



HIGH LINER FOODS

AUDITED CONSOLIDATED FINANCIAL STATEMENTS

**As at and for the fifty-two weeks ended December 30, 2023
With comparative figures as at and for the fifty-two weeks ended December 31, 2022**

To the Shareholders of High Liner Foods Incorporated

Management's Responsibility

The Management of High Liner Foods Incorporated includes corporate executives, operating and financial managers and other personnel working full-time on Company business. The statements have been prepared in accordance with generally accepted accounting principles consistently applied, using management's best estimates and judgments, where appropriate. The financial information elsewhere in this report is consistent with the statements.

Management has established a system of internal control that it believes provides a reasonable assurance that, in all material respects, assets are maintained and accounted for in accordance with management's authorization and transactions are recorded accurately on the Company's books and records. The Company's internal audit program is designed for constant evaluation of the adequacy and effectiveness of the internal controls. Audits measure adherence to established policies and procedures.

The Audit Committee of the Board of Directors is composed of four outside directors. The Committee meets periodically with management, the internal auditor and independent chartered professional accountants to review the work of each and to satisfy itself that the respective parties are properly discharging their responsibilities. The independent chartered professional accountants and the internal auditor have full and free access to the Audit Committee at any time. In addition, the Audit Committee reports its findings to the Board of Directors, which reviews and approves the consolidated financial statements.

Dated February 21, 2024

Signed

P. A. Jewer, FCPA, FCA
President & Chief Executive Officer

Signed

D. Bhandari
Interim Chief Financial Officer

Independent auditor's report

To the Shareholders of
High Liner Foods Incorporated

Opinion

We have audited the consolidated financial statements of **High Liner Foods Incorporated** [the "Company"], which comprise the consolidated statements of financial position as at December 30, 2023 and December 31, 2022, and the consolidated statements of income, consolidated statements of comprehensive income, consolidated statements of accumulated other comprehensive loss, consolidated statements of changes in shareholders' equity and consolidated statements of cash flows for the fifty-two weeks then ended and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Company as at December 30, 2023 and December 31, 2022, and its consolidated financial performance and its consolidated cash flows for the fifty-two weeks then ended in accordance with International Financial Reporting Standards ["IFRSs"].

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 are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the consolidated 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.

Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in the audit of the consolidated financial statements of the current period. These matters were addressed in the context of the audit of the consolidated financial statements as a whole, and in forming the auditor's opinion thereon, and we do not provide a separate opinion on these matters. For the matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the *Auditor's responsibilities for the audit of the consolidated financial statements* section of our report, including in relation to the matter. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the consolidated financial statements. The results of our audit procedures, including the procedures performed to address the matter below, provide the basis for our audit opinion on the accompanying consolidated financial statements.



Key audit matter	How our audit addressed the key audit matter
<i>Impairment of goodwill and indefinite useful life intangible assets</i>	
<p>As at December 30, 2023, the Company has \$171 million of goodwill and indefinite useful life intangible assets. Goodwill and indefinite useful life intangible assets are subject to an annual assessment for impairment at the cash generating unit ["CGU"] level. The recoverable amount of the CGU has been determined based on the fair value less costs of disposal ["FVLCD"], determined using an income approach, by applying a discounted cash flow methodology. The Company discloses significant judgments, estimates and assumptions and the result of their analysis in respect of impairment in note 10 to the consolidated financial statements.</p> <p>Auditing management's annual goodwill and indefinite useful life intangible assets impairment test was complex, given the degree of judgment and subjectivity in evaluating management's estimates and assumptions in determining the recoverable amount of the CGU. The recoverable amount estimate is sensitive to significant assumptions, including the cash flow projections, the after-tax discount rate, the growth rate and costs to sell, which are affected by expectations about future market and economic conditions.</p>	<p>To test the estimated recoverable amount of the CGU, our audit procedures included, among others, assessing methodologies and the significant assumptions and underlying data used by the Company in its analysis. With the assistance of our valuation specialists, we evaluated the Company's model, valuation methodology, and certain significant assumptions, including the after-tax discount rate, and the terminal growth rate.</p> <p>In addition, we assessed the historical accuracy of management's estimates on cash flow projections by comparing management's past projections to actual and historical performance. We also compared the costs to sell, sales growth rate and operating margins to current industry, market and economic trends in addition to comparing forecasts to approved business plans. We performed sensitivity analyses on significant assumptions, including the after-tax discount rate and the growth rate, to evaluate changes in the recoverable amount of the CGU that would result from changes in the assumptions. We also assessed the adequacy of the Company's disclosures included in note 10 to the accompanying consolidated financial statements in relation to this matter.</p>

Other information

Management is responsible for the other information. The other information comprises:

- 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, 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.

We obtained Management's Discussion & Analysis prior to the date of this auditor's report. 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 in this auditor's report. 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 IFRSs, 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.

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 Sonya Fraser.

Halifax, Canada
February 21, 2024

Ernst & Young LLP

Chartered Professional Accountants



HIGH LINER FOODS INCORPORATED
CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
(in thousands of United States dollars)

	Notes	December 30, 2023	December 31, 2022
ASSETS			
Current assets			
Cash		\$ 7,300	\$ 155
Accounts receivable	5	100,634	96,531
Income taxes receivable		3,164	5,146
Other financial assets	25	3,196	5,662
Inventories	6	295,624	472,311
Prepaid expenses	7	7,390	6,254
Total current assets		417,308	586,059
Non-current assets			
Property, plant and equipment	8	124,878	120,036
Right-of-use assets	9	11,181	7,190
Other receivables and assets	25	1,770	3,993
Intangible assets	10	121,899	129,074
Goodwill	10	157,363	157,134
Total non-current assets		417,091	417,427
Total assets	11, 14	\$ 834,399	\$ 1,003,486
LIABILITIES AND SHAREHOLDERS' EQUITY			
Current liabilities			
Bank loans	11	\$ 2,559	\$ 127,554
Accounts payable and accrued liabilities	12	145,530	187,967
Contract liability	19	2,813	2,952
Provisions	13	154	189
Other current financial liabilities	25	997	447
Other current liabilities	17	998	4,957
Income taxes payable		100	163
Current portion of long-term debt	14	5,625	7,500
Current portion of lease liabilities	9	4,589	4,622
Total current liabilities		163,365	336,351
Non-current liabilities			
Long-term debt	14	233,791	238,200
Other long-term financial liabilities	25	362	38
Other long-term liabilities	17	5,629	5,703
Long-term lease liabilities	9	6,997	2,813
Deferred income taxes	18	28,476	38,112
Future employee benefits	15	9,923	8,852
Total non-current liabilities		285,178	293,718
Total liabilities		448,543	630,069
Shareholders' equity			
Common shares	16	113,203	113,096
Contributed surplus		15,414	17,491
Retained earnings		280,615	265,294
Accumulated other comprehensive loss		(23,376)	(22,464)
Total shareholders' equity		385,856	373,417
Total liabilities and shareholders' equity		\$ 834,399	\$ 1,003,486

See accompanying notes to the Consolidated Financial Statements

HIGH LINER FOODS INCORPORATED
CONSOLIDATED STATEMENTS OF INCOME
(in thousands of United States dollars, except share and per share amounts)

	Notes	Fifty-two weeks ended December 30, 2023	Fifty-two weeks ended December 31, 2022
Sales	24	\$ 1,080,338	\$ 1,069,714
Cost of sales		861,649	839,786
Gross profit		218,689	229,928
Distribution expenses		56,875	59,661
Selling, general and administrative expenses		94,455	93,023
Impairment of property, plant and equipment	8	—	332
Business acquisition, integration and other expense (income)	29	7,070	(7,173)
Results from operating activities		60,289	84,085
Finance costs	28	26,178	18,261
Income before income taxes		34,111	65,824
Income taxes			
Current	18	10,680	10,148
Deferred	18	(8,246)	946
Income tax expense	18	2,434	11,094
Net income		\$ 31,677	\$ 54,730
Earnings per common share			
Basic	20	\$ 0.94	\$ 1.62
Diluted	20	\$ 0.93	\$ 1.56
Weighted average number of shares outstanding			
Basic	20	33,704,378	33,737,340
Diluted	20	33,933,852	35,069,173

See accompanying notes to the Consolidated Financial Statements

HIGH LINER FOODS INCORPORATED
CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME
(in thousands of United States dollars)

	Fifty-two weeks ended December 30, 2023	Fifty-two weeks ended December 31, 2022
Net income	\$ 31,677	\$ 54,730
Other comprehensive income (loss), net of income tax		
Other comprehensive income (loss) to be reclassified to net income:		
Gain (loss) on hedge of net investment in foreign operations	6,573	(18,104)
(Loss) gain on translation of net investment in foreign operations	(11,341)	29,625
Translation impact on Canadian dollar denominated non-AOCI items	7,855	(21,948)
Translation impact on Canadian dollar denominated AOCI items	(450)	1,424
Total exchange gains (losses) on translation of foreign operations and Canadian dollar denominated items	2,637	(9,003)
Effective portion of changes in fair value of cash flow hedges	(169)	7,683
Net change in fair value of cash flow hedges transferred to carrying amount of hedged item	(820)	(1,278)
Net change in fair value of cash flow hedges transferred to income	(2,863)	(626)
Translation impact on Canadian dollar denominated AOCI items	303	(864)
Total exchange (losses) gains on cash flow hedges	(3,549)	4,915
Net other comprehensive loss to be reclassified to net income	(912)	(4,088)
Other comprehensive (loss) income not to be reclassified to net income		
Defined benefit plan actuarial (losses) gains	(950)	2,576
Other comprehensive loss, net of tax	(1,862)	(1,512)
Total comprehensive income	\$ 29,815	\$ 53,218

CONSOLIDATED STATEMENTS OF ACCUMULATED OTHER COMPREHENSIVE LOSS
(in thousands of United States dollars)

	Foreign currency translation differences	Net exchange differences on cash flow hedges	Total accumulated other comprehensive (loss) income
Balance at December 31, 2022	\$ (28,527)	\$ 6,063	\$ (22,464)
Total exchange gains on translation of foreign operations and Canadian dollar denominated items	2,637	—	2,637
Total exchange losses on cash flow hedges	—	(3,549)	(3,549)
Balance at December 30, 2023	\$ (25,890)	\$ 2,514	\$ (23,376)
Balance at January 1, 2022	\$ (19,524)	\$ 1,148	\$ (18,376)
Total exchange losses on translation of foreign operations and Canadian dollar denominated items	(9,003)	—	(9,003)
Total exchange gains on cash flow hedges	—	4,915	4,915
Balance at December 31, 2022	\$ (28,527)	\$ 6,063	\$ (22,464)

See accompanying notes to the Consolidated Financial Statements

HIGH LINER FOODS INCORPORATED
CONSOLIDATED STATEMENTS OF CHANGES IN SHAREHOLDERS' EQUITY
(in thousands of United States dollars)

	Common shares	Contributed surplus	Retained earnings	Accumulated other comprehensive loss	Total
Balance at December 31, 2022	\$ 113,096	\$ 17,491	\$ 265,294	\$ (22,464)	\$373,417
Other comprehensive income (loss)	—	—	(950)	(912)	(1,862)
Net income	—	—	31,677	—	31,677
Common share dividends	—	—	(13,066)	—	(13,066)
Share-based compensation (Note 16, 17)	1,165	(2,077)	—	—	(912)
Common shares repurchased for cancellation (Note 16)	(1,058)	—	(2,340)	—	(3,398)
Balance at December 30, 2023	\$ 113,203	\$ 15,414	\$ 280,615	\$ (23,376)	\$385,856
Balance at January 1, 2022	\$ 113,458	\$ 17,477	\$ 219,965	\$ (18,376)	\$332,524
Other comprehensive loss	—	—	2,576	(4,088)	(1,512)
Net income	—	—	54,730	—	54,730
Common share dividends	—	—	(10,842)	—	(10,842)
Share-based compensation (Note 16, 17)	80	14	—	—	94
Common shares repurchased for cancellation (Note 16)	(442)	—	(1,135)	—	(1,577)
Balance at December 31, 2022	\$ 113,096	\$ 17,491	\$ 265,294	\$ (22,464)	\$373,417

See accompanying notes to the Consolidated Financial Statements

HIGH LINER FOODS INCORPORATED
CONSOLIDATED STATEMENTS OF CASH FLOWS
(in thousands of United States dollars)

	Notes	Fifty-two weeks ended December 30, 2023	Fifty-two weeks ended December 31, 2022
Cash flows provided by (used in):			
Operating activities			
Net income		\$ 31,677	\$ 54,730
Adjustments to net income not involving cash from operations:			
Depreciation and amortization	28	26,373	23,578
Share-based compensation expense	17	1,469	2,882
Loss on asset disposals and impairment		193	804
Future employee benefits contribution, net of expense		(298)	(324)
Finance costs	28	26,178	18,261
Income tax expense	18	2,434	11,094
Unrealized foreign exchange loss (gain)		680	(2,394)
Cash flows provided by operations before changes in non-cash working capital, interest and income taxes paid		88,706	108,631
Changes in non-cash working capital balances:			
Accounts receivable		(3,475)	(11,439)
Inventories		179,449	(173,500)
Prepaid expenses		(1,120)	(3,682)
Accounts payable and accrued liabilities		(50,353)	27,589
Provisions		(38)	29
Net change in non-cash working capital balances		124,463	(161,003)
Interest paid		(24,902)	(14,741)
Income taxes paid		(8,953)	(9,045)
Net cash flows provided by (used in) operating activities		179,314	(76,158)
Financing activities			
(Decrease) increase in bank loans	21	(124,941)	124,057
Repayment of lease liabilities	21	(4,963)	(5,029)
Repayment of long-term debt	14	(7,500)	(5,625)
Deferred finance costs	21	—	(847)
Common share dividends paid		(13,066)	(10,842)
Common shares repurchased for cancellation	16	(3,385)	(1,577)
Net cash flows (used in) provided by financing activities		(153,855)	100,137
Investing activities			
Purchase of property, plant and equipment, net of investment tax credits, and intangible assets		(19,049)	(20,670)
Net proceeds on disposal of assets		248	—
Net cash flows (used in) provided by investing activities		(18,801)	(20,670)
Foreign exchange increase (decrease) on cash		487	(3,597)
Net change in cash during the period		7,145	(288)
Cash, beginning of period		155	443
Cash, end of period		\$ 7,300	\$ 155

See accompanying notes to the Consolidated Financial Statements

HIGH LINER FOODS INCORPORATED

Notes to the Consolidated Financial Statements

In United States dollars, unless otherwise noted

1. Corporate information

High Liner Foods Incorporated (the "Company" or "High Liner Foods") is a company incorporated and domiciled in Canada. The address of the Company's registered office is 100 Battery Point, P.O. Box 910, Lunenburg, Nova Scotia, B0J 2C0. The Consolidated Financial Statements ("Consolidated Financial Statements") of the Company as at and for the fifty-two weeks ended December 30, 2023, comprise High Liner Foods' Canadian company (the "Parent") and its subsidiaries (herein together referred to as the "Company" or "High Liner Foods"). The Company is primarily involved in the processing and marketing of prepared and packaged frozen seafood products.

These Consolidated Financial Statements were authorized for issue in accordance with a resolution of the Company's Board of Directors on February 21, 2024.

