



ANNUAL REPORT
2025



**EGG FARMERS
OF CANADA**



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The fifty-third Annual Report of Egg Farmers of Canada (c.o.b. Canadian Egg Marketing Agency) is prepared for presentation to the Minister of Agriculture and Agri-Food and Farm Products Council of Canada.



Chair's message

The theme for this annual report is by Canadians, for Canadians—and our accomplishments in 2025 offer a perfect illustration of this idea in action. We, the Canadian egg farming sector, worked with and for our fellow citizens, providing Canadians with a safe, nutritious, locally produced source of food. These efforts have once again demonstrated that we can face anything because we have learned to work together. This continued commitment to collaboration across our sector has allowed us to tackle our tough issues and seize new opportunities. I firmly believe our ability to work together is the key to our success and the past year was a testament to that.

In 2025, our collaborative approach played out in a few key areas. We asked farmers and egg boards across Canada to ramp up production by temporarily adding more than 1.5 million hens to the system. These measures helped address the unpredictable impact of highly pathogenic avian influenza (HPAI) and the growing demand for eggs. It was a big ask—and you responded in an impactful way. Together, we swiftly and efficiently got hens into production in a textbook example of collaboration.

We know that shoring up the egg supply is a balancing act, especially when there are more hens in the system than ever before. Throughout the year, Egg Farmers of Canada (EFC) worked closely with our value chain to manage inventories and adapt our approach. These temporary measures gave us time to work on longer-term solutions while bringing new levels of stability into our market through the addition of nearly three million layers through the allocation process.

We also made progress in our standards—an acknowledgement that our programs are not static and must evolve as science progresses. We introduced a new protocol to vaccinate all hens against *Salmonella* Enteritidis (SE). This keeps us in step with other jurisdictions around the world, in addition to being an important investment in bird health, public health and the future of Canada's egg farming sector.

When it comes to HPAI, our work to advance a national vaccination strategy for laying hens will help strengthen already strong biosecurity protocols and swift response interventions. We are pleased the Canadian Food Inspection Agency (CFIA) will launch a confined field trial for avian influenza vaccinations in Canada. EFC is directly involved in these conversations through our role in the national HPAI Vaccination Task Force. I am also pleased to say we are working with the CFIA to review the compensation model and maximum for animals ordered destroyed under the *Health of Animals Act*. A goal is to make the claims process more efficient, something we all welcome.

We, the Canadian egg farming sector, worked with and for our fellow citizens, providing Canadians with a safe, nutritious, locally produced source of food.

Finally, we implemented the latest Cost of Production (COP) Study results with the rollout of the National Free Run Producer Pricing Policy and an updated pricing method for conventional and enriched eggs. We are fortunate to have our own COP model, backed by real farm data which ensures our real costs are considered. We appreciate the contributions of farmers who took the time to make sure our last COP Study was as complete as possible and we trust that collaboration will continue in future studies.

I want to conclude by saying we owe a good measure of our success to the diligence and determination shown by the EFC Directors and staff over the last year. Their dedication, bolstered by the support of egg boards and farmers across the country, moves us forward.

With per capita egg consumption trending upward and additional growth anticipated in 2026, our future is bright because we have nurtured the necessary structures, systems and relationships to carry us forward. I look forward to meeting the challenges of 2026 with you.

Roger Pelissero
Chair



CEO's message

In 2025, Canada's egg farming sector navigated unprecedented shifts in supply, expanded its market, increased egg production, achieved consensus on major initiatives and enhanced its leadership role within Canada's agricultural economy. As Roger aptly observes, many of these outcomes are the result of this industry's collaborative approach. They are also the result of our deliberate efforts to broaden that collaborative model through strategic alliance-building which extends our influence and creates new allies and supporters. In so doing, we are fulfilling our mission and delivering the eggs that Canadians want and enjoy, every day.

This annual report demonstrates how the priorities listed in our 2025-2027 Strategic Plan guided our work. The plan provides the structure required to advance ambitious objectives to grow both egg production and egg consumption. We made progress on all fronts this year, aided by the collective work of our partners and our strong, dedicated team at EFC. While most items in our strategic plan address our internal operations, the plan has a direct impact on the image we project outside the industry. By demonstrating that we have rigorous governance and discipline, we are reinforcing the trust Canadians put in our sector. This makes it easier to build alliances and garner support.

A significant milestone in 2025 was the launch of our updated vision, mission and value statements. They are now better aligned with our mandate, our shared values and our ambition to grow egg consumption. With our most recent data showing Canadians consume an average 259 eggs per person per year, we are moving closer to achieving our objective of 365 eggs per capita. Reaching that goal can sound daunting—yet the target is attainable if each Canadian eats just two more eggs a week.

In support of our goals, a big part of our strategic vision played out through our innovative programs to connect with Canadians. Our latest marketing campaign to boost egg

consumption was well-received. We also leveraged national advertising campaigns to sensitize Canadians to the farmers producing their eggs, the benefits of supply management and the strength of our Egg Quality Assurance program™ (EQA®).

We continued our advocacy with elected officials, underscoring Canadians' support for food sovereignty and self-sufficiency. We also forged ahead on our sustainability planning and efforts. Extensive consultation with egg boards and stakeholders culminated in a roadmap towards net-zero greenhouse gas emissions (GHG). Approved by the EFC Board of Directors in November, the roadmap outlines pathways to support our sustainability journey and guide our work in this area.

2025 brought a number of opportunities to demonstrate how we bring strong strategic value to our country. We have the government's assurance that supply management is not on the bargaining table in ongoing and future trade talks. This is backed by federal legislation thanks to the successful passage of Bill C-202. Looking ahead, EFC will continue to advocate for no new market access or changes to the over-quota tariff throughout other trade negotiations and as the scheduled review of the Canada-United States-Mexico Agreement (CUSMA) gets underway.

We made progress on all fronts this year, aided by the collective work of our partners and our strong, dedicated team at EFC.

We also cultivated new relationships while strengthening existing ones. Inside the industry, our strong connections with egg boards, as well as our grading and processing partners, helped us advance a range of matters of national interest. We reached outside the industry by engaging with partners that facilitate strategic information-sharing across the business community, joint efforts with other agricultural sectors and collaboration with our international counterparts. These important exchanges significantly enhance our strategic capacity.

In closing, I want to thank everyone involved in Canada's egg farming industry—from the farmers through to the EFC staff—for your readiness to work on creative solutions. Your openness and your willingness to share your perspectives enriches our approach.

I look forward to working with all of you as we continue to propel our sector forward. You can count on my full commitment, just as I know I can rely on yours.

Drew Black
CEO

2025-2027 Strategic Plan

Our 2025-2027 Strategic Plan outlines key areas of focus for EFC and a shared pathway for the future of Canada's egg farming sector. Our actions are guided by eight strategic priorities that seek to position Canada as a world leader in egg consumption and production and drive the sustainable growth of Canada's egg industry. The combination of these activities supports the overall ambition of having Canadians enjoy eggs every day—or a target of 365 eggs in annual per capita egg consumption.



STRATEGIC PRIORITIES

COLLABORATION

Goal: To strengthen and expand collaboration with strategic partners and stakeholders to fuel growth, enhance efficiencies and support the Canadian egg farming sector.

ALLOCATION

Goal: To ensure an equitable and effective allocation process within the principles of supply management for the benefit of the entire egg value chain.

SUPPLY AND DEMAND

Goal: To optimize the domestic egg supply with market demand across all product categories to fill the entire market with Canadian eggs.

MARKETING

Goal: To grow egg consumption with all Canadians eating eggs every day.

RISK MANAGEMENT

Goal: To strengthen and expand EFC's approach to risk management to ensure forward-looking, comprehensive and ongoing processes.

COST OF PRODUCTION

Goal: To deliver and implement national COPs that are trusted and supported by all stakeholders.

GOVERNMENT SUPPORT AND SOCIAL LICENSE

Goal: To ensure all levels of Canadian governments actively support and promote supply management.

GOVERNANCE

Goal: To continuously improve EFC's governance for the effective stewardship of a sustainable Canadian egg sector and organization.



Animal health and food safety

STRATEGIC PRIORITIES

COLLABORATION

SUPPLY AND DEMAND

RISK MANAGEMENT

The rigorous standards and protocols that back food production are the foundation of a resilient farming sector. These measures protect animal health and well-being and safeguard the safety of our food supply through our national EQA® certification program. This strong EQA® framework is underpinned by our Animal Care Program and Start Clean-Stay Clean® food safety program. Designed to evolve with the latest scientific findings and new practices, these mandatory programs allow us to deliver quality eggs to Canadians, every day.

The rigorous standards and protocols that back food production are the foundation of a resilient farming sector.

Animal Care Program enhancements

Our national Animal Care Program continued to maintain a strong, science-based approach to animal welfare standards and audits throughout the year. Under the direction of the Production Management Committee of the EFC Board of Directors, our focus this year was on clarifying the requirements of certain program elements to ensure a consistent application in assessing compliance across the country. Updates to the Auditor Guidelines further articulated the requirements for ammonia testing

equipment and the necessary documents for the handling, catching and loading of hens. An enhanced lighting intensity measuring protocol was also rolled out, offering additional guidance based on housing systems.

Another key initiative was the development of a national Free Range Standards Certification Program. This mandatory program details a consistent set of standards that egg farms must meet to be considered free range, including range access and space, vegetation, pophole and perimeter fence requirements. The Free Range Standards Certification Program was approved by the EFC Board of Directors in August for implementation in early 2026.

Release of the amended Code of Practice

The amendment process for the *Code of Practice for the Care and Handling of Pullets and Laying Hens* launched in December 2023, following a comprehensive five-year review that identified three areas requiring updates. The Code Amendment Committee proposed revisions and undertook a 60-day public consultation in the spring. This feedback helped inform further changes before the Committee reached consensus and released the final version of the Code in August, which included amendments to space requirements for round feeders and pullets in aviaries, as well as revisions to the wording of the definition of multi-tier systems. The National Farm Animal Care Council and EFC issued a joint press release to recognize the comprehensive work of the Code Amendment Committee and the role of the amended Code in upholding rigorous animal welfare standards. A process is underway to reflect the amended Code requirements in the national Animal Care program.

1,664
on-farm audits
conducted
in 2025.

Technical work on new Canadian Organic Standards

EFC continued to contribute to the work underway to update the Canadian Organic Standards. The process, which is under the guidance of the Organic Federation of Canada and draws in an extensive cross-section of stakeholders, seeks to update the guidelines, standards and certifications related to organic farming. A public comment period launched in May to capture feedback towards the proposed amendments. Afterwards, member organizations were invited to vote on the proposed standards. The final Canadian Organic Standards are expected to be released in 2026.

937 million dozen eggs produced in Canada in 2025.

Championing responsible antimicrobial use

We continued to work with the Canadian Integrated Program for Antimicrobial Resistance Surveillance to monitor trends in antimicrobial use and antimicrobial resistance within our sector while contributing to the development of policies and protocols that champion responsible use of these critical animal health tools. In 2025, we reviewed the World Health Organization’s proposed updates to the Global Action Plan on Antimicrobial Resistance and provided input towards Health Canada’s proposed revisions to the categorization of antimicrobial drugs based on importance in human medicine. Our efforts championed a national strategy for the categorization of antimicrobial drugs that matches other jurisdictions, aligning Canada with international bodies. Our work in this area extended to a collaboration with other farmer organizations, veterinarians and animal health experts who share the common objective of addressing regulatory barriers and improving access to new veterinary health tools.

Safe food for Canadians

Grounded in science and best practices, the national Start Clean-Stay Clean® program maintains strict protocols to produce safe, high-quality eggs. The program ensures every registered farm in Canada follows critical control measures and practices that maintain optimal food safety. A significant undertaking this year focused on the administration of the program, modernizing foundational documents to support growth and maintaining effective food safety practices. These forward-looking efforts, which will continue in 2026, will make sure the program adheres to globally recognized Hazard Analysis and Critical Control Points (HACCP) principles and remains responsive to a growing sector.

The program ensures every registered farm in Canada follows critical control measures and practices that maintain optimal food safety.

Our sector’s SE control program was enhanced this year with the introduction of a new protocol to vaccinate all hens against SE. The vaccination protocol builds on the findings of the SE Scientific Advisory Panel and implements new measures to protect both bird and public health. Efforts are also underway to introduce two new post-SE positive pilot programs. These voluntary programs seek to gather data on positive SE incidences, generate industry-level insight and aid in the development of well-rounded and practical post-positive measures. The combination of these measures, in addition to other requirements under the National SE Protocol, further enhanced an already strong approach to food safety which is critical to maintaining the high degree of consumer confidence in our products.

Avian influenza and Canadian egg farms

As new HPAI detections were identified throughout the year, we worked closely with egg boards, our poultry partners and the government to navigate the impact and shore up the egg supply. Through engagement with the CFIA’s National Emergency Operations Centre, as well as the HPAI Vaccination Task Force and HPAI Leadership Team, we provided input on the national response strategy, mitigation efforts and policy improvements.

Shifting transmission patterns, the endemic nature of the virus and initiatives in other countries helped shape an important conversation on the role of a national vaccination program for laying hens in Canada. Following the guidance of groups like the World Organisation for Animal Health, EFC contributed to discussions on how a vaccination program for laying hens would complement existing on-farm biosecurity protocols and swift response interventions. In August, the CFIA confirmed its plans to initiate a field trial for avian influenza vaccinations to evaluate the feasibility, logistics and outcome.

Transition towards new production methods

Progress continues as egg farmers phase out conventional housing systems, shifting to new methods of production such as enriched colony, free run, free range and organic. As of mid-2025, the share of hens housed in conventional systems decreased to 39.45%, down from 42.02% in 2024 and 52.88% in 2021. Enriched colony remains the largest alternative housing system in Canada, representing 39.33% of hens in 2025. Free run, free range and organic approaches continue, with the proportion of hens in these systems nearly doubling since the transition was launched in 2016. In 2025, free run, free range and organic systems represented 21% of hens in Canada, compared to 10% in 2016. The industry continued to adapt to evolving consumer demand, ensuring the availability of various product categories at a range of price points for consumers. Current trends suggest conventional housing is projected to be eliminated by the target date of 2036, if the transition maintains the pace observed over the past three years.

Hen issuance by production method

Production method	2025	2024	2023	2022	2021
Conventional housing	39.45%	42.02%	45.28%	49.64%	52.88%
Enriched colony	39.33%	38.02%	35.33%	32.47%	29.30%
Aviary/free run	14.77%	13.49%	13.02%	11.14%	11.43%
Organic	4.99%	5.01%	5.02%	5.43%	5.07%
Free range	1.46%	1.46%	1.35%	1.32%	1.32%

Source: Egg boards

Note: 2021-2024 data represents December, end of year value. 2025 data represents July, mid-year value.





