



# 2025 Annual Report

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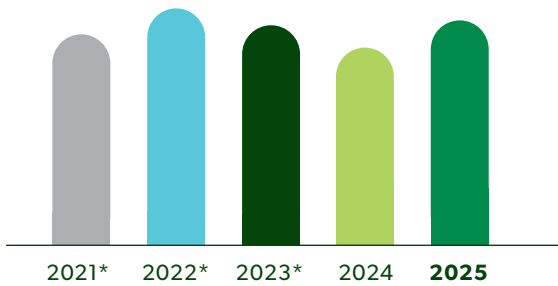


# Highlights

## Revenues

(in billions of dollars)

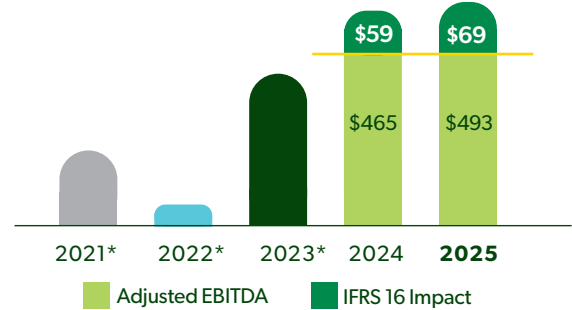
\$7.93 \$8.43 \$8.34 \$7.83 **\$8.39**



## Adjusted Earnings Before Interest, Taxes, and Amortization

(in millions of dollars)

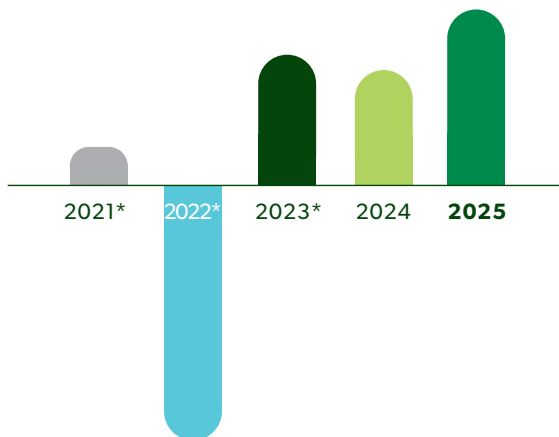
\$159 \$30 \$338 \$524 **\$562**



## Earnings (loss) before patronage refunds, income taxes and discontinued operations

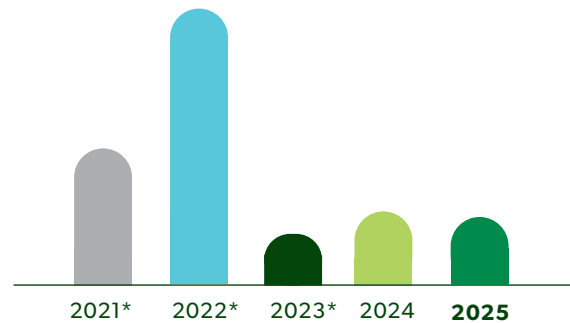
(in millions of dollars)

\$43 (\$289) \$147 \$129 **\$212**



## Debt/EBITDA Ratio

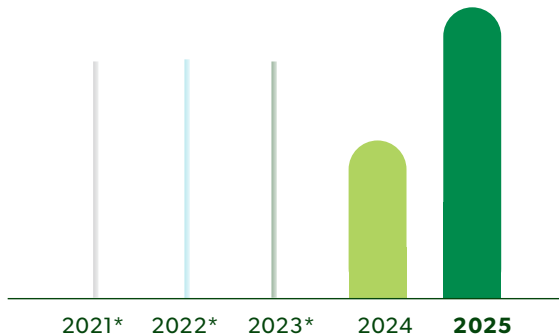
4.45 8.16 1.53 1.89 **1.88**



## Patronage refunds

(in millions of dollars)

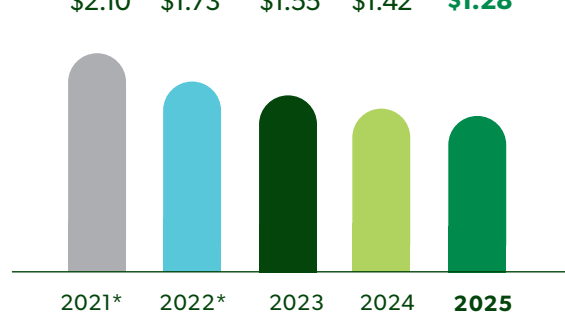
\$- \$- \$- \$17.8 **\$32.2**



## Preferred shares and equity of the Cooperative

(in billions of dollars)

\$2.10 \$1.73 \$1.55 \$1.42 **\$1.28**



\*Years marked with an asterisk are based on ASPE. The other years correspond to IFRS standards.  
IFRS: International Financial Reporting Standards  
ASPE: Accounting Standards for Private Enterprises

# 2025

(In thousands of dollars)

**\$8,391,729**

Revenues

---

**\$562,275**

Adjusted EBITDA

---

**\$211,890**

Earnings from continuing operations before patronage refunds and income taxes

---

**\$32,163 \$**

Patronage refunds

---

**\$141,543**

Net earnings for the year

---

**\$4,288,209**

Total assets

---

**\$1,182,349**

Long-term debt and lease liabilities, including current portion

---

**\$1,280,099**

Preferred shares and equity of the Cooperative

---

**14 747**

Number of employees

---

# Board of Directors



**Richard Ferland, ASC**  
President

**David Mercier, ASC**  
Vice-President

**Jean Bissonnette, ASC**  
Vice-President

**Cathy Fraser**  
Director

**Adrien Pitre, ASC**  
Director

\* **Marc-André Roy, ASC**  
Director

**Patrick Soucy**  
Director

\* **Normand Lapointe**  
Director

**Sophie Gendron**  
Director

\* **Lucie Boies**  
Director

\* **Guy Labrecque**  
Director

\* **Jeannine Chartrand**  
Director

**Alain Laflamme**  
Director

**Marie-Pier Béliveau**  
Director

**Jean-Philippe Côté**  
Director

\* **François R. Roy, ASC**  
Guest director

**Paule Têtu**  
Guest director

\* Audit Committee Members

Our President  
**Richard Ferland**



## President's message

Richard Ferland

### A standout year for a network at its strongest

Once again this year, Sollio Cooperative Group showed just how strong our model is and how powerful our network can be, delivering outstanding financial results while solidifying the foundations for our future.

This performance builds on the turnaround set in motion over the past few years. This success is driven by the strength of our cooperative, not favourable market conditions. We laid solid foundations through ongoing efforts to tighten operations, notch efficiency gains and optimize our asset portfolio, while revisiting our financing structure. We are positioned to train our sights back on growth projects, such as building Olymel's integrated plant in Trois-Rivières.

This success also speaks to the sheer quality and staying power of our leaders and to a highly engaged Board that draws on deep experience and a cohesive spirit to fuel informed discussions and decision-making.

But the figures only tell part of the story: our cooperative network has strengthened its finances and relationships. Our cooperative presidents are quick to share ideas on improving our business models and governance structure, reflecting the trust and openness that prevail across the network.

This synergy brings our wholesale and retail operations closer together, enhances governance and supports making high-impact decisions that demand a bold entrepreneurial approach and create long-term value.

Staying true to this collaborative spirit, we embarked on a wide-ranging review of the future of agriculture and our network. We adopted four strategic areas of focus for this collective review of our role and positioning in a rapidly transforming agricultural landscape.

Three areas of focus are now complete: the robustness of the network and member role definitions, talent availability and succession planning, and the strengths and weaknesses of our commercial offerings. Progress is being made on our fourth area of focus: optimizing the network's asset portfolio. Discussions have been candid and constructive. Our collective thinking initiative is being rolled out with due care and aims to find the best possible solution.

This has also prompted our governance to evolve to meet the challenges of tomorrow. Our governance is anchored by democratic structures, strong cooperative values and highly engaged leaders chosen from our regional cooperatives. And because Sollio's board members are appointed from our regional cooperatives, they understand our real-world conditions. Composed of members hailing from across the network, this pool of talent plays an invaluable role in succession planning and maintaining our leadership strength.

As part of the United Nations International Year of the Woman Farmer, I'm pleased to tell you that our efforts in recent years mean our network has decisively embraced women-led governance. Women are taking on ever-larger roles in our decision-making bodies. They are committed and ready to take on tomorrow's challenges. This shift is occurring naturally and strengthens our governance by making it more diverse and more representative of current-day agricultural realities.

Over the past year, we actively contributed to developing the Politique bioalimentaire 2025-2035 launched by the Québec government. Our role was to make sure the policy supports prosperity in the agri-food industry, while helping meet sectoral challenges. Producers are expected to be the policy's primary focus.

This process also helped strengthen ties with key partners, including the Ministère de l'Agriculture, des Pêcheries et de l'Alimentation, the Union des producteurs agricoles and processors. In an industry facing many challenges, partnership and dialogue are essential. An empty-chair policy is not an option.

Turning now to international relations, the Chief Executive Officer of Sollio Cooperative Group and I accompanied Olymel's teams on a mission to Japan. There, I saw firsthand how much customers appreciate the consistent quality of our pork and their strong recognition of the Canadian model. Canada has real strengths; we're recognized for our economic and banking model, our stable democracy and our agricultural and sustainability models.

Olymel pork is renowned for being a reliable, outstanding product, and this recognition reflects our producers' expertise and the value added created by our cooperative hog sector. Our international profile is a source of pride, while admirably embodying our mission to feed the world.

In closing, our cooperative is charting a confident but prudent course for the future. Many challenges remain ahead and call for continued vigilance. One need only think of today's uncertain geopolitical environment, climate change and the rise of artificial intelligence that will accelerate innovation across all sectors, prompting further consolidation and transformations in the agricultural world. The solid foundations our cooperative has established in recent years stand us in good stead to meet these many challenges.

I extend my heartfelt thanks to my colleagues on the Board for their trust, engagement, steadfast support, intellectual curiosity and keen insight.

Speaking personally and on behalf of the Board, I would also like to express my gratitude to Pascal Houle, our Chief Executive Officer, his teams and all our employees for their unflagging efforts and the outstanding results they continue to deliver.

Lastly, a very special thank-you to all our cooperative network members. Together, let's keep elevating our cooperative model and building a prosperous future for the generations to come, united by our shared goal of creating lasting value for all members to enjoy.

# Management Committee



**Pascal Houle, CPA**  
Chief Executive Officer

**Alexandre St-Jacques Burke, FRM**  
Chief Financial Officer

**M<sup>e</sup> Josée Létourneau, ASC**  
General Secretary  
Legal Affairs

**Casper Kaastra**  
Executive Vice-President  
Chief Executive Officer of  
Sollio Agriculture

**Yanick Gervais, MTax, FCPA**  
President and Chief  
Executive Officer of Olymel

**Alexandre Lefebvre, MBA**  
Executive Vice-President  
Chief Executive Officer of BMR

**Stéphane Forget, MBA, ASC**  
Senior Vice-President,  
Public Affairs, Cooperation  
& Corporate Responsibility

**Saad Chafki**  
Senior Vice-President,  
Information Technology

**Marc Gauthier, MBA, CRHA**  
Senior Vice-President,  
Human resources

Our Chief Executive Officer  
**Pascal Houle, CPA**



## A message from the Chief Executive Officer

Pascal Houle

### Building momentum on solid foundations

Over the past few years, Sollio Cooperative Group has adopted a three-pronged approach grounded in discipline, focused execution and strengthening our fundamentals as the centrepiece of our strategy. That consistency has shaped how we decide, invest and act: by sharpening our priorities and focusing our efforts where value creation is strongest. Fiscal 2024–2025 came in right on track, confirming the strength of our progress to date.

In the fiscal year ended October 25, 2025, we reached a major milestone, finally exiting turnaround mode to focus on bolstering our fundamentals. Our efforts over the past few years are now yielding tangible results. We have focused on execution consistency, quality decision-making and creating long-lasting value across the network. The Cooperative, now better aligned, more robust and more agile, remains true to our mission despite economic and competitive headwinds.

Sollio Cooperative Group ended fiscal 2024–2025 in a stronger financial position. Consolidated sales totalled \$8.4 billion, whereas earnings before patronage refunds and income taxes amounted to \$211.9 million, compared with \$7.8 billion and \$129.5 million, respectively, in fiscal 2024. This growth reflects a combination of higher market prices and volumes, particularly at Sollio Food and Sollio Agriculture, along with an overall improvement in operational performance.

#### Contributions by division

Over the past fiscal year, our three divisions contributed significantly to Sollio Cooperative Group's overall performance.

Sollio Food contributed \$291.1 million to revenue growth through higher selling prices across most product categories, with a significant impact on fresh pork and poultry. The Division reported earnings before patronage refunds and income taxes, including corporate expenses, of \$158.2 million, up \$68.9 million compared with fiscal 2024. This growth was even more impactful in light of the specific circumstances the Division had to contend with, including a fire at a poultry processing plant and the tariffs imposed by China.

Performance was largely driven by the fresh poultry and pork production segments, buoyed by favourable market conditions. Growth was also supported by higher fresh pork sales volumes, fuelled by rising exports of chilled products to Asia and sales opportunities for certain cuts in North America.