2. Statement of compliance and basis for presentation

These Consolidated Financial Statements have been prepared in accordance with International Financial Reporting Standards ("IFRS") as issued by the International Accounting Standards Board ("IASB").

These Consolidated Financial Statements have been prepared on the historical-cost basis except for derivative financial instruments, financial instruments at fair value through profit or loss, and liabilities for cash-settled share-based compensation payment arrangements, which are measured at fair value, and the defined benefit employee future benefit liability, which is recognized as the net total of the plan assets plus unrecognized past-service costs and the present value of the defined benefit obligation.

3. Accounting policies

(a) Basis of consolidation

These Consolidated Financial Statements comprise the financial statements of the Company and its subsidiaries as at December 30, 2023. Control is achieved when the Company is exposed, or has rights, to direct the activities that significantly affect the returns from its involvement with the investee. The Company reassesses whether or not it controls an investee on an ongoing basis.

Consolidation of a subsidiary begins when the Company obtains control over the subsidiary and ceases when the Company loses control of the subsidiary. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Company's accounting policies. All intercompany balances, equity, income, expenses and cash flows are eliminated in full on consolidation.

(b) Foreign currency

Functional and presentation currency

The Company determines its functional currency based on the currency of the primary economic environment in which it operates. The Parent's functional currency is the Canadian dollar ("CAD"), while the functional currencies of its subsidiaries are the CAD and the United States dollar ("USD"). The Company has chosen a USD presentation currency for its Consolidated Financial Statements because the USD better reflects the Company's overall business activities and improves investors' ability to compare the Company's consolidated financial results with other publicly traded businesses in the packaged foods industry (most of which are based in the United States ("U.S.") and report in USD) and should result in less volatility in reported sales and income on the conversion to the presentation currency.

The Company follows the requirements set out in IAS 21, *The Effects of Change in Foreign Exchange Rates* to translate to the presentation currency. The assets and liabilities of the Parent are translated to USD at the exchange rate as at the reporting date, and the income and expenses of the Parent are translated to USD at the monthly average exchange rates of the reporting period. Foreign currency differences are recognized in other comprehensive income ("OCI").

HIGH LINER FOODS INCORPORATED

Notes to the Consolidated Financial Statements

In United States dollars, unless otherwise noted

Translation of transactions and balances into the functional currency

Transactions in currencies other than the functional currency ("foreign currencies") are translated to the respective functional currencies of the Parent and its subsidiaries at the exchange rates prevailing at the dates of the transactions. At the end of each reporting period, monetary assets and liabilities denominated in foreign currencies are retranslated at the exchange rate prevailing at that date. Foreign currency non-monetary items that are measured in terms of historical cost are not retranslated. Foreign currency non-monetary items that are measured at fair value are retranslated to the functional currency at the exchange rate at the date that the fair value was determined.

Differences arising on settlement or translation of monetary items are recognized in the consolidated statements of income with the exception of monetary items that are designated as part of the hedge of the Company's net investment in a foreign operation. The latter exchange differences are recognized in OCI, to the extent the hedge is effective, until the net investment is disposed of or the hedge is ineffective, at which time the cumulative amount is reclassified to profit or loss. Tax charges and credits attributable to exchange differences on those monetary items are also recorded in OCI.

(c) Business combinations and goodwill

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred measured at acquisition date fair value, and the amount of any non-controlling interests in the acquiree. For each business combination, the Company elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets.

Any contingent consideration to be transferred by the Company will be recognized at fair value at the acquisition date. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of IFRS 9, *Financial Instruments* ("IFRS 9"), is measured at fair value with changes in fair value recognized in the consolidated statements of income. If the contingent consideration is not within the scope of IFRS 9, it is measured in accordance with the appropriate IFRS.

When the Company acquires a business, it assesses the financial assets and financial liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree. Acquisition-related costs are expensed as incurred and included in business acquisition, integration and other expenses in the consolidated statements of income.

Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred and the amount recognized for non-controlling interests, and any previous interest held, over the net identifiable assets acquired and liabilities assumed. After initial recognition, goodwill is not amortized, and is measured at cost less any accumulated impairment losses.

(d) Cash

Cash includes cash on hand and demand deposits with initial and remaining maturity of three months or less. Cash does not include any restricted cash.

(e) Inventories

Inventories are measured at the lower of cost and net realizable value. The cost of manufactured inventories is based on the first-in, first-out method. The cost of procured finished goods and unprocessed raw material inventory is based on weighted average cost. Net realizable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses. The cost of inventories includes expenditures incurred in acquiring the inventories, production or conversion costs, and other costs incurred in bringing the inventories to their existing location and condition. In the case of manufactured inventories and semi-finished materials, cost includes an appropriate share of production overheads based on normal operating capacity. Cost may also include transfers from OCI of any gain or loss on qualifying cash flow hedges of foreign currency related to purchases of inventories.

HIGH LINER FOODS INCORPORATED

Notes to the Consolidated Financial Statements

In United States dollars, unless otherwise noted

(f) Property, plant and equipment

Property, plant and equipment is recorded at cost less accumulated depreciation and accumulated impairment losses, if any. The initial cost of an asset comprises its purchase price or construction cost, any expenditures directly attributable to bringing the asset into operation, and the present value of the expected cost for decommissioning the asset after its use, if the recognition criteria for a provision are met. The cost of self-constructed assets includes the cost of materials, direct labour, other costs directly attributable to bringing the assets to a working condition for their intended use, and costs of dismantling and removing the items and restoring the site on which they are located. Borrowing costs directly attributable to the acquisition, construction or production of a qualifying asset are eligible for capitalization under the cost of the asset. Cost may also include transfers from OCI of any gain or loss on qualifying cash flow hedges of foreign currency purchases of property, plant and equipment.

Subsequent costs are included in the asset's carrying amount when it is probable that future economic benefits associated with the asset will flow to the Company, and the costs can be measured reliably. This would include costs related to the refurbishment or replacement of major components of the asset, when the refurbishment results in a significant extension in the physical life of the component, and in which case, the carrying amount of the replaced part is derecognized. The costs of the day-to-day maintenance of property, plant and equipment are expensed as incurred in the consolidated statements of income.

Gains or losses from the derecognition of an asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognized in the consolidated statements of income when the asset is derecognized.

The cost of property, plant and equipment, less any residual value, is allocated over the estimated useful life of the asset on a straight-line basis. Depreciation is recognized on a straight-line basis as this most closely reflects the expected pattern of consumption of the future economic benefits embodied in the asset. Leasehold improvements are depreciated over the shorter of the lease term and their useful lives unless it is reasonably certain that the Company will obtain ownership by the end of the lease term. Land is not depreciated.

The estimated useful lives applicable to each category of property, plant and equipment, except for land, for the current and comparative periods are as follows:

Buildings	20–40 years
Furniture, fixtures and production equipment	10–25 years
Computer equipment and vehicles	5–10 years

When components of an item of property, plant and equipment have different useful lives than those noted above, they are accounted for as separate items of property, plant and equipment. The estimated useful lives, depreciation methods, and residual values are reviewed annually, with any changes in estimate being accounted for prospectively from the date of the change.

(g) Right-of-use assets and lease liabilities

Right-of-use ("ROU") assets are recorded at the present value of the lease payments, plus initial direct costs incurred when entering into the lease and lease payments made at or before the commencement date, less any lease incentives received. The ROU assets are depreciated over the shorter of the lease term or the estimated useful life of the underlying asset. An impairment review is undertaken for any ROU asset that shows indicators of impairment and an impairment loss is recognized against the ROU asset that is impaired.

Lease liabilities are recorded at the present value of the fixed and eligible variable lease payments that depend on an index or rate, net of any lease incentives at the initial measurement date. When the lease contains an extension or purchase option that the Company considers reasonably certain to be exercised, the cost of the option is included in the lease payments. The present value of the lease payments is determined using the discount rate representing the Company's incremental borrowing rate on the lease commencement date, adjusted for the applicable currency of the lease contract, similar tenor and nature of the asset being leased. The variable lease payments that do not depend on an index or a rate are recognized as an expense in the period in which the event or condition that triggers the payment occurs.

At inception of a contract, the Company assesses whether the contract is or contains a lease which involves the exercise of judgment. The Company has elected not to separate lease and non-lease components for its ROU assets. The Company has elected not to recognize ROU assets and lease liabilities for leases where the total lease term is less than 12 months, or for a lease of low value. The payments for these leases will be recognized on a straight-line basis over the lease term as operating expenses.

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(h) Intangible assets

Intangible assets acquired separately are measured at cost on initial recognition. Intangible assets acquired in a business combination are recorded at fair value on the date of acquisition. Subsequent to initial recognition, intangible assets are carried at cost less accumulated amortization and accumulated impairment losses, if applicable.

The useful lives of intangible assets are assessed to be either finite or indefinite.

- Intangible assets with finite lives are amortized over their useful or economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortization period and the amortization method for an intangible asset with a finite useful life are reviewed at least at each financial year-end.
- Intangible assets with indefinite useful lives are not amortized and are tested for impairment annually at the cash-generating unit ("CGU") level. The useful life of an intangible asset with an indefinite life is reviewed annually to determine whether the indefinite life assessment continues to be supportable. Certain brands acquired through business combinations have no foreseeable limit to the period over which the assets are expected to generate net cash flows and are therefore determined to have indefinite useful lives.

The estimated useful lives applicable to each category of intangible assets for the current and comparative periods are as follows:

Brands	2–8 years
Customer and supplier relationships	10–25 years
Computer software	3–15 years
Indefinite lived brands	Indefinite, subject to impairment testing annually

Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are accounted for by changing the amortization period or method, as appropriate, and accounted for prospectively from the date of the change.

The amortization expense on intangible assets with finite lives is recognized in the consolidated statements of income in the expense category consistent with the function of the intangible asset. Gains or losses from the derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognized in the consolidated statements of income when the asset is derecognized.

(i) Impairment

Non-financial assets

The carrying amounts of non-financial assets, excluding inventories and deferred income tax assets, are reviewed for impairment at each reporting date, or whenever events or changes in circumstances indicate the carrying amounts may not be recoverable. If there are indicators of impairment, a review is undertaken to determine whether the carrying amounts are in excess of their recoverable amounts. Reviews are undertaken on an asset-by-asset basis, except where the recoverable amount for an individual asset cannot be determined, in which case the review is undertaken at a CGU level.

On an annual basis, the Company evaluates the carrying amount of the North American CGU to determine whether such carrying amount may be impaired. To accomplish this, the Company compares the recoverable amount of the CGU to its carrying amount. This evaluation is performed more frequently if there is an indication that the CGU may be impaired.

The Company estimates the non-financial asset's recoverable amount for the purpose of impairment testing using the higher of its fair value less costs to sell ("FVLCS") and its value in use. Where the carrying amount of an asset or CGU exceeds its recoverable amount, the asset or CGU is considered impaired and is written down to its recoverable amount. The excess of the carrying amount over the recoverable amount is considered an impairment loss and is recognized in the consolidated statements of income. With respect to CGUs, impairment losses are allocated first to reduce the carrying amount of any goodwill allocated to the CGU, and then to reduce the carrying amounts of the other assets in the CGU on a pro-rata basis.

In determining FVLCS, an appropriate valuation model is used. These calculations are corroborated by the use of valuation multiples, quoted share prices and other available fair value indicators.

For non-financial assets, an assessment is made at each reporting date as to whether there is any indication that previous impairment losses may no longer exist or may have decreased. If such an indication exists, the Company estimates the

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recoverable amount of the asset or CGU. Excluding goodwill, a previously recognized impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognized. The impairment loss to be reversed in the consolidated statements of income is limited to the recoverable amount, but not beyond the carrying amount, net of depreciation or amortization, that would have arisen if the prior impairment loss had not been recognized.

Financial assets

The Company recognizes an allowance for expected credit losses ("ECL") for all financial assets not held at fair value through profit and loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Company expects to receive, discounted at an approximation of the original effective interest rate ("EIR"). The expected cash flows include cash flows from the sale, collateral held and other credit enhancements that are integral to the contractual terms.

In relation to trade receivables, the Company records ECLs on the entire accounts receivable balance. The Company applies the simplified approach and calculates the lifetime ECLs based on an established provision matrix that considers the Company's historical credit loss experience, adjusted for forward-looking factors specific to the Company's customers and the economic environment. The carrying amount of the asset or group of assets is reduced through use of an ECL account and the loss is recognized in the consolidated statements of income. The gross carrying amount of a financial asset is written off to the extent that there is no realistic prospect of recovery.

(j) Provisions, contingent liabilities and contingent assets

All provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. In those cases where the possible outflow of economic resources as a result of present obligations is considered improbable or remote, no liability is recognized. When the Company expects some or all of a provision to be reimbursed, the reimbursement is recognized as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented in the consolidated statements of income net of any reimbursement, when the reimbursement is realized in the same reporting period as the related expense.

Possible inflows of economic benefits to the Company are considered contingent assets when the possible inflows become virtually certain.

Restructuring provisions are recognized only when the Company has a constructive obligation, which is when: (i) there is a detailed formal plan that identifies the business or part of the business concerned, the location and number of employees affected, the expenditures that will be undertaken, and the timing of when the plan will be implemented; and (ii) the employees affected have been notified of the plan's main features.

(k) Future employee benefits

Defined benefit pension plans ("DBPP")

For DBPPs and other post-employment benefits, the net periodic pension expense is actuarially determined on an annual basis by independent actuaries using the projected-unit-credit method pro-rated on service and management's best estimate of expected salary escalation and retirement ages of employees.

The determination of benefit expense requires assumptions such as the discount rate to measure the obligation, the projected age of employees upon retirement, the expected rate of future compensation increases and the expected mortality rate of pensioners. The total past-service cost arising from plan amendments is recognized immediately in the consolidated statements of income. The present value of the defined benefit obligation ("DBO") is determined by discounting the estimated future cash outflows using interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid and that have terms to maturity approximating the terms of the related pension liability. All actuarial gains and losses that arise in calculating the present value of the DBO and the fair value of plan assets are recognized immediately in the consolidated statements of comprehensive income. For funded plans, surpluses are recognized only to the extent that the surplus is considered recoverable. Recoverability is primarily based on the extent to which the Company can unilaterally reduce future contributions to the plan.

Fair value is based on market price information, and in the case of quoted securities, is the published bid price. The value of any defined benefit asset recognized is restricted to the present value of any economic benefits available in the form of refunds from the plan or reductions in the future contributions to the plan.

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Defined contribution pension plans ("DCPP")

A DCPP is a post-employment benefit plan under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to DCPPs are recognized as an employee benefit expense in the consolidated statements of income in the periods during which services are rendered by employees.

Short-term employee benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognized for the amount expected to be paid under short-term cash bonus or incentive plans if the Company has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee, and the obligation can be estimated reliably.

Termination benefits

Termination benefits are recognized as an expense when the Company is committed demonstrably, without realistic possibility of withdrawal, to a formal detailed plan to either terminate employment before the normal retirement date or to provide termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits payable more than twelve months after the reporting period are discounted to their present value.

