



PREMIUM BRANDS HOLDINGS CORPORATION

Consolidated Financial Statements

**Fiscal Years Ended
December 25, 2021 and December 26, 2020**



Independent auditor's report

To the Shareholders of Premium Brands Holdings Corporation

Our opinion

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of Premium Brands Holdings Corporation and its subsidiaries (together, the Company) as at December 25, 2021 and December 26, 2020, and its financial performance and its cash flows for the 52 weeks then ended in accordance with International Financial Reporting Standards as issued by the International Accounting Standards Board (IFRS).

What we have audited

The Company's consolidated financial statements comprise:

- the consolidated balance sheets as at December 25, 2021 and December 26, 2020;
- the consolidated statements of operations for the 52 weeks then ended;
- the consolidated statements of comprehensive earnings for the 52 weeks then ended;
- the consolidated statements of cash flows for the 52 weeks then ended
- the consolidated statements of changes in shareholders' equity for the 52 weeks then ended; and
- the notes to the consolidated financial statements, which include significant accounting policies and other explanatory information.

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 consolidated financial statements* section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada. We have fulfilled our other ethical responsibilities in accordance with these requirements.

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"PwC" refers to PricewaterhouseCoopers LLP, an Ontario limited liability partnership.



Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements for the 52 weeks ended December 25, 2021. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matter	How our audit addressed the key audit matter
Impairment assessment of goodwill and indefinite lived intangible assets <i>Refer to note 2 – Summary of significant accounting policies, note 6 – Intangible assets and note 7 – Goodwill to the consolidated financial statements.</i> The Company had goodwill of \$1,001.2 million and indefinite lived intangible assets of \$222.6 million as at December 25, 2021. Management performs an impairment assessment annually, or more frequently if events or changes in circumstances indicate that the carrying value of goodwill and indefinite lived intangible assets may not be recoverable. The impairment assessment is based on a comparison of the recoverable amount of a cash generating unit (CGU) to the underlying carrying amount of the CGU's net assets, including goodwill and indefinite lived intangible assets. When the carrying amount of the CGU's net assets exceeds its recoverable amount, the difference is charged to earnings. The recoverable amount of the CGU is based on the higher of its fair value less costs of disposal and its value in use. Management used a discounted cash flow model to determine the CGU's value in use. Assessing impairment of goodwill and indefinite lived intangible assets requires management to make significant judgments, including making estimates with regards to the amounts and timing of future cash flows and the discount rate to be used to value such cash flows. No impairment was recognized as a result of the 2021 impairment assessment.	Our approach to addressing the matter included the following procedures, among others: • Testing how management determined the recoverable amounts of the CGUs: – Testing the appropriateness of the method used and the mathematical accuracy of the discounted cash flow models. – Testing the amounts and timing of the future cash flows by comparing to the Board of Directors approved budget and past performance of the Company. – Evaluating the reasonableness of the discount rate assumptions with the assistance of professionals with specialized skill and knowledge in the field of valuations by considering available data from comparable companies. – Testing the underlying data used in the discounted cash flow models.



Key audit matter

How our audit addressed the key audit matter

We considered this a key audit matter due to (i) the significance of the goodwill and indefinite lived intangible asset balances and (ii) the significant judgment made by management in determining the recoverable amounts of the CGUs. This has resulted in a high degree of subjectivity and audit effort in performing audit procedures to test the amounts and timing of future cash flows and the discount rate assumptions to be used to value such cash flows. Professionals with specialized skill and knowledge in the field of valuation assisted us in performing our procedures.

Other information

Management is responsible for the other information. The other information comprises the Management's Discussion and Analysis.

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

In connection with our audit of the consolidated 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 consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of management and those charged with governance for the consolidated financial statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with IFRS, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Company'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 the Company or to cease operations, or has no realistic alternative but to do so.



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

Auditor's responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated 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 consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or 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 the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company'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 consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Company to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.



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

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this independent auditor's report is John Bunting.

/s/PricewaterhouseCoopers LLP

Chartered Professional Accountants

Vancouver, British Columbia
March 10, 2022

Premium Brands Holdings Corporation

Consolidated Balance Sheets

(in millions of Canadian dollars)

	December 25, 2021	December 26, 2020
Current assets:		
Cash and cash equivalents	16.5	363.0
Accounts receivable (note 26)	521.7	387.0
Inventories (note 3)	645.2	448.8
Prepaid expenses and other assets	28.6	25.8
	1,212.0	1,224.6
Capital assets (note 4)	617.3	524.9
Right of use assets (note 5)	464.5	328.5
Intangible assets (note 6)	526.3	517.9
Goodwill (note 7)	1,001.2	853.4
Investment in and advances to associates (note 8)	568.8	74.2
Other assets	18.8	16.8
	4,408.9	3,540.3
Current liabilities:		
Cheques outstanding	18.7	19.1
Bank indebtedness (note 9)	16.3	-
Dividends payable (note 16)	28.4	25.2
Accounts payable and accrued liabilities	445.5	369.3
Puttable interest in subsidiaries (note 12)	27.1	28.1
Current portion of long-term debt (note 10)	4.6	9.5
Current portion of lease obligations (note 5)	32.9	26.2
Current portion of provisions (note 11)	7.7	16.4
	581.2	493.8
Long-term debt (note 10)	1,074.0	525.6
Lease obligations (note 5)	477.4	342.7
Deferred revenue	2.8	2.8
Provisions (note 11)	63.4	57.2
Deferred income taxes (note 22)	105.2	94.5
	2,304.0	1,516.6
Convertible unsecured subordinated debentures (note 13)	331.0	425.7
Equity attributable to shareholders:		
Retained earnings	35.6	11.2
Share capital (note 14)	1,713.3	1,569.7
Reserves (note 15)	25.0	17.1
	1,773.9	1,598.0
	4,408.9	3,540.3

Contingent liabilities (note 24)
Subsequent events (note 30)

Approved by the Board of Directors

(signed) George Paleologou Director

(signed) Johnny Ciampi Director

The accompanying notes are an integral part of these consolidated financial statements.

Premium Brands Holdings Corporation

Consolidated Statements of Operations (in millions of Canadian dollars except per share amounts)

	52 weeks ended December 25, 2021	52 weeks ended December 26, 2020
Revenue	4,931.7	4,068.9
Cost of goods sold (note 19)	4,029.8	3,288.7
Gross profit before depreciation, amortization and plant start-up and restructuring costs	901.9	780.2
Interest income from investment in associates (note 8)	53.7	2.3
Selling, general and administrative expenses (note 19)	524.9	469.9
Operating profit before depreciation, amortization and plant start-up and restructuring costs	430.7	312.6
Plant start-up and restructuring costs (note 20)	2.1	8.2
Depreciation of capital assets (note 4)	70.0	67.2
Amortization of intangible assets (note 6)	27.3	26.2
Amortization of right of use assets (note 5)	37.5	31.6
Accretion of lease obligations (note 5)	19.2	15.0
Interest and other financing costs (note 21)	41.3	43.0
Change in fair value of option liabilities (note 13)	30.0	-
Acquisition transaction costs	7.7	5.6
Accretion of provisions (note 11)	7.3	8.5
Equity loss in investments in associates (note 8)	7.8	2.0
Change in value of puttable interest in subsidiaries (note 12)	0.5	(3.3)
Clearwater closing risk fee (note 8)	(2.4)	-
Acquisition bargain purchase gain (note 18)	(1.8)	-
Provisions not earned (note 11)	-	(2.0)
Earnings before income taxes	184.2	110.6
Provision for income taxes (note 22)		
Current	66.3	18.3
Deferred	(14.8)	8.6
	51.5	26.9
Earnings	132.7	83.7
Earnings per share (note 17):		
Basic	3.05	2.16
Diluted	3.04	2.15
Weighted average shares outstanding (in millions):		
Basic	43.5	38.8
Diluted	43.7	39.0

The accompanying notes are an integral part of these consolidated financial statements.

Premium Brands Holdings Corporation

Consolidated Statements of Comprehensive Earnings

(in millions of Canadian dollars)

	52 weeks ended December 25, 2021	52 weeks ended December 26, 2020
Earnings	132.7	83.7
Items that may be realized to earnings (loss) in future periods:		
Unrealized gain (loss) on interest rate swaps	3.2	(4.6)
Unrealized gain (loss) on foreign exchange currency contracts	0.1	(1.0)
Unrealized foreign exchange loss on investment in foreign operations	(0.6)	(3.5)
Items that will not be realized to earnings (loss) in future periods:		
Actuarial gain (loss) on pension plan assets	3.2	(0.4)
	5.9	(9.5)
Comprehensive earnings	138.6	74.2

The accompanying notes are an integral part of these consolidated financial statements.

Premium Brands Holdings Corporation

Consolidated Statements of Cash Flows

(in millions of Canadian dollars)

	52 weeks ended December 25, 2021	52 weeks ended December 26, 2020
Cash flows from (used in) operating activities:		
Earnings	132.7	83.7
Items not involving cash:		
Depreciation of capital assets (note 4)	70.0	67.2
Amortization of intangible assets (note 6)	27.3	26.2
Amortization of right of use assets (note 5)	37.5	31.6
Accretion of lease obligations (note 5)	19.2	15.0
Change in value of puttable interest in subsidiaries (note 12)	0.5	(3.3)
Equity loss in investment in associates (note 8)	7.8	2.0
Change in fair value of option liabilities (note 13)	30.0	-
Non-cash financing costs	4.4	5.4
Accretion of provisions (note 11)	7.3	8.5
Deferred income taxes (recovery) (note 22)	(14.8)	8.6
Acquisition bargain purchase gain (note 18)	(1.8)	-
Provisions not earned (note 11)	-	(2.0)
	320.1	242.9
Change in non-cash working capital (note 27)	(253.8)	(15.6)
	66.3	227.3
Cash flows from (used in) financing activities:		
Long-term debt, net	546.8	(68.9)
Payments for lease obligations (note 5)	(50.4)	(40.8)
Bank indebtedness and cheques outstanding	15.9	(22.2)
Dividends paid to shareholders (note 16)	(108.2)	(86.5)
Repayment of convertible debentures (note 13)	(8.0)	(5.4)
Proceeds from issuance of convertible debentures – net of issuance costs (note 13)	-	143.5
Common shares issued as a result of public offering and concurrent private placement – net of issuance costs (note 14)	-	440.5
	396.1	360.2
Cash flows from (used in) investing activities:		
Capital asset additions (note 4)	(143.2)	(92.6)
Business and asset acquisitions (note 18)	(359.7)	(109.0)
Payment of provisions (note 11)	(14.7)	(15.9)
Payments to shareholders of non-wholly owned subsidiaries (note 12)	(0.6)	(1.0)
Payment for settlement of puttable interest of non-wholly owned subsidiary	(0.9)	(21.5)
Net change in share purchase loans and notes receivable	1.2	2.3
Investment in and advances to associates – net of distributions	(441.0)	(11.6)
Proceeds from sale-leaseback (note 8)	150.0	6.4
	(808.9)	(242.9)
Change in cash and cash equivalents	(346.5)	344.6
Cash and cash equivalents – beginning of year	363.0	18.4
Cash and cash equivalents – end of year	16.5	363.0

Supplemental cash flow information (note 27)

The accompanying notes are an integral part of these consolidated financial statements.

Premium Brands Holdings Corporation

Consolidated Statements of Changes in Shareholders' Equity (in millions of Canadian dollars)

	Retained earnings (deficit)	Share capital	Reserves	Share- holders' equity
Balance as at December 28, 2019	19.9	1,023.6	27.7	1,071.2
Common shares issued (note 14)	-	544.7	-	544.7
Earnings for the year attributable to shareholders	83.7	-	-	83.7
Dividends declared (note 16)	(92.0)	-	-	(92.0)
Actuarial loss on pension obligation	(0.4)	-	-	(0.4)
Effect of share based compensation plans	-	1.4	(1.5)	(0.1)
Unrealized loss on interest rate swaps	-	-	(4.6)	(4.6)
Unrealized loss on foreign exchange contracts	-	-	(1.0)	(1.0)
Foreign currency translation adjustment	-	-	(3.5)	(3.5)
Balance as at December 26, 2020	11.2	1,569.7	17.1	1,598.0
Common shares issued (note 14)	-	149.7	-	149.7
Earnings for the year attributable to shareholders	132.7	-	-	132.7
Dividends declared (note 16)	(111.5)	-	-	(111.5)
Actuarial gain on pension obligation	3.2	-	-	3.2
Effect of share based compensation plans (note 14)	-	(6.1)	5.2	(0.9)
Unrealized gain on interest rate swaps	-	-	3.2	3.2
Unrealized gain on foreign exchange contracts	-	-	0.1	0.1
Foreign currency translation adjustment	-	-	(0.6)	(0.6)
Balance as at December 25, 2021	35.6	1,713.3	25.0	1,773.9

The accompanying notes are an integral part of these consolidated financial statements.

Premium Brands Holdings Corporation

Notes to the Consolidated Financial Statements

For the Fiscal Years Ended December 25, 2021 and December 26, 2020

(Tabular amounts in millions of Canadian dollars except per share amounts and percentages)

1. Corporate information

Premium Brands Holdings Corporation (the Company) is incorporated under the Canada Business Corporations Act. Through its subsidiaries, the Company owns a broad range of specialty food manufacturing and premium food distribution and wholesale businesses with operations in Canada and the United States.

The Company's Board of Directors approved these consolidated financial statements on March 9, 2022.

2. Summary of significant accounting policies

Basis of presentation

The Company prepares its consolidated financial statements in accordance with International Financial Reporting Standards as issued by the International Accounting Standards Board (IFRS).

Basis of measurement

These consolidated financial statements have been prepared under the historical cost convention, except for puttable interests in subsidiaries, provisions, foreign exchange forward contracts, and interest rate swaps, which are measured at fair value.

Principles of consolidation

The consolidated financial statements include the accounts of the Company and all of its wholly owned and majority-owned subsidiaries after elimination of intercompany transactions and balances.

At December 25, 2021, the Company owns controlling interests of between 66.2% and 94.1% in a number of non-wholly companies. In all cases, it holds options to purchase the third party interests in these businesses (calls), and in all cases, the third party stakeholders hold options that entitle them to require the Company to purchase their respective interests (puts). The dates in which the puts can be exercised range from any time to February 2024, with the purchase prices being based on formulas tied to the profitability of the respective businesses.

Based on its majority ownership and control over the operations of these subsidiaries, the Company has consolidated 100% of their operations into its consolidated financial statements, and for the third party interests in these subsidiaries, it has recorded the puts as a financial liability (puttable interest in subsidiaries) at fair value on the consolidated balance sheet. Changes in the value of these financial liabilities are recognized in the consolidated statement of operation (change in value of puttable interest in subsidiaries).

The fair value of the puttable interest in subsidiaries is based on the Company's best estimates of the future amounts and timing of the cash flows of these subsidiaries, including their revenues, expenses, working capital needs, capital expenditures, and financing structures. Changes in the value of the puts resulting from changes in the assumptions used to estimate future put exercise prices are recorded in earnings as determined.

Business combinations

Acquisitions of businesses are accounted for using the acquisition method. The cost of the business combination is measured as the sum of the fair values of assets given, equity instruments issued, and liabilities incurred or assumed, in exchange for control of the businesses acquired. Acquisition related costs are expensed as incurred.

The excess of the cost of a business combination over the fair value of the underlying identifiable assets acquired and liabilities assumed is recorded as goodwill. If the cost of the acquisition is less than the fair value of the net assets acquired, the difference is recognized in the current period as a gain (acquisition bargain purchase gain) in the consolidated statement of operations.

Fiscal year

The fiscal year of the Company is the fifty-two week or fifty-three week period ending the nearest Saturday on or before December 31. Fiscal year 2021 was the fifty-two week period ended December 25, 2021, and fiscal year 2020 was the fifty-two week period ended December 26, 2020.

Cash and cash equivalents

Cash and cash equivalents consist of cash on deposit and highly liquid short-term interest bearing securities with original maturities at the date of purchase of three months or less.

Premium Brands Holdings Corporation

Notes to the Consolidated Financial Statements

For the Fiscal Years Ended December 25, 2021 and December 26, 2020

(Tabular amounts in millions of Canadian dollars except per share amounts and percentages)

Inventories

Raw materials and finished goods inventories are stated at the lower of cost and net realizable value. Cost includes raw materials, manufacturing labor, and direct and indirect overhead, and is determined using either the first-in first-out or weighted average cost methods. Net realizable value is the estimated selling price less applicable selling expenses.

Capital assets

Capital assets are stated at cost less accumulated depreciation. Cost includes expenditures that are directly attributable to the acquisition or construction of the capital assets.

Capital assets are depreciated once they are complete and available for use. Depreciation is provided on a straight-line or declining balance basis over the period in use at the following annual rates, which are based on the expected useful lives of the assets:

Buildings and leaseholds	2.5% to 5%
Machinery and equipment	5% to 30%

Buildings and leaseholds include the buildings owned by the Company as well as significant leasehold improvements made to facilities leased by the Company. Machinery and equipment includes production equipment, distribution equipment, information technology equipment, vehicles, and office equipment.

Leases

Effective January 1, 2019, Leases (IFRS 16) replaced IAS 17 – Leases. Correspondingly, the Company recognizes right of use assets, which represent its rights to use the underlying assets; and lease liabilities, which represent its obligations to make lease payments.

Right of use assets are initially measured at cost. The right of use asset is subsequently amortized using the straight-line method from the commencement date to the end of its useful life. Right of use assets may periodically be reduced by impairment losses and modified for certain remeasurements of lease obligations.

Lease obligations are initially measured at the present value of the lease payments that are not paid as at the commencement date discounted using the implicit interest rate in the lease. If the implicit interest rate is not readily determined, the lease payments are discounted at the incremental borrowing rate of 4.0%. Remeasurements may periodically occur when there is a change in the lease payments or change in the discount rate. The Company has applied judgment to determine the lease term for lease contracts that include renewal options and the likelihood of exercising such options, which affects the amount of lease liabilities and right of use assets recognized.

The Company adopted IFRS 16 using the modified retrospective method as of January 1, 2019. Historical periods were not restated, and the Company recognized the cumulative effect of IFRS 16 by reporting its carrying amount as if the standard had been applied since the commencement date of the lease and discounted using the incremental borrowing rate at the date of transition.

Brand names and goodwill

Intangible assets consist of acquired brand names and customer relationships.

Goodwill represents the excess of the cost of an acquired business over the fair value of its underlying net identifiable assets at the time of acquisition.

Goodwill and proprietary brand names acquired as part of a business combination, and determined to have an indefinite useful life, are not amortized but are tested for impairment on an annual basis and whenever events or changes in circumstances indicate that the carrying value may not be recoverable.

Impairment of goodwill and brand names are assessed based on a comparison of the recoverable amount of a cash generating unit (CGU) to the underlying carrying amount of the CGU's net assets, including goodwill. The recoverable amount of the CGU can be based on the higher of its fair value less cost of disposals and its value in use, which uses a discounted cash flow model. When the carrying amount of the CGU exceeds its recoverable amount, the difference is charged to earnings.

Premium Brands Holdings Corporation

Notes to the Consolidated Financial Statements

For the Fiscal Years Ended December 25, 2021 and December 26, 2020

(Tabular amounts in millions of Canadian dollars except per share amounts and percentages)

Impairment of non-financial assets

Capital assets and finite life intangible assets (customer relationships) are reviewed for impairment when events or circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognized when the carrying value of a capital asset or a finite life intangible asset exceeds its recoverable amount, which is the greater of the value in use of the asset or its fair value less the cost of disposal. Any impairment recognized is measured as the amount by which the carrying value of the asset exceeds its recoverable amount.

Customer relationships acquired as part of business combinations are amortized on a straight-line basis over 15 to 20 years.

Investment in associates

Associates are entities over which the Company has significant influence, but not control, and are accounted for using the equity method, under which the investment is initially recorded at cost and the carrying value is adjusted thereafter to include the Company's pro-rata share of post-investment earnings or loss of the associates, and is reduced by the amount of cash distributions received from the associates.

Joint ventures

Joint ventures are entities in which the Company has a contractual arrangement that establishes joint control over the economic activities of the entity by the Company and another party. Joint ventures are accounted for using the equity method and are included with investment in associates.

Long-term debt

The Company's long-term debt is initially recognized at fair value, net of financing costs. Any difference between the proceeds, net of financing costs, and the redemption value is recognized in the consolidated statement of operations over the term of the debt using the effective interest rate method.

Provisions

Provisions are recognized when there is a probable outflow of economic resources from the Company and the amount of that outflow can be estimated reliably, although the timing or amount of the outflow may be uncertain due to the outflow being contingent upon the occurrence of certain events, such as a business achieving defined financial targets over a particular period of time. Provisions are calculated using the discounted value of the estimated expenditure required to settle the future obligation, based on the most reliable evidence available at the reporting date. Changes in the value of provisions resulting from changes in the assumptions used to estimate the amounts and timing of future outflows are recognized in earnings.

Convertible unsecured subordinated debentures (convertible debentures)

The Company accounts for convertible debentures with an equity component by allocating the proceeds of the debentures, net of financing costs, between debt and equity based on the estimated fair value of the debt and conversion option, as determined by the residual valuation of the equity component. Under this approach, the debt component is valued first and the difference between the proceeds of the debentures and the fair value of the debt component is assigned to the equity component. Interest expense is recorded as a charge to earnings and is calculated at an effective rate with the difference between the coupon rate and the effective rate being credited to the debt component of the convertible debentures (accretion of convertible debentures) such that, at maturity, the debt component is equal to the face value of the outstanding convertible debentures.

Where the Company has the option to make a cash payment in lieu of issuing shares when a debenture holder submits a notice of conversion, the equity component is recorded as a financial liability and is included with the debt component balance of the convertible debentures. The conversion options are revalued at the end of each quarter.

When the Company purchases and cancels its convertible debentures under a normal course issuer bid, the difference between the book value and fair value of the cancelled convertible debentures is recognized in earnings.

Revenue recognition

For products sold and delivered to customers by third party carriers, revenue is recognized at the time the goods leave the Company's possession and performance obligations are completed, subject to being reasonably measured and collection being reasonably assured. For products sold through the Company's proprietary distribution networks, revenue is recognized when the product is delivered to the customer. Revenue is reported net of rebates, allowances and returns.

Cost of goods sold

Cost of goods sold includes raw materials, manufacturing labor costs and plant overhead costs but excludes depreciation and amortization.

Premium Brands Holdings Corporation

Notes to the Consolidated Financial Statements

For the Fiscal Years Ended December 25, 2021 and December 26, 2020

(Tabular amounts in millions of Canadian dollars except per share amounts and percentages)

Income taxes

The Company follows the asset and liability method of accounting for income taxes whereby deferred income tax assets and liabilities are recognized based on differences between the values of the assets and liabilities used for financial statement purposes and those used for income tax purposes. Deferred income tax assets and liabilities are calculated using substantively enacted tax rates for the period in which the differences are expected to reverse. Deferred income tax assets are recognized only to the extent that management determines that it is more likely than not that the deferred income tax assets will be realized. Deferred income tax assets and liabilities are adjusted for the effects of changes in tax laws and rates on the date of enactment or substantive enactment and any resulting differences are recognized in earnings.

Foreign currency translation

The Company's United States based operations have a functional currency of U.S. dollars and accordingly have been translated to Canadian dollars using the year end exchange rate for the consolidated balance sheet and the average exchange rate for the year for the consolidated statement of operations. Gains or losses resulting from translation adjustments are recorded as a component of reserves in shareholders' equity until there is a realized reduction in the net investment in the U.S. operation.

Foreign currency accounts of Canadian operations have been translated to Canadian dollars using the year end exchange rate for monetary assets and liabilities and the prevailing exchange rate at the time for income and expense transactions. Gains and losses resulting from this translation are recognized in earnings.

Segment reporting

Operating segments are reported in a manner consistent with internal reporting provided to the chief operating decision makers who are responsible for allocating resources and assessing the performance of the operating segments.

Financial instruments

The Company recognizes a financial asset or financial liability only when it becomes a party to the contractual provisions of the financial instrument. Financial assets are derecognized when the rights to receive cash flows from the assets have expired or have been transferred and the Company has transferred substantially all risks and rewards of ownership. Financial liabilities are derecognized when the obligation specified in the contract is discharged, cancelled or expires.

Financial assets are initially recognized at fair value and classified either as measured at amortized cost or measured at fair value. Financial assets held solely for the purpose of collecting the contractual cash flows, where those cash flows represent only payments of principal and interest, are classified as measured at amortized cost, which includes a provision for expected credit losses. Financial assets that are held for the purpose of collecting the contractual cash flows or for selling the financial assets themselves are classified as measured at fair value and are remeasured each period, with any changes being recorded in either other comprehensive earnings or earnings.

Financial liabilities are initially recognized at fair value and, with certain exceptions, are classified as measured at amortized cost.

Derivatives are initially recognized at fair value on the date a derivative contract is entered into and are remeasured at their fair values in subsequent periods. For derivatives that have not been designated as hedging instruments, the changes in their fair values are recognized in earnings.

For derivatives to be designated as hedging instruments, the Company documents at the inception of the hedging transaction its risk management objectives and strategy and the economic relationship between the hedging instruments and the hedged items, including whether the hedging instrument is expected to offset changes in cash flows of the hedged items. Changes in the effective portion of the fair value of the derivatives that are designated as hedging instruments are recognized in reserves in the equity portion of the Company's consolidated balance sheet and in other comprehensive earnings, while changes in the ineffective portion are recognized in earnings.

Accounts receivable and notes and loans receivable are classified as measured at amortized cost and are net of expected credit losses.

Cheques outstanding, bank indebtedness, dividends payable, accounts payable and accrued liabilities, lease obligations, long-term debt and convertible debentures are classified as measured at amortized cost.

Premium Brands Holdings Corporation

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Impairment of financial assets

Financial assets, which are measured at amortized cost, are assessed for the probability of default at initial recognition and re-assessed at each reporting period for significant changes in credit risk. The Company evaluates current and forward-looking information such as the financial condition of the obligor, delinquencies in payments of interest or principal, and significant changes in the expected future cash flows of the financial assets to determine if there are significant changes to credit risk. Based on this evaluation, an expected credit loss (ECL) allowance may then be recognized to earnings at initial recognition along with any changes based on reassessments performed at each subsequent report period. When there is objective evidence of impairment leading to the conclusion that a financial asset is credit-impaired and there is no reasonable expectation of recovery, the allowance is written off.

For trade receivables, the Company applies the simplified approach permitted by IFRS 9, which requires expected lifetime losses to be recognized from initial recognition of the receivables, see note 26 for further details.

Hedging instruments

The Company, from time to time, uses interest rate swap contracts (swaps) to manage risks associated with fluctuations in interest rates, and all such interest rate swap contracts are used only for risk management purposes. Changes in the fair value of these contracts are recognized in other comprehensive earnings and are recognized in earnings as they are realized.

The Company uses foreign currency forward contracts to manage exchange risks associated with its U.S. dollar payments and receipts and Euro payments. Changes in the fair value of these contracts are recorded in other comprehensive earnings and are recognized in earnings as they are realized.

Critical accounting estimates and judgments

The preparation of consolidated financial statements requires management to use judgment in applying its accounting policies and to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenues and expenses during the reporting period.

Significant areas requiring the use of management estimates relate to:

(i) Goodwill and intangible assets

The Company assesses the impairment of goodwill and intangible assets with indefinite lives on an annual basis and finite life intangible assets whenever events or changes in circumstances indicate that the carrying value may not be recoverable. Factors which could trigger an impairment review include significant underperformance relative to plan, a change in the Company's business strategy, or significant negative industry or economic trends. Assessing impairment of goodwill and intangible assets requires significant judgment including identifying appropriate CGUs, making estimates with regards to the amounts and timing of future cash flows and the discount rates to be used to value such cash flows.

(ii) Income tax provision

The provision for deferred income taxes is based on changes in the estimated temporary differences between the value of the assets and liabilities used for tax purposes and those used for accounting purposes. In determining these temporary differences, certain management judgments and estimates are required. Furthermore, deferred income tax assets are recognized only to the extent that management determines that it is more likely than not that the deferred income tax assets will be realized.

(iii) Puttable interest in subsidiaries

Puttable interest in subsidiaries is calculated based on projections of future cash flows of the applicable subsidiaries. These projections include the cash flows expected to be generated by the subsidiary's operations, as well as cash flows generated by or used in its financing and investing activities. A significant amount of judgment is required in estimating the amounts and timing of these cash flows.

(iv) Convertible unsecured subordinated debentures

The determination of reasonable fair market values for the debt and equity components of convertible unsecured subordinated debentures is based on a variety of quantitative and qualitative factors, including comparative information for other similar financial instruments, and correspondingly requires a significant amount of judgment.

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(v) Business acquisitions and contingent consideration

The allocation of the purchase price associated with the acquisition of a business requires a significant amount of judgment in terms of identifying and determining: (i) the fair market values of the tangible and intangible assets purchased, which involves using a discounted cash flow model and requires using estimates of discount rates, royalty rates, customer retention rates and future revenues and gross margins; and (ii) the fair value of liabilities assumed. Furthermore, when an acquisition involves contingent consideration, there is also significant judgment involved in determining the value, if any, of such consideration.

(vi) Provisions

Provisions represent management's best estimate of the fair value of future costs associated with contingent consideration and lease restoration costs. The final settlement of these amounts depends upon future events, and as a result, a significant amount of judgment is required in estimating them.

(vii) Plant start-up and restructuring costs

Plant start-up and restructuring costs consist of expenses associated with the start-up of new production capacity, the reconfiguration of existing capacity to gain efficiencies and/or additional capacity, or the restructuring of a business to improve its profitability. The determination of these costs requires a significant amount of judgment with regards to the identification, measurement, and allocation of applicable costs.

Share based compensation plans

The Company has an employee benefit plan that provides common share awards, in which all the common shares are purchased on the open market, to eligible directors, officers, executives, and employees of the Company and its subsidiaries. Grants under this plan are treated as equity-settled share based payments, with the shares granted being measured at their fair values on the grant date. This fair value is then expensed based on a graded vesting pattern over the associated vesting period, with the deferred portion recognized as a component of reserves in shareholders' equity.

The Company's unvested shares acquired pursuant to the employee benefit plan are recorded as a reduction to the Company's outstanding share capital, and are recognized as outstanding share capital as they legally vest and ownership is transferred to the beneficiary.

Employee future benefit plan

The Company has a defined benefit pension plan covering certain employees. Benefits under this plan are based on years of service and the employee's compensation level. The Company accrues its obligations under the defined benefit pension plan and the related costs, net of plan assets. The cost of pension benefits earned by employees is actuarially determined using the projected benefit method pro-rated on service and management's best estimate of expected plan investment performance, salary escalation and retirement ages of employees. For the purpose of calculating the expected rate of return on plan assets, the fair value method is used. Comparative figures have been reclassified to conform with the consolidated financial statement presentation adopted in the current year. Specifically, the net pension asset and obligation are presented in other assets.

Any net actuarial gain or loss of the benefit obligation and the fair value of plan assets is recognized as a component of comprehensive earnings and as an adjustment to retained earnings.

Earnings per share

Basic earnings per share is calculated using the earnings for the period attributable to the shareholders of the Company, divided by the weighted average number of common shares outstanding during the period. The computation of diluted earnings per share assumes the basic weighted average number of shares outstanding during the period is increased to include the number of additional common shares that would have been outstanding if the potentially dilutive common shares had been issued. The dilutive effect of convertible debentures is determined using the if-converted method.

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3. Inventories

	December 25, 2021	December 26, 2020
Raw materials	260.1	192.5
Finished goods	379.9	250.2
Concessionary equipment for sale	5.2	6.1
	645.2	448.8

4. Capital assets

	Land, buildings and leaseholds	Machinery and equipment	Total
December 26, 2020			
Cost	371.5	613.1	984.6
Accumulated depreciation	(121.4)	(338.3)	(459.7)
Net book value	250.1	274.8	524.9
December 25, 2021			
Cost	432.0	741.2	1,173.2
Accumulated depreciation	(147.4)	(408.5)	(555.9)
Net book value	284.6	332.7	617.3
	Land, buildings and leaseholds	Machinery and equipment	Total
Net book value as at December 28, 2019	259.0	243.1	502.1
Acquired through business and asset acquisitions (note 18)	0.5	5.4	5.9
Additions	12.9	79.7	92.6
Disposals	(7.5)	(0.6)	(8.1)
Depreciation	(16.7)	(50.5)	(67.2)
Change in preliminary purchase price allocation from prior year acquisition	3.3	-	3.3
Foreign currency exchange adjustment	(1.4)	(2.3)	(3.7)
Net book value as at December 26, 2020	250.1	274.8	524.9
Acquired through business and asset acquisitions (note 18)	174.8	13.2	188.0
Additions	42.5	100.7	143.2
Disposals	(166.4)	(2.9)	(169.3)
Depreciation	(16.5)	(53.5)	(70.0)
Foreign currency exchange adjustment	0.1	0.4	0.5
Net book value as at December 25, 2021	284.6	332.7	617.3

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5. Leases

Right of use assets

	Buildings and leaseholds	Machinery and equipment	Total
December 26, 2020			
Right of use assets	431.9	34.1	466.0
Accumulated depreciation	(121.4)	(16.1)	(137.5)
Net book value	310.5	18.0	328.5
December 25, 2021			
Right of use assets	592.1	37.3	629.4
Accumulated depreciation	(146.8)	(18.1)	(164.9)
Net book value	445.3	19.2	464.5
	Buildings and leaseholds	Machinery and equipment	Total
Net book value as at December 28, 2019	283.3	17.1	300.4
Acquired through business and asset acquisitions (note 18)	23.4	0.1	23.5
Additions	34.9	7.2	42.1
Disposals	(2.9)	(1.6)	(4.5)
Amortization	(26.9)	(4.7)	(31.6)
Foreign currency exchange adjustment	(1.3)	(0.1)	(1.4)
Net book value as at December 26, 2020	310.5	18.0	328.5
Acquired through business and asset acquisitions (note 18)	21.4	1.3	22.7
Additions	151.9	5.5	157.4
Disposals	(6.1)	(0.4)	(6.5)
Amortization	(32.3)	(5.2)	(37.5)
Foreign currency exchange adjustment	(0.1)	-	(0.1)
Net book value as at December 25, 2021	445.3	19.2	464.5

Lease obligations

	Buildings and leaseholds	Machinery and equipment	Total
Net book value as at December 28, 2019	317.5	17.8	335.3
Acquired through business and asset acquisitions (note 18)	23.4	0.1	23.5
Payments	(34.9)	(5.9)	(40.8)
Additions	34.9	7.2	42.1
Disposals	(2.9)	(1.6)	(4.5)
Accretion	13.5	1.5	15.0
Foreign currency exchange adjustment	(1.6)	(0.1)	(1.7)
Net book value as at December 26, 2020	349.9	19.0	368.9
Acquired through business and asset acquisitions (note 18)	21.4	1.3	22.7
Payments	(43.8)	(6.6)	(50.4)
Additions	151.9	5.5	157.4
Disposals	(6.9)	(0.5)	(7.4)
Accretion	17.7	1.5	19.2
Foreign currency exchange adjustment	(0.1)	-	(0.1)
Net book value as at December 25, 2021	490.1	20.2	510.3

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Minimum lease payments in respect of lease obligations and the effect of discounting cash flows are as follows:

	December 25, 2021
Undiscounted minimum lease payments	
1 year out	53.7
2 years out	51.6
3 years out	48.3
4 years out	44.8
Thereafter	509.2
	707.6
Effect of discounting	(197.3)
Present value of minimum lease payments	510.3
Current portion	(32.9)
	477.4

6. Intangible assets

	Brand names	Customer relationships	Total
December 26, 2020			
Cost	222.8	399.4	622.2
Accumulated amortization	-	(104.3)	(104.3)
Net book value	222.8	295.1	517.9
December 25, 2021			
Cost	222.6	435.3	657.9
Accumulated amortization	-	(131.6)	(131.6)
Net book value	222.6	303.7	526.3
Net book value as at December 28, 2019	224.4	265.8	490.2
Additions resulting from business and asset acquisitions (note 18)	2.0	52.7	54.7
Amortization	-	(26.2)	(26.2)
Adjustments to purchase price allocations of prior year acquisitions	(0.3)	3.6	3.3
Foreign currency exchange adjustment	(3.3)	(0.8)	(4.1)
Net book value as at December 26, 2020	222.8	295.1	517.9
Additions resulting from business and asset acquisitions (note 18)	-	36.3	36.3
Amortization	-	(27.3)	(27.3)
Foreign currency exchange adjustment	(0.2)	(0.4)	(0.6)
Net book value as at December 25, 2021	222.6	303.7	526.3

In assessing intangible assets for impairment at September 25, 2021, the Company concluded there was no impairment.

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Notes to the Consolidated Financial Statements

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(Tabular amounts in millions of Canadian dollars except per share amounts and percentages)

7. Goodwill

	December 25, 2021	December 26, 2020
Balance – beginning of year	853.4	780.2
Additions resulting from business and asset acquisitions (note 18)	146.9	81.1
Adjustments to purchase price allocations of prior year acquisitions	1.4	(1.8)
Foreign currency exchange adjustment	(0.5)	(6.1)
Balance – end of year	1,001.2	853.4

In assessing goodwill for impairment at September 25, 2021, the Company concluded there was no impairment.

8. Investment in associates

	December 25, 2021	December 26, 2020
Balance – beginning of year	74.2	64.6
Initial investment in Clearwater	450.0	-
Investment in real estate investment limited partnership	16.5	-
Other investments in and interest bearing advances to associates	37.1	11.6
Equity loss in investment in associates	(7.8)	(2.0)
Cash distributions from associates	(0.4)	-
Foreign currency exchange adjustment	(0.8)	-
Balance – end of year	568.8	74.2

Investments in associates consists of the Company's investments in businesses which it does not control, including 35% to 40% interests in real estate investment limited partnerships (REILPs) which, on a combined basis, own and lease to the Company seven industrial real estate properties. Equity earnings (loss) in investment in associates includes the Company's proportionate share of the earnings and losses of its investments in associates.

During 2021, the associates had total revenue of \$768.4 million and a loss of \$16.5 million (2020 – revenue of \$163.8 million and loss of \$7.7 million), and as at December 25, 2021, the associates had assets of \$1,394.7 million and liabilities of \$1,333.00 million (2020 – \$113.8 million and \$111.6 million).

During 2021, the Company incurred lease expenses of \$12.9 million (2020 - \$3.7 million), and earned interest and management fees of \$53.7 million (2020 - \$2.3 million) from its associates.

Other than Clearwater and REILPs, all the businesses included in investment in associates are specialty food or premium food distribution companies, many of which are in the early stages of their business plan.

On January 25, 2021, the Company acquired a 50% interest in Clearwater Seafoods Inc. (Clearwater), a harvester, value-added processor and distributor of seafood, for a nominal value and advanced it \$450.0 million as an unsecured subordinated note bearing interest at a rate of 10% and due in 2030. As part of the purchase of Clearwater (the Transaction) by the Company and several First Nations communities (the First Nations Partners), the Company assumed additional risk, relative to the First Nations Partners, relating to a potential reverse termination fee, i.e. a fee that would be paid to Clearwater by the Company and the First Nation Partners in the event that the Company and the First Nation Partners were not, subject to certain conditions, able to complete the Transaction. In exchange for assuming the additional risk, the Company received the right to a one-time payment of \$2.4 million from Clearwater upon the successful completion of the Transaction.

On March 29, 2021, the Company completed a sale and leaseback transaction with a REILP for three facilities in Ontario, Canada, which were acquired as part of the acquisition of Confederation Freezers Inc. The sale for the properties were at fair market value and resulted in an equity investment of \$16.5 million in the REILP and net after tax proceeds of \$150.0 million.

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The following table summarizes Clearwater's financial information and incorporates the fair values of assets acquired and liabilities assumed at January 25, 2021 (the date of acquisition).

	Dec 31, 2021
Current assets:	
Cash and cash equivalents	17.1
Accounts receivable	70.6
Other current assets	108.3
	196.0
Non-current assets	919.7
	1,115.7
Current liabilities:	
Accounts payable and accrued liabilities	113.7
Current portion of long-term debt and other liabilities	4.2
Other current liabilities	1.2
	119.1
Non-current liabilities	984.7
	1,103.8

The following table summarizes Clearwater's statement of operations for the period from January 25, 2021 to December 31, 2021.

Revenue	523.5
Cost of goods sold	359.0
Gross profit	164.5
Selling general and administrative expenses	48.6
	115.9
Depreciation and amortization	42.8
Interest – senior debt and shareholders	55.0
Management and quota license fees paid to shareholders	28.8
Closing risk fee paid to Premium Brands	2.4
Other expenses	6.7
	135.7
Loss in Clearwater	(19.8)
Equity loss in investment in Clearwater	(9.9)

9. Bank indebtedness

Bank indebtedness consists of amounts drawn on operating lines of credit. As at December 25, 2021, the Company had total available operating lines of \$144.9 million (2020 – \$99.2 million).

All of the Company's operating lines bear interest at floating rates based on bank prime rates, banker's acceptance rates, London Interbank Offered Rate (LIBOR), or secured overnight financing rate (SOFR). The Company does not anticipate any material impact on interest expense from its operating lines due to upcoming changes related to the LIBOR reform.

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10. Long-term debt

	December 25, 2021	December 26, 2020
Unsecured revolving term loan maturing in November 2026 with no required principal payments until maturity. The loan bears interest at a rate that is calculated quarterly based on the Company's ratio of senior debt to cash flow and performance relative to certain environmental and social objectives. The interest rate can fluctuate from nil to 1.25 percentage points over the bank prime rate or 1.00 to 2.25 percentage points over the banker's acceptance rate and LIBOR.	1,062.1	482.0
Secured term loan was repaid in July 2021. The loan incurred interest at a rate that was 0.75 percentage points over the bank prime rate or 1.75 percentage points over the banker's acceptance rate	-	24.8
US\$6.1 million secured Industrial Development Revenue Bond (IRB) with no principal payments until maturity in July 2036. The bond bears interest at the weekly variable rate for such bonds, which averaged 0.08% for 2021	7.9	7.9
Unsecured promissory notes, bearing interest between 1.5% to 6% with maturity dates from February 2022 to December 2029	13.4	21.5
Other term loans	0.7	1.8
	1,084.1	538.0
Financing costs	(5.5)	(2.9)
Current portion	(4.6)	(9.5)
	1,074.0	525.6

The Company's unutilized debt capacity as at December 25, 2021 was \$484.5 million (2020 – \$883.1 million).

Financial covenants associated with the Company's unsecured revolving term loans require the maintenance of certain ratios regarding fixed charge coverage and debt to cash flow. As at December 25, 2021, the Company was in compliance with all such covenants.

Scheduled principal repayments on long-term debt are as follows:

2022	4.6
2023	4.3
2024	2.8
2025	1.6
2026 and thereafter	1,070.8
	1,084.1

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11. Provisions

	December 25, 2021	December 26, 2020
Balance – beginning of year	73.6	70.9
Provisions arising from business and asset acquisitions (note 18)	9.1	9.0
Accretion	7.3	8.5
Cash payments	(14.7)	(15.9)
Settlement of provisions	(4.0)	-
Provisions not earned	-	(2.0)
Change in preliminary purchase price allocation of a prior year acquisition	-	3.9
Foreign currency exchange adjustment	(0.2)	(0.8)
Balance – end of year	71.1	73.6

	December 25, 2021	December 26, 2020
Current portion	7.7	16.4
Non-current	63.4	57.2
	71.1	73.6

12. Puttable interest in subsidiaries

	December 25, 2021	December 26, 2020
Balance – beginning of year	28.1	58.2
Change in value of puttable interest in subsidiaries	0.5	(3.3)
Purchase of remaining interest of non-wholly owned subsidiary pursuant to put option	(0.9)	(25.8)
Cash distributions to non-controlling shareholders with puttable interests	(0.6)	(1.0)
Balance – end of year	27.1	28.1

13. Convertible unsecured subordinated debentures

	4.20% Debentures	4.65% Debentures (2018)	4.60% Debentures	4.65% Debentures (2016)	Total
Maturity date	Sep 30, 2027	Apr 30, 2025	Dec 31, 2023	Apr 30, 2021	
Balance as of December 28, 2019	-	167.8	110.7	85.5	364.0
Issuance – net of issuance costs	143.5	-	-	-	143.5
Conversions of debentures to common shares	-	-	-	(80.8)	(80.8)
Repayment at maturity or upon redemption	-	-	-	(5.4)	(5.4)
Accretion (note 21)	0.6	2.0	1.1	0.7	4.4
Balance as of December 26, 2020	144.1	169.8	111.8	-	425.7

On July 16, 2020, the Company issued \$150.0 million of convertible unsecured subordinated debentures (the 4.20% Debentures) resulting in net proceeds of \$143.5 million after transaction costs. The 4.20% Debentures bear interest at an annual rate of 4.20% payable semi-annually, have a maturity date of September 30, 2027 and are convertible into common shares of the Company at a conversion price of \$142.40.

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	4.20% Debentures	4.65% Debentures (2018)	4.60% Debentures	Total
Maturity date	Sep 30, 2027	Apr 30, 2025	Dec 31, 2023	
Balance as of December 26, 2020	144.1	169.8	111.8	425.7
Conversions of debentures to common shares (note 14)	-	-	(119.8)	(119.8)
Repayment at maturity or upon redemption	-	-	(8.0)	(8.0)
Change in fair value of option liabilities	15.6	(2.0)	16.4	30.0
Accretion (note 21)	1.4	2.1	(0.4)	3.1
Balance as of December 25, 2021	161.1	169.9	-	331.0

Cash Conversion Option

All of the Company's convertible unsecured subordinated debentures outstanding as at December 25, 2021 have a cash conversion option. If the Company elects to utilize the cash conversion option, it will pay the holder an amount based on the daily volume weighted average price of its common shares on the Toronto Stock Exchange as measured over a period of ten consecutive trading days commencing on the third day following the conversion date. As a result of having the Cash Conversion Option, the convertible debentures are deemed to have no equity component, and the fair value of the Cash Conversion Option is considered to be a financial liability and is included in the balance of the convertible debentures on the Company's consolidated balance sheet.

14. Share capital

	Common shares (millions)	Share capital
Balance as at December 28, 2019	37.3	1,023.6
Common shares issued as a result of business acquisitions (note 18)	0.2	19.2
Common shares issued in settlement of puttable interest	0.1	4.2
Common shares issued as a result of public offerings and concurrent private placements – net of issuance costs	5.0	440.5
Common shares issued as a result of convertible debentures conversions (note 13)	0.9	80.8
Effect of share based compensation plans	0.0	1.4
Balance as at December 26, 2020	43.5	1,569.7
Common shares issued as a result of business acquisitions (note 18)	0.2	29.9
Common shares issued as a result of convertible debentures conversions (note 13)	0.9	119.8
Effect of share based compensation plans	0.0	(6.1)
Balance as at December 25, 2021	44.6	1,713.3

The Company is authorized to issue an unlimited number of common shares. The holders of common shares are entitled to: i) dividends, in proportion to the number of shares held by them, if, as and when declared by the Company's Board of Directors; ii) one vote per share at meetings of the holders of common shares of the Company; and iii) upon liquidation, dissolution or winding-up of the Company, participation in the distribution of the remaining property and assets of the Company. After taking into account the 0.2 million shares held in the Company's employee benefit plan that had not yet vested with the beneficiaries, the Company had 44.8 million shares outstanding as at December 25, 2021.

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15. Reserves

	Non-controlling interest reserve	Foreign currency translation adjustment	Foreign exchange contracts and interest rate swaps	Share based compensation reserve	Total
Balance as at December 28, 2019	(3.5)	22.3	(0.1)	9.0	27.7
Effect of share based compensation plans	-	-	-	(1.5)	(1.5)
Unrealized loss on interest rate swaps	-	-	(4.6)	-	(4.6)
Unrealized loss on foreign exchange contracts	-	-	(1.0)	-	(1.0)
Unrealized foreign exchange translation loss on foreign operations	-	(3.5)	-	-	(3.5)
Balance as at December 26, 2020	(3.5)	18.8	(5.7)	7.5	17.1
Effect of share based compensation plans	-	-	-	5.2	5.2
Unrealized gain on interest rate swaps	-	-	3.2	-	3.2
Unrealized gain on foreign exchange contracts	-	-	0.1	-	0.1
Unrealized foreign exchange translation loss on foreign operations	-	(0.6)	-	-	(0.6)
Balance as at December 25, 2021	(3.5)	18.2	(2.4)	12.7	25.0

16. Dividends

During 2020, the Company declared dividends to shareholders of \$92.0 million or \$2.31 per share. The record dates of these dividends were as follows:

Record date	Amount	Per share
March 31, 2020	21.7	0.5775
June 30, 2020	21.7	0.5775
September 30, 2020	23.4	0.5775
December 31, 2020	25.2	0.5775
2020 dividends declared	92.0	2.3100
Accumulated dividends declared – beginning of year	478.6	
Accumulated dividends declared – end of year	570.6	

During 2021, the Company declared dividends to shareholders of \$111.5 million or \$2.54 per share. The record dates of these dividends were as follows:

Record date	Amount	Per share
March 31, 2021	27.7	0.635
June 30, 2021	27.7	0.635
September 30, 2021	27.7	0.635
December 31, 2021	28.4	0.635
2021 dividends declared	111.5	2.540
Accumulated dividends declared – beginning of year	570.6	
Accumulated dividends declared – end of year	682.1	

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17. Earnings per share

<i>(in millions of shares and dollars, except per share amounts)</i>	December 25, 2021	December 26, 2020
Weighted average number of shares outstanding	43.5	38.8
Adjustment for shares held pursuant to the employee benefit plan	0.2	0.2
Diluted weighted average number of shares outstanding	43.7	39.0
Net earnings attributable to shareholders	132.7	83.7
Basic earnings per share	\$ 3.05	\$ 2.16
Diluted earnings per share	\$ 3.04	\$ 2.15

The Company has two sources of potential dilution to its earnings per share: convertible debentures, which are convertible into common shares, and the vesting of shares acquired pursuant to the Company's employee benefit plan. The convertible debentures were determined to be anti-dilutive and are therefore excluded from the calculation of the diluted weighted average number of shares outstanding.

18. Business and asset acquisitions

During the 52 weeks ended December 25, 2021, the Company invested \$408.0 million in the acquisition of the following businesses and assets:

Business	Primary Business Activity	Investment	Business segment	Purchase Date
Distribution Côte-Nord Inc.	Foodservice distribution	100%	Premium Food Distribution	Jan 29, 2021
Starboard Seafood Inc.	Seafood distribution	100%	Premium Food Distribution	Feb 19, 2021
Confederation Freezers Inc.	Cold storage and logistics	100%	Premium Food Distribution	Mar 11, 2021
C.H. Rich LLC	Seafood distribution	100%	Premium Food Distribution	Apr 16, 2021
Mermax Inc.	Foodservice distribution	100%	Premium Food Distribution	Jun 30, 2021
Maid-Rite Specialty Foods Inc.	Cooked protein production	100%	Specialty Foods	Oct 01, 2021
Westmorland Fisheries Ltd.	Seafood processing	100%	Premium Food Distribution	Oct 30, 2021

The following table summarizes the preliminary estimates of the fair values of the net assets acquired and consideration paid for acquisitions completed during the fifty-two weeks ended December 25, 2021:

Net assets acquired:	
Net working capital	64.0
Capital assets	188.0
Intangible assets – customer relationships	36.3
Goodwill	146.9
Right of use assets	22.7
Lease obligations	(22.7)
Bargain purchase gain	(1.8)
Deferred income taxes payable	(25.4)
	408.0
Investment:	
Cash (net of cash acquired)	359.7
Cash consideration payable	9.3
Common shares	29.9
Provisions for contingent consideration	9.1
	408.0

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During 2021, acquisitions contributed incremental revenues of approximately \$192.1 million and incremental earnings after amortization, interest, accretion and taxes of approximately \$1.3 million. The Company estimates these acquisitions would have contributed incremental revenues of approximately \$418.5 million and incremental earnings after amortization, interest, and taxes of approximately \$8.0 million had they been acquired at the beginning of the year.

During the 52 weeks ended December 26, 2020, the Company invested \$144.8 million in the acquisition of the following businesses and assets:

Business	Primary Business Activity	Investment	Business segment	Purchase Date
Inform Brokerage Inc.	Specialty food brokerage and distribution	100%	Premium Food Distribution	Dec 31, 2019
Bavarian Meats.	Protein production	100%	Specialty Foods	Mar 3, 2020
Global Gourmet Foods Inc.	Culinary foods manufacturer	100%	Specialty Foods	Aug 28, 2020
Allseas Fisheries Inc.	Seafood distributor	100%	Premium Food Distribution	Nov 3, 2020

The following table summarizes the fair values of the net assets acquired and consideration paid for acquisitions completed during the fifty-two weeks ended December 26, 2020:

Net assets acquired:	
Net working capital	12.2
Capital assets	5.9
Intangible assets – brand names	2.0
Intangible assets – customer relationships	52.7
Goodwill	81.1
Right of use assets	23.5
Lease obligations	(23.5)
Deferred income taxes payable	(9.1)
	144.8
Investment:	
Cash (net of cash acquired)	109.0
Cash consideration payable	6.1
Common shares	19.2
Unsecured promissory notes	1.5
Provisions for contingent consideration	9.0
	144.8

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19. Expenses by nature

Cost of goods sold before depreciation, amortization, and plant start-up and restructuring costs

	52 weeks ended December 25, 2021	52 weeks ended December 26, 2020
Materials	3,322.9	2,777.5
Labor, overhead and other expenses	706.9	511.2
	4,029.8	3,288.7

Selling, general and administrative expenses before depreciation, amortization, and plant start-up and restructuring costs

	52 weeks ended December 25, 2021	52 weeks ended December 26, 2020
Salaries and benefits	254.5	235.5
Overhead and other operating expenses	270.4	234.4
	524.9	469.9

20. Plant start-up and restructuring costs

Plant start-up and restructuring costs consist of expenses associated with the start-up of new production capacity, the reconfiguration of existing capacity to gain efficiencies and/or additional capacity, or the restructuring of a business to improve its profitability.

21. Interest and other financing costs

	52 weeks ended December 25, 2021	52 weeks ended December 26, 2020
Interest on convertible debentures	17.1	17.5
Interest on long-term debt	18.7	18.9
Interest on bank indebtedness	0.7	0.7
Accretion of convertible debentures	3.1	4.4
Amortization of deferred financing costs	1.3	1.0
Other	0.4	0.5
	41.3	43.0

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22. Income taxes

	December 25, 2021	December 26, 2020
Deferred tax assets:		
Deferred tax asset to be recovered after more than 12 months	155.7	114.0
Deferred tax asset to be recovered within 12 months	16.7	17.7
Deferred tax liabilities:		
Deferred tax liability to be paid after more than 12 months	(255.5)	(207.6)
Deferred tax liability to be paid within 12 months	(22.1)	(18.6)
Net deferred tax liabilities	(105.2)	(94.5)

	December 25, 2021	December 26, 2020
Net deferred tax liabilities – beginning of year	(94.5)	(76.8)
Charged to earnings	14.8	(8.6)
Charged to equity	-	0.8
Deferred tax resulting from business acquisitions and prior year adjustment	(25.4)	(10.7)
Foreign currency exchange adjustment	(0.1)	0.8
Net deferred tax liabilities – end of year	(105.2)	(94.5)

As at December 25, 2021, the Company had \$24.2 million (2020 – \$23.3 million) of non-capital losses that may be available for deduction against taxable income in future years. All of these losses expire in 2028 or later.

The provision for income taxes varies from the basic combined federal, provincial, and state income taxes as a result of differing treatment of the deductibility of certain amounts for accounting and taxation purposes. The variations are as follows:

	52 weeks ended December 25, 2021	52 weeks ended December 26, 2020
Weighted average federal and provincial statutory income tax rate of parent company	26.5%	26.5%
Earnings before income taxes	184.2	110.6
Income tax based on statutory rate	48.8	29.2
Non-deductible expenses	6.8	4.9
Income subject to lower tax rates and other	(4.1)	(7.2)
Provision for income taxes	51.5	26.9

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23. Segmented information

The Company has two reportable segments, Specialty Foods and Premium Food Distribution, as well as non-segmented investment income and corporate costs (Corporate). The Specialty Foods segment consists of its specialty food manufacturing businesses and the Premium Food Distribution segment consists of its differentiated distribution and wholesale businesses. Investment income includes interest and management fees generated from the Company's businesses that are accounted for using the equity method. Corporate consists of the Company's head office activities, including strategic leadership, finance and information systems. The operating businesses within each reportable segment have been aggregated as they have similar economic characteristics.

	52 weeks ended December 25, 2021	52 weeks ended December 26, 2020
Revenue:		
Specialty Foods	2,987.1	2,667.3
Premium Food Distribution	1,944.6	1,401.6
	<u>4,931.7</u>	<u>4,068.9</u>
Gross profit before depreciation, amortization, and plant start-up and restructuring costs:		
Specialty Foods	606.5	567.9
Premium Food Distribution	295.4	212.3
	<u>901.9</u>	<u>780.2</u>
Selling, general and administrative expenses:		
Specialty Foods	342.0	320.2
Premium Food Distribution	161.8	128.6
Corporate	21.1	21.1
Interest Income from Investment in Associates	(53.7)	(2.3)
	<u>471.2</u>	<u>467.6</u>
Segment earnings (loss) before depreciation, amortization, accretion and plant start-up and restructuring costs:		
Specialty Foods	264.5	247.7
Premium Food Distribution	133.6	83.7
Corporate	(21.1)	(21.1)
Interest Income from Investment in Associates	53.7	2.3
	<u>430.7</u>	<u>312.6</u>
Plant start-up and restructuring costs:		
Specialty Foods	1.2	3.9
Premium Food Distribution	0.9	4.0
Corporate	-	0.3
	<u>2.1</u>	<u>8.2</u>
Depreciation of capital assets:		
Specialty Foods	59.2	58.1
Premium Food Distribution	9.4	7.9
Corporate	1.4	1.2
	<u>70.0</u>	<u>67.2</u>
Amortization of intangible assets:		
Specialty Foods	14.0	14.8
Premium Food Distribution	13.3	11.4
	<u>27.3</u>	<u>26.2</u>
Amortization of right of use assets:		
Specialty Foods	21.2	19.6
Premium Food Distribution	15.8	11.5
Corporate	0.5	0.5
	<u>37.5</u>	<u>31.6</u>

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	52 weeks ended December 25, 2021	52 weeks ended December 26, 2020
Accretion of lease obligations:		
Specialty Foods	7.9	8.0
Premium Food Distribution	11.0	6.7
Corporate	0.3	0.3
	<u>19.2</u>	<u>15.0</u>
Segment operating earnings (loss):		
Specialty Foods	161.0	143.3
Premium Food Distribution	83.2	42.2
Corporate	(23.3)	(23.4)
Interest Income from Investment in Associates	53.7	2.3
	<u>274.6</u>	<u>164.4</u>
Interest and other financing costs	41.3	43.0
Change in fair value of option liabilities	30.0	-
Acquisition transaction costs	7.7	5.6
Accretion of provisions	7.3	8.5
Equity loss in investments in associates	7.8	2.0
Change in value of puttable interest in subsidiaries	0.5	(3.3)
Clearwater closing risk fee	(2.4)	-
Acquisition bargain purchase gain	(1.8)	-
Provisions not earned	-	(2.0)
Provision for income taxes	51.5	26.9
Earnings	<u>132.7</u>	<u>83.7</u>

	52 weeks ended December 25, 2021	52 weeks ended December 26, 2020
Capital asset additions:		
Specialty Foods	127.0	83.8
Premium Food Distribution	14.6	7.0
Corporate	1.6	1.8
	<u>143.2</u>	<u>92.6</u>
Revenue:		
Canada	3,042.7	2,490.8
United States	1,889.0	1,578.1
	<u>4,931.7</u>	<u>4,068.9</u>

The Company has two customers that accounted for 13.8% and 12.7%, respectively, of its revenue during 2021 (2020 – 14.0% and 13.1%, respectively), and all of which was recorded in the Specialty Foods segment.

	December 25, 2021	December 26, 2020
Total assets:		
Specialty Foods	2,378.6	2,091.9
Premium Food Distribution	1,427.0	1,040.2
Corporate	603.3	408.2
	<u>4,408.9</u>	<u>3,540.3</u>

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24. Contingent liabilities

The Company has been named as a defendant in several legal actions and is subject to various risks and contingencies arising in the normal course of business. Management is of the opinion that the outcome of these uncertainties will not have a material adverse effect on the Company's financial position.

25. Share based compensation

Employee benefit plan (EBP)

In 2006, the Company established the EBP pursuant to which certain executive officers and senior employees of the Company have the option of receiving their short-term incentive bonus, which is based upon a variety of considerations including growth in the Company's free cash flow per share, in the form of an EBP grant. The Company then makes a cash contribution to the EBP in respect of the EBP grants, which is used to purchase common shares in the open market. The shares are then, in turn, allocated to the participants.

The EBP holds such common shares until ownership vests to each participant. For Canadian resident employees, the EBP common shares generally vest as follows: (i) one-third on the grant date; (ii) one-third on the first anniversary of the grant date; and (iii) one-third on the second anniversary of the grant date. For U.S. resident employees the EBP common shares generally all vest on the second anniversary of the grant date. Vesting can be accelerated at the discretion of the Company's Board of Directors or on the occurrence of certain events such as a change of control of the Company. Once such common shares are vested, the participant is able to request withdrawal of such shares, and the common shares are then transferred into the name of the participant. Vested common shares are held by the EBP until the earlier of: (i) the end of the third calendar year following the date of grant; and (ii) the date on which such common shares are withdrawn from the EBP by the respective participant.

Long-term realized value plan (LTRVP)

In 2016, the Company established a LTRVP pursuant to which certain senior executives of the Company are eligible to participate.

Pursuant to the LTRVP, the Company, at the discretion of its Board of Directors, determines the amount, if any, to be allocated to participants under the LTRVP based upon a variety of considerations including: (i) the return earned by the Company's shareholders over an extended period of time; (ii) the sustainability of shareholder returns; and (iii) the success of the Company's business expansion and acquisition activities. The Company then pays out forty percent (40%) of the LTRVP allocation in cash on the allocation date and sixty percent (60%) as an EBP grant.

Employee share ownership plan (ESOP)

In 2008, the Company established an ESOP whereby employees may subscribe, through payroll withholdings, to purchase up to \$1,500 per year of the Company's common shares, and the Company provides a matching 15% contribution of up to \$225 per year, which is also used to purchase common shares for such employee. All common shares purchased under the ESOP are bought in the open market.