Market responsiveness

STRATEGIC PRIORITIES

COLLABORATION

ALLOCATION

SUPPLY AND DEMAND

RISK MANAGEMENT

COST OF PRODUCTION

Our policies and systems provide the mechanisms to manage the national supply of eggs, supporting the resiliency of our supply chain and the food security of communities. This vital framework empowered us to navigate ongoing challenges, address emerging risks and seize new opportunities. A significant outcome this year was the incredible growth achieved in the Canadian egg sector, despite the reoccurring impact of HPAI. With egg production up by approximately 7.6% in 2025 and per capita egg consumption trends on the rise, a number of initiatives shored up the national supply, expanded production and reduced the need for imports beyond existing trade agreements. These efforts—supported by the swift work of farmers to get hens into production—enabled our responsiveness to shifting markets and drove efficiency across our system.

Temporary measures to boost the domestic egg supply

Domestic cases of HPAI on Canadian egg farms jumped quickly in late 2024 and early 2025, with 1.2 million hens impacted within a four-month period. As Canada worked to respond, the US faced a very serious situation as large farms in concentrated regions lost millions of hens to avian influenza early in the year, triggering a significant crisis in the US market. The Urner Barry price for breaking eggs more than doubled from \$2.98 to \$6.43 USD per dozen eggs in early February, making it extremely difficult for the Canadian processing market to obtain supply.

Recognizing this exceptional situation, coupled with strong Canadian demand for eggs, the EFC Board of Directors accelerated a number of measures to quickly increase egg production. These emergency tools included the use of Special Temporary Market Requirement Quota (STMQRQ), leveraging unused barn capacity and temporarily extending flock cycles to boost the supply of eggs, among other critical considerations.

Collaboration and industry-wide efforts allowed us to navigate a fast-changing market and adapt our approach to managing egg inventories. Upwards of 1.5 million hens were temporarily added to the system in response to the call to egg boards and farmers to ramp up production. This level of responsiveness further strengthened the Canadian egg industry during a challenging period and helped ensure a reliable, stable supply of Canadian eggs.

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New solutions to optimize our market

With the goal of evolving our approach to supply total Canadian demand for eggs with domestic production while accounting for current trade obligations, the EFC Board of Directors approved an updated charter for the Supply and Demand Optimization Project in August. Underpinning the initiative is a mandate to enhance projections and implement solutions to address the complexity of our growing industry. The outcome of these coordinated efforts is intended to bring increased equilibrium to our market and close gaps between supply and demand. Throughout the year, the project team, consisting of representatives from egg boards and industry, developed a specialized information hub and advanced several proposals to boost production, flock placement and storage.



Enhancements to the Industrial Products Program (IPP)

Progress has been made with the development of a new Industrial Product-Support Vendor tracking system which will further strengthen the IPP. Administered by EFC, this specialized logistics system will capture detailed information about the products that enter the industrial products pool and create efficiencies through a new digital interface and improved reporting. These coordinated efforts will bring new efficiencies to the operations of the IPP.



Matching alternative housing demand to supply

The National Alternative Housing Project Team, whose mandate is to develop processes to coordinate alternative housing supply and demand in Canada for both the table and processing markets, concluded its work in 2025. Designed to work in conjunction with other policies, enhance data exchanges across the industry and match alternative housing demand to the available supply, the EFC Board of Directors, egg boards and the Canadian Poultry & Egg Processors (CPEP) adopted the recommended policies in August, which cleared the way for a phased-in implementation. These steps coincided with the implementation of a new Interim Alternative Housing Processor Protocol, which in conjunction with the national IPP Processor Protocol, will support growth of all egg varieties as we respond to changing markets.



Canadians eat an average of **259** eggs per year.¹

Coordinated pricing structures for conventional, enriched and free run production

Another significant achievement in 2025 was the implementation of the 2021 COP results through the rollout of the National Free Run Producer Pricing Policy and an updated pricing method for conventional and enriched eggs. In February, the Conventional to Enriched Transition and Producer Prices Project Team reconvened to assess how to implement the COP Results and the Free Run Integration Team reviewed their interim policy. Recommendations from both project teams were presented to the EFC Board of Directors in August and Memorandums of Understanding (MOU) were signed with egg boards shortly after. These concerted efforts delivered coordinated pricing structures for conventional, enriched colony and free run production that uphold jurisdictional responsibilities and maintain price stability for farmers.

Preparing for the next COP Study

Substantial preparatory work was undertaken in 2025 by the COP Committee of the EFC Board of Directors to get ready for the next survey. With the fieldwork phase set to begin in 2026, all eligible free run farms and half of enriched colony farms are expected to be surveyed. This expanded level of farm engagement will ensure COP data captures the operating realities of egg farms and an increased frequency in the timing of surveys will help maintain current information. Tailored resources were developed to assist farmers in their preparation for the upcoming survey, such as best practices for recordkeeping and tips to isolate farming inputs in multi-commodity operations.

¹ Statistics Canada (2025). 2024 Protein disappearance and demand by species estimated by Agriculture and Agri-Food Canada [Data table]. <https://agriculture.canada.ca/en/sector/animal-industry/protein-disappearance-and-demand-species>





Strong growth drives quota allocation

With the aim of responding to a fast-growing market and increasing the self-sufficiency of the national egg supply, the EFC Board of Directors reviewed allocation in March, August and November. The approach, which included regular reconciliations, responded to upward trending consumption patterns and table egg disappearance—which were well above historical averages throughout the year—and reduced the need for imports beyond existing allotments. With demand for eggs projected to grow in the future and a firm commitment to meet the needs of the Canadian market with domestic production, a total of 2,922,258 layers were added to the national system in 2025. This 8.62% increase in quota allowed the sector to advance long-term supply solutions. As a result, the EFC Board of Directors was pleased Farm Products Council of Canada prior approved the following quota allocation requests in 2025:

Quota allocation

Allocation	Effective
Federal quota increase of 1,353,964 layers	Week 17 of 2025
Federal quota increase of 1,568,294 layers	Week 41 of 2025
Vaccine quota layers unchanged	Week 1 of 2026
STMRQ quota allocation of 1,154,500 layers	Week 1 of 2026

Initiating a review of our approach to allocation

Introduced in 2000, the Quota Allocation Calculation (QAC) Policy was designed to strike a balance between regional needs and the management of a national system. It outlines a set of guidelines to determine if changes in table egg disappearance warrants any adjustments to the national quota allocation, and how to distribute that allocation across provinces and the Northwest Territories. While amendments and additions were applied to the QAC over time, a formal review of the policy has never been conducted. As such, an ad hoc committee was initiated to review the QAC Policy to assess whether it upholds its historic intent in a modern environment. The EFC Board of Directors approved the project definition in 2025 and meetings are expected to get underway in 2026.



EFC's mandate as outlined in the Farm Products Agencies Act

The objects of the agency are:

- To promote a strong, efficient and competitive production and marketing industry for the regulated product or products in relation to which it may exercise its powers.
- To have due regard to the interests of producers and consumers of the regulated product or products.



Sustainability and innovation

STRATEGIC PRIORITIES

COLLABORATION

RISK MANAGEMENT

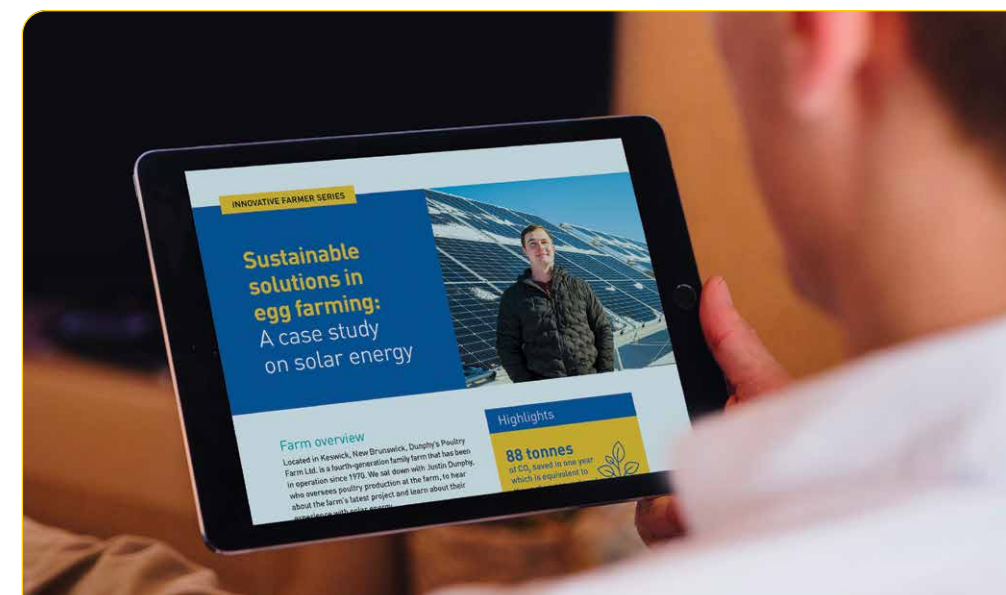
Our integrated approach to sustainability and innovation contributes to a resilient and vibrant sector through a commitment to advance farming practices and adopt new technologies. Through multidisciplinary collaborations, we fostered solutions and advanced dedicated research initiatives that addressed emerging challenges and opportunities. From nurturing the next generation of industry experts to inspiring a new wave of leaders, our programming drives progress with the future in mind.

Our integrated approach to sustainability and innovation contributes to a resilient and vibrant sector through a commitment to advance farming practices and adopt new technologies.

Developing pathways to net-zero emissions

In 2025, we collaborated with egg boards and key stakeholders to develop a plan that supports emissions reduction which considers the unique circumstances of the Canadian egg farming sector. The *Preliminary Roadmap to Net-Zero for the Canadian Egg Industry* was circulated to egg boards and stakeholders to gather feedback and further refine the proposed strategies. Input from these consultations was incorporated into the final roadmap, which was approved by the EFC Board of Directors in November and outlines

practical pathways to advance in our sustainability journey. The first phase of the roadmap includes the establishment of a Net-Zero Advisory Committee to provide oversight and guide actions as we advance against our environmental goals. As a living document, the roadmap will evolve as new information, technologies and insights emerge.



Newly launched innovative farmer series

A new series launched this year to spotlight sustainability initiatives led by farmers across Canada, offering a first-hand look at the opportunities and challenges farmers experience when adopting new environmental practices or technologies. Through these case studies, farmers shared practical experience, innovative best practices and a commitment to environmental stewardship.

The series featured Dunphy's Poultry Farm Ltd. from New Brunswick and their experience installing a micro solar farm to offset on-farm energy needs. Huron Poultry in Saskatchewan, who installed solar wall technology on their new barn, was also profiled. Together, these two initiatives have reduced an estimated 214 tonnes of CO₂ emissions annually—equivalent to the carbon sequestration of more than 3,500 tree seedlings grown over 10 years.² These case studies allowed us to share relatable insights and resources to assist farmers in their sustainability decisions.

1,295
egg farms and
farm families
located across
Canada.

² United States Environmental Protection Agency. (2024). *Greenhouse gas equivalencies calculator*. <https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator>

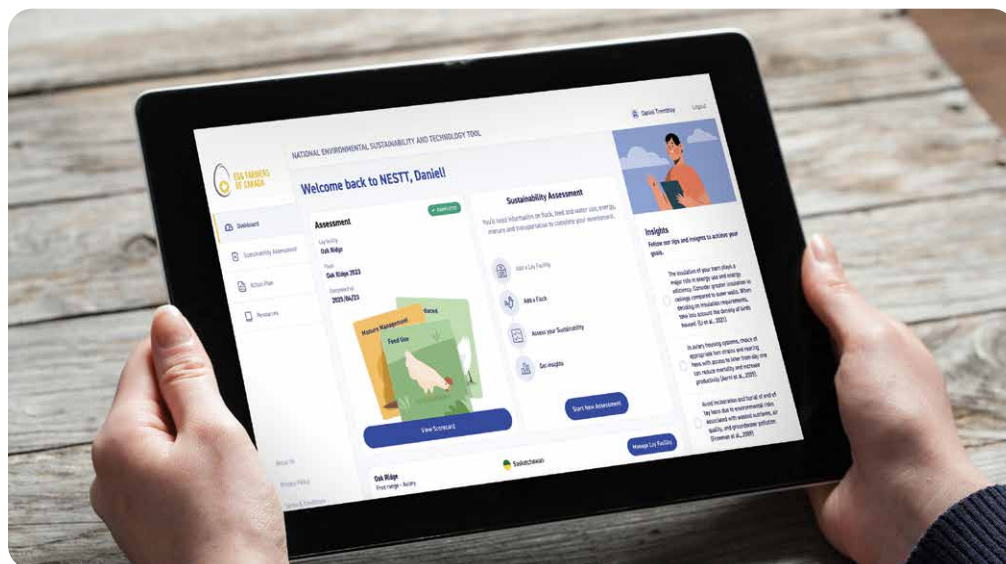


Supporting farm-level environmental planning

The National Environmental Sustainability and Technology Tool (NESTT) is a foundational element of our environmental programming. This tailored sustainability assessment tool allows egg farmers to measure, monitor and manage their farm’s environmental impact. In 2025, the number of assessments completed in NESTT increased by approximately 24% compared to the previous year, strengthening the dataset and enabling the development of future regional benchmarking as participation rises. Analytics data showed growing engagement across the tool and notably in the energy and manure management sections—both critical areas for reducing farm-level GHG emissions.

This tailored sustainability assessment tool allows egg farmers to measure, monitor and manage their farm’s environmental impact.

Drawing on a technical evaluation and consultation with farmers and egg boards, enhancements were integrated into NESTT to streamline the assessment process and bolster the information provided to farmers. Updates focused on improving usability, reducing the amount of time to complete the questionnaire and providing farmers with clearer and more actionable insights. A series of webinars shared detailed information on the changes within the NESTT system and demonstrated the new features. In parallel, collaboration with egg boards encouraged farmer participation in NESTT.



Research Grant Program marks 10 years of innovation

Our Research Grant Program celebrated an important achievement this year—a decade of supporting evidence-based research and delivering strong research outcomes. Under the direction of the Research Committee of the EFC Board of Directors, this milestone inspired a comprehensive program review to ensure it serves the needs of the sector. Stakeholder consultations took place throughout 2025, including two industry-academia workshops, to discuss opportunities to bolster collaboration, encourage applied solutions and set the tone for the future of the program. These sessions brought together experts from a range of disciplines to share perspective and engage in dynamic conversations. The consultation reaffirmed that the program’s priorities are well aligned with the sector’s needs and deliver valuable science-based outcomes across a diverse range of disciplines.

While the review process triggered a temporary pause on the call for research proposals from the scientific community, several research projects advanced throughout the year. At the University of Calgary, Dr. Faizal Careem developed novel and alternative approaches for control of avian infectious bronchitis virus, and at the University of Alberta, Dr. Doug Korver investigated opportunities for Western Canadian faba beans (*Vicia faba*) as a feedstuff for laying hens. Additionally, Dr. Karen Schwean-Lardner’s work at the University of Saskatchewan to assess hatchery-related animal well-being concluded this year, among other initiatives.

120+ research projects funded under our Research Grant Program since 2015.

EFC research priorities

- Environment and sustainability
- End of flock management
- Innovative uses of eggs
- Animal care science
- Food safety
- Human nutrition and health
- Bird nutrition and health
- Public policy and economics
- Research gaps identified by the Code of Practice





Research Chair Network fosters research excellence

Our network of research chairs at universities across the country continued to drive progress in the areas of economics, poultry welfare, public policy and sustainability. This year marked the retirement of Dr. Tina Widowski as Research Chair in Poultry Welfare. Dr. Widowski has made substantial contributions to our sector throughout her 15-year tenure as an EFC Research Chair. Her trailblazing research had a transformative impact on Canada's animal care standards, strengthening the sector's science-based foundation and supporting ongoing improvement across the industry. We are sincerely grateful for her leadership, expertise and unwavering dedication to advancing scientific knowledge and serving farmers across Canada.

At Université Laval, Dr. Maurice Doyon, Egg Industry Economic Research Chair, advanced his work examining consumer preferences and the economic implications of climate change for the egg sector. Dr. Bruce Muirhead, Research Chair in Public Policy at the University of Waterloo, advanced his comparison of Canada's supply management system with other agricultural policies used around the world. Dr. Nathan Pelletier, Research Chair in Sustainability at the University of British Columbia Okanagan, has been working with partners across Canada on research in applying green technologies on farm. Together, they advanced substantial research programs and maintained a high degree of collaboration.

Building stronger outcomes together

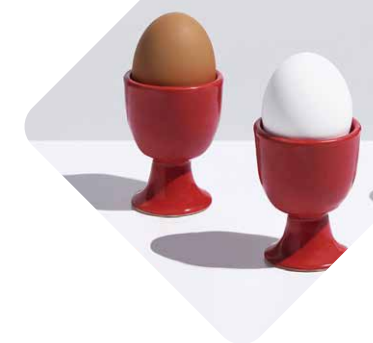
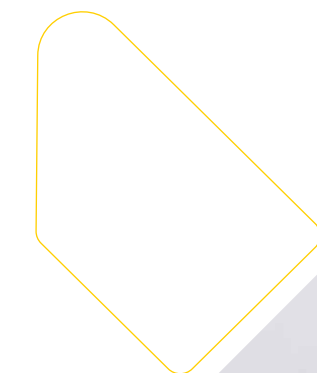
Partnerships with like-minded organizations in both Canada and the US helped extend our research investment. These partnerships delivered tangible outcomes and reached key audiences including farmers, health professionals and industry experts. Some examples of the outcomes of these collaborations include:

- Our partnership with the Canadian Poultry Research Council enabled research that addresses issues for the entire poultry value chain. Ongoing work includes evaluating technologies to remove pathogens from barn air inlets and research on how biochar could help mitigate GHGs.
- At the Egg Nutrition Center, the science and nutrition education division of the American Egg Board, our funding backed research projects focused on human nutrition and health. A recent study under their guidance provided important evidence of the positive impact of egg consumption on cognitive health and reduced risk of Alzheimer's disease in older adults.
- Our support of the Iowa-based Egg Industry Center focused on understanding and preventing the spread of avian influenza and the transmission of other viruses. This information provides current evidence that helps strengthen our response and management practices.

Knowledge in action

A focus on knowledge mobilization allows us to connect farmers and stakeholders to the latest research and tools. In 2025, our knowledge mobilization program highlighted research projects in various ways, including in our newsletter, in research summaries and on our eggfarmers.ca website. We also circulated research resources at conferences, both to farmers and broader audiences including healthcare professionals.

Knowledge mobilization topics ranged from best management practices for the handling and storage of manure to research insights linking egg consumption to healthy eating patterns. For example, resources were developed to share a recent study published by Tufts University in the *Journal of Nutrition* that found eating one or more eggs per week is associated with a reduced risk of Alzheimer's disease. Funded by EFC's research partner, the Egg Nutrition Center, the study found that participants who ate one egg or more weekly were 47% less likely to be diagnosed with Alzheimer's, with choline—a vital nutrient found in egg yolks—contributing as a key factor of the research findings.





Supporting the next generation of innovators

The second edition of our Student Innovation Challenge inspired fresh ideas by bringing together post-secondary students from across Canada and inviting them to share their creative solutions aimed at shaping the future of Canada’s egg sector. In March, we proudly celebrated the winners of the challenge, recognizing their ingenuity and commitment to advancing the industry. The next installment of the Student Innovation Challenge is expected to roll out in 2026.



Graduate student Jo Ann Chew received first place for her presentation on Amino Acid Requirements of Pullets. Second place was awarded to Venkatraman Manikandan for his project, Cracking the Code of Hen Emotions. Third place went to Janan Shoja Doost for her submission on the role of mRNA vaccines in preventing Marek’s Disease.

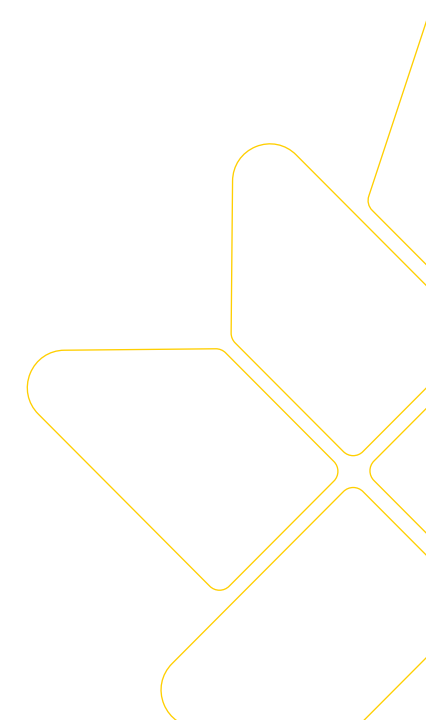
Preparing the next generation of farm leaders

One of the ways we are preparing for the future is by nurturing the next generation of farm leaders through initiatives for women and young farmers. The national women in the egg industry program welcomed many outstanding delegates who made the most of development opportunities and took part in mutual mentorship. The programming included a webinar series covering key topics such as quota allocation, supply management and cost of production. The group convened in New Brunswick for a dynamic in-person session featuring keynote presentations by Abacus Data CEO David Coletto and EFC CEO Drew Black. Participants also enjoyed a fireside chat with former program members Sandra Dyck and Krista Oulton to learn about their leadership roles within the industry.



This year’s young farmer program brought together an engaged group of young leaders from across Canada. Industry experts presented content modules ranging from quota allocation, to the IPP, to sustainability and marketing, during workshops in Ontario and New Brunswick. Delegates took part in interactive champion and government relations training and enjoyed a tour of Parliament. A roundtable discussion with Agriculture and Agri-Food Minister Heath MacDonald offered a unique opportunity to advocate for the sector.

Our growing network of past-participants were offered a number of professional development opportunities throughout the year. Delegates took part in the Advancing Women in Agriculture conference, AgEx conference, Future of Food event and the Canadian Federation of Agriculture’s Annual General Meeting. Additional opportunities were offered through the World Egg Organisation (WEO) and the World Farmers’ Organisation, keeping our network of leaders engaged and supporting their pursuit of personal growth.





Advocacy and social license

STRATEGIC PRIORITIES

COLLABORATION

RISK MANAGEMENT

GOVERNMENT SUPPORT AND SOCIAL LICENSE

From advocacy work and outreach programs to giving back and connecting with others, we mobilized to reach Canadians and policymakers throughout the year. We engaged with a new federal government as Prime Minister Mark Carney began his mandate and took an active role in positioning supply management as a tool that strengthens Canada’s national interests. Recognizing the interconnectedness of the Federal-Provincial-Territorial dynamic and the push for intergovernmental cooperation, increased information exchanges and collaboration with egg boards allowed us to deliver a unified and consistent message to all levels of government.

We engaged with a new federal government as Prime Minister Mark Carney began his mandate and took an active role in positioning supply management as a tool that strengthens Canada’s national interests.

Building support throughout the federal election

The 2025 federal election presented an opportunity to advocate for our sector and national food security. With supply management supported by all major parties, focus was on deepening commitments and reinforcing the importance of maintaining Canada’s food sovereignty. EFC equipped egg boards and farmers with tools to engage their local

candidates in discussions on the importance of supply management and the social and economic impact of the egg farming sector. After the election, the government reaffirmed its support in the Throne Speech, which further underlined its clear and vocal position to keep supply management off the table in any trade negotiations.

Engagement with policymakers

EFC lobbied for the interests of egg farmers and our sector through a multi-faceted advocacy program. These activities focused on strengthening relationships with elected officials and senior bureaucrats to ensure key decision-makers were informed on the issues impacting the Canadian egg sector and our policy priorities. We hosted events, facilitated meetings, contributed to consultations and studies, issued timely correspondence and added perspective on legislation. These coordinated activities allowed us to raise and discuss important topics such as supply management, international trade and tariffs, interprovincial trade measures, biosecurity, emergency preparedness, avian influenza, food labelling, sustainability and the federal budget, among others.



Members of the EFC Executive Committee and staff participated in more than 65 meetings on Parliament Hill with Members of Parliament (MP), Senators and their advisors throughout the year. EFC was also invited to take part in high-profile sessions to further discuss our perspective, such as the Canada-US Economic Summit hosted by the Prime Minister and a roundtable session with the Secretary of State for the Canada Revenue Agency and Financial Institutions in the lead-up to Budget 2025. Our approach delivered important outcomes such as the successful passage of Bill C-202, *An Act to Amend the Department of Foreign Affairs, Trade and Development Act* (formerly Bill C-282); an exemption for supply management under the *Free Trade and Labour Mobility in Canada Act*; and agreement from the CFIA to review the compensation model for laying hens under the *Health of Animals Act*. 2026 will bring even more opportunities to advance priority files and showcase the hard work of farmers.



Reaching parliamentarians through coalitions and joint initiatives

To support shared interests and common goals within Canada’s agriculture and agri-food sector, EFC took part in a number of collaborative initiatives to advocate for policy solutions that benefit farmers and Canadians. We contributed to a broad coalition of organizations representing the value chain to encourage the government to make agriculture a national priority under the *Let’s Grow* initiative. We also worked with a cross-section of agriculture stakeholders, veterinarians and product manufacturers to address barriers that limit access to animal healthcare tools.

Discussing priority issues with municipal leaders

EFC and a delegation from the supply-managed sectors participated in the Federation of Canadian Municipalities conference and trade show. Our group joined municipal officials in Ottawa to engage them in conversations about our sectors. Our well-attended ‘ask the expert’ panel allowed farmer representatives and municipal officials to discuss how collaboration between municipalities and farmers strengthens our country’s self-sufficiency. Moderated by Canadian Centre for Food Integrity Chair Mike Dugate, the panel featured Brandon Mayor Jeff Fawcett, Ottawa City Councillor Catherine Kitts, Canadian egg farmer Mireille Leroux and Dairy Farmers of Canada President David Wiens. Panelists discussed measures to bolster local food systems, strengthen national food security and improve community access to nutritious, affordable food.



Downtown Diner celebrates Canada’s vibrant supply-managed sector

Our annual Downtown Diner event, co-hosted with Dairy Farmers of Canada, Chicken Farmers of Canada, Turkey Farmers of Canada and the Canadian Hatching Egg Producers, took place in Ottawa in October. Farmer representatives spoke to the work they are doing to foster a resilient Canadian food system and the role of supply management in maintaining a strong Canadian agricultural sector. Support was overwhelming with more than 40 MPs and upwards of 2,000 Ottawa community members attending the event. Agriculture and Agri-Food Minister Heath MacDonald joined us to recognize the invaluable contributions of farmers to our country’s well-being and food security. Our social media engagement, The Farmers’ Times resource and a press release reinforced our commitment to feed Canadians and the pivotal role of farmers in strengthening the nation’s food self-sufficiency.



EFC was listed as one of the **top lobby groups** in 2025.



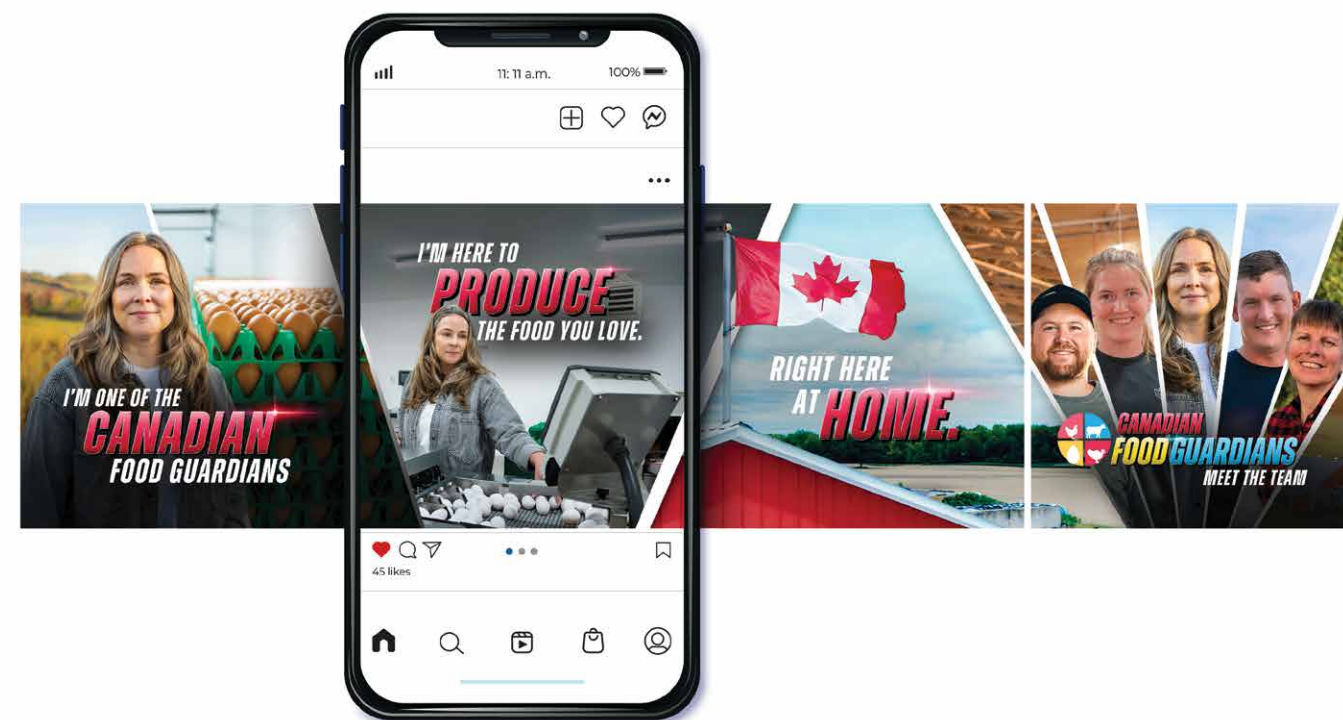
Reminding Canadians that *It Takes a Farmer*

Our latest advertising campaign focused on reminding Canadians that behind every egg on your plate is a Canadian farmer—and through supply management those same farmers work together to keep eggs fresh, local and reliable. Featuring egg farmers from across the country, the initiative leveraged a mix of channels to reach policymakers and decision-makers with our positive message. Ads were shown across major news networks like The Globe and Mail and Quebecor, throughout political publications like The Hill Times and iPolitics, and across digital channels. Audio ads on Spotify and the CBC Podcast Network and digital out-of-home billboards near key government offices helped build awareness. The initiative delivered over 28 million impressions in 12 weeks, nurturing a strong connection between farmers and Canadians.



Canadian Food Guardians campaign targets young Canadians

Building on the strong buy Canadian movement that emerged this year, the *Canadian Food Guardians* campaign was launched in partnership with Dairy Farmers of Canada, Chicken Farmers of Canada, Turkey Farmers of Canada and the Canadian Hatching Egg Producers. Targeting Canadians aged 18-34, the campaign emphasized the role of supply-managed farmers in delivering a reliable source of homegrown food produced to Canadian standards. Punchy video ads featured farmers, like Canadian egg farmer Lacey Merks, and were promoted on digital channels such as TikTok, Instagram and YouTube. The collaboration delivered 65 million impressions over six weeks and further strengthened the positive ecosystem of support for supply management.



Canadian eggs and farmers in the media

Throughout the year, our spokespeople delivered interviews and offered comments to reporters on topics ranging from the impact of avian influenza, to supply management's role in upholding our national food security, to egg consumption trends. Our rapid response media approach allowed us to address inaccuracies and share our perspective in publications through letters to the editors and opinion pieces. This approach underscored the importance of domestic food production, provided commentary on the Canada-US trade dynamic, and shared the rigorous animal welfare standards in place on Canadian egg farms, among other topics.

86% of Canadians believe supply management keeps egg prices stable.³

We reinforced our perspective through advertorial content in publications such as The National Post, Toronto Star and Journal de Montréal, as well as a variety of trade publications that reached our value chain, such as Food in Canada and Canadian Grocer. Regular public relations initiatives helped us engage with Canadians and celebrate major moments through outreach to journalists and press releases. We undertook campaigns that strategically leveraged Easter and holiday entertaining as a platform to engage Canadians in conversations about the role of our farmers in delivering a steady supply of eggs. The combination of these activities generated over 300 articles and broadcast segments, earning over 66 million media impressions throughout the year.



Dedication of farm families at the heart of World Egg Day

Our World Egg Day campaign paid tribute to the egg farmers and farm families who deliver fresh, local, high-quality eggs to Canadians. A cornerstone of our celebration was a video featuring several Canadian egg farmers sharing their pride for producing eggs, which was distributed across social media. A partnership with over 80 libraries across Canada complemented our celebration and featured pop-up displays where patrons could take in interactive activities and share a message of gratitude with Canadian egg farmers. Hundreds of Canadians took up the call, sharing kind and touching words of appreciation. Parliamentarians and senior government officials added their voice by sharing their support for egg farmers in the House of Commons and online.

³ Abacus Data (2025). National Omnibus Survey. [Unpublished raw data]. Prepared for EFC.



Continued engagement with our communities

Our pledge to give back is rooted in EFC's values and a commitment to act with empathy and care for the people around us. Our partnerships with Heart for Africa (Canada) and Canadian Food For Children provided the high-quality protein found in eggs to thousands of children and families in regions where undernutrition and malnutrition are high. This connection between Canadian egg farmers and the international community contributed to important society-wide efforts that help address one of the most significant global health challenges of our time.

Here at home, our collaboration with Breakfast Club of Canada grew in scope in response to school-level demand for access to a nutritious breakfast. For the 2024-2025 school year, over 100,000 coupons for a dozen eggs and 265,000 individually wrapped hard boiled eggs were distributed to schools and regional nutrition hubs. We also expanded our work with Food Banks Canada and Second Harvest to reach more Canadians facing food insecurity. A strengthened logistics process allowed for the distribution of the equivalent of 15 million eggs to community hubs and food banks in all provinces and territories. Government funding through the Nutrition North program extended our reach in even more remote and Northern communities.

Our Egg Farmers Give Back program, which provided funding to egg boards and egg farmers across Canada for grassroots projects, also supported our community engagement. Dozens of projects were funded across the country and included activities such as the Cheer Crate campaign delivering food baskets during school breaks to vulnerable families in Saskatoon, providing Quebec families with healthy eating support through Fondation OLO, sponsoring the nutrition station at the IWK Children's Hospital in Halifax and countless regional food bank and school breakfast programs sharing the goodness of eggs.





International trade

STRATEGIC PRIORITIES

COLLABORATION

RISK MANAGEMENT

GOVERNMENT SUPPORT AND SOCIAL LICENSE

Rapidly changing global dynamics and geopolitical pressures put a spotlight on international trade and its role within our economy. As Canada’s focus shifted towards diversifying trading partners, EFC actively engaged in strategic activities to protect our domestic egg market and uphold the principles of supply management. Throughout the year, we showcased how a strong Canadian egg sector advances our national interests and the importance of safeguarding our essential system.

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World Trade Organization’s (WTO) Public Forum and Ministerial Conference

Representatives from EFC and the other national supply-managed organizations took part in the WTO’s annual Public Forum in September. This annual event drew stakeholders from around the world to discuss developments in global trade and measures to enhance the multilateral trading system. Our participation allowed our

group to take part in a series of sideline meetings to exchange on trade matters and discuss issues of importance to supply-managed farmers. Meetings with Canada’s Ambassador and Permanent Representative to the WTO, senior WTO officials and representatives from a number of countries provided opportunities to share perspective, exchange on foundational issues within the WTO and discuss the upcoming 14th Ministerial Conference (known as MC14). These touchpoints supported our preparations for future meetings and opportunities at the WTO, such as the next Ministerial Conference to take place in 2026.



Representatives from Canada’s supply-managed sectors met with Canada’s Permanent Representative to the WTO on the sidelines of the Public Forum in Geneva.

Annual contribution of **\$1.9 billion** to Canada’s GDP.⁴

Preparing for the upcoming CUSMA General Review

Built into the trilateral agreement between Canada, the US and Mexico is a mandatory framework for member countries to jointly assess the CUSMA six years after its entry into force, with the review scheduled to occur in 2026. While the parameters that will guide the review process are unclear, Canada launched extensive stakeholder consultations to gather input towards the functioning of the Agreement across all industries and levels of government. EFC actively engaged in these discussions, delivering a firm position to protect our domestic sector and safeguard our national food system by keeping supply management off the table in trade dialogue with the US.

Our advocacy work extended to new opportunities to engage with other agriculture and agri-food organizations to express support for the full renewal of the CUSMA without weakening its provisions or introducing changes that negatively affect the sector. These collaborative initiatives enabled us to advocate for a common viewpoint while encouraging trade outcomes that uphold the food security of our communities.

⁴ Kevin Grier Market Analysis and Consulting Inc. (2024). *The 2023 Economic Impact of Dairy, Poultry and Egg Sectors in Canada.*



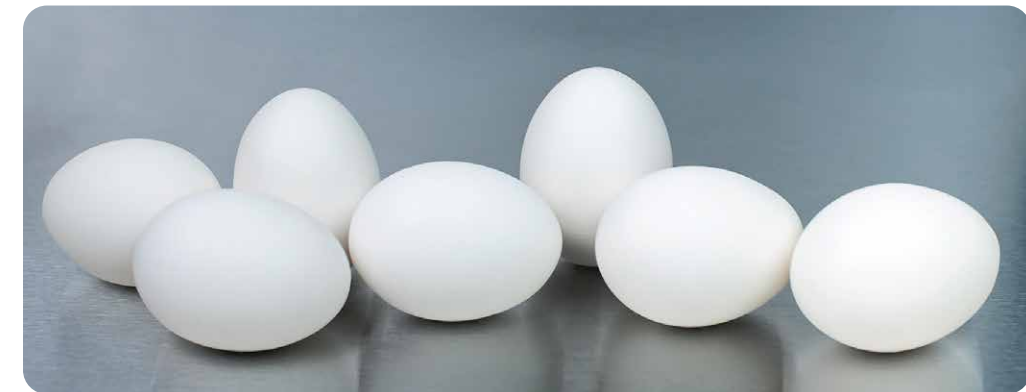
Canada ratifies UK's accession to the Trans-Pacific Partnership

Following the G7 Leaders' Summit in June, the Canadian government agreed to proceed with the ratification protocol on the accession of the UK to the Comprehensive and Progressive Trans-Pacific Partnership (CPTPP). Once completed, the ratification process would provide the UK with the same access to the Canadian market as other CPTPP member countries. The implementation legislation was introduced in the House of Commons in October under Bill C-13 and will advance through the legislative process in 2026.

Given the CPTPP is designed to add new economies over time, a number of countries have requested to join the Agreement. Member countries are tasked with evaluating these requests and determining if the country meets the CPTPP's requirements and standards. This year, CPTPP member countries agreed to establish working groups to evaluate Costa Rica and Uruguay's formal request to join the Agreement. EFC continues to monitor these dynamics and the potential impact on the Canadian egg farming sector.

7 in 10

Canadians believe the federal government should prioritize food self-sufficiency.⁵



Revived Canada-Mercosur trade talks

A significant development on the international trade file was the re-launch of the Canada-Mercosur Free Trade Agreement (FTA) after a nearly four-year pause. The negotiations between Canada and the South American bloc of countries (Argentina, Brazil, Paraguay, Uruguay and Bolivia) stalled in 2021 due to the pandemic and elections. With Brazil gaining increased prominence as a global egg producer—doubling shell egg and egg product exports between 2022 and 2024⁶—EFC will continue to be vigilant towards the renewed FTA discussions and advocate for outcomes that ensure import controls and our national egg farming sector remain strong.

⁵ Abacus Data (2025). *National Omnibus Survey*. [Unpublished raw data]. Prepared for EFC.

⁶ Government of Brazil (2026). *Comex stat—egg export data*.

Bill C-202 received Royal Assent

The strong bipartisan Parliamentary support for supply management led to the successful passage in June of Bill C-202, *An Act to amend the Department of Foreign Affairs, Trade and Development Act* (supply management). This bill, put forward by the Bloc Québécois, represented years of collaborative advocacy and became one of the rare Private Members' Bills to receive unanimous support in the House of Commons. It marked a significant step forward in protecting a system that helps feed our communities with nutritious, locally produced eggs, dairy and poultry. This strong commitment equips Canada to continue expanding market opportunities for Canadian agriculture and agri-food exports while preserving the food sovereignty of our country. The outcome recognized that we can chart a path forward that balances growth in international trade with the necessity of having a strong national food supply.



Marketing and nutrition

STRATEGIC PRIORITIES

COLLABORATION

MARKETING

Our extensive marketing and nutrition programs encourage Canadians to eat eggs, every day. Our campaigns are built on the latest insights, data and trends and promote the versatility, simplicity, deliciousness and nutritional value of eggs to Canadians. Strong results were observed in 2025 with an increase of 5.8% in annual egg sales and a 2.6% jump in annual egg orders at foodservice.^{7,8} The proportion of households who consume six or fewer eggs per week has decreased by 4% over the last year, which is another strong indicator that Canadians are increasingly reaching for eggs.⁹

Our campaigns are built on the latest insights, data and trends and promote the versatility, simplicity, deliciousness and nutritional value of eggs to Canadians.



⁷ Nielsen IQ Discover (2025). *Total Eggs—National*.

⁸ Ipsos Foodservice Monitor (2025). *Total egg orders at foodservice*.

⁹ Environics Research Group Ltd. (September 2025). *National Egg Consumption Omnibus Survey*. [Unpublished data]. Prepared for EFC.



Cracking more eggs with the new *Eggs Everywhere* campaign

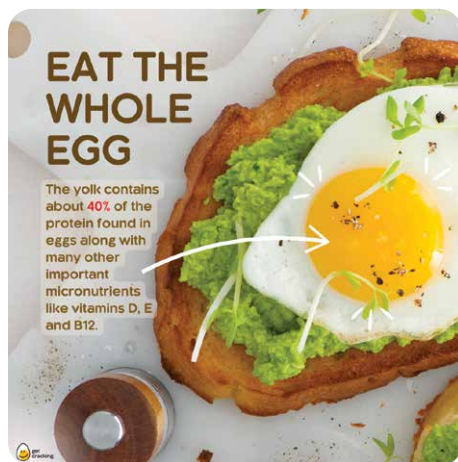
We know eggs are a staple in Canadian homes. Yet, eggs are often overlooked for meals outside of breakfast. Launched in the fall, the new *Eggs Everywhere* campaign provided a helpful nudge on meal preparation for all mealtimes and showcased that the best idea is right in front of you—when you have eggs in the fridge.

This new campaign is part of our longstanding *Eggs Anytime* platform that is shifting mindsets around eggs for any meal. The playful *Eggs Everywhere* ads lean into the unique shape of eggs and get Canadians thinking about eggs as a quick and easy meal solution for any time of day. Drawing on an innovative mix of media placements throughout the fall, the campaign included traditional and connected television ads, digital ads, billboards, transit and cinema ads and an on-campus sampling event. A tailored social media strategy further reached consumers on channels like YouTube, TikTok, Facebook and Instagram. Overall, this first wave of the campaign delivered more than 235 million impressions over eight weeks.



Consumer campaigns promote egg nutrition

With 95% of Canadians considering eggs to be a healthy food, a core focus of our marketing programming continued to showcase how eggs fit into a variety of healthy dietary patterns.¹⁰ In 2025, we teamed up with nutrition experts on social media who weaved quick and easy recipes into their channels and shared health benefits of eggs with their online networks. We also partnered with other trusted voices—from heart health with the Canadian Cardiovascular Society, to bone health with Osteoporosis Canada and diabetes-friendly eating with Diabetes Canada.



Our range of partnerships allowed us to deliver customized egg nutrition information and tasty recipes to key groups of Canadian consumers. For example, our work with Registered Dietitians supported outreach to families, highlighting the role of eggs in pregnancy, for babies and at any stage of life. We also connected with pregnant women and new parents at The Baby Show, promoted egg nutrition through our partnership with ParentsCanada and reached Gen Z students with our new Eggs 101 booklet.

¹⁰ Environics Research Group Ltd. (September 2024). *National Egg Consumption Omnibus Survey*. [Unpublished data]. Prepared for EFC.

Connecting with healthcare professionals

Research confirmed fewer doctors are recommending their patients limit egg consumption. Our longstanding collaboration with Canadian healthcare professionals aims to reinforce this practice while sharing the latest research on the benefits of eggs for heart, brain, vision and prenatal health, diabetes care, eggs for babies and protein quality. Our programming enabled connections between our network of experienced Registered Dietitians and healthcare providers at events throughout the year, such as Pri-Med, the Canadian Cardiovascular Congress and The Family Medicine Forum.



Our participation at conferences and events allowed us to catch up with physicians and healthcare leaders and offer continuing education activities and material.



We also drew on several resource distribution channels used by physicians, nurse practitioners and pharmacists. For example, we partnered with experts from various backgrounds to share current research and clinical expertise on topics related to eggs and health through The Rounds, reaching over 17,000 member physicians and pharmacists. We distributed a

record number of nutrition resources through SampleCupboard, offering ready-to-use material that healthcare professionals can provide to their patients.

¹¹ Environics Research Group Ltd. (September 2025). *National Egg Consumption Omnibus Survey*. [Unpublished data]. Prepared for EFC.

4 in 5
Canadians say eggs are an important source of protein in their diet.¹¹



Connecting with Gen Z

Gen Z consumers are looking for affordable, high-protein and quick to prepare food items. This cohort sees eggs as a healthy food due to their protein content and are actively seeking ways to decrease their grocery budget. To capture the attention of Gen Z consumers, our marketing initiatives embraced a variety of inventive tactics throughout the year. An array of social media influencer partnerships and trending TikTok content was deployed to align eggs with Gen Z's shopping habits and promote the *Eggs Anytime* message. Influencer partnerships cultivated strong engagement, leading to more than 12 million impressions.

Acting on the insight that young consumers actively build food skills and dietary habits when in college or university, a clever sampling event was hosted in partnership with the University of Saskatchewan Culinary Services. Held over three days, students were invited to add an egg to their lunch in the dining hall. University staff embraced the event, wearing Get Cracking® aprons while serving up creative meals topped with eggs—such as noodle bowls, burgers, sandwiches, pizza and pasta. Students took part in egg-themed games to reinforce their love of eggs and help build confidence to cook with them at home. The event reached over 1,000 students, with the vast majority indicating they would add an egg to another dish at home.



Strong enthusiasm for the EQA® certification mark



Our EQA® certification mark promotional programs leveraged strong consumer interest to choose Canadian products. Digital and in-store advertising reached consumers in the spring and fall, showcasing the certification mark as a sign of Canadian eggs produced by farmers who uphold strict on-farm food safety and animal care standards. The ads generated nearly 22 million impressions and increased awareness among Canadians.

With 61% of eggs sold at retail now featuring the EQA® certification mark on the carton, industry enthusiasm continued to grow throughout the year as new licensees were onboarded and existing licensees further promoted the mark. A new toolkit was shared with EQA® licensees to support their outreach and provide resources to encourage their customers' sourcing of high-quality Canadian eggs that are produced to rigorous standards.



Promoting eggs at foodservice

By engaging restaurant owners, operators and decision-makers in conversations, we sought to increase the availability of eggs on restaurant menus across Canada by showcasing the simplicity, profitability and versatility of eggs. Our participation in the Restaurants Canada Show, Canada’s leading hospitality and foodservice trade event, featured Get Cracking® as the presenting sponsor of the Breakfast Sandwich Competition. Complementary advertising in popular online and industry publications showed egg breakfast sandwiches as the hero. The ads also invited foodservice leaders to download a free resource further outlining the value of eggs for their business. This initiative drove nearly 28 million impressions and enabled collaboration with graders and processors in the pursuit of our shared goal of increasing egg consumption.

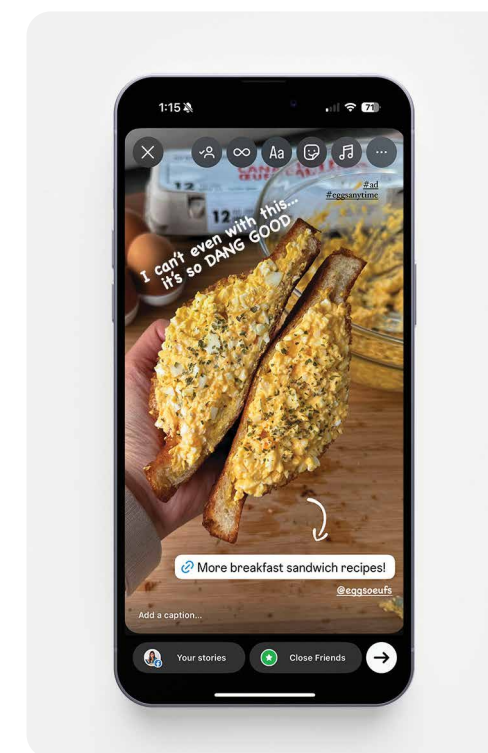
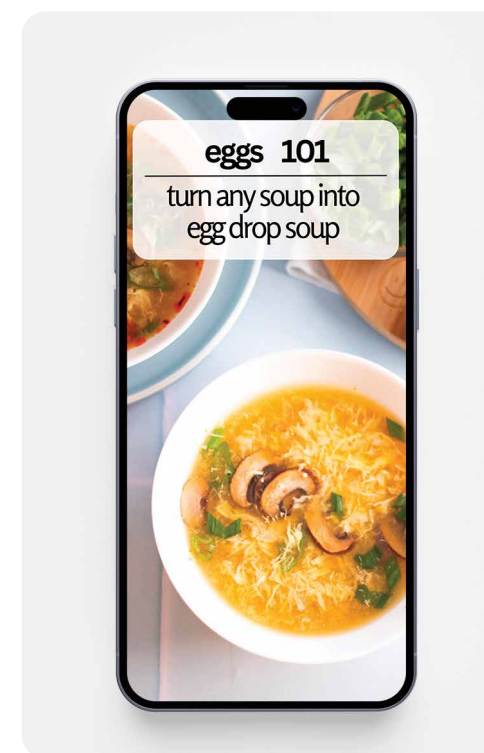


Influencer partnerships and digital growth

EFC has long embraced partnerships with a diverse array of Canadian digital influencers to get our message to more Canadians. We also benefited from the creativity they bring to their work—combining their unique skills with our core messages focused on the versatility and convenience of eggs. The outcome was fun and educational content that showed how eggs can be enjoyed throughout the day and in many types of cuisines. Partners shared breakfast sandwiches as the ultimate anytime meal, instilled kitchen confidence and promoted no-fuss egg dishes. Influencers embraced these themes while putting their own spin on their content. For example, Registered Dietitians delivered egg nutrition tips to their audiences; athletes shared how eggs are an important part of their diet to fuel performance; and young family and boomer social media personalities highlighted the benefits of eggs at all stages of life.

Along with this expanding roster of influencers, we are actively growing our online communities across the Get Cracking® and EFC-branded social media channels and websites (eggs.ca, eggfarmers.ca, eggquality.ca, foodservice.eggs.ca and healthcare.eggs.ca). Initiatives to increase followers and subscribers and promote our websites as hubs of information led to more than 18 million page views and a year-over-year increase in video views. With Canadians spending more time than ever online, these strong channels foster two-way interactions and effectively deliver our message to Canadians.

76 million+ video views across our channels in 2025.





Partnerships and collaboration

STRATEGIC PRIORITIES

COLLABORATION

GOVERNANCE

A common thread through all the outcomes detailed in this report is the strong degree of constructive collaboration with our stakeholders. This approach allowed us to respond to growth in per capita egg consumption and implement swift solutions to address shifts in our market. We owe our agility to a shared vision of where we are going—and because we are all on the same page, we can efficiently work together to find solutions.

Being aligned with a common vision allows us to react quickly and address challenges from a position of strength, all while driving future collaboration.

A strong, shared vision for the egg farming sector

The EFC Board of Directors conducted their annual strategic planning process with the goal of validating the 2025-2027 Strategic Plan and continuing to nurture a strong, shared vision for the Canadian egg farming sector. The approach included stakeholder consultations and resulted in a reaffirming of the plan, which seeks to drive sustainable growth within our industry. The approach was enhanced with the addition of a new strategic priority focused on governance. While projects were already underway to advance this priority area, recognizing governance in this manner ensures our organization

strives for continuous improvements. From initiating a bylaw review to strengthening the terms of reference for various board-level committees, a clear pathway has been established to support effective board stewardship.

Steps were also taken this year to update our vision, mission and values statements to better align with our mandate, shared values and overall ambition to grow egg consumption. Being aligned with a common vision allows us to react quickly and address challenges from a position of strength, all while driving future collaboration.



New vision, mission and values

Vision

Eggs every day—by Canadians, for Canadians.

Mission

Grow the Canadian egg market through collaboration, innovation and effective stewardship of our industry for future generations.

Values

The Canadian egg industry believes the public's trust and confidence in our business are essential for operating a successful sector. Therefore, our values underpin all aspects of our operations, policies and decision-making.

- **Collaboration:** We build and maintain strong relationships, open communication and effective engagement with stakeholders, seeking win-win solutions and mutual benefits.
- **Innovation:** We are committed to continuous improvement and maintaining a growth mindset. We are open-minded, adaptive and responsive. We encourage creative solutions.
- **Economic, social and environmental stewardship:** We act with empathy and care for the people, animals and resources around us.

Infrastructure and technology modernization

We invested in digital infrastructure that enables high levels of collaboration and centralizes data. From enhancements to our Tableau system to the implementation of new artificial intelligence tools, we are keeping pace with best practices that facilitate analysis, efficiency and productivity. These tools enabled valuable data visualization, forecasting capabilities and data management. Our digital systems helped maintain a cooperative dynamic across our staff and with our stakeholders, facilitating an environment that supports committees, project teams and staff members in achieving their objectives. We view this investment in our systems as imperative to our business operations and a critical tool for achieving our goals.

Ongoing stakeholder engagement

With several MOUs finalized this year and consensus reached on a number of foundational projects, we successfully implemented the outcomes of numerous initiatives thanks to contributions from our stakeholders. Our approach sought to engage our partners and stakeholders, address national issues and seize opportunities. This level of engagement supports the timely exchange of information and decision making. Many committees, working groups and project teams convened during the year to advance areas of focus and discuss the matters at hand. The following groups mobilized in 2025:

Standing committees

- Executive Committee
- Audit Committee
- Budget Committee
- COP Committee
- Marketing and Nutrition Committee
- Production Management Committee
- Research Committee

Ad hoc committees and project teams

- Buyback Assessment Review Team
- Bylaw Review Committee
- Conventional to Enriched Transition and Producer Prices Project Team
- EFC-Processor Protocol Technical Team
- Free Run Integration Team
- HACCP Review Team
- National Alternative Housing Project Team
- National Vaccine Committee
- Supply and Demand Optimization Project Team



76
dedicated
staff members.



A vibrant workplace culture and strong team

At the core of our accomplishments is our staff team who helped us deliver on our business objectives. Our award-winning approach to human resources features a competitive compensation and benefits package, paid time off for volunteering and professional development opportunities. In 2025, we further enhanced our approach by rolling out stay interviews and updates to our performance review system.

Nurturing a strong sense of community across our organization is an office-wide priority, with a number of exciting initiatives in place to engage our high-performing team. Several teambuilding activities and social events, including a culinary skills workshop and regular lunch and learn sessions, helped build strong connections across departments. Our most recent employee engagement survey confirmed the effectiveness of these initiatives, with 86% of our team expressing high satisfaction with our workplace culture. A highlight in our staff-focused programming was our annual Staff Day, which brought our team together to reflect on the year and celebrate our new vision, mission and values. This year's session also included an interactive trivia game where cross-departmental teams competed for bragging rights. Our approach to human resources earned us a spot in the Canada's Most Admired™ Corporate Cultures Hall of Fame and recognition as a National Capital Region's (NCR) Top Employers for 13 consecutive years.

Growing our impact through partnerships

A number of strategic partnerships and new connections with like-minded organizations allowed us to advance priority areas, share information and add perspective. Direct work with provincial and territorial egg boards, the National Poultry Group, CPEP and other supply chain members led to many constructive exchanges and progress in critical areas. Engagement with the Canadian Federation of Agriculture and a cross-section of animal agriculture groups contributed to shared interests and advocated for outcomes that uphold a vibrant Canadian agricultural sector. We were among a network of partners

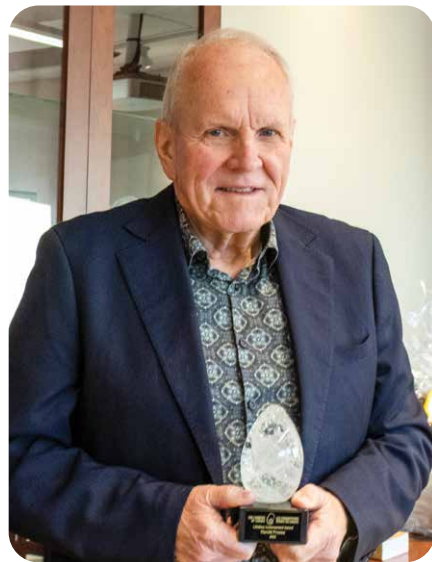


13
years
as a NCR's
Top Employer.

from across the value chain who helped shape the launch of the Canadian Centre for Food Integrity's national *Canada's Food System* campaign that seeks to broaden conversations about the role our food system plays in Canada.

We were active in discussing the most pressing issues affecting egg farmers in North America through our participation in meetings and events with the United Egg Producers and American Egg Board. Our involvement in the Coalition for North American Trade enabled information sharing with representatives from the Canadian, US and Mexican business communities. Additionally, our engagement in the WEO, where EFC Chair Roger Pelissero serves as WEO Vice-Chair, continued to advance important dialogue. Canadian representatives took part in the WEO Sustainable Egg Production Expert Group and Young Egg Leaders program, sharing perspective with our counterparts around the world.

Harold Froese receives Lifetime Achievement Award



Harold Froese was presented with EFC's first-ever Lifetime Achievement Award during the Producer Conference in St. Andrews, New Brunswick. As a longstanding pillar of the egg farming sector, Harold was recognized for his many important contributions in support of the advancement of fundamental agricultural policies and frameworks. In 2021, Harold embraced the immense role of guiding the final discussions of the *Federal-Provincial-Territorial Agreement (FPTA) on Guiding Principles for the Marketing of Eggs in Canada*. Under his leadership as Chair of the FPTA

Committee, the Agreement was endorsed by all egg boards, and relevant provincial and territorial governments. This monumental accomplishment is just one example of what made Harold a deserving recipient of the award.

Market analysis and industry information

Visit eggfarmers.ca for the latest reports and data on egg prices, production, imports and industrial products.

Farmers and average flock size per province and territory

Province or territory	Number of farmers	Average number of layers per farmer
BC	160	24,587
AB	168	21,852
NT	1	124,348
SK	71	22,603
MB	154	18,010
ON	450	26,020
QC	239	27,628
NB	15	36,468
NS	24	40,067
PE	7	20,335
NL	6	66,125
Total	1,295	22,069

Source: EFC
 Note: Reported data for 2025.



Limits to federal quota (dozens)

Province or territory	2026	2025	2024
BC	126,833,737	122,364,795	104,161,441
AB	109,425,604	105,164,261	88,536,480
NT	4,109,071	4,040,584	3,757,213
SK	45,887,042	44,363,161	38,381,905
MB	81,959,627	80,625,672	75,107,927
ON	361,259,654	349,054,977	301,045,335
QC	203,740,700	196,977,010	171,352,370
NB	19,112,824	18,477,825	16,123,121
NS	28,037,660	27,585,360	25,714,547
PE	4,657,248	4,581,330	4,267,260
NL	12,599,755	12,373,740	11,503,872
Total	997,622,922	965,608,715	839,951,471

Source: EFC

Note: The limits reflect the actual, total production permitted by the quota regulations issued during the year.

Limits to STMRQ (dozens)

Province or territory	2026	2025	2024
BC	2,331,120	3,662,769	6,443,355
AB	662,250	6,218,557	2,223,495
NT	596,025	413,412	0
SK	596,025	535,904	3,736,275
MB	9,006,600	6,252,685	4,296,534
ON	6,304,620	18,464,031	22,971,830
QC	8,688,720	9,160,714	8,404,316
NB	596,025	535,904	1,848,936
NS	609,270	1,283,213	4,482,288
PE	596,025	535,904	398,100
NL	596,025	535,904	1,061,600
Total	30,582,705	47,598,997	55,866,729

Source: EFC

Note: The limits reflect the actual, total production permitted by the quota regulations issued during the year.

Limits to vaccine quota (dozens)

Province	2026	2025	2024
ON	2,155,083	2,155,083	2,661,750
QC	6,735,477	6,735,477	10,674,090
Total	8,890,560	8,890,560	13,335,840

Source: EFC

Note: The limits reflect the actual, total production permitted by the quota regulations issued during the year.

Eggs from vaccine production going into the IPP (dozens)

Province	2025	2024	2023
ON	1,924,440	1,816,470	1,854,000
QC	4,664,940	4,568,835	5,942,280
Total	6,589,380	6,385,305	7,796,280

Source: Fédération des producteurs d'œufs du Québec

Note: Table reports actual shipments to the IPP.

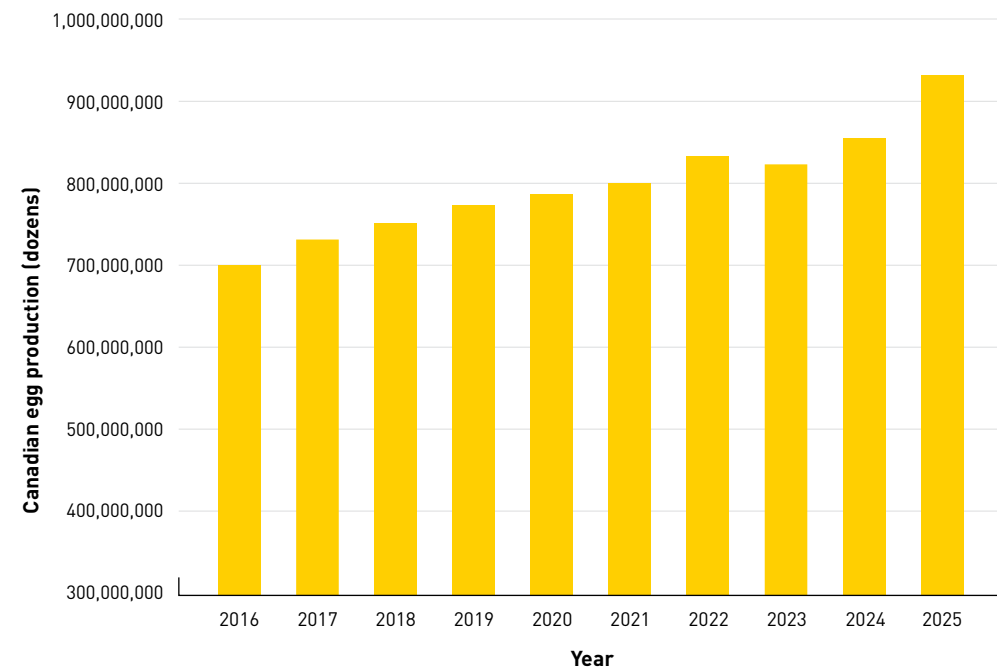
Federal quota utilization

Province or territory	Week 8 – 2025	Week 8 – 2024	Week 8 – 2023
BC	91.17%	91.86%	93.18%
AB	94.09%	96.89%	95.53%
NT	86.98%	82.08%	95.14%
SK	94.39%	93.29%	97.17%
MB	94.82%	97.61%	94.07%
ON	93.29%	97.74%	98.65%
QC	92.65%	95.53%	96.40%
NB	90.52%	91.30%	95.71%
NS	95.23%	97.10%	98.22%
PE	94.56%	94.23%	97.89%
NL	88.18%	98.19%	93.61%
Total	93.09%	96.04%	96.54%

Source: EFC

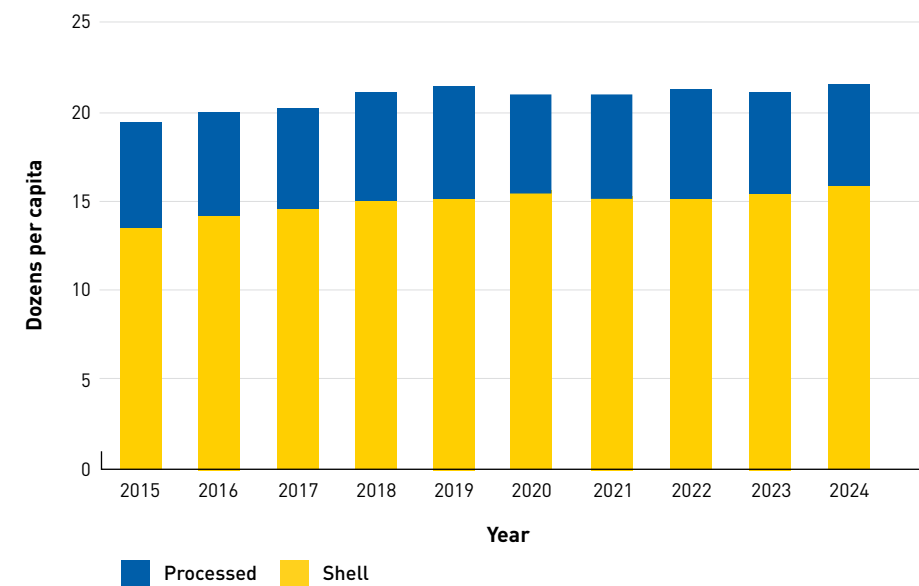
Note: Utilization is calculated using inventory over allocation for a 52-week period. The period starts on week 9 and continues to week 8 of the following year.

Canadian egg production



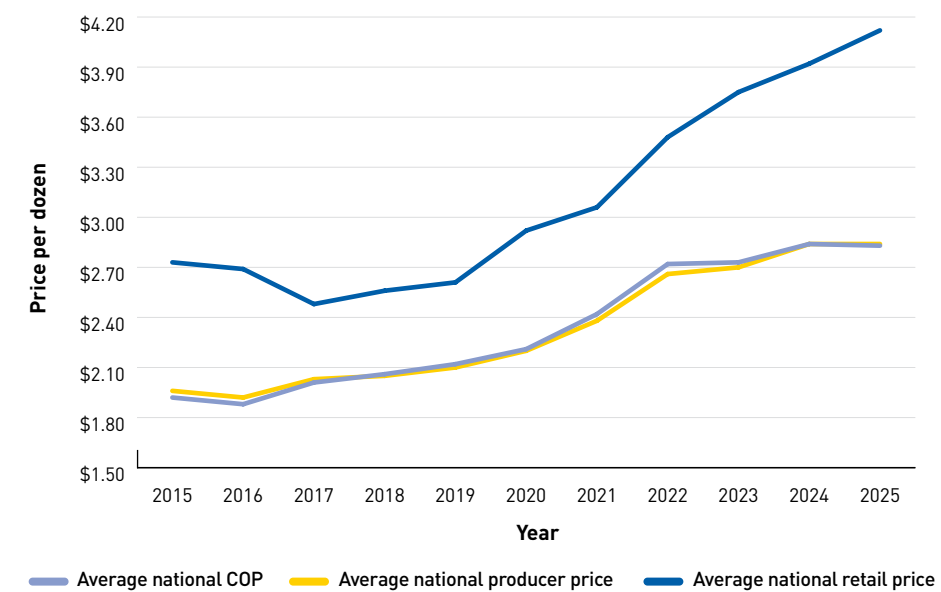
Source: Egg boards
Note: 2016 and 2022 represent 53 weeks of production. Production includes federal quota and STMRQ. 2025 production numbers are not final and are subject to revision.

Canadian apparent per capita disappearance of eggs and egg products



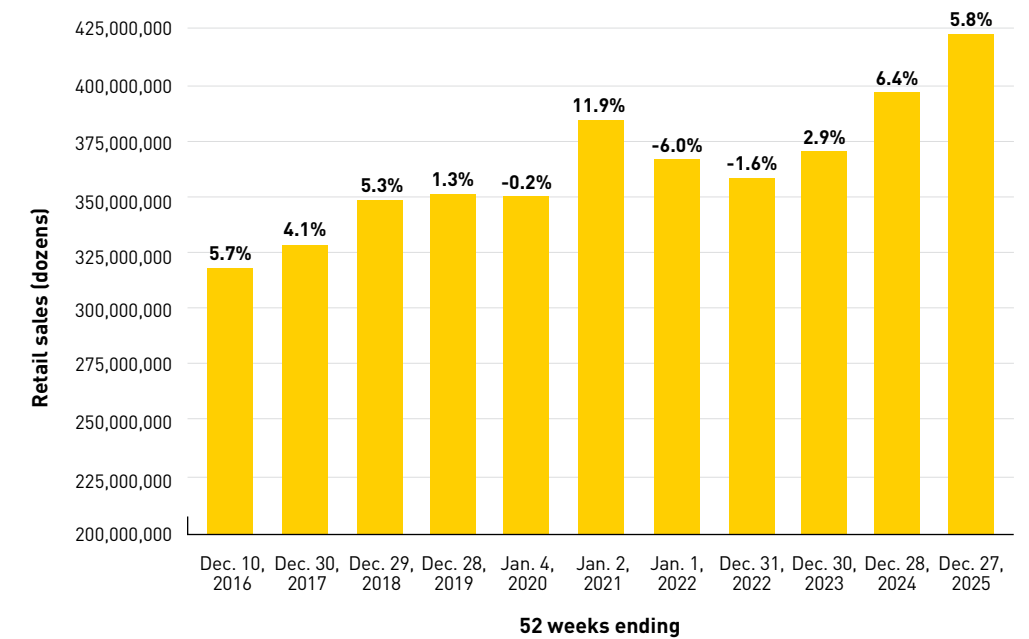
Sources: Eggs available per person: 2015-2023 from Statistics Canada and 2024 estimated by Agriculture and Agri-Food Canada; per capita disappearance of processed eggs estimated by EFC; per capita disappearance of shell eggs estimated by EFC based on the EFC QAC Policy

Pricing trends in the Canadian egg industry



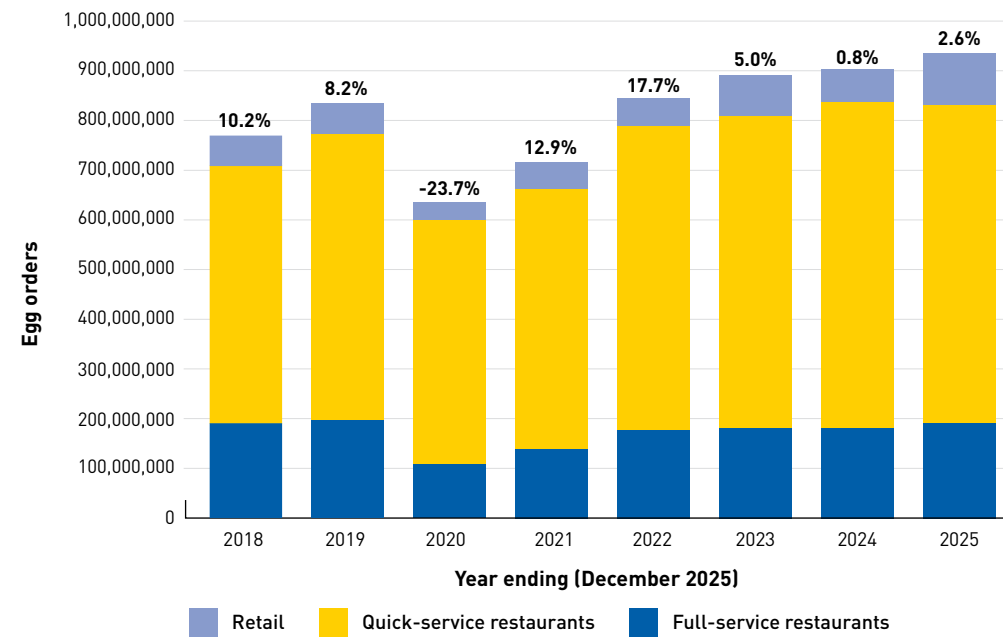
Sources: COP: EFC; producer price: egg boards; retail price: Agriculture and Agri-Food Canada
Note: COP and producer price for Grade A large eggs. Retail price for large, regular, white eggs. Simple averages.

Retail egg sales



Source: Nielsen IQ Discover, Total Eggs—National
Note: Annual enhancements are applied to Nielsen IQ Discover to increase coverage and data quality. The enhancements impact data trends and historic data. As a result, Nielsen Canada recommends using the most current database to understand growth trends.

Total egg orders at foodservice by segment



Source: Ipsos Foodservice Monitor

Note: Data reflects updated egg order definition to account for changes in menu offerings. This change has been applied historically. Retail includes fully prepared foods for immediate consumption sold at grocery, discount, convenience and dollar stores, gas stations, cafeterias and more. Retail does not include the quick-service or full-service restaurant categories.