(l) Revenue recognition

Revenue from the sale of products is recognized when the terms of a contract with a customer have been satisfied, which occurs when control has been transferred to customers, either upon delivery to or pick-up by the customer. Revenue is measured as the amount of consideration the Company expects to receive, and varies with changes in marketing programs provided to customers, including volume rebates, cooperative advertising and other trade marketing programs that promote the Company's products. Revenue from customer contracts is recognized based on the price specified in the contract, net of the estimated trade marketing programs. Accumulated historical experience is used to estimate and accrue for the trade marketing programs, using the expected value method or most likely method, depending on the program. Revenue is only recognized to the extent that it is highly probable that a significant reversal will not occur.

A receivable is recognized when the goods are delivered or picked up by the customer as this is the point in time that the consideration is unconditional because only the passage of time is required before the payment is due. The Company has determined that no significant financing components exist with respect to contracts with customers, as accounts receivables bear normal commercial credit terms and are non-interest bearing.

The Company elected to apply the practical expedient and recognizes the incremental costs of obtaining a contract as an expense when incurred because the amortization period of the asset that the Company otherwise would recognize is less than one year.

(m) Share-based compensation

Equity-settled transactions

The Company measures all equity-settled share-based awards made to employees and others providing similar services (collectively, "employees") based on the fair value of the options or units on the date of grant. The grant date fair value of stock options is estimated using an option pricing model and is recognized as employee benefits expense over the vesting period, based on the number of options that are expected to vest, with a corresponding increase recognized in contributed surplus. The fair value estimate requires determination of the most appropriate inputs to the pricing model, including the expected life, volatility, and dividend yield, which are fully described in Note 17. The grant date fair value of equity-settled deferred share units, performance share units and restricted share units is determined based on the market value of the Company's shares on the date of grant, and is expensed over the vesting period based on the estimated number of units that are expected to vest.

Service and non-market performance conditions are not taken into account when determining the grant date fair value of awards, but the likelihood of the conditions being met is assessed as part of the Company's best estimate of the number of equity instruments that will ultimately vest. Market performance conditions are reflected within the grant date fair value. Any other conditions attached to an award, but without an associated service requirement, are considered to be non-vesting conditions. Non-vesting conditions are reflected in the fair value of the award and lead to an immediate expensing of an award unless there are also service and/or performance conditions.

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When the terms of an equity-settled award are modified, the minimum expense recognized is the expense had the terms not been modified, if the original terms of the award are met. An additional expense is recognized for any modification that increases the total fair value of the share-based compensation payments or is otherwise beneficial to the employee as measured at the date of modification.

Cash-settled transactions

The cost of cash-settled transactions is initially measured at fair value using the Company's share price at the award grant date and is remeasured at each reporting date using the market value of the Company's shares. The Company recognizes the fair value of the amount payable to employees as compensation expense as it is earned, based on the estimated number of units expected to vest with a corresponding change to the liability. The approach used to account for vesting conditions when measuring equity-settled transactions also applies to cash-settled transactions.

(n) Income taxes

Income tax expense comprises current and deferred income taxes, and is recognized in the consolidated statements of income, except to the extent that it relates to a business combination or to items recognized directly in equity or OCI.

Current income tax is the expected tax payable or receivable on the taxable income or loss for the year using tax rates that are enacted or substantively enacted at the reporting date and any adjustment to taxes payable or receivable in respect of previous years. Current income tax assets and liabilities are offset if there is a legally enforceable right to offset current income tax assets and liabilities and they relate to income taxes levied by the same tax authority on the same taxable entity or on different taxable entities but the entity intends to settle current income tax assets and liabilities on a net basis or their income tax assets and liabilities will be realized simultaneously.

Deferred income tax is recognized in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred income tax is not recognized for the following temporary differences: (i) the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss; (ii) differences relating to investments in subsidiaries and jointly controlled entities to the extent that it is probable that they will not reverse in the foreseeable future and the timing of the reversal of the temporary differences can be controlled, and (iii) taxable temporary differences arising on the initial recognition of goodwill which is not deductible for tax purposes. Deferred income tax assets and liabilities are measured at the enacted or substantively enacted rate that is expected to apply when the related temporary differences reverse.

A deferred income tax asset is recognized for unused tax losses, tax credits and deductible temporary differences to the extent it is probable future taxable profits will be available against which they can be utilized. Deferred income tax assets are reviewed at each reporting date and are reduced to the extent it is no longer probable the related tax benefit will be realized.

(o) Earnings per share

Basic earnings per share is calculated by dividing net income attributable to equity holders by the weighted average number of shares outstanding during the period, accounting for any changes to the number of shares outstanding, except those transactions affecting the number of shares outstanding without a corresponding change in resources.

Diluted earnings per share is calculated by dividing net income attributable to equity holders by the weighted average number of shares outstanding adjusted for the effects of all potentially dilutive shares. Potentially dilutive shares are only those shares that would result in a decrease to earnings per share or increase to loss per share. Dilutive shares are calculated using the treasury method for stock options, which assumes that outstanding units with an average exercise price below the market price of the underlying shares are exercised and the assumed proceeds are used to repurchase common shares of the Company at the average market price of the common shares for the period. The if-converted method is used for other share-based units, and assumes that all units have been converted in determining diluted earnings per share if they are in-the-money, except where such conversion would be anti-dilutive.

(p) Financial instruments

Financial instruments are measured at fair value on initial recognition of the instrument. The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Company's business model for managing them. With the exception of trade receivables that do not contain a significant financing component and financial assets at fair value through profit or loss, the Company initially measures a financial asset at its fair value including related transaction costs. Trade receivables that do not contain a significant financing component are measured at the transaction price determined under IFRS 15, *Revenue from Contracts with Customers* (see Note 3 (I)). In order for a financial asset to be

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classified and measured at amortized cost or fair value through OCI, it needs to give rise to cash flows that are solely payments of principal and interest ("SPPI") on the principal amount outstanding, which is the Company's business model. This assessment is referred to as the SPPI test and is performed at an instrument level. All financial liabilities are recognized initially at fair value, and in the case of loans and borrowings and payables, net of directly attributable transaction costs.

Measurement in subsequent periods depends on whether the financial instrument has been classified as: (i) financial assets at fair value through profit or loss, (ii) financial assets at fair value through other comprehensive income, (iii) financial assets at amortized cost, (iv) financial liabilities at fair value through profit or loss, or (v) financial liabilities at amortized cost.

Financial assets or liabilities at fair value through profit or loss ("FVTPL")

Financial assets and liabilities at FVTPL include financial instruments which are held-for-trading ("HFT"), financial instruments that are designated as FVTPL upon initial recognition, and financial instruments required to be measured at fair value. Financial instruments are classified as HFT if they are acquired for the purpose of selling or repurchasing in the near term. Financial instruments at FVTPL are carried in the consolidated statements of financial position at fair value with net changes in fair value presented as finance costs or finance income in the consolidated statements of income.

Financial assets at amortized cost

Financial assets at amortized cost are non-derivative financial assets that are classified as such if the following conditions are met: (i) the financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows, and (ii) the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. After initial measurement, such financial assets are subsequently measured at amortized cost using the EIR method, less any impairment. Amortized cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortization is included in finance costs in the consolidated statements of income. Any losses arising from impairment are recognized in the consolidated statements of income in finance costs for loans and in selling, general and administrative expenses for receivables.

Financial liabilities at amortized cost

Financial liabilities at amortized cost generally include interest-bearing loans and borrowings. After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortized cost using the EIR method. Gains and losses are recognized in the consolidated statements of income when the liabilities are modified or derecognized as well as through the EIR amortization process. Amortized cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. Transaction costs are combined with the fair value of the financial liability on initial recognition and amortized using the EIR method.

Derecognition of financial instruments

A financial asset is derecognized when the rights to receive cash flows from the asset have expired, the Company transfers its contractual rights to receive cash flows without retaining control or substantially all the risks and rewards of ownership of the asset, or the Company enters into a pass-through arrangement. A financial liability is derecognized when the obligation under the liability is discharged, cancelled or expires. When an existing liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially different, such an exchange or substantial modification is treated as a derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognized in the consolidated statements of income. Transaction costs related to the original financial liability are expensed in the event of an exchange or substantial modification, or if the terms of a modification are not substantially different, the transaction costs related to the original financial liability are combined with the new carrying amount, and amortized over the new term of the financial liability using the EIR method.

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The Company's financial instruments are classified and subsequently measured as follows:

Asset / liability	Classification	Subsequent measurement
Cash	Financial assets at amortized cost	Amortized cost
Accounts receivable	Financial assets at amortized cost	Amortized cost
Foreign exchange contracts	Fair value through profit or loss	Fair value
Interest rate swaps	Fair value through profit or loss	Fair value
Bank loans	Financial liabilities at amortized cost	Amortized cost
Accounts payable and accrued liabilities	Financial liabilities at amortized cost	Amortized cost
Provisions	Financial liabilities at amortized cost	Amortized cost
Long-term debt	Financial liabilities at amortized cost	Amortized cost

(q) Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest. The Company uses valuation techniques that are appropriate in the circumstances and for which sufficient data is available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the Consolidated Financial Statements are categorized within the fair value hierarchy, described as follows, based on the lowest-level input that is significant to the fair value measurement as a whole:

- Level 1 – Quoted (unadjusted) market prices in active markets for identical assets or liabilities;
- Level 2 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; or
- Level 3 – Valuation techniques for which the lowest-level input that is significant to the fair value measurement is unobservable.

For assets and liabilities that are recognized in the Consolidated Financial Statements on a recurring basis, the Company determines whether transfers have occurred between levels in the hierarchy by reassessing categorization (based on the lowest-level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

For the purpose of fair value disclosures, the Company has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability, and the level of the fair value hierarchy as explained above.

(r) Derivative instruments and hedging

All derivative instruments, including embedded derivatives that are not closely related to the host contract, are recorded in the consolidated statements of financial position at fair value on the date a contract is entered into and subsequently remeasured at fair value. At the inception of a hedge relationship, the Company formally designates and documents the hedge relationship to which the Company wishes to apply hedge accounting and the risk management objective and strategy for undertaking the hedge. The documentation includes identification of the hedge instrument, the hedged item of the transaction, the nature of the risk being hedged and how the Company will assess whether the hedging relationship meets the hedge effectiveness requirements (including the analysis of sources of hedge ineffectiveness and how the hedge ratio is determined). A hedging relationship qualifies for hedge accounting if it meets all of the following effectiveness requirements:

- There is an economic relationship between the hedged item and the hedging instrument;
- The effect of credit risk does not dominate the value changes that result from that economic relationship; and
- The hedge ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that the Company actually hedges and the quantity of the hedging instrument that the Company actually uses to hedge that quantity of hedged item.

Hedges that meet all the qualifying criteria for hedge accounting are accounted for as described below. The method of recognizing the resulting gain or loss depends on whether the derivative is designated as a hedging instrument and the nature of the hedge designation. The Company designates certain derivatives as one of the following:

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(i) **Embedded derivatives** are measured at fair value with changes in fair value recognized in the consolidated statements of income. Reassessment only occurs if there is either a change in the terms of the contract that significantly modifies the cash flows that would otherwise be required or a reclassification of a financial asset or financial liability out of FVTPL.

(ii) **Fair value hedges** are hedges of the fair value of recognized assets, liabilities or a firm commitment. Changes in the fair value of derivatives that are designated as fair value hedges are recorded in the consolidated statements of income together with any changes in the fair value of the hedged asset or liability that is attributable to the hedged risk.

(iii) **Cash flow hedges** are hedges of highly probable forecasted transactions. The effective portion of changes in the fair value of derivatives that are designated as cash flow hedges are recognized in OCI. The gain or loss relating to the ineffective portion is recognized immediately in the consolidated statements of income. Additionally:

- Amounts accumulated in OCI are recycled to the consolidated statements of income in the period when the hedged item affects profit and loss;
- When a hedging instrument expires or is sold, or when a hedge no longer meets the criteria for hedge accounting, any cumulative gain or loss that was reported in OCI remains in accumulated other comprehensive income (loss) ("AOCI") and is recognized in the consolidated statements of income when the forecasted transaction ultimately affects profit and loss; and
- When a forecasted transaction is no longer expected to occur, the cumulative gain or loss that was reported in OCI is immediately recognized in the consolidated statements of income.

(iv) **Hedges of a net investment in a foreign operation** are accounted for in a way similar to cash flow hedges. Gains or losses on the hedging instrument relating to the effective portion of the hedge are recognized in OCI while any gains or losses relating to the ineffective portion are recognized in the consolidated statements of income. On disposal of the foreign operation, the cumulative value of any such gains or losses recorded in AOCI is transferred to the consolidated statements of income.

(v) **Derivatives that do not qualify for hedge accounting**

Certain of the Company's derivative instruments, while providing effective economic hedges, are not designated as hedges for accounting purposes. Changes in the fair value of any derivatives that are not designated as hedges for accounting purposes are recognized as finance costs in the consolidated statements of income consistent with the underlying nature and purpose of the derivative instruments.

(s) New standards, interpretations and amendments thereof, adopted by the Company

The Company adopted the following standards, interpretations and amendments to existing standards that were effective for annual periods beginning on January 1, 2023 and that the Company adopted on January 1, 2023:

IAS 1, Disclosure of Accounting Policies

In February 2021, the IASB issued amendments to IAS 1 and IFRS Practice Statements 2 *Making Materiality Judgements*, to help entities provide accounting policy disclosures that are more useful by replacing the requirement to disclose "significant" accounting policies with a requirement to disclose "material" accounting policies.

The amendments are effective for annual reporting periods beginning on or after January 1, 2023. The Company has adopted the amendments which are not material to its Consolidated Financial Statements.

IAS 12, Deferred tax related to Assets and Liabilities arising from a Single Transaction

In May 2021, the IASB issued amendments to IAS 12, *Income taxes* to require entities to recognize deferred tax on transactions that, on initial recognition, give rise to equal amounts of taxable and deductible temporary differences.

These amendments are effective for annual reporting periods beginning on or after January 1, 2023. The Company has adopted these amendments which had no impact on its Consolidated Financial Statements.

(t) Accounting pronouncements issued but not yet effective

The standards, amendments and interpretations that have been issued, but are not yet effective, up to the date of issuance of these financial statements are disclosed below. The Company intends to adopt these standards when they become effective.

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IAS 1, *Presentation of Financial Statements*

In January 2020 and October 2022, the IASB issued amendments to IAS 1, *Presentation of Financial Statements* to clarify that the classification of liabilities as current or non-current should be based on rights that are in existence at the end of the reporting period and is unaffected by expectations about whether or not an entity will exercise their right to defer settlement of a liability. The amendments further clarify that settlement refers to the transfer to the counterparty of cash, equity instruments, other assets or services.

The amendments are effective for annual reporting periods beginning on or after January 1, 2024 and must be applied prospectively. The Company is currently evaluating the impact of these amendments on its Consolidated Financial Statements and will apply the amendments from the effective date.

IAS 7 & IFRS 7, *Supplier Finance Arrangements*

In May 2023, the IASB issued the final amendments to IAS 7 and IFRS 7 which addresses the disclosure requirements to enhance the transparency of supplier finance arrangements and their effects on a company's liabilities, cash flows and exposure to liquidity risk.

The amendments are effective for annual reporting periods beginning on or after January 1, 2024 and must be applied prospectively. The Company is currently evaluating the impact of these amendments on its Consolidated Financial Statements and will apply the amendments from the effective date.

