



***Agricultural Lenders Day***  
***April 13, 2021***

# TODAY'S DISCUSSION

## 1. Sustainable Success

Chicken market continues to be attractive and dynamic

## 2. Responding to COVID-19

A look at how the pandemic refocused our priorities

## 3. Performance Highlights

Executing a CFO playbook for building value

## 4. Moving Forward

Where we're heading in 2021

# WHY INVEST IN CHICKEN?

The investment rationale for Ontario chicken is compelling

**Significant opportunity** - chicken protein is a very attractive industry business vertical, highly aligned with key consumer trends, “strong tailwinds”

**Business scale** - we are Canada’s largest chicken producer and industry value chain

**Expanding profit pools** - CFO strengths, assets and strategies support value creation (diversified and evolving business portfolio, growth momentum, margin stability, cash to return)

**Digital chicken industry ecosystem** - Ontario’s innovative e-commerce platform offers business visibility, supports risk management and facilitates value chain optimization

**Progressive supply management leadership** - providing governance, strategic and operational leadership - focused on transparency, accountability and sustainable performance

**A tested, proven team** - a robust organization with strong, consistent and experienced Board and Executive leadership

# Ontario Chicken Industry **at-a-glance**

Significant Strengths In A Protein-driven World

## Key Performance Metrics

**34%**

CANADA'S  
PRODUCTION SUPPLY

**REACH  
& SCALE**

INDUSTRY CLUSTER  
CAPABILITIES & CAPACITY

**\$3.7B**

ANNUAL ECONOMIC  
CONTRIBUTION TO  
ONTARIO ECONOMY

**3.6%**

AVERAGE PRODUCTION  
GROWTH 2012-2019

**1,300**

INDEPENDENT, LOCAL  
FAMILY-FARMS

**50%**

CANADA'S PRIMARY  
CHICKEN PROCESSING

**60%**

CANADA'S VALUE-ADDED  
FOOD PROCESSING

**75%**

SUPPLYING NATIONAL ACCOUNT  
GROCERY & FOODSERVICE

Supported By An **Aligned** and **Engaged** Supply Management System

# RESPONDING TO COVID-19

## CFO'S PRIORITIES

1. Keeping our people safe while securing business continuity
2. Feeding Ontario and Canada
3. Protecting our business and emerging from COVID-19 stronger than before

