

2025
Ontario Pork Corporate Profile



ONTARIO PORK

Mitigating Risk for Future Possibilities



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Message from the Board Chair

As I reflect on the past year, it is striking how quickly it has passed and how much has unfolded in the ever-changing environment that demands constant attention. Ontario's pork sector has benefitted from a period of relative strength, driven by higher hog prices and steady demand. At the same time, the year has underscored why strong representation and effective advocacy remain essential to protecting and advancing our industry.

One of the Board's central responsibilities is to ensure that Ontario Pork is advocating effectively on behalf of all producers. Advocacy is not always visible, but it is constant. Over the past year, Ontario Pork leadership and staff have been meeting regularly with elected officials and senior government staff at both the provincial and federal levels. These conversations take place across a wide range of policy areas, from trade and risk management to transportation, energy, labour, animal care, and industry infrastructure. While outcomes in politics can never be guaranteed, experience shows that being at the table makes a real difference.

Producers cannot take on this work alone as they are focused on what they do best: producing high-quality pork. Ontario Pork exists to carry producers' voices forward, ensuring that their perspectives are heard, understood, and respected by decision-makers. The past year has reinforced the importance of this role, particularly as the industry faced heightened uncertainty related to trade disruptions and shifting global dynamics.

Trade and market access were defining issues throughout the year. The evolving U.S. tariff situation, retaliatory measures from other markets, and broader geopolitical volatility created real concern for producers. In response, the Board worked closely with staff as well as provincial and national partners to ensure governments understood the potential impacts on Ontario pork producers. This included commissioning economic analysis, engaging directly with ministers and officials, establishing the Tariff Impact Working Group, and advocating for timely and targeted support where existing programs fell short.

At the provincial level, the year also brought important progress. The Government of Ontario's announcement of an additional \$100 million investment in the Risk Management Program was a significant milestone. This outcome reflects years of sustained advocacy by Ontario Pork, working alongside commodity partners through the Ontario Agriculture Sustainability Coalition. Strengthening the RMP provides producers with greater stability and acknowledges the importance of the pork sector to Ontario's economy.

Alongside these immediate pressures, the Board devoted considerable time to looking ahead. Over the past year, the Board completed the development of Ontario Pork's new five-year strategic plan. This work was informed by extensive producer input, careful assessment of industry risks, and thoughtful discussion about where Ontario Pork can deliver the greatest value. The plan provides a clear framework to guide priorities across advocacy, producer engagement, producer services, promotion, and research and innovation, while maintaining the flexibility needed in an uncertain operating environment.

The strength of the pork sector is also closely tied to consumer confidence and domestic demand. The Board has been encouraged by continued efforts to engage consumers and promote Ontario pork through retail partnerships, public events, and educational outreach.

None of this work happens in isolation. I want to thank my fellow Board members for their time, knowledge, and commitment throughout the year. I also want to recognize the Ontario Pork team for their professionalism and responsiveness in carrying out the Board's direction in a fast-moving environment. Most importantly, I want to thank Ontario pork producers for their engagement, feedback, and willingness to share their perspectives. Your input strengthens our decisions and keeps our work grounded in on-farm realities.

The path forward will continue to bring challenges, from global market uncertainty to domestic policy pressures. However, with strong representation, informed advocacy, and an engaged producer community, I am confident that Ontario's pork sector is well positioned to meet what lies ahead.

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Tara Terpstra, Chair



Message from the Executive Director

Ontario Pork exists to represent the interests of pork producers across the province and address industry risks collectively. Our work is shaped by the realities producers face and by a shared expectation that the organization remain focused, practical, and effective. Our efforts are guided by a simple principle: the work we undertake must deliver real value to producers.

Over the past year, the team has been focused on representing producers' interests, responding to emerging issues, and advancing work that supports the Ontario pork sector. This work reflects a consistent emphasis on ensuring resources are applied where they can make the greatest difference.

A significant focus in the past year has been supporting the Board of Directors through the development of a new five-year strategic plan. The Board's work has set clear priorities for the organization, informed by producer input and a careful assessment of industry risks. With the strategy now in place, staff are focused on implementation, developing a business plan with tactics that translate the Board's priorities into clear actions. This operational focus will be critical as the industry navigates a complex and unpredictable operating environment.

Advocacy and government relations remain central to Ontario Pork's work, particularly as the industry operates in a rapidly changing environment. Producer feedback continues to emphasize the importance of strong, credible representation at both the provincial and federal levels. Over the past year, the team has invested significant effort in building relationships with decision-makers and advancing producer perspectives on issues such as trade, market access, and risk management. This work is grounded in practical, evidence-based information that reflects the economic realities of pork production and responds to broader pressures facing the sector, including global market conditions, regulatory requirements, animal health risks, and evolving public expectations.

Connecting the industry and supporting informed dialogue is another important part of this work. The launch of the Ontario Swine Conference, bringing together the London Swine Conference and the Ontario Pork Annual General Meeting, reflects a deliberate effort to strengthen collaboration and create a shared space for learning, discussion, and engagement across the pork value chain.

Ontario Pork has continued to invest in consumer marketing initiatives aimed at promoting Ontario pork and strengthening domestic demand. Partnerships such as in-store sampling events with Fortinos and Longo's created opportunities to engage directly with consumers in the Greater Toronto Area, highlight the quality and versatility of Ontario pork, and reinforce the value of buying local. In parallel, Ontario Pork's expanded presence at the Royal Agricultural Winter Fair supported education-focused outreach for school children. These efforts provided opportunities to explain how pigs are raised in Ontario, the standards farmers follow, and the care that underpins animal health and pork production, helping to build understanding and trust with the next generation of consumers.

Producer engagement remains foundational to Ontario Pork's work. Throughout the year, staff participated in focus sessions, zone meetings, and other forums to listen to producers' concerns and ideas. This feedback plays an important role in shaping operational decisions, advocacy efforts, and program development, ensuring that the organization remains closely aligned with producer priorities.

Ontario Pork's work is guided by the five core responsibilities established by the Board: advocacy, producer engagement, producer services, promotion, and research and innovation. By aligning daily operations with these responsibilities, staff remain focused on delivering meaningful outcomes for producers and supporting a strong, competitive pork sector in Ontario.

This report reflects the collective efforts of a dedicated and capable team whose experience, professionalism, and commitment underpin Ontario Pork's work. I would like to recognize the Ontario Pork team for their continued focus on keeping producer interests at the centre of everything they do. I look ahead with confidence as we implement the Board's strategy and deliver work that continues to add value for Ontario pork producers.



Ken Ovington, Executive Director

“
Ontario Pork's work is guided by the five core responsibilities established by the Board: advocacy, producer engagement, producer services, promotion, and research and innovation.”



Industry Overview

6.3
MILLION
MARKET
HOGS

\$1.4
BILLION
TO GROSS DOMESTIC
PRODUCT (GDP)

\$3.8
BILLION
IN ECONOMIC
OUTPUT

16,934
FULL-TIME
EQUIVALENT
JOBS

**ONTARIO PORK
IS THE VOICE
OF THE PROVINCE'S**

**1,901
FAMILY
FARMS**

Led by producers, Ontario Pork fosters development within the pork industry by advocating to government on behalf of producers, investing in research, and promoting advancements in areas such as animal care and environmental stewardship.

With a focus on building public trust and raising awareness of locally-produced pork, our efforts are continuously aimed at highlighting the exceptional quality of the products and the dedication of Ontario's pork producers. This work reinforces a strong "support local" message, fostering connections between communities and the care behind every pork product.

MISSION

Represent Ontario's pork producers by proactively mitigating risk and shaping policy through collaborative leadership.



ONTARIO PORK

VISION

A resilient pork sector led by producers, strengthened by partnerships and public trust.