Sollio Agriculture recorded a \$255.2 million rise in revenues, resulting from the strong performance of its crop operations, which saw higher prices and volumes across all product categories. The Division posted earnings before patronage refunds and income taxes of \$54.2 million, compared with \$31.4 million in fiscal 2024. This growth arose from improved operational performance across all sectors, as well as strategic logistics and procurement initiatives, spurring expansion in our wholesale fertilizer distribution business outside Québec. These actions helped strengthen our product offering to partners and our presence across Canada.

Lastly, Sollio Retail generated revenue growth of \$18.1 million and earnings before patronage refunds and income taxes of \$28.4 million, up slightly from the prior fiscal year. Division performance stood out for highly disciplined execution and a product offering that met the moment amid an economic environment marked by persistent pressure on non-essential household spending. This improvement was driven by an expanding customer base, driven in part by onboarding new vendors and the results of flagship projects designed to keep prices competitive and lift sales volumes.

These results speak to strong execution at each division, despite an ever-changing market environment. We adopted a deliberately prudent approach, with a clear goal: delivering sustainable, resilient performance. The headway we made in operational excellence, doing things better, more simply and more efficiently, helped deliver more predictable results and strengthen our ability to perform year in and year out.

## Agility, innovation and accountability

Over and above our solid financial results, we also sharpened our organizational and operational agility. With a keen eye for market signals and member needs, we adjusted how we work while preserving the discipline Sollio Cooperative Group is known for. With this flexibility, we have the leeway to begin reinvesting while holding the line on disciplined management.

Against this backdrop, we focused on high-value initiatives to support our performance and competitive position. The \$142 million investment in the La Fernandière plant in Trois-Rivières and the launch of the *AI Accelerator* program are tangible examples of this approach, supporting value creation across the Cooperative while equipping us with tools to drive efficiency gains and strengthen our capability to harness AI to spark innovation.

At the same time, our commitment to social and cooperative responsibility remains a priority. We are focused on our environmental goal of a 25% reduction in Scope 1 and 2 greenhouse gas emissions by 2030. We also continue to invest in employee development, leadership and well-being, fully aware that people are the key to our organization's success and future.

Our work with the cooperative network, particularly through the Future Committees, enhanced our understanding of the issues facing the industry and confirmed the importance of this dialogue in informing our strategic directions. This work will strengthen our service offering and help ensure the next generation is ready to step up.

## Fiscal 2026: Driving momentum and taking growth to the next level

Fiscal 2026 marks a turning point for the organization. We are transitioning from strengthening fundamentals toward development. This new stage will leverage strong financial and operational foundations: an optimized financing structure, targeted reinvestments and stronger performance mechanisms.

We are on track to exceed our \$500 million EBITDA target on a comparable historical basis, marking a major milestone in an ambitious and mature transformation.

In the same vein, we will launch a new strategic plan in the coming months to build on the gains of recent years and position Sollio Cooperative Group to pursue our next goals: strengthen our presence in priority markets, develop product offerings that are a better fit for members and partners, and step up the momentum of sustainable, responsible performance.

## Working for our people

We can be proud of our track record, commitment and expertise. We work for our people: our members, our regions and our communities. Our success is clearly driven by the discipline, vigilance and the strength of our cooperative model. This solidarity, born of our values, will continue to underpin our growth and our impact.

In closing, I would like to extend my sincere thanks to the members of Sollio Cooperative Group's Board of Directors, including our President, Richard Ferland, for their unwavering support. Many thanks to the elected representatives and managers of the cooperatives across our network for their solidarity and trust over the years. My gratitude as well to our business partners, who are essential to our success.

Last but not least, I extend my heartfelt thanks to my fellow Executive Committee members and our division heads for their leadership, vision and collaborative spirit in challenging circumstances. I conclude with a special thought for all Sollio Cooperative Group and division employees: thank you for your engagement, which is so essential to fulfilling our mission and objectives.



## Casper Kaastra

Executive Vice-President and Chief Executive Officer

### HIGHLIGHTS OF THE YEAR

- Sollio Agriculture achieved a record year on many fronts in fiscal 2024–2025
- Sales of \$2.560 billion
- Outstanding consolidated input sales volumes across our various networks

**Sollio Agriculture achieved a record year in fiscal 2024–2025. Despite a challenging market environment, Sollio Agriculture outperformed its targets. Sales totalled \$2.560 billion, up 11% from the previous fiscal year. This growth was driven by a favourable combination of price conditions and disciplined execution of marketing strategies across our various networks.**

This strong performance highlighted how we deliver sustainable value for farmers and continue to strengthen our leadership in Canada's agricultural industry.

The significant growth in earnings before patronage refunds and income taxes was driven by great results across nearly all the business segments of our various networks nationwide. Strategic procurement and operational efficiency initiatives spurred growth in volumes and, in turn, market share, bolstering our competitive position. Our joint ventures contributed significantly, exceeding expectations in every region. We saw a major performance boost from our livestock production regional partnerships in Québec, alongside great momentum in the Atlantic provinces.

### Sector review

#### Livestock production

Livestock production posted positive results across the country, driven largely by favourable procurement strategies and standout performance in the poultry sector, which continues to gain ground.

In Québec, our annual results exceeded expectations, reflecting a sharp year-over-year increase. In particular, this growth was driven by strong performance from our hatcheries and breeding farms.

Overall animal feed volumes were nonetheless down from the previous year, mainly in the hog sector, but also because of higher on-farm feed manufacturing, particularly for ruminants and broiler chickens. Conversely, hatchery and breeding farm volumes were up, owing in part to the integration of Entreprise Couvoir Côté, which has improved our production capacity, operating efficiency and product mix quality in the poultry sector.

In Western Canada, volumes are stable and margins are trending positively. However, volume growth in the hog sector did not fully offset declines in the dairy and ruminant sectors. Revenues were also higher in this region, fuelled mainly by grain merchandizing and rising sales linked to exclusive hog feed additives.

In Atlantic Canada, the execution of strategic initiatives for the region are, spurring better-than-expected performance. These adjustments helped secure higher returns, stronger position gains and tighter control over operating costs. Volume growth arose primarily from the poultry sector, particularly broiler chickens, reflecting the sales team's push to carve out a higher market share in this segment. Bagged feed volumes were up, with dairy sector market share on the rise. At the same time, an operational efficiency and asset reinvestment strategy was deployed this year with the objective to enhance the client experience in this region.

#### Crop production

Crop production was a key growth driver nationwide over the past year, despite variable weather conditions from region to region.

In particular, this resulted from an unprecedented year in fertilizer sales, marked by record volumes and higher selling prices. Despite significant market volatility and delayed purchasing at the farm-level, our crop production operations performed very well. Bolstered by a solid competitive position, our outlook remains favourable for ongoing development of market opportunities.

