

CFO STRATEGIC PLAN 2016-2018

CFO is working in a dynamic business environment and is committed to its Strategic Plan 2016-2018 which provides strong positive leadership and long-term value creation for the Ontario and national chicken industries.

SIX STRATEGIC SHIFTS IMPACT OUR PLANS, OUR PLATFORMS FOR GROWTH AND OUR COMMERCIAL PRIORITIES

1. Consumption of chicken in preference to other meat proteins
2. Consumer mega trends and increased market segmentation offer both opportunity and regulatory/executional challenge
3. Clean-label food preferences, and for meat protein specifically, are driving rapid and large scale transformation of/shift from conventional chicken
4. Consolidation and integration of poultry firms leading to evolving industry business strategies, approaches and relationships
5. Accelerating adoption of technology as means to deliver growth, cost and productivity benefits
6. Production supply:demand gap for Ontario grown chicken versus Ontario market and industry demand is widening despite differential growth initiatives

The pace and magnitude of change requires proactive strategic, governance, and operating leadership to evolve, strengthen and protect the industry

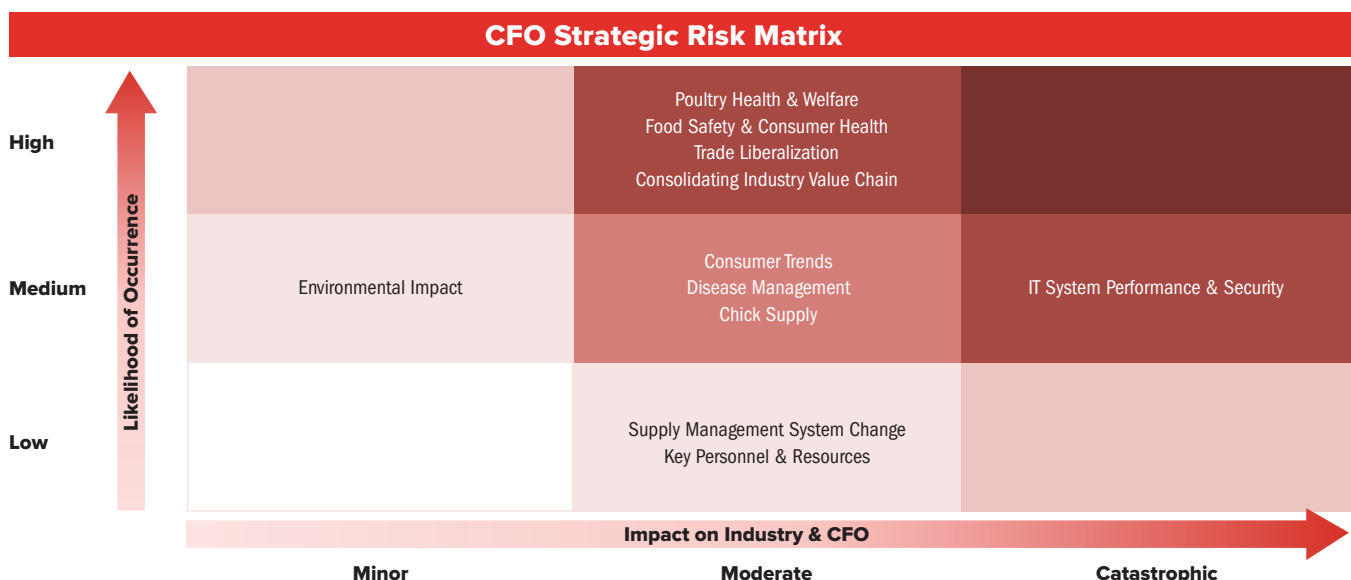


Visit ontariochicken.ca for more information on the CFO 2016-2018 Strategic Plan

Controlled risk management is fundamental to CFO's and our industry's success, ensuring that risks and rewards are balanced in the pursuit of profitable, sustainable growth.

During the development of Strategic Plan 2016-2018, the Board has approved a new Risk Management Framework. It reflects our belief that effective risk management underpins the delivery of the right outcomes for consumers, markets and Ontario industry value chain stakeholders, including CFO farmer-members. The new framework is focused on four key elements,

1. A clear definition of risk, its impact and likelihood of occurrence,
2. Current risk mitigation activities,
3. Planned risk mitigation activities,
4. A governance structure with appropriate transparency into CFO's risk management practices.



CFO Strategic Plan 2016–2018

Vision A growing, profitable and sustainable chicken industry

Mission To lead positive change and build value as Canada’s premier provider of trusted, family-farmed, safe, high quality chicken

Leadership Roles

Supply Management Leader and Steward

Farmer-Member Business Advocate

Industry Value Chain Builder

Business Strategies

1. Lead responsible supply management system performance

2. Build growth driven business platforms and consumer-led innovation

3. Drive, facilitate and support world-class, sustainable farming operations

4. Strengthen industry value chain collaboration and drive profitable growth

Business Enablers

People & Culture

Leadership, Talent Management, High Performance Culture, Business Excellence

Information Systems & Technology

Business Enabling, Outcome-Focused Solutions and Services

Policy, Regulatory & Legal

Strategy-Driven, Accountable, Fair, Effective, Transparent and Inclusive

Financial Discipline

Strong Cash Flow, Healthy Balance Sheet and Liquidity, High-Return Capital Investments

Achieved While Living Our Values:

Leadership

Accountability

Excellence

Collaboration

Innovation



CFO WILL EXECUTE ITS STRATEGIC PLAN BY FOCUSING PERFORMANCE ON TEN KEY RESULT AREAS (KRAs). THEY ARE AS FOLLOWS:

