

**CANADA**  **PACKERS**



# **PUB Hearing Canada Packers**

**December 9<sup>th</sup>, 2025**

**Jordan Gavaga – Director of Capital,  
Maintenance and Environment**

# Canada Packers Inc.

## Spin Off of Pork Operations from Maple Leaf Foods – Oct 2025

**History:** The Canada Packers brand has roots dating back to 1927 and is part of Canada's food history. It became part of Maple Leaf Foods in 1991. Maple Leaf Foods continued processing pork in three locations across Canada until 2024 when it was announced that Maple Leaf Foods would be separating its pork business. In 2025, Canada Packers relaunched as one of North America's largest producers of Raised Without Antibiotics (RWA) pork, meeting growing global demand for sustainably produced, premium quality, value-added pork.

**Products:** The company is a leading producer of RWA pork and other premium pork products, which it supplies to a diverse customer base.

**Operations:** Canada Packers has a vertically integrated model that spans hog production, processing, and value-added innovation.

**Vision:** The company's stated vision is to be the "global standard in sustainable pork" by focusing on ethical animal care, environmental stewardship, and high-quality products

**Canada Packers: Proudly raised; Responsibly made.**





# WE HAVE A SCALED AND INTEGRATED PORK VALUE CHAIN WITH PREMIUM VALUE-ADD CAPABILITIES AND AVAILABLE CAPACITY FOR FURTHER GROWTH

## HOG PRODUCTION & PROCUREMENT

- Industry-leading **sustainability practices**
- **~200+ farm locations** with mix of sow, nursery and finishing barns. Includes 100+ Contract Producers
- Tailored **genetics program**
- **5 feed mills** supplying all barns

- **~220 suppliers** throughout the Prairies region
- **Signature contracts** with typical term of 2-5+ years
- All hogs are **Canadian Pork Excellence (CPE) certified**.

### INTERNAL PRODUCTION



### CONTRACTED SUPPLIERS



## HOG PROCESSING

### BRANDON, MANITOBA BASED FACILITY



- Built in 1999 and expanded in 2007
- Canada's largest pork primary processing facility (650K ft<sup>2</sup>) with +2,000 employees
- Secured a multi-year collective bargaining agreement in 2025
- Internet-of-Things, fully-automated hog movement system & proprietary snap chill process

**3.6M**  
Hogs Per Annum

additional capacity

### LETHBRIDGE, ALBERTA BASED FACILITY



- Designed in 1998; a niche facility mirroring a traditional Japanese-style pork plant
- 45K ft<sup>2</sup> facility with +400 employees
- Hand-butchered in the Japanese style