Consolidated Financial Statements of

CANADIAN EGG MARKETING AGENCY C.O.B. EGG FARMERS OF CANADA

And Independent Auditor's Report thereon

Fifty-two weeks ended December 27, 2025





KPMG LLP

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Ottawa, ON K2P 2P8
Canada
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Fax 613 212 2896

INDEPENDENT AUDITOR'S REPORT

To the Members of Canadian Egg Marketing Agency c.o.b. Egg Farmers of Canada, The Minister of Agriculture and Agri-Food, and Farm Products Council of Canada

Opinion

We have audited the consolidated financial statements of the Canadian Egg Marketing Agency c.o.b. Egg Farmers of Canada (EFC), which comprise:

- the consolidated statement of financial position as at December 27, 2025
- the consolidated statement of operations and changes in fund balances for the fifty-two weeks then ended
- the consolidated statement of cash flows for the fifty-two weeks then ended
- notes to the consolidated financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying consolidated financial statements, present fairly, in all material respects, the consolidated financial position of EFC as at December 27, 2025, and its consolidated results of operations and its consolidated cash flows for the fifty-two weeks then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for 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 auditor's report.

We are independent of EFC 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.



Other Information

Management is responsible for other information. Other information comprises:

- the information, other than the financial statements and the auditor's report thereon, included in the annual report document.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit and remain alert for indications that the other information appears to be materially misstated.

We obtained the information, other than the financial statements and the auditor's report thereon, included in the annual report document as at the date of this auditor's report. If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in the auditor's report.

We have nothing to report in this regard.

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

Management is responsible for the preparation and fair presentation of the 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 financial statements that are free from material misstatement, whether due to fraud or error.

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the 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 the financial statements.

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



We also:

- Identify and assess the risks of material misstatement of the 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 the 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 EFC'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 EFC'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 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 EFC to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- 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.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

Chartered Professional Accountants, Licensed Public Accountants

Ottawa, Canada

March 2, 2026

CANADIAN EGG MARKETING AGENCY C.O.B. EGG FARMERS OF CANADA

Consolidated Statement of Financial Position

December 27, 2025, with comparative information for December 28, 2024
(In thousands of dollars)

	2025	2024
Assets		
Current assets:		
Cash	\$ 98,496	\$ 82,083
Accounts receivable (note 3)	57,166	58,110
Inventory	4,095	1,544
Prepaid expenses	2,586	791
Investments (note 4)	43,430	69,310
Other (note 16)	7,492	-
	213,265	211,838
Capital assets (note 5)	6,232	6,423
	\$ 219,497	\$ 218,261
Liabilities and Fund Balances		
Current liabilities:		
Accounts payable and accrued liabilities (note 6)	\$ 60,340	\$ 63,672
Fund balances (notes 8, 9):		
Administration:		
Unrestricted administration (schedule I)	13,040	10,890
Internally restricted research (schedule I)	6,271	5,753
	19,311	16,643
Pooled income:		
Unrestricted pooled income (schedule II)	115,196	118,067
Internally restricted risk management (schedule II)	8,037	3,940
Internally restricted natural overrun fee (schedule II)	16,613	15,939
	139,846	137,946
	159,157	154,589
Commitments (note 10)		
	\$ 219,497	\$ 218,261

See accompanying notes to consolidated financial statements.

Approved by the Board of Directors


Chair of the Board of Directors


Chair of the Audit Committee

CANADIAN EGG MARKETING AGENCY C.O.B. EGG FARMERS OF CANADA

Consolidated Statement of Operations and Changes in Fund Balances

Fifty-two weeks ended December 27, 2025, with comparative information for the fifty-two weeks ended December 28, 2024
(In thousands of dollars)

	Pooled Income Fund	Administration Fund	2025 Total	Pooled Income Fund	Administration Fund	2024 Total
Revenue:						
Egg sales	\$ 496,775	\$ -	\$ 496,775	\$ 313,427	\$ -	\$ 313,427
Levy and service fees	339,316	33,969	373,285	333,924	32,301	366,225
Interest and other	14,467	390	14,857	5,041	484	5,525
Total revenue	850,558	34,359	884,917	652,392	32,785	685,177
Expenses:						
Trade operations:						
Cost of eggs sold	801,670	-	801,670	557,080	-	557,080
Transportation and handling	28,056	-	28,056	16,129	-	16,129
Third party verification	1,555	-	1,555	1,377	-	1,377
	831,281	-	831,281	574,586	-	574,586
General and administration:						
Advertising and promotion	-	10,714	10,714	-	8,230	8,230
Donations	4,568	34	4,602	1,854	36	1,890
Meetings and travel	-	3,104	3,104	-	2,966	2,966
Office and other administrative	-	4,155	4,155	-	3,430	3,430
Per diems	-	1,078	1,078	-	1,044	1,044
Research (notes 8, 9)	-	2,826	2,826	-	2,500	2,500
Professional fees and consulting	278	2,249	2,527	208	1,237	1,445
Public affairs and communications	-	3,742	3,742	-	2,990	2,990
Salaries and benefits	-	9,241	9,241	-	8,366	8,366
Amortization of capital assets	-	488	488	-	645	645
Risk management (notes 8, 9)	6,591	-	6,591	13,674	-	13,674
Allocation of administration expenses (note 11)	5,940	(5,940)	-	4,893	(4,893)	-
	17,377	31,691	49,068	20,629	26,551	47,180
Total expenses	848,658	31,691	880,349	595,215	26,551	621,766
Excess of revenue over expenses for the period			4,568	57,177	6,234	63,411
Fund balances, beginning of period	1,900	2,668	4,568	80,769	10,409	91,178
Fund balances, end of period	\$ 139,846	\$ 19,311	\$ 159,157	\$ 137,946	\$ 16,643	\$ 154,589

See accompanying notes to consolidated financial statements.
See accompanying Schedules I and II.

CANADIAN EGG MARKETING AGENCY C.O.B. EGG FARMERS OF CANADA

Consolidated Statement of Cash Flows

Fifty-two weeks ended December 27, 2025, with comparative information for the fifty-two weeks ended December 28, 2024
(In thousands of dollars)

	2025	2024
Cash provided by (used in)		
Operating activities:		
Excess of revenue over expenses	\$ 4,568	\$ 63,411
Item not involving cash:		
Amortization of capital assets	488	645
Loss on disposal of capital assets	-	562
Change in non-cash operating working capital (note 12)	(14,226)	24,614
	(9,170)	89,232
Investing activities:		
Purchase of investments	(27,054)	(70,867)
Proceeds on disposal of investments	52,934	18,274
Purchase of capital assets	(302)	(156)
Proceeds on disposal of capital assets	5	1,920
	25,583	(50,829)
Increase in cash during the period	16,413	38,403
Cash, beginning of period	82,083	43,680
Cash, end of period	\$ 98,496	\$ 82,083

See accompanying notes to consolidated financial statements.

CANADIAN EGG MARKETING AGENCY C.O.B. EGG FARMERS OF CANADA

Schedule I – Detailed Consolidated Statement of Operations and Changes in Fund Balances – Administration Fund

Fifty-two weeks ended December 27, 2025, with comparative information for the fifty-two weeks ended December 28, 2024
(In thousands of dollars)

	Unrestricted Administration Fund	Internally Restricted Research Fund	2025 Total	Unrestricted Administration Fund	Internally Restricted Research Fund	2024 Total
Revenue:						
Levy and service fees	\$ 30,283	\$ 3,686	\$ 33,969	\$ 28,829	\$ 3,472	\$ 32,301
Interest and other	198	192	390	221	263	484
Total revenue	30,481	3,878	34,359	29,050	3,735	32,785
Expenses:						
General and administration:						
Advertising and promotion	10,714	-	10,714	8,230	-	8,230
Donations	34	-	34	36	-	36
Meetings and travel	3,104	-	3,104	2,966	-	2,966
Office and other administrative	4,155	-	4,155	3,430	-	3,430
Per diems	1,078	-	1,078	1,044	-	1,044
Research (notes 8, 9)	-	2,826	2,826	-	2,500	2,500
Professional fees and consulting	2,249	-	2,249	1,237	-	1,237
Public affairs and communications	3,742	-	3,742	2,990	-	2,990
Salaries and benefits	9,241	-	9,241	8,366	-	8,366
Amortization of capital assets	488	-	488	645	-	645
Allocation of administration expenses (note 11)	(6,474)	534	(5,940)	(5,311)	418	(4,893)
Total expenses	28,331	3,360	31,691	23,633	2,918	26,551
Excess of revenue over expenses for the period	2,150	518	2,668	5,417	817	6,234
Fund balances, beginning of period	10,890	5,753	16,643	5,473	4,936	10,409
Fund balances, end of period	\$ 13,040	\$ 6,271	\$ 19,311	\$ 10,890	\$ 5,753	\$ 16,643

See accompanying notes to consolidated financial statements.

CANADIAN EGG MARKETING AGENCY C.O.B. EGG FARMERS OF CANADA

Schedule II – Detailed Consolidated Statement of Operations and Changes in Fund Balances – Pooled Income Fund

Fifty-two weeks ended December 27, 2025, with comparative information for the fifty-two weeks ended December 28, 2024
(In thousands of dollars)

	Unrestricted Pooled Income Fund	Internally Restricted Risk Management Fund	Internally Restricted Natural Overrun Fee Fund	2025 Total	Unrestricted Pooled Income Fund	Internally Restricted Risk Management Fund	Internally Restricted Natural Overrun Fee Fund	2024 Total
Revenue:								
Egg sales	\$ 496,775	\$ -	\$ -	\$ 496,775	\$ 313,427	\$ -	\$ -	\$ 313,427
Levy and service fees	338,534	782	-	339,316	333,176	748	-	333,924
Interest and other	3,887	9,906	674	14,467	3,646	673	722	5,041
Total revenue	839,196	10,688	674	850,558	650,249	1,421	722	652,392
Expenses:								
Trade operations:								
Cost of eggs sold	801,670	-	-	801,670	557,080	-	-	557,080
Transportation and handling	28,056	-	-	28,056	16,129	-	-	16,129
Third party verification	1,555	-	-	1,555	1,377	-	-	1,377
General and administration:	831,281	-	-	831,281	574,586	-	-	574,586
Donations	4,568	-	-	4,568	1,854	-	-	1,854
Professional fees and consulting	278	-	-	278	208	-	-	208
Risk management (notes 8, 9)	-	6,591	-	6,591	-	13,674	-	13,674
Allocation of administration expenses (note 11)	5,940	-	-	5,940	4,893	-	-	4,893
	10,786	6,591	-	17,377	6,955	13,674	-	20,629
Total expenses	842,067	6,591	-	848,658	581,541	13,674	-	595,215
Excess (deficiency) of revenue over expenses for the period	(2,871)	4,097	674	1,900	68,708	(12,253)	722	57,177
Fund balances, beginning of period	118,067	3,940	15,939	137,946	69,359	8,193	3,217	80,769
Interfund transfers - Other (note 13)	-	-	-	-	(20,000)	8,000	12,000	-
Fund balances, end of period	\$ 115,196	\$ 8,037	\$ 16,613	\$ 139,846	\$ 118,067	\$ 3,940	\$ 15,939	\$ 137,946

See accompanying notes to consolidated financial statements.

5

CANADIAN EGG MARKETING AGENCY C.O.B. EGG FARMERS OF CANADA

Notes to Consolidated Financial Statements

Fifty-two weeks ended December 27, 2025

(Amounts in thousands of dollars unless otherwise noted)

1. Description:

Objective of EFC

In 1972, Parliament enacted the *Farm Products Marketing Agencies Act*, which was renamed the *Farm Products Agencies Act* (the "Act") in 1993. The Canadian Egg Marketing Agency c.o.b. Egg Farmers of Canada ("EFC"), a statutory corporation, was then established by proclamation and incorporated pursuant to the Act. The Act, along with the *Federal-Provincial-Territorial Agreement on Guiding Principles for the Marketing of Eggs in Canada (FPTA)*, which replaced the *Federal-Provincial Agreement* in November 2024, identifies EFC's responsibilities, including: to promote a strong, efficient and competitive egg industry and to have due regard to the interests of producers and consumers of eggs. EFC is exempt from income taxes under subsection 149(1) (e) of the *Income Tax Act (Canada)*.

2. Significant accounting policies:

The consolidated financial statements have been prepared by management in accordance with *Part III of the CPA Canada Handbook – Accounting*, which sets out generally accepted accounting principles for not-for-profit organizations in Canada and includes the following accounting policies:

(a) Basis of presentation:

The consolidated financial statements of EFC reflect the assets, liabilities and activities of EFC and its controlled not-for-profit organization, Advanced Layer Technologies Corporation ("ALT") (note 16). All significant transactions between the organizations have been eliminated.

(b) Fund accounting:

The Unrestricted Pooled Income Fund consists of the Industrial Products Program levy and service fees and related expenses. All transactions involving the buying and selling of eggs are recorded in this Fund.

The Unrestricted Administration Fund consists of the administration levy and service fees, and all administrative expenses.

EFC follows the restricted fund method of accounting.

(c) Inventory:

Inventory consists of eggs which are valued at the lower of cost and net realizable value. Cost is determined on the first-in, first-out basis.

CANADIAN EGG MARKETING AGENCY C.O.B. EGG FARMERS OF CANADA

Notes to Consolidated Financial Statements (Continued)

Fifty-two weeks ended December 27, 2025
(Amounts in thousands of dollars unless otherwise noted)

2. Significant accounting policies (continued):

(d) Financial instruments:

Financial instruments include cash, accounts receivable, investments, accounts payable and accrued liabilities. Financial instruments are recorded at fair value on initial recognition. Financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. EFC has not elected to carry any such financial instruments at fair value.

Financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, EFC determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount EFC expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

(e) Capital assets:

Capital assets are initially recorded at cost. Amortization is calculated using the straight-line method over their anticipated useful lives once placed in service as follows:

Asset	Useful life
Buildings	40 years
Building renovations	10 years
Office equipment	10 years
Computer hardware and software	3 - 5 years
Leasehold improvements	over the term of the lease
Corporate identity	10 years

(f) Revenue recognition:

Egg sales are recognized on the date eggs are delivered to the customer.

Levy and service fees are recognized either in the period of issuance, placement, production or provision of service as applicable.

Levy revenue is calculated based on the weekly layer allocation or issuance and a weekly per layer levy rate.

CANADIAN EGG MARKETING AGENCY C.O.B. EGG FARMERS OF CANADA

Notes to Consolidated Financial Statements (Continued)

Fifty-two weeks ended December 27, 2025
(Amounts in thousands of dollars unless otherwise noted)

2. Significant accounting policies (continued):

(g) Employee future benefits:

EFC sponsors and administers The Pension Plan for the Employees of the Canadian Egg Marketing Agency, which is a defined contribution plan registered under the *Ontario Pension Benefits Act*. Contributions for this plan are expensed as incurred.