Board of Directors and Senior Leadership

Ontario Pork Board of Directors



Tara Terpstra
Chair, Huron, Zone 2



TJ Murray
Vice Chair, Oxford, At-large



Karen Sanders
Lambton, Zone 1



Tanya Terpstra
Perth, Zone 2



Charlie Illick
Wellington/Dufferin, Zone 3



Jolanda Van Den Broek
Oxford, Zone 4



Bruce Hudson
Ottawa Valley, Zone 5



Philip Van Raay
Huron, At-large



Cassandra Van Engelen
Lambton, At-large

Ontario Pork Senior Staff



Ken Ovington
Executive Director



Julie Kuiack
Manager, Communications
and Consumer Marketing



Blair Cressman
Director of Sales, Hog Link,
Ontario Pork's Hog Sales
Network



Frank Wood
Director, Industry and
Member Services



Jim Weir
Director, Finance and
Administration

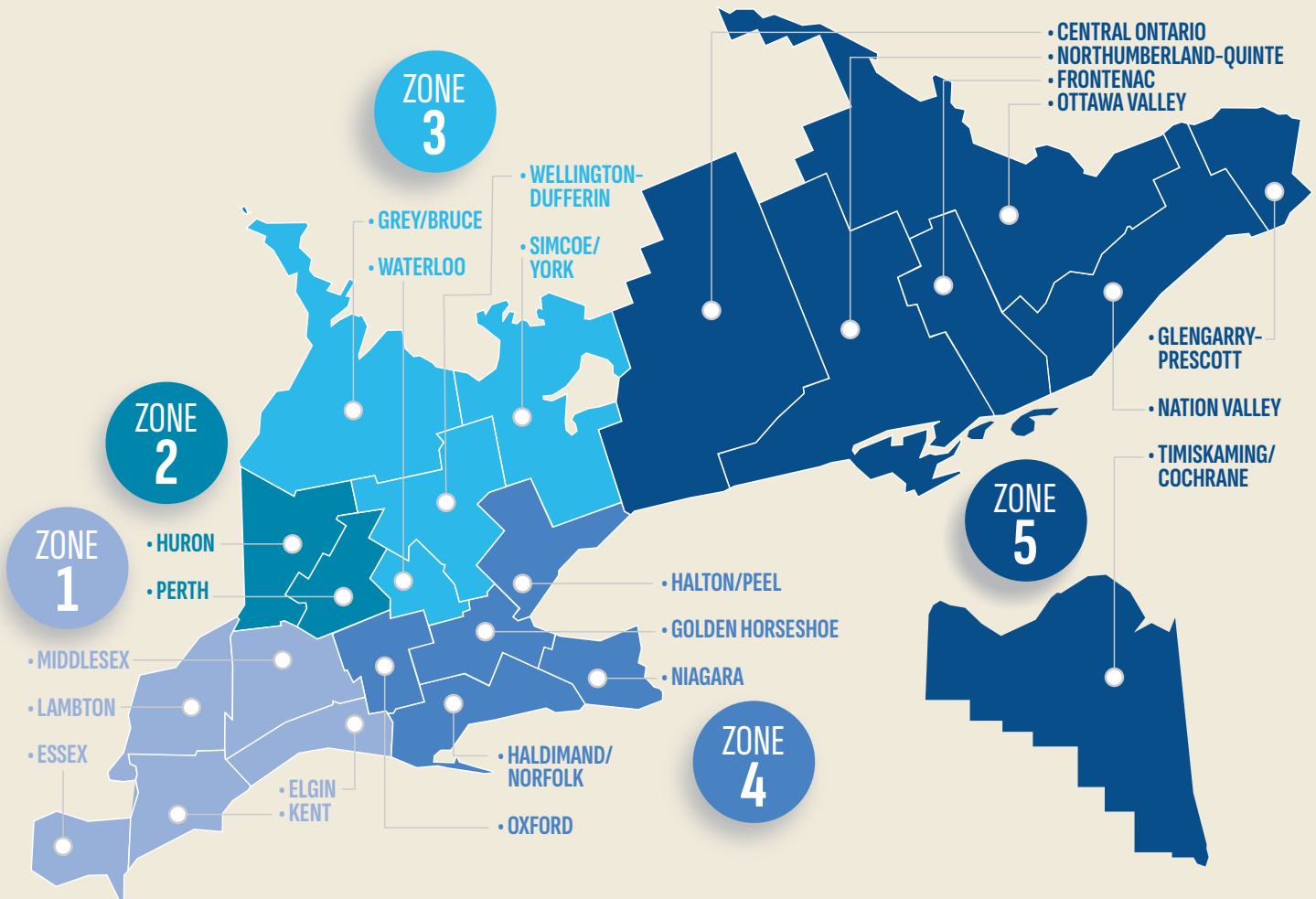


Ontario Pork's Board of Directors provides strategic guidance and advocacy on a variety of issues to advance Ontario's pork sector. Through collaboration and leadership, they shape policies and build key relationships to support producers and drive the industry forward.

Governance Structure

Ontario Pork's governance structure is based on delegate representation from five pork-producing zones within Ontario. In each of these zones, delegates are responsible for electing Board members to serve on the Ontario Pork Board of Directors.

The Board of Directors is responsible for guiding and monitoring Ontario Pork on behalf of its members, to whom the Board is accountable. Ontario Pork's members complement this work through input into policy development by participating in advisory groups, committees, resolution processes, and Policy Day conferences. Good governance is essential to the way Ontario Pork works — to its actions, decisions, communications, and culture. We remain committed to the highest standards of integrity and accountability, and this is reflected in our governance practices.





Board Advisory Groups and Committees

Ontario Pork's Board of Directors has three standing Board Committees and three Advisory Groups to assist with carrying out its duties:

- » Audit Committee
- » Resolutions Committee
- » Recruiting Committee
- » Risk Management Advisory Group
- » Industry Strategy Advisory Group
- » Research Advisory Group

Each advisory group and committee works within board-approved Terms of Reference, which set out the roles, responsibilities, membership requirements, and meeting procedures.

Chairs of advisory groups and committees report to the Board regarding any material matters discussed at their meetings.

From time to time, the Board establishes ad-hoc working groups to address important matters and areas of focus for the pork industry. In 2025, the Tariff Impact Working Group, composed of Board members and staff, was created to assess the short- and long-term impacts of tariffs on pork producers, identify mitigation strategies, and develop targeted support proposals.

80th Anniversary

Close to 120,000 Ontario farms reported having pigs in the 1940s, averaging 16 pigs per farm. Most were small, diversified operations where hogs shared space with dairy cattle and cash crops.

Today, the sector has transformed. In 2025, the 1,901 farms are larger, markets are global, and systems are designed to manage the complex risks that come with feeding families at home and abroad. But the people at the centre remain the same: **multigenerational families focused on producing high-quality pork and building an industry positioned to meet what lies ahead.**

1940s

1942: Hog Producers Association recognized by government as official spokesperson for hog producers.

May 1, 1946: Marketing scheme came into effect with seven-member board.

1946: Service fee set at 2 cents per hog.

March 1, 1947: Sales rules approved covering licensing, grading, price differentials, and hog identification.



1950s

1951: Producers approached Minister of Agriculture seeking Central Selling.

1955: Ontario Hog Producers cooperative formed to take over the assets and activities of the United Livestock Sales.

1958/1959: Board opened 32 new assembly yards.



1951 | 93,564 PRODUCERS | 2,039,500 HOGS

1960s

1961: Teletype system introduced at head office for Dutch clock auction sales.

1967: "Perk up with pork" advertising campaign launched.

1967: Since 1951, the number of hogs per farm jumped from 14 to 35, an increase of 150%

1969: Carcass indexing system introduced.



1961 | 56,378 PRODUCERS | 2,313,100 HOGS

2000s

2001: OINK (Online Information Network Knowledge base) producer website launched.

2002: Farm to Fork public perception campaign launched.

October 2008: Ontario Farm Products Marketing Commission ordered move to choice-based marketing.

Early 2000s: Enviropig research at University of Guelph garnered attention for reducing phosphate excretion.



2001 | 4,185 PRODUCERS | 4,743,018 HOGS

1990s

June 1991: Countervail duties on pork eliminated; \$3.7 million refunded to Ontario producers.

1996: Grading is privatized, forming the Ontario Pork Grading Authority

April 1996: Ontario Pork launched its website.

1998: Hog Allocation Management System (HAMS) introduced.



ONTARIO PORK



1991 | 8,940 PRODUCERS | 3,931,208 HOGS

1980s

1985: U.S. imposed provisional countervail duty on Canadian live animals and confirmed 4.39 cents/lb duty.

1987: U.S. National Pork Board launched "Pork. The Other White Meat" campaign, visible in Canadian markets.

1989: Levy changed from percentage of value to flat fee per hog.



1981 | 18,415 PRODUCERS | 3,890,800 HOGS

1970s

May 1971: Ontario Hog Producers' Marketing Board renamed Ontario Pork Producers' Marketing Board.

1974: Councillor representation formula introduced: 60% producer, 40% production.

September 1974: Authority granted for weekly pool pricing, evening out hog flow through the week.

1976: "Try a little tenderness" awareness campaign launched.

1979: "Put Pork on Your Fork" jingle spread across Canada and gained international fans.



1971 | 30,626 PRODUCERS | 3,141,100 HOGS

2010s

2014: Retail branding program launched with green checkmark label to identify Ontario-raised pork.

2014: Porcine epidemic diarrhea (PED) arrived in Canada.

2015: Swine Health Ontario (SHO) launched.



2011 | 1,731 PRODUCERS | 4,679,116 HOGS

2020s

2020: "Many Ways to Pork" and "Go Whole Hog" campaigns launched, tripling prior digital results.

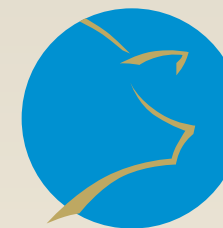
2020: Security from Trespass and Protecting Food Safety Act passed following Ontario Pork advocacy.

2021: Ontario Swine Research Centre completed in Elora.

2020s: Risk Management Program cap increased from \$150 million to \$250 million.



2021 | 1,064 PRODUCERS | 5,939,424 HOGS



ONTARIO PORK

After eighty years, the sector is well positioned for what comes next. Farm families have carried this industry forward through every shift, with each generation building on the work of the one before.

The path ahead holds new possibilities — emerging technologies, evolving trade relationships, and shifting demographics. The approach remains steady: manage shared risks and ensure the sector remains strong for the generations that follow.

» **Producer Engagement**

Producer Voices at the Centre of Our Work

Producers face different challenges depending on their operation, their region, and their stage of business. Ontario Pork stays connected to those realities through regional zone meetings, committees, one-on-one conversations, and focus groups throughout the year.

The Annual General Meeting, Policy Day, and producer meetings bring the sector together to set direction and hear from members directly. That ongoing, in-person dialogue shapes priorities and keeps the work grounded in what producers are facing.