IAS 12, *Income Taxes*

On 23 May 2023, the IASB issued International Tax Reform—Pillar Two Model Rules – Amendments to IAS 12 (the Amendments). IAS 12 was amended to add the exception to recognizing and disclosing information about deferred tax assets and liabilities that are related to tax law enacted or substantively enacted to implement the Pillar Two model rules published by the Organization for Economic Co-operation and Development (the “Pillar Two legislation”).

The amendments require that entities shall apply the amendments immediately upon issuance. The amendments also require that entities shall disclose separately its current tax expense/ income related to Pillar Two income taxes, and the qualitative and quantitative information about its exposure to Pillar Two income taxes in periods in which the Pillar Two legislation is enacted or substantially enacted but not yet in effect in annual reporting periods beginning on or after 1, January 2023.

The Company has not yet applied the temporary exception during the current interim period because the Company operates in jurisdictions in which the Pillar Two legislation has not yet been enacted or substantially enacted. The Company will disclose known or reasonably estimable information that helps users of financial statements to understand the Company’s exposure to Pillar Two income taxes in the Company’s annual consolidated financial statements in which the Pillar Two legislation has been enacted or substantially enacted and will disclose separately current tax expense/income related to Pillar Two income taxes when it is in effect.

4. Critical accounting estimates and judgments

The preparation of the Company’s Consolidated Financial Statements requires management to make critical judgments, estimates and assumptions that affect the amounts reported in the Consolidated Financial Statements and the accompanying notes. On an ongoing basis, management evaluates the judgments, estimates and assumptions using historical experience and various other factors believed to be reasonable under the given circumstances. Actual outcomes may differ from these estimates and could require a material adjustment to the reported carrying amounts in the future.

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The most significant estimates made by management include the following:

Impairment of non-financial assets

The Company's estimate of the recoverable amount for the purpose of impairment testing requires management to make assumptions regarding future cash flows before taxes. Future cash flows are estimated based on multi-year extrapolation of the most recent historical actual results and/or budgets, and a terminal value calculated by discounting the final year in perpetuity. The future cash flows are then discounted to their present value using an appropriate discount rate that incorporates a risk premium specific to the North American business. Further details, including the manner in which the Company identifies its CGU, and the key assumptions used in determining the recoverable amount, are disclosed in Note 10.

Assessment of impairment triggers are based on management's judgment of whether there are sufficient internal and external factors that would indicate an asset or CGU is impaired, or any indicators of impairment reversal, which would require a quarterly impairment test. The determination of the Company's CGU is also based on management's judgment and is an assessment of the smallest group of assets that generate cash inflows independently of other assets.

Future employee benefits

The cost of the defined benefit pension plan and other post-employment benefits and the present value of the defined benefit obligation are determined using actuarial valuations. An actuarial valuation involves making various assumptions, including the discount rate, future salary increases, mortality rates and future pension increases. In determining the appropriate discount rate, management considers the interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid and that have terms to maturity approximating the terms of the related pension liability. Interest income on plan assets is a component of the return on plan assets and is determined by multiplying the fair value of the plan assets by the discount rate. See Note 15 for certain assumptions made with respect to future employee benefits.

Income Taxes

The estimation of income taxes includes evaluating the recoverability of deferred tax assets based on an assessment of the Company's ability to utilize the underlying future tax deductions against future taxable income before they expire. The Company's assessment is based upon existing tax laws and estimates of future taxable income. If the assessment of the Company's ability to utilize the underlying future tax deductions changes, the Company would be required to recognize more or fewer of the tax deductions as assets, which would decrease or increase the income tax expense in the period in which this is determined.

There are transactions and calculations during the ordinary course of business for which the ultimate tax determination is uncertain. The Company maintains provisions for uncertain tax positions that are believed to appropriately reflect the risk with respect to tax matters under active discussion, audit, dispute or appeal with tax authorities, or which are otherwise considered to involve uncertainty. These provisions for uncertain tax positions are made using the best estimate of the amount expected to be paid based on a qualitative assessment of all relevant factors. The Company reviews the adequacy of these provisions at each reporting date; however, it is possible that at some future date, an additional liability could result from audits by taxing authorities. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will affect the tax provisions in the period in which such determination is made.

Fair value of financial instruments

Where the fair value of financial assets and financial liabilities recorded in the consolidated statements of financial position cannot be derived from active markets, their fair value is determined using valuation techniques, including the discounted cash flow model. The inputs to these models are taken from observable markets where possible, but where this is not feasible, a degree of estimation is required in establishing fair values. The estimates include considerations of inputs such as liquidity risk, credit risk and volatility. Changes in these inputs could affect the reported fair value of financial instruments.

Sales and marketing accruals

The Company estimates variable consideration to determine the costs associated with the sale of product to be allocated to certain variable sales and marketing expenses, including volume rebates and other sales volume discounts, coupon redemption costs, costs incurred related to damages and other trade marketing programs. The Company's estimates include consideration of historical data and trends, combined with future expectations of sales volume, with estimates being reviewed on a frequent basis for reasonability.

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5. Accounts receivable

<i>(Amounts in \$000s)</i>	December 30, 2023	December 31, 2022
Trade accounts receivable	\$ 99,354	\$ 95,016
Other accounts receivable	1,280	1,515
	\$ 100,634	\$ 96,531

Accounts receivable bear normal trade credit terms and are non-interest bearing. Trade accounts receivable includes revenue from contracts with customers. The entire trade accounts receivable balance is pledged as collateral for the Company's working capital facility (see Note 11).

The following is a reconciliation of the changes in the allowance for expected credit losses of receivables:

<i>(Amounts in \$000s)</i>		
At January 1, 2022	\$	230
New provision for expected credit losses ⁽¹⁾		—
Provision utilized		(224)
Unused provision for expected credit losses reversed		—
At December 31, 2022	\$	6
New provision for expected credit losses ⁽¹⁾		57
Provision utilized		(15)
Unused provision for expected credit losses reversed		(8)
At December 30, 2023	\$	40

⁽¹⁾ For the fifty-two weeks ended December 30, 2023, the Company recognized nominal impairment losses (fifty-two weeks ended December 31, 2022: nominal) related to receivables arising from contracts with customers.

The aging analysis of trade accounts receivables, based on the invoice date, is as follows:

	0–30 days	31–60 days	Over 60 days
At December 31, 2022	77%	18%	5%
At December 30, 2023	75%	19%	6%

6. Inventories

Total inventories at the lower of cost and net realizable value on the consolidated statements of financial position comprise the following:

<i>(Amounts in \$000s)</i>	December 30, 2023	December 31, 2022
Finished goods	\$ 178,238	\$ 300,574
Raw and semi-finished material	117,386	171,737
	\$ 295,624	\$ 472,311

During the fifty-two weeks ended December 30, 2023, \$861.6 million (December 31, 2022: \$839.8 million) was recognized as an expense for inventories in cost of sales on the consolidated statements of income. Of this, \$11.1 million (December 31, 2022: \$6.6 million) was written-down during the year and a reversal for unused impairment reserves of \$0.5 million (December 31, 2022: \$0.3 million) was recorded. As of December 30, 2023 the value of inventory pledged as collateral for the Company's working capital facility (see Note 11) was \$240.9 million (December 31, 2022: \$346.4 million).

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7. Prepaid expenses

<i>(Amounts in \$000s)</i>	December 30, 2023	December 31, 2022
Inventory prepayments	\$ —	\$ 1,834
Other prepaid expenses	7,390	4,420
	\$ 7,390	\$ 6,254

As at December 30, 2023, prepaid expenses included \$nil (December 31, 2022: \$1.8 million) of inventory prepayments the Company made for finished goods inventory.

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8. Property, plant and equipment

<i>(Amounts in \$000s)</i>		Land and buildings		Furniture, fixtures, and production equipment		Computer equipment and vehicles		Total
Cost								
At January 1, 2022	\$	86,477	\$	114,131	\$	12,466	\$	213,074
Additions		2,913		14,617		356		17,886
Transfers		—		—		—		—
Disposals		(396)		(2,585)		(1,616)		(4,597)
Effect of exchange rates		(1,340)		(2,279)		(434)		(4,053)
At December 31, 2022	\$	87,654	\$	123,884	\$	10,772	\$	222,310
Additions		3,121		11,853		712		15,686
Transfers		(297)		297		—		—
Disposals		(798)		(2,539)		(67)		(3,404)
Effect of exchange rates		472		724		132		1,328
At December 30, 2023	\$	90,152	\$	134,219	\$	11,549	\$	235,920
Accumulated depreciation and impairment								
At January 1, 2022	\$	(33,719)	\$	(54,580)	\$	(8,923)	\$	(97,222)
Depreciation and impairment		(3,022)		(7,572)		(727)		(11,321)
Transfers		—		—		—		—
Disposals		374		2,344		1,516		4,234
Effect of exchange rates		702		1,007		326		2,035
At December 31, 2022	\$	(35,665)	\$	(58,801)	\$	(7,808)	\$	(102,274)
Depreciation and impairment		(3,220)		(7,377)		(538)		(11,135)
Transfers		4		(4)		—		—
Disposals		769		2,148		44		2,961
Effect of exchange rates		(217)		(282)		(95)		(594)
At December 30, 2023	\$	(38,329)	\$	(64,316)	\$	(8,397)	\$	(111,042)
Net carrying value								
At December 31, 2022	\$	51,989	\$	65,083	\$	2,964	\$	120,036
At December 30, 2023	\$	51,823	\$	69,903	\$	3,152	\$	124,878

An impairment loss of nil (December 31, 2022: \$0.3 million) was recorded during the fifty-two weeks ended December 30, 2023 reflecting a write-down of certain property, plant and equipment as a result of equipment obsolescence.

The Company has a General Security Agreement that has pledged all of its property, plant and equipment as collateral for its bank loans and long-term debt. See Note 11 and Note 14 for further information.

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9. Right-of-use assets and lease liabilities

Right-of-use assets

<i>(Amounts in \$000s)</i>	Land and buildings	Furniture, fixtures, and production equipment	Computer equipment and vehicles	Total
Cost				
At January 1, 2022	\$ 17,336	\$ 416	\$ 3,163	\$ 20,915
Additions	—	411	520	931
Disposals	—	(380)	(644)	(1,024)
Effect of exchange rates	(157)	—	(158)	(315)
At December 31, 2022	\$ 17,179	\$ 447	\$ 2,881	\$ 20,507
Additions	7,894	136	594	8,624
Disposals	—	—	(331)	(331)
Effect of exchange rates	57	—	54	111
At December 30, 2023	\$ 25,130	\$ 583	\$ 3,198	\$ 28,911
Accumulated depreciation				
At January 1, 2022	\$ (7,908)	\$ (403)	\$ (1,563)	\$ (9,874)
Depreciation	(3,728)	(170)	(618)	(4,516)
Disposals	—	380	535	915
Effect of exchange rates	90	—	68	158
At December 31, 2022	\$ (11,546)	\$ (193)	\$ (1,578)	\$ (13,317)
Depreciation	(3,808)	(166)	(592)	(4,566)
Disposals	—	—	242	242
Effect of exchange rates	(61)	—	(28)	(89)
At December 30, 2023	\$ (15,415)	\$ (359)	\$ (1,956)	\$ (17,730)
Net carrying value				
At December 31, 2022	\$ 5,633	\$ 254	\$ 1,303	\$ 7,190
At December 30, 2023	\$ 9,715	\$ 224	\$ 1,242	\$ 11,181

Amounts recognized in the consolidated statements of income

<i>(Amounts in \$000s)</i>	Fifty-two weeks ended December 30, 2023	Fifty-two weeks ended December 31, 2022
Variable lease payments not included in the measurement of the lease liabilities	\$ 673	\$ 552
Depreciation expense on right-of-use assets	4,566	4,516
Interest expense on lease liabilities	569	637
Total amounts recognized in the consolidated statements of income	\$ 5,808	\$ 5,705

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Lease liabilities

The undiscounted payments related to the Company's lease liabilities are shown in the table below:

Maturity analysis

<i>(Amounts in \$000s)</i>	Total	Less than 1 year	1–5 Years	Thereafter
Lease liabilities	\$ 13,088	\$ 5,514	\$ 7,574	\$ —

The Company does not face significant liquidity risk in regard to its lease liabilities. Lease liabilities are monitored within the Company's treasury function.

10. Goodwill and intangible assets

The Company's intangible assets consist of brands and customer and supplier relationships that have been acquired through a business combination, and computer software.

<i>(Amounts in \$000s)</i>	Intangible assets					Goodwill	Total goodwill and intangible assets
	Brands	Indefinite lived brands	Customer and supplier relationships	Computer software	Total intangible assets		
Cost							
At January 1, 2022	\$ 6,933	\$ 14,063	\$ 164,884	\$ 17,197	\$ 203,077	\$ 157,772	\$ 360,849
Additions	—	—	—	2,784	2,784	—	2,784
Effect of exchange rates	(30)	(30)	(73)	(1,087)	(1,220)	(638)	(1,858)
At December 31, 2022	\$ 6,903	\$ 14,033	\$ 164,811	\$ 18,894	\$ 204,641	\$ 157,134	\$ 361,775
Additions	—	—	—	3,363	3,363	—	3,363
Disposals	—	—	—	(2,599)	(2,599)	—	(2,599)
Effect of exchange rates	11	11	26	460	508	229	737
At December 30, 2023	\$ 6,914	\$ 14,044	\$ 164,837	\$ 20,118	\$ 205,913	\$ 157,363	\$ 363,276
Accumulated amortization							
At January 1, 2022	\$ (6,933)	\$ —	\$ (56,786)	\$ (4,163)	\$ (67,882)	\$ —	\$ (67,882)
Amortization	—	—	(6,483)	(1,590)	(8,073)	—	(8,073)
Effect of exchange rates	30	—	102	256	388	—	388
At December 31, 2022	\$ (6,903)	\$ —	\$ (63,167)	\$ (5,497)	\$ (75,567)	\$ —	\$ (75,567)
Amortization	—	—	(6,317)	(4,356)	(10,673)	—	(10,673)
Disposals	—	—	—	2,599	2,599	—	2,599
Effect of exchange rates	(11)	—	(134)	(228)	(373)	—	(373)
At December 30, 2023	\$ (6,914)	\$ —	\$ (69,618)	\$ (7,482)	\$ (84,014)	\$ —	\$ (84,014)
Net carrying value							
At December 31, 2022	\$ —	\$ 14,033	\$ 101,644	\$ 13,397	\$ 129,074	\$ 157,134	\$ 286,208
At December 30, 2023	\$ —	\$ 14,044	\$ 95,219	\$ 12,636	\$ 121,899	\$ 157,363	\$ 279,262

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Impairment of goodwill and identifiable intangible assets

As described in Note 3, the carrying values of goodwill and intangible assets with indefinite lives are tested for impairment annually (as at the first day of the Company's fourth quarter). The Company's impairment test for goodwill and intangible assets with indefinite useful lives was based on FVLCS at October 1, 2023, resulting in \$nil impairment in the North American CGU (October 2, 2022: \$nil). The key assumptions used to determine the recoverable amount for the CGU for the most recently completed impairment calculation for Fiscal 2023 are discussed below.

The recoverable amount of the CGU has been determined based on the FVLCS, determined using an income approach using the discounted cash flow methodology. The fair value of the CGU must be measured using the assumptions that market participants would use rather than those related specifically to the Company. In addition, the market approach was employed in assessing the reasonableness of the conclusions reached.