(h) Allocation of expenses:

Administration expenses described in Note 11 are allocated from the Unrestricted Administration Fund to the Unrestricted Pooled Income Fund. The allocation is based on the level of effort and time spent by EFC directors and staff on operating the Industrial Products Program.

Administration expenses described in Note 11 are also allocated from the Unrestricted Administration Fund to the Internally Restricted Research Fund. The allocation is based on the level of effort and time spent by EFC staff on managing EFC's research programs and activities.

(i) Use of estimates:

The preparation of the consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenue and expenses during the period. Actual results could differ from those estimates. These estimates are reviewed annually and as adjustments become necessary, they are recognized in the consolidated financial statements in the period they become known. Estimates used in preparing these consolidated financial statements include assumptions related to determining the collectability of accounts receivable, the estimated useful lives of capital assets and the amount of accrued liabilities.

3. Accounts receivable:

	December 27, 2025	December 28, 2024
Levy and service fees	\$ 14,946	\$ 19,352
Egg sales	38,602	35,048
Other	3,618	3,710
	\$ 57,166	\$ 58,110

Egg sales are dependent upon three groups of companies. During the period, these customers represented 98% (December 28, 2024 - 97%) of eggs sales revenue; 67% (December 28, 2024 - 59%) of accounts receivable are owing from these customers.

CANADIAN EGG MARKETING AGENCY C.O.B. EGG FARMERS OF CANADA

Notes to Consolidated Financial Statements (Continued)

Fifty-two weeks ended December 27, 2025
(Amounts in thousands of dollars unless otherwise noted)

4. Investments:

	December 27, 2025	December 28, 2024
Cash	\$ 1	\$ 13
Guaranteed investment certificates	43,429	69,297
	<u>\$ 43,430</u>	<u>\$ 69,310</u>

Investments comprise longer-term guaranteed investment certificates that are capable of reasonably prompt liquidation. Guaranteed investment certificates bear interest at fixed rates ranging from 2.60% and 4.98% and maturing in 2026 (December 28, 2024 - 3.60% and 5.00% and maturing between 2025 and 2026).

5. Capital assets:

	December 27, 2025		December 28, 2024	
	Cost	Accumulated amortization	Net book value	Net book value
Land	\$ 656	\$ -	\$ 656	\$ 656
Building	5,938	1,975	3,963	4,127
Building renovations	1,158	423	735	842
Office equipment	282	277	5	5
Computer hardware and software	3,219	2,346	873	793
Corporate identity	345	345	-	-
	<u>\$ 11,598</u>	<u>\$ 5,366</u>	<u>\$ 6,232</u>	<u>\$ 6,423</u>

Cost and accumulated amortization as at December 28, 2024 amounted to \$11,301 and \$4,878, respectively.

On November 14, 2024, EFC completed the sale of its building located on James Street in Ottawa for the total proceeds of \$1,920 after adjustments. The carrying value of the building, including leasehold improvements, at the time of sale was \$2,482. The transaction resulted in a loss on disposal of \$562.

6. Accounts payable and accrued liabilities:

Government remittances (sales and payroll withholding taxes) of \$1,418 (December 28, 2024 - \$2,142) are included in accounts payable and accrued liabilities.

CANADIAN EGG MARKETING AGENCY C.O.B. EGG FARMERS OF CANADA

Notes to Consolidated Financial Statements (Continued)

Fifty-two weeks ended December 27, 2025
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7. Demand loan facility:

EFC has a revolving demand loan facility with a total approved limit of \$30,000 (December 28, 2024 - \$15,000) at an interest rate of prime. The facility is secured by a first ranking general security agreement. As at December 27, 2025, loans under this facility were \$Nil (December 28, 2024 - \$Nil).

8. Fund balances:

Consistent with the Federal-Provincial-Territorial Agreement, egg boards act as agents of EFC for the collection, control and remittance of levy, as enacted by EFC.

EFC sets the levy rates to meet its projected cash flow requirements for restricted and unrestricted funds. Effective levy rates per dozen eggs marketed have been set as follows:

	Levy effective November 5, 2023	Levy effective November 2, 2025	Levy effective December 28, 2025
	(cents)	(cents)	(cents)
Unrestricted Administration Fund	3.75	3.50	3.50
Restricted Research Fund	0.45	0.45	0.35
Unrestricted Pooled Income Fund	43.65	34.00	34.00
Restricted Risk Management Fund	0.10	0.10	0.20
	<u>47.95</u>	<u>38.05</u>	<u>38.05</u>

9. Fund descriptions:

EFC's objectives with respect to its fund balances are to safeguard its ability to continue operations while keeping levy rates at a minimum. The Board of Directors (Board) has established thresholds for its Funds that are reviewed annually with any changes requiring Board approval.

(a) Unrestricted Administration Fund:

The Unrestricted Administration Fund finances EFC's administrative and regulatory activities. It supports the costs associated with managing and overseeing EFC's operations including the marketing and promotion of eggs.

The Unrestricted Administration Fund is to maintain a balance of at least \$4,000.

(b) Internally Restricted Research Fund:

In 1997, the Board created a restriction in the Unrestricted Administration Fund for Canadian research programs and activities related to the egg industry including; the Research Grant Program, Research Partnerships, Research Chair Network, and Knowledge Mobilization activities.

CANADIAN EGG MARKETING AGENCY C.O.B. EGG FARMERS OF CANADA

Notes to Consolidated Financial Statements (Continued)

Fifty-two weeks ended December 27, 2025
(Amounts in thousands of dollars unless otherwise noted)

9. Fund descriptions (continued):

(b) Internally Restricted Research Fund (continued):

The lower and upper thresholds of the Internally Restricted Research Fund are \$2,000 and \$5,000, respectively.

Effective Period 1, 2026, the Board approved a permanent one-time transfer of \$2,112 from the Internally Restricted Research Fund to the Restricted Risk Management Fund to support the Restricted Risk Management Fund's anticipated expenses for 2026.

(c) Unrestricted Pooled Income Fund:

This fund supports the activities of the Industrial Products Program. All transactions involving the buying and selling of surplus eggs are recorded in the Unrestricted Pooled Income Fund. EFC purchases all eggs that meet EFC specifications and have been declared as excess to table market requirements at specified buyback prices. These eggs are then sold to domestic processors and grading stations.

From December 28, 2024, to November 13, 2025, the minimum and maximum trigger points of the Unrestricted Pooled Income Fund were \$60,000 and \$120,000, respectively. On November 13, 2025, the Board suspended the Fund's trigger points in favour of new lower and upper fund balance liquidity thresholds, with guidelines and related processes to be developed in 2026.

(d) Internally Restricted Risk Management Fund:

In 2001, the Board established the use of certain funds in the Unrestricted Pooled Income Fund to self-finance potential costs related to emerging risks and opportunities of the egg industry. All expenses of this Fund are in accordance with the Internally Restricted Risk Management Fund Policy and are approved by the Board.

In 2025, the Internally Restricted Risk Management Fund operated with a minimum trigger point of \$8,000. Effective December 28, 2025, the start of EFC's 2026 fiscal year, the Fund's minimum trigger point will be \$4,000.

Effective Period 1, 2026, the Board approved a permanent one-time transfer of \$2,112 from the Internally Restricted Research Fund to the Restricted Risk Management Fund to support the Risk Management Fund's anticipated expenses for 2026.

As at December 27, 2025, the balance of the Internally Restricted Risk Management Fund, excluding ALT's net assets of \$7,492, was \$545.

CANADIAN EGG MARKETING AGENCY C.O.B. EGG FARMERS OF CANADA

Notes to Consolidated Financial Statements (Continued)

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9. Fund descriptions (continued):

(e) Internally Restricted Natural Overrun Fee Fund:

At their meeting on September 28, 2022, the Board decided to suspend Natural Overrun Fee Program (NOFP) calculations, including the annual fee and Unrestricted Pooled Income Fund Requirement, while the Program was under review. On November 14, 2024, the Board approved revisions to the Natural Overrun Fee Program.

The revised program, effective December 29, 2024, is designed to support the Unrestricted Pooled Income Fund for the costs associated with producing eggs over and above the amount needed to meet table market demand. The NOFP will be funded by egg boards based on their share of the program's requirements.

The Internally Restricted Natural Overrun Fee Fund does not operate with fund balance trigger points.

The balances of the Unrestricted Administration Fund, Unrestricted Pooled Income Fund, Internally Restricted Research Fund, and Internally Restricted Risk Management Fund as at December 27, 2025, compared to established trigger points or thresholds, are considered appropriate.

10. Commitments:

EFC is committed under contract for the purchase of advertising and other services in fiscal 2026 to 2029 for an amount of \$9,483 (December 28, 2024 - \$6,293).

EFC is committed to \$1,816 (December 28, 2024 - \$999) over the next seven years to support the University Research Chairs.

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Notes to Consolidated Financial Statements (Continued)

Fifty-two weeks ended December 27, 2025
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11. Allocation of administration expenses:

EFC allocates administrative expenses from the Unrestricted Administration Fund to the Internally Restricted Research Fund, and also to the Unrestricted Pooled Income Fund to provide for the full cost of operating their respective programs and activities as follows:

	Restricted Research Fund	Pooled Income Fund	December 27, 2025 Total
Building costs	\$ –	\$ 211	\$ 211
Insurance	–	76	76
Meetings and travel	–	751	751
Office and other administrative	–	1,312	1,312
Per diems	–	160	160
Professional fees and consulting	–	35	35
Salaries and benefits	534	3,258	3,792
Amortization of capital assets	–	137	137
	\$ 534	\$ 5,940	\$ 6,474

	Restricted Research Fund	Pooled Income Fund	December 28, 2024 Total
Building costs	\$ –	\$ 186	\$ 186
Insurance	–	76	76
Meetings and travel	–	598	598
Office and other administrative	–	838	838
Per diems	–	138	138
Professional fees and consulting	–	43	43
Salaries and benefits	418	2,886	3,304
Amortization of capital assets	–	128	128
	\$ 418	\$ 4,893	\$ 5,311

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Notes to Consolidated Financial Statements (Continued)

Fifty-two weeks ended December 27, 2025
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12. Change in non-cash operating working capital:

	December 27, 2025	December 28, 2024
Accounts receivable	\$ 944	\$ (3,478)
Inventory	(2,551)	(220)
Prepaid expenses	(1,795)	(429)
Accounts payable and accrued liabilities	(3,330)	28,741
Other	(7,494)	–
	\$ (14,226)	\$ 24,614

13. Interfund transfers:

Interfund transfers consist of the following:

	December 27, 2025	December 28, 2024
Unrestricted Pooled Income Fund	\$ –	\$ (20,000)
Internally Restricted Risk Management Fund	–	8,000
Internally Restricted Natural Overrun Fee Fund	–	12,000

On February 24, 2023, temporary transfers of \$20,000 to the Unrestricted Pooled Income Fund, \$8,000 from the Internally Restricted Risk Management Fund and \$12,000 from the Internally Restricted Natural Overrun Fee Fund, were approved by the Board in order to mitigate significant events that negatively affected the Unrestricted Pooled Income Fund balance in the final quarter of 2022.

On February 14, 2024, the Board approved the return of the \$20,000 temporary transfers back to the Internally Restricted Risk Management Fund (\$8,000) and Internally Restricted Natural Overrun Fee Fund (\$12,000), effective February 24, 2024, due to the stronger Unrestricted Pooled Income Fund financial position.

14. Financial risks:

(a) Liquidity risk:

Liquidity risk is the risk that EFC will be unable to fulfill its obligations associated with financial liabilities on a timely basis or at a reasonable cost.

EFC manages its liquidity risk by monitoring its operating requirements. EFC prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations.

CANADIAN EGG MARKETING AGENCY C.O.B. EGG FARMERS OF CANADA

Notes to Consolidated Financial Statements (Continued)

Fifty-two weeks ended December 27, 2025
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14. Financial risks (continued):

(b) Credit risk:

Credit risk refers to the risk that a counterparty to a financial instrument may default on its contractual obligations resulting in a financial loss.

EFC is exposed to credit risk with respect to the accounts receivable. EFC assesses, on a continuous basis, accounts receivable and provides for any amounts that are not collectible in the allowance for doubtful accounts. At period-end, there were no amounts allowed for in accounts receivable.

(c) Interest rate risk:

Interest rate risk is the risk that the fair value or future cash flow of a financial instrument will fluctuate because of changes in interest rate.

EFC is exposed to interest rate risk on its fixed interest rate financial instruments. Further details about the fixed rate investments are included in note 4.

(d) Currency risk:

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

EFC is exposed to currency risk in the Unrestricted Pooled Income Fund as the pricing of egg sales revenues from processors is based on US dollar inputs. EFC mitigates this risk by actively monitoring its Fund balances.

(e) Other price risk:

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices.

EFC is not exposed to significant other price risk on its investments.

There have been no changes to the risk exposures from 2024.

15. Low-High Price (LHP) Program:

Due to volatility of the base component for processor pricing during the period, the pricing calculation on eggs sold to processors was amended to assist EFC and processors in times of extraordinarily low or high prices. Beginning in June 2019, the price per the Low-High Price (LHP) Program was used for eggs sold to processors by EFC instead of the processor protocol calculation. The difference between the price per the processor protocol and the price per the LHP Program is the Total Differential Balance (TDB). Additions to the TDB are to be reduced on future egg sales when the price per the LHP Program is higher than the price per the processor protocol. As of December 27, 2025, the TDB is approximately \$3,000 payable to processors (December 28, 2024 - \$1,030, recoverable from processors).

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Notes to Consolidated Financial Statements (Continued)

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16. Advanced Layer Technologies Corporation:

ALT is a subsidiary of EFC focused on supporting innovation in the production and marketing of eggs and all related technologies. ALT was incorporated on June 27, 2022, as a not-for-profit organization without share capital under the *Canada Not-for-profit Corporations Act*. It is exempt from income taxes under subsection 149(1)(e) of the *Income Tax Act (Canada)*. As the sole member, EFC controls ALT and has the power to appoint its Directors.

On December 23, 2022, ALT joined Egg Research Development Fund (ERDF) and Canadian Egg Technologies Inc. (CET Inc.) in a limited partnership to form Canada Egg Technologies LP (CET LP) under the *Limited Partnerships Act (Ontario)*. ALT and ERDF are limited partners in CET LP with CET Inc. serving as the general partner. CET Inc. was incorporated under the *Business Corporations Act (Ontario)* on December 22, 2022.

ALT and ERDF are shareholders of CET Inc., each owning four common shares. Both CET Inc. and CET LP were created to support a project to mitigate a consumer facing issue of the egg industry.

As at December 27, 2025, the net assets of ALT were \$7,492. ALT's revenue and expenses are reflected in EFC's Internally Restricted Risk Management Fund.



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