

# **A&W Food Services of Canada Inc.**

Consolidated Financial Statements  
**January 2, 2022 and January 3, 2021**  
(in thousands of dollars)



## Independent auditor's report

To the Shareholders of A&W Food Services of Canada Inc.

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### Our opinion

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of A&W Food Services of Canada Inc. and its subsidiary (together, the Company) as at January 2, 2022 and 2021, and its financial performance and its cash flows for the years then ended in accordance with International Financial Reporting Standards (IFRS).

#### What we have audited

The Company's consolidated financial statements comprise:

- the consolidated balance sheets as at January 2, 2022 and January 3, 2021;
- the consolidated statements of income for the 52-week period ended January 2, 2022 and the 53-week period ended January 3, 2021;
- the consolidated statements of comprehensive income for the 52-week period ended January 2, 2022 and 53-week period ended January 3, 2021;
- the consolidated statements of changes in shareholder's deficiency for the 52-week period ended January 2, 2022 and the 53-week period ended January 3, 2021;
- the consolidated statements of cash flows for the 52-week period ended January 2, 2022 and the 53-week period ended January 3, 2021; and
- the notes to the consolidated financial statements, which include significant accounting policies and other explanatory information.

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### Basis for opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the consolidated financial statements* section of our report.

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

#### Independence

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

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



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

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

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

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

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

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

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

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or



conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Company to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

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

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

**/s/PricewaterhouseCoopers LLP**

Chartered Professional Accountants

Vancouver, British Columbia  
February 16, 2022

# A&W Food Services of Canada Inc.

## Consolidated Balance Sheets

(in thousands of dollars)

	Note	January 2, 2022 \$	January 3, 2021 \$
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents		9,629	39,569
Accounts receivable	4	31,993	22,485
Distributions receivable	24	234	-
Leases receivable	5	28,599	27,657
Inventories		14,686	5,852
Prepaid expenses		3,722	1,377
		<u>88,863</u>	<u>96,940</u>
<b>Non-current assets</b>			
Investments in associates	6	127,573	122,041
Deferred income taxes	7	30,295	24,240
Right-of-use assets	8	19,580	19,980
Leases receivable	5	579,906	548,104
Plant and equipment	9	11,603	11,087
		<u>857,820</u>	<u>822,392</u>
<b>Total assets</b>			
		<u>857,820</u>	<u>822,392</u>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Accounts payable and accrued liabilities	10	43,485	36,361
Royalties payable	24	3,513	3,692
Lease liabilities	11	30,907	30,328
Deposits on franchise and equipment sales	17	23,317	10,088
Deferred revenue	17	2,475	3,549
Income taxes payable		7,506	1,184
		<u>111,203</u>	<u>85,202</u>
<b>Non-current liabilities</b>			
Deferred gain	12	251,474	234,446
Deferred revenue	17	28,461	26,019
Lease liabilities	11	599,710	569,673
Supplementary retirement benefit plan	13	13,574	14,775
Other long-term liabilities	14	28	38
		<u>1,004,450</u>	<u>930,153</u>
<b>Shareholder's Deficiency</b>			
Share capital	16	20,129	20,500
Accumulated deficit		<u>(166,939)</u>	<u>(128,410)</u>
		<u>(146,810)</u>	<u>(107,910)</u>
<b>Non-controlling interest</b>			
		<u>180</u>	<u>149</u>
<b>Total deficiency</b>			
		<u>(146,630)</u>	<u>(107,761)</u>
<b>Total liabilities and deficiency</b>			
		<u>857,820</u>	<u>822,392</u>
<b>Commitments and contingencies</b>			
Subsequent event	25		

### On behalf of the Board of Directors

(signed) Paul F.B. Hollands Director (signed) Michael Hollend Director

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

# A&W Food Services of Canada Inc.

## Consolidated Statements of Income

(in thousands of dollars)

