our carbon footprint and the two areas that show the most promise to be game changing are anaerobic digestion and regenerative agriculture.

With the right infrastructure and the right support, anaerobic digestion could take one of agriculture's most troublesome waste products (and a major contributor to carbon emissions) and convert it to usable energy to fuel our lives. We have invested considerable time and resources over the last couple years investigating the opportunities in anaerobic digestion, and in 2022 we formalized our efforts around a biofuels strategy to harness the power of this waste. Likewise, we continue to explore regenerative agriculture as a promising way for the agricultural industry to grow food in ways that pulls carbon from the environment and returns it to the earth, while rewarding farmers for adopting these practices.

Prioritizing the care we provide to our people and our animals is another way we create value for all stakeholders. Creating a safe workplace is a top priority for Maple Leaf Foods. In 2022, we hit a new workplace safety performance milestone by further reducing our total recordable incident rate as we continue to deliver industry leading workplace safety results. We are incredibly proud that we have achieved these world-class safety results for the past five years. It is a testament to how everyone who works at Maple Leaf Foods commits to living our health and safety values. This showed up in our engagement survey, where our team members identified our commit-

"We continue to evaluate new ways to reduce our carbon footprint, and the two areas show the most promise to be game changing are anaerobic digestion and regenerative agriculture."

ment to health and safety as one of our top results. We also continue to play a leadership role in animal welfare, with our animal welfare and enrichment programs being among the best in the world, as recognized by a global benchmarking organization.

As a shared value company, we are also deeply invested in directly confronting social issues, including seeking meaningful, systemic solutions to food insecurity. We know from research conducted last year that one quarter of Canadians were very concerned about their ability to feed themselves, a rate that doubled in two years. Through the Maple Leaf Centre for Food Security, we are working collaboratively with others in industry, government and the charitable sector to find solutions to reduce food insecurity by 50%. We are doing this through a combination of funding innovative projects, advocating for a stronger social safety net, and bringing together those who are on the ground fighting food insecurity to share best practices and advance change.

Still, food insecurity is a serious problem that needs structural solutions. We recognize that the food system has an important role in supporting food affordability, and as a food manufacturer, we take our responsibilities to meaningfully contribute to solutions by operating efficiently, doing our best to keep costs down, providing consumers with choice in the marketplace and by pricing responsibly. More action is needed to address food access and affordability, and we need every voice behind this.

At the same time, in any year, one in five Canadians will experience a mental health issue. This has significant consequences for our society, and too many people are suffering alone. We're determined to do our part to destigmatize mental health issues, including offering support and tools to our team members. To give life to this commitment, we implemented a "You are Not Alone!" program, training for all people leaders and expanded services and benefits. Our emphasis on mental health and well-being is an important extension of our overall focus on health and safety. While we are pleased that our efforts were recognized with a "Best Contribution to Mental Health in the Workplace" award, this is another issue where we need every voice to contribute if we are going to move the needle.

As I close this letter, I can't help but reflect on the fact that I'm among the most fortunate people in Canada. I have spent more than a quarter century of my life doing something I love - building Maple Leaf Foods into the iconic Canadian company that it is today. When I took

on the role of Chief Executive Officer, the cover of my first Annual Report was a single word: Leadership! My intention was to focus most of my time on this one idea, that the future of Maple Leaf Foods would be defined by its people and culture. I am proud of many things about this company. Mostly, I am proud of our people - the world's best people in what they do - and the culture we have created together. Inspired by my father and driven by our deeply embedded Maple Leaf Leadership Values that have shaped our culture, the journey has been rich and meaningful. It leaves me humbled!

One of our iconic Directors and a mentor at Maple Leaf Foods, Purdy Crawford, once said to me: "No strategy will ever survive the first encounter with the enemy, only your people and culture can navigate this." Our company had great successes, great challenges, and many moments we neither expected nor predicted. One thing has been constant: our ability to anticipate, adapt and react to change, all driven by the excellence within our team. We stand for what is important and we do what is right.

When I look ahead to the next chapter, I can't help but be excited. Curtis and I are continuing our leadership transition that we announced last year. As he prepares to step into the CEO role and I gradually transition to focus on my role as Executive Chair, the future is bright. Yes, we need to continue to work our way through the near-term challenges - and that will take continued, concerted effort - but there is no doubt we will successfully weather the current headwinds and emerge stronger than ever.

We have laid a foundation built on an incredible house of brands, a first-class network of assets and a team that knows how to deliver on our promise of shared value creation. My family and I have complete confidence in Curtis and his ability to lead the organization successfully through this next generation of opportunities, fueled by innovation, grounded in operational excellence and built on the leadership values that are our unique differentiator.

It has been my honor to lead Maple Leaf Foods on this shared journey to make our company and our world better each and every day. There remains much work to do and I am looking forward, both to what the future holds, and what we can accomplish together.

With heartfelt thanks,
Michael

"One thing has been constant: our ability to anticipate, adapt and react to change, all driven by the excellence within our team. We stand for what is important, and we do what is right."

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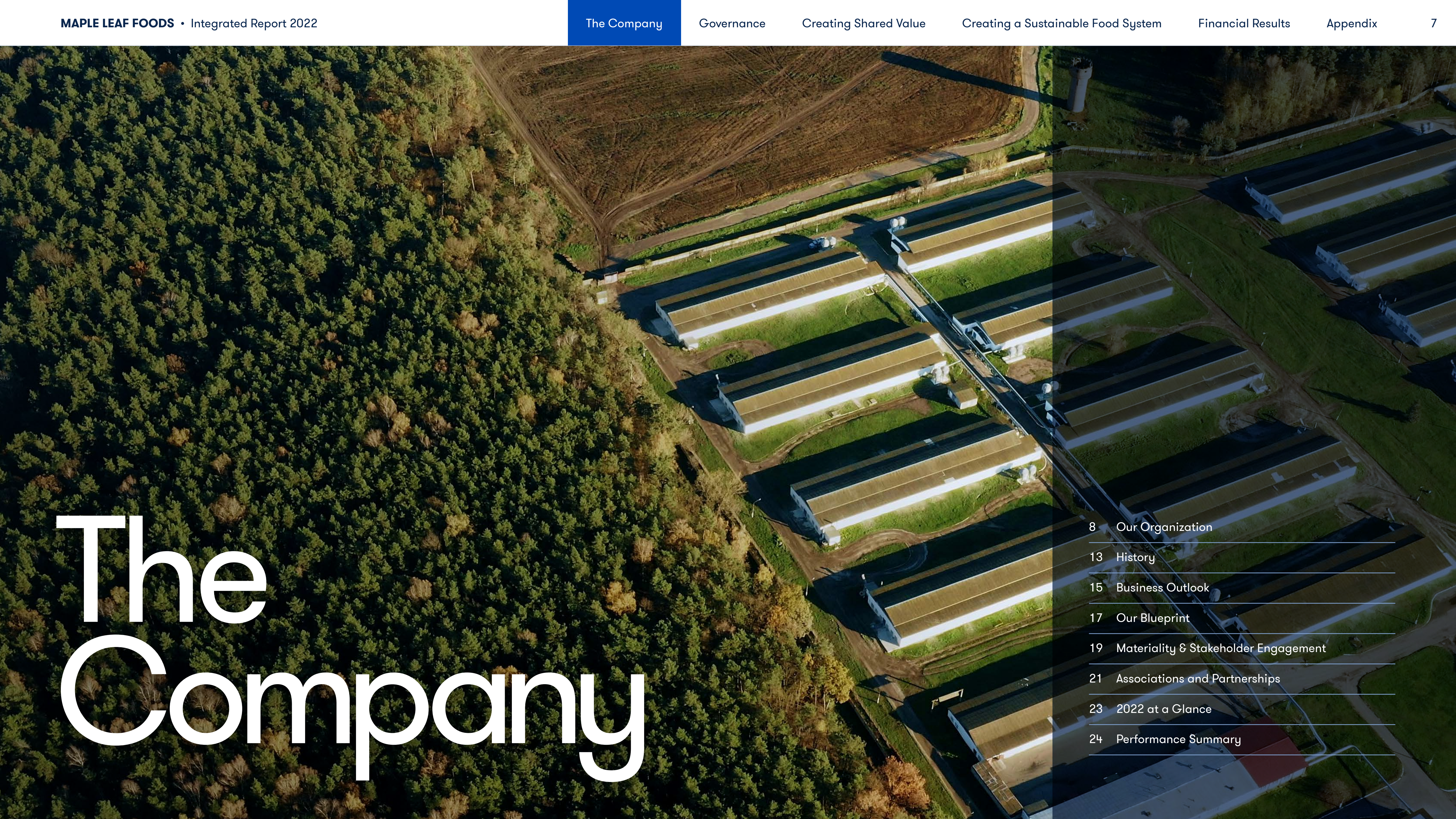
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Our Organization

We are a sustainable protein company that believes with conviction that our growth strategies and leadership in sustainability will strategically differentiate the organization and create significant value for our stakeholders.



Our Organization



Who We Are

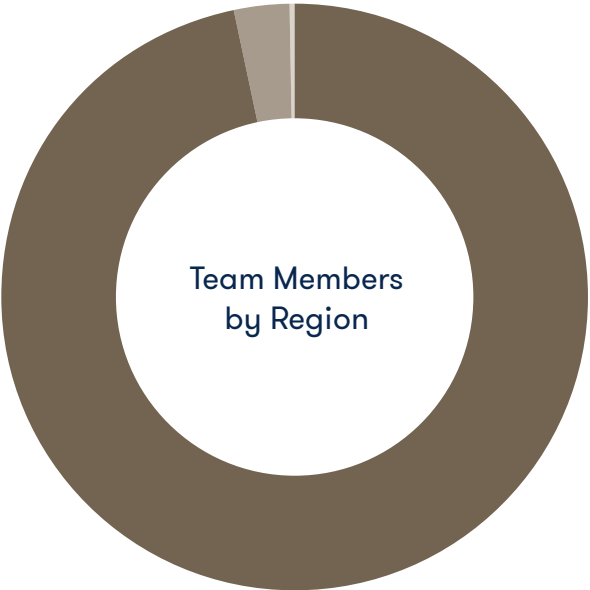
We are proud of our roots, which we can trace back over 100 years, but our vision and purpose are decidedly forward looking.

With a vision to become the most sustainable protein company on earth, Maple Leaf Foods is committed to creating shared value by delivering commercial and financial results and enhancing competitive advantage through addressing the significant environmental and social challenges faced by society today. We believe the pursuit of our purpose to ‘Raise the Good in Food’ is a significant differentiator that will build trust and confidence among stakeholders. We are helping to transform the world’s food system so that it can survive, and thrive, for generations to come.

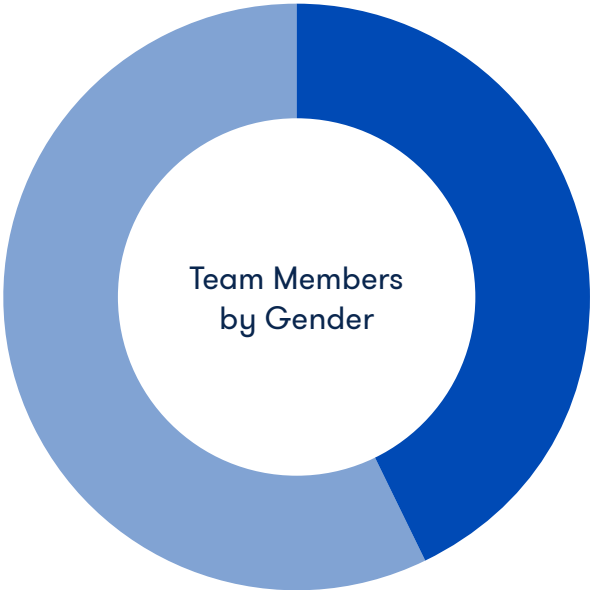
What We Do

Maple Leaf Foods is a carbon neutral protein company that responsibly produces food products under leading brands including Maple Leaf®, Maple Leaf Prime®, Maple Leaf Natural Selections®, Schneiders®, Schneiders® Country Naturals®, Mina®, Greenfield Natural Meat Co.®, Lightlife® and Field Roast™. The Company’s portfolio includes prepared meats, ready-to-cook and ready-to-serve meals, snacks kits, value-added fresh pork and poultry, and plant protein products. Maple Leaf Foods employs approximately 14,000 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).

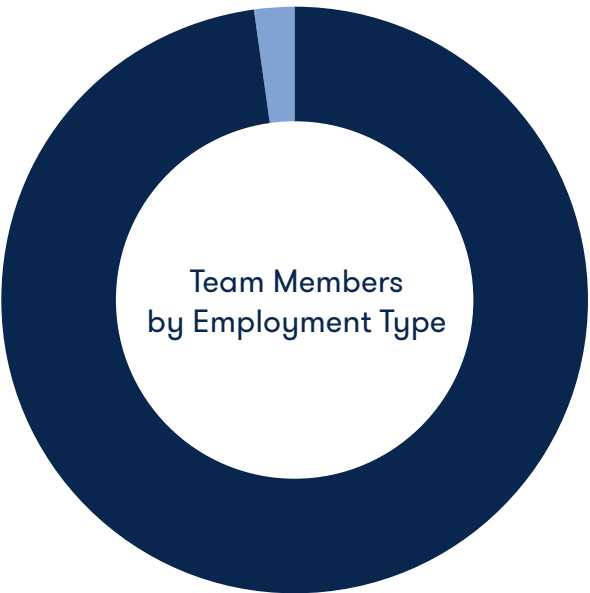
Our Workforce



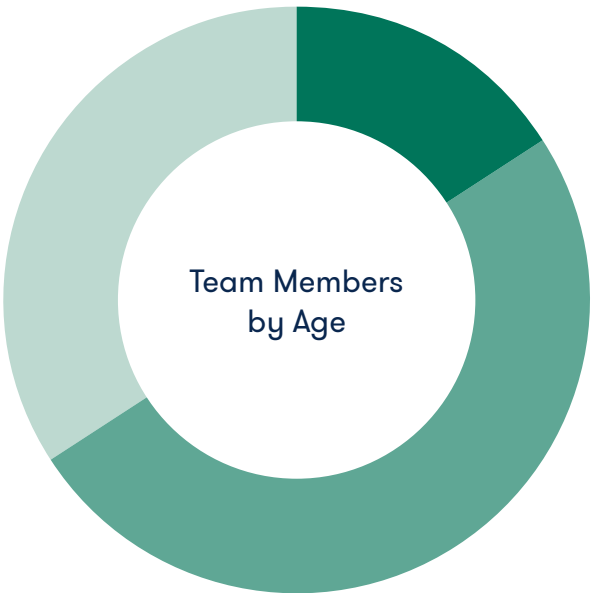
Canada	96.7%
USA	3.2%
International	0.1%



Female	43%
Male	57%



Full-time	98%
Part-time	2%



Under 30	16%
30-50	50%
Over 50	34%

This data is based on the 94.4% of people recorded and tracked in our enterprise information system as of December 31, 2022.

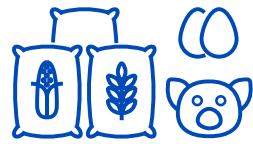
Our Organization

Our Operations Map

- ★ Headquarters
- Prepared Meats
- Fresh Poultry
- Pig Barn
- Fresh Pork
- Poultry Farm
- Feed Mill
- Plant Protein
- Other (Distribution Centre, Office, etc.)

*The bigger the dots, the more divisions in that area.

Our Value Chain



Inputs

We source North American grains and crops for our animal food and plant-based protein products, and we own five grain mills that produce feed for our pigs. We source pigs and hatching eggs from our own system and from trusted partners.



Barns and Hatcheries

We own pig barns (sow, nursery and finishing barns in Manitoba and Saskatchewan) and hatcheries (in Ontario and Alberta) that supply chicks to contract producers. All are closely monitored and audited to ensure high levels of animal care to MLF standards.



Distribution

Our finished products go to our owned or third-party distribution centers, or directly to customers and international markets.



Processing and Prepared Meats Facilities

Our primary processing facilities and our co-manufacturers in Canada and the U.S. follow strict global food safety standards. Each is monitored by dedicated inspectors and veterinarians from the Canadian Food Inspection Agency (CFIA) and the United States Department of Agriculture (USDA)'s Food Safety and Inspection Service (FSIS), as well as our own internal strict food safety procedures.



Transportation

We transport our eggs, chickens and pigs using specially trained drivers, who help ensure good animal care and reduced stress. We use new hydraulic-lift pig trailers when we transport pigs in our system to reduce the stress of walking up and down ramps. We also use climate-controlled trailers to increase bird comfort.



Grocery Retail and Foodservice

Grocery stores across Canada and the United States carry our brands, as well as private label products that we manufacture on their behalf. We also supply many major restaurants and foodservice companies.



Your Plate

At home and in restaurants throughout North America, people enjoy our high-quality, innovative products every day.

Our Organization

Response to COVID-19

As an essential service, Maple Leaf Foods 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, adopting a vaccination mandate for all employees and contractors, and close communication and collaboration with public health authorities, including hosting on-site vaccination clinics in 2021. The measures, enacted to protect the health and safety of employees, increased the Company’s cost structure during the pandemic due to higher labour, personal protective equipment, sanitation and other expenses.

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 during the pandemic, the Company has provided extensive support to front-line staff, emergency food relief efforts and health care providers.

Cyber Incident

On November 6, 2022 the Company confirmed that it experienced a system outage stemming from a cybersecurity incident. Upon learning of the incident, Maple Leaf Foods took immediate action and engaged cybersecurity and recovery experts. The Company executed its business continuity plans as it restored the impacted systems, and worked with customers and suppliers to minimize service disruptions. While the Company was able to maintain operations throughout the event, normal business activities were interrupted. The Company estimates that the direct and indirect economic impact of this event in the fourth quarter was at least \$23 million.



“We continue to adapt as the situation evolves. Maple Leaf Foods’ purpose and long-term strategy remain unchanged. To date, our leading brands, revenue management capabilities and robust supply chain have enabled us to manage these financial impacts.”

History

For more than 100 years, we have served Canadians by delivering high-quality, nutritious food to their tables. We have innovated, transformed, adapted and grown. We are proud to be part of Canada's food history and we are excited for what the future brings.

In more recent years, we began our journey to become the most sustainable protein company on earth with a commitment to lead in critical issues facing the economy, society and the environment and address challenges where we have a unique capability to do so. We have come a long way on this journey and are incredibly proud of what we have accomplished so far.



History

Our Journey So Far...

1898

The Maple Leaf brand first appeared

1991

Maple Leaf Foods Inc. is created through the merger of Maple Leaf Mills Limited and Canada Packers Inc.

1995

McCain Capital Corporation and the Ontario Teachers' Pension Plan acquire controlling interest in Maple Leaf Foods from Hillsdawn Holding plc. National rollout of Maple Leaf Prime™ poultry products.

2004

Maple Leaf Foods acquires J.M. Schneider Inc., one of Canada's largest producers of premium branded products.

2006

Maple Leaf Foods announces a strategic transformation of its protein operations focusing its strategy on growing its value-added fresh and further processed meat business.

2008

Maple Leaf Foods has a devastating Listeria contamination at one of its prepared meats facilities that caused 23 deaths. Since this tragedy, the Company has committed to being a global leader in food safety and invested a significant amount of people and financial resources in achieving this commitment to ensure that this never happens again.

2013

Maple Leaf Foods appoints a member of the Senior Leadership Team, to create a company-wide sustainability program.

2014

Maple Leaf Foods set ambitious goals for the Company in key sustainability areas including nutrition, animal care, our people and communities. Notably, the Company committed to reducing its environmental footprint by 50% by 2025 and converting all its owned sow barns to a new Advanced Open Sow Housing system by the end of 2021.

2015

Maple Leaf Foods brings on board a VP of Sustainability & Shared Value to oversee the Company's efforts to become a more efficient and environmentally friendly operator.

2016

Maple Leaf Foods engages in months of rigorous leadership training and ideation workshops to identify the Company's renewed purpose and commence its transformational journey to make a meaningful difference.
The Company launches its registered charity, the Maple Leaf Centre for Food Security with a commitment to reduce food insecurity in Canada by 50% by 2030.

2017

Maple Leaf Foods announces its new social purpose to Raise the Good in Food, its vision to be the most sustainable protein company on Earth, and its social contract of shared value. From this, the Company creates the role of Chief Food Safety and Sustainability Officer and names Dr. Randy Huffman to the role.
The Company expands into plant protein through the acquisition of Lightlife Foods, Inc.

2018

Maple Leaf Foods continues to pursue plant proteins through the acquisition of Field Roast Grain Meat Co. The Company launches its biggest brand strategy renovation to its flagship brands, Maple Leaf® and Schneiders®.

2019

Maple Leaf Foods becomes the first major food company in the world to be carbon neutral and the first food company in Canada to set ambitious science-based targets to reduce its greenhouse gas emissions, approved by the Science-Based Targets initiative.

2020

Maple Leaf Foods announced its Diversity and Inclusion Blueprint, outlining its comprehensive approach to addressing systemic and cultural barriers and providing an environment with equal opportunity to thrive.

2021

Maple Leaf Foods achieves its goal to convert 100% of our owned sow barns to its Advanced Open Sow Housing system.
The Company launches its comprehensive, multi-year People Strategy aimed at enabling the development of its people and creating an environment where everyone can all thrive.

2022

Maple Leaf Foods officially opened the doors at its state-of-the-art fresh poultry facility in London, Ontario, after four years of planning and development. This facility is one of the world's largest and most technologically advanced poultry processing facilities.

Business Outlook

Maple Leaf Foods is a leading consumer protein company, supported by a portfolio of market leading 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.



Business Outlook

In Meat Protein, we expect mid- to high single-digit sales growth in 2023, driven by continued momentum in sustainable meats, brand leadership and growth into the U.S. In normalized markets, we would expect to achieve Adjusted EBITDA margin expansion in a 14% to 16% range.

In Plant Protein, we expect to achieve Adjusted EBITDA neutral or better in the latter half of 2023. For 2023, the Company expects total capital expenditures to be less than \$250 million. Up to \$120 million of this will be maintenance capital with the remainder of being growth capital. This growth capital includes, among others, an increase in processed poultry capacity at our Walker Drive, Brampton plant to meet a pipeline of demand that has attractive growth and margin prospects, and capacity expansion in our high-margin snack kits business.

The post-pandemic economy has been an unprecedented condition for Maple Leaf Foods and anybody in the food industry. It will pass, and we believe during this period of time, Maple Leaf continues to illustrate our resiliency as we operate within these unprecedented times. We are extremely proud of our people. They have managed through the operations and complexities of the past few years and indeed in the year, highlighted by the cyber incident in the last quarter of 2022. We will continue to be guided by our sustainability agenda, including continuing the build out of our sustainable meats business that grows year after year after year, and we remain proud and focused, investing in our portfolio of market leading brands.

For a more detailed breakdown of this business outlook, visit the [2022 Annual Report to Shareholders](#).



Our Blueprint

Our Blueprint is our business strategy on a page and is a north star that guides us in everything we do at Maple Leaf Foods.

In 2017, we hosted ideation sessions with the Company’s business functions to define strategies and processes that will help us achieve our vision to be the most sustainable protein company on earth. We spent time with our people trying to understand what our purpose to “Raise the Good in Food” means to them. We connected with our employees, which resulted in over 200 unique ideas to help activate our purpose and vision.

Our Purpose Council, comprised of subject matter experts and senior leaders from different functional departments, assessed each unique idea against our vision, business strategies and purpose. This assessment, spanning several months, narrowed

down the unique ideas to 10 bold commitments comprised of six key strategies and four sustainability pillars, which now serves as the blueprint for our organization.

Our blueprint consists of tangible, actionable strategies, priorities and initiatives spanning our entire operation, and they all connect back to our vision “to be the most sustainable protein company on earth” and our purpose to “Raise the Good in Food.” Our blueprint is the plan we use to deliver shared value for our stakeholders – consumers, customers, our people, communities, shareholders and the planet.



Our Blueprint

Our Purpose

Maple Leaf Foods is a forward-thinking, values-based carbon neutral company with a purpose to “Raise the Good in Food.” “Raise” is an aspirational statement. It means to move forward and constantly improve. “The Good in Food” represents everything that is good about our business from what our food can deliver to society to what’s in the food and what that means to the people that consume it. Our purpose is why we exist as an organization.

Our Vision

Our vision is to be the most sustainable protein company on earth. It is fundamental to our transformational and purposeful journey to sustainable growth. Our vision is where we are headed as an organization.

Our Shared Value Strategies

Creating shared value for our stakeholders is authentic to our culture, who we are and what we believe in. Shared value is social purpose infused with profitable growth for our business. It rests at the intersection of what the world needs and what we are uniquely positioned to do. Shared value is how we will win.

Lead in Sustainability

Eliminate Waste

Broaden our Reach

Embrace a Digital Future

Invest in our Brands

Invest in our People

Our Sustainability Pillars

We believe deeply that leading in sustainability is a catalyst for realizing growth in our business. We have the ability to create shared value by addressing what’s important to our stakeholders and their beliefs of responsible consumption and production of food.

Better Food: by making better food that meets real consumer needs

Better Care: by caring for our animals responsibly

Better Communities: by strengthening our communities

Better Planet: by reducing our environmental impact to sustainable levels

Our Stakeholders

We create value for our key stakeholders in a variety of ways.

Consumers: Offering accessible, affordable, and healthful food options made by a trustworthy, purpose-driven, carbon neutral food company.

Customers: Delivering consistent, high-quality products that meet consumer demands.

People: Providing engaging, purposeful work in a safe and inclusive work environment; providing opportunities to grow and develop.

Communities: Leveraging our scale and reach to enhance the communities we operate in and addressing social issues where we have a unique capability to engage.

Shareholders: Ensuring business stability, creating competitive advantage and sustainable growth, advancing strategic priorities and investing in long-term growth.

Planet: Leading in sustainability, working towards sustainable food production and reducing our environmental impact so that present and future generations can thrive.

Materiality and Stakeholder Engagement

Maple Leaf Foods strives to be engaging, transparent and purposeful in our communications and we constantly work to elevate our reporting in line with industry best practices and topics that are most important to our Company.

In 2018, we compiled a comprehensive list of topics in the below materiality matrix based on findings from consultations and surveys with employees, customer interviews, ongoing internal sustainability initiatives, competitive benchmark reports and discussions with key internal leaders who are in contact with our external stakeholders.

In addition, in 2021 we worked with a third-party consultant to interview several investors to gather feedback on our Environmental, Social, Governance (ESG) reporting and have incorporated the findings into our reporting and disclosures. We plan to conduct a formal, refreshed materiality assessment in 2023, and we have continued to stay current with industry trends and incorporate important and emerging topics into our strategies and into our discussions and collaboration with our stakeholders.

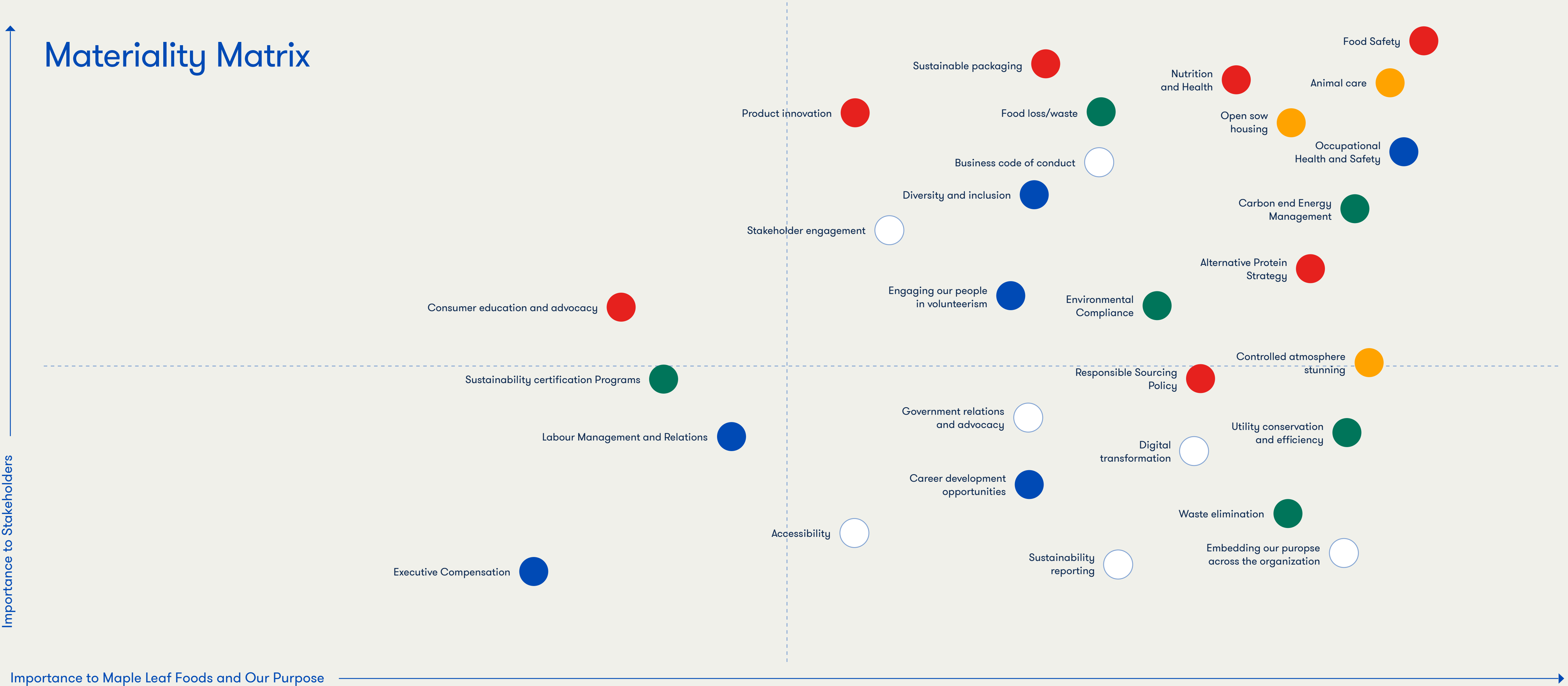
We place tremendous value on listening, collaborating and engaging with our stakeholders on material matters. Maple Leaf Foods stakeholders include consumers, customers, our employees, shareholders, investors, and the planet, as well as suppliers, lenders, government, non-governmental and non-profit organizations, and membership associations are other stakeholder groups we work with. We engage with many of these stakeholders on a regular basis and their perspectives have been instrumental in forming and evolving our strategies and reporting.

