



DOING WHAT WE LOVE FOR OVER A CENTURY



NOVEMBER 17, 2023



FRS. LECLERC Manufacturier de Biscuit

LECLERC FOODS

WHO WE ARE...



1905



1917



1935



1958



1972



1980



1992



2003



A FAMILY BUSINESS ESTABLISHED SINCE 1905

It all started in 1905, in a small room in the back of François Leclerc's home in Quebec City, Canada.

He probably never dreamed that 118 years later, a highly motivated team with a passion for constant improvement would be following in his footsteps to bring customers the best products on the market.



THE SECRET OF OUR SUCCESS

118
YEARS
IN THE
MAKING



4 000 000 000
bars per year



2 721 605 kg
of crackers per year



21 364 050 kg
of cookies per year



800 skus
for over 50 customers worldwide



1 800 000 ft²
of production and warehousing area

THE LECLERC VALUES

INNOVATION

At Leclerc, we strive to work with our customers and suppliers to stay ahead of the trends of today's ever-changing consumer.

COMMITMENT

Our commitment is the cornerstone of our success. Holding ourselves accountable to an exceptionally high standard motivates us to go above and beyond everyday!

RESPECT

Treating our customers, suppliers and partners with the utmost respect. It's a core value that plays out day after day among managers and employees whose steadfast commitment has ensured the success of our partnerships for five generations.

AUTHENTICITY

Our lifelong commitment to our craft. We are proud to meet this core value and it's reflected in the daily actions of every team member.

ENJOYMENT

Making tasty treats is not a job, but a true passion. A passion passed on by managers who get down to work every day alongside their employees. It is also no coincidence that our products are so delicious. The mission of our collaborators is to produce perfect bites of pure pleasure. And because they truly have their hearts at work, they do it with pleasure.





8 STATE-OF-THE-ART FACILITIES



Our cookies & snack bars are made with care in Canada and the United States.

We manufacture **private label & branded products** across **North America**, meeting the highest standards in food safety.

BRCS*

Food Safety

CERTIFICATED



GFSI
Global Food Safety Initiative

ST-AUGUSTIN (QC)

HEAD OFFICE (QC)

HAWKESBURY (ON)

CORNWALL (ON)

MONTGOMERY (PA)

KINGSPORT (TN)





FACILITIES - CANADA



ST-AUGUSTIN-DE-DESMAURES (QUÉBEC)

Production of:

- Fruit filled cereal bars
- Cream sandwich cookies
- Chocolate coated cookies
- Sugar wafers
- Plain cookies
- Chewy and coated granola bars



ST-AUGUSTIN-DE-DESMAURES (QUÉBEC)

Production of:

- Chewy/coated granola bars
- Nougat bars
- Chocolate molded cookies
- Nut bars
- Gluten Free bars



HAWKESBURY (ONTARIO)

Production of:

- Wire-cut cookies
- Muffin bars
- Crunchy granola bars
- Fruit filled cereal bars
- Co-extruded cookies



CORNWALL (ONTARIO)

Production of:

- Chewy granola bars
- Fruit filled cereal bars



BROCKVILLE (ONTARIO)

Production of:

- Chewy granola bars
- Mini Cookies





FACILITIES - USA



**KINGSPORT 1
(TENNESSEE)**

Production of:

- Granola bars
- Plain Cookies
- Crackers
- Fruit filled cereal bars
- Breakfast biscuits



**KINGSPORT 2
(TENNESSEE)**

Production of:

- Nut bars
- Protein bars
- Date bars



**MONTGOMERY
(PENNSYLVANIA)**

Production of:

- Snacking crackers
- Chewy bars
- Coated bars
- Trail mix bars
- Snacking and mini-sandwich crackers
- Fiber bars



SAFETY

Our president is adamant that we have a safe working environment in all our facilities to keep our products safe and our employees safe.

OTHER TECHNOLOGIES USED

- ✓ X-rays and metal detectors
- ✓ In-line magnets and filters for ingredients
- ✓ In line scales for products
- ✓ Physico-chemistry and microbiology laboratories

OUR PRODUCTS

BROCKVILLE PLANT



CHEWY BARS



DIPPED BARS



PLAIN COOKIES



WIRE-CUT COOKIES



OUR WAY OF WORKING

BROCKVILLE PLANT

#1 DEVELOPING THE FULL POTENTIAL

Following the approach to excellence, we want to give the opportunity to our operational teams to **develop their full potential** with sustained support

#2

EMPOWERING

We also want to create a culture with a strong feeling of ownership, empowerment, and autonomy in improving our operations.