	Note	52-week period ended January 2, 2022 \$	53-week period ended January 3, 2021 \$
<b>Revenue</b>			
Franchising	17	226,574	185,762
Corporate restaurants		18,409	16,130
		<u>244,983</u>	<u>201,892</u>
<b>Expenses (income)</b>			
Operating costs		128,451	104,586
General and administrative expenses		40,451	33,924
Royalty expense	24	47,022	40,662
(Recovery of) loss on impairment of leases receivable	5	(2,024)	4,281
Finance expense – net	19	1,243	1,360
Amortization of deferred gain	12	(3,136)	(2,927)
Share of income of associates	6	(9,722)	(7,183)
Gain on sale of Units of A&W Revenue Royalties Income Fund	6	(2,670)	-
		<u>199,615</u>	<u>174,703</u>
<b>Income before income taxes</b>		<u>45,368</u>	<u>27,189</u>
<b>Provision for (recovery of) income taxes</b>	7		
Current		14,852	5,860
Deferred		(6,254)	(324)
		<u>8,598</u>	<u>5,536</u>
<b>Net income for the year</b>		<u>36,770</u>	<u>21,653</u>
<b>Net income attributable to</b>			
Shareholder of A&W Food Services of Canada Inc.		35,539	20,871
Non-controlling interest		1,231	782
		<u>36,770</u>	<u>21,653</u>

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

# A&W Food Services of Canada Inc.

## Consolidated Statements of Comprehensive Income

(in thousands of dollars)

	Note	52-week period ended January 2, 2022 \$	53-week period ended January 3, 2021 \$
<b>Net income for the year</b>		36,770	21,653
<b>Other comprehensive gain (loss)</b>			
Actuarial gain (loss) on supplementary retirement benefit plan – net of tax	13	542	(892)
<b>Comprehensive income</b>		37,312	20,761
<b>Comprehensive income attributable to</b>			
Shareholder of A&W Food Services of Canada Inc.		36,081	19,979
Non-controlling interest		1,231	782
		37,312	20,761

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

# A&W Food Services of Canada Inc.

## Consolidated Statements of Changes in Shareholder's Deficiency

For the 52-week period ended January 2, 2022 and the 53-week period ended January 3, 2021

(in thousands of dollars)

	Note	Share capital \$	Accumulated deficit \$	Total \$	Non- controlling interest \$	Total deficiency \$
<b>Balance – December 30, 2019</b>		10,500	(141,736)	(131,236)	207	(131,029)
Change in accounting policy		-	158	158	-	158
Net income for the year		-	20,871	20,871	782	21,653
Dividends on common shares	24	-	(6,811)	(6,811)	(840)	(7,651)
Capital contribution	16	10,000	-	10,000	-	10,000
Actuarial loss on supplementary retirement benefit plan – net of tax	13	-	(892)	(892)	-	(892)
<b>Balance – January 3, 2021</b>		20,500	(128,410)	(107,910)	149	(107,761)
Net income for the year		-	35,539	35,539	1,231	36,770
Dividends on common shares	24	-	(74,610)	(74,610)	(1,200)	(75,810)
Return of capital	16	(371)	-	(371)	-	(371)
Actuarial gain on supplementary retirement benefit plan – net of tax	13	-	542	542	-	542
<b>Balance – January 2, 2022</b>		20,129	(166,939)	(146,810)	180	(146,630)

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



# A&W Food Services of Canada Inc.

## Consolidated Statements of Cash Flows

(in thousands of dollars)