Note: On November 6, 2022 the Company confirmed that we experienced a system outage stemming from a cybersecurity incident. Cybersecurity is an issue in which we have made a considerable investment and that we take very seriously. Coming out of the cybersecurity incident, we are adding on to our investment and accelerating our work. We are, accordingly updating our materiality assessment and materiality matrix, and refer to you to the risk factor analysis in the [2022 Annual Report to Shareholders](#).



Materiality and Stakeholder Engagement

Materiality Matrix



● Better Food

● Better Care

● Better Communities

● Better Planet

○ Business and Governance

* Materiality matrix updated in 2018

Associations and Partnerships

We strive to take an active role in supporting continuous improvement by contributing our resources and knowledge to a broad range of organizations. These organizations include:

Meat and Livestock	Business Advocacy and Collaboration	Food Processing	Health/Nutrition/ Food Safety/Food Security	Marketing and Innovation
Canadian Meat Council*	Brandon Chamber of Commerce	Alberta Food Processors Association	Alliance for Stop Foodborne Illness (STOP)	Association of Canadian Advertisers
National Farm Animal Care Council (NFACC)	Business Council of Canada (formerly Canadian Council of Chief Executives)*	Conseil de la Transformation Alimentaire du Québec (CTAQ)	American Meat Science Association (AMSA)*	Advertising Standards Council
North American Meat Institute (NAMI)*	Canadian Association of Importers and Exporters Inc. (I.E. Canada)	Food and Beverage Canada	Canadian Meat Science Association (CMSA)	Canadian Food Innovators (CFI)*
Global Coalition for Animal Welfare (GCAW)	Canadian Manufacturers and Exporters Association	Food & Beverage Ontario*	Food Allergy Research and Resource Program (FARRP)	Canadian Centre for Food Integrity (CCFI)*
	Manitoba Chambers of Commerce	Plant-Based Foods Association (U.S.)	Food Secure Canada	Food Processing Skills Canada*
	Manitoba Industrial Power Users Group (MIPUG)	Plant-Based Foods of Canada		GS1 Canada*
	Ontario Chamber of Commerce			Protein Industries Canada
		Food Services and Grocery Retailing		
		Canadian Federation of Independent Grocers		
		Restaurants Canada		

[Continues on next page...]

Packaging

PAC Global*
Circular Materials*
Canada Plastics Pact*

Pork Industry

Ag and Food Exchange
21st Century Pork Club (Canadian and U.S. clubs)
Canada Pork International*
Canadian Pork Council
Canadian Swine Research & Development Cluster (CDPQ)*
Manitoba Pork Council*
Swine Innovation Pork

Poultry Industry

Alberta Hatchery Association
Association of Ontario Chicken Processors*
Canadian Hatching Egg Producers*
Canadian Hatcheries Federation
Canadian Poultry and Egg Processors Council*
Chicken Farmers of Canada*
Further Poultry Processors Association of Canada*
International Poultry Welfare Alliance (IPWA)/U.S. Roundtable for Sustainable Poultry and Eggs (Poultry & Egg Sustainability and Welfare Foundation)
National Chicken Council (NCC)*
Ontario Association of Poultry Practitioners (OAPP)
Ontario Broiler Hatching Egg and Chick Commission*
Ontario Hatcheries Association*
Ontario Turkey Processors Association
Poultry Industry Council
Poultry Research Council
Turkey Farmers of Canada

Transportation and Logistics

Private Motor Truck Council of Canada*
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Sustainability

Agriculture and Agri-food Canada - Sustainability Thematic Table
Canada Green Building Council (CaGBC)
Canadian Business for Social Responsibility (CBSR)
Canadian Roundtable for Sustainable Crops
Circular Economy Innovation Launchpad (COIL) - Our Food Future
Environment, Social, Governance (ESG) and Corporate Social Responsibility (CSR) Board – Board.Org
The Manitoba Protein Advantage (MPA) *
Partners in Project Green – Toronto Regional Conservation Authority
Roundtable for Sustainable Palm Oil
Shared Value Initiative

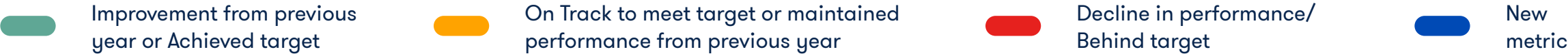
* Maple Leaf Foods holds a Board, Chair or Advisory position.



2022 at a glance

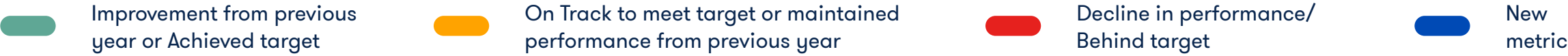
Company	Better Food	Better Care	Better Communities	Better Planet
\$4.7B total sales	100 % of our meat protein facilities are GFSI certified	100 % of owned sow spaces transitioned to Advanced Open Sow Housing (newly acquired sites to be converted)	\$3.5M of healthy food products and food relief donated	1st major carbon neutral food company in the world since 2019
5.8 % Adjusted EBITDA Margin	100 % vegan plant-based protein products	99.1 % reduction in antibiotics usage across our hog operations since 2014	39 % women representation at manager level and above	92.3 % landfill diversion rate
14,000 employees	1 voluntary food safety recalls	100 % of owned sow, nursery and finisher barns installed with environmental enrichments	6 Employee Resource Groups	100,000 acres of crops harvested with measured and documented regenerative agriculture practices
27 manufacturing facilities: prepared meats, fresh pork, fresh poultry and plant protein	250,000+ food safety and quality tests conducted	98% of chickens we processed were transported less than four hours, and all were transported less than eight hours	0.40 world-class Total Recordable Incident Rate (TRIR)	31.7 % reduction in food loss waste intensity (2016 base-line)

Performance Summary

Decline in performance/ Behind targetNew metric

Pillar		Key Metrics	Target	Unit of Measurement	Status	2022	2021	2020
BETTER FOOD	Profit, Nutrition and Innovation	Sales	Year-over-year improvement	\$ Billion		\$4.7	\$4.5	\$4.3
		Meat protein Adjusted EBITDA	14-16%	%		8.2%	12.1%	12.4%
		Plant protein Adjusted EBITDA	Neutral or better by latter half of 2023	\$ Million		\$(105.4)	\$(127.2)	\$(111.4)
		Double-digit growth in our sustainable meats brand, Greenfield Natural Meat Co.	Double-digit growth			yes	yes	yes
		Double digit growth in our Raised Without Antibiotics Prepared Meats business	Double-digit growth			yes	yes	yes
		Vegan certified plant-based protein products	100%	%		100 %	100%	Not formally tracked
	Food Safety	Food safety recalls	0	# of recalls		1	0	0
		Food Safety Incident Rate (FSIR)	Meet/exceed internal target	% exceeded target		42 %	45%	41%
		Quality Incident Rate (QIR)	Meet/exceed internal target	% exceeded target		36 %	51%	63%
		Foreign material complaint reductions	Year-over-year improvement	% against 2018 baseline		48 %	45%	Not formally tracked
BETTER CARE	Animal Welfare	Sow spaces converted to Advanced Open Sow Housing system* *newly acquired sites to be converted"	100% by 2021 (ongoing)	%		100%	100%	87%
		Antibiotic use in Maple Leaf Foods' pig operations	Year-over-year reductions	mg Active Ingredient / kg Pork Produced		31.5	39.0	34.6
		Elimination of surgical castration in Maple Leaf Foods' pig operations	100 %	%		100%	-	-
		Environmental enrichments provided in sow, nursery and finisher barns	100 %	%		100%	100%	-
		Chickens processed that were stunned using controlled atmosphere stunning	100 %	%		19.1%	18.3%	18.2 %

Performance Summary



Pillar		Key Metrics	Target	Unit of Measurement	Status	2022	2021	2020
BETTER COMMUNITIES	Occupational Health and Safety	Total Recordable Incident Rate	0.44 or less by 2023	#		0.40	0.48	0.48
		Days Away, Restricted or Transferred Rate	0.19 or less by 2023	#		0.18	0.13	0.24
		Completion rate on plant safety and health accident reduction plans	100%	%		100%	100%	100%
	Our People	Women representation for all permanent, full-time employees	Year-over-year improvement	%		43%	43%	43%
		Women representation at the manager level and above	50% by 2022	%		39%	39%	38%
		Women representation on the Board of Directors	Year-over-year improvement	%		30 %	30%	30%
		Employee Resource Groups	Year-over-year improvement	# of ERG		6	3	3
	Communities	Support initiatives across Canada to advance food security	Year-over-year improvement	# of initiatives		27	24	22
		Contribute healthy food products to local communities	\$1.5M annually	\$ Millions		\$3.5M	\$3.0M	\$2.5M
BETTER PLANET	Science-based targets	Carbon neutral company	Maintain carbon neutral status			yes	yes	yes
		Reduce our absolute Scope 1 & 2 emissions	SBT 30% by 2030 (2018 baseline)	%		(5.07)%	2.17 %	1.6 %
		Reduce our Scope 3 emissions intensity	SBT 30% by 2030 (2018 baseline)	%		(4.5)%	{0.3}%	{0.3}%
		Acres of crop harvesting using regenerative agriculture practices within our supply sheds	Year-over-year increase	# of acres		100,000	20,000	-
	Environmental footprint	Reduce our electricity intensity	50% by 2025 (2014 baseline)	%		15.0 %	22.1%	26.0%
		Reduce our natural gas intensity	50% by 2025 (2014 baseline)	%		10.5 %	18.6%	19.2 %
		Reduce our water intensity	50% by 2025 (2014 baseline)	%		20.9%	21.0%	21.5 %
		Reduce our solid waste intensity	50% by 2025 (2015 baseline)	%		17.1 %	7.4%	{0.7}%
		Landfill diversion rate	Year-over-year improvement	%		92.3 %	91.6%	90.7 %
		Reduce our food waste intensity	50% by 2025 (2016 baseline)	%		31.7 %	33.4 %	31.1 %

Governance

27 Corporate Governance

30 Sustainability Governance

Corporate Governance

Maple Leaf Foods’ strong and effective corporate governance helps to cultivate a company culture of integrity and increases the accountability of all individuals and teams within the company.

Corporate governance is reinforced at all levels of the Company. The Board of Directors and Management are committed to maintaining a high standard of corporate governance to earn the trust of our shareholders and other stakeholders consistently.

The Board has a formal mandate setting out its responsibilities that includes the Board’s responsibilities for the appointment and development of management, strategic planning, monitoring of financial performance, financial reporting, risk management and oversight of the Corporation’s policies and procedures, communications and reporting, and regulatory compliance. The Board is engaged with management in understanding and assessing how the Corporation is advancing its purpose, vision and values in light of the best interest of the Corporation and its stakeholders.

The directors and officers of the Corporation act in accordance with their fiduciary duty to act honestly and in good faith with a view to the best interests of the corporation. In carrying out this duty, Maple Leaf Foods’ Board of Directors and management consider the Corporation’s long-term

success beyond immediate profit and increased share value. All of the Board’s activities aim to preserve and enhance the underlying value of Maple Leaf Foods and its ability to deliver shared value. The roles of the Board, the Chief Executive Officer (CEO), the Executive Chair and the individual committees are clearly delineated, and performance is assessed at least annually.

Corporate governance policies, processes and practices are regularly assessed to ensure governance objectives are met.

Led by the CEO and Executive Chair, management is responsible for the development of a long-term corporate strategy. The Board has clear guidelines to assist in meeting its corporate governance responsibilities. It reviews, questions, and validates the long-term strategies of each operating segment of the Company.

[View our Board Mandate](#)



Code of Business Conduct

We are deeply committed to the highest standards of respect and integrity in our business relationships and activities. These standards apply both internally and to business conducted with customers, suppliers, competitors and investors. The Board expects directors, officers, and employees to act ethically at all times.

The Board takes all steps to assure itself of the ethics and integrity of the CEO and the executive officers and to ensure the appropriate ethical conduct procedures are established.

The Code of Business Conduct Policy guides the standards of business conduct expected of all employees at Maple Leaf Foods. The actions of all our employees are framed by our Code of Business Conduct and our Leadership Values. Each year, every employee reaffirms in writing their adherence to the Code of Business Conduct.

In addition, Maple Leaf Foods operates an ethics line to provide employees a means to raise concerns such as fraud, accounting irregularities, product tampering or other issues. All calls are recorded and logged at an independent call centre. They are all tracked and resolved using a case management system. All complainants are protected from reprisals when reporting concerns in good faith. Both the Audit Committee and the Human Resources and Compensation Committee receive quarterly reports on concerns that are raised through the Company’s reporting processes and the associated outcomes.

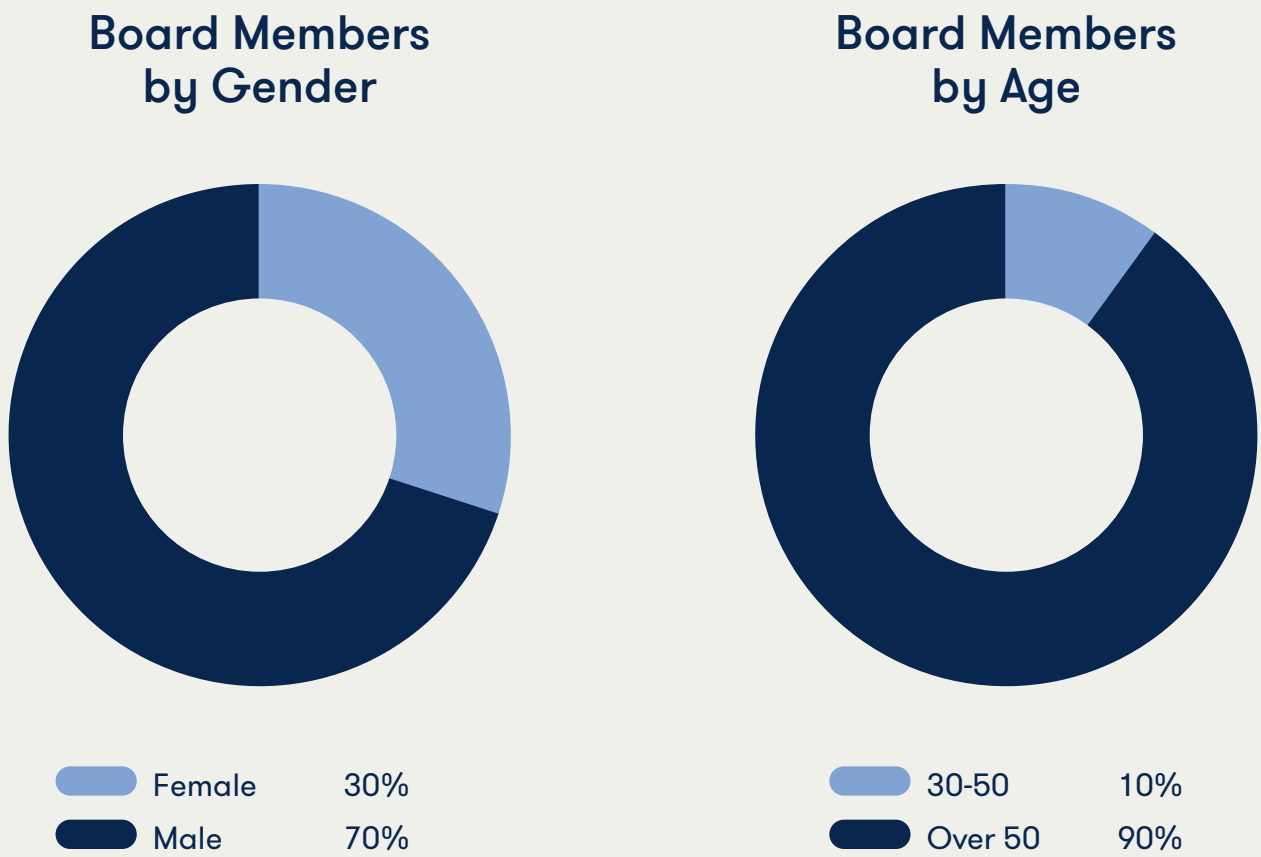
Download our Code of Business Conduct

View all other corporate governance documents

Board Composition

Our Board has ten members, eight of whom are independent of the Company and management under the securities laws. Our independent directors are very experienced, high-calibre business leaders with diverse, relevant skills and competencies.

To learn more about The Board, refer to [2022 Management Information Circular](#).



The Board

William E. Aziz, CPA, CA

President and Chief Executive Officer,
BlueTree Advisors Inc.
(private management advisory firm)

Read bio

W. Geoffrey Beattie

Chief Executive Officer,
Generation Capital
(investment management firm)

Ronald G. Close

President,
RGC & Associates Inc.
(consulting company)

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Jean M. Fraser

Retired Partner,
Osler, Hoskin & Harcourt LLP

Thomas P. Hayes

President and Chief Executive Officer,
Ocean Spray

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Tim Hockey

Past-President & CEO,
TD Ameritrade Corporation

Katherine N. Lemon, Ph.D.

Professor,
Carroll School of Management, Boston College,
Chestnut Hill, MA, USA

Read bio

Jonathan W.F. McCain

President,
McCain Capital Inc.

Read bio

Michael H. McCain

Executive Chair of the Board and
Chief Executive Officer,
Maple Leaf Foods

Read bio

Carol M. Stephenson

Corporate Director

Sustainability Governance

Our governance approach to sustainability provides a strong foundation, including strategic oversight, visibility, accountability and resources to support our purpose and vision to be the most sustainable protein company on earth.



Sustainability Governance

Finding the balance between what is good for our environment and society and what is best for our growth, and then focusing on opportunities that deliver both, are at the heart of our management processes and disciplines.

The Company's Senior Leadership Team is directly involved in developing, approving and updating the organization's purpose, values, mission, strategies, policies, and goals related to economic, environmental and social topics. The Safety and Sustainability Committee of our Board of Directors provides oversight for sustainability-related strategies, performance and reporting. The Company's Senior Leadership Team and Disclosure Committee approve the organization's integrated report and ensure that all material topics are covered.

- We communicate our sustainability initiatives and performance on a regular basis. Highlights of our internal and external communication include:
- Monthly reporting to the Senior Leadership Team
 - Quarterly reporting to the CEO, COO and CFO
 - Reporting (four times per year) to the Safety & Sustainability Committee of the Maple Leaf Foods Board
 - Ongoing customer and stakeholder meetings and communications
 - Ongoing intranet and social media channel updates
 - Annual Integrated Report and website updates



Climate-Related Governance

The potential effects of climate change could have a material impact on the Company and our operations, such risks include a range of physical, financial, compliance and reputational risks. More information on the governance process for how the Company is managing climate-related risks and opportunities is included in our [Task Force for Climate-related Financial Disclosures \(TCFD\) Report](#).

Food Safety Governance

Maple Leaf Foods has a long-standing commitment to become a world leader in food safety and advance consumer trust in the health and safety of the food we produce. We adhere to the highest food safety standards and are continuously seeking better ways to make our food as safe as possible. The Company is subject to risks that affect the food industry in general. The Company actively manages these risks by maintaining strict and rigorous controls and processes in our manufacturing facilities and distribution systems and by maintaining prudent levels of insurance. More information on the governance process for managing food safety risks and maintaining the highest level of food safety possible is included under the Food Safety section of this report.

Animal Welfare Governance

Animal welfare is a shared responsibility with Maple Leaf Foods' employees, management teams, veterinarians, and executive leadership accountable for our performance. Our rigorous animal care governance, oversight and monitoring processes ensure that we implement the very best, science-based animal care practices and continuously assess and improve our efforts. More information around the governance process for animal welfare is included under Governance, Oversight and Monitoring in the Better Care section of this report.

Occupational Health and Safety Governance

We have an established governance structure to embed Occupational Health and Safety (OHS) and Operational Risk Management across the Company. Our Vice President, Occupational Health and Safety, is supported by a Senior Occupational Health and Safety Leadership Team, as well as an OHS designate at each work-site and representatives from the Joint OHS Committees who represent all the Company's employees. These formal joint management-employee committees monitor and advise on OHS programs, identify potential hazards and recommend controls. More information on the governance process for OHS is included under the Occupational Health and Safety section of this report.

Creating Shared Value

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35 Shared Value in Action

What Value Creation Means to Us

Distinguished Harvard Professor and thought leader Michael Porter observed that “Shared value is not a social responsibility, philanthropy, or sustainability, but a new way for companies to achieve economic success.”

Long before the concepts of inclusive capital became mainstream, Maple Leaf Foods embraced this ethos as core to our business strategies. We began raising hogs without antibiotics over 18 years ago, became the first major carbon neutral food company globally three years ago, have achieved world-class workplace health and safety performance for over a decade, and launched our registered charity, the Maple Leaf Centre for Food Security, six years ago.

Our roots are embedded in the belief that the path of shared value finds opportunity in the intersection between the needs of society and the unique capabilities of the business to create value for all of our stakeholders in an appropriate balance. It is not about social obligation, but social value creation and problem solving. Our horizon is long, and we are willing to advocate for what we believe in. And,

while a multi-stakeholder view rejects the primacy of shareholders, we constantly seek to meet shareholder expectations by connecting these defining features of our culture and vision to the financial success of the company over time, so we don’t force an existential trade-off between virtue and profit.

This transformational thinking is woven into the fabric of our business strategy, as we pursue our purpose to raise the good in food.

Our approach to value creation includes key inputs and execution against our Blueprint. Inspired by the six capitals of Integrated Reporting that categorize the value provided to an organization and that are affected or transformed by the activities and outputs of an organization, Maple Leaf Foods key business inputs are our people, natural resources, infrastructure, intellectual property, social and relationships, and financial resources.



What Value Creation Means to Us

Key business inputs:

These inputs are essential to our business and for guiding our purposeful journey to become the most sustainable protein company on earth by Raising the Good in Food. These inputs allow us to execute on our six shared value strategies and four sustainability pillars that ultimately lead to value creation for our stakeholders.



Our People

- Purpose-driven people
- Leadership Values based culture



Financial

- Shareholder capital
- Third party borrowing



Social

- Consumers
- Customers
- Investors
- Supply chain partners
- Shared value creation partners
- Communities
- Governments and regulators



Infrastructure

- Physical assets across the value chain



Intellectual

- Our unique intellectual property in product and process



Natural

- Water and energy
- Livestock
- Farmed raw materials

We believe deeply that leading in sustainability is a catalyst for realizing growth in our business. We have the ability to create shared value by addressing what’s important to our stakeholders and their beliefs about responsible food consumption and production.

Our shared value strategies:

Lead in Sustainability

Eliminate Waste

Broaden our Reach

Embrace a Digital Future

Invest in our Brands

Invest in our People

Our sustainability pillars:

Better Food:
Making food that meets real consumer needs

Better Care:
Caring for our animals responsibly

Better Communities:
Strengthening our communities

Better Planet:
Reducing our environmental impact to sustainable levels

Value created for our stakeholders:



Consumer

Meeting our consumers varied needs with safe, nutritious, and delicious food that is affordable, while offering food choices that support responsible consumption.



Customer

Adding value for our customers by helping them profitably grow their business with our products, leveraging our unique strengths as much as possible.



People

We want our people to be proud to work at Maple Leaf Foods as they make a difference in the world. We will provide fair compensation, a safe work environment, opportunities for personal growth and meaning through collectively advancing our vision.



Shareholders

Meeting our shareholders needs by realizing increased shareholder value from higher levels of profitable growth, and a balanced profile in return of capital.



Communities & Environment

Delivering value for our communities and our planet through our active pursuit of a more sustainable food system; one that protects our planetary resources, stewards animal care in the most

responsible manner, makes a meaningful contribution to our communities, reduces food insecurity, and advances safe, nutritious food for all.

Shared Value in Action

Maple Leaf Foods is implementing a roadmap to deliver accelerated growth and sustained profitability and is investing in initiatives that drive long-term value creation based on our six shared value strategies.



Shared Value in Action

Leveraging Our Leadership in Sustainability

Sustainability is deeply embedded in our organization and is authentic to who we are and what we care about. We believe that leading in sustainability is a catalyst for realizing business growth. It allows us to create shared value by addressing what’s important to consumers and our customers and aligns with their beliefs around responsible food production and consumption. Importantly, it allows us to make a difference in the world and do our part in creating a sustainable food system. We are focused on four key sustainability pillars to activate shared value: Better Food, Better Care, Better Communities and Better Planet. Leveraging our leadership in these four areas is a point of differentiation for us and plays a substantial role in value creation for our business, society and the planet.

Creating a sustainable food system

Maple Leaf Foods is on a journey to be the most sustainable protein company on earth and continues to establish itself as a sustainability leader. We recognize that it is our responsibility to transform our food system into one that is environmentally sustainable, that enhances health and well-being and that ensures good food for all. We have a long, deep history of detailed and successful transformative change anchored in well-defined strategies that prioritize making better food that meets real consumer needs, caring for our animals responsibly, strengthening our communities and reducing our environmental impact to sustainable levels.

Over the last three years, the Company reached several important milestones:

- Became the world’s first major carbon neutral food company and set ambitious science-based targets approved by the Science Based Targets initiative to reduce our carbon emissions
- Became part of the first Sustainability-Linked Loan in Canada pursuant to which the Company benefits from lower interest rates upon achievement of certain sustainability targets and by maintaining carbon neutrality
- Converted 100% of our owned sow barns to an advanced open sow housing system (and will continue to convert newly acquired sow barns) and continued to minimize the use of antibiotics
- Launched a comprehensive, multi-year People Strategy that is aimed at enabling the development of our people and creating an environment where everyone can thrive
- Celebrated the fifth anniversary of the Maple Leaf Centre for Food Security, forged deep relationships with thought leaders in food security work and advanced initiatives to drive action
- Maintained world-class workplace safety and have continued to improve our Total Recordable Incident Rate year-over-year

For more information on our sustainability performance, see Creating a Sustainable Food System.

Leveraging our sustainability commitments to grow our business

There is a value proposition that comes along with being leaders in sustainability. We are building strategic relationships with customers and meeting growing consumer demands by amplifying our sustainability leadership and commitments through our brand positioning, marketing and on-pack claims.

In 2018, we reformulated our flagship Maple Leaf brand to remove anything artificial and describe Maple Leaf branded products as leading in the real food movement - proudly containing premium meat and real, simple or natural ingredients. Our Greenfield Natural Meat Co.™ sustainable meats brand is an industry disruptor and carries several on-pack claims that demonstrate our commitment to animal care and reducing our environmental impact. The Company also launched significant rebranding efforts for our plant-based Lightlife® and Field Roast™ brands, repositioning the Lightlife® brand to focus on delivering simple and recognizable ingredients and reinforcing the commitment of the Field Roast™ brand to deliver bold and adventurous taste.

Our “Carbon Zero – Made by a Carbon Neutral Company”™ logo is also on packaging of some of our leading brands, including Maple Leaf®, Greenfield Natural Meat Co.™, Lightlife Foods® and Field Roast Grain Meat Co.™ so that consumers know that they are making a responsible choice and supporting a company that cares about the planet when they buy our products.

These transformational changes and repositioning of our brands represent a long-standing commitment to build a dynamic, powerhouse brand portfolio, drive innovation and capture changing and growing demands. Leveraging our leadership in sustainability allows us to create shared value for our consumers who want accessible, affordable, and healthy food options made by a sustainable company and for our customers who want to meet consumer demands and build strategic relationships with companies offering unique strengths.



Shared Value in Action

Eliminating Waste and Improving Efficiencies

Maple Leaf Foods has a history of executing initiatives designed to improve efficiencies and contribute to profitability. Eliminating waste in all forms, including our environmental footprint, and maintaining our cost culture is the fuel to invest in growth and create shared value for our stakeholders. We place a strong focus on driving down costs and inefficiencies across our operations with zero-based budgeting as a foundational element. Deeply embedded in our culture, this mindset spans everything from a willingness to invest in world-class low-cost assets, through to our rigorous business processes that seek continuous improvement in eliminating waste in any resources we consume – food, energy, time, water, packaging or any other.



Building centre of excellence facilities and expanding our capacity

Maple Leaf Foods pursues operating efficiencies in our plants and supply chain by building centre of excellence facilities when it makes good business sense. Centre of excellence facilities bring together specialized expertise, capabilities and resources to attain and sustain world-class performance. They can also create shared value through a higher return on assets, lower cost structure and increased capacity for future growth.

Prepared meats: In 2021, Maple Leaf Foods completed construction of a 73,000 square-foot expansion to our Winnipeg prepared meats plant, significantly increasing our bacon production capacity with new in-house capacity for precooked, microwaveable bacon. This investment in new state-of-the-art manufacturing equipment and cultivated in-house expertise represents a Bacon Centre of Excellence within Maple Leaf and positions the Company to meet the growing customer and consumer demand in the pre-cooked bacon market and drive innovation. The project is one of the Company’s many investments to unlock value in its growing prepared meats business.

In 2022, Maple Leaf Food launched a strategic planning project to optimize our plant network for further processed poultry, dry cured meat, lunch kits and sausages, to achieve economies of scale, increase capacity for these growing categories, and improve operating performance. As a result, construction of a scaled, fully cooked, further processed poultry line is underway at our Brampton, Ontario prepared meats facility and is expected to be completed by the end of 2023.

Fresh poultry: Maple Leaf Foods recognizes that chicken is the most consumed and fastest growing meat protein in Canada, offering versatility, nutrition and a lower environmental footprint. As well, there is particularly high demand for raised without antibiotics and halal chicken products, where Maple Leaf has the leading national brands.

As a result, the Company decided to consolidate production from our three aging plants in Ontario to build a new world-class 640,000 square-foot facility in London, Ontario that is one of the most technologically advanced poultry-processing plants in the world, with leading-edge food safety, environmental and animal welfare processes and technologies. The Company completed construction and began production in 2022. This scale facility will address constraints in Maple Leaf’s current Ontario network, enhance operating efficiencies, and expand its value-added product mix and capacity to meet growing consumer demand.

Plant protein: Maple Leaf Foods continues to build capacity in our plant protein network. Maple Leaf Foods wholly-owned subsidiary, Greenleaf Foods, SPC, has expanded its tempeh production capacity through the acquisition and build out of a 118,000 square foot facility in Indianapolis, Indiana. Initial production at the plant began in early 2022 and it is now fully operational.

Reducing our environmental footprint

The protein industry plays an enormous role in nourishing billions of people, but also consumes resources and impacts our planet. At Maple Leaf Foods, we are continually working towards conserving resources and eliminating waste in an effort to lower our environmental footprint and contribute to more sustainable food production.

To learn more about what we are doing, see [Creating a Sustainable Food System](#).

Shared Value in Action

Broadening Our Reach into New Geographies, Channels and Protein Alternatives

At Maple Leaf Foods, we are a Canadian food company, and our Canadian consumers are at the heart of many of our brands and what we do. We also recognize and appreciate the opportunities that are presented by broadening our reach into different countries, exploring new distribution channels and diversifying our product portfolio. This expansion strategy allows us to create shared value by reaching new customers, strengthening and showcasing our market-leading brands, diving into new product innovations and advancing our growth platform.

Growing our presence and expanding to new geographies and channels

The Company continues to grow its presence in foreign markets. Growing organically in the U.S., especially in sustainable meats, is an important path forward and point of differentiation for us. We realize the bottom-line benefits tied to our leadership in sustainable proteins. We are building strategic customer relationships with key retailers and food service providers that recognize the consumer demand and value proposition of sustainability commitments and claims.

In 2022, the Meat Protein Group saw sustained sales momentum into the U.S. market, expanding distribution to over 18,000 US retail stores and leading by strong double-digit sales growth of our Greenfield Natural Meat Co.™ brand. In food service, we doubled the number of customers, points of distribution and volume sold from 2021. We also continue to export to Asian markets and bolster our presence in Asia. This will enable us to better understand the competitive landscape, build strong downstream business relationships and improve our profitability.

In 2021, we entered into an exclusive alliance with PepsiCo Foods Canada to distribute Schneiders® Pepperettes® snack size premium meat sticks in grocery, convenience and gas, and foodservice outlets across Canada. PepsiCo Foods Canada’s extensive Canadian direct-to-store delivery system, strong selling capabilities and complementary brand portfolio has enabled Maple Leaf Food’s and the Schneider’s brand to broaden its reach and accelerate the brand’s growth.

Maple Leaf Foods also continues to explore the e-commerce space and engage with our consumers digitally. To learn more, see Embrace a Digital Future.

Charting a new path forward in protein alternatives

In 2021, we deployed our brand renovation playbook to our Plant Protein Group brands, and completed the repositioning of our Lightlife® brand to focus on delivering simple and recognizable ingredients and reinforced the commitment of our Field Roast™ brand to deliver bold and adventurous taste. Both brands underwent significant product design and packaging renovations reflecting the revised brand mandates.

To adapt with changing consumer demands, the Company also announced in 2021 that we were re-evaluating our outlook for the Plant Protein Group and launching a comprehensive review of the overall plant protein category. While the analysis is ongoing, we are now positioning our Greenleaf business for sustainable, profitable, long-term growth in the marketplace.

We have aggressively scaled back expenses, reduced headcount by 25%, and initiated supply chain optimization. We will forge ahead by repurposing the under-utilized capacity towards opportunities in meat protein, ramping up production at our new tempeh facility in Indiana and further identifying opportunities for supply chain optimization.

In 2022, Lightlife® and Field Roast™, continued to build leadership in the plant protein space by increasing organizational and operational capacity and our pace of innovation. In the past few years, we’ve launched several new innovative plant-based products including pepperoni, the first pea-protein based hot dog in North America, and the first fresh plant-based chicken fillets and tenders.

To learn more about our plant-based protein business, see Nutrition.



Shared Value in Action

Embracing a Digital Future across our Business

At Maple Leaf Foods we believe that a sustainable future is a digital future and we have fully embraced technology as a powerful force to help enable our vision and build out our digital capabilities. Digital technology presents new ways of working, innovating and collaborating. It has changed how and where we operate with increased mobility. It has allowed us to achieve holistic process improvements, advance safety and animal care, reduce waste and costs and develop relevant and insightful analytics to support informed business decisions. Technology has also changed how we engage with our consumers in the moments that matter along the path to purchase.



Increasing mobility, hybrid flexibility and data science to redefine our work

We continue to identify ways to optimize the hybrid work experience and promote better work life balance for our people. We have equipped our workforce with a suite of productivity and collaboration tools and mobile apps that enable remote work and we have significantly increased the number of video and audio enabled workspaces to improve the hybrid experience. The Company has extended mobility capabilities to the asset reliability team with state-of-the-art solutions to enable their work on the plant floor, co-developed an Intelligent Trade Claims Management platform with System Analysis Program Development (SAP) software to improve the sales trade claims processing, and implemented Integrated Business Planning to enhance supply chain systems and processes. Across our operations, we leverage advanced analytics enhanced with artificial intelligence and machine learning to generate meaningful insights and make more informed decisions. For the first time, we also have a direct digital communication channel with our entire workforce, both salaried and frontline workers, through our new workforce engagement platform and mobile app One Leaf. Strengthening employee engagement translates to a proficient workplace, better quality work, and retention of valued employees.

Applying advanced manufacturing and data science to our operations

We continue to invest in further integration of IT and data science into our manufacturing operations. Advanced manufacturing enables streamlined production processes, reduces costs and allows for innovation at a faster pace. We have equipped our frontline workers with digital dashboards that allow them to monitor productivity, quality and yields and to improve the response time for addressing any issues identified. We are also investing in digital solutions to improve supply chain processes. We have applied advanced predictive models and improved the connectivity of our data sources to enable us to more effectively mitigate shortages or service failures with our customers, while also improving our capabilities to reduce food waste and optimize transportation and logistics. Maple Leaf Foods has established a newly formed Manufacturing Automation Council that will keep the organization on track with making competitive investments in digital technologies that drive shared value and achieve meaningful sustainability goals.

Digitally engaging customers and consumers in ecommerce channel

Maple Leaf Foods recognizes that consumer buying habits have shifted significantly through the pandemic with e-commerce continuing to hold a significant share of purchase habits. Consumers expect to see accurate product information and images across their entire digital journey, including nutritional information and important claims, whether they purchase digitally or in store. With the systems and standard operating procedures we've put in place, we are confident we are delivering on our consumers' expectations. Further, we have put much energy into digital shelf analytics and search engine optimization efforts to ensure that when our consumers are searching for our brands and products, we are showing up in a way that meets their needs and expectations, ultimately driving conversion and increased sales.

Invest in our Brands

Maple Leaf Foods is proud to be part of Canada’s food history. For more than 100 years, we have served Canadians by delivering high-quality, nutritious food to their tables. Over time, consumers’ and society’s demands have changed and we have continued to innovate, transform, adapt and grow, and deeply connect with our consumers by offering great food choices under leading and trusted brands. We are committed to creating shared value for our customers and consumers by adapting and making investments in our brands and products that are aligned with changing consumer expectations and purchasing behaviours.

Building an unparalleled brand portfolio

Maple Leaf Foods has an unparalleled brand portfolio, with leading market shares in key categories. We seek to differentiate our brands while ensuring they align with Maple Leaf Foods’ overarching purpose and vision, and position them within defined demand spaces that drive growth. We recognize that we need to provide people with more of what they want (simple, tasty, healthier foods) and tap into different needs, which change on the day and occasion. And that is exactly what our brands set out to do.

From our flagship Maple Leaf® brand, known for its family-friendly “real, simple, and natural ingredients” to Schneiders®, a long-beloved brand of carefully crafted meats, each product stands for something distinct and meaningful – while always making taste appeal a top priority. Our flagship brands saw notable sales growth in 2022, as consumers continued purchasing and eating foods that they enjoy.

We have also been pioneering the space of sustainable meat throughout North America. Our flagship sustainable meats brand, Greenfield Natural Meat Co.™, is on a mission to “make meat right” through progressive animal care and sustainability initiatives that we showcase via on-pack claims.

In 2021, we repositioned our plant-based protein brands to address shifting consumer demands. Our Lightlife® brand now focuses on delivering simple and recognizable ingredients and the Field Roast™ brand is committed to delivering bold and adventurous plant-based protein flavours. The Company also announced in 2021 that we began re-evaluating our outlook for the Plant Protein Group and launching a comprehensive review of the overall plant protein category and Greenleaf’s position in the marketplace. This work continued into 2022.

These brands not only ensure that the quality and relevance of their top offerings are ongoing, but they constantly interact with consumers to surface the latest trends and needs they should fulfill. A robust innovation agenda is a central part of keeping all Maple Leaf Foods’ brands relevant and a staple of consumers’ diet. This also includes keeping up with communications trends – whether it’s recipes on TikTok or explanations of carbon neutrality on YouTube, consumers will see our brands during appropriate moments as they contemplate their next meals.

For more information on how we are investing in our brands, see Better Food.



Investing in Our People

Creating shared value requires extraordinarily talented and passionate people. Our people are the foundation of our success. We are fortunate to have over 14,000 people that are highly engaged in what we do. Our culture and our values have enabled us to attract top talent who can make a difference. Our people believe that raising the good in food is more than a job; it’s a choice to do good and to have purpose. It gives them energy, meaning and conviction - from the people that wake up every morning to care for our animals, all the way to the field sales’ merchandisers who care deeply about how our food shows up on shelves and plates. Being a purpose-driven company drives high engagement and fosters a workplace that intensely values leading in workplace safety and fostering a workplace that celebrates and embraces diversity, equity and inclusion, where people can bring their true selves to work.

Advancing workplace diversity, equity and inclusion

Maple Leaf Foods is committed to creating a workplace environment where everyone feels like they belong, and we believe in the benefits a diverse and inclusive workplace environment brings. We have been advancing our efforts to foster a diverse and progressive workplace for the past few years and this has been strengthened by the development of our strategic Diversity and Inclusion Blueprint, which guides our approach to building an inclusive workplace that embraces all forms of diversity and is committed to including every voice in our collaborative environment.

The Company has delivered unconscious bias training to people leaders and has offered anti-racism training for all salaried employees, and has launched a voluntary self-identification program to better understand the demographics of our people. We have also increased our focus on supporting mental health and wellness amongst our team members, and continue to support a number of Employee Resource Groups which play an important role in fostering the Company’s shared value culture.

Over the last year the Company has actively engaged in a number of initiatives to support its talent, including rolling out an updated people strategy and engaging in a comprehensive leadership values training.

For more information on how we are investing in our people, see Diversity, Equity and Inclusion.

Investing in the safety of our people

Workplace safety is a top priority for Maple Leaf Foods. The Company’s Occupational Health and Safety (OHS) mandate is clear – an aspirational goal of zero workplace injuries. We have an established governance structure to embed OHS and Operational Risk Management across the Company and an OHS Strategy that supports our Safety Promise to help us stay on track of our goal of zero recordable incidents.

The Company has achieved world-class OHS performance for the past five years across manufacturing in North America compared to the United States Bureau of Labor Statistics. In 2022, we achieved a Total Recordable Incident Rate (TRIR) of 0.40 - a 93.6% improvement since our 2012 baseline reporting year and have had zero fatalities for over a decade.

For more information, see Occupational Health and Safety.



Creating a Sustainable Food System

43 Better Food

60 Better Care

75 Better Communities

100 Better Planet

Better Food

We are actively addressing the most pressing diet-related health issues we face as a society, including reducing artificial ingredients and antibiotics use, and continually advancing leadership in food safety.



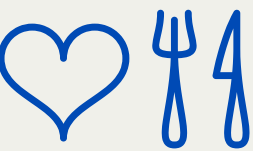
Better Food

Maple Leaf Foods is committed to delivering great tasting food with natural ingredients and better nutrition. Being leaders in the real food movement, leaders in authentic craftsmanship and leaders in great value – all while delivering nutritious, affordable, and sustainable food choices that don’t compromise on taste -- that is what making great food means to us.

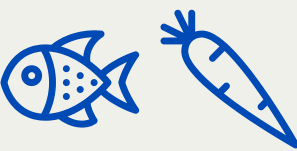
We are on a transformational journey to activate our purpose through our brands, expand our leadership in sustainable meats and alternative proteins, and focus on our competitive differences to fuel profitable growth and create shared value for our stakeholders. For us, creating shared value is about deeply connecting with our consumers to understand what they need and investing in our brands to offer the great food choices that they are looking for. It is about being transparent and responsible about what is in our products and delivering on our commitment to the highest standards of food safety possible.

At Maple Leaf Foods, we strive to nourish, to produce food sustainably, to do social good, and to raise everyone to a better standard of living by raising the good in food. To help guide and define our future, we have developed a set of sustainable meat principles.

Sustainable meat...



is nutritious, healthy and safe



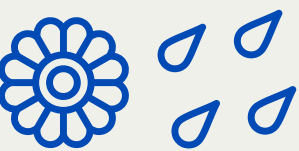
is accessible, affordable, and eaten in moderation in balance with other nutrients, consistent with nutritional guidelines.



is produced in adherence with environmental standards that measurably reduce impacts across the life cycle, limiting greenhouse gas emissions and impacts on water quality and quantity, avoiding loss of biodiversity and eliminating waste.



comes from animals that are raised with care, with minimal use of antibiotics, and to standards that respect the Five Freedoms of Animal Welfare.



is produced through a resilient, fair and efficient food system that makes optimal use of land and natural resources.



is produced by a company that is responsive to the needs of society and transparently demonstrates out accountability to social and environmental responsibility.

 Better Food

Nutrition

We are committed to delivering great tasting food with natural ingredients and better nutrition.

As one of Canada's largest food producers, Maple Leaf Foods has a responsibility to address the pressing health and diet-related issues of society and to respond to consumers' demand for improved nutrition, responsible labelling and ingredient transparency. We are committed to making healthy, affordable and sustainable food that doesn't compromise on taste and meets real consumer needs.



Better Food

Simple and Natural Ingredients

Improving nutrition has been a key focus for our flagship brand, Maple Leaf®. All of our Maple Leaf® branded products proudly contain only premium meat and real, simple and natural ingredients, supporting our ambition to be a leader of the real food movement. In 2018, in response to consumer demand for healthier prepared meat products that are made with simpler, natural ingredients, we renovated our Maple Leaf® branded products and reformulated them with ingredients that deliver the high-quality protein, great taste and real food with nothing artificial.

In 2021, we introduced “sugar free” to Maple Leaf® Natural Bacon to address the growing consumer demand for less sugar in their food. Now, Maple Leaf® is gearing up to launch a new Maple Leaf Natural Selections® offering of deli meats with fewer ingredients. Maple Leaf Natural Selections® ham products will only contain five ingredients and will feature a no-nitrite claim. Maple Leaf Natural Selections® turkey products will only contain three ingredients. Consumers are opting for products with fewer ingredients, and they can feel good about serving deli meat to their family and friends.



Ingredients then

Mechanically separated chicken, pork, water, modified cornstarch, salt, potassium lactate, dextrose, wheat gluten, spice, corn syrup colids, sodium phosphate, sodium diacetate, dosium erythorbate, garlic powder, onion powder, sodium nitrite, smoke.

Contains: wheat

Ingredients now

Chicken, pork, water, sea salt, vinegar, spice, cultured celery ex-tract, cherry powder, cane sugar, smoke.

[Full list of Maple Leaf ingredients](#)

Better Food



Sustainable Meat

Maple Leaf Foods continues to build leadership and market share under our sustainable meats brands. Our flagship sustainable meat brand, Greenfield Natural Meat Co.™, is on a mission to change the meat industry and reflects the very best of what Maple Leaf Foods is doing to advance leadership in sustainability, raising the high bar that we have set even higher. Our investment and focus on sustainability will continue to be reflected in what the Greenfield brand brings to the market.

The Greenfield brand doesn’t use artificial ingredients or preservatives in its products, only uses meat from animals never treated with antibiotics, never confines sows in gestation crates and houses them in a way that supports their freedom to roam, play and socialize. Greenfield’s animals are 100% vegetarian grain fed and raised on Canadian farms.

Greenfield is made by a carbon neutral company and has a Carbon Zero logo on the front of product packaging so that consumers know they are making a sustainable choice.

Greenfield has chosen to work with GreenCircle Certified, an independent third-party company, to audit all of its sustainability claims because the brand believes in transparency and integrity.

Learn more at Greenfield Natural Meat Co.

View Greenfield’s Certified Sustainability Facts Report



Plant-Based Protein

In the past few years, we established Maple Leaf Foods as a North American leader in plant-based proteins by forming Greenleaf Foods, SPC, a wholly owned subsidiary based in Chicago, uniting two leading, highly complementary brands in this category, Lightlife® and Field Roast™. We are building leadership in this space by increasing organizational and operational capacity and our pace of innovation.

Lightlife® provides quality vegetarian and vegan foods prepared in the most healthy and sustainable manner. Meanwhile, Field Roast™ adapts traditional meat-making practices to craft vegetarian “meats” made from grains, vegetables and spices. Both brands have been answering consumer demand for plant-based products and have been bringing forward new, innovative products to grocery stores and restaurants in Canada and the United States.

In 2021, we completed the repositioning of our Lightlife® brand to focus on delivering simple and recognizable ingredients and reinforced the commitment of our Field Roast™ brand to deliver bold and adventurous taste. Both brands underwent significant product design and packaging renovations reflecting the revised brand mandates. All of Lightlife® and Field Roast™ products are 100% vegan certified and are in the process of being 100% Non-GMO Project verified.



Ethnic Choices

The Canadian population is becoming increasingly diverse. At Maple Leaf Foods, we are committed to providing consumers with a variety of wholesome and high-quality halal food under our Mina® brand. When it comes to processing all Mina® products, we strictly adhere to the food production requirements certified by the Halal Monitoring Authority (HMA).

Mina® products are made with the finest quality chicken or beef and are individually blessed and hand slaughtered. This is a differentiating point for Mina® and our competitors who machine slaughter. In addition, our fresh chicken products are air chilled for the highest quality.

We are also focused on providing our consumers with even more convenient halal options, including ready-to-eat meals and protein snacks. We continue to expand our Mina® product line to meet the growing demand for hand-slaughtered, ready-to-eat halal products such as chicken tikka bites, falafel, tandoori chicken burgers, supreme crunch spicy burgers and jalapeño beef burgers.

Better Food

Nutrition Education

Knowing the right amount of which foods to eat each day and understanding how to read food labels is important to ensure a healthy lifestyle. To help Canadians make informed food choices, we are focusing on three priorities:

1. Easier-to-read labels

To help our consumers make informed food choices, we are simplifying and increasing the legibility of our packaging. Our Maple Leaf® labels are now simpler and easier to read and have a consistent style across all product lines. Our Maple Leaf branded products, have a consistent claims structure that appears on the front of pack and all of our ingredients are real, simple, and easy to read. As part of our Schneiders® brand refresh in 2018, which included an updated logo and packaging design, we renovated this product portfolio to offer consumers extraordinary taste with elevated artisanal flavours and new distinct packaging with easier-to-read labels.

2. Focus on the facts

We partnered with Health Canada, the Retail Council of Canada, Food and Consumer Products of Canada, the Canadian Federation of Independent Grocers and several leading food and beverage companies to launch the “Focus on the Facts” nutrition labelling education initiative. The goal is to help Canadians understand and use the Nutrition Facts Table (NFT) on prepared foods, with a focus on serving size and percent daily value.

Our Maple Leaf® brand has adopted the updated NFT set forth by Health Canada’s Food Labelling Modernization initiative. This initiative is meant to modernize and improve food labelling in Canada, reflect the latest eating habits of Canadians and enable Canadians to make more informed choices. It includes % daily value, food colour declarations, an updated list of minerals (e.g., potassium) to reflect public health concerns and more prominent sugar callouts on our labels.

3. Better nutrition information at your fingertips

All of our brand websites provide better, more engaging content to help people access nutritional information and plan their diets based on their needs. Visit [Maple Leaf®](#), [Greenfield Natural Meat Co.™](#) or [Schneiders®](#) for more information.



made by a/fait par une
CARBON NEUTRAL COMPANY
ENTREPRISE CARBONEUTRE

TM/MC

Carbon Zero Logo

Our “Carbon Zero - Made by a Carbon Neutral Company™” logo is now on the packaging of many of our leading brands including Maple Leaf®, Greenfield Natural Meat Co.™, Lightlife Foods® and Field Roast Grain Meat Co.™

Consumers can look for the Carbon Zero logo on the front of product packaging to feel confident they are making a sustainable choice and are supporting a carbon neutral company.





Better Food

Innovation

Innovation is the lifeblood of our business. We strive for continuous evolution and growth of our products and our business strategies. We are committed to advancing as an industry leader in food innovation and exceeding our consumer demands and expectations.

Maple Leaf Foods has continued to accelerate research and development efforts against a pipeline of innovation. In 2022, we worked to develop new products for the short-term and long-term innovation pipeline for our brands. The objective for these innovations is to improve our category assortment to help advance our commitment to better food and to ensure we remain relevant with the ever-changing consumer. There are currently several new product lines in development. Complementary work is underway to advance our on-pack claim progression to ensure that we continue to accelerate the positioning of our key brands.

 Better Food

Innovation In Action

Maple Leaf Foods innovation team applies a consumer-centric approach to design and the creative problem-solving process. We run creative brainstorming sessions and workshops with people from across Maple Leaf Foods, creative agency partners, food experts and chefs. Together, we seek to create the next big thing.

Our product developers and our packaging scientists take ideas and make them a reality designing, building and testing prototypes in our world-class pilot plants. As prototypes are developed and refined, our team layers on the lens of sustainability. They leverage a network of suppliers, innovative processing technologies and materials to meet our sustainability objectives.

We bring in renowned food critics, food writers, chefs, butchers and expert tasters to taste our product. Our clean, white sensory testing room was designed to minimize distractions. Early in the design process, we want our food testers to objectively analyze several factors like taste, aroma and visual appeal. Once we know we’re headed in the right direction, we focus on the experiential elements with in-home trials, where real consumers have an opportunity to cook and taste the products first-hand in their home kitchens. From their feedback, we learn, test and adjust until we’re satisfied that we have a winner. Then we get it market ready.

When the product successfully passes sensory testing, we move it to our “Pilot Plant” where we work to replicate the product on a larger scale. Before a product makes it to a grocery store, it must pass our rigorous stage-gating process. We make sure that the product meets our exceptionally high food safety and quality standards. Our goal is to bring our consumers delicious and safe products.



Better Food

ThinkFOOD!
Mississauga Innovation Centre

Our ThinkFOOD! Mississauga Innovation Centre is where customers, external partners, industry associates and consumers come together to collaborate on food innovation.

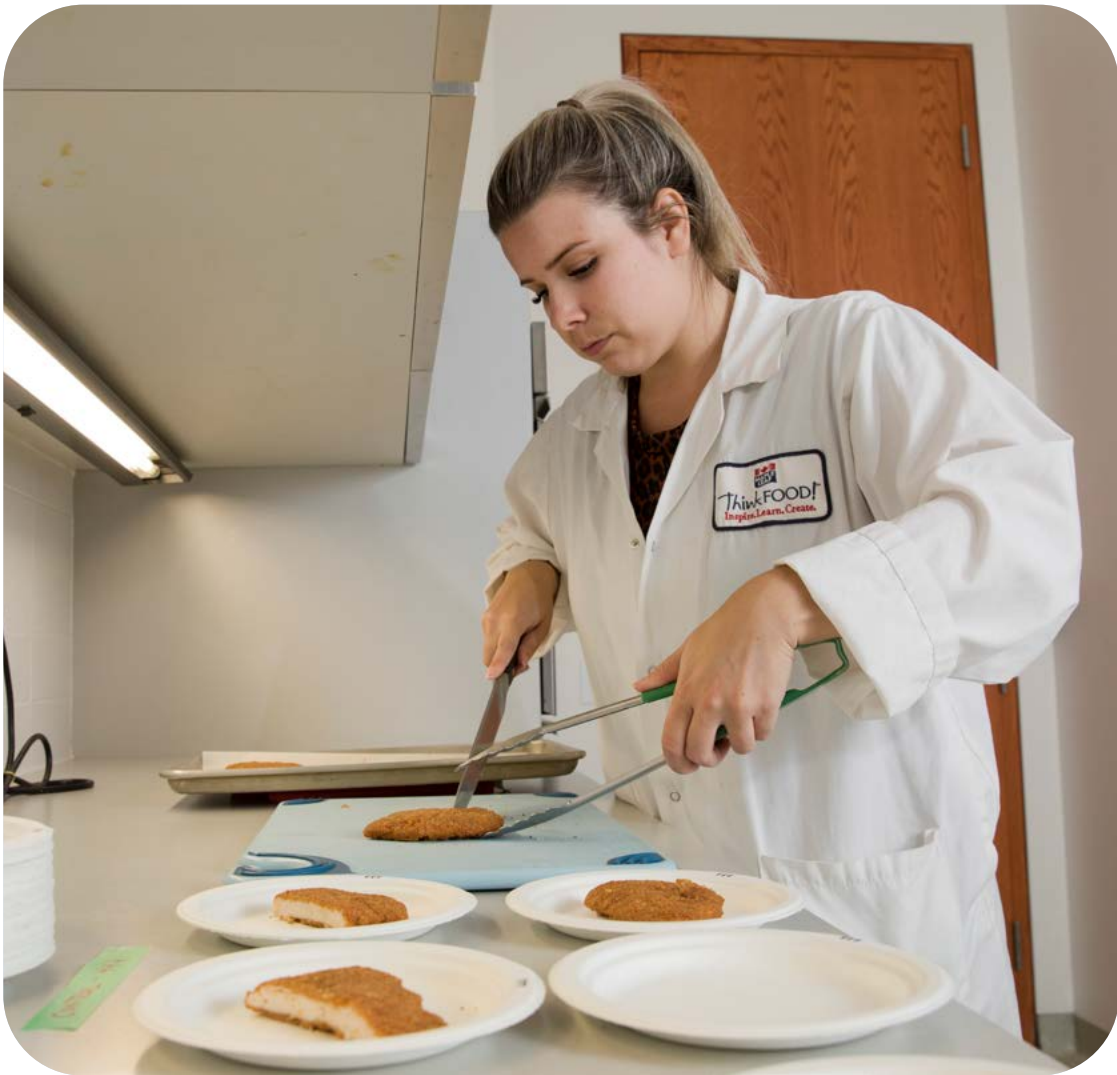
Our Centre features:

- Four kitchens where we develop and prepare products
- A tasting bar to sample products
- A distraction-free sensory room to apply our senses to products
- A focus group facility to engage with consumers
- A marketplace to simulate a grocery environment

ThinkFOOD!
Chicago Innovation Center

Our Greenleaf ThinkFOOD! Innovation Center, located in Lisle, Illinois, a suburb of Chicago, is the dedicated home of the Greenleaf Foods Research, Development and Technology team to ideate, partner, develop and scale innovative plant-based proteins.

ThinkFood! Chicago provides the infrastructure to facilitate the creation of novel and delicious plant-based proteins including a state-of-the-art rapid prototyping space, a food processing pilot plant, a multi-variety of culinary equipment and a culinary presentation kitchen to partner on product innovation with customers and supply partners. The rapid prototyping space allows employees to concurrently work collaboratively on product designs, experimenting with new ingredient, flavor, plant protein, and packaging technologies to craft craveable plant-based proteins.



Our Kitchen Stage is a presentation room and simulated restaurant. Our chefs prepare and serve meals using our products in front of our customers and clients.

These centre's were built to foster collaboration, breaking down barriers and allowing ideas to sprout into innovative foods to nourish our consumers.



■ Better Food

Food Safety

Maple Leaf Foods has a long-standing commitment to become a world leader in food safety and advance consumer trust of the health and safety of the food we produce. We adhere to the highest food safety standards and are continuously seeking better ways to make our food as safe as possible. This is our Food Safety Promise.



Better Food

Food Safety Strategy

The Maple Leaf Food Safety, Quality and Technical Services strategy represents the evolution of our Food Safety Promise and the commitments we made in 2009, which are embodied in our goal to always produce safe, great tasting food, produced in a safe work environment.

The Food Safety strategy is put into action through the engagement of all Maple Leaf Foods employees and through a variety of initiatives, including:

Strong industry-leading food safety and quality performance metrics that ensure accountability through transparency

Ensuring food safety training for our people

Pursuit of a preventative approach to continuous improvement

Investment and continued support of our ambitious Salmonella Reduction Strategy in the poultry supply chain

Enhancing preventative controls through improved Hazard Analysis and Critical Control Point (HACCP) plans and expanded training and certification of associates

Relentless efforts to enhance and improve our already world-class Listeria Monitoring Program

Cultivate talent and strengthen our high performing Food Safety, Quality and Technical Services team

Drive continuous improvement in supplier and co-manufacturing Food Safety and Quality Supplier Performance

Sanitation Strategy

Sanitation is a foundational and critical part of our food safety strategy. In order to prevent foodborne illness, it is paramount that all of our plants, equipment and surfaces are sanitized following our strict protocols and our employees are dressed in extensive personal protective equipment. In 2020, we launched and began deployment of our rigorous three-year Sanitation Strategy. In the first two years, standardization of practices was achieved by assessing each plant across the network and developing an improvement plan that the site was accountable for and the corporate team supported.