Zone Meetings



Focus Groups



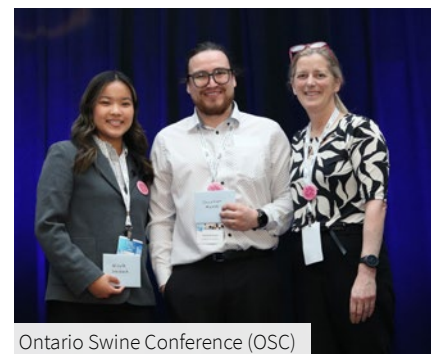
Zone Meetings



Big Bug Day



Policy Day



Ontario Swine Conference (OSC)



Ontario Pork Congress (OPC)



Ontario Pork Congress (OPC)



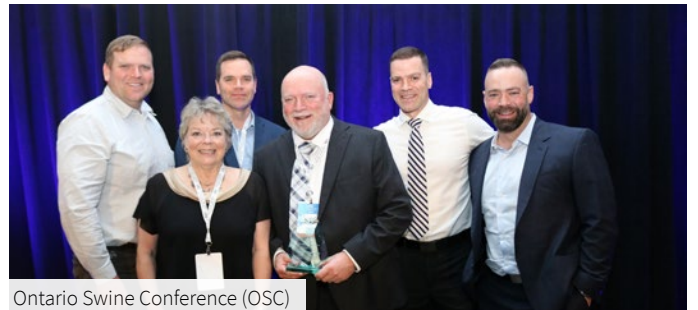
Presidents' and Secretaries' Day



Ontario Pork Congress (OPC)



Ontario Swine Conference (OSC)



Ontario Swine Conference (OSC)



Ontario Swine Conference (OSC)



Jr Barrow Show 2025

» **Producer Engagement**

Developing the Next Generation of Leaders

In 2025, five producers took part in Ontario Pork's Leadership Training Program, strengthening the sector's capacity for informed, confident leadership.

The program equips participants with practical skills and real-world understanding across key areas such as policy development, advocacy, governance, and communication. Through interactive learning and discussion, participants gain a clearer understanding of how decisions are made and how producers can play an active role in shaping the future of the industry.

A highlight of the 2025 program was the value-chain tour, which followed pork from processing to retail to restaurant. This hands-on experience helped participants better understand consumer expectations, market dynamics, and the connections between farms all the way to consumers.

Participants also had opportunities to put their learning into action. Two participants

represented the sector at Ontario Pork's Queen's Park reception, engaging directly with Members of Provincial Parliament on industry priorities. In February 2025, Charlie Illick, one of the program participants, stepped up to serve on the Ontario Pork Board of Directors - a strong example of the program's impact in action.

Equally important was the sense of connection built throughout the program. Participants formed relationships with peers, creating a strong network that supports collaboration, confidence, and continued leadership development.

Through the Leadership Training Program, Ontario Pork continues to invest in people helping to ensure the sector's future is shaped by producers who are prepared to speak up, engage, and confidently share the pork sector's story.

“
A highlight of the 2025 program was the value-chain tour, which followed pork from processing to retail to restaurant.”



> **If you are interested in enrolling, please contact Olga Klashtorny at olga.klashtorny@ontariopork.on.ca**

Strengthening Communities Through Donations to Food Banks

When our communities face food insecurity, Ontario pork producers don't just observe, they act.



What began in 1998 as the grassroots Donate-A-Hog program, founded by fellow producer Paul Mistele, has evolved into the Ontario Pork Friends of the Food Bank program.

By directing \$40,000 annually to Feed Ontario, Ontario Pork facilitates the direct purchase and distribution of nutritious, local pork. In 2025, that meant over 11,600 pounds of ground pork reaching food banks. To date, the partnership has provided more than 330,000 pounds of pork — enough for over 2 million servings.

This ongoing effort underscores the vital role Ontario producers play in strengthening the social fabric of our province.



» Advocacy



Ontario Pork turned producer priorities into policy wins.

Trade uncertainty and rising costs put pressure on producers in 2025, and Ontario Pork responded with enhanced advocacy — at Queen’s Park, in Ottawa, and in MP and MPP constituency offices across the province.

At both the provincial and federal levels, board directors, producers, and staff made more than 200 contacts with elected officials and their teams throughout the year — work that was shaped by input from producers, committees, and focus groups to ensure priorities reflected what producers actually needed.

To strengthen its case, Ontario Pork backed its positions with research papers and supporting data, sharing evidence with stakeholders on how government investment in the pork sector supports job creation, economic growth, and food security.

These efforts delivered results. Ontario Pork, in collaboration with the Ontario Agriculture Sustainability Coalition, advocated for an increase to Risk

“

Ontario’s pork producers applaud the provincial government’s decision to enhance RMP funding, so that producers can focus on investing in innovation, creating farm jobs and exploring new market opportunities.” — Tara Terpstra, Chair

Management Program funding, and the provincial government responded by raising the cap from \$150 million to \$250 million.

Working alongside other agricultural organizations, Ontario Pork also called for the removal of the carbon tax on farm fuels. The federal government agreed, eliminating an added cost for producers.

When the U.S. government imposed tariffs on live animal exports in early

2025, Ontario Pork moved quickly. A tariff impact working group documented nearly \$1 million in potential costs to producers over just three days in March. Ontario Pork called on both federal and provincial governments to compensate affected producers and push for removal.

In November, Ontario Pork hosted its annual Queen’s Park policy days and reception, where board directors and producers met directly with MPPs on the sector’s priorities.



Priorities for the Year Ahead



At Queen's Park and in Ottawa, Ontario Pork delivered these clear messages on behalf of producers:

Support pork processing expansion in Ontario

Government support to expand pork processing in Ontario is needed to address urgent capacity needs and reduce border risks. Domestic processing capacity is the single best risk mitigation tool. Expansion would keep economic benefits in-province, including the creation of over 6,000 jobs and more than \$700 million in GDP, while removing threats from tariffs and border closures.

Secure market access and fair trade policies

Government must ensure that agriculture remains a priority in CUSMA negotiations. The pork sector supports open, tariff-free trade and an integrated North American market. Ontario Pork has urged government to defend against protectionist measures, including California's Proposition 12 and voluntary country-of-origin labelling rules that disrupt supply chains across North America.

Maintain a stable agri-food workforce

Domestic and foreign workers are essential to the pork sector's current and future labour needs. Government must ensure that the Temporary Foreign Worker program continues for the agriculture sector. The pork sector could not exist without these workers.

Prepare for foreign animal disease

Pre-approved, rapid support is essential to support farms and herds, protect jobs, and keep the supply chain intact during any market interruptions. Government must commit to responding quickly to protect animal care and industry infrastructure.

Support sector priorities

Ontario Pork continues to advocate for improved animal health programs, inspections, access to large-animal veterinary care, stronger business risk management programs, and enhanced agriculture education in schools.



Ontario Pork Strengthens Ties with International Partners

Ontario Pork’s international engagement in 2025 focused on protecting market access and learning from partners facing similar challenges.



In September, Board Director Philip Van Raay traveled to Japan as part of a 19-person delegation celebrating a milestone: Canada has emerged as Japan’s top pork supplier for the first time in 40 years. The mission deepened the trade relationship and reinforced Canada’s position in the Japanese market.

In October, Board Chair Tara Terpstra attended the Tri-National Agricultural Accord meetings in Mexico, where discussions focused on CUSMA and covered ASF preparedness across the U.S., Canada, and Mexico.

Ontario Pork also hosted a delegation from the Philippines later in October, including the Undersecretary for Agriculture. Chair Tara Terpstra and Vice-Chair TJ Murray shared information on Ontario’s ASF preparedness while learning how the Philippines managed their own outbreak. Representatives from Agriculture and Agri-Food Canada joined the exchange.

Strong relationships with trading partners help the sector navigate shared challenges while promoting and protecting market access.



“
Strong relationships with trading partners help the sector navigate shared challenges while promoting and protecting market access.”

Government Relations and Policy





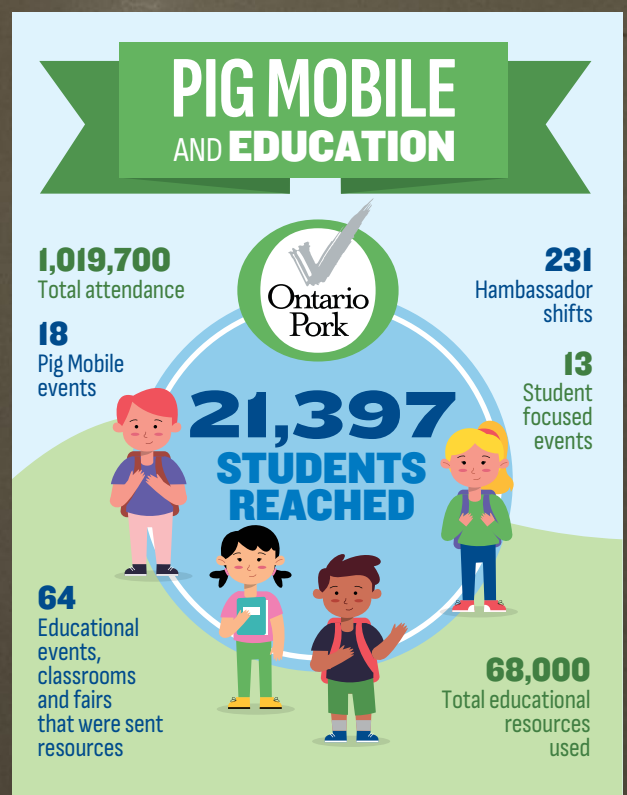
Building Public Understanding of the Ontario Pork Sector

Public trust starts with understanding where food comes from. Most Ontarians are generations removed from the farm, which makes direct interaction between farmers and consumers that much more valuable. Ontario Pork’s response is hands-on engagement — bringing the Pig Mobile to communities across the province and giving visitors a chance to see pigs up close and ask questions.

More than 70 Hambassadors — trained producers and industry representatives — answer questions about animal care, housing, and daily management. For many visitors, especially students, it’s their first real connection to the industry.

In 2025, the approach shifted toward active education. Rather than brief drop-in visits, student groups now participate in structured, time-slotted sessions designed to hold their attention. A new feed demonstration walks participants through the ingredients that go into pig diets, while the “Everything but the Oink” activity shows where pork by-products end up — from food to healthcare to household items.

Today’s students become tomorrow’s consumers. Early familiarity with how food is produced shapes how they think about it for the rest of their lives.



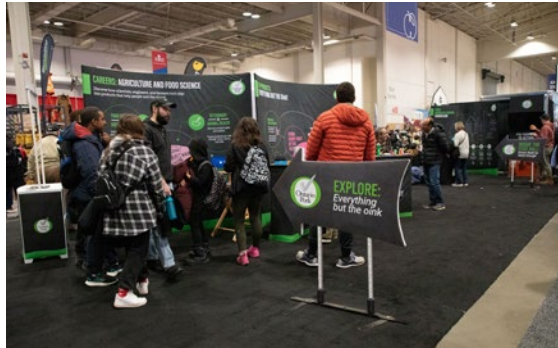
International Plowing Match

From September 16-20, the Pig Mobile appeared at the International Plowing Match (IPM) in the Niagara region. In previous years, the event was held in predominantly rural areas, but this location allowed Ontario Pork to reach more urban audiences. The five-day event drew more than 70,000 attendees, with school groups traveling from as far as the GTA. Staff engaged roughly 1,500 students along with the general public. The event also marked the debut of the “Everything but the Oink” by-products activity.



Royal Agriculture Winter Fair

Ontario Pork returned to the Royal Agricultural Winter Fair in Toronto from November 7-16. The event reached more than 12,000 students from the Greater Toronto Area and drew over 300,000 visitors overall. In 2025, the education space doubled in size, allowing for longer interactions and expanded programming on feed production, ration development, and pork by-products.



“
Today’s
students
become
tomorrow’s
consumers
— and first
impressions
stick.”

Preparing for What's Ahead

Ontario Pork builds emergency response capacity to protect the sector



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The framework is built on systems already in use, so responders can use tools that they are familiar with saving time in a crisis.
”

Protecting the sector means preparation and training. Over the past year, Ontario Pork has continued to build the capacity for a fast, coordinated, industry-led response.

The cornerstone of this response is the Ontario Swine Incident Command Centre (OSICC) Emergency Response Manual, completed in 2025. Developed collaboratively with the Ontario Ministry of Agriculture, Food and Agribusiness and key industry stakeholders, the manual provides a framework for responding to African Swine Fever, other foreign animal diseases, and large-scale disruptions — from severe weather and power outages to processor shutdowns.

The framework is built on systems already in use, so responders can use tools that they are familiar with, saving time in a crisis. It follows the same Incident Management System best practices used by government agencies, so the sector is ready to work alongside them when needed.

Ontario Pork has also invested in building the team to put the framework into action.

The first roster of Incident Command leadership positions is now filled, with all volunteers trained. Beyond that core team, Ontario Pork has recruited more than 200 personnel by expertise, ready to support a response.

In emergency preparedness planning, training has been a priority. In 2025, 149 individuals received training in humane euthanasia and other aspects of emergency response. Proactive planning, complemented by an industry-coordinated response, will help support producers and provide the confidence that the Ontario Pork sector is ready to work together.

This work was supported by the African Swine Fever Industry Preparedness Program through Agriculture and Agri-Food Canada.

> If you are interested in getting involved with OSICC Emergency Response, contact Kennedy Thompson at kennedy.thompson@ontariopork.on.ca.

Collaborative Work with Swine Health Ontario

Swine Health Ontario works alongside the industry to reduce the risks associated with disease through better tracking, stronger biosecurity, and collaboration across the supply chain.



In 2025, SHO upgraded its tracking tools for PED and PDCoV, improving the system's ability to identify outbreak sources faster and more accurately. The data helps producers and veterinarians make smarter biosecurity decisions across the industry.

SHARC now gives enrolled producers free access to PRRS genotype comparison reports through their veterinarian, allowing them to compare strains across the province and trace where infections may have originated. Enrollment grew 10% this year, and the 225 producers now enrolled represent roughly 55% of all commercial premises in Ontario. Feed and transport partners also gained modified access to SHARC data to support joint biosecurity efforts.

SHO's Science and Technology Network continued focusing on research to help identify practical tools. Current projects include working with the University of Guelph on nano-coatings that make trailer cleaning easier, prototyping an automated winter board washer with Hamill APS, and collaborating with the Canadian Livestock Transporters' Alliance on trailer biosecurity improvements. Specialized training also continued, including a webinar on the Danish PRRS reduction program.

SHO expanded its outreach in 2025, holding working sessions with veterinarians, livestock drivers, wash bay crews, and 14 commercial feed companies. PED Awareness Week reached over 5,000 stakeholders with messaging on early detection and prevention, earning front-page coverage in industry media.



 **> For more information visit: www.swinehealthontario.ca**

» Promotion

Promoting Pork at Food Events

Ontario Pork worked with Fortinos and Longo's to improve brand awareness, taking the opportunity to build on the 'Buy Local' movement. Between May and November, 27 events across the GTA put more than 10,000 pork samples directly in shoppers' hands, and many purchased on the spot. Sales increased nearly tenfold during sampling periods — the most significant boost to in-store sales Ontario Pork has achieved in decades.



In the fall, Ontario Pork partnered with Smoked, a live-fire food festival in downtown Toronto. The consumer marketing team sponsored the event and provided local pork to participating chefs, with branded signage throughout the site. Thousands attended the two-day festival, and pork was among the most popular dishes.



Ontario Pork also hosted the Chef's Table dinner at the Royal Agricultural Winter Fair. Board Chair Tara Terpstra welcomed 117 guests and spoke directly to Toronto food enthusiasts about the versatility of Ontario-raised pork. The multi-course meal showed what pork can do in high-end culinary settings.



Every tasting, sample, and event builds familiarity — and familiar products are the ones that end up in the cart.





» Promotion

Brand Visibility at the Meat Counter



More shoppers want to buy local, and clear branding makes it easy.

In 2025, Ontario Pork deepened its partnership with Longo's and Fortinos, growing in-store visibility across their combined 66 locations to support the 'Buy Local' movement. Shoppers now see branded meat dividers and labels at the counter — a direct reminder of who raised the product and where it comes from.

Collaborative partnerships like these put Ontario pork in front of consumers when it matters most — at the point-of-sale.



MORE THAN
3.28
 MILLION
 ONTARIO PORK
 PACKAGE LABELS
 USED

MORE THAN
425
 RETAIL AND
 RESTAURANT
 PARTNERS
 DISPLAYING THE
 ONTARIO PORK
 LOGO

» Promotion

Cooking Confidence Grows Domestic Demand

Strengthening the domestic market acts as a buffer for producers, protecting against trade disruptions while growing public trust in local food. Expanding that market means reaching the next generation of buyers.