# Responsible Crisis Management:

**Prioritizing Safety, Continuity and Support Efforts:  
Five Workstreams**

**An Agile Response To Significant Disruption**

**PEOPLE**

Protect Lives &  
Livelihoods

**DEMAND**

Markets & Channels  
Impacted Differently

**SUPPLY**

Understand  
Issues &  
Respond Quickly

**PROCESSING**

Unprecedented  
Challenges At  
Plant Facilities

**COMMUNITY**

Need For Food  
& Financial  
Donations

# PROGRESS ON PRIORITIES

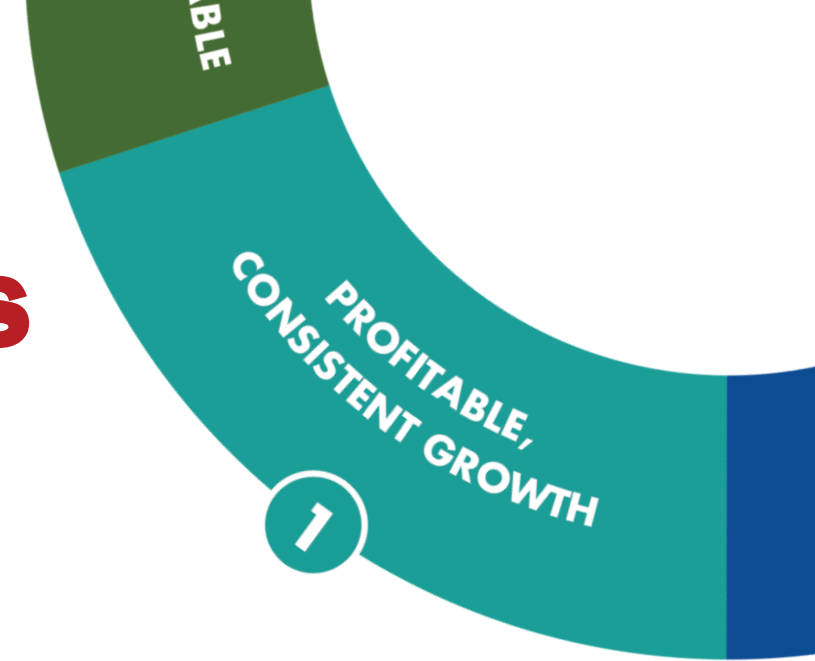
- We are proud and thankful for the aligned, strong people commitment, adaptability and resilience demonstrated to **health & safety**
- **Uninterrupted and safe, reliable production:** volume plan -1.7% vs 2019; production supply realization 100.7%; 71 new barns built
- **Stronger operating fundamentals:** continuity planning, crisis management, communications, collaboration and shared learning
- We are striving to make a difference in the communities we serve- **CFO Cares**
- COVID-19 crisis is still significantly disrupting the business but we are **adapting to the “new normal”** and **taking action** to emerge stronger

# Executing Our Playbook: 2020 Highlights

## Pricing

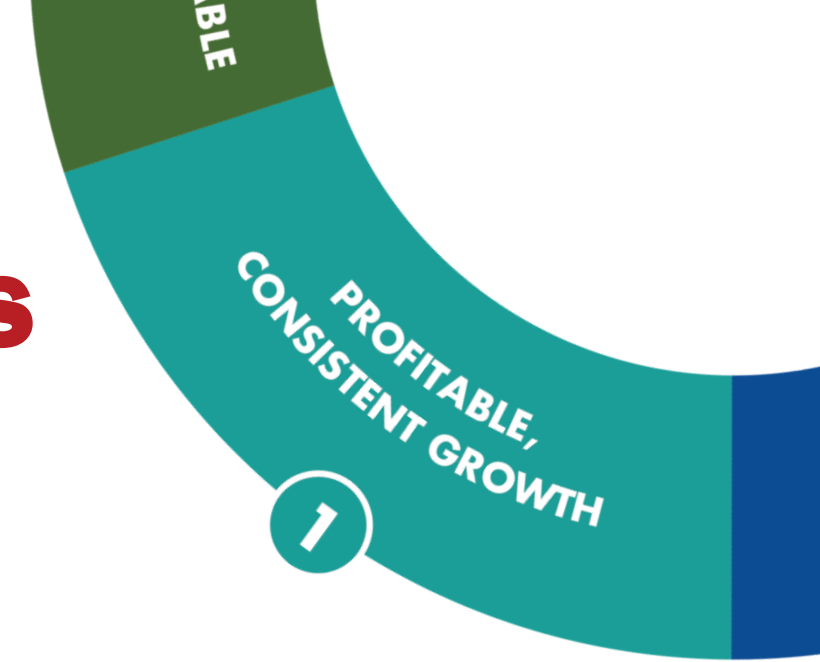
Goal: Improved COPF delivers significant farmer value-creation, now and for future generations

- The Farm-Gate Minimum Live Price (FGMLP) is governed by Ontario Regulation 402, which was last amended in 2015
- In March 2020, CFO and AOCF advanced their distinct, opposing positions for new Ontario pricing to the Ontario Farm Products Marketing Commission (OFPMC) for its review, analysis and decision
- Reg. 402 was updated as of February 5, 2021; effective A-169
- New price was announced on April 1, 2021 at **\$1.820/kg for the weight category 2.15 kg to 2.45 kg**