We have developed an evaluation tool and a Sanitation Incident Reporting (SIR) performance metric that allows plant sanitation leaders to evaluate the success of their sanitation process and make improvements where needed. By the end of 2022, company-wide SIR performance improved by 17% from previous year and by 69% from the 2019 baseline. Overall, the plant network sanitation performance is improving and several facilities are exceeding their targets.

It is also a strategic goal of ours to achieve sanitation excellence while also successfully managing and preserving our assets, such as equipment. Sanitation can be incredibly damaging to equipment, so it is critical for us to properly procure and manage our assets while not compromising on our sanitation protocols. In 2021, we successfully developed a strategic plan to ensure continuity between our sanitation strategy and asset procurement and preservation. In 2022, the plan was deployed by 58% of the plants.

Salmonella Reduction Strategy

In 2022, Maple Leaf Foods continued to commit resources to its fresh poultry pathogen reduction efforts by focusing on Salmonella monitoring, development and execution of mitigation strategies along the entire end-to-end fresh poultry supply chain.

Properly cooking fresh poultry kills Salmonella, but our path forward is to first focus on pathogen reduction. Our multi-year Salmonella reduction strategy results in a reduction in the prevalence, load and likelihood of the presence of the most pathogenic salmonella stereotypes: those most commonly associated with human illness. The strategy continues to drive the implementation of best-in-class management practices, proven intervention techniques and practical steps in processing that will reduce risk. As in previous years, we continued to share our results and our learnings with industry peers and government authorities with the goal of raising the bar on this very important food safety challenge.



Foreign Material Reduction Strategy

Foreign material prevention and reduction continues to be a major focus at Maple Leaf Foods as a critical part of our Food Safety Promise. We’ve executed a strong, new Foreign Material Company Standard that includes industry best practices. We focus on fact-based decisions, dedicated cross-functional foreign material plant teams, as well the use of technology, such as metal detectors and x-rays, to enhance our ability to find foreign materials. In addition, cross-functional teams proactively look for risks in the process and make changes, including preventative and autonomous maintenance. Over the past four years, we have reduced foreign material complaints by 48%. We are proud of this progress and will continue our relentless pursuit to prevent and reduce foreign material from entering our products.



Food Safety And Quality Management

Maple Leaf Foods has a robust and thorough Food Safety and Quality Management system that includes policies, company standards and standard operating procedures. Documents are housed in one document repository, with formal workflows, approvals, defined roles and responsibilities, and an established document review cycle is in place.

We continuously monitor the effectiveness of our efforts through aggressive testing of our manufacturing environment and our products. In 2022, we conducted more than 250,000 tests to measure quality and safety, including the detection of allergens, microorganisms and pathogens. We regularly swab, test and sanitize all our production areas, including manufacturing equipment, as a preventative measure to maintain the quality of our products.

In 2017, Maple Leaf Foods launched a new paradigm for food safety and quality metrics that has guided improved performance in our operations. We established the Food Safety Incident Rate (FSIR) and the Quality Incident Rate (QIR). These two indexed values are calculated each month for every production site based upon well-defined Key Performance Indicators (KPIs). For FSIR, we measure recalls, near misses, pathogen failures, repeat non-conformance on internal audit, regulatory non-conformance and consumer complaints for food safety related issues. Similarly, the QIR metric has three KPIs: quality withdrawals, quality near misses and customer and consumer complaints for quality. The KPIs for each metric are used in a formula that generates the FSIR and QIR values. Each month, plants across the enterprise are assessed for FSIR and QIR, and a quarterly review is held with the plant leadership group and senior management team, including the CEO, to discuss successes and failures.

The program’s first six years have been very successful, and adjustments are made from time to time to drive further improvements. We are pleased to report that our food safety and operational teams executed effective plans that achieved our 2022 targets. We met and exceeded our FSIR target by 42% and QIR target by 36%. These results are a reflection of the dedication and commitment to our Food Safety Promise from the manufacturing facilities.

In 2022, our seven-year old prepared meats plant in Hamilton, Ontario, was named Site of the Year for the Americas by Brand Reputation Compliance Global Standards (BRCGS), a globally respected, food safety and quality standard-setting body. This honor validated our team’s hard-fought journey to achieve the highest levels food safety performance.

Food Safety Recalls And Market Bans

In 2022, Maple Leaf Foods had one (1) food safety recall and zero (0) voluntary quality-related product withdrawals, a result of products that did not meet Maple Leaf Foods standards. Corrective and preventative actions were successfully executed on the recall. Our formal and robust recall standard operating procedure is updated annually with key learnings and clear roles and responsibilities. Maple Leaf Foods did not have any food safety or quality-related market bans in 2022.

Global Food Safety Standards

Maple Leaf Foods adheres to the highest standards set by the Global Food Safety Initiative (GFSI). All of our meat production facilities are audited annually by an internal food safety audit function and a third-party auditor following either the Brand Reputation through Compliance (BRC) or Safe Quality Food (SQF) standards, both of which are recognized by the GFSI. All of our fresh and prepared meats facilities adhere to these standards, including our new fresh poultry facility in London, Ontario, which is undergoing commissioning and gathering compliance data and is scheduled for BRC certification in late 2023.

Our plant-based protein facilities in the U.S. are either certified to the BRC Global Standard for Food Safety or are on the certification journey.

We require all of our raw material suppliers to have their facilities certified to a Global Food Safety Initiative (GFSI) benchmarked standard. We have actively tracked adherence to this requirement since 2015 and have discontinued business with several suppliers that were unable to meet our requirement.

We continue our commitment to support our suppliers and hold them accountable to achieving GFSI certification, including smaller companies that have committed to our GFSI requirement but need extra time to comply. As of the end of 2022, the following suppliers are GFSI certified for our meat protein segment:

- 100% of co-manufacturers
- 99.5% of raw meat suppliers
- 99.2% of non-meat ingredient suppliers
- 94.7% of food-contact packaging suppliers
- 87.5% of non-food-contact packaging suppliers

We have extended this requirement to our plant protein segment as well. As of the end of 2022, the following suppliers are GFSI certified for our plant-based protein segment:

- 100% of co-manufacturers
- 94.6% of non-meat ingredient suppliers
- 88.9% of food-contact packaging suppliers
- 72.7% of non-food-contact packaging suppliers

We are happy with this progress but there is still work that needs to be done. In 2023, we will continue working with our plant protein suppliers and all new acquisitions to support the certification of their facilities to a GFSI standard.



Better Food

Leadership And Collaboration

Our Food Safety, Quality and Technical team members continue to actively participate in committees, task forces and workshops, including virtually during the COVID-19 pandemic, throughout North America and globally.

Food Safety Associations and Committees that Maple Leaf Foods works with:

- The Canadian Meat Council, the North American Meat Institute, the Canadian Poultry and Egg Processors Council and the National Chicken Council (U.S.) food safety and regulatory committees
- The Research Advisory Committee of the Foundation for Meat and Poultry Research
- Member and Sustaining Partner (Silver) of the International Association for Food Protection (the leading global food safety professional organization) for the past nine years
- Sustaining Partner (Bronze) of the American Meat Science Association, for over 10 years
- The GFSI Auditor Training and Professional Development Committee
- Members of the Food Allergy Research and Resource Program (FARRP) and Food Allergy Canada.
- Partners with the U.S.-based Alliance to Stop Foodborne Illness (STOP)
- Instructors at the bi-annual Advanced Listeria Control Workshop, sponsored by the North American Meat Institute

For a full list, see Partnerships and Associations.

Accredited Laboratories

Maple Leaf Foods has four accredited laboratories that perform analytical testing to maximize our food quality and safety and minimize health risks. Maple Leaf Foods’ accredited laboratories are ISO/IEC 17025 accredited with Standards Council of Canada. Our laboratories use advanced techniques and equipment to provide food safety risk assessments, investigative testing, method development and validation. Plus, our laboratory staff are trained and experienced in chemical and microbiological qualitative and quantitative analysis in food and food processing environments.

Read more



Annual Food Safety Symposium

As part of our ongoing commitment to food safety leadership, Maple Leaf Foods hosted its 12th annual Food Safety Symposium on October 24th, 2022, in partnership with the North American Meat Institute (NAMI) Protein PACT.

With the theme “How Measurement, Management and Transparency Builds Long Term Trust Among Stakeholders”, Maple Leaf Foods and NAMI Protein PACT delivered a unique agenda discussing the importance of building trust through transparency in a series of panels with industry leaders that shared their expertise and experience in improving food safety outcomes.

Learn more



 Better Food

Food Safety Advisory Council

An important aspect in becoming a global leader in food safety is bringing global best practices, research and trends to Maple Leaf Foods and broadening the collective body of knowledge in this critical area of non-competitive industry practice. In 2009, we established a Food Safety Advisory Council, which includes experts who bring academic and applied experience.

Dr. David Acheson, MD

President and CEO of the Acheson Group, formerly
Chief Medical Officer, U.S. Food and Drug Administration

Peter J. Taormina, PhD

President of Etna Consulting Group, formerly
with Smithfield Foods

Mansel W. Griffiths, PhD

Professor Emeritus at University of Guelph, formerly
director at Canadian Research Institute for Food Safety

John Weisgerber

Founder of Weisgerber Consulting, formerly
Director of Quality, Kraft/Oscar Mayer

Haley Oliver

150th Anniversary Professor/USAID Feed the Future Food
Safety Innovation Lab, Director

Dane Bernard

Managing Director, Bold Bear Food Safety



 Better Food

Packaging

We believe that making our packaging 100% sustainable is both the right thing to do and a critical component to advancing Maple Leaf Food's purpose and vision.

Better Food

Sustainable Packaging Strategy

We have committed to 100% sustainable packaging and have created a formal packaging strategy to help us reach our goals. We will reduce and/or convert all our packaging components such as trays, films and labels into recyclable, compostable or reusable materials while meeting market criteria for performance, cost, quality and food safety throughout the product life cycle.

In 2020, Maple Leaf Foods, along with more than 40 leading Canadian businesses, signed the Canada Plastics Pact (CPP). The CPP unites Canadian businesses, NGOs and public sectors to tackle plastic waste and pollution. The signatories will be collaborating to achieve clear and actionable targets. We developed our own targets based on the CPP's objectives, which are:

- To define a list of plastic packaging that is to be designated as problematic or unnecessary and take measures to eliminate them.
- To have 100% plastic packaging designed to be reusable, recyclable or compostable.
- To implement the How2Recycle label set on all Maple Leaf branded products.
- To have 30% recycled content across all plastic packaging.

In 2022, we continued to explore sustainable packaging options. Working closely with our suppliers and packaging industry leaders, we identified and tested a variety of new materials with reduced environmental impacts and better suitability to the recycling infrastructure. In the long run, this progress will allow us to divert plastic from landfills. Over the coming years, we will continue to collaborate with the packaging industry to deliver more sustainable products that consume fewer resources, are made from recycled content and can be recycled after use.

We are currently integrating sustainable packaging for our products, where possible, with a focus on the following areas: reducing the overall amount of packaging materials used, sourcing materials with high recycled content, shifting to recyclable materials and exploring to eco-friendly packaging alternatives, like Halopack.

Recyclable and Post-Consumer Recycled Content

Incorporating recyclable and post-consumer recycled content (PCR) into our packaging are fantastic ways to make our packaging more sustainable. Recyclable content means that our packaging can be recycled by our end consumers. Post-consumer recycled content means that the packaging we use for our products was diverted from landfill and repurposed from the previous end consumer. This means that our packaging is made from material that has been discarded by an end consumer for reuse and that it can also be recycled by our end consumers. We have successfully achieved recyclability and PCR content in the following product lines:

- 100% of products made at our new London fresh poultry facility come in a 100% recyclable, clear tray made with 95% post-consumer recycled content
- 100% recyclable trays that are made with 95% post-consumer recycled content for our Maple Leaf Prime® Organic Boneless, Skinless Chicken Thighs, Lightlife™ Plant-based Burger and Greenfield™ Fresh Pork.
- 100% recyclable trays for our Schneiders® Grab N' Snack Lunch Kits and Schneiders® Artisanal Charcuterie Board.



Better Food

Material Reduction

Reducing the amount of packaging and making our packaging more compact without compromising the safety of our food is critical on our journey to 100% sustainable packaging. We have successfully achieved the following reductions across our product lines:

- 30% reduction of material weight across our Deli Meat Portfolio on 175g pack sizes by optimizing material gauge selection.
- 40% reduction in packaging material weight across Maple Leaf® branded LunchKits by replacing the paperboard sleeve with preprinted film.
- 14% average reduction in packaging material weight across Maple Leaf Prime® Further Processed Poultry by right sizing the packaging components.

Alternative Materials

We are also exploring eco-friendly packaging alternatives that use fewer materials and generate less waste across the product lifecycle. We launched our Prepped and Ready portfolio packaging with Halopack, an eco-friendly solution that uses a combination of 90% recycled paperboard and 83% less plastic.* Halopack is the first fully gas-tight cardboard modified atmosphere packaging that serves to preserve quality and nutritional value and reduce food waste.

*When compared to a traditional high impact polystyrene (HIPS) tray.

Consumer Education

We are the first Canadian protein company to partner with How2Recycle. How2Recycle is a standardized labeling system that provides instructions for proper recycling. We are continuing to explore collaborative opportunities with the How2Recycle program.



Stakeholder Engagement

Maple Leaf Foods became a founding member of the Canada Plastics Pact (CPP). The CPP is a platform for multi-stakeholder collaboration and industry-led innovation that unites leaders in Canada’s plastics value chain behind a common vision and ambitious goals to address plastic packaging waste at the source. More than 40 leading Canadian businesses, non governmental organizations and public sector partners have signed onto the CPP. They will be working to collectively achieve four clear, actionable targets by 2025. Maple Leaf Foods, together with the CPP partners, hope to fundamentally change the way Canadians use and reuse plastic, while securing a resilient economy that flourishes within nature’s limits. The immediate next step for the CPP to achieve its goals by 2025 is to develop a roadmap for action. To be fully transparent and ensure measurable action, a CPP progress report will be made publicly available each year.

[Visit Canada's Plastics Pact](#)



Better Care

Maple Leaf Foods has strong values that deeply define our culture and how we operate. These values extend to how we treat the animals we raise or source. We have significantly enhanced governance, investment and operational focus to build a world-class animal welfare program.



Better Care

As the largest Canadian meat protein company, we hold ourselves to a high standard of animal care. Driven by our purpose to Raise the Good in Food and create shared value, we recognize the humane treatment of animals for food production is a social and ethical priority and a responsibility that we take extremely seriously. Consumers need to be able to trust the integrity of the food they eat and we are committed to meeting that expectation.

This requires building a strong culture of animal well-being, advancing continuous improvement within Maple Leaf Foods and across the industry, and holding ourselves accountable to performance and progress. We are committed to providing the necessary organizational focus and resources to advance the welfare and science-based treatment of animals. Our focus is on providing the best, most humane care possible for our animals, involving extensive research, staff training and investment in innovation.

[Download 2022 Animal Care
Performance Report](#)





 Better Care

Commitment to Animal Care

We are committed to enhancing our animal wellness practices in a manner that advances the Five Freedoms, the most widely accepted global standard for responsible animal care, and the Five Domains, a widely adopted approach for assessing physical and functional factors that affect an animal’s welfare and overall mental state.

The scope of our Commitment to Animal Care extends throughout our global supply chains for all animal proteins we source. The primary focus of our Commitment to Animal Care is establishing standards and practices applicable to our owned operations involving live animals and the Canadian provinces in which they are located.

Our Commitment to Animal Care additionally establishes a commitment to work closely with our producer partners and other suppliers to advance high standards of animal care across our supply chain. Animal care requirements for our suppliers and service providers are established through contractual agreements and in our Supplier Code of Conduct.

[Download our Commitment to Animal Care](#)

Better Care



Animal Care Golden Rules

Our Animal Care Golden Rules are a set of critical animal care standards that Maple Leaf Foods expects our employees and providers to uphold. They were developed for the purpose of having clear expectations for all individuals regarding proper care and handling of animals. An infraction of one of the Golden Rules leads to a comprehensive investigation, corrective actions, preventative action plans and progressive disciplinary action, where necessary.

Our Animal Care Golden Rules

Five Freedoms And Five Domains

The Five Freedoms are the most widely accepted global standard for responsible animal care and form the fundamental basis for our approach to animal welfare at Maple Leaf Foods. This approach identifies five core elements of animal welfare considered to be critical minimum standards necessary for the adequate care of livestock and poultry. As we continue to advance in animal care, we have moved beyond the Five Freedoms to an approach that more fully encompasses the mental state of animals, known as the Five Domains. This approach defines both positive and negative experiences for animals and serves as a guide for us to increasingly prioritize positive experiences as a fundamental aspect of caring for our animals.

Five Freedoms and Five Domains



Better Care

Advancing
Animal Care

As part of our purpose, Maple Leaf Foods is advancing our strategic priority of caring for our animals responsibly through the following three areas:

1. Demonstrating Leadership in
Animal Care Policies and Practices

Executing our animal care strategy, measuring our performance on initiatives that advance the Five Freedoms and Five Domains

Requiring third-party suppliers to commit to Maple Leaf Foods’ animal welfare standards in procurement contracts and our Supplier Code of Conduct

Continuing to reduce or eliminate antibiotic use across our supply chains, while recognizing the importance of providing necessary medication to sick or injured animals

Committing to transparency in our communications, including reporting on our goals, progress and performance

Upholding our Animal Care Golden Rules through rigorous incident investigations and senior management reviews

Creating new, customized animal care training modules for fresh pork and poultry plants

Requiring all drivers, internal and external, to have transportation training that’s verified and tracked

Requiring all our pork and poultry operations to undergo an annual independent audit, and to correct any deficiencies immediately

Utilizing third-party remote video auditing (RVA) in all of our hatcheries and processing facilities to advance training and operating practices and to respond swiftly to any animal welfare incidents

Conducting internal audits of all our third-party broiler farmers to ensure they are meeting our high standards of animal welfare

2. Investing in Housing
Design and Enrichment

Environmental enrichments are important because they provide animals with more opportunities to express their natural behaviour, such as pecking, rooting and perching, and can enhance their mental and physical health.

Here are some examples of how we are supporting natural behaviours in the animals we raise:

Transitioned all existing sow spaces under our management from gestation crates to our Advanced Open Sow Housing system as of the end of 2021, with an ongoing commitment to transition newly acquired facilities

Provided environmental enrichment for our pigs in 100% of our nursery-finisher and sow barns to reduce boredom and promote play

Pilot-testing free farrowing systems

Conducted robust broiler environmental enrichment trials to develop enrichment objects that are ideal for the birds and easy to clean and handle for our farmers

Implemented our updated broiler enrichments in all barns supplying our Certified Humane® Raised and Handled and Certified Organic programs, as well as additional farms supplying our other broiler programs

Advanced environmental enrichments in our breeder grower and broiler breeder operations by providing pecking blocks and ramp platforms in our breeder grower barns and evaluating ramp platforms in our broiler breeder barns

3. Investing in Facilities,
Transportation and Processes

Eliminated surgical castration in piglets under our management by implementing immuno-castration

Progressed our commitment to scientifically advanced and humane stunning and euthanasia, including controlled atmosphere stunning for poultry with the opening of our new London, Ontario poultry facility

Upgraded our poultry trailers to include climate-controlled trailers and “SafeFlight” digital transportation monitoring system that provides real-time temperature and humidity information when transporting live birds

Converted our internal fleet of hog trailers to hydraulic-lift deck trailers to reduce stress during loading and unloading



 Better Care

Governance, Oversight and Monitoring

Animal welfare is a shared responsibility with Maple Leaf Foods’ employees, management teams, veterinarians, and executive leadership accountable for our performance. Our rigorous animal care governance, oversight and monitoring processes ensure that we are implementing the very best, science-based animal care practices and are continuously assessing and improving our efforts.

Our Vice-President of Animal Care leads the implementation of our program, which incorporates leading science and advancements. We work with our Maple Leaf Animal Care Advisory Council of external experts who recommend best practices, scientific research and innovation in an effort to help us continually improve.

Maple Leaf Foods’ senior leaders and executives routinely engage in our animal care programs, policies and results through our internal Animal Care Council and quarterly update meetings. Animal care reports are submitted quarterly to the Safety and Sustainability Committee of the Maple Leaf Foods Board.

Senior leaders of our hog production, poultry and pork businesses continue to maintain operational responsibility for animal care, regularly reviewing reports and audits, and signing off on policies. Within the business, we have six veterinarians who oversee animal welfare, along with dedicated Canadian Food Inspection Agency veterinarians and staff at each of our processing plants. Animal welfare metrics are reported regularly, and non-compliance or audit failures are addressed immediately.

[Our Animal Care Advisory Council Members](#)



Better Care

Education And Training

Education and training are foundational to knowledge, empowerment, accountability and our strong animal care culture. Every employee involved in the raising, transport and processing of animals must be trained on and adhere to our animal care policies and procedures. All employees who handle animals receive animal care training when they commence employment, and this is reviewed frequently, or at minimum annually. Training is a critical part of building a strong animal care culture.

Maple Leaf Foods has 37 experts who are Professional Animal Auditor Certification Organization (PAACO) certified across our pork and poultry operations, and they monitor animal welfare every day. Our people who are PAACO trained and certified have deep knowledge and skills related to animal welfare monitoring and reporting.

Auditing and Corrective Actions

A rigorous and highly visible internal, independent, and remote video auditing program is essential to reinforce high standards of animal care. Our PAACO-trained employees conduct weekly audits of our hog and poultry facilities, and daily monitoring of our meat processing facilities. Our meat processing facilities are also monitored by on-site Canadian Food Inspection Agency (CFIA) veterinarians.

Our owned hatcheries, pullet and broiler breeder flocks undergo monthly internal animal welfare audits to ensure compliance with the National Farm Animal Care Council (NFACC) Code of Practice, Canadian Hatchery Federation Animal Care Program, Canadian Hatching Egg Producers Animal Care Program and National Chicken Council (NCC) standards. Our third-party broiler chicken farmers undergo animal welfare audits by our PAACO-trained Animal Health and Welfare Technicians (AHWT) and provincial board auditors to ensure compliance with the NFACC Code of Practice and Chicken Farmers of Canada Animal Care Program. All our full chicken supply chains undergo third-party auditing at minimum annually.

Our owned hog production operations undergo annual internal and third-party audits by HACCP and PAACO certified auditors in accordance with the Canadian Pork Council’s Canadian Pork Excellence and PigCARE programs. Our third-party hog suppliers are required to be certified under the Canadian Quality Assurance and Animal Care Assessment programs, which are transitioning to the Canadian Pork Excellence and PigCARE programs. Our meat processing facilities are monitored by dedicated on-site inspectors from the CFIA and are required to undergo weekly internal audits as well as comprehensive third-party animal welfare audits conducted by PAACO-certified auditors at minimum annually.

Remote Video Auditing

Using modern auditing techniques for system oversight is an important element of accountability. Remote Video Auditing (RVA) involves daily video-based auditing of our operations by trained third-party auditors. These auditors send out an immediate notification upon observation of any concern or infraction. Our auditing is performed by an industry-leading, third-party expert, Arrowsight, who ensures we capture the critical points of animal handling at our hatcheries and primary processing facilities. We are also working with Arrowsight on newer technologies, including mobile RVA technology capable of auditing catching and loading processes on chicken farms, and automated video monitoring in processing plants using artificial intelligence.



 Better Care

Standards and Performance

We hold ourselves to the highest standards of animal care and are committed to science-based, best practices. We adhere to many industry standards and codes of practice to ensure we are in compliance and provide the very best care for our animals throughout raising, production and transportation.

Within our operations, Maple Leaf Foods adheres to a number of standards, including:

National Farm Animal Care Council (NFACC) Codes of Practice

Canadian Pork Excellence and PigCARE

North American Meat Institute (NAMI) Animal Handling Guidelines

Canadian Hatching Egg Producers CHEQ™ and Animal Care Programs

Canadian Hatchery Federation Animal Welfare Program

Chicken Farmers of Canada Animal Care Program

Certified Humane® Raised and Handled

Certified Organic

National Chicken Council Animal Welfare Guidelines for Broilers

National Chicken Council Animal Welfare Guidelines for Broiler Breeders



Our Commitment To Advanced Open Housing For Sows

We are extremely proud to report that Maple Leaf Foods achieved our target of transitioning 100% of our owned sow spaces (69,850 sow spaces) to our Advanced Open Sow Housing system by the end of 2021. We will continue to convert any acquired barns according to these standards.

In 2007, Maple Leaf Foods was the first major company in Canada to commit to converting housing of gestating (pregnant) sows from gestation crates to an Advanced Open Sow Housing System. In 2014, Canada’s pork industry committed to ending gestation crate use by 2024. As one of North America’s leading protein producers, Maple Leaf Foods signed this agreement but set a more ambitious timeline to convert all our owned Maple Leaf Agri-Farms sow barns to a new Advanced Open Sow Housing System by 2022.

As part of our commitment to world-class animal care, our animal care team studied housing and feeding systems around the world and combined the best practices we observed into the company’s unique Advanced Open Sow Housing. Our system differs from other open sow housing systems by not just opening or removing gestation crates, but rather by creating housing areas with various functional spaces that support sows’ desire to choose when to play, to socialize, to eat and to rest. The unique open system also helps Maple Leaf Foods Team Members to observe the sows more readily as they move about, monitor their health more accurately and provide optimal care.

It takes a great deal of skill and attention to transition animals from a confined environment to enhanced open housing in a way that minimizes natural aggression and competition for food. A significant amount of research, investment and experience has enabled Maple Leaf Foods to support conversion of sows from confined to advanced open housing in a way that optimizes animal well-being.

Download our Advanced Open Sow Housing System Infographic



Better Care

Evaluating Freedom Farrowing Systems

In 2022, we continued to perform a small-scale trial using two different designs of freedom farrowing systems (maternity pens). This allows sows that are nursing piglets more space and increased freedom of movement. This trial will continue in 2023 and beyond as we gather more data and increase our understanding of sow and piglet behaviour and interaction in these advanced welfare maternity pens.

Environmental Enrichment

As part of our commitment to enhancing the mental and physical well-being of our animals, we view environmental enrichments as an important means of supporting natural behaviours, reducing boredom and improving the health of our animals. All of our owned pigs are provided environmental enrichments in the form of carefully selected hanging toys for our nursery-finisher pigs and group housed sows, and we are piloting additional sow enrichments such as burlap.

We have completed extensive field trials evaluating broiler environmental enrichments and we began our phased implementation of enrichments to support pecking, perching and hiding behaviours in 2021. We are committed to working with our farmers and the industry to continue promoting the use of enrichment for broiler chickens supplying our operations. We also provide ramp platform and pecking stone enrichments to our breeder grower flocks, which have led to improvements in the feathering and health of our birds, and we provide ramp platforms to our broiler breeder flocks to improve leg health.

Innovations In Transportation

We have converted all of our pig trailers to hydraulic-lift deck trailers to reduce stress during loading and unloading and enhance ease of use for our drivers. These trailers bring the pigs from the sow barn to the nursery barn, and from the nursery to the finishing barns.

In our poultry operations, we have invested in five climate-controlled poultry trailers in Alberta to provide added protection for our birds during adverse weather conditions. We have developed a custom real-time, digital temperature and humidity monitoring system called SafeFlight for use in our poultry transportation network. This system reports trailer conditions in real time to our drivers and includes lairage monitors which enable them to take immediate corrective actions if necessary, improving the comfort and well-being of our birds.

We routinely test new methods for keeping our birds comfortable in all types of weather, including fan trailers, shade devices, and adjusting trailer loading patterns, to ensure the best possible transportation outcomes.



 Better Care

Responsible Antibiotic Use

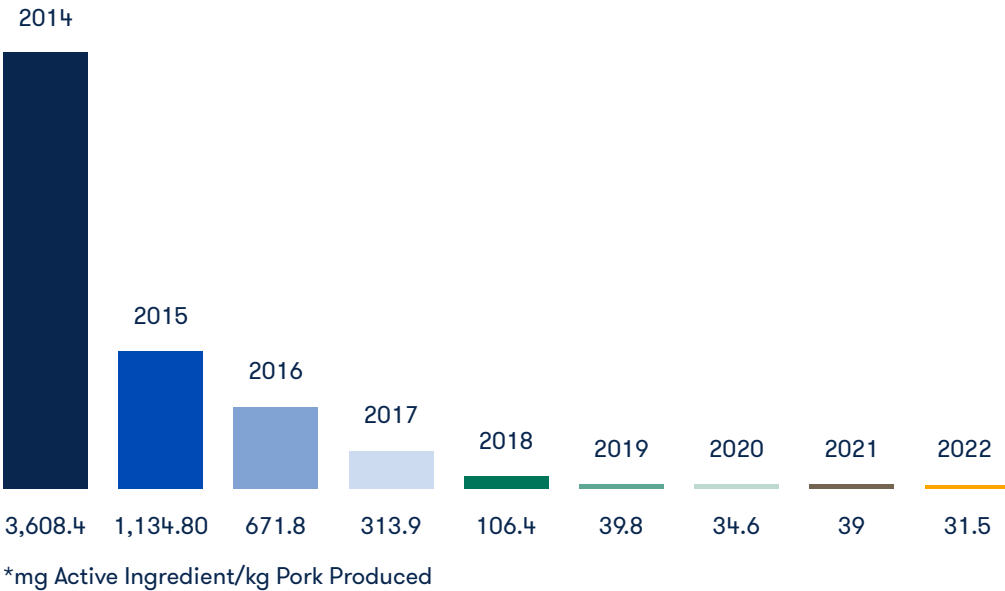
Our society is becoming increasingly concerned about the use of antibiotics in animal production with drug options for treating many bacterial infections becoming more limited, more expensive or non-existent.