	Note	52-week period ended January 2, 2022 \$	53-week period ended January 3, 2021 \$
<b>Cash provided by (used in)</b>			
<b>Operating activities</b>			
Net income for the year		36,770	21,653
Adjustments for			
Depreciation of plant and equipment		1,974	1,861
Depreciation of right-of-use assets		2,272	2,142
Deferred income taxes		(6,254)	(324)
Gain on sale of Units of A&W Revenue Royalties Income Fund	6	(2,670)	-
Increase (decrease) in deposits on franchise and equipment sales		13,229	(144)
Supplementary retirement benefit plan		(824)	(852)
Increase (decrease) in deferred revenue		1,368	(68)
(Decrease) increase in other long-term liabilities	14	(10)	14
Amortization of deferred gain		(3,136)	(2,927)
(Recovery of) loss on impairment of leases receivable	5	(2,024)	4,281
Share of income from associates	6	(9,722)	(7,183)
Current income tax expense		14,852	5,860
Income tax paid		(7,913)	(9,828)
Finance expense – net	19	1,243	1,360
Finance expense paid – net		(97)	(172)
Changes in items of non-cash working capital	20	(14,374)	6,144
		<u>24,684</u>	<u>21,817</u>
<b>Investing activities</b>			
Purchase of plant and equipment		(2,490)	(1,755)
Repayment of promissory notes	6	1,882	-
Redemption of short-term investments		-	5,525
Dividends and distributions received from associates	24	8,089	6,811
Transaction costs		(273)	-
		<u>7,208</u>	<u>10,581</u>
<b>Financing activities</b>			
Operating lease payments		(2,707)	(2,882)
Financing fees paid		(36)	(115)
Return of capital to shareholder	16	(371)	-
Capital contribution from shareholder	16	-	10,000
Dividends paid to shareholder	24	(57,518)	(6,811)
Dividends paid to non-controlling interest		(1,200)	(840)
		<u>(61,832)</u>	<u>(648)</u>
<b>(Decrease) increase in cash and cash equivalents during the year</b>		<u>(29,940)</u>	<u>31,750</u>
<b>Cash and cash equivalents – Beginning of year</b>		<u>39,569</u>	<u>7,819</u>
<b>Cash and cash equivalents – End of year</b>		<u>9,629</u>	<u>39,569</u>

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

# A&W Food Services of Canada Inc.

## Notes to Consolidated Financial Statements

January 2, 2022 and January 3, 2021

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(figures in tables expressed in thousands of dollars)

### 1 General information

A&W Food Services of Canada Inc. (the Company or Food Services) is in the business of developing and franchising quick service restaurants in Canada. During the year ended January 2, 2022, the Company opened 34 locations and closed 11 locations, bringing the total number of A&W restaurants to 1,029, of which 1,019 are franchised and ten are owned and operated corporately. Food Services' registered offices are located at Suite 300 – 171 West Esplanade, North Vancouver, British Columbia, Canada.

To align its financial reporting with the business cycle of its operations, the Company uses a fiscal year comprising a 52- or 53-week period ending the Sunday nearest December 31. The fiscal 2021 year was 52 weeks and ended January 2, 2022 (fiscal 2020 – 53 weeks ended January 3, 2021). A&W Root Beer Beverages of Canada Inc. (Beverages), the subsidiary of Food Services, uses a fiscal year ending December 31.

#### Impact of COVID-19

Actions required in response to the COVID-19 pandemic have affected A&W restaurant operations in Canada, including the temporary closure of a large number of restaurants during 2020 and 2021. As at January 2, 2022 and February 12, 2022, all of the A&W restaurants that had been temporarily closed due to COVID-19 related provincial health restrictions had reopened. The future effect of COVID-19 on the Company as well as the economy and businesses, in general, remains uncertain.

In 2020, Food Services took steps to improve its liquidity to ensure it was well positioned to support the A&W system through the challenges it faced during first year of the COVID-19 pandemic. These steps included an equity investment made in April 2020 the \$10,000,000 by Food Services' shareholder, as well as an increase in Food Services' credit facility from \$6,000,000 to \$25,000,000 in May 2020. Food Services has also qualified for, and received, both wage and rent subsidies in 2020 and 2021 as made available by the federal government through the Canadian Emergency Rent Subsidy Program and Canadian Emergency Wage Subsidy Program for qualifying organizations who suffered revenue drops due to the COVID-19 pandemic (note 18). For reasons unrelated to COVID-19, Food Services increased its credit facility to \$40,000,000 in April 2021 (note 15).

Food Services is the head lessee for the majority of its franchised locations and enters into agreements whereby Food Services licences the premises to the franchisee, for which Food Services receives a premises licence fee from its franchisees. Under the licence agreement, the franchisee is responsible for the obligations under the lease. International Financial Reporting Standard (IFRS) 16 requires Food Services, where it acts as the intermediate lessor, to recognize a lease liability and a corresponding lease receivable. Leases receivable are reviewed for impairment based on expected losses at each consolidated balance sheet date in accordance with IFRS 9, Financial Instruments. An impairment provision is recorded based on the estimated expected credit loss. Food Services has developed a risk matrix used to assess the credit risk of all head leases and has included the impacts of COVID-19 response measures in its credit risk assumptions. Factors taken into consideration include restaurant concept, payment performance and future expectations for the restaurant operations (note 5).