In Québec, despite a rainy spring and drought conditions during the summer, we maintained our market share, with stable volumes and competitive prices. Biostimulants were up, while crop protection products retained their market share. After three years of continued representations to the federal government, the final reimbursement of tariff payments levied in 2022 on Russian fertilizers were received and redistributed to impacted networks and farmers in Eastern Canada. In Ontario and the Atlantic provinces, weather conditions supported business performance, including increased demand for crop protection products and higher overall volumes in the sector. The majority of our joint-venture retailers also posted very favourable results, with higher fertilizer volumes resulting from conditions conducive to corn and winter wheat seeding.

In Western Canada, performance exceeded expectations, particularly by leveraging our Canada-wide network, with strategic fertilizer procurement for clients in the region. This initiative helped ensure product availability at competitive values, which resulted in expanded market share and increased sales volumes. Contribution from retail joint ventures also contributed significantly to record results in this region.

Wholesale activities through Agrico delivered very strong results, with higher volumes and margins, particularly in fertilizer products. The crop protection sector also posted outstanding performance owing to strategic distribution agreements entered into during the year.

Growth in our seed business through our Maizex subsidiary continued unabated, with higher sales year over year. Corn delivered strong volumes, up sharply nationwide, led by a marked increase in Western Canada. Soybean sales were up overall, with Ontario and the Atlantic provinces notching major gains. Forage seeds also turned in outstanding results, particularly in Québec, underscoring the robust growth outlook for this product portfolio.

With regard to grain merchandizing, 2025 marked the first year under Québec's new operating model, through which Sollio Agriculture is now embedded in the grain value chain alongside the cooperatives to support merchandizing efforts with major customers. The new model helped minimize our exposure to commodity price volatility while keeping consumption markets open for the province's grain farmers.

## A clear-cut strategy with well-aligned priorities

Our exceptional results were fuelled by disciplined execution of our strategic plan and our relentless focus on operational excellence in every business unit. Our priorities remain firmly anchored to the pillars of our business plan, which guide every decision and initiative we take, ensuring sustainable value creation for our members and partners.

During the year, this approach translated into a number of flagship achievements. We continued to strengthen our product mix by expanding product lines and deepening our collaboration with strategic suppliers. We secured better supply terms and strengthened the group's position by pooling volumes. At the same time, we made divestments where we needed to, to refocus capital spending in areas that deliver high value to farms and are directly tied to our core business.

Amid an uncertain global environment, we strengthened our contingency plans by diversifying suppliers and leveraging our extensive network of assets and partnerships, which enhanced our flexibility and ensured product availability on the farm. Lastly, we continued implementing our infrastructure reinvestment plan to modernize our assets and allow us to better meet the current and future needs of our members and customers. ▷

## Additional highlights for the year

We took great pride in achieving our *Bien au travail* – Level 2 certification, a testament to our commitment to employee health and wellness. We continued rolling out our corporate responsibility initiatives, particularly through progress in executing our decarbonization plan and adopting of a responsible procurement policy. We made ongoing progress with our plan to optimize and harmonize our systems and processes. We also accelerated work to harness technological advances in the AgConnexion digital platform and new in-field applications.

### A successful year, not just from a bottom-line perspective

Above all, this record year reflected a culture of execution, accountability and collaborative spirit that permeated our day-to-day endeavours. Improving Sollio Agriculture’s financial strength is a crucial step to set stage for our next growth phase.

In the coming year, amid rapid shifts and growing challenges in the agricultural sector, we will continue to focus on value-added initiatives for farmers. We are forging ahead with confidence to leverage our clear-sighted vision, strong balance sheet and enviable market position to seize on the opportunities ahead and plan how we will take our growth to the next level.

I extend my heartfelt thanks to all our employees for their invaluable engagement in bringing our performance to life. I would also like to thank Sollio Cooperative Group’s Chief Executive Officer Pascal Houle and the entire Board of Directors for their vision and unwavering support.

## Our distribution network





**Ferme M.B. Pelletier**  
Finalist  
Sollio Next Generation Award  
2025-2026



## Alexandre Lefebvre, MBA

Executive Vice-President and Chief Executive Officer

### HIGHLIGHTS OF THE YEAR

- Sales of \$968.2 million
- Better-than-expected results, despite volatile economic conditions
- New Québec and Ontario vendors actively recruited

**In 2025, BMR reported strong results, with \$968.2 million in sales. Despite an uncertain economic environment, BMR held its own, showing a proven ability to successfully navigate a number of daunting challenges.**

For the past two years, Canada's construction and renovation industry has been dealing with a highly volatile environment. Housing starts have fallen to an all-time low. Even with eight key interest rate cuts since June 2024, consumer confidence remains weak, amid trade tensions that have prompted many businesses to invest in the United States.

In 2025, housing starts saw a modest recovery, which unfolded unevenly across the country. With unemployment at a nine-year peak, outside the recent pandemic, distributors and retailers faced tougher competition, which forced them to adopt agile and innovative tactics to maintain their market share. Yet, the outlook for our sector still reflects favourable economic fundamentals over the long term.

While industry sales were generally lower, BMR's results exceeded expectations. Our strong performance was largely due to a slate of major strategic initiatives that made our organization more competitive and efficient. Through disciplined management and continuous improvement of operations, we strengthened our financial stability, made long-term investments in promising flagship projects, ramped up productivity and enhanced service quality for our customers. Lastly, BMR invested heavily in its vendor rebate programs to continue providing support in this challenging economic environment.

### Performance, profitability and growth

While holding the line on rigorous day-to-day operations management, the BMR team continued to roll out a number of initiatives set out in our *Destination 2028, Our Road to Success* strategic plan, aimed at improving performance and profitability across BMR.

BMR came out on top as the fastest-growing industry player thanks in no small part to aggressive strategic acquisitions by our vendors to execute on their commitment and vision for driving growth. More than 20 new vendors in Québec and Ontario joined the banner this year, attesting to the sheer appeal and staying power of our business model. This expansion strengthens our position in Eastern Canada.

BMR has taken another step by streamlining its product offering while picking up the pace of private label roll-outs network-wide. Drawing on our A.R.E.N.A. Alliance partnership, this strategy has entailed launching 500 new products to sustainably deliver a more appealing product offering and a stronger competitive position. In some product categories, our private labels now account for up to 40% of sales, an outstanding achievement fuelled by growing consumer buy-in. The announcement that BMR-brand paint would be back on the shelves in spring 2026 was met with enthusiasm, and this flagship project is clearly poised to meet customer and vendor expectations alike.

We have also begun integrating Lefebvre & Benoit. This major phase resulted in implementing operational and organizational synergies designed to fully harness the two organizations' complementary strengths. Integration will continue in 2026, as we look to deepen the way we collaborate in driving Group performance and growth.