Maple Leaf Foods is committed to minimizing or eliminating the use of antibiotics wherever possible, while maintaining high standards of animal care. We are actively engaged in industry and government efforts to reduce antibiotic use in livestock operations, including increasing veterinary oversight of antibiotics prescribed to livestock.

We reduce antibiotic use through our Raised Without Antibiotics (RWA) program, which focuses on providing excellent management, health and nutrition to our animals so that antibiotics are rarely required. Should any animal, herd or flock that is in our RWA program become sick, all treatment options are considered in consultation with a veterinarian, including administering an antibiotic. If an antibiotic is administered, the treated animal, herd or flock is removed from the program. We follow stringent operating protocols to protect the health of our animals that are raised without antibiotics, which is one of our animal care priorities.

In 2022, antibiotic use in our owned pigs was an average of 31.5 mg of active ingredient per kg of pork produced based on antibiotic quantity dispensed. Since 2014, we’ve reduced our antibiotic usage by 99.1% across our hog production operations.

Antibiotic Use in Maple Leaf Foods’ Hog Production Operations:





Better Care

Advocacy, Leadership and Collaboration

Maple Leaf Foods works with numerous stakeholders to advance animal care practices across the industry. We take active roles in committees and working groups that are working towards advancing animal care practices.

We also meet frequently with animal advocacy groups as they bring important perspectives to issues, global advancements and science related to animal welfare. We are committed to seeking open and constructive relationships with them.

Stakeholders, Committees And Working Groups That Maple Leaf Foods Works With:

- Member of the Global Coalition for Animal Welfare (GCAW)
- Member of the Manitoba Pork Council, which itself is a member of the Canadian Pork Council (CPC)
- Vice chair of the Canadian Poultry and Egg Processors Council (CPEPC) and leader in initiating an in-depth broiler welfare working group
- Associate member of the National Farm Animal Care Council (NFACC)
- Chair of the Canadian Hatcheries Federation Board
- Vice chair of the Ontario Broiler Hatching Egg and Chick Commission

- Board chair of the Canadian Hatcheries Federation
- Sponsor of the National Science and Engineering Research Chair in Swine Welfare at the University of Saskatchewan
- Member of the International Poultry Welfare Alliance (IPWA) and participant in the IPWA Broiler Subcommittee
- Platform partner of the Poultry Innovation Partnership in Alberta
- Expert panel member of the Sysco Animal Welfare Council
- Member of the North American Meat Institute (NAMI) Animal Welfare Committee
- Member of the NAMI Protein PACT for People, Animals and the Climate of Tomorrow
- Participant in the Animal Health Canada Work Group

Better Care



Broiler Stocking Density Research

We collaborated with Dr. Karen Schwean-Lardner and her team from the University of Saskatchewan to conduct a research trial evaluating the impacts of broiler stocking density on bird welfare, performance, environment and condemnations. We investigated outcomes including leg and foot pad health, bird production parameters, indicators of stress, and environmental measures such as air quality and bedding quality. We also evaluated the impacts of stocking density on bird behaviour by analyzing video recordings. The effects of stocking density are very dependent on management of the environment. However, regardless of how well this is controlled, there is evidence of poorer welfare at higher densities, including reductions in production, poorer litter quality, and increases in foot pad lesions, infectious mortality, fear and stress levels. The results of this work have been published in the Journal of Applied Poultry Research and are informing how we and the industry approach broiler stocking density.

Broiler Environmental Enrichment Trials

We developed three broiler environmental enrichment objects following extensive field testing, practical experience and producer partner feedback. We also partnered with Dr. Martin Zuidhof through the Poultry Innovation Partnership to complete a full statistical analysis of our enrichment testing results, including bird behaviour, foot pad and hock lesions, bone strength attributes and production parameters. Our objects are designed to provide broilers with ideal opportunities to express their natural behaviours, while being easy to clean, biosecure, lightweight and safe. All of our Certified Humane® Raised and Handled and Certified Organic farms are equipped with our new enrichments and we are expanding to other farms in our poultry network.

Grid ramp to promote perching

Washers and zip-ties to promote pecking

Trapezoid hut to promote hiding and resting



African Swine Fever and Compartmentalization

We have taken a leadership role in the pork industry regarding planning and preparedness for an outbreak of African Swine Fever (ASF) in Canada. Our current focus is to maintain and ensure global food security and the highest degree of animal welfare and environmental stewardship during the course of disease eradication efforts, should they become necessary.

A key focus of our ASF preparedness efforts is the development of an ASF-Free Compartment. Compartmentalization is a disease control strategy where a subpopulation of animals under a common management system can be certified as free of disease based on compliance with a set of rigorous disease prevention and risk mitigation requirements. An ASF-Free Compartment would allow trade to continue from Compartment farms with accepting trade partners should ASF enter Canada.

Maple Leaf initiated and continues to actively support a national effort, now led by the Canadian Food Inspection Agency and the Canadian Pork Council, to develop national standards and a governance framework for a National ASF Compartmentalization Program in Canada. Canadian efforts to develop an ASF Compartmentalization Program represent global leadership in ASF control.

Better Care



Providing Educational Experiences

In 2022, we supported several experiential learning opportunities for post-secondary students within our operations. We hosted three student veterinarians on veterinary externship rotations and one summer veterinary co-op student. We also hosted University of Alberta students on a mini-internship to learn about poultry production as well as University of Manitoba students to learn about opportunities in animal agriculture. We hosted a summer student intern in our poultry procurement department, which was focused on data management, scheduling, settlements, producer communication and relations, hatchery management, and in-barn experiences with field personnel. Experiential learning through visits to farms and other poultry and livestock operations are a critical part of educating aspiring veterinarians and others who seek to work with animals. We are proud to collaborate with educational institutions to create meaningful opportunities for students.



Improving Broiler Footpad Health through Artificial Intelligence

In 2022, we partnered with remote video auditing expert Arrowsight to test video broiler chicken footpad scoring using artificial intelligence. Broiler footpad health is an important animal welfare outcome measure, and helps us to identify opportunities to improve bird health and barn environments. Implementing artificial intelligence-based scoring has enabled us to transition from sample-based footpad scoring to continuous footpad scoring in our Edmonton poultry plant. This data helps our farmers and poultry team to focus on the most important areas to improve broiler health and comfort.



Poultry Innovation Partnership

The Poultry Innovation Partnership (PIP) is a partnership of the poultry industry, the Government of Alberta, and the University of Alberta whose mission is to foster a healthy Canadian poultry enterprise. Excellence in research and innovation, knowledge management, technology transfer and mentoring tomorrow's poultry professionals are PIP's hallmark. We have been an active contributor and board member of PIP since its inception in 2019, as well as an active contributor of the prior organization, the Poultry Research Centre. As a board member, our contributions include leveraging industry funds to support a variety of research projects, hosting University of Alberta mini-internship students, and arranging a summer student internship in our poultry procurement department jointly funded by PIP, the Poultry Science Association, and Maple Leaf.



Digital Technology for Farm Traceability and Biosecurity

Our Maple Leaf Agri-Farms and Information Solutions Infrastructure teams co-innovated with Farm Health Guardian™ (FHG) to enhance their digital biosecurity management system. The FHG system allows us to respond quickly when disease is suspected to restrict movements and prevent potential spread. The ability to conduct biosecurity trace-backs in near real-time reduces the risk of disease spread and saves hours of work compared with traditional paper-based systems. Farm Health Guardian™ confidentially monitors the movement of trucks and people on and off farm properties to help farms and food companies improve biosecurity and prevent disease spread. Our team provided recommendations to adapt and customize FHG for pork production operations. We have shared the benefits of using FHG with other hog producers, pork production companies and the Canadian Food Inspection Agency. Thanks to the leadership of Maple Leaf Agri-Farms, over 70% of the pork farms in Manitoba, Canada are now using the system which will lead to reduced disease risk for the entire sector.

Better Care

North American Meat Institute's Protein PACT for the People, Animals and Climate of Tomorrow

Maple Leaf Foods leaders were instrumental in the initiation and development of the North American Meat Institute (NAMI) Trust in Animal Protein Task Force, and Maple Leaf’s representative on the NAMI Executive Board fulfilled the role of chairman of the task force. The work of the task force ultimately led to the formation of the NAMI Protein PACT, a multi-species effort that is coordinated and funded by supply chain partners across the various value chains. In 2021, Maple Leaf formally committed to participate in Protein PACT by sharing data on 92 metrics in five focus areas, and Maple Leaf leaders are directly engaged in the sub-committee activity of the Protein PACT through the Animal Care, Food Safety, Environment and Human Rights / Labor pillars.

The Protein PACT seeks to earn trust from stakeholders through continuous improvement that demonstrates shared value so that:

- Consumers concerned about animal protein production and consumption believe the entire animal protein value chain is aligned with their values and is an important part of a socially responsible and healthy diet.
- The animal protein sector is honest, open, transparent and authentic in evaluating practices, and is seen as such by consumers and stakeholders.
- There is alignment between producers and processors in building trust (cattlemen and women, pork producers and processors, chicken producers and processors, etc.).
- The animal protein sector co-exists with those who oppose animal protein today.

"From the inception of the North American meat industry’s vision to align its continuous improvement philosophy with consumer values, Maple Leaf Foods (MLF) has provided a crucial industry leadership role. Not only did leaders from MLF facilitate NAMI board action directing the creation of the Protein PACT framework, but they also provided many hours of input into development of the goals, targets and metrics that NAMI members will use to drive success in sustainability commitments across five non-competitive pillar areas. Furthermore, MLF leaders have acted as champions for Protein PACT, generating momentum and support for the vision at key moments during its development, speaking at board meetings, member conferences and committee meetings. MLF’s influence is significant because it “walks the walk” with its own commitment to sustainable meat production. NAMI is grateful for MLF’s partnership and generosity in sharing its expertise with peer processor companies of all sizes for the advancement of the whole industry."

-Julie Anna Potts, CEO, North American Meat Institute



Better Communities

We value our communities and work collaboratively with organizations to reduce food insecurity in Canada. We value a culture and work environment that keeps people safe, rewards excellence and empowers everyone to learn and contribute their best.



Better Communities

Maple Leaf Foods is committed to creating shared value through strengthening our communities and advancing meaningful social change. That's why we created an organization to make a lasting, positive impact on food insecurity in Canada: The Maple Leaf Centre for Food Security (The Centre). The Centre is a registered charity governed by a Board of Directors. Its goal is to work collaboratively across different sectors to reduce food insecurity in Canada by 50% by 2030.

Creating shared value also requires extraordinarily talented and passionate people that drive business success. Our purpose and vision attract top talent who can make a difference. We are committed to investing in our people and fostering a culture that leads in workplace health and safety and deeply embraces diversity and inclusion. A culture where people can bring their authentic selves to work and are empowered to realize their full potential.



 Better Communities

Food Insecurity

Food insecurity is a critical social issue that impacts health, academic and economic potential. Food insecurity disproportionately affects racialized communities, people with disabilities, and other marginalized groups. We are collaborating across sectors to raise the profile of this pressing social issue, advocate for critical policies and invest in programs required to reduce food insecurity.

People are food secure when they have stable access to affordable, nutritious and culturally appropriate food. People who are food insecure worry about running out of food, compromise on food quality or quantity and even skip meals because of lack of money for food.

It is unacceptable that in Canada, a country of considerable wealth and resources, nearly six million people struggle with food insecurity. This is not a food issue – Canada has plenty of food to nourish everyone. It largely results from insufficient or increasingly unstable income, worsened by remote geographic location, social isolation, poor health, knowledge barriers, and structural racism.



 Better Communities

The statistics are shocking:

5.8 million Canadians, or 15.9% of households, face food insecurity.

[See the source](#)

Households with children face higher rates of food insecurity than those without children. 1 in 5 children in Canada live in food-insecure households.

[See the source](#)

Black & Indigenous households have a rate of food insecurity between 2-3 times higher than the national average.

[See the source](#)

50% of people aged 15+ living in food-insecure households have some form of disability.

[See the source](#)

Food insecurity is a serious public health problem, as physical and mental health is closely linked to peoples’ ability to access healthy foods.

[See the source](#)

5.8 million Canadians or 15.9% of households experienced food insecurity.

1 in 5 children in Canada live in food-insecure households.

Maple Leaf Centre For Food Security

Aligned with Maple Leaf Foods commitment to shared value creation, we conducted over two years of consultation to establish a community impact strategy. This resulted in the creation of the Maple Leaf Centre for Food Security (the Centre) in 2016, a registered charity governed by a Board of Directors. The Centre is committed to working collaboratively across sectors with the goal of seeing food insecurity in Canada reduced by 50% by 2030.

Over the last six years, we’ve forged deep relationships with thought leaders in food security work and the Centre has committed over \$10.5 million to 27 initiatives that span coast-to-coast. We’ve also led advocacy work with government and awareness-raising campaigns to engage Canadians and drive systemic change.

Here are a few of the partners and projects we support:

An Indigenous harvester program with MakeWay Foundation that seeks to capture the impact of full-time hunters and how their work increases access to highly nutritious and culturally appropriate foods in Northern communities.

A Market Greens initiative with Community Food Centres Canada that increases the consumption of fruits and vegetables by people struggling with food insecurity through subsidies.

A partnership with Prosper Canada that will increase access to financial benefits among low-income Canadians through identifying entitlements and supporting tax filing.

An employment skills program with Harvest Manitoba that will support food bank clients in gaining skills in warehousing while receiving paid stipends, connections to peers and wrap-around supports, and job placements.

Focusing on a collaborative approach, we engage others in the private sector who bring important skills and resources to advance our goal and support our partners. This includes Isaac Operations, an innovative process optimization consulting firm, who has done extraordinary work to support the goals of the Centre and our partners.

We also partner with Blake, Cassels & Graydon LLP (Blakes), a Canadian law firm delivering business centred legal solutions in Canada and around the world. Blakes provides both financial and pro bono research support to the Centre and legal support for our partners.

In 2022, rising inflation and global threats to the world's food supply led to food insecurity becoming part of the mainstream discussion. Food banks across the country are facing unprecedented numbers of client, many of whom are having to turn to their services for the first time*. There were nearly 1.5 million visits to food banks in Canada in March 2022, the highest usage on record**. We’re hearing from our food bank partners that meeting this level of need is unsustainable and many are struggling to respond. This is also resulting in stress and mental health challenges for staff.

While emergency food relief plays an important role in addressing the immediate need, it's crucial to focus efforts on addressing the root causes of food insecurity to see sustainable change. Strong community supports accompanied by focused public policy is needed to structurally reduce food insecurity, and this is what the Centre and our partners are fighting for.

In 2022, we learned that people with disabilities experience higher rates of food insecurity than those who are able-bodied***. We ran a campaign in 2022 in support of the Canada Disability Benefit (CDB) – a Federal financial supplement that would provide a much needed income boost to people with disabilities and could help mitigate high rates of food insecurity among this group. Bill C-22, which would create the CDB, received unanimous support from the House of Commons in October and passed through the committee phase at the end of the year. This legislation seeks to reduce poverty and to support the financial security of persons with disabilities.

As part of our ongoing focus on increasing knowledge and understanding of food insecurity in Canada, the Centre administered three new Maple Leaf Board Chair Scholarships in Food Insecurity to Master’s and PhD students from the University of British Columbia, the University of Ottawa, and McGill University. Maple Leaf Foods and the Centre announced support for four new scholarships to be made available to graduate students for the 2023-24 academic year.

Better Communities

The 2022 Food Security Symposium

In October, the Centre brought together more than 130 representatives from the public, private and not-for-profit sectors at our [Food Security Symposium](#). The Symposium focused on structural solutions to food insecurity, including a government approach and public policy reforms, as well as community-based interventions.

Symposium speakers and panelists shed light on the barriers to food access, the social determinants of health, the role of community-based non-profits, pathways towards cross-government collaboration on policy, and the respective roles of the public and private sectors to drive long-term change. Dr. David Nabarro, a global leader in advancing equitable food systems and the UN Sustainable Development Goals, was the keynote speaker.

Principles That Guide How the Centre Works

- We believe food is fundamental to human health, dignity, and social and economic potential. It feeds opportunity.
- We believe everyone should have equitable access to good food and we strive to advance inclusivity and equity through our work.
- We seek to advance cross-sector collaboration and learning that we share with others.
- We engage in advocacy, using our voice and amplifying the voices of partners to build awareness and shift systems to address barriers to food security.
- We build partnerships with organizations that foster dignity, social inclusion and increase sustainable food security.
- We value experimentation to learn what works and what doesn't and strive to increase impact at scale.
- We embrace both clear and ambitious goals to drive us forward and apply evidence-based approaches to measure progress.



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Partnering With Organizations

The Centre partners with organizations across Canada to advance food security.

Here are some of the innovative programs we are supporting:



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Here's what our partners have to say...

“MakeWay and its Indigenous partners are advancing a solution to food security that is very old but also unconventional. The Centre has not flinched at exploring solutions beyond the status quo, and this has given us the leeway to work with northern Indigenous peoples in their efforts to demonstrate the value of hunting to the security, health and well-being of their communities. By investing in ways to promote Indigenous foodways grounded in hunting and harvesting economies, the Centre is advancing food security solutions that may have greater relevance and effectiveness in Arctic communities.”

— Steve Ellis, Northern Program Lead, MakeWayCanada

“The contribution of the Centre’s campaign and support to the Disability Without Poverty movement has been invaluable in so many ways. A corporate partner building on our message to end disability poverty with the fast tracking of the Canada Disability Benefit bill strengthened the message to elected officials. The resources and support provided also help us take the message in person to Ottawa. The spirit of collaboration inspired further partnerships and collaborations - thank you.”

— Rabia Khedr, National Director, Disability Without Poverty

“The Maple Leaf Centre for Food Security has done a deep dive into the work of partners to understand their funding needs, both for core ongoing work and for innovation and expansion. Community Food Centres Canada has benefited from the rigor, flexibility, honest reflection and adaptation that has come from our partnership with the Centre, which has allowed us to expand our impact. It has been a pleasure and benefit to have staff from the Centre and Maple Leaf Foods contribute to and take part in this work. We didn’t know what to expect from this partnership, as the Centre represented our first deep connection to the business world. The team has demonstrated great enthusiasm and support for the work as regular participants in our work. The Centre has become an

important player in the landscape of work driving toward reducing food insecurity. Their work at senior levels to understand policy change has created another credible voice pushing for progressive transformation on food security, and helped to create pathways for partners' voices to be heard. The Centre thoughtfully cultivates relationships with experts and stakeholders that they bring to bear on their own work and which they offer to partners in the sector to advance their capacity to drive programs at the grassroots and change at the policy level.”

— Nick Saul, CEO, Community Food Centres Canada

Better Communities



Supporting Other Community Initiatives

In addition to funding the Centre in 2022, Maple Leaf Foods donated more than \$3.5 million of healthy food products in Canada and the United States and approximately \$250,000 to other community initiatives, including to the Red Cross to support relief efforts on Canada’s East coast as a result of Hurricane Fiona.

Supporting War Relief Efforts in the Ukraine

Maple Leaf Foods donated \$525,000 to support organizations directly involved in the massive humanitarian relief effort in response to the devastating war in the Ukraine. We spread this donation across three organizations, with \$175,000 being directed to each of the following, the Canadian Red Cross, UNICEF Canada, and the Canada-Ukraine Foundation. These organizations provide critical front-line support to the hundreds of thousands of people that have been displaced. These funds helped to support the ongoing relief efforts in Ukraine and surrounding countries, including providing access to food, water and other essentials to those most impacted.



 Better Communities

Ethical Workplace Conduct

Maple Leaf Foods is committed to ensuring that the Company, our employees, and our suppliers demonstrate the highest standards of ethics and integrity in all business activities.

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Maple Leaf Foods follows all local and national laws in Canada and other countries in which we operate. Our approach to ethical workplace conduct is aligned and guided by our Leadership Values, our Business Code of Conduct, our Diversity, Equity and Inclusion Blueprint, and our Supplier Code of Conduct. We assess our performance by comparing our ethics reporting statistics (including reporting and closure rates) to benchmarks, consulting outside advisors, and collecting and sharing learnings with our internal teams.

Where possible we incorporate audit rights into many of our supplier contracts, as well as other supplemental terms depending on the nature of the risk. These terms allow us to validate supplier compliance with their obligations. In 2022, we reviewed certain areas of our supply chain that we considered higher risk.



Better Communities



Human Rights

“Doing What’s Right” is a core Leadership Value at Maple Leaf Foods. We operate our business by acting with integrity, behaving responsibly, and treating people with respect.

We commit to providing a work environment that supports the health, safety and mental well-being of our people, characterized by mutual respect, fairness and empathy.

These principles are woven into a number of our policies, procedures and practices. In addition, our commitment to human rights is embedded within our Maple Leaf Leadership Values, our Business Code of Conduct, our Supplier Code of Conduct and our Diversity, Equity and Inclusion (DEI) Blueprint. These policies and standards, along with compliance with applicable laws and regulations, protect all our people and those we serve, including our consumers, customers and communities.

In 2023 we announced that we would be launching an independent third party human rights impact assessment focusing on migrant workers within our workforce. Migrant workers are an important part of the Canadian workforce, and believes its policies and practices protect its entire workforce, including migrant workers. We believe that incorporating a human rights impact assessment as one of the many tools we are leveraging to advance our People Strategy, is a further step we can take to understand our performance in this area.

Child Labour

We prohibit child labour in any circumstance. All employees must meet the minimum age requirement set by local laws. In addition, our Supplier Code of Conduct strongly condemns child labour and we will not work with suppliers that are known to engage in child labour.

Fair Working Conditions and Free Chosen Employment

Maple Leaf Foods commits to fair and freely chosen employment. We are committed to ensuring all work is voluntary and that all work is free of forced, bonded or indentured labor, involuntary prison labor, slavery or human trafficking in our workplaces and throughout our supply chain.

Fair Compensation

Our compensation experts and Human Resources professionals conduct fact-based, market and internal comparative analysis in determining our compensation strategy and ensure we provide a fair and attractive value proposition. We operate in full compliance with applicable wage laws, including those relating to minimum wages, overtime hours and legally mandated benefits. Working hours are in full compliance with local laws and governed by collective agreements for employees represented by a union.

Freedom Of Association and Collective Bargaining

Maple Leaf Foods respects our employees’ rights and their freedom of association. Approximately 60% of our employees are represented by a union. The cooperation of labour unions is valued as we partner in continuing fair employment practices and progressing our business objectives and the future of the Company.



Diversity, Equity and Inclusion

We believe in building, investing in, recognizing, and rewarding teams of remarkable people who value an inclusive workplace, embrace all forms of diversity, and commit to including every voice in our collaborative environment.

We are dedicated to maintaining workplaces that are free from discrimination or harassment on the basis of race, sex, colour, national or social origin, religion, age, disability, sexual orientation, gender identity, medical status, marital status, and other status protected by the laws or regulations in the locations where we operate.

Regardless of personal characteristics or status, Maple Leaf Foods does not tolerate disrespectful or inappropriate behavior, unfair treatment or retaliation of any kind. Harassment is unacceptable in the workplace and in any work-related circumstance outside the workplace.

We provide training to our team member on diversity and inclusion, as well as anti-racism, and we encourage and support our Employee Resource Groups.

For more information on how we’re building a work environment where people feel heard, seen, and that they belong, see Diversity, Equity and Inclusion.

Workplace Health and Safety

We are committed to maintaining a productive workplace by minimizing the risk of incidents, injury and exposure to health risks and will engage with employees to improve health and safety and safety in our workplaces

For more information, see Occupational Health and Safety.

Prohibited Conduct

We hold true to our core Value of “Doing What’s Right”. Embedded within our Business Code of Conduct is the expectation that all Maple Leaf Foods employees comply at all times with all applicable laws and regulations. Maple Leaf will not condone the activities of any employee who violates the law or engages in unethical business practices, including dealings with government officials that compromise the integrity or impugn the reputation of any government, government official or Maple Leaf.

In addition, aligned with our Values and commitments, Maple Leaf Foods upholds and supports the right to equal treatment without discrimination or harassment. We prohibit discrimination or harassment of any kind, and we take prompt action to address allegations of inappropriate behaviour.

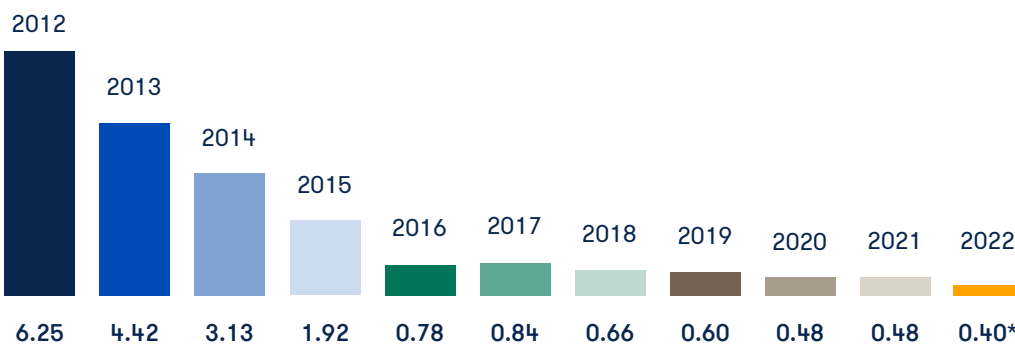
Better Communities

Occupational Health and Safety

Workplace health and safety is a top priority for Maple Leaf Foods. Our mandate for Occupational Health and Safety (OHS) remains clear – a goal of zero occupational injuries.

Maple Leaf Foods strives for zero occupational injuries in the workplace, a goal driven by the commitment to employee safety. In 2022, we achieved a Total Recordable Incident Rate (TRIR) of 0.40*, a 93.6% improvement from our 2012 baseline year, and 30 of our sites had zero recordable injuries. This is a reflection of our relentless commitment to workplace safety, our Safety Promise and continuous improvement in safety protocols. In 2022, we had zero fatalities, a trend that has continued for over a decade.

Total Recordable Incident Rates (2012-2022)



*TRIR represents the number of recordable incidents per 100 full-time workers for a given period. The definition of a recordable incident is in accordance with the Occupational Safety and Health Administration (OSHA) standard and the total hours worked for salary and hourly employees is based on internal payroll data, excluding vacation and holidays. This is applicable to all Maple Leaf Foods sites, except for new or acquisition plants that are in their one-year transition to implement and integrate into our OHS management system. This performance indicator is within the scope of our limited assurance report.



Better Communities



Workplace Safety COVID-19 Response

In response to COVID-19, a medical team and COVID-19 crisis team were formed to develop and implement a COVID-19 pandemic plan. The COVID-19 teams consist of medical professionals, Sanitation and Operational leaders, Labour Relations and Human Resources, Communications and individuals from our Senior Leadership Team (SLT). In 2020-21, virtual town hall meetings were held to provide information and education on COVID-19. All Maple Leaf Foods sites have taken immediate steps to develop continuity plans that protect our people, protect our business and minimize disruptions and protect our community and help prevent negative impacts on customers, consumers and the economy. Our COVID-19 protocols are updated based on the recommendations from our COVID-19 teams and the best available science.



OHS Governance

We have an established governance structure to embed Occupational Health and Safety and Operational Risk Management across the Company, which includes direct reporting to the Safety and Sustainability Committee of the Board of Directors four times a year. Our Vice-President, Occupational Health and Safety is supported by a Senior Occupational Health and Safety Leadership Team that provides leadership across Maple Leaf Foods. This team is supported by an OHS designate at each work-site and representatives from the Joint OHS Committees who represent all of the Company’s employees. These formal joint management-employee committees monitor and advise on OHS programs, identify potential hazards and recommend controls. The Joint OHS Committees ensure that our plants comply with all federal and provincial health and safety regulations. All of Maple Leaf Foods’ sites have a Joint Health and Safety Committee that is represented by management and employees.

Better Communities

OHS Strategy

In 2013, Maple Leaf Foods developed a new, robust Occupational Health and Safety (OHS) Strategy that supports the Safety Promise to help us stay on track to zero recordable incidents. It enables us to assess, plan and be held accountable.

Our OHS Strategy enables all sites to identify:

OHS losses

Identification of common incidents and trends

Top losses are identified through incident tracking (after incident occurs), including incidents that are high in severity and frequency

OHS risks

Utilization of risk assessment to mitigate risk

Top risks are identified by measuring compliance with Maple Leaf Foods’ OHS Standards, utilizing the OHS Compliance Scorecard and other risk assessment tools (i.e., measuring OHS systems)

Workplace culture

The employee OHS Perception Survey enables all sites to measure the growth of their safety culture

Sustainable actions and areas of improvement are identified within the cultural drivers of the site’s OHS program

Metrics used as part of our OHS Strategy include:

Leading OHS indicators

Compliance Scorecard

Perception Survey

Supervisory Scorecard/Vitals

Safety and Health Accident Reduction Plans (SHARPs)

Training

Lagging OHS indicators

Total Recordable Incident Rate (TRIR)

Days Away, Restricted or Transferred (DART) Rate

Workers’ Compensation Board Claims



OHS Management System

An OHS management system has been implemented across Maple Leaf Foods' sites based on the Company's OHS program, our OHS Policy and various standards put forth by the Senior OHS Leadership Team. The management system has been implemented to ensure compliance with local OHS acts and regulations. OHS designates at each site are responsible for OHS program management and all employees are covered by the OHS management system. Continual improvement of the management system is achieved by each site's Safety and Health Accident Reduction Plan and includes a strengths, weaknesses, opportunities, threats (SWOT) analysis to help develop safety action plans for the next fiscal year.

Maple Leaf Foods has an OHS maturity assessment that was originally developed in 2013 with an independent, third-party consultant to capture Occupational Health and Safety Assessment Series (OHSAS) 18001 requirements and to measure OHS maturity and performance. This assessment has been updated and incorporates the Company's OHS Strategy requirements. Annual assessments are conducted at our sites, including validation with the Regional OHS Manager. The assessment determines the OHS maturity level of each of our sites based on the Company's criteria and helps to establish an action plan to progressively achieve each OHS maturity level and cultural safety over a five-level model.