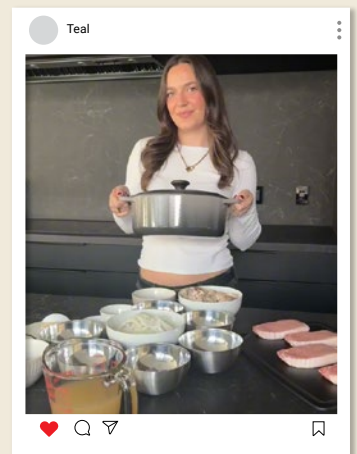
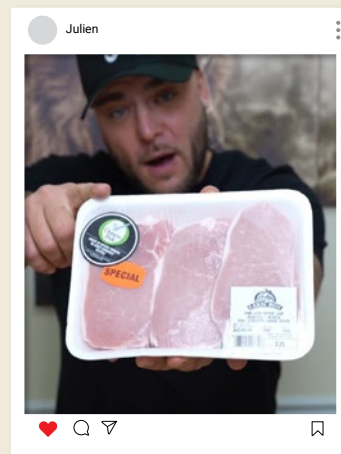
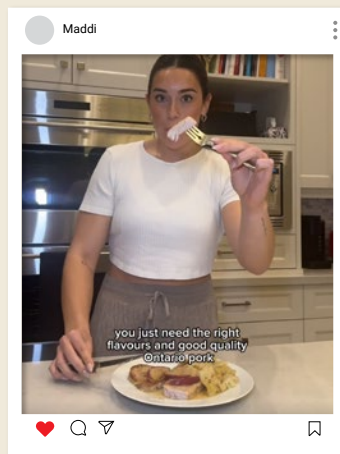
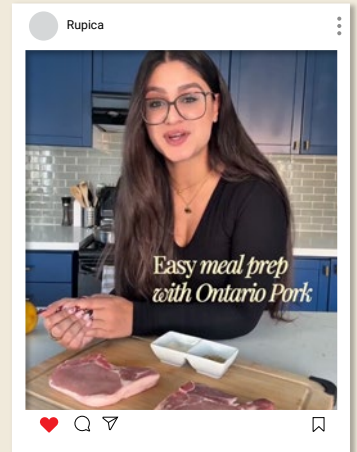
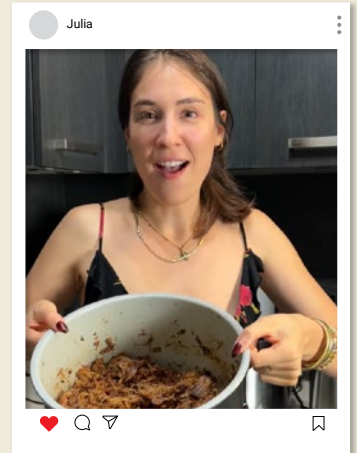
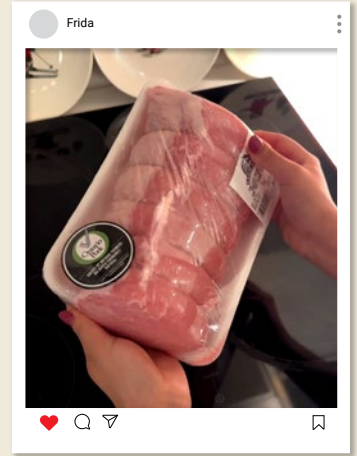
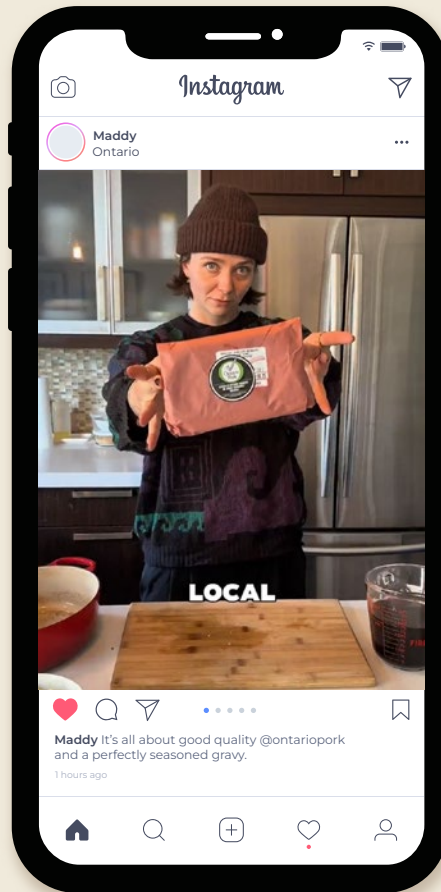
Ontario Pork shifted its approach to focus on Gen Z, those aged 18 to 28, who buy 60% less fresh pork at the grocery store than the average consumer,¹ with many not knowing how to cook it. They worry about making mistakes, wasting money, or ending up with a bad meal. Google data backs this up: more people in Canada search for “how to cook pork” than for pork recipes, pointing to a knowledge gap rather than a lack of interest.

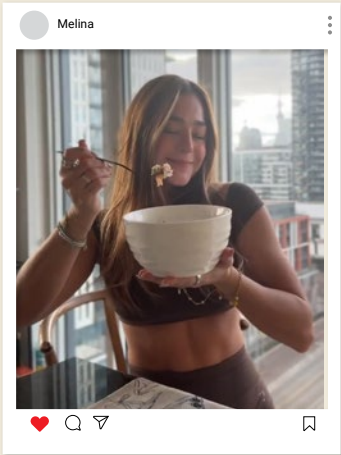
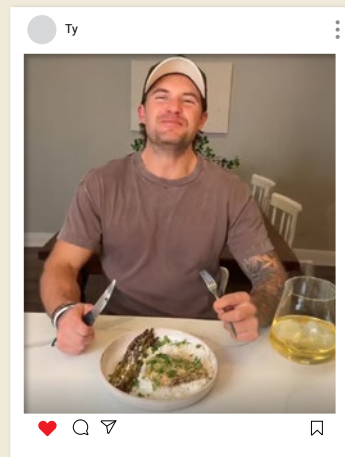
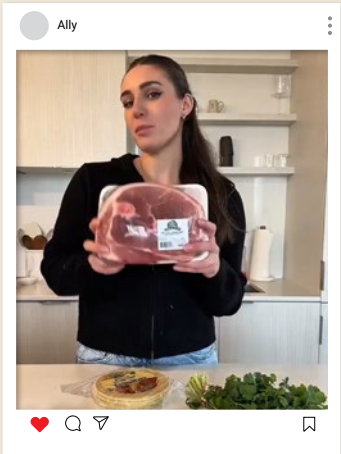
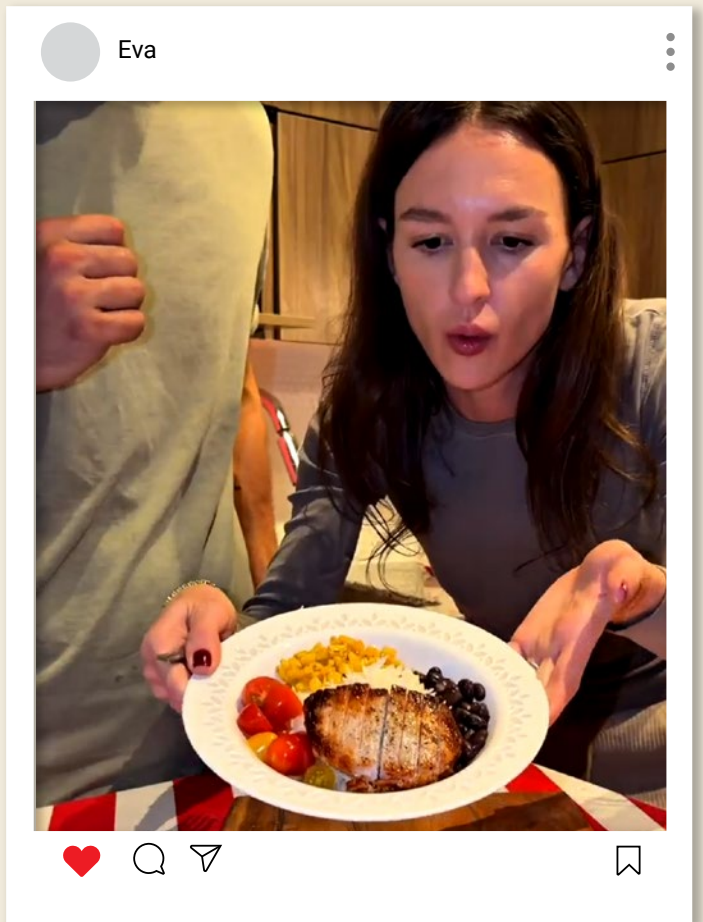
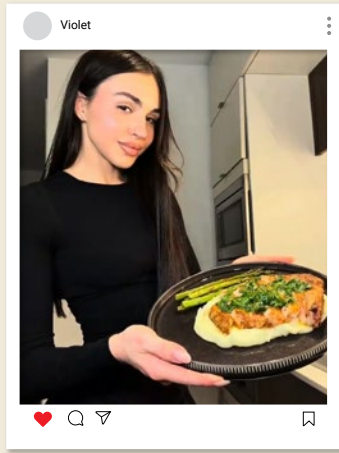
To resonate with this demographic, the campaign messaging now focuses on practical benefits: pork is affordable, fits busy lifestyles, and delivers protein for everyday meals. Building cooking confidence is central to the strategy.

The consumer marketing team is focusing on platforms such as TikTok and Instagram. In 2025, Ontario Pork partnered with 25 young content creators across the province to show simple pork dishes in real kitchens. The content is short and practical, matching how this audience consumes information.

Videos from content creators have generated over half a million views in a month, suggesting the strategy is gaining traction. Confident cooks become repeat buyers, and those purchases support steady demand for domestic pork.

¹ U.S. National Pork Board / Circana point-of-sale data, 2022

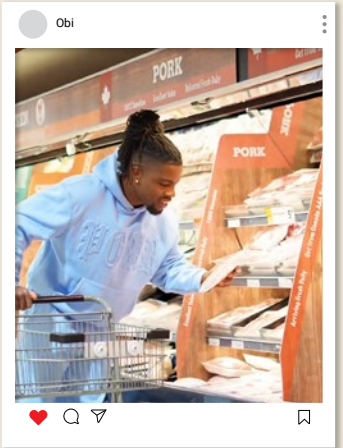




Reaching the next generation of buyers.

ADVERTISING IMPRESSIONS
10.8
MILLION

Ontario Pork put the brand in front of 10.8 million potential buyers — building the domestic demand that supports stable markets for producers.



WEBSITE TRAFFIC
1.92
MILLION

When consumers look for pork information, Ontario Pork is where they land. More visits than any year before — shoppers coming for recipes, resources, and the story behind Ontario-raised pork.

Partnering with Producers for the GHG Project

Reliable, Ontario-specific data gives us a science-based narrative to ensure environmental policy is grounded in real on-farm data.



“
Emissions profiles can reveal inefficiencies in feed or energy use, helping producers find cost savings.”

Ontario Pork launched a pilot study in 2025 to generate emissions data and establish a baseline that reflects how Ontario producers actually operate.

The study measured greenhouse gas (GHG) emissions across 14 farms representing three production types: farrow-to-wean, farrow-to-finish, and nursery/finish. Participating farms submitted data on feed, manure management, production, and resource usage, which was used to calculate emissions profiles for each operation. All calculations align with internationally recognized standards from the Global Feed LCA Institute (GFLI 2.0 and 2.2), giving the results credibility.

The goal is to put this data to work for producers. Emissions profiles can reveal inefficiencies in feed or energy use, helping producers find cost savings while improving environmental performance.