# **A&W Food Services of Canada Inc.**

## **Notes to Consolidated Financial Statements**

**January 2, 2022 and January 3, 2021**

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(figures in tables expressed in thousands of dollars)

### **2 Basis of preparation**

These consolidated financial statements have been prepared in accordance with IFRS as issued by the International Accounting Standards Board (IASB) and IFRS Interpretations Committee (IFRIC).

The preparation of consolidated financial statements in conformity with IFRS requires the use of certain critical accounting estimates. It also requires management to exercise its judgment in the process of applying the accounting policies. Those areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements, are disclosed in note 3.

The principal accounting policies applied in the preparation of these consolidated financial statements are set out below. These policies have been consistently applied to all the years presented.

The Board of Directors approved these consolidated financial statements on February 16, 2022.

### **3 Significant accounting policies, judgments and estimation uncertainty**

#### **Basis of measurement**

The consolidated financial statements have been prepared under the historical cost convention, except for the supplementary retirement benefit plan, which is recorded at fair value.

#### **Consolidation**

The consolidated financial statements include the accounts of Food Services and its 60% controlling interest in Beverages.

#### **Investment in associates**

Investments over which Food Services exercises significant influence, and which are neither subsidiaries nor interests in joint ventures, are associates. Investments in associates are accounted for using the equity method, except when classified as held for sale. The equity method involves the recording of the initial investment at cost and the subsequent adjusting of the carrying value of the investment for the proportionate share of the income or loss and any other changes in the associate's net assets such as dividends.

# **A&W Food Services of Canada Inc.**

## **Notes to Consolidated Financial Statements**

**January 2, 2022 and January 3, 2021**

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(figures in tables expressed in thousands of dollars)

Food Services' proportionate share of the associate's income or loss is based on the associate's net income/loss for the reporting period. Adjustments are made to account for any impairment losses recognized by the associate. If Food Services' share of the associate's losses equals or exceeds its investment in the associate, recognition of further losses is discontinued. After Food Services' interest is reduced to zero, additional losses will be provided for and a liability recognized, only to the extent that Food Services has incurred legal or constructive obligations or made payments on behalf of the associate. If the associate subsequently reports income, Food Services resumes recognizing its share of that income only after Food Services' share of the income equals the share of losses not recognized. At each consolidated balance sheet date, Food Services assesses its investments in associates from indicators of impairment. Food Services accounts for its investment in A&W Trade Marks Inc. (Trade Marks) and its investment in A&W Revenue Royalties Income Fund (the Fund) as investments in associates.

### **Non-controlling interest**

The non-controlling interest represents an equity interest in Beverages owned by outside parties. The share of net assets of Food Services' subsidiary attributable to non-controlling interest is presented as a component of equity.

### **Functional and presentation currency**

These consolidated financial statements are presented in Canadian dollars, which is the functional currency of Food Services and its subsidiary.

### **Critical accounting estimates and judgments**

The preparation of consolidated financial statements in conformity with IFRS requires management to make estimates and assumptions that affect the amounts reported in the consolidated financial statements and accompanying notes. It is reasonably possible that circumstances may arise that would cause actual results to differ from management estimates; however, management does not believe it is likely that such differences will materially affect Food Services' financial position. Significant areas requiring the use of management estimates and judgments are investments in associates, supplementary retirement benefit plan, deferred income taxes and impairment of leases receivable.

### **Cash and cash equivalents**

Cash and cash equivalents consist of cash on hand, balances with banks and short-term investments with an original maturity date of three months or less.

### **Accounts receivable**

Accounts receivable are amounts due from franchisees and distributors for the sale of goods and services performed in the ordinary course of business. These amounts are classified as current because collection is expected in one year or less. Accounts receivable are recognized initially at fair value and subsequently measured at amortized cost using the effective interest method, less a provision for impairment.