With the support of Sollio Cooperative Group, we have launched artificial intelligence projects to unlock operational efficiency gains, fine-tune internal processes and support clearer, more agile decision-making. Our AI projects are laying the foundation for a sustainable digital transformation to spur network performance and create value for all of our vendors.

Lastly, we made a priority of advancing our PRO transition by implementing tangible initiatives aimed at better serving the needs of contractors and construction professionals. One such initiative consists in developing a “PRO” mobile app dedicated to professionals and a new PRO entrance and counter designed to enhance the in-store experience and accelerate the path to purchase. These innovations, unveiled at our Trade Show, will be rolled out in 2026, marking a bold step in strengthening our value proposition for this strategic customer base.

### Focus on corporate responsibility

BMR continued to implement the three-year corporate responsibility plan launched in 2024, which guides our environmental, social and governance actions across the network. Our progress included running an electric delivery truck pilot project and launching our new employer brand, “Building a Solid Future.” We also strengthened our responsible procurement policy and stepped up community support through more donations and sponsorships.

### Favourable outlook for 2026

As borrowing costs ease lower, and consumer and business confidence gradually picks up, the construction and renovation industry stands to bounce back in 2026. BMR is confident and laser-focused as it heads into the recovery. Bolstered by a strong network and financial position, and a clear-cut strategy, the organization has all the tools it needs to carve out a solid position. Grounded in the strength of our cooperative model and the commitment of our teams, BMR is a leader poised to drive the industry’s recovery and sustainable growth. This is a direct result of the wide range of initiatives implemented in recent years, our commitment to effectively serving and actively recruiting vendors, and our ability to adapt to economic cycles with agility.

I would like to thank our vendors and network cooperatives for making last year’s achievements possible. Many thanks, as well, to Sollio Cooperative Group’s Chief Executive Officer Pascal Houle. I extend my heartfelt thanks to all the members of our team for their outstanding commitment and accomplishments. Together, we are making BMR a large and successful organization.

### Our distribution network





**Yanick Gervais**, MTax, FCPA  
President and Chief Executive Officer

### HIGHLIGHTS OF THE YEAR

- Net sales of \$4.86 billion
- Net earnings significantly higher than expected despite a challenging environment
- Construction underway on the new integrated plant at Trois-Rivières

**In fiscal 2024–2025, Olymel recorded sales of nearly \$4.9 billion, with earnings before patronage refunds and income taxes rising \$78.8 million year over year to \$262.1 million and breaking the third-highest record in the organization’s history set a year earlier.**

Olymel’s ambitious vision and drive to innovate have proven the effectiveness of our business model. Though faced with various disruptions, the organization delivered a standout performance. The results for the past fiscal year reflect our ability to navigate market realities, create value and continue strengthening the organization for long-term success.

## Poultry sector

### Fresh poultry

The poultry sector’s performance was highly favourable compared with 2024, mainly due to the fresh poultry sector’s results. Higher selling prices and a good mix of value-added products improved the sector’s margin and profitability despite lower volumes. The fresh poultry market remains well-positioned, and Olymel intends to capitalize on the growing popularity of dark meat products, which reached record prices during the year.

### Processed poultry

The processed poultry sector’s results were constrained by a decline in volumes resulting from the fire at the Oakville plant in October 2024, even with co-manufacturers helping to bridge the production gap. On the upside, the additional costs of such joint arrangements were covered by the preliminary compensation received from the insurer.

The plant partially resumed operations in July 2025. We are making strides with a steady recovery that is putting this strategic facility on a promising path forward.

## Hog sector

**The hog sector was down from 2024 but saw higher net sales, and its overall results remain competitive.**

### Fresh pork and hog production

The fresh pork environment remains particularly challenging, prompting a continued focus on advancing our optimization initiatives. Two factors that weighed heavily on this sector during the fiscal year were higher supply costs and the additional tariffs imposed by China on Canadian pork.

Fortunately, the market diversification strategy we implemented in recent years has clearly paid off. Yet, the Chinese market remains essential for by-product valorization, despite the tariffs, prompting us to keep tabs on international trade discussions.

Offsetting these adverse factors were rigorous efforts to rein in operating costs, a favourable U.S. exchange rate and a positive volume effect for Olymel.

The hog production sector saw a banner year, with results significantly outperforming fiscal 2024, driven by strong selling prices, softer feed costs and a favourable exchange rate.

### **Processed pork**

While shy of last year's performance, processed pork sector results remain satisfactory. The difference resulted primarily from lower volumes and slimmer margins owing to procurement costs, as in the fresh pork sector. However, our mix of value-added products and a favourable exchange rate helped take the edge off.

### **Progress on key projects**

In addition to delivering solid results, the organization was able to complete flagship projects and advance a number of major construction projects in 2025.

The most significant event was undoubtedly the start of construction on our new integrated plant in Trois-Rivières, a \$142 million investment. Leveraging cutting-edge technology, artificial intelligence and automation, this project underscores our determination to innovate and stay ahead of the curve. This next-generation plant, which is scheduled to be operational in late spring 2026, will help streamline processes, expand production capacity and accelerate growth.

A series of other flagship projects also reached key milestones during the year. We continued to implement the enterprise resource planning (ERP) system, while a human resources information system (HRIS) roll-out helped manage our employees more efficiently. In addition, our logistics infrastructure was strengthened by the commissioning of our new Boucherville distribution centre, which can accommodate 28,000 pallets. This modern facility boosts our warehousing capacity, facilitates distribution to North American markets and drives operational efficiency gains. Together, these key initiatives support our business model and elevate the partner and customer experience.

We also invested heavily to fast-track automation across our plants, freeing our teams to focus on higher value-added work. This process transformation is helping to improve productivity and tighten security, while also spurring skills development within the organization.

Lastly, Olymel has embarked on a major transition to artificial intelligence, rolling out innovative projects to unlock the full potential of AI and sharpen decision-making. We successfully completed an initial project to automate fulfilment of recurring customer orders after over 30 years of handling them manually. The solution combines predictive models with complex business rules to improve volume accuracy, support more reliable decision-making and optimize truck loads. A number of other projects are already in motion and are slated for launch in the next year.

### **Upping our game: launching new products and a branding refresh**

In 2025, the Olymel brand was boldly refreshed in the marketplace. Sporting a more modern and more visible design, our brand is now positioned with the profile it deserves. We have introduced our new identity and are proud to see our products with the updated Olymel branding in an ever-growing number of points of sale. This branding refresh strategy is producing tangible results, with stronger product recognition and a brand that customers trust. ▷

Innovation was the driving force behind our endeavours throughout the year. We launched new products attuned to consumer trends and retailer expectations. The market for ready-to-cook products has seen outstanding growth, meeting rising consumer demand for convenient options. Introducing new cuts and recipes has raised the profile of pork, chicken and turkey products. For fresh pork, we launched the new Angel Craft brand for the Japanese market and added the well-known Nagano brand to our portfolio.