This work supports Ontario Pork’s efforts to establish credible, Ontario-specific GHG benchmarks using real barn-level data, strengthening the sector’s ability to participate in provincial and federal climate discussions.

Research that Works for Producers

Investing in research is one of the ways Ontario Pork helps advance the sector.



Research should deliver meaningful outcomes that strengthen producer competitiveness, reduce risk, and respond to the challenges facing the pork industry.

Ontario Pork's current research portfolio includes work on low-confinement housing, machine learning for sow antimicrobial resistance, reducing greenhouse gas emissions in feed, and improving its digestibility.

An ongoing project in antimicrobial stewardship is being led by Anne Deckert, Assistant Professor at the University of Guelph's Ontario Veterinary College, which examines how producers have reduced

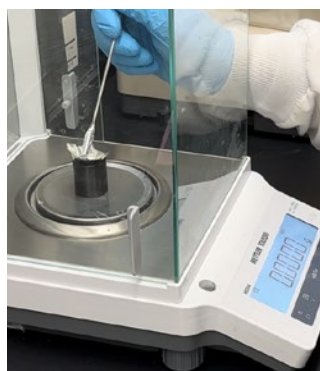
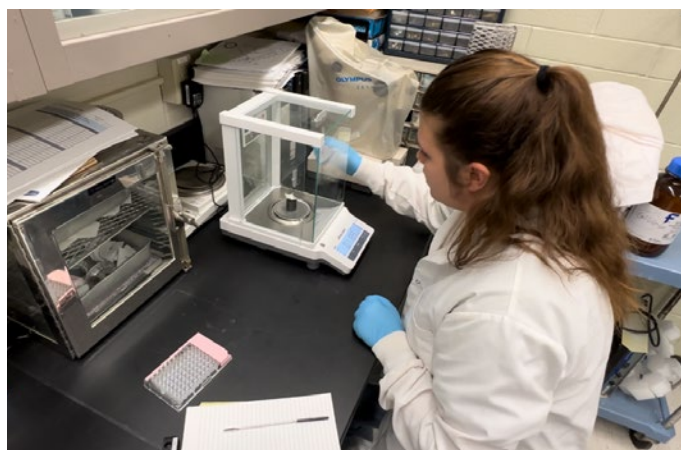
antimicrobial use without compromising herd health. The research draws on years of data collected across Canada through the Canadian Integrated Program for Antimicrobial Resistance Surveillance (CIPARS).

"We're going to examine what factors allowed farmers to decrease use, what type of farms were able to decrease use, and what the end result on herd health was," Deckert says.

This research, backed by data, gives the sector scientific evidence that pork producers are doing their part to address antimicrobial resistance.

“
We're going to examine what factors allowed farmers to decrease use, what type of farms were able to decrease use, and what the end result on herd health was.
”

— Anne Deckert



> Explore all current research projects at



Independent Auditor's Report

To the Members of: The Ontario Pork Producers' Marketing Board

Opinion

We have audited the accompanying non-consolidated financial statements of The Ontario Pork Producers' Marketing Board, which comprise the general account non-consolidated statement of financial position and the trust account statement of financial position as at November 29, 2025 and the non-consolidated statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, these non-consolidated financial statements present fairly, in all material respects, the financial position of The Ontario Pork Producers' Marketing Board as at November 29, 2025 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis of Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of The Ontario Pork Producers' Marketing Board in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the non-consolidated financial statements in accordance with Canadian accounting standards for not-for-profit organizations and for such internal control as management determines is necessary to enable the preparation of non-consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the non-consolidated financial statements, management is responsible for assessing the organization's ability to continue as a going concern, disclosing, as applicable, matters related to a going concern and using the going concern basis of accounting unless management either intends to liquidate the organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the non-consolidated financial statements, as a whole, are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these non-consolidated financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the non-consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the non-consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the non-consolidated financial statements, including the disclosures, and whether the non-consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Chartered Professional Accountants
Licensed Public Accountants
Guelph, Ontario. January 27, 2026

Non-Consolidated Statement of Operations

Year ended November 29, 2025 and November 30, 2024

	2025	2024
	\$	\$
Revenue		
Service fees - Universal Services	6,455,445	6,016,625
Service fees - Marketing Division	849,219	771,196
Interest	245,616	309,229
Government grants (Note 11)	719,646	390,652
Sundry (Note 9)	361,060	330,828
	8,630,986	7,818,530
Expenses		
Operations (Schedule A)	4,054,888	4,025,986
Consumer marketing (Schedule B)	654,051	640,795
Board secretariat (Schedule C)	703,831	681,523
Industry support (Schedule D)	2,643,282	2,008,896
	8,056,052	7,357,200
Surplus of revenue over expenses before other items	574,934	461,330
Other income/(expense)		
Forward pricing (Note 6)	66,279	89,555
Cybersecurity breach (Note 18)	-	(135,657)
	66,279	(46,102)
Surplus of revenue over expenses	641,213	415,228



General Account Non-consolidated Statement of Financial Position

November 29, 2025 and November 30, 2024

	2025	2024
	\$	\$
Assets		
Current assets		
Cash	1,822,094	2,203,371
Temporary investments (Note 4)	3,321,859	2,381,461
Accounts receivable (Note 5)	223,852	222,421
Due from trust account	2,822,671	3,119,812
Prepaid expenses and supplies	397,556	417,816
Forward pricing assets (Note 6)	159,444	539,577
	8,747,476	8,884,458
Capital assets (Note 7)	924,801	965,945
	9,672,277	9,850,403
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities	635,706	1,302,015
Government remittances payable	6,252	4,559
Research projects payable	755,617	585,197
Forward pricing liabilities (Note 6)	132,293	457,436
	1,529,868	2,349,207
Net assets		
Funds invested in capital assets	924,801	965,945
Unrestricted funds	6,499,996	5,897,761
Internally restricted fund for research (Note 8)	713,678	637,795
Unrealized gain/(loss) on investments	3,934	(305)
	8,142,409	7,501,196
	9,672,277	9,850,403

Non-Consolidated Statement of Changes in Net Assets

Year ended November 29, 2025 and November 30, 2024

	Beginning balance	(Deficit)/Surplus of revenue over expense	Net transfers	Unrealized gain on investments	Acquisition of capital assets	Ending balance
	\$	\$	\$	\$	\$	\$
Invested in capital assets	965,945	(70,116)	-	-	28,972	924,801
Unrestricted	5,897,761	711,329	(75,883)	(4,239)	(28,972)	6,499,996
Internally restricted						
For research (Note 8)	637,795	-	75,883	-	-	713,678
Unrealized (loss)/gain on investments	(305)	-	-	4,239	-	3,934
Total	7,501,196	641,213	-	-	-	8,142,409

Non-Consolidated Statement of Cash Flows

Year ended November 29, 2025 and November 30, 2024

	2025	2024
	\$	\$
Operating activities		
Surplus of revenue over expenses	641,213	415,228
Amortization of capital assets	70,116	84,083
Change in non-cash operating working capital	(123,236)	(1,187,385)
	588,093	(688,074)
Investing activities		
(Increase) decrease in temporary investments	(940,398)	694,764
Purchase of capital assets	(28,972)	(22,859)
	(969,370)	671,905
Net Decrease in cash	(381,277)	(16,169)
Cash, beginning of year	2,203,371	2,219,540
Cash, end of year	1,822,094	2,203,371
Changes in non-cash operating working capital of:		
Accounts receivable	(1,431)	79,565
Due from trust account	297,141	301,758
Forward pricing assets	380,133	(443,130)
Forward pricing liabilities	(325,143)	367,850
Prepaid expenses and supplies	20,260	293,666
Other current liabilities	(494,196)	(1,787,094)
	(123,236)	(1,187,385)

Trust Account Statement of Financial Position

November 29, 2025 and November 30, 2024

	2025	2024
	\$	\$
Assets		
Cash	4,226,368	3,625,392
Accounts receivable from processors	4,544,507	4,800,344
	8,770,875	8,425,736
Liabilities		
Due to general account	2,822,671	3,119,812
Payable to producers, transporters and others	5,948,204	5,305,924
	8,770,875	8,425,736

Notes to the Non-Consolidated Financial Statements

November 29, 2025

1. Nature of operations

The Ontario Pork Producers' Marketing Board ("Ontario Pork") represents Ontario's pork producers. Ontario Pork provides universal services to all producers. Additionally, Ontario Pork provides a marketing option that includes centralized selling to processors and settlement to producers and transporters for those producers who wish to use the service.

As Ontario Pork is an agricultural organization, from which no part of the income is available for the personal benefit of any member, it is exempt from income tax pursuant to Section 149(1)(e) of the Income Tax Act.

The Farm Products Marketing Act, Regulation 400 Section 9 (b) requires Ontario Pork to maintain separate accounts for the deposit of (i) money received by the local board in trust for any other person and (ii) levies or charges imposed by the local board pursuant to powers exercised under authority granted under the Agricultural Products Marketing Act (Canada). The Trust Account Statement of Financial Position reflects all monies received from the sale of hogs on behalf of producers and the distribution of monies to producers after deducting all charges and necessary and proper disbursements and expenses.