# **A&W Food Services of Canada Inc.**

## **Notes to Consolidated Financial Statements**

**January 2, 2022 and January 3, 2021**

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(figures in tables expressed in thousands of dollars)

### **Leases receivable**

Where the Company acts as an intermediate lessor, it classifies a sublease as a finance lease by reference to the right-of-use asset arising from the head lease. The Company derecognizes the right-of-use asset relating to the head lease that it transfers to the sublessee and recognizes a corresponding lease receivable, and the lease liability relating to the head lease is retained. Additionally, the lease receivable is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

### **Inventories**

Inventories consist of finished goods, assets available for resale to franchisees, and work-in-progress relating to new franchisee restaurant openings and advertising. They are valued at the lower of cost and estimated net realizable value. The cost of finished goods includes all direct costs relating to the purchase of these items. Net realizable value is the estimated selling price in the ordinary course of business.

### **Impairment of financial assets**

At each reporting date, the Company assesses whether there is objective evidence that a financial asset is impaired. If such evidence exists, the Company recognizes an impairment loss.

For financial assets carried at amortized cost, the loss is the difference between the amortized cost of the loan or receivable and the present value of the estimated future cash flows, discounted using the instrument's original effective interest rate. The carrying amount of the asset is reduced by this amount either directly or indirectly through the use of an allowance account.

Impairment losses on financial assets carried at amortized cost are reversed in subsequent periods if the amount of the loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognized.

### **Accounts payable and accrued liabilities**

Accounts payable and accrued liabilities are obligations to pay for goods and services that have been acquired in the normal course of business. These amounts are classified as current because payment is expected in one year or less. Accounts payable and accrued liabilities are recognized initially at fair value and subsequently measured at amortized cost using the effective interest method.

### **Deposits on franchise and equipment sales**

Deposits are received from franchisees when a franchise or franchise opportunity agreement is signed for a new restaurant and for those new restaurants constructed by the Company and then sold to franchisees. Deposits related to initial fees are deferred upon opening a restaurant, and recognized as revenue over the term of the related franchise agreement because franchisees consume franchising services as they are provided. The amounts for equipment and turnkey fees are recorded as revenue when the restaurant is opened and commences operations.

# **A&W Food Services of Canada Inc.**

## **Notes to Consolidated Financial Statements**

**January 2, 2022 and January 3, 2021**

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(figures in tables expressed in thousands of dollars)

### **Provisions**

A provision is recognized if, as a result of a past event, Food Services has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are measured at management's best estimate of the expenditure required to settle the obligation at the end of the reporting period, and are discounted to present value where the effect is material. The rate used to discount provisions reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount, if any, is recognized as finance expense.

### **Income taxes**

Income tax comprises current and deferred tax. Income tax is recognized in the consolidated statements of income except to the extent that it relates to items recognized directly in equity, in which case the income tax is recognized directly in equity.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantively enacted at the consolidated balance sheet date, and any adjustment to tax payable in respect of previous years.

In general, deferred tax is recognized in respect of temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. Deferred income tax is determined on a non-discounted basis using tax rates and laws that have been enacted or substantively enacted at the consolidated balance sheet date and are expected to apply when the deferred tax asset or liability is settled. Deferred tax assets are recognized to the extent that it is probable that the assets can be recovered. Deferred income tax is provided on temporary differences arising on investments in subsidiaries and associates, except, in the case of subsidiaries, where the timing of the reversal of the temporary difference is controlled by Food Services and it is probable that the temporary difference will not reverse in the foreseeable future. Deferred income tax assets and liabilities are presented as non-current.

### **Right-of-use assets**

Right-of-use assets comprise the Company's leases for corporate restaurant premises, head office space and automobiles. The Company recognizes a right-of-use asset and a lease liability at the lease commencement date, which is the possession date of the asset. The right-of-use asset is initially measured based on the initial measurement of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred, less any lease incentives received, and excludes all sales taxes. Right-of-use assets are depreciated to the earlier of the end of the useful life of the asset or the lease term using the straight-line method. The lease term includes periods associated with options to extend or excludes periods associated with options to terminate the lease when it is reasonably certain that management will exercise these options. Additionally, right-of-use assets are periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

Food Services has elected not to recognize a right-of-use asset and lease liability for short-term leases that have a lease term of 12 months or less and leases of low-value assets. The Company recognizes the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

# **A&W Food Services of Canada Inc.**

## **Notes to Consolidated Financial Statements**

**January 2, 2022 and January 3, 2021**

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(figures in tables expressed in thousands of dollars)

### **Plant and equipment**

Plant and equipment comprise mainly leasehold improvements, equipment used in restaurants, office furniture and fixtures and employee computers. Plant and equipment are stated at historical cost less depreciation. Historical cost includes expenditures that are directly attributable to the acquisition of the items. Subsequent costs are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the consolidated statements of income during the financial period in which they are incurred.

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period. An asset's carrying amount is written down to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount. Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognized within operating costs and general and administrative expenses in the consolidated statements of income.

Depreciation is provided using the straight-line method. Machinery and equipment are amortized at rates from 7% to 50%. Depreciation of leasehold improvements is charged over the term of the lease plus the first renewal term.

The Company reviews its plant and equipment and tests for recoverability when events or changes in circumstances indicate that their carrying value may not be recoverable. If the carrying value of an asset exceeds the undiscounted estimated future cash flows related to the asset, an impairment loss is recognized to the extent that the carrying value exceeds the fair value of the asset.

### **Lease liabilities**

Lease liabilities are initially measured at the present value of the lease payments over the lease term. The lease term includes periods associated with options to extend or excludes periods associated with options to terminate the lease when it is reasonably certain that management will exercise these options. The lease payments are discounted using the interest rate implicit in the leases; if that cannot be readily determined, the Company uses its incremental borrowing rate. Generally, the Company uses its incremental borrowing rate as the discount rate.

The lease liabilities are measured at amortized cost using the effective interest method. Lease liabilities are remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Company's estimate of the amount expected to be payable under a residual value guarantee, or if the Company changes its assessment of whether it will exercise a purchase, extension or termination option.

### **Share capital**

Common shares are classified as equity. Incremental costs directly relating to the issuance of new common shares are shown as a deduction net of tax from the proceeds.

# **A&W Food Services of Canada Inc.**

## **Notes to Consolidated Financial Statements**

**January 2, 2022 and January 3, 2021**

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(figures in tables expressed in thousands of dollars)

### **Revenue recognition**

The Company's revenue consists of fees from franchised restaurants, revenue from the sale of food and supplies to franchisees and distributors, revenue from the opening of new franchised restaurants, revenue from Company-owned restaurants and revenue from the sale of A&W Root Beer concentrate.

Fees from franchised restaurants include initial and renewal fees, distribution and service fees, advertising contributions, equipment and turnkey and other fees. Revenues related to initial and renewal fees are recognized over the term of the related franchise agreement because franchisees consume franchising services as they are provided. Service fees, in the amount of 2.5% to 3.5% of net sales of franchise operations, are recognized at a point in time. Distribution fees are recognized at a point in time when control has transferred to the distributors and are recorded net of related costs.

Equipment and turnkey fees are recognized at a point in time when control transfers to the franchisee. For new restaurants, control transfers when the restaurant commences operations.

Advertising contributions are recognized at a point in time. Revenue from corporate restaurants, representing sales of food and beverages, is recognized at a point in time when food and beverages are sold. Other revenues, including revenue from the sale of A&W Root Beer concentrate, are recognized at a point in time, when control transfers, which is generally when it is shipped to bottlers.