Our sales rose across Asian markets, including Japan, South Korea and Taiwan, while our value-added products carved out new markets in Canada.

We are pleased to see some Canadian customers enthusiastically embracing the “Buy Canadian” movement amid the current U.S. tensions. A number of retailers have expanded our shelf space, significantly strengthening our presence and footprint here at home.

### Preparing for a leadership transition

After 25 years with our wonderful organization, including 15 years at La Fernandière and 10 years at Olymel, I recently announced my decision to leave my current role in July. It has been a tremendous honour to lead a major Québec business that is recognized worldwide. Olymel will always hold a special place in my heart.

In my everyday work, I have brought steadfast commitment to the success of our organization for the employees who drive it, the producers who own it and the people we serve. I am proud of all we’ve accomplished and fully confident that under the leadership of our next CEO, Daniel Rivest, Olymel will scale new heights in its development journey.

Since its launch one year ago, the transition plan has been, and will continue to be, implemented in a structured manner to ensure continuity, stability and a highly efficient handover of responsibilities without disrupting the organization’s performance. With this in mind, I will remain engaged with Olymel over the next year, supporting management on specific initiatives or projects.

## Conclusion

Fiscal 2025 marked a turning point in Olymel’s journey. Our unwavering execution and clear priorities were evident in the results we delivered, the strides we made on key projects and the agility our teams showed in a demanding environment.

As we turn to the future, these achievements afford us a confident outlook. In 2026, we will double down with a renewed focus on operational excellence and continuous business optimization.

I extend my heartfelt thanks to all the teams for their commitment and dedication. Thank you to our partners, the Olymel Board and everyone who helps bring Olymel’s success to life. I would also like to thank Sollio Cooperative Group Chief Executive Officer Pascal Houle and Olymel Chair Richard Ferland for their support.

As Olymel celebrates its 35<sup>th</sup> anniversary in 2026, this milestone will be a unique opportunity to reflect on just how far we’ve come and continue pursuing our mission to feed the world with the same blend of passion and responsibility.

## Our brands





**Ferme Bec-O Lanctôt**  
**Finalist**  
**Sollio Next Generation Award**  
**2025-2026**



**Alexandre St-Jacques Burke, FRM**  
Chief Financial Officer

## Enhancing our agility and unlocking new possibilities

Building on years of sustained effort to streamline and strengthen our financial structure, Sollio Cooperative Group pressed on with its strategic priorities amid continued economic uncertainty and volatility, and generated adjusted earnings before interest, taxes, depreciation and amortization (EBITDA) of \$562.3 million.

During the fiscal year, we launched a series of flagship initiatives to improve our financial flexibility, execute on our strategic directions and develop our capability to capture opportunities in an ever-changing landscape.

One such initiative was the transition to International Financial Reporting Standards (IFRS) for the presentation of our consolidated financial statements. This transition will strengthen the Cooperative's financial credibility with investors, lenders and financial analysts, and open up more diverse sources of financing.

At the same time, our capital optimization approach came to fruition, including our first foray into the capital markets. Since the start of fiscal 2025, two senior unsecured bond issuances were carried out, while preferred investment shares were bought back in full shortly after our fiscal year-end. This new source of capital, drawing on a wider, more readily accessible investor base, will give us the means to reach our goals beyond 2026 with greater certainty.

### Market trends

In fiscal 2025 once again, we saw just how sensitive our business segments are to market conditions, amid macroeconomic and trade uncertainty caused, in particular, by persistent U.S. tariff threats and Chinese tariffs on Canadian exports. In accordance with our risk management strategy, the Cooperative used derivative financial instruments to cushion the impact of market-driven volatility on our results.

### Foreign exchange and interest rates

Throughout fiscal 2025, the U.S. dollar remained strong against its Canadian counterpart, with the median U.S. exchange rate up 2.9% from fiscal 2024. The fiscal year was marked by bouts of volatility, arising in part from changes in interest-rate expectations and uncertain trade relations. Meanwhile, the Japanese yen rose approximately 3.5% on an average annual basis against the Canadian dollar from fiscal 2024. These foreign exchange changes had a favourable impact on exports.

Fiscal 2025 was dominated by further policy rate cuts by the Bank of Canada, with its target rate dipping to 2.25% by the end of October 2025. Falling interest rates, coupled with reductions in the Cooperative's debt ratios, gradually eased pressure on financing costs.

### Commodity prices

In fiscal 2025, agricultural inputs generally settled into a more normalized range compared with fiscal 2023, even as volatility persisted. For reference, the average annual price of corn stood at approximately \$4.39 per bushel in fiscal 2025, up slightly from \$4.23 in fiscal 2024. This was still significantly lower than in fiscal 2023, when the average price was \$5.66. Overall, feed costs faced less pressure than during the 2022–2023 peak.

In the pork market, average annual cut-out prices climbed roughly 9% compared with fiscal 2024, positively impacting Sollio Food's selling prices and procurement costs and creating long-anticipated tailwinds for the hog sector. ▸



**Ferme Silvercrest**  
**Finalist**  
**Sollio Next Generation Award**  
**2025-2026**

## Chief Financial Officer

Alexandre St-Jacques Burke, FRM

### Domestic economic conditions

In fiscal 2025, Canadian and Québec economic growth was modest. Consumer spending continued, albeit more cautiously, with a tighter focus on basic necessities and value propositions. Elevated household debt and mortgage rates above 4% reined in renovation plans, notably hampering Sollio Retail's recovery.

### Review of key financial highlights for fiscal 2025

The Cooperative's consolidated sales totalled \$8.4 billion in fiscal 2025, up \$563.7 million or 7% from fiscal 2024. This growth was driven by sales gains across all divisions. Rising sales and expanding margins accelerated capital deployment into strategic initiatives, such as the Sollio Food plant in Trois-Rivières.

Even with increased investment-capital deployment, net financing costs totalled \$74.0 million for the period ended October 25, 2025, down \$1 million from \$75 million for the same period in 2024, despite the shift during the year from preferred investment shares to long-term debt. The decline resulted from a lower average cost of funds, owing to stronger debt ratios and Bank of Canada policy rate cuts.

Other income and expenses include the "Share of earnings of joint ventures," namely businesses over which Sollio Cooperative Group has joint control. This share amounted to \$80.4 million in 2025, compared with \$88.6 million in the previous fiscal year. The decrease resulted mainly from the consolidation of one joint arrangement within Olymel, which was accounted for under the equity method and had a significant share of earnings in 2024 related to a gain recognized.