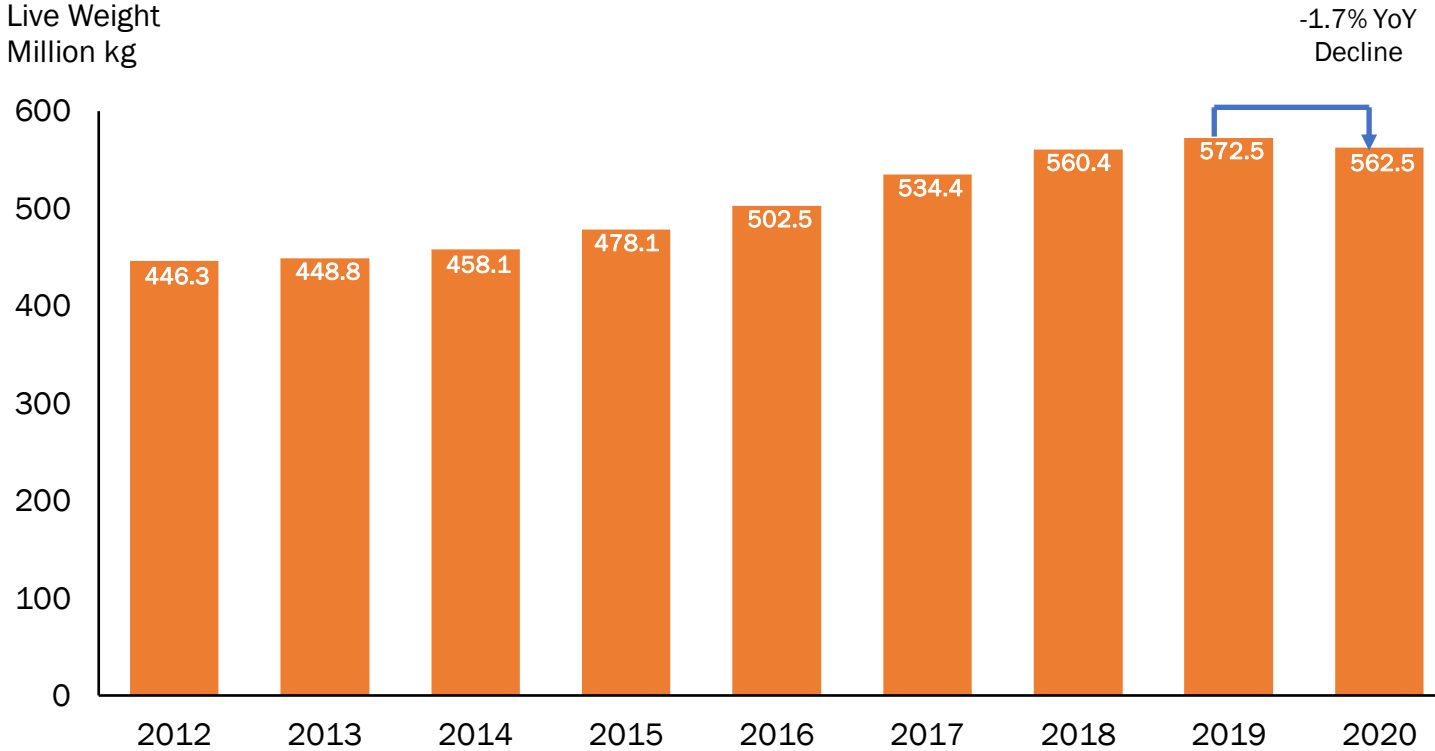




# Executing Our Playbook: 2020 Highlights



Live Weight  
Million kg



Ontario's Domestic Allocation:

- 3.6% compounded annual growth from 2012 to 2019
- 1.7% decline in 2020

# Moving Forward: 2021

## Leveraging Our Strengths

- Broad, evolving business portfolio with leading products across markets, categories and channels
- Efficient and effective operations providing quality, service, risk management, communications, engagement and business-led collaboration
- Strong financial position, ample liquidity, predictable stable revenues and focused cost discipline
- A culture of continuous process improvement, adaptiveness and agility
- Experienced CFO team with high employee enablement and engagement



**THANK YOU**