### **Deferred gain**

In 2002, Food Services sold the A&W trade-marks used in the A&W quick service restaurant business in Canada to Trade Marks, which subsequently transferred them to A&W Trade Marks Limited Partnership (the Partnership). The Partnership has granted Food Services a licence (the Amended and Restated Licence and Royalty Agreement) to use the A&W trade-marks in Canada for a term expiring December 30, 2100, for which Food Services pays a royalty of 3% of sales reported to Food Services by specific A&W restaurants in Canada (the Royalty Pool). The gain realized on the sale of the A&W trade-marks was deferred and is being amortized over the term of the Amended and Restated Licence and Royalty Agreement. Prior to October 2003, the amortization was based upon the present value of the expected royalty payments made under the Amended and Restated Licence and Royalty Agreement. Amortization of the gain is recognized on the consolidated statements of income. Increases to the deferred gain arise from annual adjustments to the Royalty Pool. These additions are amortized over the remaining term of the Amended and Restated Licence and Royalty Agreement from the date of addition.

### **Royalty expense**

Royalty expense under the Amended and Restated Licence and Royalty Agreement is recognized on an accrual basis.

### **Finance expense**

Net finance expense includes interest expense associated with the supplementary retirement benefit plan, interest expense on lease liability and interest income on leases receivable.



# **A&W Food Services of Canada Inc.**

## **Notes to Consolidated Financial Statements**

**January 2, 2022 and January 3, 2021**

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(figures in tables expressed in thousands of dollars)

### **Employee benefits**

#### **a) Supplementary retirement benefit plan**

In 1995, the Company entered into agreements with certain senior executives to provide an unfunded supplementary retirement benefit plan. The actuarial determination of the accrued benefit obligation for the plan uses the projected benefit method pro-rated on service and management's best estimate of salary escalation and retirement ages of officers. The discount rate used to determine the accrued benefit obligation and related expense is determined by reference to market interest rates on the measurement date on high-quality debt instruments with cash flows that match the timing and amount of the expected benefit payments. Actuarial gains (losses), which can arise from changes in actuarial assumptions used to determine the accrued benefit obligation, are recognized immediately through other comprehensive income (loss) and directly to accumulated deficit and will never subsequently be reclassified to the consolidated statements of income.

#### **b) Defined contribution pension plan**

The cost of providing benefits through the defined contribution pension plan is charged to the consolidated statements of income as the obligation to contribute is incurred.

#### **Wage subsidies**

Food Services recognizes wage subsidies from the federal government in connection with COVID-19 when there is a reasonable assurance that Food Services complies with the conditions attached to the subsidies and that the subsidies will be received. Wage subsidies received or receivable are recorded on an accrual basis and are netted against related payroll costs and included in operating costs and general and administrative expenses on the consolidated statements of income (note 18).

### **Financial instruments**

Financial assets and liabilities are recognized when Food Services becomes a party to the contractual provisions of the instrument. Financial assets and liabilities are derecognized when the rights to receive or pay cash flows from the assets or liabilities have expired or have been transferred and Food Services has transferred substantially all risks and rewards of ownership.

At initial recognition, Food Services classifies its financial instruments in the following categories:

- a) Financial assets and liabilities at amortized cost. Food Services classifies its financial assets at amortized cost only if both of the following criteria are met:
  - i) the asset is held within a business model whose objective is to collect the contractual cash flows, and
  - ii) the contractual terms give rise to cash flows that are solely payments of principal and interest.

# **A&W Food Services of Canada Inc.**

## **Notes to Consolidated Financial Statements**

**January 2, 2022 and January 3, 2021**

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(figures in tables expressed in thousands of dollars)

Food Services' financial assets at amortized cost comprise cash and cash equivalents, accounts receivable and distributions receivable, which are included in current assets due to their short-term nature, and leases receivable. Accounts receivable are initially recognized at the amount expected to be received less, when material, a discount to reduce the loans and receivables to fair value. Subsequently, financial assets at amortized cost are measured at amortized cost using the effective interest method less a provision for impairment. Financial liabilities at amortized cost include accounts payable and accrued liabilities, royalties payable and lease liabilities. Accounts payable and accrued liabilities, royalties payable and lease liabilities are initially recognized at the amount required to be paid less, when material, a discount to reduce the payables to fair value. Subsequently, accounts payable and accrued liabilities, royalties payable and lease liabilities are measured at amortized cost using the effective interest method.

Financial liabilities are classified as current liabilities if payment is due within the normal operating cycle. Otherwise, they are presented as non-current liabilities.