### Consolidated statement of financial position

As at October 25, 2025, Sollio Cooperative group recorded total assets of \$4.3 billion, up \$128.6 million year over year. The growth resulted primarily from current assets, reflecting higher Sollio Agriculture inventory values driven by price gains and the timing of fertilizer deliveries. Non-current assets also rose \$47.8 million due to investments in property, plant and equipment and intangible assets, as well as to shares in earnings of equity-accounted investments that were up from a year earlier.

As at October 25, 2025, total debt, including the current portion, amounted to \$861.7 million, up \$42.9 million compared with as at October 26, 2024. This improvement resulted from an initial issuance of senior unsecured bonds with a notional amount of \$200 million, partially offset by the repayment of a subsidiary's term credit in May 2025.

In fiscal 2026, we intend to continue the work to strengthen our fundamentals that we began a few years ago. Drawing on more diverse sources of financing and decisive moves to strengthen our capital structure, the Cooperative has built greater flexibility to navigate the challenging economic environment. Together, these decisions have enhanced our ability to safeguard performance, develop our divisions and meet future needs with agility, whether through investments and innovation or by seizing growth opportunities, all while remaining true to our cooperative mission.



**Laitue St-Jacques**  
**Finalist**  
**Sollio Next Generation Award**  
**2025-2026**



# Risks and uncertainties

Sollio Cooperative Group operates in an environment that presents risks and uncertainties related to the nature of its operations, its business model, and the economic, regulatory and competitive environment.

## **Economic conditions and competition**

Sollio Cooperative Group operates in an environment characterized by economic volatility, inflation, changes in interest rates, currency and commodity price fluctuations, shipping costs, and competition. These factors can influence margins, sales volumes, business planning and investment decisions. Changes in policies and regulatory frameworks, including those governing certain markets in Canada, may also affect market predictability.

To overcome these challenges, Sollio relies on diversifying its operations, carefully gathering business and regulatory intelligence, optimizing operations, and building a deeper understanding of its markets. The Cooperative has discussions with authorities and various stakeholders to stay informed of the latest developments and help advance industry thought leadership.

## **Human resources**

The organization's ability to achieve its goals is dependent on workforce availability, stability and expertise. Staffing shortages, recruitment issues, strikes and the availability of foreign workers may impact certain operations.

Sollio Cooperative Group implements succession planning, skills development, knowledge transfer and targeted process automation initiatives. The Cooperative also promotes collaborative sharing of expertise and efforts across its divisions, sectors and cooperative network to maintain consistent practices.

## **Information technology and cybersecurity**

Greater reliance on information systems exposes Sollio to risks involving cybersecurity, technological disruptions and data protection. These risks can affect business continuity and stakeholder confidence. Oversight of such risks is provided through governance, monitoring and control mechanisms. In a market environment where rapidly changing technologies are shaping practices and expectations, the Cooperative uses technological tools to support productivity, decision-making and operational efficiency. The organization has also begun incorporating artificial intelligence applications as part of a structured plan.



The Cooperative identifies the key risks to which it is exposed, and those risks are monitored by management and the Board of Directors. While metrics are implemented to limit their impacts, certain risk factors may influence goal attainment by Sollio Cooperative Group.

### **Business continuity and supply chain**

Operations can be affected by supply chain disruptions, availability of inputs or external events. The Cooperative maintains long-term relationships with its suppliers, keeps close tabs on market conditions and diversifies its procurement sources to mitigate dependency risks.

It also builds responsible procurement practices into its processes, helping to strengthen supply chain resilience and creating consistency with its cooperative values.

### **Food safety and animal health**

Food safety and animal health incidents could give rise to operational, financial and reputational impacts for the organization. As a result, Sollio Cooperative Group applies recognized standards, maintains controls throughout the value chain and works with authorities and industry partners to prevent risks and limit their impacts.

### **Environment and climate change**

Climate change and pressure on natural resources may affect operations and procurement. The Cooperative has set greenhouse gas emission reduction targets and monitors its environmental actions to support operational resilience and meet stakeholder expectations.

### **Reputation**

Sollio's cooperative model is based on rigorous governance and ethical practices, which are essential to maintaining member trust and safeguarding the Cooperative's reputation. To this end, the organization offers ethics training, and educates its employees about, and provides them with means to report, conflicts of interest.



**Ferme de Ste-Victoire**  
Finalist  
Sollio Next Generation Award  
2025-2026

# Corporate and Cooperative Responsibility Report - Highlights

## 01

Rollout of our plan to reduce Scope 1 and 2 GHG emissions by 25% by 2030.

## 02

Completion of a climate profile and risk assessment for the organization as part of the Climate Change Adaptation Plan.

## 03

Implementation of several projects and initiatives contributing to employee well-being and health.

## 04

Achievement of the female representation target.

## 05

Eco-design of the expansion project at the La Fernandière installation.

View the Corporate and Cooperative Responsibility Report at:  
<https://sollio.coop/en/our-commitment>