**0.4M**  
Hogs Per Annum  
Operating at Capacity

Trading on the Toronto Stock Exchange - CPKR



# Canada Packers – On the Farm



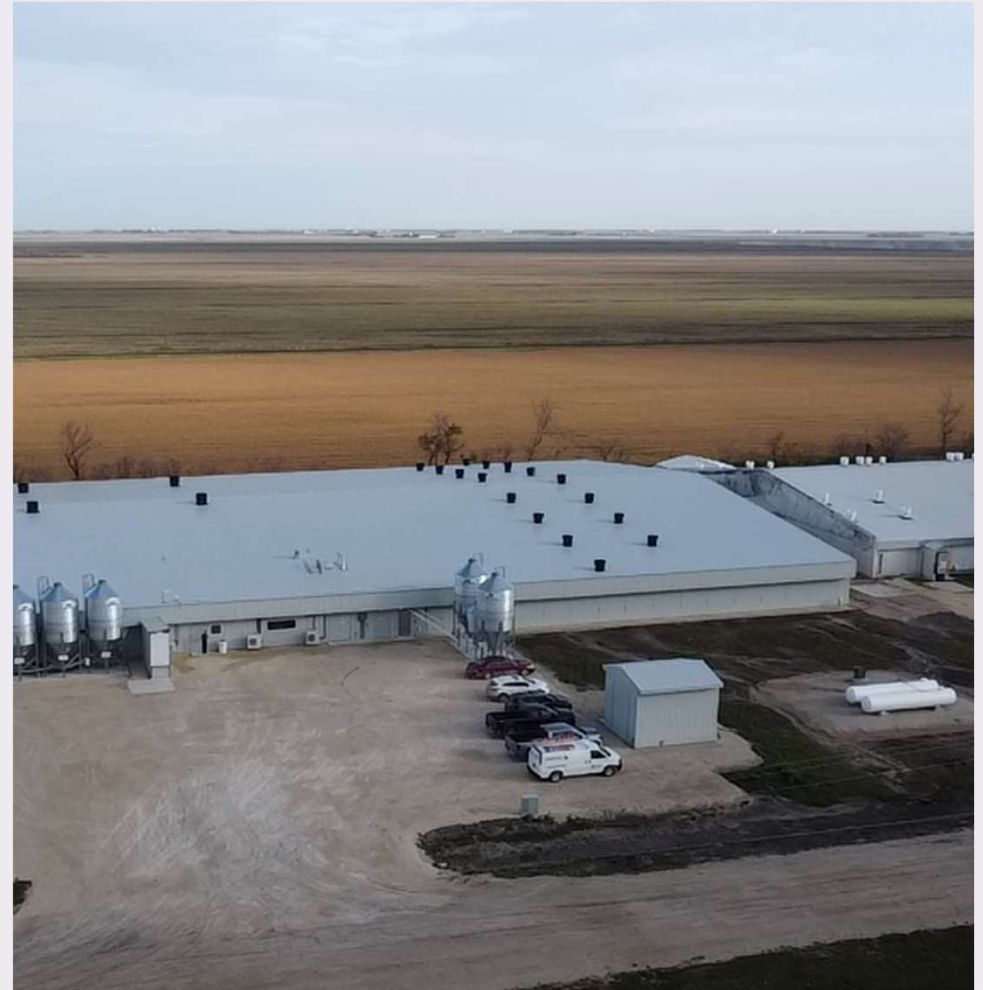
- Five strategically located feed mills supply approximately 13,000 tonnes of feed weekly to barns across Manitoba—ensuring consistent nutrition for hog production.
- The majority of these feed ingredients are locally sourced grains, supporting Manitoba’s agricultural economy and reducing transportation emissions.



- Over 100 local farm families partner with us to raise hogs that are processed at our Brandon plant—creating jobs, sustaining rural communities, and driving Manitoba’s agri-food economy.



- Our swine facilities operate in 43 municipalities across Manitoba—creating stable employment for hundreds of workers and supporting a network of local suppliers and service companies that keep rural economies thriving.



**Grow as a global leader in sustainably produced pork**



# Canada Packers – Brandon, MB



- Canada Packers pork “super plant” is a large 650,000 square feet facility employing about 2,200 people. Here, we process hogs to make fresh pork products for domestic and international markets.



- Our world-class plant focuses on continuous improvement throughout our operations to maintain the high standards of excellence our Canadian and international customers expect.










- Our core product is pork—but our capabilities go far beyond. We produce a wide range of cuts and specialty items, including leg hams, tenderloins, ribs, brisket bones, bellies, and more—meeting diverse market demands. Half of Brandon’s Senior Leadership Team began in entry-level roles and advanced through dedication and opportunity—demonstrating our commitment to career growth and local talent development.



