

SUPPLIER KEY POINTS

Maple Leaf Foods is reorganizing its protein operations to focus growth in the value-added fresh and further processed meats and meals business.

- We will add value to fresh and further processed meats and meal products within a vertically integrated value chain. This will require aligning our feed, hog production, primary pork processing and rendering operations to meet the needs of our value-added meats business.
- Ultimately, we expect to meet our future requirements for fresh pork by expanding our Brandon plant to a second shift.
- We do not expect that our other primary pork processing operations outside this scope will fit long-term and over time, we will determine the best path to realize their full value.
- Over time, we will concentrate the majority of our hog production operations in Manitoba as it provides proximity to our Brandon primary processing plant.

We will increase our investment in technologies, assets, and marketing to significantly grow our value-added meats and meals business.

- We will accelerate new product development that responds to consumer needs and broadens the range of exciting new products we provide our customers, from value-added fresh meat products to ready meal solutions.
- We will increase our consumer orientation, accelerate innovation, and invest in new technologies and assets to support our strategy.
- Maple Leaf will continue to be a significant buyer of raw materials from external suppliers to meet the requirements of our value-added fresh and further processed meats business.

There is much to be done to move from strategy to implementation and we expect it will take three years to significantly implement our new strategy.

- It's business as usual and we will honour all our suppliers contracts.
- We will keep you updated and informed of our progress throughout the process and communicate with you well in advance of any changes that may relate to our ongoing relationship.