2. Summary of significant accounting policies

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

a) Principles of consolidation

The financial statements include the general and trust accounts of Ontario Pork. The Ontario Pork Grading Authority (OPGA) is a controlled entity of Ontario Pork. However, the accounts of the OPGA have not been included in the accompanying financial statements. Consequently, the accounts of the OPGA have been disclosed in the accompanying notes to these financial statements (Note 15).

b) Revenue recognition

Ontario Pork follows the restricted fund method of accounting for contributions. Revenues in the form of fees from producers are recorded when services are performed. Restricted contributions are recognized as revenue in the year the related expenses are incurred. Unrestricted contributions, interest income and sundry income are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

c) Forward Pricing Program

Ontario Pork offers a Forward Pricing Program to producers which enables producers to establish firm prices for future shipments of hogs.

Prices are based on the prices in effect at the Chicago Mercantile Exchange for future shipments and producers may arrange this coverage for any number of hogs based on their own expected shipments.

Ontario Pork contracts with the producers and enters into Lean Hog and Canadian Dollar contracts with the Chicago Mercantile Exchange.

Ontario Pork constantly monitors contracts with producers and the Chicago Mercantile Exchange to ensure that risks are offset and no significant speculative positions are taken.

d) Financial instruments

Measurement of financial instruments

The organization initially measures its financial assets and liabilities at fair value, except for related party transactions which are recorded at cost and measured using the carrying amount or exchange amount depending on the circumstances.

The organization subsequently measures all its financial assets and financial liabilities at amortized cost, except for temporary investments, forward pricing

assets and liabilities which are measured at fair value. Changes in fair value are recognized in the statement of operations.

Cost in a related party transaction with repayment terms is determined using its undiscounted cash flows, less any impairment losses previously recognized by the transferor.

Impairment

At the end of each reporting period, the organization assesses whether there are any indications that a financial asset measured at cost or amortized cost may be impaired. If there are indicators of impairment, and the organization determines there has been a significant adverse change in the expected amount or timing of future cash flows, an impairment is recognized. If circumstances change, a previously recognized impairment may be reversed.

Transaction costs

Transaction costs attributable to financial instruments subsequently measured at fair value and to those originated or exchanged in a related party transaction are recognized in income in the period incurred. The organization recognizes its transaction costs in the statement of operations in the period incurred. However, financial instruments that will not be subsequently measured at fair value are adjusted by the transaction costs that are directly attributable to their origination, issuance or assumption.

e) Effective interest method

Ontario Pork uses the effective interest method to recognize interest income or expense which includes premiums or discounts earned or incurred for financial instruments.

f) Derivative financial instruments

Derivative financial instruments are recognized on the statement of financial position at their fair value with changes in fair value recognized in the statement of operations.

g) Foreign currency

Monetary assets and liabilities are translated using the rate of exchange in effect at the end of the year. Non-monetary assets and liabilities are translated at historical rates. Revenues and expenses are translated at average exchange rates prevailing during the year, except for amortization, which is translated at historical rates. Exchange gains or losses are shown in Schedule A.

h) Impairment of long-lived assets

Long-lived assets are tested for recoverability whenever events or changes in circumstances indicate that their carrying amount may not be recoverable. An impairment loss is recognized when their carrying value exceeds the total undiscounted cash flows expected from their use and eventual disposition. The amount of the impairment loss is determined as the excess of the carrying value of the asset over its fair value.

i) Capital assets

Capital assets are recorded at historical cost. Computer software is expensed in the year of purchase.

Amortization is provided in order to write off the cost of these assets over their estimated useful lives using the following rates and methods:

Asset Type	Amortization Rate
Buildings	5% declining-balance
Building improvements for leased premises	Term of lease (5 years)
Promotional vehicles	30% declining-balance
Computers	3-year straight-line
Other computer systems	33% declining-balance
Office furniture and equipment	20% declining-balance
Office furniture and equipment after 2014	5-year straight-line

j) Research

Ontario Pork expenses the full cost of research projects in the period it commits the funds for specific projects. Unspent funds are recorded as research projects payable.

k) Net assets internally restricted for research

A set amount of the annual service fee is designated for research. Any unspent amounts are internally restricted for research and are only transferred to unrestricted net assets when the research expenditures have been incurred. The management of Ontario Pork may not use these internally restricted amounts for any other purpose without the approval of the board of directors.

l) Net assets internally restricted for special projects

Ontario Pork established a reserve for special projects. To be eligible for funding from this reserve, projects must benefit all Ontario pork producers, be separate from the daily activities of Ontario Pork, have the ability to leverage matching funds from other sources and have the potential for providing a return on investment. These internally restricted amounts are not available without prior approval of the board of directors.

m) Grants

Government grant revenue and expense are recorded as the related projects are completed, grant approvals are received and collection is reasonably assured. Government grants related to assets are recorded as reductions in the related assets.

n) Use of estimates

In preparing Ontario Pork's financial statements in accordance with Canadian accounting standards for not-for-profit organizations, management is required to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and reported amounts of revenue and expenses during the period. Significant estimates used within these financial statements include amortization of capital assets and accrued liabilities. Actual results could differ from these estimates.

o) Fiscal year-end

Ontario Pork's year-end is the Saturday closest to November 30.

3. Marketing division

Ontario Pork has administratively and physically separated the operating facilities of the Ontario Pork Universal Services Division and the Ontario Pork Marketing Division. This separation includes maintaining confidential pricing and financial information of the Marketing Division. Direct expenses are charged to the Marketing Division, while shared expenses are allocated to ensure they accurately reflect the costs incurred to operate the respective divisions. Ontario Pork has consulted with the Ontario Farm Products Marketing Commission which has accepted this approach as reasonable.

The revenue information for the Marketing Division is disclosed separately. The balance of the financial information of the Universal Services and Marketing Divisions is reported in aggregate in these financial statements.

4. Temporary investments

	2025	2024
	\$	\$
Bonds and guaranteed investment certificates held in Canadian funds, valued at market, bearing rates varying from 2.55% to 4.94%. (2024 - 4.30% to 5.22%)		
General Account	3,321,859	2,381,461

5. Accounts receivable

	2025	2024
	\$	\$
Trade	205,556	217,769
Other	18,296	4,652
	223,852	222,421

6. Forward pricing assets and liabilities

Ontario Pork has entered into foreign currency contracts and lean hog contracts with an independent broker and with producers as previously described in the Forward Pricing Program policy included in Note 2 (c). Included in Forward Pricing liabilities are foreign currency contracts and lean hog commodity contracts with a net market value of \$132,293 (2024 - \$457,436). Included in Forward Pricing assets is the net position of contracts held with producers relating to the Forward Pricing Program with a total market value of \$159,444 (2024 - \$539,577).

	2025	2024
	\$	\$
Realized gain	37,568	4,843
Unrealized gain	27,151	82,141
Forward pricing fees/other	1,560	2,571
Forward pricing gain	66,279	89,555

7. Capital assets

	Cost	Accumulated amortization	2025 Net book value	2024 Net book value
	\$	\$	\$	\$
Land	205,445	-	205,445	205,445
Buildings and building improvements	1,802,401	1,234,488	567,913	597,803
Promotional vehicles	159,388	54,009	105,379	110,929
Computers and computer systems	2,795,306	2,772,145	23,161	34,946
Office furniture and equipment	684,940	662,037	22,903	16,822
	5,647,480	4,722,679	924,801	965,945

8. Internally restricted fund for research

	2025	2024
	\$	\$
Balance, beginning of year	637,795	426,519
Amounts assessed in service fees transferred into the fund during the year	680,309	601,458
Grant amounts transferred into fund during the year (Note 11)	719,646	390,652
Rescinded research projects	55,918	256,142
Research expended (Note 11)	(1,101,518)	(768,354)
Other research related expenses	(278,472)	(268,622)
Balance, end of year	713,678	637,795
Included in Other research related expenses are amounts paid to Swine Innovation Porc, LRIC and the University of Saskatchewan		
Industry research expense recorded in Schedule D is comprised of:		
	\$	\$
Rescinded research projects	55,918	256,142
Research expended (Note 11)	(1,101,518)	(768,354)
Other research related expenses	(278,472)	(268,622)
Total research expense	(1,324,072)	(780,834)

9. Toronto Stockyards Land Development Fund

	2025	2024
	\$	\$
Balance, beginning of year	-	-
Amounts transferred into fund during the year	286,536	284,137
Funds expended	(286,536)	(284,137)
Balance, end of year	-	-

The amount received during the fiscal year is included in sundry revenue in the statement of operations.

In 2003, the board of directors established an internally restricted fund dedicated to research, development and industry education and approved the transfer of funds received from the Toronto Stockyards Land Development Board to this fund. A portion of these funds was used in 2025 for industry outreach events, swine research and health issues.

10. Credit facility agreement

Ontario Pork has entered into one credit facility agreement with a Canadian financial institution, facility (1). Facility (1) includes an unsecured authorized operating line of credit of up to \$3,500,000 due on demand. Canadian and USD dollar advances on facility (1) bear interest at prime plus 0.30%. At year-end, draws on facility (1) are \$Nil (2024 - \$Nil) and there were no draws on the facility during the year.

11. Government grants and research expenditures

	2025		2024	
	Government grants	Research expenditures	Government grants	Research expenditures
	\$	\$	\$	\$
Economics	-	-	-	-
Innovation	-	116,760	-	80,000
Production	-	265,112	-	237,702
Social trends and perception	-	-	-	50,000
Emergency Preparedness	719,646	719,646	390,652	390,652
Other	-	-	-	10,000
	719,646	1,101,518	390,652	768,354

12. Grants and memberships

Grants and memberships reported in Schedule D consist of the following:

	2025	2024
	\$	\$
OAC Awards Committee	500	500
Ontario Agri-Commodity Council	600	600
Ontario Agricultural Hall of Fame	1,000	1,000
Ontario Federation of Agriculture	500	2,300
Ontario Junior Barrow Show	-	3,000
Ontario Pork Industry Council	1,539	1,539
Farm & Food Care	1,800	1,800
Sundry	13,320	14,053
	19,259	24,792

13. Canadian Pork Council

	2025	2024
	\$	\$
General fees	943,276	927,429

The Canadian Pork Council (CPC) assessments are based on the number of pigs subject to provincial levies. This includes export weanling and feeder pigs in addition to slaughter animals. In 2025, the CPC funding was \$0.155 for market hogs and \$0.033 for weanling and feeder pigs exported (2024 - \$0.155 and \$0.033 respectively).