**The first boxes rolled off the line in July 1999.**



## The Economic Engine of Manitoba's Hog Industry

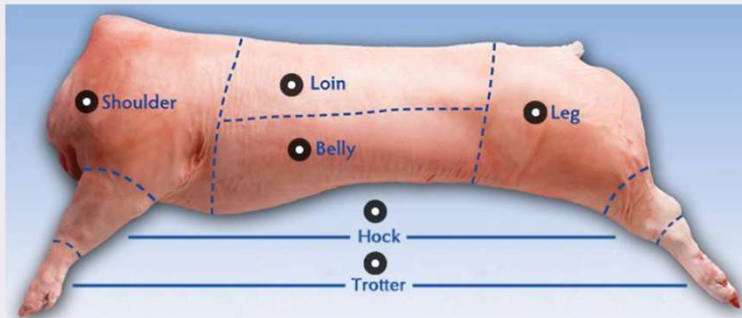
-  **\$2.3 billion** annual contribution to Manitoba's GDP
-  **\$1.2 billion** in farm cash receipts—second only to wheat
-  **22,000** Manitobans employed directly and indirectly
-  **5.3 million** hogs finished annually—25% of Canada's total
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-  **5.3 million** hogs finished annually—25% of Canada's total
-  **3 million** weanlings shipped to U.S.



This industry is a cornerstone of Manitoba's economy—rising hydro rates put this entire value chain at risk.

# Our Business - Manitoba

- The Pork industry is a global, commodity driven, free-market industry. Our pricing is based off the USDA market index, used to derive the base price of the meat.
- Our opportunity to increase our margins is to move cuts from their primal (bone-in) states into further converted/value added (usually boneless) products.
- One of our biggest advantages is our ability to produce chilled pork for the Japanese market. This is a labour and energy intensive product requiring a very controlled cooling program.
- There is a global demand for protein and sustainably raised food products where if competitive, Manitoba is in a great place to supply.



# Industry Challenges - Manitoba

## **Energy Costs and Reliability – Heating, Ventilation & Processing**

- Hog barns require constant heating and ventilation, making electricity and natural gas critical inputs.
- Hog farms can often be found at the end of a power supply line experiencing a large fluctuation of voltage that has a negative impact on our life saving air controllers and alarm systems.
- Manitoba Hydro rate increases directly raise operating costs for barns and feed mills, as well as processing plants.
- Energy costs are a major concern for competitiveness against other provinces and U.S. producers.
- Rate increases across any levels will have an impact integrated supply chain. Hog and feed production have an annual electrical spend of ~\$4.3M GSS (small) and GSM (medium) and GSL (large) and Brandon, having an electrical spend of ~\$5.3M GSL (large)

## **Market Volatility & Global Trade Risks**

- Pork prices fluctuate due to global demand, trade agreements, and consumer trends.
- Manitoba exports to 25+ countries—any disruption (disease or trade barriers) impacts profitability.

# The Electricity Cost Barrier – Canada Packers

**Our vision is to be the global leader in sustainable pork — reducing our carbon footprint and moving away from fossil fuels.**

- To achieve this, we plan to electrify our operations wherever possible, from heating systems to processing facilities.
- However, rising electricity rates create a significant barrier—making it harder to invest in clean energy and meet sustainability commitments.
- Raising input costs will impact the rate at which all producers can deploy capital, weakening any advantages we have against our competitors in the US and abroad.
- Competition in global pork markets creates many challenges for Canadian companies located in Manitoba. One of the few advantages of being in Manitoba has historically been related to rates for electricity.
- We operate in a commodity-based market where cost increases are not able to be fully passed on. Hog prices fluctuate due to global trade and disease risks, while input costs remain high.
- Producers have endured multiple years of low margins, making cost control critical for survival

# Our Opportunity - Great Potential for Growth

A made in Manitoba solution for a global demand –  
**Proudly raised; Responsibly made.**

- Leverage Manitoba's strong agricultural base to expand hog production sustainably.
- Increase value-added processing at Brandon plant to capture more global market share.
- Grow exports to high-value markets like Japan, South Korea, and the U.S., building on Manitoba's reputation for quality pork.
- Invest in innovation and energy efficiency to reduce costs and strengthen competitiveness in a changing regulatory and economic environment such as electrification of heating equipment during new builds, adoption of ECM variable speed motors and chill cooler improvements.
- With the right conditions—including stable energy rates—Manitoba's hog industry can continue driving jobs, exports, and economic growth



**THANK YOU!**