External Certification And Audits

In Canada, external health and safety certification programs include the Government of Alberta's Certificate of Recognition (COR) program, Ontario Workplace Safety and Insurance Board's (WSIB) Health and Safety Excellence Program and ISO/IEC 17025 accreditation. Maple Leaf Foods' three sites in Alberta have achieved the Government of Alberta's COR, indicating that their OHS management systems have been audited by an external auditor and meet provincial standards. Three sites in Ontario have achieved recognition after external validation and certification through WSIB's Health and Safety Excellence Program. Maple Leaf Foods' laboratories are ISO/IEC 17025 accredited with Standards Council of Canada's Accreditation Program for Testing and Calibration Laboratories and are audited annually (onsite audit every other year and surveillance/desk audit the alternate years). In addition, Maple Leaf Foods' laboratories have a license from the Public Health Agency of Canada and follow the Canadian Biosafety Standards, which requires specific procedures, audits, security and training.

Hazard Identification, Risk Assessment and Incident Investigation

Work-related hazards are identified by inspections conducted by employees, supervisors and monthly Joint OHS Committee inspections. Preventative maintenance programs, hazard reporting programs, incident investigations, task observations, job safety analyses, new equipment assessments and physical demands descriptions are other processes that assess risks. These processes help to ensure that hazards are identified before an incident occurs. Maple Leaf Foods ensures the quality of these processes and competency of persons who carry them out by providing appropriate training on incident investigation, hazard identification, risk assessment and other Maple Leaf Foods' standards and procedures. Employees are encouraged and expected to report hazards without any reprisals. Employees are protected by Maple Leaf Foods' Values, Human Resources policies, collective bargaining agreements, union processes and existing legislation.

Maple Leaf Foods has an incident investigation standard that all sites must adhere to. Employees complete hazard report forms and report incidents to their direct supervisor. The employee involved, supervisor and site safety representative participate in the investigation. Recommendations are recorded and work orders are completed. If the risk/hazards cannot be mitigated right away or there is no temporary solution, this triggers a report to the provincial Ministry of Labour for an inspector to visit and investigate for a solution until the issue is resolved.

Training And Communication

Employee training on occupational health and safety is crucial to ensure employees understand the risks and hazards that could occur on the job and how to handle them. New employees receive safety orientation on Maple Leaf Foods' standards, the site's standard operating procedures, safety rules, safe work procedures, emergency response procedures, task observations and several topic-specific training. Ongoing skills development and training are essential to reinforce the importance of workplace safety and procedures to keep people safe. Our supervisors receive training related to recognizing, assessing and controlling hazards, roles and responsibilities of supervisors, forklift safety, chemical safety and other related topics.

Beyond formal training, there are several procedures in place to encourage employee participation, consultation and communication on occupational health and safety. Joint OHS Committees, monthly safety talks and training, daily meetings, safety communication boards, OHS activities (e.g., safeguarding projects, ergonomics, informal site tours) and OHS feedback are all part of the process for employee engagement and used to evaluate the OHS program.

Better Communities



OHS Golden Rules

Our OHS Golden Rules provide a consistent and standardized deployment of critical examples of behaviour that may pose the risk of injury, damage and even death. The seven core rules are intended to be a framework that supports the current Occupational Health and Safety policy, procedures and processes across Maple Leaf Foods. Given the severity of risk inherent in the behaviours illustrated, such actions may result in termination of employment, even if it is the employee’s first offense.

Violation of lockout/tag out

Bypassing or disabling machine guarding or safety interlock devices

Violation of confined space procedure

Violation of fall protection procedure

Violation of hot work procedure

Unauthorized/unsafe use of powered material handling equipment

Violation of personal protective equipment procedure

[Download OHS Golden Rules](#)

Behavioural-Based Safety

Our Behavioural Based Safety (BBS) program assists in the identification of opportunities for improvement through behavioural trend analysis of safe and unsafe behaviours. Corrective actions are taken to correct any unsafe behaviours and recognition is provided to the employee who identified the unsafe behaviour to be corrected. Over the years, we have developed behavioural observation tools for our sites to utilize, as well as behavioural tracking tools.

Zero Hero Safety Club And Safety Promise Recognition Programs

The Maple Leaf Foods “Zero Hero Safety Club” is an internal campaign to drive and support the OHS program in order to realize the achievement of zero occupational injuries. Our sites become members of the “Zero Hero Safety Club” when they achieve zero occupational injuries and meet other criteria. In 2022, we had 30 sites that had zero workplace injuries, and 18 of those sites are proud members of the Zero Hero Safety Club.

Better Communities

Diversity, Equity and Inclusion

We are committed to creating a workplace environment where everyone feels like they belong, and we believe in the benefits a diverse and inclusive workplace environment brings. To us, championing diversity and inclusion is a critical component to advancing our collective purpose and vision, living the Maple Leaf values, delivering winning results and creating shared value for our stakeholders.



Our Blueprint To Advance Diversity, Inclusion And Belonging

We believe in building, investing in, recognizing, and rewarding teams of remarkable people who value an inclusive workplace, embrace all forms of diversity and commit to including every voice in our collaborative environment. Our Leadership Values guide our decisions. They compel us to confront hard truths through education and action. We know we all have a role to play in building a more equal, just, and inclusive world. Our strategic Diversity and Inclusion Blueprint guides our approach to building an environment where all our people feel they are seen and heard and that they belong. We aren’t perfect, but we are committed to getting better every day.

Four strategic pillars form the foundation of our comprehensive approach:

- Drive Accountability to Represent the Communities We Serve: Educate and empower people leaders to set measurable goals, and champion and realize our company-wide commitments and goals.
- Align Our People Practices to Our Values: Audit, evaluate and embed diversity awareness and inclusive practices into people programs and policies to mitigate bias and make talent practices fair, equitable and reflective of our Values.
- Facilitate Deep Listening and Nurture Curiosity: Enable people to convene, learn, share and elevate desired action. Foster curiosity and encourage people to listen and understand.
- Foster Cultural Change that Creates Broad Engagement: Build awareness and understanding around the spectrum of individual and organizational behaviours that reinforce cultural outcomes to motivate personal change commitments.



“I care deeply about Maple Leaf Foods and our people. I envision a workplace where everyone can thrive, where our individuality is valued and celebrated. I invite everyone to explore what diversity and inclusion mean to you, and how you can foster a workplace of inclusivity.”

– Curtis Frank, President and COO, Maple Leaf Foods

Better Communities

Making Maple Leaf Foods A More Gender-Balanced Business

In 2017, Maple Leaf Foods set a target to achieve 50/50 gender balance in managerial roles by the end of 2022. We reached the deadline this past year and did not achieve our target, with women in managerial roles representing 39% by the end of 2022. Our greatest challenge was, and remains, attracting women into manufacturing roles – a challenge that many companies in the manufacturing industry and the meat sector more broadly face. We are committed to meeting this challenge because we believe in the benefits of a gender-balanced workplace, and championing diversity and inclusion are critical components to advancing our collective purpose and vision, and living the Maple Leaf Leadership Values.

Since we set our goal, improvements in women’s representation have been concentrated at the Director level and above with a 38% increase from 2017 for Directors and a 65% increase for Vice Presidents by the end of 2022. These improvements are promising, as we know that when more women ascend to leadership roles, they become role models to other women and have greater opportunity to influence the decisions that pave the way toward gender equality.

Aligned with our Diversity & Inclusion Blueprint, we’ve introduced a series of programs, policies and partnerships to support women at Maple Leaf Foods and break down barriers to their inclusion and advancement. We recognize that much more needs to be done in order to achieve gender balance in our Company and we are taking the necessary steps to assess existing barriers and develop new goals and roadmaps.

Diversity And Inclusion Training

We believe that building diverse and inclusive teams is everyone’s responsibility. We are committed to supporting team members in unlearning, relearning and being inspired to take action at work and in their communities.

We take a varied approach to supporting team members and people leaders’ development. We offer a mix of instructor-led, e-learning, self-directed learning and meeting resources that cover a range of topics, e.g., managing bias when evaluating talent, trans inclusion in the workplace, 2SLGBTQ+ allyship, being an antiracist and an upstander.

In support of our commitment to advancing women to leadership, we developed the Women in Leadership program with Ivey School of Business to help empower women to take that next career step. Our Women in Leadership program is helping unlock women’s potential. It’s an intensive, week-long program that provides the space and opportunity for women to connect and strengthen their leadership skills. The program equips them with tools, insights and learning experiences to advance their career.



Employee Resource Groups

We know many of our team members are eager to find ways to make a difference at work. Our Employee Resource Groups (ERG)s are company-supported, employee-led networks that build community, educate allies and advance our diversity and inclusion agenda.

In 2022, three new ERGs launched, bringing our total to six.



AccessAbility unites people with visible and invisible disabilities, team members with loved ones with disabilities, and allies, creating a community and culture that empowers and values all abilities, and works to advance Maple Leaf Food’s accessibility and accommodation strategies.



EcoAction is a network of colleagues that is passionate about protecting the planet and promoting a sustainable future. Their aim is to inspire the sharing of knowledge, experience, and passion for the environment, promote sustainable working and living and empower employees to take action.



Maple Leaf Pride & Allies fosters psychological safety so that our people are assured a safe, welcoming, and empowering environment when they come out at Maple Leaf Foods. It supports the professional and personal growth of LGBTQ2S+ team members, and builds awareness and understanding, so that all our people know how to be better allies.



The Mental Health Advocacy Network works to build mental health awareness and reduce stigma across the Company and supports team members with learning and a community. The team is passionate about fostering safe and brave spaces and actively support Maple Leaf Foods’ You Are Not Alone! initiative.



The Multicultural Advocacy Network (Multi-CAN) is committed to sharing knowledge, promoting cultural fluency and celebrating the strength of our differences. Multi-CAN’s Indigenous Friends Circle promotes truth, reconciliation and healing, for only by acknowledging the truth of the past and its ongoing legacy and impacts can we take meaningful action towards reconciliation. Together, we honour, respect and celebrate the cultures and significant contributions, past and present, of the First Nations of Turtle Island, now known as North America.



The Women’s Impact Network (WIN) advance gender equality by creating meaningful connections so that all talent thrives at Maple Leaf, and its Women in Manufacturing chapter works to attract, engage and advance women in Manufacturing to close the gender gap and unleash the full potential of our talent.

Better Communities

Mental Health and Well-Being

Mental health is a growing concern across all segments of society, and its pervasiveness is so great that in any given year, one in five Canadians will personally experience a mental health problem or illness*. The impact reaches across families, amongst friends and communities. That is why Maple Leaf Foods started the You Are Not Alone! Initiative, to develop a culture that stops the stigma associated with mental health challenges.

We are extremely proud that we launched this initiative before the COVID-19 pandemic, because it helped us react quickly to further support the mental well-being of our people throughout the pandemic. We offer digital therapy tailored to address anxiety, depression, post-traumatic stress, panic and insomnia, among others. In 2022, with the help of external experts and partners, support options have been extended to include 31 therapeutic specialties, including racial-trauma informed care, indigenous healing practices, gender-affirming care, parenting, and others.

Formal Mental Health Training

A critical element of our mental health initiative is mandatory training for all people leaders facilitated by experts from Lifeworks. Our leaders expand their understanding of the most common mental health challenges, practice how to have supportive coaching conversations with their team members and learn about all the resources and support available to our employees and their eligible dependents.

To further increase mental health education at Maple Leaf Foods, we launched a mental health e-learning course for individual contributors on World Mental Health Day in 2022.

We were also the winner of the new "Best Contribution to Mental Health in the Workspace Program" award in 2022. This award celebrates employers who support their teams' work-life balance, mental health and psychological safety. The efforts of our team were recognized by TalentEgg, Canada's leading online career resource for students, recent graduates, and early career professionals.



 Better Communities

Leadership and Development

Investing in our people by providing exceptional development opportunities is critical to ensuring that we keep our people excited and engaged, attract and retain top talent and create the future leaders of Maple Leaf Foods.



Better Communities

Our People Strategy

In 2021, we unveiled a multi-year People Strategy to strengthen and leverage the talents of our people by focusing on areas that will help us deliver against our purpose and vision. This multi-year plan provides us with a clear understanding of our path forward and what success looks like. The plan identifies four pillars that are critical to our success:

- Values-based culture
- Extraordinary talent
- High-performing teams
- Enduring engagement

Supporting these pillars are multiple initiatives aimed at strengthening our culture, enabling the development of our people and creating an environment where we can all thrive. Some initiatives are well under way and others will roll out in the next several years.

Values Training

With the refresh of our Maple Leaf Leadership Values, we have established the Leadership Values Academy. It provides a comprehensive approach to learning the Values, a chance to engage in a dialogue with others on how the Values are lived, and resources and tools to support their everyday application. A large part of the Academy is a dedicated Leadership Values Certification program which is made up of three learning experiences, and included discussions facilitated by our CEO and COO. To date, 84% of our salaried people have attended these sessions.

Learn more: Careers

The Leadership Track Program For New Graduates

Established in 1998, The Leadership Track Graduate Program (LT Program) exists to develop the best and brightest next generation of leaders by creating a clear path of advancement through diverse, cross-functional rotations, on-the-job training, focused leadership development and strong mentoring support. The differentiating factor of our program is the opportunity for participants to acquire real general management experience and participate in projects that are directly tied to achieving Maple Leaf Foods’ purpose and vision. The two Executive Champions of the program are alumni of the program themselves and now hold VP-level roles with Maple Leaf Foods and are well positioned to support current participants, drawing on direct personal experience.

The Leadership Track Graduate Program was recognized for excellence with a nomination for Best Grad Program at the 2022 TalentEgg’s National Recruitment Excellence Awards for the second consecutive year.

Leadership Edge

At Maple Leaf Foods, our Leadership Edge is founded on an unwavering commitment to our values, our culture and the power of direct personal leadership in driving a high-performance workplace. We are dedicated to investing in our people so that their talent thrives. We strive to be leading edge in how we engage, develop and provide a safe working environment for our people. It is a culture that enables people to thrive, succeed and reach their full potential – to take a stand, pursue excellence and create the future. We have various programs in place to provide our people with career development opportunities, such as self- directed learning, training, coaching, and mentoring.



Better Planet

At Maple Leaf Foods, leading in sustainability is not only one of our core strategies, but it also represents an enterprise-wide view that encompasses every aspect of our business. In order to progress towards our vision to be the most sustainable protein company on earth, it is critical that we reduce our environmental impact to sustainable levels.



Better Planet

The protein industry plays an enormous role in nourishing billions of people, but also consumes resources and impacts our planet. At Maple Leaf Foods, we are continually working toward more sustainable food production and contributing to a more sustainable protein industry. We are proud to be a carbon neutral company and the first of only a few food companies in Canada to set science-based targets approved by the Science Based Targets initiative. We are focusing on eliminating waste in any resources we consume – including food, energy, water, packaging and time.

Our responsibility for environmental sustainability goes well beyond our own operations. We must also advocate and share knowledge that elevates practices and regulations across the industry. We actively engage with suppliers, consumers, customers, non-governmental organizations and other stakeholders so that change can be based on sound data and science, and what society expects of us. There are health, environmental and social issues that go beyond short-term profitability that must shape our business if we are to realize a sustainable future and continue to create shared value over time. Increasingly, sound, science-based environmental sustainability practices are becoming a key component of maintaining a competitive advantage.

External Assurance

In 2022, Maple Leaf Foods reappointed KPMG to provide independent assurance in accordance with Canadian Standard on Assurance Engagements (CSAE) 3000 and CSAE 3410. In line with industry practice, KPMG’s scope was to provide limited assurance of selected environmental data and performance measures.

Download: External Assurance Report



Canada’s First Sustainability-Linked Loan

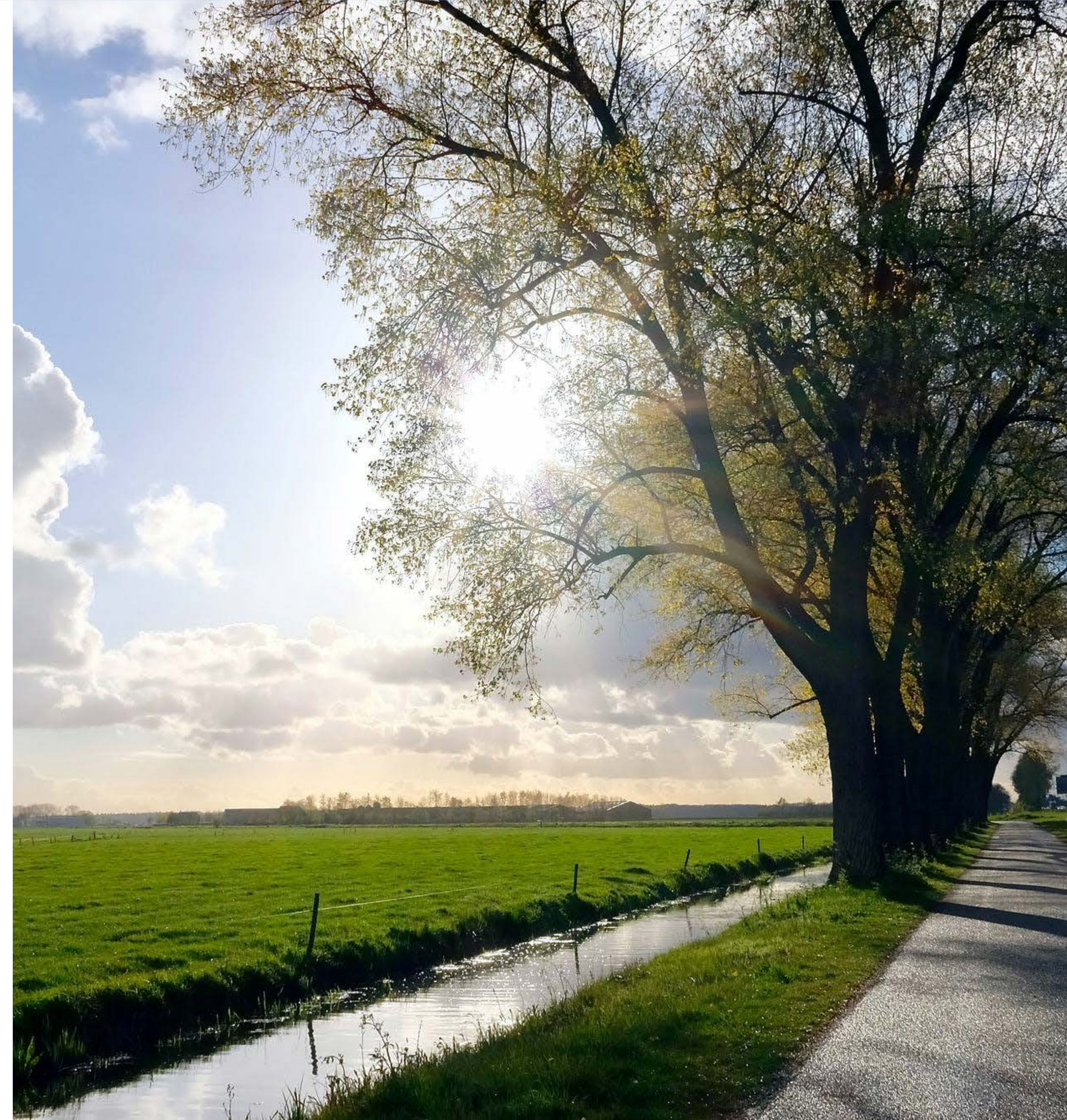
On June 29, 2022, the Company renewed its syndicated sustainability-linked credit facility – a partnership with nine global banks to encourage maintenance of carbon neutrality and reductions in Greenhouse Gas (“GHG”) emissions. The Credit Facility consists of a \$1,300.0 million unsecured committed revolving line of credit maturing June 29, 2027 and two unsecured committed term credit facilities for US\$265.0 million and \$350.0 million maturing June 29, 2027 and June 29, 2026, respectively. This Sustainability-Linked Credit Facility is intended to meet the Company’s funding requirements for capital investments and for general corporate purposes. The interest rate on the sustainability-linked credit facility may be adjusted up or down based on the Company’s performance compared to specific sustainability targets. The Company has benefited from lower interest rates under this Credit Facility since 2021.

To learn more, visit our [2022 Annual Report to Shareholders](#).

 Better Planet

Environmental Management and Performance

Maple Leaf Foods' enhanced management and governance approach to sustainability provides a strong foundation, including strategic oversight, visibility, accountability and resources to support our purpose, vision and robust sustainability strategy and reduction roadmap.



Better Planet

Environmental Sustainability Commitment

Maple Leaf Foods has a formal environmental policy entitled “Our Environmental Sustainability Commitment” that guides our environmental sustainability strategy and day-to-day practices. This policy has been approved by the Board of Directors’ Safety and Sustainability Committee and is monitored on a regular basis by the Committee, including compliance with regulatory requirements and the use of internal environmental specialists and independent, external environmental experts.

Download our Environmental Sustainability Commitment



Target and Performance

We are proud to be the world’s first major carbon neutral protein company. We have set ambitious science-based targets to reduce our absolute Scope 1 and 2 emissions by 30% and the intensity of our Scope 3 emissions by 30% by 2030 (baseline of 2018), approved by the Science Based Targets initiative. We also set a bold goal to reduce the intensity of our environmental footprint by 50% by 2025 (baselines listed below).



Note: Performance is measured from a 2014 baseline, with the exception of solid waste, which is a 2015 baseline, food loss waste, which is a 2016 baseline, and SBTs (Scope 1, 2 and 3), which is a 2018 baseline.

Better Planet

Environmental Performance Summary

In 2022, our environmental performance largely plateaued. This slower pace of achieving reductions is due to a number of factors, many of which were exacerbated by the post-pandemic environment. In addition, a significant driver is the utility consumption during the commissioning and start-up of three new facilities/expansions located in Ontario, Manitoba and Indiana. For the majority of 2021 and 2022, these new facilities/expansions consumed utilities, but had not yet started producing products. This both increased our utility consumption and negatively skewed our intensity performance.

Recognizing that our environmental targets may not be achievable at the current pace of reductions, the Company is deploying an operational excellence team that is focused on near-term reduction and optimization opportunities, and exploring high-impact greenhouse gas reduction technologies, that have the potential to significantly accelerate progress towards our goals. We continue to work on transformational strategies such as, anaerobic digestion and regenerative agriculture. We see anaerobic digestion as a scalable solution to abate GHG emissions arising from our hog manure, while at the same time generating renewable bio-gas to replace current fossil fuel consumption. As well, we have accelerated our investments in regenerative agriculture programs in Canada to reduce the environmental impacts in our feed grain supply chain.

We believe a longer-term lens is important to achieving our environmental targets. As a Company dedicated to growth and expansion, we understand there will be fluctuations in our year-over-year environmental performance depending on the timing of new construction projects and longer-term transformational environmental projects. We are also committed to re-evaluating and re-prioritizing our approach to environmental sustainability to align with the best available climate science.

We now view our 50% by 2025 environmental reduction goals as important milestones on the pathway to reach our ambitious science-based targets. Our reduction roadmaps continue to encompass the five areas where Maple Leaf Foods has the largest environmental impact: electricity, natural gas, water, solid waste and food waste, most of which are connected to our greenhouse gas emissions.

In the past few years, we have implemented several initiatives across our operations that have led to gradual reductions in our environmental impact including, a national LED lighting retrofit program, equipment efficiency and optimization upgrades, ammonia heat recovery and wasted heat recovery systems, condensing economizers for boilers, composting and recycling programs, control measures and closed-loop systems for water use and improvements to storage, handling and employee training to reduce food waste.



Better Planet



Environmental Management System (EMS)

As part of our Health, Safety, Security and Environment (HSSE) program and in line with our Environmental Sustainability Commitment, Maple Leaf Foods has an EMS in place at each of our facilities using the comparable methods as ISO 14001. Regulatory compliance is assessed at each of our operations, progress is tracked and action plans are created to continuously improve our performance.

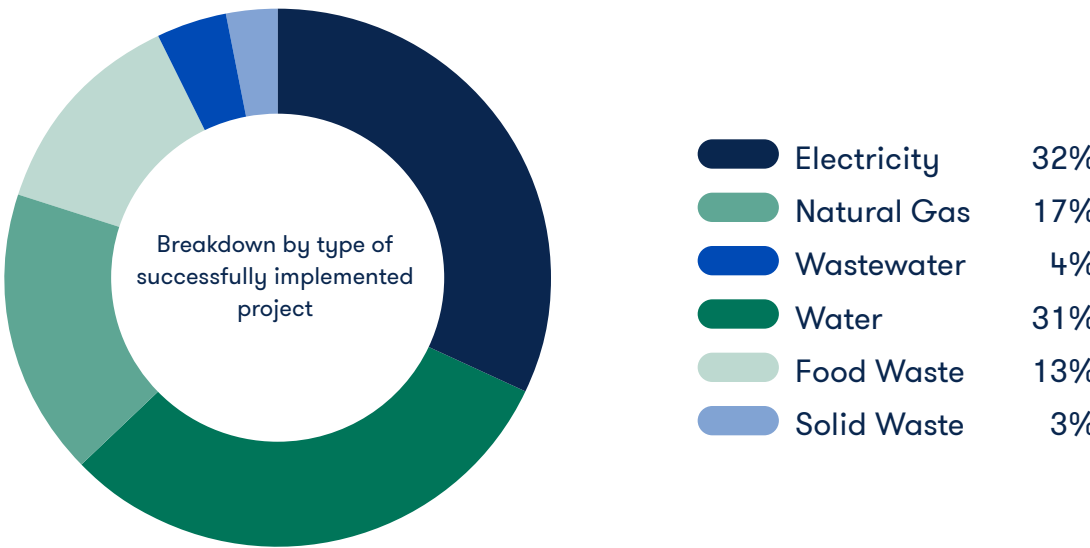
Each facility’s environmental designate reviews an Environmental Aspect Identification and Prioritization tool to gain a full understanding of the site-specific environmental risks. Twice annually our corporate environmental compliance lead reviews an environmental self-assessment and compliance scorecard with each site. These give each site an overall score and produce an action plan to improve their score. The self-assessment is focused on the following seven key areas: Policy and Planning; Roles, Responsibilities and Training; Regulatory Awareness; Site Environmental Aspects; Spills and Emergency Response; Complaint Management; and Documentation and Record Keeping. The scorecard tracks regulatory compliance performance and is focused on the following four key areas: Regulatory Requirements; Environmental Incidents; Evaluation and Risk Assessment; and Continuous Improvement and Training.

Our corporate environmental lead completes an annual review of each site’s emissions to air, land and water to ensure the sites remain in compliance with regulations. In addition, each site performs an annual internal review, in which the site must verify compliance and knowledge of regulatory requirements by reviewing permits, approvals and licenses, and identifying roles and responsibilities in an audit-like setting. This robust EMS ensures that we are in compliance with all applicable environmental laws and regulations.

Auditing and Action Plans

We have a robust auditing and action plan program to achieve our environmental targets. In addition to our own internal audits, we work with third-parties to conduct utility audits of our facilities on an annual or as-needed basis to identify savings and reduction opportunities. Based on the findings, we use an effort-impact matrix to prioritize projects based on key determinants, such as, implementation of capital, timing, human resource requirement, cost savings, return on investment, utilities savings and reductions. An action plan tracker is used to measure how each plant is progressing towards its own targets and our company-wide targets.

Our utility auditing and action plan development process has identified many common energy, water and waste reduction opportunities that we have classified as a priority due to their high return on investment and positive impact on reducing our environmental footprint. The chart below provides a breakdown of the types of opportunities that have been successfully implemented as part of the utility and food loss waste audits conducted from 2015 to 2022. Overall, our auditing and action plan program has improved the quality of our environmental data and enhanced our understanding of our performance, cost savings and footprint reduction opportunities.



 Better Planet

Climate and Nature

Maple Leaf Foods recognizes the deep interconnections between climate change and nature loss and understands the urgency for action to prevent catastrophic changes to our climate, to nature and biodiversity. That is why we are a carbon neutral company and are working on transformative projects to stabilize the climate, preserve natural resources and protect and regenerate the land.



Better Planet

Carbon Neutrality

In 2022, Maple Leaf Foods celebrated three years as the first major carbon neutral food company in the world. We are carbon neutral by aggressively avoiding and reducing our greenhouse gas emissions and investing in high-impact environmental projects to neutralize our remaining and currently unavoidable emissions. We have neutralized all our remaining Scope 1 & 2 emissions and a portion of our Scope 3 greenhouse gas emissions. The Scope 3 emissions in our offset program include supplier emissions arising from animal production and packaging equivalent with the product volumes of key brands that display our Carbon Zero logo. This approach to carbon neutrality for Scope 3 emissions is Maple Leaf Foods-specific and is a consistent approach taken by other carbon neutral companies based on industry benchmarking performed.



Science Based Targets

We were the first food company in Canada to set science-based targets that are aligned with the goals of the Paris Agreement on Climate Change and approved by the Science Based Target initiative (SBTi). In 2019, we pledged to reduce our absolute Scope 1 and 2 greenhouse gas emissions by 30% by 2030 against a 2018 base year and the intensity (per tonne of product produced) of our Scope 3 GHG emissions by 30% by 2030 against a 2018 base year. With the latest updates from SBTi and the release of the Forest, Land and Agriculture (FLAG) guidance, work is underway to refresh our carbon inventory and reduction roadmap to align with a 1.5°C pathway and establish FLAG and non-FLAG emission reduction targets.

Carbon Inventory

In 2022, our Scope 1 & 2 emissions accounted for approximately 17% of our total GHG emissions. These emissions are associated with the direct emissions from our owned animals and operations and the indirect emissions from consumption of electricity, heat or steam. Through our utility auditing and action plan program and our carbon reduction roadmap we are identifying and prioritizing opportunities that will have the greatest impact on our Scope 1 & 2 emissions in order to achieve our SBTs.