#3

GENERATING OPERATIONAL GAINS

At the end, by **increasing the proactive management time** of all teams, we will reduce variances and emergencies, which will generate financial gains. This will help to **increase the level of accomplishment (or fun at work)**.

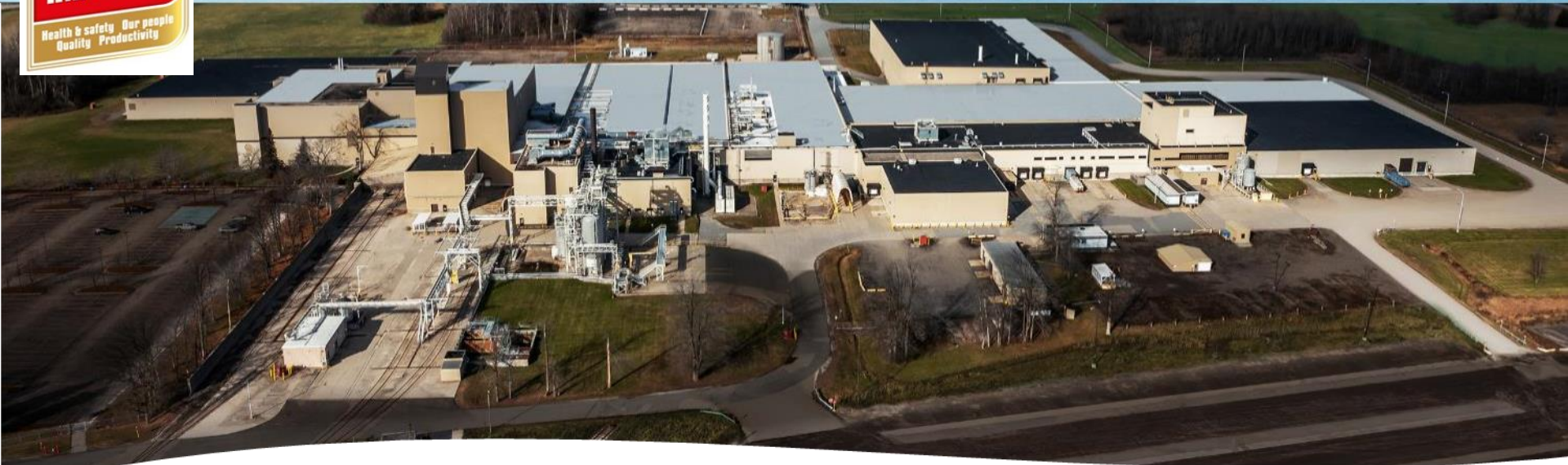


Operational Excellence



2022 - ACQUISITION OF A 790,197 SQUARE-FOOT PRODUCTION PLANT IN BROCKVILLE, ONTARIO





- ✓ Brockville offers a strategic location within North America, near US customs and our other Leclerc plants in Canada and the USA. This new facility will allow us to continue to grow our operations in full expansion.
- ✓ Resulting from an investment of more than one hundred million dollars over five years (including production equipment), this latest addition in Ontario will generate over two hundred new jobs over a five-year period.
- ✓ In terms of production volume, this plant will be Leclerc's largest facility, which will promote the development of new markets and new product and category development.





WHAT HAS BEEN ACCOMPLISHED IN THE LAST YEAR PLUS?

- ✓ Internal dedicated Team focusing on Training & Onboarding Plan;
- ✓ Built a Strong local Team of 200 employees;
- ✓ More than 441 days without Recordable;
- ✓ Installed 4 state-of-the-art Productions Lines;
- ✓ Operate on 6/24 Scheduled;
- ✓ Leclerc Systems implemented: SAP / MES / POKA;
- ✓ BRC9 AA Certified;
- ✓ Family Day for our Employees and Grand Opening for our Partners;





CHALLENGES, OPPORTUNITIES / FUTURE PLANS?

- ✓ Zero injury culture “we are proud to be safe”;
- ✓ Knowledge management of resources and promote retention;
- ✓ Manage the Growth based on our 4 Pillars;
- ✓ Increase capacity by adding 2 news production lines;
- ✓ Invest into a Fully Automatic Warehouse;
- ✓ Implementation of Leclerc AMSPro²;
- ✓ Main focus is consolidated, simplify & stabilize;
- ✓ Always deliver to our Customers the Best Quality Products.





WORKING IN & PARTNERING WITH THE COMMUNITY:

- ✓ \$ 30 Mn Contracts with Local Supplier and Vendors since January 2022.
- ✓ Partnering with Local Employment Agency for Recruiting & Services.
- ✓ Present for Food Drive, Donations to Brockville Food Banks & Schools, Santa Clause Parade, Fire Truck Pull.





THANK YOU!