14. Defined contribution pension plan

The salary and employee benefits (Schedule A) includes the total plan expense for the organization's defined contribution pension plan as follows:

	2025	2024
	\$	\$
Defined contribution pension plan	114,517	117,539

15. Ontario Pork Grading Authority

The Farm Products Marketing Act, R.S.O. 1990, c. F.9, Section 7 (31) provides Ontario Pork the authority to grade hogs. Ontario Pork has delegated its authority for the grading of hogs to the Ontario Pork Grading Authority (OPGA), an independent not-for-profit organization. Ontario Pork is related to OPGA through the collection of grading fees. The OPGA provides a grading system and health data collection services. Ontario Pork producers maintain a 50% interest in the net assets of this organization. The other 50% interest is shared by two larger processors. The organization is governed by a five-member board consisting of two representatives from federal processing plants in Ontario, one representative from Meat and Poultry Ontario and two representatives from Ontario Pork. Ontario Pork also provides office and administration services to the OPGA.

During the year, the organization paid grading fees to OPGA of \$816,570 (2024 - \$804,038). As of year-end, \$38,273 (2024 - \$75,657) is included in accounts payable and accrued liabilities to OPGA.

These related party transactions occurred in the normal course of operations and are measured at the exchange amount, which is considered established and agreed to by the related parties.

The financial statements of the OPGA are not consolidated in the financial statements of Ontario Pork. The following are the assets, liabilities, revenues and expenses from the audited financial statements of the OPGA for the year ended September 30, 2025.

	2025	2024
	\$	\$
Assets	368,846	413,776
Liabilities	58,737	67,220
Net assets	310,109	346,556
Revenues	873,085	859,424
Expenses	909,532	860,091
(Deficit) of revenue over expenses	(36,447)	(667)
Supplemental cash flow information		
Cash flows derived from/(used by):		
Operating activities	(19,260)	(22,251)
Investing activities	-	-
Financing activities	(6,528)	(16,417)
(Decrease) Increase in cash	(25,788)	(38,668)
Cash, beginning of year	84,911	123,579
Cash, end of year	59,123	84,911

16. Commitments

Ontario Pork leases office equipment with future minimum annual payments as follows:

	\$
2026	17,759
2027	17,073
2028	9,944
2029	7,286
2030	3,744
Total	55,806

17. Financial instruments

Unless otherwise noted, it is management's opinion that the organization is not exposed to significant interest, credit, currency, liquidity, or other price risks arising from the financial instruments.

The extent of the organization's exposure to these risks did not change in 2025 compared to the previous period.

Transacting in financial instruments exposes the organization to certain financial risks and uncertainties. These risks include:

Credit risk

Credit risk is the risk that counterparties fail to perform as contracted. Ontario Pork is exposed to credit risk through its trade accounts receivable and the Forward Pricing Program. Ontario Pork is exposed to a concentration of credit risk, as are all customers in the meat packing industry.

Market risk

Market risk is the risk that the fair value or future cash flows of the organization's financial instruments will fluctuate because of changes in market prices. Some of the organization's financial instruments expose it to this risk, which comprises currency risk.

Currency risk

Ontario Pork realizes a portion of its transactions in USD and is exposed to foreign exchange fluctuations. At year-end, USD cash balances total USD \$998,595 (2024 – USD \$963,958). All balances are recorded in Canadian dollars at year-end at an exchange rate of 1.39735 (2024 – 1.3989).

18. Cybersecurity breach

On November 10, 2023, Ontario Pork's operations were subjected to a cybersecurity incident. The costs incurred during last fiscal year, with respect to this incident, are summarized in these financial statements.

Non-Consolidated Schedule of Operations Expenses - Schedule A

Year ended November 29, 2025 and November 30, 2024

	2025	2024
	\$	\$
Amortization - capital assets	70,116	84,083
Audit fees	60,000	64,598
Bank charges	25,027	31,971
Cleaning	32,774	32,427
Computer software, supplies and internet	169,584	91,886
Consulting - information systems	156,118	88,961
Consulting - other	76,364	72,309
Courier	41,780	43,246
Dues and subscriptions	23,603	18,748
Foreign exchange (gain) loss	(1,421)	14,692
Forward pricing (gain) costs	(100)	(14,032)
General office and other	32,685	35,290
Insurance	80,451	72,845
Legal fees	128,084	173,596
Light, heat and water	29,320	26,832
Machine and systems rental	9,456	9,451
Postage	6,617	6,141
Realty taxes	68,143	65,697
Repairs and maintenance	141,790	140,136
Salaries and employee benefits (Note 14)	2,732,071	2,782,150
Stationery and supplies	14,398	18,571
Telephone	37,993	58,631
Training and professional development	8,261	6,560
Travel	111,774	101,197
	4,054,888	4,025,986

Non-Consolidated Schedule of Consumer Marketing Expenses - Schedule B

Year ended November 29, 2025 and November 30, 2024

	2025	2024
	\$	\$
Advertising/other	280,175	331,423
Consumers' events	176,345	63,708
Education	91,962	131,327
Promotion - retail trade	48,127	52,460
Public relations	7,348	18,272
Retail and nutrition promotion	50,094	43,605
	654,051	640,795

Non-Consolidated Schedule of Board Secretariat Expenses - Schedule C

Year ended November 29, 2025 and November 30, 2024

	2025	2024
	\$	\$
Delegates' remuneration	86,134	95,888
Directors' expenses	110,014	95,488
Directors' remuneration	217,083	204,571
General office and other	1,347	4,931
Grants - counties	68,702	59,566
Liability insurance	8,862	10,060
Meetings - annual and other	175,088	152,708
Benefits	36,433	37,753
Training	168	20,558
	703,831	681,523

Non-Consolidated Schedule of Industry Support Expenses - Schedule D

Year ended November 29, 2025 and November 30, 2024

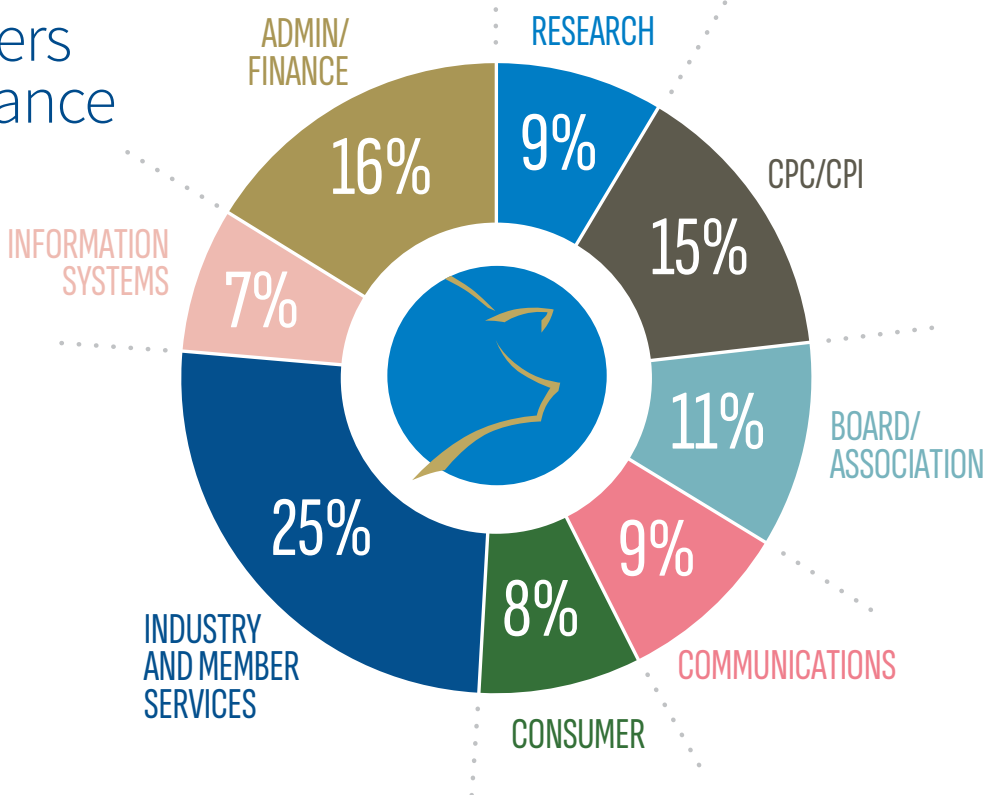
	2025	2024
	\$	\$
Animal care/Emergency preparedness	191,627	112,141
Canadian Pork Council (Note 13)	943,276	927,429
Consulting	87,700	83,044
Foodbank	40,000	20,000
Grants and memberships (Note 12)	19,259	24,792
Industry Events	760	14,841
Research (Note 8)	1,324,072	780,834
Swine Health Ontario	36,588	45,815
	2,643,282	2,008,896



By the Numbers

2025

Numbers at a Glance





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