Income approach

The discounted cash flow ("DCF") technique provides the best assessment of what the CGU could be exchanged for in an arm's length transaction as fair value is represented by the present value of expected future cash flows of the business together with the residual value of the business at the end of the forecast period. The DCF was applied on an enterprise-value basis, where the after-tax cash flows prior to interest expense are discounted using a weighted average cost of capital ("WACC"). This approach requires assumptions regarding revenue growth rates, income margins before finance costs, income taxes, depreciation and amortization, capital expenditures, tax rates and discount rates.

Market approach

It is assumed under the market approach that the value of a company reflects the price at which comparable companies in the same industry are purchased under similar circumstances. A comparison of a CGU to similar companies in the same industry whose financial information is publicly available may provide a reasonable basis to estimate fair value. Fair value under this approach is calculated based on EBITDA multiples and revenue multiples compared to the multiples based on publicly available information for comparable companies and transaction prices.

Key assumptions used in determining the FVLCS

Cash flow projections

The cash flow projections, covering a five-year period ("projection period"), were based on financial projections approved by management using assumptions that reflect the Company's most likely planned course of action, given management's judgment of the most probable set of economic conditions, adjusted to reflect the perspective of the expectations of a market participant. For the purpose of the Company's annual impairment test as at October 1, 2023, gross margins are based on actual and estimated values in the first year of the projection period, budgeted values in the second year of the projection period, and these are increased over the projection period for anticipated efficiency improvements and growth. The projected gross margins are updated to reflect anticipated future changes, such as currency fluctuations, in the cost of inputs (primarily raw materials and commodity products used in processing), which are obtained from forward-looking data. Forecast figures are used where data is publicly available; otherwise, past actual raw material cost movements have been used combined with management's industry experience and analysis of the seafood and commodity markets.

Discount rate

The discount rate, derived from the WACC, represents the current market assessment of the risk specific to the CGU, taking into consideration the time value of money and individual risks that have not been incorporated in the cash flow projections. The discount rate was based on the weighted average cost of equity and cost of debt for comparable companies within the industry. The cost of equity was calculated using the capital asset pricing model. The debt component of the WACC was determined by using an after-tax cost of debt. The after-tax WACC applied to the North American CGU cash flow projections was 11.2% at October 1, 2023.

Growth rate

Growth rates used to extrapolate the Company's projection were determined using published industry growth rates in combination with inflation assumptions and management input based on historical trend analysis and future expectations of growth. The long-term growth rate applied to the cash flow projections of the North American CGU was assessed about 2.0% at October 1, 2023. This is a conservative growth rate assumption for the Company and used for the purpose of this analysis that was solely based on future inflation assumptions, which assumed inflation normalizes over the projection period.

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Costs to sell

The costs to sell the North American CGU was estimated at approximately 3.0% of the CGU's enterprise value. The costs to sell reflect the incremental costs, excluding finance costs and income taxes, that would be directly attributable to the disposal of the CGU, including legal costs, marketing costs, costs of removing assets and direct incremental costs incurred in preparing the CGU for sale.

Sensitivity to changes in assumptions

With regard to the assessment of the FVLCS for the CGU, management believes that no reasonably possible change in any of the above key assumptions would cause the carrying value to materially exceed its recoverable amount.

11. Bank loans

<i>(Amounts in \$000s)</i>	December 30, 2023	December 31, 2022
Bank loans, denominated in CAD (average variable rate of 7.2%; December 31, 2022: 6.45%)	\$ —	\$ 157
Bank loans, denominated in USD (average variable rate of 6.71%; December 31, 2022: 5.80%)	3,000	127,971
	3,000	128,128
Less: deferred finance costs	(441)	(574)
	\$ 2,559	\$ 127,554

The Company has a \$200.0 million working capital facility (the "Facility"), with the Royal Bank of Canada as Administrative Agent, which expires in April 2027. The Facility is asset-based and collateralized by the Company's inventories, accounts receivable and other personal property in North America, subject to a first charge on brands, trade names and related intangibles under the Company's term loan facility (see Note 14). A second charge over the Company's property, plant and equipment is also in place. Taking into account the current borrowing base and letters of credit as at December 30, 2023, the Company had \$181.4 million of borrowing availability (December 31, 2022: \$61.0 million).

As at December 30, 2023 and December 31, 2022, the Facility allowed the Company to borrow:

Canadian Prime Rate revolving loans, Canadian Base Rate revolving and U.S. Prime Rate revolving loans, at their respective rates	plus 0.00% to 0.25%
Bankers' Acceptances ("BA") revolving loans, at BA rates	plus 1.25% to 1.50%
SOFR revolving loans at SOFR rates	plus 1.25% to 1.50%
Letters of credit, with fees of	1.25% to 1.50%
Standby fees, required to be paid on the unutilized facility, of	0.25%

12. Accounts payable and accrued liabilities

<i>(Amounts in \$000s)</i>	December 30, 2023	December 31, 2022
Trade accounts payable and accrued liabilities	\$ 133,087	\$ 172,777
Employee accruals, including incentives and vacation pay	12,443	15,190
	\$ 145,530	\$ 187,967

Trade accounts payable and accrued liabilities are non-interest bearing. Employee accruals, including incentives and vacation pay, are non-interest bearing and normally settle within fifty-two weeks.

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13. Provisions

(Amounts in \$000s)

At December 31, 2022	\$	189
New provisions added		150
Provisions utilized		(189)
Foreign exchange translation		4
At December 30, 2023	\$	154

The Company's provision amounts are usually settled within eleven months from initiation and are immaterial to the Company on an individual basis. Management does not expect the outcome of any of the recorded amounts will give rise to any significant expense beyond the amounts recognized at December 30, 2023. The Company is not eligible for any reimbursement by third parties for these amounts.

14. Long-term debt

<i>(Amounts in \$000s)</i>	December 30, 2023	December 31, 2022
Term loan	\$ 243,023	\$ 250,672
Less: current portion	(5,625)	(7,500)
	237,398	243,172
Less: deferred finance costs	(3,607)	(4,972)
	\$ 233,791	\$ 238,200

As at December 30, 2023, the Company had a \$300.0 million term facility with an interest rate of SOFR plus 3.75% (0.75% SOFR floor), (as at December 31, 2022: \$300.0 million term facility with an interest rate of SOFR plus 3.75% (0.75% SOFR floor)) maturing in October 2026.

Quarterly principal repayments of \$1.9 million are required on the term loan as regularly scheduled repayments. During the fifty-two weeks ended December 30, 2023, regularly scheduled repayments of \$7.5 million were made. There are regularly scheduled repayments of \$5.6 million to be paid in the next 12 months. There are no mandatory prepayments related to excess cash flows from 2023 to be paid in 2024.

Substantially all tangible and intangible assets (excluding working capital) of the Company are pledged as collateral for the term loan facility.

15. Future employee benefits

Non-pension benefit plan

In Canada, the Company sponsors a non-pension benefit plan for employees hired before May 19, 1993. This benefit is a paid-up life insurance policy or a lump sum payment based on the employee's final earnings at retirement. In both Canada and the U.S., the Company maintains a non-pension benefit plan for employees who retire after twenty-five years of service with the Company. At retirement, the benefit is a payment of \$1,000 to \$2,500 depending on the years of service.

Defined contribution pension plans ("DCPP")

In Canada, the Company maintains a DCPP for all salaried employees.

In the U.S., the Company maintains a DCPP under the provisions of the *Employment Retirement Income Security Act of 1974* (a 401(k) Savings Plan), which covers substantially all employees of the Company's U.S. subsidiary. The Company also makes a

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safe harbor matching contribution equal to 100% of salary deferrals (contributions to the plan) that do not exceed 3% of compensation plus 50% of salary deferrals between 3% and 5% of salary compensation.

In both Canada and the U.S., the Company maintains defined contribution Supplemental Executive Retirement Plans ("SERP") to extend the same pension plan benefits to certain senior executives, as is provided to others in the DCP who are not affected by income tax maximums.

Total expense and cash contributions for the Company's DCPs was \$1.8 million for the year ended December 30, 2023 (December 31, 2022: \$2.0 million).

Defined benefit pension plans ("DBPP")

In Canada, the Company also sponsors two actively funded DBPPs. None of the Company's pension plans provide indexation in retirement.

Canadian union employee plan

One of the actively funded DBPPs is for the Nova Scotia Union employees and provides a flat-dollar plan with negotiated increases.

Canadian management plan

The Company sponsors a DBPP specifically for certain Canadian management employees (the "Management Plan"). On December 30, 2023, one person was enrolled as an active member in the Management Plan, who is a Canadian resident and was employed prior to January 1, 2000. The objective of the Management Plan is to provide an annual pension (including Canada Pension Plan) of 2% of the average of a member's highest five years' regular earnings while a member of the Management Plan, multiplied by the number of years of credited service. Incentive payments are not eligible earnings for pension purposes. The Management Plan was grandfathered and no new entrants are permitted. All members contribute 3.25% of their earnings up to the Years Maximum Pensionable Earnings ("YMPE") and 5% in excess of the YMPE to the maximum that a member can contribute based on income tax rules.

Upon retirement, the employees in the Management Plan are provided lifetime retirement income benefits based on their best five years of salary less Canada Pension Plan benefits. Full benefits are payable at age 65, or at age 60 if the executive has at least twenty-five years of service. The normal benefits are payable for life and 60% is payable to their spouse upon the employee's death, with a guarantee of sixty months. Members can retire at age 55 with a reduction. Other levels of survivor benefits are offered. Instead, members can elect to take their pension benefit in a lump-sum payment at retirement.

The Company maintains a defined benefit SERP to provide pension plan benefits to designated members of the Management Plan whose benefits are affected by the maximum pension limits of the Income Tax Act (Canada).

The annual pension amounts derived from the aggregate of the Management Plan and SERP benefits represent 1.3% of the member's final five year average earnings plus 0.7% of the member's final five year average earnings over the five year average YMPE. This amount is multiplied by the years of service to determine the full annual pension entitlement from the two plans.

U.S. management plans

The Company also has one DBPP in the U.S. that covers two former employees. This plan has ceased to accrue benefits to employees.

Information regarding the Company's DBPPs, and non-pension benefit plans in aggregate, is as follows:

Funded status	December 30,		December 31,	
<i>(Amounts in \$000s)</i>	2023		2022	
Total present value of obligations ⁽¹⁾⁽²⁾	\$	33,143	\$	30,752
Fair value of plan assets		23,220		21,900
Net accrued defined benefit obligation	\$	9,923	\$	8,852

⁽¹⁾ The Company has a letter of credit outstanding as at December 30, 2023 relating to the securitization of the Company's unfunded benefits under the defined benefit SERP in the amount of \$6.2 million (December 31, 2022: \$6.6 million).

⁽²⁾ As at December 30, 2023, \$0.7 million (December 31, 2022: \$0.7 million) of the total obligation is related to non-pension benefit plans.

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Movement in the present value of the defined benefit obligations <i>(Amounts in \$000s)</i>	December 30, 2023	December 31, 2022
DBO at the beginning of the year	\$ 30,752	\$ 41,987
Benefits paid by the plans	(2,671)	(2,581)
Effect of movements in exchange rates	732	(2,276)
Current service costs	541	734
Past service costs	—	—
Interest on obligations	1,554	1,271
Employee contributions	8	12
Effect of changes in financial assumptions related to non-pension benefit plans	—	—
Effect of changes in financial assumptions	2,227	(8,872)
Effect of changes in experience adjustments	—	477
DBO at the end of the year	\$ 33,143	\$ 30,752
Movement in the fair value of plan assets <i>(Amounts in \$000s)</i>	December 30, 2023	December 31, 2022
Fair value of plan assets at the beginning of the year	\$ 21,900	\$ 28,999
Employee contributions paid into the plans	8	12
Employer contributions paid into the plans	1,149	1,363
Benefits paid by the plans	(2,532)	(2,423)
Effect of movements in exchange rates	562	(1,672)
	\$ 21,087	\$ 26,279
Actual return on plan assets:		
Return on plan assets	\$ 1,122	\$ 886
Actuarial (losses) gains in OCI	1,087	(5,186)
Fees and expenses	(76)	(79)
	2,133	(4,379)
Fair value of plan assets at the end of the year	\$ 23,220	\$ 21,900

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Expense recognized in the consolidated statements of income	Fifty-two weeks ended	Fifty-two weeks ended
<i>(Amounts in \$000s)</i>	December 30, 2023	December 31, 2022
Current service costs	\$ 541	\$ 734
Past service costs	—	—
Interest on obligation	1,554	1,271
Return on plan assets	(1,122)	(886)
Effect of changes in financial assumptions related to non-pension benefit plans	24	—
Fees and expenses	76	79
	\$ 1,073	\$ 1,198

Expense recognized in the following line items in the consolidated statements of income	Fifty-two weeks ended	Fifty-two weeks ended
<i>(Amounts in \$000s)</i>	December 30, 2023	December 31, 2022
Cost of sales	\$ 563	\$ 756
Selling, general and administrative expenses	510	442
	\$ 1,073	\$ 1,198

Plan assets comprise:	December 30, 2023	December 31, 2022
<i>(Amounts in \$000s)</i>		
Equity securities ⁽¹⁾	\$ 8,173	\$ 8,453
Debt securities	14,977	13,403
Cash and cash equivalents	70	44
	\$ 23,220	\$ 21,900

⁽¹⁾ The plan assets include CAD\$2.2 million of the Company's own common shares at market value at December 30, 2023 (December 31, 2022: CAD\$2.5 million).

Actuarial losses recognized in OCI	December 30, 2023	December 31, 2022
<i>(Amounts in \$000s)</i>		
Cumulative amount at the beginning of the year	\$ 4,970	\$ 8,557
Recognized during the period	1,140	(3,209)
Effect of exchange rates	155	(378)
Cumulative amount at the end of the year	\$ 6,265	\$ 4,970

Principal actuarial assumptions	December 30, 2023	December 31, 2022
<i>(Expressed as weighted averages)</i>	%	%
Discount rate for the benefit cost for the year ended	5.30	3.17
Discount rate for the accrued benefit obligation as at year-end	4.60	5.30
Expected long-term rate on plan assets as at year-end	4.60	5.30
Future compensation increases for the benefit cost for the year ended	3.00	3.00
Future compensation increases for the accrued benefit obligation as at year-end	3.00	3.00

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A quantitative sensitivity analysis for significant assumptions as at December 30, 2023 is shown below:

<i>(Amounts in \$000s)</i>	Discount rate		Mortality rate	
Sensitivity level	0.5% increase	0.5% decrease	One-year increase	One-year decrease
(Decrease) increase on DBO	\$ (1,813)	\$ 2,002	\$ 618	\$ (634)

The sensitivity analysis above has been determined based on a method that extrapolates the impact on the net DBO as a result of reasonable changes in key assumptions occurring at the end of the reporting period. An analysis on salary increases and decreases is not material. The Company expects CAD\$2.7 million in contributions to be paid to its DBPPs and CAD\$2.8 million to its DCPs in Fiscal 2024.

Termination benefits

The Company has also expensed termination benefits during the period, which are recorded as of the date the committed plan is in place and communication is made. These termination benefits relate to severance that is not based on a future service requirement, and are included on the following line items in the consolidated statements of income:

<i>(Amounts in \$000s)</i>	Fifty-two weeks ended December 30, 2023	Fifty-two weeks ended December 31, 2022
Selling, general and administrative expenses	1,036	664
	\$ 1,036	\$ 664

16. Share capital

The share capital of the Company is as follows:

	December 30, 2023	December 31, 2022
Authorized:		
Preference shares, par value of CAD\$25 each, issuable in series	5,999,994	5,999,994
Subordinated redeemable preference shares, par value of CAD\$1 each, redeemable at par	1,025,542	1,025,542
Non-voting equity shares	Unlimited	Unlimited
Common shares, without par value	Unlimited	Unlimited

Purchase of shares for cancellation

In June 2023, the Company announced that the Toronto Stock Exchange approved a Normal Course Issued Bid to repurchase up to 200,000 common shares. Purchases could commence on June 7, 2023 and will terminate no later than June 6, 2024. In December 2023, the Company announced that the Toronto Stock Exchange approved an amendment to increase the size of the Normal Course Issued Bid. The amendment increased the number of common shares of the Company by 500,000. During the fifty-two weeks ended December 30, 2023, the Company purchased 413,200 common shares under this plan at an average price of \$8.39 (CAD\$11.37) per share for total cash consideration of \$3.4 million (CAD\$4.6 million). The excess of the purchase price over the book value of the shares in the amount of \$2.3 million was charged to retained earnings.

In June 2022, the Company announced that the Toronto Stock Exchange approved a Normal Course Issued Bid to repurchase up to 200,000 common shares. Purchases could commence on June 7, 2022 until it subsequently terminated on June 6, 2023. During the fifty-two weeks ended December 31, 2022, the Company purchased 135,568 common shares under this plan at an average price of \$9.51 (CAD\$12.32) per share for total cash consideration of \$1.3 million (CAD\$1.7 million). The excess of the purchase price over the book value of the shares in the amount of \$0.9 million was charged to retained earnings. During the fifty-two weeks ended December 30, 2023, the Company did not purchase any common shares under this plan.

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A summary of the Company's common share transactions is as follows:

	Fifty-two weeks ended December 30, 2023		Fifty-two weeks ended December 31, 2022	
	Shares	(\$000s)	Shares	(\$000s)
Common shares:				
Balance, beginning of period	33,179,282	113,096	33,329,710	113,458
Options exercised for shares	—	—	—	—
Options exercised for shares via cashless exercise method (Note 17)	253,236	1,165	13,040	80
Fair value of share-based compensation on options exercised	—	—	—	—
Shares repurchased for cancellation	(413,200)	(1,058)	(163,468)	(442)
Balance, end of period	33,019,318	113,203	33,179,282	113,096

During the fifty-two weeks ended December 30, 2023, the Company distributed dividends per share of CAD\$0.54 (fifty-two weeks ended December 31, 2022: CAD\$0.43).

In November 2023, the Company's Board of Directors increased the quarterly dividend to CAD\$0.15 per share, which represents a CAD\$0.02 per share increase from the CAD\$0.13 per share dividend paid in the first three quarters of 2023, reflecting the Board's recognition of the Company's strong performance and continued confidence in the Company's operations. On February 21, 2024, the Company's Board of Directors declared a quarterly dividend of CAD\$0.15 per share, payable on March 15, 2024 to shareholders of record as of March 1, 2023.

17. Share-based compensation

The Company has a Share Option Plan (the "Option Plan") for designated directors, officers and certain managers of the Company, a Performance Share Unit ("PSU") Plan for eligible employees which includes the potential issuances of restricted share units ("RSU"), and a Deferred Share Unit ("DSU") Plan for directors of the Company.

Issuances of options, RSUs and PSUs may not result in the following limitations being exceeded: (a) the aggregate number of shares issuable to insiders pursuant to the PSU Plan, the Option Plan or any other share-based compensation arrangement of the Company exceeding 10% of the aggregate of the issued and outstanding shares at any time; and (b) the issuance from treasury to insiders, within a twelve-month period, of an aggregate number of shares under the PSU Plan, the Option Plan and any other share-based compensation arrangement of the Company exceeding 10% of the aggregate of the issued and outstanding shares.

The carrying amount of cash-settled share-based compensation arrangements recognized in other current liabilities and other long-term liabilities on the consolidated statements of financial position was \$1.0 million and \$5.6 million, respectively, as at December 30, 2023 (December 31, 2022: \$5.0 million and \$5.7 million, respectively).

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Share-based compensation expense is recognized in the consolidated statements of income as follows:

<i>(Amounts in \$000s)</i>	Fifty-two weeks ended December 30, 2023	Fifty-two weeks ended December 31, 2022
Cost of sales resulting from:		
Equity-settled awards ⁽¹⁾	\$ —	\$ (11)
Selling, general and administrative expenses resulting from:		
Cash-settled awards ⁽¹⁾	1,346	2,544
Equity-settled awards ⁽¹⁾	123	349
Share-based compensation expense	\$ 1,469	\$ 2,882

⁽¹⁾ Cash-settled awards may include PSUs, RSUs and DSUs. Equity-settled awards include options.

Share Option Plan

Under the terms of the Company's Share Option Plan, the Company may grant options to eligible participants, including: Directors, members of the Company's Executive Leadership Team, and senior managers of the Company. Shares to be optioned are not to exceed the aggregate number of 3,800,000 as of May 7, 2013 (adjusted for the two-for-one stock split that was effective May 30, 2014), representing 12.4% of the then issued and outstanding authorized shares. The option price for the shares cannot be less than the fair market value (as defined further in the Share Option Plan) of the optioned shares as of the date of grant. The term during which any option granted may be exercised may not exceed ten years from the date of grant. The purchase price is payable in full at the time the option is exercised. Options are not transferable or assignable.

Options issued may also be awarded a cashless exercise option at the discretion of the Board, where the holder may elect to receive, without payment of any additional consideration, optioned shares equal to the value of the option as computed by the Option Plan. When the holder elects to receive the cashless exercise option, the Company accounts for these options as equity-settled transactions.

The following table illustrates the number ("No.") and weighted average exercise prices ("WAEP") of, and movements in, options during the period:

	Fifty-two weeks ended December 30, 2023		Fifty-two weeks ended December 31, 2022	
	No.	WAEP (CAD)	No.	WAEP (CAD)
Outstanding, beginning of period	1,479,833	\$ 10.19	1,447,096	\$ 10.18
Granted	119,860	15.14	151,325	12.70
Exercised for shares via cashless method ⁽¹⁾	(1,026,173)	9.84	(45,967)	9.63
Cancelled or forfeited	(202,770)	13.73	(37,138)	9.06
Expired	—	—	(35,483)	16.00
Outstanding, end of period	370,750	\$ 10.84	1,479,833	\$ 10.19
Exercisable, end of period	229,176	\$ 9.06	1,177,872	\$ 9.78

⁽¹⁾ For the fifty-two weeks ended December 30, 2023, 253,236 shares were issued related to options exercised via the cashless method (fifty-two weeks ended December 31, 2022: 13,040). The weighted average share price at the date of exercise for these options was CAD\$13.81 for the fifty-two weeks ended December 30, 2023 (fifty-two weeks ended December 31, 2022: CAD\$13.29).

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Set forth below is a summary of the outstanding options to purchase common shares as at December 30, 2023:

Option price (CAD)	Options outstanding			Options exercisable	
	Number outstanding	Weighted average exercise price	Average life (years)	Number exercisable	Weighted average exercise price
\$ 7.25–10.00	168,943	\$ 7.48	0.67	168,943	\$ 7.48
\$ 10.01–15.00	150,880	13.16	4.75	60,233	13.47
\$ 15.01–20.00	50,927	15.14	6.25	—	—
	370,750			229,176	

The fair value of options granted during the fifty-two weeks ended December 30, 2023 and fifty-two weeks ended December 31, 2022 was estimated on the date of grant using the Black-Scholes pricing model with the following weighted average inputs and assumptions:

	December 30, 2023	December 31, 2022
Dividend yield (%)	3.43	3.15
Expected volatility (%)	40.23	41.58
Risk-free interest rate (%)	3.44	1.43
Expected life (years)	7.00	7.00
Weighted average share price (CAD)	\$ 15.14	\$ 12.70
Weighted average fair value (CAD)	\$ 4.80	\$ 3.93

The expected life of the options is based on historical data and current expectations and is not necessarily indicative of exercise patterns that may occur. The expected volatility reflects the assumption that the historical volatility over a period similar to the life of the options is indicative of future trends, which may also not necessarily be the actual outcome.

Performance Share Unit Plan

The PSU Plan is intended to align the Company's senior management with the enhancement of shareholder returns and other operating measures of performance. Both PSUs and RSUs may be issued under the PSU Plan to any eligible employee of the Company, or its subsidiaries, who have rendered meritorious services that contributed to the success of the Company. Directors who are not full-time employees of the Company may not participate in the PSU Plan. The Company is permitted to issue up to 400,000 shares from treasury in settling entitlements under the PSU Plan.

The PSU plan is dilutive and units may be settled in cash or shares upon vesting. If settled in cash, the amount payable to the participant shall be determined by multiplying the number of PSUs or RSUs (which will be adjusted in connection with the payment of dividends by the Company as if such PSUs or RSUs were common shares held under a dividend reinvestment plan) by the fair market value of a common share at the vesting date, and in the case of PSUs, by a performance multiplier to be determined by the Company's Board of Directors. If settled in shares on the vesting date, each RSU is exchanged for a common share, and each PSU is multiplied by a performance multiplier and then exchanged for common shares.

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The following table illustrates the movements in the number of PSUs during the period:

	Fifty-two weeks ended December 30, 2023	Fifty-two weeks ended December 31, 2022
Outstanding, beginning of period	566,363	628,844
Granted	204,225	185,224
Reinvested dividends	20,489	18,634
Released and paid in cash	(242,011)	(217,015)
Forfeited	(186,362)	(49,324)
Outstanding, end of period	362,704	566,363

The expected performance multiplier used in determining the fair value of the liability and related share-based compensation expense for PSUs for the fifty-two weeks ended December 30, 2023 was 64% (fifty-two weeks ended December 31, 2022: 65%).

The following table illustrates the movements in the number of RSUs during the period:

	Fifty-two weeks ended December 30, 2023	Fifty-two weeks ended December 31, 2022
Outstanding, beginning of period	452,978	479,880
Granted	166,224	138,400
Reinvested dividends	16,942	14,738
Released and paid in cash	(170,026)	(148,533)
Forfeited	(116,787)	(31,507)
Outstanding, end of period	349,331	452,978

The share price at the reporting date was CAD\$11.82 (December 31, 2022: CAD\$13.76). PSUs will vest at the end of a three-year period, if agreed-upon performance measures are met, and the RSUs will vest in accordance with the terms of the agreement.

Deferred Share Unit Plan

The DSU Plan allows a director to receive all or any portion of their annual retainer, additional fees and equity value in DSUs in lieu of cash or options. DSUs cannot be redeemed for cash until the holder is no longer a Director of the Company. These units are considered cash-settled share-based payment awards and are non-dilutive.

The following table illustrates the movements in the number of DSUs during the period:

	Fifty-two weeks ended December 30, 2023	Fifty-two weeks ended December 31, 2022
Outstanding, beginning of period	400,444	317,103
Granted	66,241	71,219
Reinvested dividends	19,470	12,122
Outstanding, end of period	486,155	400,444

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18. Income tax

The Company's statutory tax rate for the year ended December 30, 2023 is 28.1% (December 31, 2022: 27.8%). The Company's effective income tax rate was 7.1% for the year ended December 30, 2023 (December 31, 2022: 16.9%). The lower effective income tax rate in Fiscal 2023 compared to the same period last year is due to a combination of higher interest rates in the Company's tax-efficient financing structure and lower consolidated earnings.

The major components of income tax expense are as follows:

Consolidated statements of income <i>(Amounts in \$000s)</i>	Fifty-two weeks ended December 30, 2023	Fifty-two weeks ended December 31, 2022
Current income tax expense	\$ 10,680	\$ 10,148
Deferred income tax expense		
Origination and reversal of temporary differences	\$ (8,246)	\$ 967
Change in substantively enacted tax rates (U.S.)		(21)
	\$ (8,246)	\$ 946
Income tax expense reported in the consolidated statements of income	\$ 2,434	\$ 11,094

Consolidated statements of comprehensive income <i>(Amounts in \$000s)</i>	Fifty-two weeks ended December 30, 2023	Fifty-two weeks ended December 31, 2022
Income tax expense related to items charged or credited directly to OCI during the period:		
Gain (loss) on hedge of net investment in foreign operations	\$ (73)	\$ (147)
Effective portion of changes in fair value of cash flow hedges	(72)	3,180
Net change in fair value of cash flow hedges transferred to carrying amount of hedged item	(340)	(528)
Net change in fair value of cash flow hedges transferred to income	(1,185)	(259)
Defined benefit plan actuarial (losses) gains	(334)	930
Income tax (recovery) expense directly to other comprehensive income (loss)	\$ (2,004)	\$ 3,176

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The reconciliation between income tax expense and the product of accounting profit multiplied by the Company's statutory tax rate is as follows:

<i>(Amounts in \$000s)</i>	Fifty-two weeks ended December 30, 2023	Fifty-two weeks ended December 31, 2022
Accounting profit before tax at statutory income tax rate of 28.1% (2022: 27.8%)	\$ 9,585	\$ 18,299
Non-deductible expenses for tax purposes:		
Non-deductible share-based compensation	55	50
Other non-deductible items:	128	96
Effect of lower income tax rates of U.S. subsidiary	(37)	(2,067)
Acquisition financing structures deduction	(8,356)	(5,837)
Change in substantively enacted tax rates (U.S.)	—	(21)
Adjustments in respect of prior years	1,187	460
Other	(128)	114
Income tax expense	\$ 2,434	\$ 11,094

Deferred income tax	Consolidated statements of financial position as at:		Consolidated statements of income for the years ended:	
	December 30, 2023	December 31, 2022	December 30, 2023	December 31, 2022
<i>(Amounts in \$000s)</i>				
Accelerated depreciation for tax purposes on property, plant and equipment	\$ (15,473)	\$ (15,684)	\$ (313)	\$ 1,728
Inventory	(4,884)	(7,984)	(3,099)	1,143
Intangible assets	(25,147)	(23,334)	1,712	(491)
Pension	1,721	1,332	(49)	(411)
Revaluation of cash flow hedges	163	(424)	—	—
Losses available for offset against future taxable income	3,457	310	(3,078)	38
Deferred charges and other	11,687	7,672	(3,419)	(1,061)
Deferred income tax (expense) recovery			\$ (8,246)	\$ 946
Net deferred income tax liability	\$ (28,476)	\$ (38,112)		

Reflected in the consolidated statements of financial position as follows:

Deferred income tax assets	\$ —	\$ —
Deferred income tax liabilities	(28,476)	(38,112)
Net deferred income tax liability	\$ (28,476)	\$ (38,112)

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Reconciliation of net deferred income tax liabilities <i>(Amounts in \$000s)</i>	December 30, 2023	December 31, 2022
Opening balance, beginning of year	\$ (38,112)	\$ (34,155)
Deferred income tax recovery (expense) during the period recognized in income	8,246	(946)
Deferred income tax expense during the period recognized in contributed surplus	(638)	(318)
Deferred income tax recovery (expense) during the period recognized in retained earnings	334	(929)
Deferred income tax recovery (expense) during the period recognized in OCI	1,570	(1,934)
Other	124	170
Closing balance, end of year	\$ (28,476)	\$ (38,112)

The Company had unused capital losses of CAD\$49.1 million at December 30, 2023 (December 31, 2022: CAD\$48.9 million), which have an indefinite carryforward period. A deferred tax asset has only been recognized to the extent of the benefit that is probable to be realized.

The Company can control the distribution of profits, and accordingly, no deferred income tax liability has been recorded on the undistributed profit of its subsidiaries that will not be distributed in the foreseeable future.

The temporary difference associated with investments in subsidiaries, for which a deferred tax liability has not been recognized, is \$nil at December 30, 2023 and \$nil at December 31, 2022.

There were no income tax consequences attached to the payment of dividends in 2023 by the Company to its shareholders.

19. Revenue from contracts with customers

Disaggregation of revenue

The Company disaggregates revenue from contracts with customers based on the single operating segment, North America. The Company discloses sales earned outside of Canada in accordance with IFRS in Note 24.

Contract liability

The Company's contract liability consists of donated product received from the United States Department of Agriculture for the purpose of processing the product for distribution to eligible recipient agencies. The donated inventory is non-cash consideration that is recorded at the fair value of the product received. The Company has an obligation to sell the product to the eligible agencies at the reduced price, with the donated product being included in the transaction price recognized on the sale of the finished products. The contract liability is classified as current because the Company expects to settle the obligation within twelve months from the reporting date. During the fifty-two weeks ended December 30, 2023, the Company recognized \$3.0 million (fifty-two weeks ended December 31, 2022: \$1.6 million) in revenue that was included in the contract liability balance at the beginning of the period.

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20. Earnings per share

Net income and basic weighted average shares outstanding are reconciled to diluted earnings and diluted weighted average shares outstanding, respectively, as follows:

	Fifty-two weeks ended December 30, 2023			Fifty-two weeks ended December 31, 2022		
	Net income (\$000s)	Weighted average shares (000s)	Per share (\$)	Net income (\$000s)	Weighted average shares (000s)	Per share (\$)
Net income	\$ 31,677	33,704	\$ 0.94	\$ 54,730	33,737	\$ 1.62
Dilutive options and units	—	230	(0.01)	—	1,332	(0.06)
Diluted earnings	\$ 31,677	33,934	\$ 0.93	\$ 54,730	35,069	\$ 1.56

Excluded from the diluted earnings per common share calculation for the fifty-two weeks ended December 30, 2023 were 141,276 options and units, as their effect would have been anti-dilutive (fifty-two weeks ended December 31, 2022: 158,234 options).

21. Changes in liabilities arising from financing activities

<i>(Amounts in \$000s)</i>	December 31, 2022	Cash flows	Reclassified between current and non-current	Change in fair values	New leases, modifications and interest	Deferred finance costs	Other ⁽¹⁾	December 30, 2023
Bank loans	\$ 127,554	\$(124,941)	\$ —	\$ —	\$ —	\$ 132	\$ (186)	\$ 2,559
Current portion of long-term debt	7,500	(7,500)	5,625	—	—	—	—	5,625
Other current financial liabilities	447	—	—	550	—	—	—	997
Current portion of lease liabilities	4,622	(4,963)	2,728	—	2,185	—	17	4,589
Long-term debt	238,200	—	(5,625)	—	—	1,365	(149)	233,791
Other long-term financial liabilities	38	—	—	324	—	—	—	362
Long-term lease liabilities	2,813	—	(2,728)	—	6,871	—	41	6,997
Total liabilities from financing activities	\$ 381,174	\$(137,404)	\$ —	\$ 874	\$ 9,056	\$ 1,497	\$ (277)	\$ 254,920

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<i>(Amounts in \$000s)</i>	January 1, 2022	Cash flows	Reclassified between current and non-current	Change in fair values	New leases, modifications and interest	Other ⁽¹⁾	December 31, 2022
Bank loans	\$ 4,388	\$ 124,057	\$ —	\$ —	\$ —	\$ (891)	\$ 127,554
Current portion of long-term debt	5,625	(5,625)	7,500	—	—	—	7,500
Other current financial liabilities	1,269	—	—	(795)	—	(27)	447
Current portion of lease liabilities	4,327	(5,029)	4,532	—	838	(46)	4,622
Long-term debt	244,994	—	(7,500)	—	—	706	238,200
Other long-term financial liabilities	23	—	—	18	—	(3)	38
Long-term lease liabilities	6,851	—	(4,532)	—	585	(91)	2,813
Total liabilities from financing activities	\$ 267,477	\$ 113,403	\$ —	\$ (777)	\$ 1,423	\$ (352)	\$ 381,174

⁽¹⁾ 'Other' includes the effect of amortization of deferred financing charges and the impact of the foreign exchange movements.

22. Guarantees and commitments

The Company had letters of credit outstanding as at December 30, 2023 relating to the procurement of inventories and the security of certain contractual obligations of \$3.2 million (December 31, 2022: \$4.3 million). The Company also had a letter of credit outstanding as at December 30, 2023 relating to the securitization of the Company's defined benefit SERP (see Note 15) in the amount of \$6.2 million (December 31, 2022: \$6.6 million).

23. Related party disclosures

Entity with significant influence over the Company

As at December 30, 2023, Thornridge Holdings Limited owns 34.9% of the Company's outstanding common shares (December 31, 2022: 34.8%).

Other related parties

The Company had no related party transactions, excluding key management personnel compensation, for the fifty-two weeks ended December 30, 2023 and the fifty-two weeks ended December 31, 2022.

The Company did not have any transactions during 2023 or 2022 with entities who had significant influence over the Company or with members of the Board of Directors and their related interests.

Key management personnel compensation

In addition to their salaries, the Company also provides benefits to the Chief Executive Officer ("CEO"), and certain senior executive officers in the form of contributions to post-employment benefit plans, non-cash plans and various other short- and long-term incentive and benefit plans. The Company has entered into Change of Control Agreements (the "Agreements") with the CEO and certain senior executive officers. The Agreements are automatically extended annually by one additional year unless the Company provides 90 days' notice of its unwillingness to extend the Agreements. The Agreements provide that in the event of a termination by the Company following a change of control, other than for cause or by the CEO or senior executive officers for good reason as defined in the Agreements, the CEO or senior executive officers are entitled to: (a) cash compensation equal to their final annual compensation (including base salary and short-term incentives) multiplied by two for the CEO and up to two for the senior executive officers; (b) the automatic vesting of any options or other entitlements for the purchase or acquisition of shares in the capital of the Company which are not then exercisable, which shall be exercisable following termination for two years for the CEO and during the salary continuance period for the senior executive officers; and

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(c) continue to participate in certain benefit programs for two years for the CEO and during the salary continuance period for the senior executive officers.

The following are the amounts recognized as an expense during the reporting period related to key management personnel compensation:

<i>(Amounts in \$000s)</i>	Fifty-two weeks ended December 30, 2023	Fifty-two weeks ended December 31, 2022
Salaries and short-term incentive plans ⁽¹⁾	\$ 3,110	\$ 4,025
Post-employment benefits ⁽²⁾	51	49
Termination benefits ⁽²⁾	346	—
Share-based compensation ⁽³⁾	2,219	1,888
	\$ 5,726	\$ 5,962

⁽¹⁾ Short-term incentive amounts were for those earned in 2023 and 2022.

⁽²⁾ Refer to Note 15 for details of each plan.

⁽³⁾ Refer to Note 17 for details regarding the Company's Share Option, DSU, PSU and RSU Plans.

24. Geographic information

Sales earned outside of Canada for the fifty-two weeks ended December 30, 2023 were \$833.7 million (fifty-two weeks ended December 31, 2022: \$809.4 million). Sales by geographic area are determined based on the shipping location. The Company disaggregates revenue from contracts with customers based on its single operating segment, North America.

The non-current assets outside of Canada are as follows:

<i>(Amounts in \$000s)</i>	December 30, 2023	December 31, 2022
Property, plant and equipment	\$ 94,291	\$ 90,976
Right-of-use assets	8,948	4,948
Intangible assets	108,522	115,057
Goodwill	147,916	147,916
	\$ 359,677	\$ 358,897

For the fifty-two weeks ended December 30, 2023 and fifty-two weeks ended December 31, 2022 the Company recognized \$170.4 million and \$174.8 million of sales from one customer, respectively, that represents more than 10% of the Company's total consolidated sales.

25. Fair value measurement

Fair value of financial instruments

Fair value is a market-based measurement, not an entity-specific measurement. Fair value measurements are required to reflect the assumptions that market participants would use in pricing an asset or liability based on the best available information including the risks inherent in a particular valuation technique, such as a pricing model, and the risks inherent in the inputs to the model. Management is responsible for valuation policies, processes and the measurement of fair value within the Company.

Financial liabilities carried at amortized cost are shown using the EIR method. Other financial assets and other financial liabilities represent the fair value of the Company's foreign exchange contracts as well as the fair value of interest rate swaps on debt.

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The Company uses a fair value hierarchy, based on the relative objectivity of the inputs used to measure the fair value of financial instruments, with Level 1 representing inputs with the highest level of objectivity and Level 3 representing inputs with the lowest level of objectivity. The following table sets out the Company's financial assets and liabilities by level within the fair value hierarchy:

<i>(Amounts in \$000s)</i>	December 30, 2023		December 31, 2022	
	Level 2	Level 3	Level 2	Level 3
Fair value of financial assets				
Interest rate swaps	\$ 4,744	\$ —	\$ 7,553	\$ —
Foreign exchange contracts	222	—	2,102	—
Fair value of financial liabilities				
Interest rate swaps	324	—	—	—
Foreign exchange contracts	1,035	—	485	—
Long-term debt	—	246,422	—	245,379

The Company's Level 2 derivatives are valued using valuation techniques such as forward pricing and swap models. These models incorporate various market-observable inputs including foreign exchange spot and forward rates, and interest rate curves.

The fair values of long-term debt instruments, classified as Level 3 in the fair value hierarchy, are estimated based on unobservable inputs, including discounted cash flows using current rates for similar financial instruments subject to similar risks and maturities, adjusted to reflect the Company's credit risk.

The Company uses the date of the event or change in circumstances to recognize transfers between Level 1, Level 2 and Level 3 fair value measurements. During the fifty-two weeks ended December 30, 2023, no such transfers occurred.

The financial liabilities not measured at fair value on the consolidated statements of financial position consist of long-term debt (including current portion). The carrying amount of these instruments was \$239.4 million as at December 30, 2023 (December 31, 2022: \$245.7 million).

The fair values of other financial assets and liabilities at December 30, 2023 and December 31, 2022 are shown below:

<i>(Amounts in \$000s)</i>	Other financial assets		Other financial liabilities	
	December 30, 2023	December 31, 2022	December 30, 2023	December 31, 2022
Financial instruments at fair value through OCI:				
Foreign exchange forward contracts	\$ 222	\$ 2,102	\$ 1,035	\$ 485
Interest rate swap	4,744	7,553	324	—
	\$ 4,966	\$ 9,655	\$ 1,359	\$ 485

Amortized cost impact on interest expense

During the fifty-two weeks ended December 30, 2023, the Company expensed \$0.1 million and \$1.4 million (fifty-two weeks ended December 31, 2022: expensed \$0.1 million and \$1.2 million) of short-term and long-term interest, respectively, relating to interest that was calculated using the EIR method associated with transaction fees and borrowings.

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Hedging activities

Interest rate swaps

During the fifty-two weeks ended December 30, 2023, the Company had the following interest rate swaps outstanding to hedge interest rate risk resulting from the term loan facility (see Note 14):

Effective date	Maturity date	Receive floating rate	Pay fixed rate	Notional amount (millions)
Designated in a formal hedging relationship:				
July 7, 2023	July 7, 2025	3-month SOFR (floor 0.75%)	4.9076 %	\$ 40.0
January 6, 2023	July 6, 2026	3-month SOFR (floor 0.75%)	1.1500 %	\$ 35.0
January 6, 2023	July 7, 2023	3-month SOFR (floor 0.75%)	0.4650 %	\$ 25.0
January 6, 2023	July 8, 2024	3-month SOFR (floor 0.75%)	0.6840 %	\$ 25.0
December 30, 2022	December 31, 2025	3-month SOFR (floor 0.75%)	1.0910 %	\$ 20.0

The cash flow hedge of interest expense variability was assessed to be effective for the fifty-two weeks ended December 30, 2023, and therefore the change in fair value for those interest rate swaps designated in a hedging relationship was included in OCI as after-tax net gains of \$0.4 million, (fifty-two weeks ended December 31, 2022: after-tax net gains of \$5.4 million).

The Company did not hold any interest rate swaps that were not designated in a formal hedging relationship during the fifty-two weeks ended December 30, 2023 and December 31, 2022. There were \$nil amounts recognized in the consolidated statements of income resulting from hedge ineffectiveness during the fifty-two weeks ended December 30, 2023 (fifty-two weeks ended December 31, 2022: nominal amounts).

Foreign currency contracts

Foreign currency forward contracts are used to hedge foreign currency risk resulting from expected future purchases denominated in USD, which the Company has qualified as highly probable forecasted transactions, and to hedge foreign currency risk resulting from USD monetary assets and liabilities, which are not covered by natural hedges.

As at December 30, 2023, the Company had outstanding notional amounts of \$30.3 million (December 31, 2022: \$43.1 million) in foreign currency average-rate forward contracts that were formally designated as a hedge and \$1.9 million in foreign currency single-rate forward contracts that were formally designated as a hedge (December 31, 2022: \$1.9 million). With the exception of \$1.2 million (December 31, 2022: \$1.0 million) average-rate forward contracts with maturities ranging from December 2024 to October 2025, all foreign currency forward contracts have maturities that are less than one year.

The cash flow hedges of the expected future purchases were assessed to be effective for the fifty-two weeks ended December 30, 2023 and December 31, 2022, and therefore the change in fair value was recorded in OCI as after-tax net losses of 0.6 million and after-tax net gains of \$2.3 million, respectively. There were after-tax net gains of \$0.2 million and \$0.1 million, recognized in the consolidated statements of income resulting from hedge ineffectiveness during the fifty-two weeks ended December 30, 2023 and December 31, 2022, respectively.

As at December 30, 2023, the Company had \$21.0 million (December 31, 2022: \$27.0 million) of foreign currency single-rate forward contracts to hedge foreign currency exchange risk on USD monetary assets and liabilities that were not formally designated as a hedge. The change in fair value related to hedging foreign currency exchange risk on USD monetary assets and liabilities, recognized in the consolidated statements of income for the fifty-two weeks ended December 30, 2023 was a net loss of \$0.4 million (fifty-two weeks ended December 31, 2022: net gains of \$3.6 million).

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Hedge of net investment in foreign operations

As at December 30, 2023, a total borrowing of \$242.0 million (\$2.6 million included in bank loans, \$5.6 million included in the current portion of long-term debt and \$233.8 million included in long-term debt (December 31, 2022: a total borrowing of \$295.1 million (\$20.0 million included in accounts payable, \$29.4 million included in bank loans, \$7.5 million included in the current portion of long-term debt and \$238.2 million included in long-term debt)) has been designated as a hedge of the net investment in the U.S. subsidiary and is being used to hedge the Company's exposure to foreign exchange risk on this net investment. Gains or losses on the re-translation of this borrowing are transferred to OCI to offset any gains or losses on translation of the net investment in the U.S. subsidiary. There was no hedge ineffectiveness recognized during the fifty-two weeks ended December 30, 2023 and December 31, 2022.