Our Scope 3 emissions account for approximately 83% of our total emissions sources. These emissions are produced in our supply chain, including raw materials, feed and ingredients we purchase and consume, and emissions associated with packaging, plus distribution of our products. Recognizing that our Scope 3 emissions represent majority of our total GHG emissions, it is a priority for us to address the impacts of our supply chain and we understand that it is a collaborative effort. We are working with our suppliers, customers and industry stakeholders to identify opportunities to reduce our supply chain impacts and we are participating in different programs to share knowledge and advance collaboration on supply chain issues.

See our carbon inventory on the next page for a breakdown of the significant scope 1,2, 3 emissions as a percentage of the Company’s total GHG emissions.

Carbon Reduction Strategy

Through our utility auditing program and our carbon reduction roadmap we are identifying and prioritizing opportunities that will have the greatest impact on our Scope 1 & 2 emissions.

Our Scope 3 emissions account for approximately 83% of our total emissions sources. We are working with our suppliers, customers and industry stakeholders to identify opportunities to reduce our supply chain impacts and we are participating in different programs to share knowledge and advance collaboration on supply chain issues.

We are exploring transformative technologies like anaerobic digestion and regenerative agriculture to reduce our biggest sources of Scope 1 and Scope 3 emissions: animal manure, emissions from third-party contracted growers and feed and crop production.

We have also established an internal price on carbon that provides input into all our capital decisions. We have created a carbon calculator tool that factors the carbon cost into all capital expenditure requests and return on net assets calculations. This established price fluctuates with the average price the Company pays to secure Renewable Energy Credits and Verified Emissions Reductions offsets. The Company evaluates all existing and emerging federal and provincial carbon pricing and compliance programs and will participate if it sees value and minimal risk. The carbon calculator helps us to make informed decisions on capital expenditure requests and the potential impacts these investments will have on the environment.

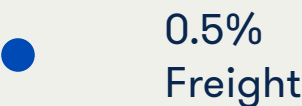
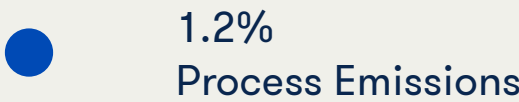
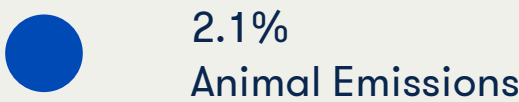
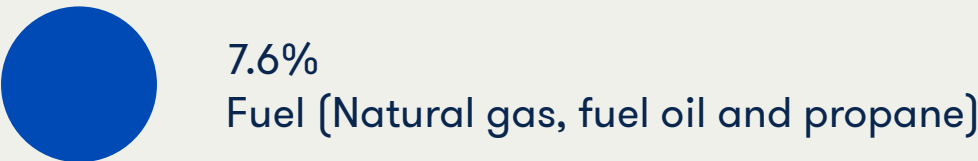
2022 Carbon Inventory

Scope 1

All direct greenhouse gas (GHG) emissions under Maple Leaf Foods operational control

Total Scope 1 Emissions:

15%

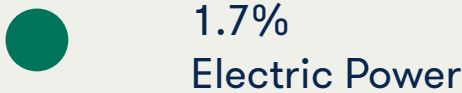


Scope 2

Indirect GHG emissions from purchased electricity, heat or steam

Total Scope 2 Emissions:

2%

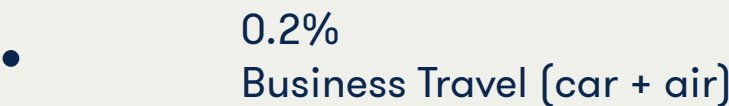
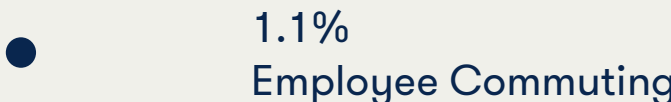
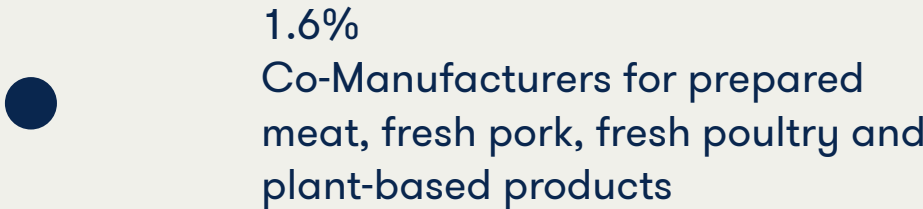
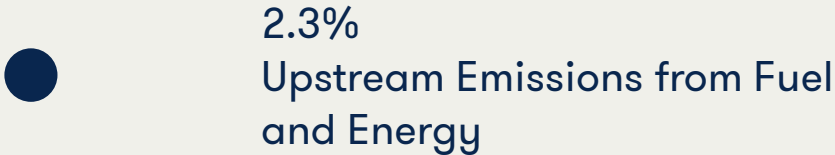
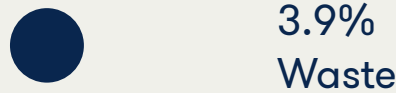
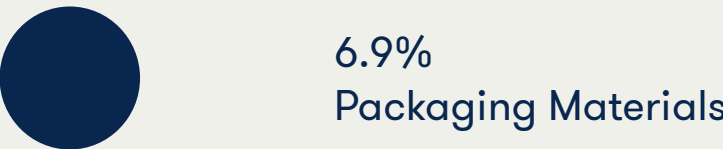
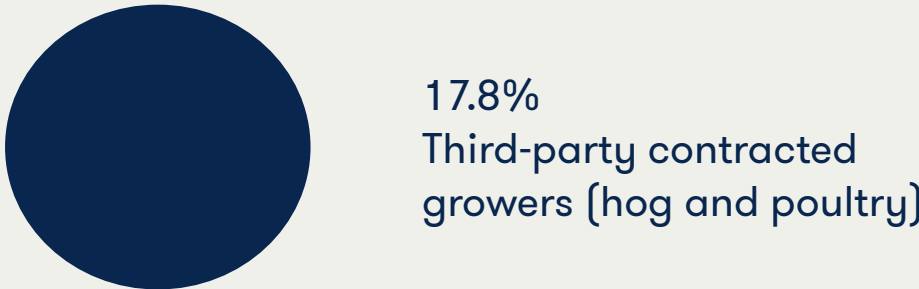
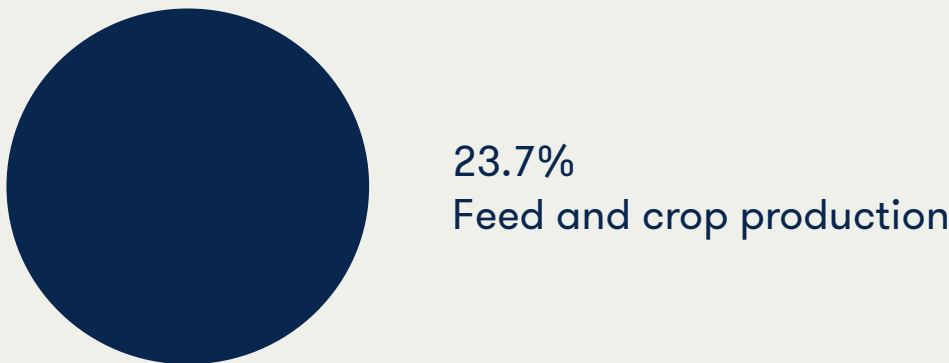


Scope 3

Indirect GHG emissions not covered in Scope 1 & 2 that occur throughout the supply chain

Total Scope 3 Emissions:

83%



The Carbon Offset Projects We Support

We supported 11 high-impact environmental carbon offset projects across North America that help us neutralize our remaining, unavoidable emissions in 2022.

Merom Farms

Location: British Columbia, Canada

Technology type: Biomass to energy

Emissions impact: Reduction

Certification: CSA Group

Merom Farms is a large commercial greenhouse operation in the Lower Mainland of British Columbia that consists of 36 acres of covered greenhouse area. The farm initially used fossil-fuel fired boilers that burned natural gas to operate year-round in a cold climate. As natural gas is costly and negatively impacts the environment, the farm upgraded to the use of biomass for heat. This fuel switch from fossil fuels to biomass for heat generation results in reduced emissions.



Coast Environmental Chemainus Composting

Location: British Columbia, Canada

Technology type: Composting

Emissions impact: Avoidance

Certification: CSA Group

The Coast Environmental Chemainus Composting Facility is an anaerobic digestion project in Chemainus, British Columbia. The feedstock for the anaerobic digester consists of biosolids, food waste and yard/garden waste supplied from surrounding regions. Emissions are avoided through the diversion of waste material that would of otherwise ended up in landfill.



Net Zero Waste Abbotsford Composting

Location: British Columbia, Canada

Technology type: Composting

Emissions impact: Avoidance

Certification: CSA Group

The Net Zero Waste Inc. successfully designed a food and agricultural commercial composting facility for the City of Abbotsford, British Columbia. The facility is responsible for the treatment of organic waste from Abbotsford’s residents and provides a vital processing option for commercial and agricultural wastes produced in the Fraser Valley. The diversion of waste and the use of waste heat energy recovery results in avoidance of methane from anaerobic degradation of the waste.



Better Planet

Biomass to Energy
Project Pool

Location: Ontario, Canada

Technology type: Biomass to energy

Emissions impact: Reduction

Certification: CSA Group

The project covers various locations across Ontario and converts biomass into energy and offsets nonrenewable thermal energy production along with avoidance of methane emissions from the decomposition of organic wastes in landfills.



University Energy Efficiency &
Renewable Energy Project

Location: Indiana, USA

Technology type: Energy efficiency and renewables

Emissions impact: Avoidance

Certification: Verified Carbon Standard

Ball State University in Indiana has pioneered the use of Verified Carbon Standard's methodology designed for higher education institutions. The projects across campus reduce energy consumption and create onsite renewable energy generation, resulting in lower emissions from reduced fossil fuel electricity generation. The campus reinvests the revenue from carbon credit sales into further emissions reduction projects on campus.



Foam Blowing Agent

Location: Virginia, USA

Technology type: HFC replacement

Emissions impact: Reduction

Certification: American Carbon Registry

This foam blowing agent project is in Winchester, Virginia. Its focus is on transitioning to a blowing agent with a lower Global Warming Potential (GWP) that's used during manufacturing processes, which results in greenhouse gas emissions reductions.



Rochelle Municipal Landfill Gas

Location: Illinois, USA

Technology type: Landfill gas

Emissions impact: Reduction

Certification: Climate Action Reserve

This project voluntarily captures and destroys methane from the landfill through a combination of gas wells, conveyance piping, and condensate removal equipment. The combined process destroys gas at either an open flare or an energy generation facility.



Better Planet

Maple Hill Landfill Gas

Location: Missouri, USA

Technology type: Landfill gas

Emissions impact: Reduction

Certification: Climate Action Reserve

The landfill gas is collected through various processes of this project and is destructed in the end at an open flame, reducing greenhouse gas emissions.



Indigo Carbon

Location: USA

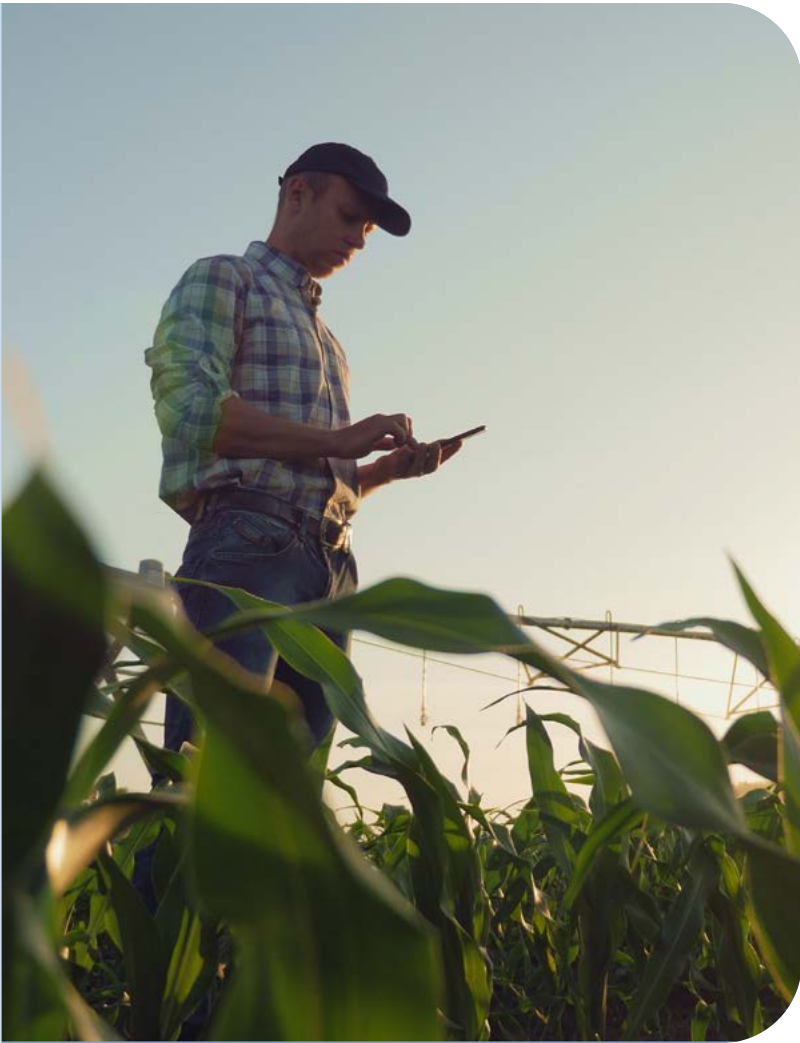
Technology type: Regenerative agriculture

Emissions impact: Reduction/Removal

Certification: Climate Action Reserve

Indigo Ag helps farmers sustainably feed the planet. Companies can purchase verified carbon credits that reward individual farmers for adopting regenerative agriculture practices that lead to reductions or removals or carbon.

Note: We purchased credits from Indigo in 2022, but did not retire or require the credits to neutralize our carbon inventory in 2022.



Farmer's Edge

Location: Manitoba, Canada

Technology type: Regenerative agriculture

Emissions impact: Reduction/Removal

Certification: CSA Group

Farmer's Edge works with farmers to enrich soil and grow more using less through data-driven farming practices. The work results in transparent, low carbon grain production and verifiable carbon offsets. Companies that purchase the carbon offsets help farmers actively reduce and sequester carbon and improve soil health and biodiversity.



Lac-Alfred Wind Project

Location: Quebec, Canada

Technology type: Wind

Emissions impact: Avoidance

Certification: Green-e

Located in the municipalities of Saint-Cléophas, Sainte-Îrène, Saint-Zénon-du-Lac-Humqui and the unorganized territory (UT) of Lac-Alfred in the MRC of La Matapédia and in the municipality of La Rédemption and UT Lac-à-la-Croix in the MRC of La Mitis, the project comprises 150 wind turbines supplied by Senvion.



Better Planet

Regenerative Agriculture

Maple Leaf Foods is investing in regenerative agriculture practices within our supply chain to reduce our environmental impact and, outside our supply chain, to support high-quality nature-based solutions that foster sustainable food production and contribute to maintaining our carbon neutral status.

Regenerative agriculture is a set of farming principles and practices that regenerate the land, capture carbon from the atmosphere and store it in the soil, increase biodiversity, improve soil health, boost farmer livelihoods and enhance landscape resilience. Regenerative agriculture principles include reducing soil disturbance, maximizing crop diversity, ensuring the soil is covered, maintaining live roots in the soil year round and integrating livestock on the farm. Regenerative agriculture practices include: proper nutrient management, no-till direct seeding systems, increased crop rotation practices, cover cropping, intercropping and reduced synthetic fertilizers and pesticides. Combined, these soil health interventions create a more sustainable and resilient cropping system with lower carbon emissions.

For the second year in a row, we have teamed up with Nutrien, a Canadian company and the world's largest provider of crop inputs, to expand our work in regenerative agriculture and pilot their new carbon program that aims to provide end-to-end support for growers, drives sustainability and boosts profitability. In 2022, we quadrupled our efforts from the prior year and scaled the program to 100,000 acres of farmland within our supply shed where we source feed ingredients in Manitoba and Saskatchewan.

The program incentivizes and educates farmers on what practices are expected to have a positive impact on their land including lowering their input costs from the use of fertilizer, improving their crop yields, and making their soil and land more resilient to extreme weather events. The program currently focuses on a 4R approach to nitrogen management and a no-till farming technique. The 4R method stands for right source, right rate, right

time, and right place and serves to guide farmers to the management practices that help keep nutrients on and in the field. This potentially results in reduced nitrogen (N₂O) emissions and improved soil and crop health. The no-till farming technique entails planting crops without tilling the soil. This results in decreased soil disturbance, which is expected to reduce carbon being released from the soil into the atmosphere and improves the soil health to foster further removal or sequestration of carbon from the atmosphere. Overall, these interventions may lead to reductions and removals that lower our feed and crop production emissions and move us closer to achieving our Scope 3 science-based target.

We have also been investing in regenerative agriculture projects outside of our supply chain with Indigo Ag and Farmers Edge. These companies work with farmers and businesses to advance regenerative agricultural practices as a nature-based solution to climate change. Companies can purchase certified carbon credits through these carbon programs that rewards individual farmers for adopting regenerative agriculture practices that improve biodiversity, soil health and carbon sequestration. Our commitment to this program reflects our dedication to improving the agriculture industry and the food system as a whole and contributes to maintaining our carbon neutral status.

In 2022, we quadrupled our efforts from the prior year and scaled the program to 100,000 acres of farmland within our supply shed where we source feed ingredients in Manitoba and Saskatchewan.



Better Planet

Manure Management

Good manure management is essential for minimizing GHG emissions, biodiversity loss, nutrient runoff and pollution. Hog manure contains valuable macro and micro nutrients that promote soil health, so we manage the manure in outdoor lagoons until we can deliver it to local farms for use as organic fertilizer. In 2022, Maple Leaf’s owned and leased hog barns recycled 1,456,317,429 litres of manure from storage lagoons by applying it to nearby farmers’ fields as organic fertilizer.

The Province of Manitoba has a comprehensive manure management program and strict and comprehensive regulations in place to ensure manure is being properly managed and appropriately applied as fertilizer. The Livestock Manure Mortality Management Regulation, Waste Management Regulation, and Nutrient Management Regulation dictate the environmentally sound manner that livestock manure is managed in Manitoba. Notably, these regulations fall under The Environmental Act, which means environmental requirements underpin proper manure and nutrient management for the province.

Watch the video “Manure Matters” from Manitoba Pork for more detailed information

Further, 100% of the manure from our owned and leased hog barns was applied with a site specific nutrient management plan developed by a certified agrologist. Certified agrologists prepare a manure management plan for each of our farms, and register them with the Province of Manitoba. Once the plan is approved, the manure is applied to the land of local farms based on what nutrients currently exist in the soil, what nutrients are in the manure and the nutrient requirements of the crop. It is only applied at predetermined rates and times of the year to ensure the nutrients are fully incorporated into the soil to prevent runoff. Manure is valuable and we don’t want to waste it, and we know it must be applied at the right place, at the right time, in the right quantities.

At Maple Leaf Foods, we are responsibly recycling manure and reducing greenhouse gas emissions by reducing the need for synthetic fertilizer. Using manure as fertilizer is nutrient recycling at its best! Anaerobic digestion will make our manure recycling even more valuable because the manure is converted into digestate. Digestate is an even better form of fertilizer, with higher bioavailability for the plants while having much less odour.



Better Planet



Anaerobic Digestion

Anaerobic digestion is a proven and established technology that has the potential to meaningfully reduce GHG emissions and solid waste arising from our animal raising activities and operations while at the same time producing renewable natural gas that could replace our current natural gas consumption at our facilities or inject it back to the grid.

Anaerobic digestion is a process through which bacteria breaks down organic matter - such as animal manure, organic waste, food wastes, or wastewater - and converts the organic matter into renewable natural gas (RNG) and digestate. RNG can be used as a clean energy source to provide heat and generate electricity at our facilities or it can be sold and injected directly into the natural gas pipeline grid or compressed and used as transportation fuel. The digestate is primarily used as a high-quality, low-odour, nutrient-rich fertilizer that can be supplied to local farmer fields.

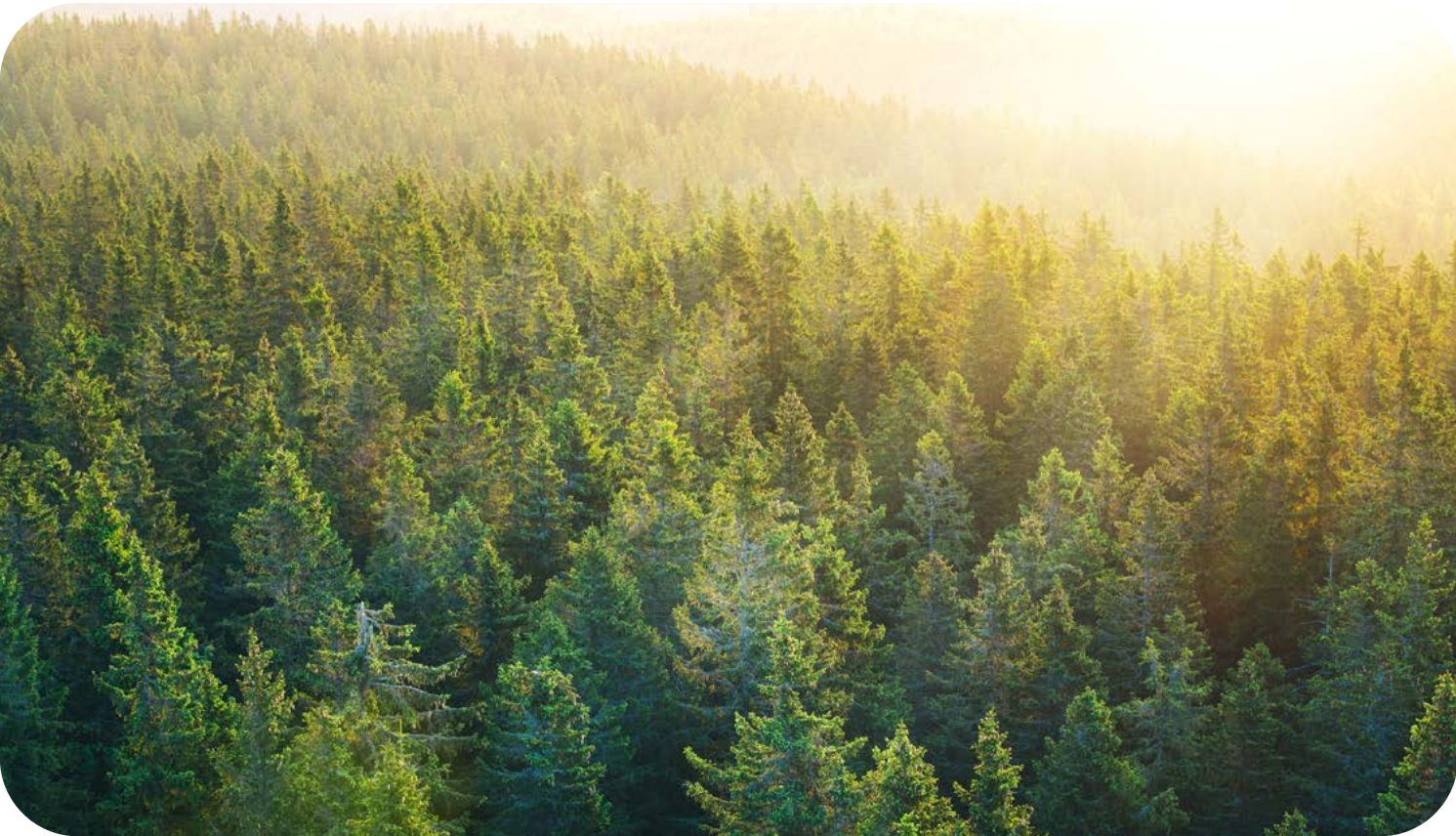
Should Maple Leaf Foods proceed with anaerobic digestion technology, it would enable Maple Leaf to have a circular economy by converting organic waste streams into useful renewable fuel and other commodities.



Deforestation and Biodiversity

Maple Leaf Foods recognize that it is becoming increasingly important for companies to assess, address and report on the impacts that their operations and supply chain have on deforestation, biodiversity and nature. As such, we are currently exploring how we can identify these impacts, and the risks and opportunities and incorporate it into our strategy.

Maple Leaf Foods relevant forest-risk commodities are soy, timber products, palm oil and beef. Each of these commodities represent under 5% of our total procurement spend in 2021. Although relatively immaterial, we aspire to a zero deforestation supply chain and have committed to conducting a deforestation risk assessment by the end of 2024.



Supporting World Wildlife Fund Canada

Forests, wetlands, grasslands and soils store vital amounts of carbon and provide important habitat for wildlife. In 2021, Maple Leaf Foods supported WWF-Canada and the Remote Sensing Lab at McMaster University to create the first-ever map that will show how much carbon is stored in landscapes across Canada. By effectively stewarding and protecting these carbon-dense areas, we can prevent that carbon from entering the atmosphere where it would make the effects of climate change even worse. Ultimately, this work will help us determine how Canada’s natural features can help reduce carbon emissions to meet international and national targets. Maple Leaf Foods continued to support WWF-Canada in 2022, with new research targeted for public release in 2023.



 Better Planet

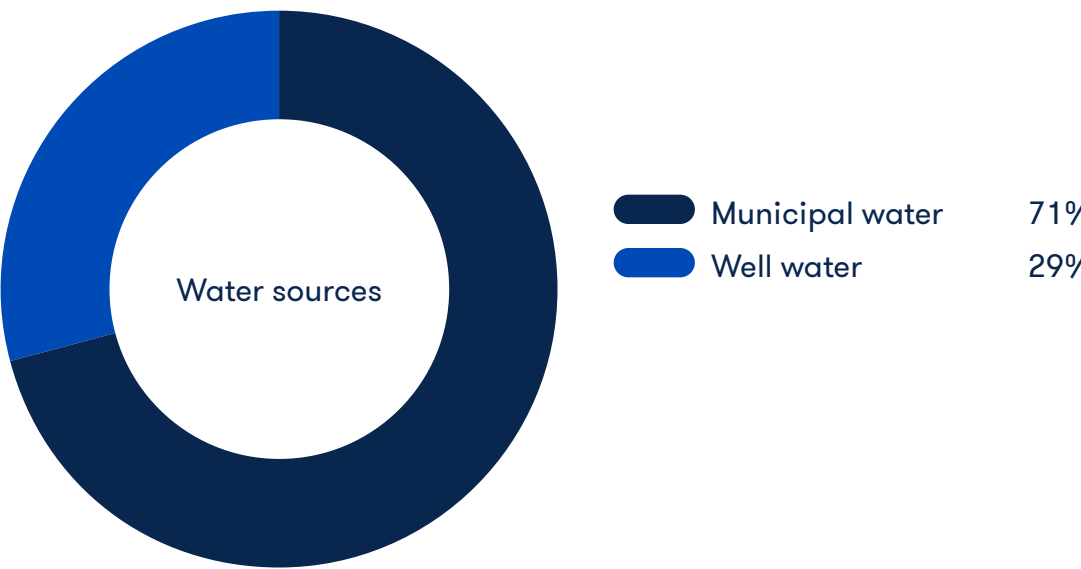
Water

Water conservation is of great importance to Maple Leaf Foods, and we continue to explore ways to reduce our absolute water consumption and use water more efficiently.

Water Conservation

Water conservation and reduction opportunities are a key component of our utility audit program and each facility’s environmental sustainability action plan. Every facility has committed to reducing its water intensity by 50% by 2025 (2014 baseline) aligned with our overall company-wide goal. Since 2015, we have completed approximately 193 water conservation/reuse projects across our facilities.

As of 2022, we have reduced our absolute water consumption by 1,259,061 m3 and our water intensity by 20.9% from our 2014 baseline. We recognize that we need to ramp up our efforts to achieve 50% reduction by 2025. In 2022, we continued implementing water conservation projects and re-audited our key facilities to update our action plans and identify further opportunities for reductions and efficiencies.



Water Risk Assessment

In 2017, Maple Leaf Foods worked with a third-party consultant and WWF Canada to conduct a water risk assessment of our owned/leased farms and facilities and sourced feed and feed ingredient locations in Canada. The assessment of water risk was divided into three categories: freshwater health, freshwater threats and future water yield. Health and threats were further broken down by water quality, pollution, water use and climate change. Future water yield was assessed using climate models and climate change scenarios.

Maple Leaf’s owned/leased pork farms were identified in Southern Manitoba within the Souris, Assiniboine, Red, Lake Manitoba and Lake Winnipegosis, Western Lake Winnipeg and Winnipeg sub-watersheds. Our owned/ leased poultry farms were identified in the Southern Ontario sub-watershed of Northern Lake Erie and our chicken hatcheries were identified in Northern Lake Erie and Eastern Lake Huron. In addition to livestock farm type and location, Maple Leaf Foods sources feed and feed ingredients (soy, corn, canola oil, etc.) from the provinces of Saskatchewan, Manitoba, Ontario and Quebec. All but one of our manufacturing facilities and one of our distribution centres draw and discharge water using municipal sources. The majority of our barns and feed mills use well water due to their rural locations.

It was determined that our organization has not directly caused or contributed to any negative water-related impacts on environmentally sensitive watersheds; however, some of our farms are located in areas where there are high threats to fresh water and overuse of water. The findings of this assessment have helped to inform the strategies we have integrated across our operations to reduce water use at our facilities and across our supply chain, and to reduce economic risk in the future.