Director's Share Unit Plan (DSU Plan)

In 2020, the company established a DSU Plan where certain members of the Board of Directors are eligible to participate and elect to receive all or a portion of their Director compensation in the form of Director's Share Units (DSU). The DSU Plan also allows the Board of Directors to grant additional DSUs as compensation to Directors from time to time. Each DSU is a notional unit equivalent in value to a common share of the Company. All DSUs vest immediately and can only be redeemed for cash when the participant retires from the Board or any other role with the Company.

26. Financial instruments

Fair value

Assets and liabilities carried at fair value are classified using a hierarchy that reflects the significance of the inputs used in making the fair value measurements. The hierarchy includes three levels: Level 1 – quoted prices in active markets; Level 2 – measurements determined using valuation models that employ observable inputs; and Level 3 – measurements determined using valuation models that employ significant unobservable inputs. The foreign currency contracts, interest rate swap contracts, and option liabilities related to the convertible debentures are considered to be Level 2 financial instruments, and puttable interest in subsidiaries is considered to be a Level 3 financial instrument.

The carrying values of cash and cash equivalents, accounts receivable, cheques outstanding, bank indebtedness, dividends payable and accounts payable and accrued liabilities approximate their fair values because of their short-term maturities.

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The carrying value of puttable interest in subsidiaries are recorded at fair value at the end of each fiscal year.

The carrying values of long-term debt and lease obligations approximate fair values because the instruments bear interest at either floating rates or effective interest rates, which approximate current market rates for similar debt instruments.

Financial risk management

The Company's activities result in exposure to a variety of financial risks, including those relating to foreign currency, interest rates, credit and liquidity.

Foreign currency risk

To reduce the risk associated with purchases denominated in currencies other than the Canadian dollar, the Company, from time to time, enters into foreign currency contracts. The Company does not hold foreign currency contracts for speculative purposes.

As at December 25, 2021, the Company had outstanding foreign currency contracts for: (i) the purchase of US\$53.7 million at rates between C\$1.2315 and C\$1.2947; (ii) the sale of US\$14.9 million at rates between C\$1.2372 and C\$1.2943; and (iii) the purchase of EUR €13.0 million at rates between C\$1.4266 and C\$1.4764. For the 52 weeks ending December 25, 2021, the Company recorded in respect of these contracts a gain of \$0.1 million (2020 – loss of \$1.0 million) in other comprehensive earnings.

Based on the outstanding contracts as at December 25, 2021 for the net purchase of U.S. dollars, a change of \$0.01 in the value of the U.S. dollar relative to the Canadian dollar would result in an unrealized gain (if the U.S. dollar strengthens) or an unrealized loss (if the U.S. dollar weakens) of approximately \$0.4 million in other comprehensive earnings.

Interest rate risk

All of the Company's bank indebtedness and approximately 99% (2020 – 96%) of its long-term debt bear interest at floating rates. The Company manages some of its exposure to floating interest rates by entering into, from time to time, interest rate swap contracts.

In June 2019, the Company entered into interest rate swap contracts (the Swaps) fixing the rate of interest on US\$200.0 million of its long-term debt at an effective interest rate of 1.685% plus 1.00% to 2.75% depending on its ratio of debt to cash flow, until July 2022. For the 52 weeks ending December 25, 2021, the fair market value gain recognized in other comprehensive earnings on these contracts was \$3.2 million (2020 – loss of \$4.6 million).

As at December 25, 2021, a change of 0.25 basis points in the interest rate for the remaining term of the Swaps would result in an unrealized gain (if interest rates increase) or an unrealized loss (if interest rates decrease) of approximately \$0.4 million.

Credit risk

The Company is subject to credit risk primarily through its accounts receivable. This risk is mitigated by the Company's diversified customer base, its customer credit evaluation procedures and the ongoing monitoring of the collectability of its trade accounts receivable and its investments in associates. For trade receivables, the simplified approach is applied for determining expected credit losses, which is based on historical counterparty default rates and adjusted for relevant forward-looking information. Since the majority of the Company's customers are considered to have low default risk and its historical default rate and frequency of losses are low, the lifetime expected credit loss allowance for trade receivables as at December 25, 2021 is detailed in the table below. The credit loss for the Company's investment in associates as at December 25, 2021 is nominal.

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Pursuant to their respective terms, accounts receivable are aged as follows:

	December 25, 2021	December 26, 2020
Trade accounts receivable		
Outstanding 1-30 days	461.0	338.1
Outstanding 31-60 days	41.2	31.7
Outstanding 60+ days	12.4	13.9
	<u>514.6</u>	<u>383.7</u>
Credit loss allowance	(3.2)	(2.8)
Other receivables	<u>10.3</u>	<u>6.1</u>
	<u>521.7</u>	<u>387.0</u>

The change in the allowance for doubtful accounts provision for 2021 and 2020 is as follows:

	52 weeks ended December 25, 2021	52 weeks ended December 26, 2020
Balance – beginning of year	2.8	1.4
Credit loss expense – net of reversals	<u>0.4</u>	<u>1.4</u>
Balance – end of year	<u>3.2</u>	<u>2.8</u>

The Company is also exposed to credit risk on its (i) cash deposits, which are primarily with Canadian chartered banks; and (ii) foreign currency and interest rate swap contracts, which are with major international institutions with strong credit ratings.

Liquidity risk

As part of its strategy to manage liquidity risk, the Company regularly monitors and reviews its actual and forecasted cash flows and maintains unutilized credit facilities to ensure it has sufficient available funds to meet current and foreseeable financial requirements. The Company's forecasting takes into consideration its debt and other financing plans as well as the debt covenant ratio requirements of its lenders.

27. Supplemental cash flow information

The Company paid interest of \$40.4 million (2020 – \$35.5 million) and income taxes of \$51.8 million (2020 – \$26.9 million) during 2021.

The change in non-cash working capital is made up of the following components:

	52 weeks ended December 25, 2021	52 weeks ended December 26, 2020
Accounts receivable	(122.8)	(28.7)
Inventories	(153.1)	(39.2)
Prepaid expenses	(5.0)	(2.6)
Accounts payable and accrued liabilities	<u>27.1</u>	<u>54.9</u>
	<u>(253.8)</u>	<u>(15.6)</u>

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28. Capital disclosures

The Company's objective in managing its capital, which currently consists of common shareholders' equity, convertible debentures and lease obligations, and long-term debt, is to minimize its cost of capital while ensuring it:

- (a) has the ability to absorb reasonably anticipated shocks to its business;
- (b) is able to maintain its quarterly dividend policy; and
- (c) has adequate capital to pursue its organic and acquisition-based growth objectives.

The key indicators used by the Company to monitor its capital structure are its total funded debt to earnings before interest, taxes, depreciation and amortization (EBITDA) ratio, senior funded debt to EBITDA ratio and its unutilized debt capacity. The total funded debt to EBITDA ratio is calculated as the Company's total funded debt less cash and cash equivalents divided by the trailing twelve months EBITDA normalized for recent business and asset acquisitions. The senior funded debt to EBITDA ratio is calculated as the Company's senior funded debt less cash and cash equivalents divided by the trailing twelve months EBITDA normalized for recent business and asset acquisitions. Unutilized debt capacity is calculated as the Company's total credit facilities plus cash and cash equivalents less amounts drawn on its credit facilities.

Factors that the Company considers in determining appropriate senior and total funded debt to EBITDA levels and unutilized credit capacity include the following:

- (a) the cash flows expected to be generated by its operations over the next twelve months;
- (b) anticipated business and asset acquisitions and project capital expenditures over the next twelve months;
- (c) dividends to be paid to shareholders over the next twelve months;
- (d) the cost of issuing additional equity, convertible debentures and/or debt; and
- (e) the Company's covenant requirements with its senior lenders.

29. Key management compensation

	52 weeks ended December 25, 2021	52 weeks ended December 26, 2020
Salaries and short-term benefits	6.0	5.4
Post-employment benefits	0.1	0.1
Share based compensation	4.7	7.2
	10.8	12.7

Key management includes the Company's Board of Directors, CEO, CFO and three most highly compensated executive officers of the Company.

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30. Subsequent events

Subsequent to December 25, 2021 the following events occurred:

Acquisitions

The Company invested \$44.3 million, including \$6.9 million of contingent consideration, in the acquisition of the following businesses:

Business	Primary Business Activity	Investment	Business Segment	Purchase Date
Shaw Bakers LLC	Artisan bread production	Increase from 50% to 73.72%	Specialty Foods	Dec 31, 2021
Leonetti Food Distributors, Inc.	Sandwich production	100%	Specialty Foods	Feb 28, 2022
Rocky Mountain Flatbread ⁽¹⁾	Artisan pizza production	100%	Specialty Foods	Feb 28, 2022
Beechgrove Country Foods Inc.	Cooked protein production	100%	Premium Food Distribution	Mar 4, 2022

(1) The transaction relates to the acquisition of intellectual property and intangible assets.

Increase in dividend rate

In March 2022, the Company increased its quarterly dividend by 10.2% to \$0.70 per share, or \$2.80 per share on an annual basis.