26. Capital management

The primary objective of the Company's capital management policy is to ensure a strong credit rating and healthy capital ratios to support the business and maximize shareholder value. The Company defines capital as funded debt and common shareholder equity, including AOCI, except for gains and losses on derivatives used to hedge interest and foreign exchange cash flow exposure.

The Company manages its capital structure and makes adjustments to it in light of changes in economic conditions, by adjusting the dividend payment to shareholders, returning capital to shareholders, purchasing capital stock under a NCIB, or issuing new shares.

Capital distributions, including purchases of capital stock, are subject to availability under the Company's working capital debt facility. The consolidated Average Adjusted Aggregate Availability under the working capital debt facility must be greater than \$25.0 million. As at December 30, 2023, the Company had Average Adjusted Aggregate Availability of \$168.0 million. The Company also has restrictions under the term loan facility on capital distributions, where the aggregate amount for dividends are subject to an annual limit of \$17.5 million with a provision to increase this amount subject to leverage and excess cash flow tests. NCIBs are subject to an annual limit of \$10.0 million with a provision to carry forward unused amounts, subject to a maximum of \$20.0 million per annum. For the fifty-two weeks ended December 30, 2023 and fifty-two weeks ended December 31, 2022, the Company paid \$13.1 million and \$10.8 million in dividends, respectively, and purchased shares for \$3.4 million and \$1.6 million, respectively, under the NCIB.

The Company monitors capital (excluding letters of credit) using the ratio of net debt to capitalization, which is net debt divided by total capital plus net debt. The Company's objective is to keep this ratio between 35% and 60%. Seasonal working capital debt may result in the Company exceeding the ratio at certain times throughout the fiscal year. The Directors of the Company have also decided that this range can be exceeded on a temporary basis as a result of acquisitions.

<i>(Amounts in \$000s)</i>	December 30, 2023	December 31, 2022
Total bank loans, principal outstanding (Note 11)	\$ 3,000	\$ 128,128
Total long-term debt, principal outstanding (Note 14)	242,630	250,130
Total lease liabilities	11,586	7,435
Total debt	257,216	385,693
Less: cash	(7,300)	(155)
Net debt	249,916	385,538
Shareholders' equity	385,856	373,417
Unrealized gains on derivative financial instruments included in AOCI	(2,514)	(6,063)
Total capitalization	\$ 633,258	\$ 752,892
Net debt as percentage of total capitalization	39%	51%

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No changes were made in the objectives, policies or processes for managing capital for the fiscal year ended December 30, 2023 and December 31, 2022.

27. Financial risk management objectives and policies

The Company's principal financial liabilities, other than derivatives, comprise bank loans and overdrafts, term loans, letters of credit, notes payable, lease liabilities, and trade payables. The main purpose of these financial liabilities is to finance the Company's operations. The Company has various financial assets such as trade receivables, other accounts receivable, and cash, which arise directly from its operations.

The Company is exposed to interest rate risk, foreign currency risk, price risk, credit risk and liquidity risk. The Company enters into interest rate swaps, foreign currency contracts and insurance contracts to manage these types of risks from the Company's operations and its sources of financing. The Company's policy is that no speculative trading in derivatives shall be undertaken. The Audit Committee of the Board of Directors reviews and approves policies for managing each of these risks, which are summarized below.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates, which relates to the Company's debt obligations with floating interest rates. The Company's policy is to manage interest rate risk by having a mix of fixed and variable rate debt. The Company's objective is to keep between 35% and 55% of its borrowings at fixed rates of interest. To manage this, the Company enters into fixed rate debt facilities or interest rate swaps, in which the Company agrees to exchange, at specified intervals, the difference between fixed and variable rate interest amounts calculated by reference to an agreed-upon notional amount. These swaps are designated to hedge the underlying debt obligations. Interest rate options that effectively fix the maximum rate of interest that the Company will pay may also be used to manage this exposure. At December 30, 2023, 51.2% of the Company's borrowings, including the long-term debt and the working capital facility, were either hedged or at a fixed rate of interest (December 31, 2022: 34.3%).

Interest rate sensitivity

The Company's income before income taxes is sensitive to the impact of a change in interest rates on that portion of debt obligations with floating interest rates, with all other variables held constant. As at December 30, 2023, the Company's current bank loans were \$3.0 million (December 31, 2022: \$128.1 million) and long-term debt was \$243.0 million (December 31, 2022: \$250.7 million). An increase of 25 basis points on the bank loans with floating interest rates would have reduced income before income taxes by nominal amounts (December 31, 2022: \$0.3 million). An increase of 25 basis points above the SOFR floor, as applicable, on the long-term debt with floating interest rates would have reduced income before income taxes by \$0.3 million (December 31, 2022: \$0.4 million). A corresponding decrease in respective interest rates would have an approximately equal and opposite effect. There is no impact on the Company's equity except through changes in income.

Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of an exposure will fluctuate because of changes in foreign exchange rates. The Company's exposure to the risk of changes in foreign exchange rates relates primarily to the Parent company having a CAD functional currency, meaning that all transactions are recorded in CAD. However, as the Company's Consolidated Financial Statements are reported in USD, the results of the Parent are converted into USD for external reporting purposes. Therefore, the Canadian to U.S. exchange rates (USD/CAD) impact the results reported in the Company's Consolidated Financial Statements.

The Parent's operating activities, including the majority of sales that are in CAD, have USD-denominated input costs. For products sold in Canada, raw material is purchased in USD. However, labour, packaging and ingredient conversion costs, overheads and selling, general and administrative costs are incurred in CAD. A strengthening Canadian dollar has an overall effect of increasing income before income taxes in USD terms and conversely, a weakening Canadian dollar has the overall effect of decreasing income before income taxes in USD terms.

The Parent hedges forecasted cash flows for purchases of USD-denominated products for the Canadian operations where the purchase price is substantially known in advance. At December 30, 2023, the Parent hedged 39% (December 31, 2022: 39%) of these purchases identified for hedging, extending to October 2025. The Company's *Price Risk Management Policy* dictates that cash flows out fifteen months are hedged between a minimum and maximum percent that declines by quarter the further into

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the future the cash flows are. The Company does not hedge cash flows on certain USD-denominated seafood purchases in which the ultimate selling price charged to the Company's Canadian customers move with changes in the USD/CAD exchange rates. It is the Company's policy to set the terms of the hedge derivatives to match the terms of the hedged item to maximize hedge effectiveness. The Company also has foreign exchange risk related to the USD-denominated input costs of commodities used in its Canadian operations related to freight surcharges on transportation costs, paper products in packaging, grain and corn products in its breeding and batters, and soy and canola bean-based cooking oils. The Company hedges these USD-denominated input costs on a small scale, but relies where possible on fixed price contracts with suppliers.

For the fifty-two weeks ended December 30, 2023, approximately 61.4% of the Parent's costs were denominated in USD, while approximately 99% of the Parent's sales were denominated in its CAD functional currency.

The Parent has some assets and liabilities that are denominated in CAD, and therefore, the assets and liabilities reported in the Consolidated Financial Statements change as USD/CAD exchange rates fluctuate. A stronger CAD has the effect of increasing the carrying value of assets and liabilities such as accounts receivable, inventory, property, plant and equipment, and accounts payable of the Parent when translated to USD. The net offset of those changes flow through OCI. Based on the equity of the Parent as of December 30, 2023, a one-cent increase/decrease in the USD/CAD exchange rate will decrease/increase equity by approximately \$1.7 million (December 31, 2022: \$0.9 million).

Credit risk

Credit risk is the risk that a counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. The Company trades only with recognized, creditworthy third parties. It is the Company's policy that all customers who wish to trade on credit terms are subject to credit verification procedures. In addition, the Company holds credit insurance on its trade accounts receivable and all receivable balances are managed and monitored at the corporate level on an ongoing basis with the result that the Company's exposure to bad debts is not significant. The Company's top ten customers account for 74% of the trade receivables at December 30, 2023 (December 31, 2022: 64%), with the largest customer accounting for 31% (December 31, 2022: 27%).

With respect to credit risk arising from the other financial assets of the Company, which comprise cash and certain derivative instruments, the Company's exposure to credit risk arises from default of the counterparty. The Company manages this risk by dealing with financially creditworthy counterparties, such as Chartered Canadian banks and U.S. banks with investment grade ratings. The maximum exposure to credit risk is equal to the carrying value of accounts receivable and derivative instruments.

Liquidity risk

Liquidity risk is the risk that the Company may not have cash available to satisfy financial liabilities as they come due. The Company monitors its risk to a shortage of funds using a detailed budgeting process that identifies financing needs for the next twelve months as well as models that look out three years. Working capital and cash balances are monitored daily and a procurement system provides information on commitments. This process on commitments projects cash flows from operations. The Company's objective is to maintain a balance between continuity of funding and flexibility through the use of bank overdrafts, letters of credit, bank loans, notes payable, and lease liabilities. The Company's objective is that not more than 50% of borrowings should mature in the next twelve-month period. At December 30, 2023, approximately 4% of the Company's debt (December 31, 2022: 3%) will mature in less than one year based on the carrying value of borrowings reflected in the Consolidated Financial Statements. At December 30, 2023, the Company was in compliance with all covenants and terms of its debt facilities.

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The table below shows the maturities of the Company's non-derivative financial liabilities, including accounts payable and accrued liabilities and undiscounted cash flows and interest payments related to long-term debt:

<i>(Amounts in \$000s)</i>	Due within 1 year	Due in 1–5 years	Due after 5 years	Total
Accounts payable and accrued liabilities	145,530	—	—	145,530
Long-term debt	25,629	268,799	—	294,428
As at December 30, 2023	\$ 171,159	\$ 268,799	\$ —	\$ 439,958
Accounts payable and accrued liabilities	187,967	—	—	187,967
Long-term debt	32,798	290,500	—	323,298
As at December 31, 2022	\$ 220,765	\$ 290,500	\$ —	\$ 511,265

Commodity price risk

The Company is affected by price volatility of certain commodities such as crude oil, wheat, corn, paper products, and frying oils. The Company's *Price Risk Management Policy* dictates the use of fixed pricing with suppliers whenever possible, but allows the use of hedging with derivative instruments if deemed prudent. Throughout 2023 and 2022, the Company managed this risk through contracts with suppliers. Where possible, the Company enters into fixed price contracts with suppliers on an annual basis and, therefore, a significant portion of the Company's 2024 commodity purchase requirements are covered. Should an increase in the price of commodities materialize, there could be a negative impact on earnings performance and alternatively, a decrease in the price of commodities could result in a benefit to earnings performance.

Average crude oil prices, which influence fuel surcharges from freight suppliers, decreased during 2023 compared to 2022. World commodity prices for flour, soy and canola oils, imported ingredients in many of the Company's products, decreased throughout 2023. The price of corrugated and folded carton, which is used in packaging, increased in 2023 compared to 2022.

Seafood price risk

The Company is dependent upon the procurement of frozen raw seafood materials and finished goods on world markets. The Company bought \$511.4 million of this product in the current year. A 1.0% change in the price of frozen raw seafood materials would increase/decrease the Company's procurement costs by \$5.1 million. Prices can fluctuate and there is limited formal commercial mechanism for hedging either sales or purchases. Purchases of seafood on global markets are principally in USD. The Company hedges exposures to a portion of its currency exposures and enters into longer-term supply contracts when possible.

The Company maintains a strict policy of *Supplier Approval and Audit Standards*, including a diverse supplier base to ensure no over-reliance on any one source or species. The Company has multiple strategies to manage seafood costs, including purchasing significant quantities of frozen raw material and finished goods originating from all over the world. Over time, the Company strives to adjust selling prices to its customers as the world price of seafood changes or currency fluctuations occur.

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28. Supplemental information

The components of income and expenses included in the consolidated statements of income are as follows:

<i>(Amounts in \$000s)</i>	Fifty-two weeks ended		Fifty-two weeks ended	
	December 30, 2023		December 31, 2022	
Included in finance costs:				
Interest expense on bank loans	\$	5,639	\$	2,941
Interest expense on long-term debt		18,403		13,352
Interest expense on lease liabilities		569		637
Deferred financing charges		1,497		1,267
Interest on letter of credit for SERP		77		82
Modification gain related to debt refinancing activities (Note 14)		—		—
Foreign exchange gain		(7)		(18)
Total finance costs	\$	26,178	\$	18,261
Foreign exchange (gain) loss included in:				
Cost of sales	\$	(1,403)	\$	(1,660)
Finance costs		(7)		(18)
Total foreign exchange gain	\$	(1,410)	\$	(1,678)
(Gain) loss on disposal of assets included in:				
Cost of sales	\$	123	\$	219
Distribution expenses		—		51
Selling, general and administrative expenses		(232)		(107)
Total (gain) loss on disposal of assets	\$	(109)	\$	163
Depreciation and amortization expense included in:				
Cost of sales	\$	9,011	\$	8,749
Distribution expenses		4,556		4,437
Selling, general and administrative expenses		12,806		10,392
Total depreciation and amortization expense	\$	26,373	\$	23,578
Employee compensation and benefit expense:				
Wages and salaries (including payroll benefits)	\$	107,845	\$	106,787
Future employee benefit costs		3,225		3,243
Share-based compensation expense		1,469		2,882
Termination benefits		1,036		664
Short-term employee benefits		—		—
Total employee compensation and benefit expense	\$	113,575	\$	113,576

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29. Litigation Update

As reported in 2020, High Liner Foods instituted legal proceedings in California against Mr. Brian Wynn in connection with the sale of Rubicon Resources, LLC to the Company. The Company is claiming a number of remedies, including rescission, disgorgement and damages. After filing the claim against Mr. Wynn, High Liner Foods also filed a claim under the Representations and Warranty insurance policy (the "Insurance Policy") that was procured by High Liner Foods to provide coverage for breaches of the representations made by Rubicon and Mr. Wynn when it acquired Rubicon. During the fifty-two weeks ended December 31, 2022, the Company received the total available amount under the Insurance Policy of \$10.0 million. Following a two-week arbitration hearing ending September 28, 2023, an Interim Award of approximately \$15.5 million, plus attorney fees and costs, was awarded in favor of High Liner Foods. The arbitration proceedings remain ongoing and the Interim Amounts are subject to change in the final arbitration award. It is not possible at this time to determine the final impact of these proceedings or the timing of that impact, as such the amount is considered a contingent asset and is not recorded.

From time to time, the Company is involved in and potentially subject to litigation, investigations, disputes, proceedings or other similar matters related to claims arising out of its operations in the ordinary course of business, performance under its contracts, and the completion of acquisitions or divestitures. The Company believes that all claims and lawsuits in the aggregate, when settled, are not expected to have a material impact on the Company's financial position, results of operations or cash flows.

There are a number of uncertainties involved in such matters, individually or in aggregate, and as such, to the extent that the Company's assessment of its exposure in respect of such matters is either incorrect or changes, there is a possibility that the ultimate resolution of these matters may result in a material adverse effect on the Company's reputation, operations, financial condition or performance in future periods. The Company regularly assesses the adequacy of accruals or provisions related to such matters and makes adjustments as necessary.