## Affiliated Cooperatives

**Agiska Coopérative**  
Saint-Hyacinthe

**Agro Co-operative  
Assoc Ltd**  
Charlottetown  
(Île-du-Prince-Édouard)

**Antigonish Farm  
& Garden Co-op**  
Antigonish  
(Nouvelle-Écosse)

**Atlantic Co-operative  
Country Stores Moncton**  
(Nouveau-Brunswick)

**Avantis Coopérative**  
Sainte-Marie

**Citadelle, coopérative  
de producteurs de sirop  
d'érable**  
Plessisville

**Covris Coopérative**  
Baie-du-Février

**La Coop Dupuy et  
Sainte-Jeanne d'Arc**  
Dupuy

**Eastern Farmers  
Co-op Society**  
Mount Pearl (Terre-Neuve)

**Fermes du Nord  
Coopérative**  
Mont-Tremblant

**Filière porcine  
coopérative**  
Montréal

**La Coop Gracefield**  
Gracefield

**Magasin Co-op de  
Havre-aux-Maisons**  
Havre-aux-Maisons

**Co-op Home & Farm  
Supply Fredericton**  
(Nouveau-Brunswick)

**Kensington Co-operative  
Association Limited**  
Kensington  
(Île-du-Prince-Édouard)

**La Coop La Patrie**  
La Patrie

**Société coopérative de  
Lamèque Ltée**  
Lamèque  
(Nouveau-Brunswick)

**Nutrinor coopérative**  
Saint-Bruno-  
Lac-Saint-Jean

**Novago Coopérative**  
Joliette

**O'Leary Farmers  
Co-op Assn.**  
O'Leary  
(Île-du-Prince-Édouard)

**Magasin CO-OP de  
Plessisville**  
Plessisville

**Scotian Gold  
Co-operative Limited**  
Coldbrook  
(Nouvelle-Écosse)

**South Eastern Farmers  
Co-op**  
Moncton  
(Nouveau-Brunswick)

**La Coop Squatec**  
Squatec

**La Coop Saint-Adrien-  
d'Irlande**  
Saint-Adrien-d'Irlande

**La Fromagerie  
coopérative  
Saint-Albert inc.**  
Saint-Albert (Ontario)

**La Coop  
Saint-Côme-Linière**  
Saint-Côme-Linière

**La Coop Sainte-Justine**  
Sainte-Justine

**La Coop Sainte-Marthe**  
Sainte-Marthe

**Magasin CO-OP de  
Sainte-Perpétue**  
Sainte-Perpétue-de-L'Islet

**La Coop St-Fabien**  
Saint-Fabien

**La Coop Saint-Hubert**  
Saint-Hubert-de-  
Rivière-du-Loup

**La Coop Saint-Méthode**  
Adstock

**La Coop Saint-Pamphile**  
Saint-Pamphile

**La Coop Saint-Patrice**  
Saint-Patrice-de-Beaurivage

**Coopérative de  
Saint-Quentin Itée**  
Saint-Quentin  
(Nouveau-Brunswick)

**La Coop Saint-Ubalde**  
Saint-Ubalde

**Magasin CO-OP  
de Saint-Victor**  
Saint-Victor

**Section des marchands  
indépendants BMR**  
Montréal

**Section des producteurs  
de porc de l'ouest**  
Montréal

**Sussex & Studholm  
Agricultural Society No. 21**  
Sussex  
(Nouveau-Brunswick)

**Uniag Coopérative**  
Napierville

**Unoria Coopérative**  
Rimouski

**VIVACO  
groupe coopératif**  
Victoriaville

## Auxiliary Members

**Coop de services agricoles Le Partage Lotbinière**  
Lotbinière

**Coopérative des producteurs de pommes de terre de Péribonka-Ste-Marguerite-Marie**  
Péribonka

**Coopérative d'utilisation de matériel agricole des Basses-Laurentides**  
Mirabel

**Coopérative d'utilisation de matériel agricole de la Matapédia**  
Saint-Léon-le-Grand

**Coopérative d'utilisation de matériel agricole de la Rivière du Bic**  
Rimouski (Le Bic)

**Coopérative d'utilisation de matériel agricole de La Rocaille**  
Sainte-Hélène-de-Kamouraska

**Coopérative d'utilisation de matériel agricole de Laurierville**  
Laurierville

**Coopérative d'utilisation de matériel agricole de l'Érable**  
Plessisville

**Coopérative d'utilisation de matériel agricole de l'Érablière**  
Saint-Félix-de-Valois

**Coopérative d'utilisation de matériel agricole de l'Or Blanc**  
Saint-Georges-de-Windsor

**Coopérative d'utilisation de matériel agricole de Saint-Fabien**  
Saint-Fabien

**Coopérative d'utilisation de matériel agricole de St-Cyprien**  
Saint-Cyprien

**Coopérative d'utilisation de matériel agricole de Ste-Croix**  
Saint-Édouard-de-Lotbinière

**Coopérative d'utilisation de matériel agricole de St-Jean-de-Dieu**  
Saint-Jean-de-Dieu

**Coopérative d'utilisation de matériel agricole de Weedon**  
Weedon

**Coopérative d'utilisation de matériel agricole des Rivières**  
Sainte-Thècle

**Coopérative d'utilisation de matériel agricole du Coteau**  
Isle-Verte

**Coopérative d'utilisation de matériel agricole du Haut-Saint-Laurent**  
Saint-Anicet

**Coopérative d'utilisation de matériel agricole du Saguenay**  
Saguenay

**Coopérative d'utilisation de matériel agricole Estrie-Mont**  
Saint-Joachim-de-Shefford

**Coopérative d'utilisation de matériel agricole Franco-Agri**  
Sainte-Anne-de-Prescott (Ontario)

**Coopérative d'utilisation de matériel agricole Jeannoise**  
Saint-Gédéon

**Coopérative d'utilisation de matériel agricole l'Achigan**  
L'Épiphanie

**Coopérative d'utilisation de matériel agricole Lamy**  
Saint-Hubert

**Coopérative d'utilisation de matériel agricole Les Ressources**  
Yamachiche

**Coopérative d'utilisation de matériel agricole Petite Montagne**  
Saint-Joseph-de-Beauce

**Coopérative d'utilisation de matériel agricole Porte de la Beauce**  
Saint-Isidore

**Coopérative d'utilisation de matériel agricole Tournesol**  
Sainte-Marie

**Coopérative d'utilisation de matériel agricole de Bellechasse**  
Saint-Gervais

**Coopérative d'utilisation de matériel agricole de La Durantaye**  
La Durantaye

**Coopérative d'utilisation de matériel agricole de la Montagne du diable**  
Mont-Saint-Michel

**Coopérative d'utilisation de matériel agricole de la Petite-Nation et de la Lièvre**  
Plaisance

**Coopérative d'utilisation de matériel agricole de la région de l'Estrie**  
Coaticook

**Coopérative d'utilisation de matériel agricole de Leclercville**  
Leclercville

**Coopérative d'utilisation de matériel agricole de Matane**  
Saint-Luc

**Coopérative d'utilisation de matériel agricole de St-Éloi**  
Saint-Éloi

**Coopérative d'utilisation de matériel agricole Boréale**  
Saint-Isidore Hébertville

**Coopérative d'utilisation de matériel agricole Saint-Vallier**  
Saint-Vallier

**Coopérative d'utilisation de matériel agricole de St-Sylvere**  
Deschaillons

**Coopérative d'utilisation de matériel agricole des Aulnaies**  
Saint-Jean-Port-Joli

**Coopérative d'utilisation de matériel agricole du Haut du Lac**  
Normandin

**Coopérative d'utilisation de matériel agricole Duncan**  
Saint-Nazaire-d'Acton

**Coopérative d'utilisation de matériel agricole Kamouraska-Ouest**  
Rivière-Ouelle

**Coopérative d'utilisation de matériel agricole l'Oie Blanche**  
Saint-Pierre

**Coopérative d'utilisation de matériel agricole de Rouville**  
Carignan

**Coopérative d'utilisation de matériel agricole de la Horton**  
Saint-Michel-du-Squatec

**Coopérative d'utilisation de matériel agricole Les Rameaux de la Baie-des-Chaleurs**  
New Richmond

**Coopérative d'utilisation de matériel agricole des Hauts-reliefs**  
Saint-Adrien

**Coopérative d'utilisation de matériel agricole de St-Norbert**  
Saint-Norbert

**Coopérative d'utilisation de matériel agricole de Warwick**  
Warwick

**Coopérative d'utilisation de matériel agricole de Charlevoix**  
Saint-Urbain



 **Sollio**  
Cooperative Group