Maple Leaf Foods has also conducted a physical climate risk assessment and climate scenario analysis, working with an independent third-party consultant, to better understand the climate-related risks and potential impacts to our livestock, assets, supply chain and operations. This assessment focused on extreme temperatures, freeze-thaw (i.e., number of ice days), water stress, and extreme wind and rainfall. It was determined that all regions in which we operate and source feed grains have medium to high risk of water stress due to temperature rise and increased drought risk, which can impact the availability of feed and water resources for sanitation. Using this information, we have prioritized where we should focus our physical risk mitigation efforts, and continue reducing our water consumption across our operations.

Wastewater Treatment

Effective wastewater management and treatment is critical for the environment and human health. Maple Leaf Foods follows and adheres to all applicable laws and regulations in the communities where we operate. Wastewater from our operations is pre-treated and discharged to municipal sewer systems to be fully treated.



 Better Planet

Waste

Reducing waste across our operations is a top priority for Maple Leaf Foods. We are constantly exploring new opportunities to reduce the production of solid waste at our facilities, improve our landfill diversion rate, and reduce the amount of food loss and waste arising from our business.

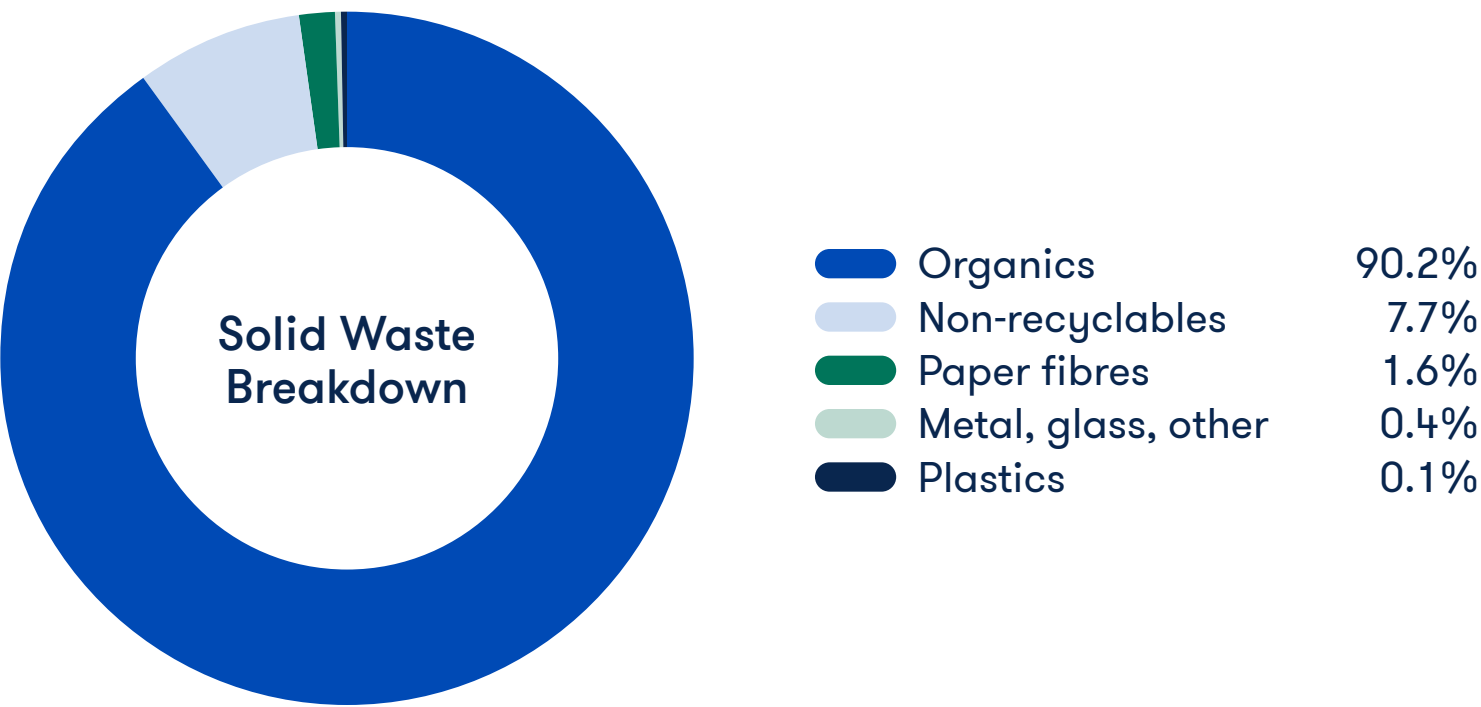


Better Planet

Solid Waste Reduction

We continue to conduct solid waste audits annually through our facility auditing and action plan program to identify opportunities to reduce our solid waste. Every facility has committed to reducing its solid waste intensity by 50% by 2025. In 2022, we have reduced our solid waste intensity by 17.1% since our 2015 base year and have achieved a company-wide landfill diversion rate of 92.3%.

Our biggest opportunity continues to be the diversion of organic sludge from our Brandon wastewater facility. Over the past year we have been reviewing various technologies, including anaerobic digestion, to convert this sludge into renewable energy that can be consumed in our Brandon plant.



Food Waste Reduction

From growers, producers, processors and manufacturers, retailers and consumers, food can be wasted at at any point in the value chain and that is why food waste has enormous environmental costs. Beyond food waste, the water, energy and emissions associated with each of these stages of the value chain also goes wasted. Maple Leaf Foods recognizes that it is part of this problem and must also be part of the solution.

In 2019, we joined seven other leading Canadian companies in formally committing to Canada’s National Zero Waste Council and Provision Coalition in an effort to prevent and reduce food waste in our own operations. We engaged in a rigorous process to define food loss and waste (FLW) using the Food Loss Waste Protocol developed by the World Resources Institute (WRI). We conducted FLW assessments and worked to establish a baseline for each of our operating units. Due to our vertically integrated business model, we determined that the majority of our food waste occurs within our prepared meats and distribution centre facilities.

We use the Value Chain Management International definitions of food loss and food waste. Food loss is defined as the discarding of food that occurs from production through to processing. Examples include edible foods that hit the floor or do not meet customer specifications. Food waste is defined as the discarding of food during distribution and marketing to consumers through retail or food service and subsequent in the home.

Out of this process, we made a commitment to reduce the intensity of FLW arising from our operations by 50% by 2025. We have undergone a rigorous process to define and measure FLW, implement initiatives to reduce our FLW and continue to investigate how FLW is impacting our business and can be further reduced though a plant assessment program. Since 2016, we have reduced our FLW intensity by 31.7%.

Landfill Diversion Certification

Our New Hamburg Hatchery facility has achieved landfill diversion certification for the third year in a row through GreenCircle Certified LLC. The facility diverts 99% of its waste from landfill. The team at New Hamburg has placed a focus on waste diversion opportunities over the past several years with the majority of the material derived at the facility going to rendering, recycling and composting.



Financial Results

120 Financial Results

We are dedicated to winning in the marketplace by continuing to pursue profitable growth in our meat protein business and are pivoting to a revised strategy to pursue steady, profitable growth in our plant protein business.

We achieved many critical business milestones in 2022 and advanced important initiatives, yet the year was punctuated by challenges: high inflation, inefficiencies in supply chain due to labor shortages, unfavourable market conditions, and a cyber-attack, which disrupted our operations and impacted us financially. Despite this tumultuous environment, we maintained a steady hand on executing our plans including aggressively building our sustainability platform, starting up over \$1 billion of new assets and pivoting our plant-based business model towards profitable growth. We continue to see an inflection point in our business. As we close the chapter on the construction of these large and lucrative long-term investments, we look forward to using the cash flow towards other capital allocation priorities, such as optimizing our debt level, investing in other growth opportunities, continuing to grow our dividend, and returning capital to shareholders.

2022 Highlights

- Total Company sales grew by 4.8% to \$4,739.1 million, with an Adjusted EBITDA margin of 5.8%.
- Meat Protein Group sales grew to \$4,593.6 million, an increase of 5.2%. Adjusted EBITDA was \$378.7 million and Adjusted EBITDA Margin was 8.2%.
- Plant Protein Group Sales were \$169.3 million. Plant Protein Group Adjusted EBITDA improved by 17.1% to a loss of \$105.4 million.
- Capital expenditures of \$312.1 million included Construction Capital of \$163.7 million, the majority of which was related to long-term investments in the London Poultry facility.
- The balance sheet remains strong, with Net Debt of \$1,619.3 million and undrawn committed credit of \$291.5 million.

Selected Financial Information

During the year ended December 31, 2022, the Company had two reportable segments. These segments offer different products, with separate organizational structures, brands, and 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 profitable revenue growth, Adjusted Operating Earnings and Adjusted Earnings Before Interest, Taxes, Depreciation and Amortization ("EBITDA"), while the performance of the Plant Protein Group in the short term is focused on obtaining Adjusted EBITDA neutral or better results.

The Company’s full consolidated financial statements ("Consolidated Financial Statements") and related Management’s Discussion and Analysis are available on the Company’s website and on SEDAR at www.sedar.com. Additional information concerning the Company, including the Company’s Annual Information Form is available on SEDAR at www.sedar.com.

The following table summarizes selected financial information for the three years ended December 31:

(\$ millions except earnings per share)	2022	2021	2020
Sales	\$ 4,739.1	\$ 4,521.1	\$ 4,303.7
Net (loss) earnings	\$ (311.9)	\$ 102.8	\$ 113.3
Basic (loss) earnings per share	\$ (2.52)	\$ 0.83	\$ 0.92
Diluted (loss) earnings per share	\$ (2.52)	\$ 0.82	\$ 0.91
Total assets	\$ 4,439.4	\$ 4,385.8	\$ 3,860.2
Total long-term liabilities	\$ 2,144.9	\$ 1,681.2	\$ 1,260.7
Cash provided by operating activities	\$ 49.3	\$ 304.8	\$ 321.4
Cash dividends per share	\$ 0.80	\$ 0.72	\$ 0.64

The following table summarizes selected adjusted financial information for the two years ended December 31:

(\$ millions except EBITDA % margin, earnings per share, and RONA) ⁽ⁱ⁾	2022	2021
Adjusted Operating Earnings	\$ 65.7	\$ 210.3
Adjusted EBITDA	\$ 272.9	\$ 399.5
Adjusted EBITDA Margin	5.8%	8.8%
Adjusted (Loss) Earnings per Share	\$ (0.26)	\$ 1.03
Construction Capital	\$ 9.6	\$ 743.3
Net Debt	\$ (1,619.3)	\$ (1,090.2)
Return on Net Assets ("RONA")	0.3%	4.5%
Free Cash Flow	\$ (20.9)	\$ 213.0

Meat Protein

The Meat Protein Group is comprised of prepared meats, ready-to-cook and ready-to-serve meals, snack kits, 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®, Maple Leaf Natural Selections®, Schneiders®, Schneiders® Country Naturals®, Mina®, Greenfield Natural Meat Co.®, and other leading regional brands.

Sales for 2022 increased 5.2% to \$4,593.6 million compared to \$4,366.7 million last year. Sales growth was driven by pricing actions to mitigate inflationary cost increases, favourable mix-shift towards sustainable meats, growth in the United States and favourable foreign exchange. These positive factors were partially offset by lower sales volume.

Adjusted EBITDA for 2022 was \$378.7 million compared to \$527.1 million last year, and year-to-date Adjusted EBITDA Margin for 2022 was 8.2% compared to 12.1% last year.

Meat Protein Group Adjusted EBITDA and EBITDA margin

(\$ millions; % of sales)		
Year	Adjusted EBITDA	Adjusted EBITDA Margin
2018	\$ 331.6	9.9%
2019	\$ 393.2	10.4%
2020	\$ 510.1	12.4%
2021	\$ 527.1	12.1%
2022	\$ 378.7	8.2%

Driving Profitable Growth In Meat Protein

We are pursuing profitable growth in our Meat Protein Group through the following strategic areas:

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

Given the unprecedented market dynamics, marked by a challenging post-pandemic economy, the conflict in Europe, high inflation and significant market and supply chain disruption, Maple Leaf Foods expects that its Meat Protein Group will achieve the following:

- Mid-to-high single digit sales growth in 2023, driven by continued momentum in sustainable meats, leveraging brand leadership, and growth into the U.S. market.
- Adjusted EBITDA Margin expansion to a 14% - 16% target range once markets normalize including a pork complex in-line with the five year average.



Plant Protein

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 2022 were \$169.3 million compared to \$184.1 million last year, representing a decrease of 8.0%, or 11.4% after excluding the impacts of foreign exchange. The sales decline was driven by lower retail product volumes, which more than offset pricing action implemented throughout 2022 to mitigate inflation and structural cost increases.

Adjusted Operating Earnings for 2022 were a loss of \$124.5 million compared to a loss of \$142.1 million last year.

(\$ millions)	
Year	Sales
2018	\$ 138.6
2019	\$ 176.4
2020	\$ 210.8
2021	\$ 184.1
2022	\$ 169.3

Plant Protein Sales
For more information on our meat and plant-based protein financial performance, see our:

2022 Annual Report to Shareholders

Charting A New Path Forward In Plant Protein

In late 2021, the Company announced that it was re-evaluating its outlook for the Plant Protein Group and launching a comprehensive review of the overall plant protein category. This decision was driven by a pronounced slowdown in growth rates in the category, particularly in the second half of the year, which fueled the Company’s imperative to identify and thoroughly assess the causes, near and long-term trends, and overall implications. While the Company’s analysis is ongoing, the results to date confirm that the very high category growth rates previously predicted by many industry experts are unlikely to be achieved given current customer feedback, experience, buy rates and household penetration. Based on this new information, the Company believes that the category will continue to grow at more modest, but still attractive rates.

Current estimates suggest that the category will grow at an average annual rate of 10% to 15%, making it a \$6 billion to \$10 billion market by 2030. Accordingly, the Company has pivoted its strategy and investment thesis for the Plant Protein Group and has set a new goal to deliver neutral or better Adjusted EBITDA in the latter half of 2023. Work is ongoing to implement this strategy to support this pivot, as the Company recalibrates the investment to align with the market opportunity.



Key Construction Capital Projects



London Poultry Facility

We completed the construction of a world-class, \$772 million value-added poultry facility in London, Ontario in 2022. The new 640,000 square foot facility is one of the most technologically advanced poultry-processing plants in the world, with leading-edge food safety, environmental, and animal welfare processes and technologies. The ramp up, including hiring for this facility, is progressing well. The Company expects the London, Ontario poultry facility to start to deliver approximately \$100 million annually of additional Adjusted EBITDA once fully ramped up which is expected to be by the end of 2023. More than 700 people now work at the London site, which will employ approximately 1,600 people once the plant is operating at full capacity.

This is the largest investment in the history of Ontario's agriculture sector, and will help to position Canada as a globally competitive player in the food processing sector and to increase the competitiveness and sustainability of our agricultural sector.



Bacon Centre for Excellence

In 2021, Maple Leaf Foods completed construction of a \$182 million expansion to our Winnipeg prepared meats plant, significantly increasing our bacon production capacity with new in-house capacity for pre-cooked, microwaveable bacon.

This investment in new state-of-the-art manufacturing equipment and cultivated in-house expertise represents a Bacon Centre of Excellence within Maple Leaf and positions the Company to meet the growing customer and consumer demand in the pre-cooked bacon market and drive innovation. The project is one of the many investments the Company has been making as it continues to unlock value in its growing prepared meats business.

Final commissioning of the 73,000 square-foot expansion at the Lagimodiere Boulevard site in our Winnipeg site is expected to be completed in the near term, with commercial production ramping up over the course of the coming months. By building this capacity in-house, this plant will become the Company's primary pre-cooked bacon production facility. As part of the expansion, the Company is in the process of adding approximately 350 new positions at the plant, bringing total plant employment to over 1,900 people.

The Bacon Centre of Excellence is expected to have an annual benefit of approximately \$30 million in Adjusted EBITDA when fully ramped up, which is expected in the second half of 2023.



Indianapolis Tempeh Facility

Maple Leaf Foods wholly-owned subsidiary, Greenleaf Foods, SPC, has expanded its tempeh production capacity through the acquisition and build out of a 118,000 square foot facility in Indianapolis, Indiana. Initial production at the plant began in early 2022, and it is now fully operational.

Appendix

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Environmental Performance Summary Table

Consumption ²					Intensity ¹²			
Parameter	Base year ¹	2020	2021	2022	Base year ¹	2020	2021	2022
Total Energy (MWh) ³	1,184,384	1,066,838	1,077,401	1,183,300	1.87	1.50	1.54	1.68
Direct Energy - Natural Gas (m³) ⁴	66,703,826	60,552,027*	60,051,701*	66,197,455*	105.32	85.15	85.71	94.23
Indirect Energy - Electricity (MWh) ⁵	464,057	385,425*	400,361*	436,018*	0.73	0.54	0.57	0.62
Water (m³) ⁶	10,225,270	9,011,756*	8,936,766*	8,966,209*	16.15	12.67	12.76	12.76
Food Loss Waste (MT) ⁷	28,223	20,316	19,344	19,886	41.44	28.57	27.61	28.31
Solid Waste (MT) ⁸	22,709	24,427	22,131	19,866	34.13	34.35	31.59	28.28
Landfill Diversion Rate (%) ⁹	91.7%	90.7%	91.6%	92.3%	-	-	-	-
Scope 1 & 2 (tCO ₂ e)	294,624	289,979	288,224	309,560	-	-	-	-
Scope 1 (tCO ₂ e) ¹⁰	266,090	259,289*	260,285*	278,292*	-	-	-	-
Scope 2 (tCO ₂ e) ^{10 11}	28,534	30,689*	27,939*	31,268*	-	-	-	-
Scope 3 (tCO ₂ e) ¹⁰	1,407,961	1,476,966*	1,461,200*	1,477,279*	0.98	0.98	0.98	1.03

*This performance indicator is within the scope of the limited assurance report.

Environmental Performance Methodology

Our performance is reported consistent with our report boundary. In 2022, we have reported on entities over which Maple Leaf Foods has operational control – our processing and manufacturing facilities, distribution facilities and offices (both leased and owned buildings); and farms, barns and feed mill operations (unless otherwise indicated).

* This performance indicator is within the scope of the limited assurance report.

- 1. Base year:** Electricity, natural gas and water have a 2014 baseline, solid waste has a 2015 baseline, food loss waste has a 2016 baseline, and SBTs (Scope 1, 2 and 3) have a 2018 baseline.
- 2. Consumption:** Consumption reflects actual usage or emissions.
- 3. Total energy:** Total energy represents electricity, natural gas, propane, number 6 fuel oil and diesel.
- 4. Direct energy:** Direct energy represents the consumption of natural gas and is recorded on an a primarily as-billed basis for the calendar year.
- 5. Indirect energy:** Indirect energy represents the consumption of purchased electricity and is recorded on an as-billed basis for the calendar year.
- 6. Water:** Water consumption is recorded on an as-billed basis for municipal water and as withdrawn for well water for the calendar year.
- 7. Food loss waste:** Represents data collected through our enterprise resource system (SAP), vendor invoices and diversion reports using WRI’s Food Loss and Waste Accounting and Reporting Standard. Data includes all food produced for North American consumption.
- 8. Solid waste:** Solid waste represents the amount of waste disposed at land-fill in metric tons (MT) on an as-billed basis for the calendar year. Solid waste performance is established by landfill diversion reports and invoices provided by our waste management vendors.
- 9. Landfill diversion rate (%):** Represents the amount of waste diverted from our operations away from landfill. Landfill diversion rate: Total recycling divided by total waste generated including recycling and solid waste.

- 10. Greenhouse gas (GHG) emissions:** GHG emissions are measured in units of tonnes of carbon dioxide equivalent (CO2e). Our base year is 2018 as it is the earliest relevant point in time for which we have reliable and complete data. Consistent with our recalculation policy, we will rebaseline material changes due to structural changes, methodology or discovery of significant errors. In 2022, we restated our GHG emissions back to our baseline year (2018) for emission sources where we obtained improved availability of data or prescribed change in methodology. We updated our methane calculation for hog manure management to be consistent with the 2019 Refinement to the 2006 Intergovernmental Panel on Climate Change (IPCC) Guidelines for National Greenhouse Gas Inventories. This change estimates the manure temperature (rather than the ambient air temperature above the lagoon) as the rate of methane generation is highly dependent on manure temperature. We also updated our hog feed to a weight-based emission factor based on a report published by the CRSC Canada Grains Council on product carbon footprints for the major grain and soilseed crops in Canada. See detailed emissions methodology in the table on the next page.

For our carbon neutral claim, we offset 100% of Scope 1 & 2 emissions and 4.3% of our Scope 3 emissions. Procurement of verified emissions reductions (VERs): 341,557* tCO2e and Renewable Energy Certificates (RECs): 60,312* MWh.
- 11. Location-based emissions:** location-based emissions according to the GHG Protocol Scope 2 Guidance. Scope 2 emissions calculated using the market-based method: 8,632* tCO2e.
- 12. Intensity:** Represents the individual performance measure as follows: per 1,000 kg of finished product for all energy, electricity, natural gas, water, solid waste and food loss waste and; per 1,000 kg of production for Scope 3 emissions. To avoid double counting, finished product does not include product volumes sold between Maple Leaf Foods operating units. For 2022, 702,491* metric tonnes of finished goods were produced.

Emissions Methodology

Category	Sources & Activity Data	2018 (tCO ₂ e)	2022 (tCO ₂ e)	Emission Factor	Assumptions	Methodology	% Emission calculated based on 3rd party data
Scope 1							
Agricultural Livestock	- Enteric fermentation hog - average annual production volume of hogs - Manure management hog - volatile solids (water consumption and average dry matter in manure) - Manure management poultry - average annual production volume of chicken	104,071	109,739	Intergovernmental Panel on Climate Change (IPCC) Guidelines for National Greenhouse Gas Inventories emission factor	Hog manure management is dependent on the type of manure management system and estimates the breakdown. Temperature effects are accounted for.	Site-specific production volume and energy use data based on utility bills	N/A
Business Travel	Car -Kilometers travelled	2,062	1,775	Automobile Travel - US Environmental Protection Agency (US EPA) GHG Emissions Factor Hub	Automobile emission is based on an average size car with an average fuel efficiency in North America.	Distance-based	N/A
Product Use	- CO2 in use - purchased kg - Refrigerants - purchased kg	23,692	20,588	Intergovernmental Panel on Climate Change (IPCC) Guidelines for National Greenhouse Gas Inventories emission factor	- CO2 inuse - purchased amount - Refrigerants - purchased amount (ie, top-ups) represent the amount released from the chillers/refrigeration units	Site-specific purchases	N/A
Transportation and Distribution	- Fleet medium/heavy truck - Kilometers travelled - Fleet - diesel for heavy duty - litres of diesel purchased - Owned shunt truck - litre of diesel purchased	8,588	8,909	- Fleet medium/heavy truck - US Environmental Protection Agency (US EPA) GHG Emissions Factor Hub - Fleet diesel for heavy duty - Department for Environment Food & Rural Affairs - Owned shunt truck - US Environmental Protection Agency (US EPA) GHG Emissions Factor Hub	None	Distance-based & average based	N/A
Stationary Fuel Combustion	- Natural gas - m^3 of natural gas consumed - Propane - litres of propane purchased - Diesel for mobile equipment - litres purchased	127,676	137,280	- Natural Gas Canada - Environment Canada National Inventory Report Emission factors for Natural Gas - Natural Gas USA - Climate Registry industrial natural gas emission factor - Propane - Climate Registry industrial petroleum product emission factor - Diesel for mobilel equipment - US EPA Climate Leaders - Commuting, Business Travel and Product Transport	Propane and diesel - purchased amount (ie, top-ups) represent the amount used	Site-specific usage data based on vendor invoices	N/A
Scope 2							
Electric Power	Kilowatt-hours of electricity consumed	28,534	31,268	- Canada - Environment Canada National Inventory Report electricity generation and GHG emission for each province - USA - United States Environmental Protection Agency's e-Grid	None	Site-specific energy use data based on utility bills	N/A

Emissions Methodology cont.

Category	Sources & Activity Data	2018 (tCO ₂ e)	2022 (tCO ₂ e)	Emission Factor	Assumptions	Methodology	% Emission calculated based on 3rd party data
Scope 3							
Category 1: Purchased Goods & Services	- Animal feed - using weight purchased for hog and production volume for poultry - Third party contracted growers and producers - using proportion of supply for hog and production volume for poultry - Ingredients and packaging - using dollar spend - Co-manufacturers - using kg of sales volume	1,114,787	1,199,250	- Hog animal feed - Canadian Roundtable on Sustainable Crops emission factor - Poultry animal feed and third party contracted grower - Lifecycle analysis by the Chicken Farmers of Canada - Ingredients and packaging - 2007 Producer Price Model published by the Green Design Institute of Carnegie Mellon University - Co-manufacturers - utilize Maple Leaf Foods' emission intensity as a proxy to calculate co-manufacturer's emissions - Third party contracted hog producers - prorating Maple Leaf Foods' reported emissions in proportion to the relative production of Maple Leaf Foods and the third-party grower prorating Maple Leaf Foods' reported emissions in proportion to the relative production of Maple Leaf Foods and the third-party producer	For third party contracted hog producers, as all third-party hog barns are located in proximity of Maple Leaf Foods' barns the assumption is that third-party producers' emissions will be similar per unit of production to Maple Leaf Foods.	Average-data and spend-based method	0 %
Category 2: Capital Assets	This category is relevant but not reported. Based on a review of the GHG Protocol Scope 3 Evaluator, this category is determined to be insignificant in size and the ability to collect data is limited.		-	N/A	N/A	N/A	N/A
Category 3: Fuel and energy related activities (not included in Scope 1 or Scope 2)	- Upstream emissions of purchased fuels - using natural gas and propane consumption - Upstream emissions of purchased electricity - using electric power consumption	35,663	40,212	Department for Environment Food and Rural Affairs (DEFRA)	Fuel and electricity quantities sources and type of fuel and electricity consumed is a reference to Scope 1 and Scope 2.	Average-data method	100 %
Category 4: Upstream transportation and distribution	- Rail transport, using tons-kilometer - Road transport, using kilometers travelled	23,639	19,130	- Rail transport - Department for Environment Food and Rural Affairs (DEFRA) and CN Rail (vendor) specific emission factor - Road transport - US Environmental Protection Agency (US EPA) GHG Emissions Factor Hub	The most direct road route is used to transport (road and rail) products, feed and animals between shipping points.	Mass/distance-based and distance-based method	14 %
Category 5:Waste generated in operations	- Manure land application - using annual average hog and chicken - Disposal in a landfill - using tonnes - Composting - using tonnes - Rendering - using tonnes	68,919	69,183	- Manure land application - IPCC Guidelines for National Greenhouse Gas Inventories - Disposal in a landfill - Environment Canada National Inventory Report - Composting - US EPA, "Documentation for Greenhouse Gas Emission and Energy Factors Used in the Waste Reduction Model" - Rendering - "Data for the Carbon Footprinting of Rendering Operations", Gooding, C.H.	For landfill facilities that use landfill gas capture and recovery system is 99.7% efficiency, otherwise 100% of the methane is reported. For rendering, materials are sent to rendering facilities located in proximity of Maple Leaf Foods sites and is based on a proxy of an average-sized rendering plants in North America.	Average-data method	85 %
Category 6: Business Travel	- Air travel, including commercial airline and corporate jet services - using kilometers travelled and litres consumed, respectively - Automobile travel, using rental cars and employee personal car - using kilometers travelled and gas expenditures	5,033	2,971	- Air Travel - Department for Environment Food and Rural Affairs (DEFRA) and The Climate Registry - Automobile Travel - US Environmental Protection Agency (US EPA) GHG Emissions Factor Hub	Automobile emission is based on an average size car with an average fuel efficiency in North America.	Distance-based, fuel-based and spend-based method	63 %

Emissions Methodology cont.

Category	Sources & Activity Data	2018 (tCO ₂ e)	2022 (tCO ₂ e)	Emission Factor	Assumptions	Methodology	% Emission calculated based on 3rd party data
Scope 3							
Category 7: Employee Commuting	Employee commuting - using the number of employees working directly for the Company	20,400	18,955	The GHG Protocol Quantis Scope 3 Evaluator tool is used - it is based on the US Department of Transportation data (USDOT 2014), in conjunction with ecoinvent 2.2 datasets for various transportation mode	Average work schedule in North America and adjusted for the impact of COVID-19 work from home policy based on internal employee survey.	Average-data method	0 %
Category 8: Upstream leased assets	Electric power - Information system data centre - using KWh consumption	9	11	Environment Canada - National Inventory Report	Electricity grid for the province in which the asset is located was used.	Asset-specific method	100 %
Category 9: Downstream transportation and distribution	- Marine transport - using tons-kilometers - Road transport - using kilometers travelled - Air transport - using tons-kilometers	137,495	127,116	US Environmental Protection Agency (US EPA) GHG Emissions Factor Hub	The most direct route is used to transport finished products between shipping points.	Mass/distance-based and distance-based method	0 %
Category 10: Processing of sold products	This category is not relevant and therefore not reported. Maple Leaf Foods does not sell intermediate products for further processing.		-	N/A	N/A	N/A	N/A
Category 11: Use of sold products	Modified Air Packaging (MAP) gas - purchased kg	2,014	451	Intergovernmental Panel on Climate Change (IPCC) Guidelines for National Greenhouse Gas Inventories emission factor	None	Site-specific purchases	52 %
Category 12: End-of-life treatment of sold products	This category is relevant but not reported. Based on a review of the GHG Protocol Scope 3 Evaluator, this category is determined to be insignificant in size and the ability to collect data is limited.		-	N/A	N/A	N/A	N/A
Category 13: Downstream leased assets	This category is not relevant and therefore not reported.		-	N/A	N/A	N/A	N/A
Category 14: Franchises	This category is not relevant and therefore not reported. Maple Leaf Foods does not operate any franchises		-	N/A	N/A	N/A	N/A
Category 15: Investments	This category is relevant but not reported. Maple Leaf Foods has a minority stake (with no operation control) in a few companies. All are insignificant and emissions have been assessed to be negligible.		-	N/A	N/A	N/A	N/A