- b) Financial assets at fair value through other comprehensive income (FVOCI): Financial assets at FVOCI comprise:
  - i) Equity securities which are not held for trading and which Food Services has irrevocably elected at initial recognition to recognize in this category, and
  - ii) Debt securities where the contractual cash flows are solely principal and interest and the objective of Food Services' business model is achieved both by collecting contractual cash flows and selling financial assets.

Food Services currently has not classified any of its financial instruments as FVOCI.

- c) Financial assets at fair value through profit or loss (FVPL): Food Services classifies the following financial assets at FVPL:
  - i) Debt instruments that do not qualify for measurement at either amortized cost or FVOCI,
  - ii) Equity instruments that are held for trading, and
  - iii) Equity instruments for which Food Services has not elected to recognize fair value gains and losses through other comprehensive income.

Food Services currently has not classified any of its financial instruments as FVPL.

# A&W Food Services of Canada Inc.

## Notes to Consolidated Financial Statements

January 2, 2022 and January 3, 2021

(figures in tables expressed in thousands of dollars)

### 4 Accounts receivable

	January 2, 2022 \$	January 3, 2021 \$
Trade receivables	20,525	11,317
Other receivables	12,342	11,916
Provision for impairment	(874)	(748)
	<u>31,993</u>	<u>22,485</u>

As at January 2, 2022, trade receivables of \$13,740,000 (January 3, 2021 – \$7,624,000) were fully performing.

As at January 2, 2022, trade receivables of \$5,330,000 (January 3, 2021 – \$1,940,000) were past due but not impaired. These relate to franchisees and distributors for whom there is no recent history of default. The aging analysis of these trade receivables is as follows:

	January 2, 2022 \$	January 3, 2021 \$
1 – 30 days	2,956	1,181
31 – 60 days	2,374	759
	<u>5,330</u>	<u>1,940</u>

The movement in the provision for impairment is as follows:

	\$
Balance – December 30, 2019	307
Provision for impairment	454
Amounts written off	<u>(13)</u>
Balance – January 3, 2021	748
Provision for impairment	391
Amounts written off	<u>(265)</u>
Balance – January 2, 2022	<u>874</u>

The provision for impairment is recorded in operating costs on the consolidated statements of income.

# A&W Food Services of Canada Inc.

## Notes to Consolidated Financial Statements

January 2, 2022 and January 3, 2021

(figures in tables expressed in thousands of dollars)

### 5 Leases receivable

Food Services is considered an intermediate lessor on certain franchise locations. The following table presents the leases receivable for the Company:

	January 2, 2022 \$	January 3, 2021 \$
Current leases receivable	28,599	27,657
Non-current leases receivable	579,906	548,104
	<u>608,505</u>	<u>575,761</u>

The following table outlines the annual contractual undiscounted payments for leases receivable as at January 2, 2022:

	\$
Year 1	51,080
Year 2	46,632
Year 3	50,281
Year 4	48,928
Year 5	51,600
Thereafter	<u>642,727</u>
Total undiscounted leases receivable	891,248
Unearned interest income	(280,486)
Provision for impairment	<u>(2,257)</u>
	<u>608,505</u>

Leases receivable are reviewed for impairment based on expected losses at each consolidated balance sheet date in accordance with IFRS 9, Financial Instruments. An impairment loss is recorded when the credit risk is assessed to have increased for leases receivable. Food Services has developed a risk matrix used to assess the credit risk of leases receivable where Food Services are guarantors for head leases and has included the impacts of COVID-19 response measures in its credit risk assumptions. Factors taken into consideration include restaurant concept, payment performance and future expectations for the restaurant operations. Food Services recorded an expected credit loss provision on leases receivable of \$2,257,000 as at January 2, 2022 (January 3, 2021 – \$4,281,000). The current portion of the provision for impairment of \$327,000 as at January 2, 2022 (January 3, 2021 – \$661,000) represents expected losses in the following fiscal period. The non-current portion of the provision for impairment of \$1,930,000 as at January 2, 2022 (January 3, 2021 – \$3,620,000) relates to expected losses over the remaining term of the leases.

# **A&W Food Services of Canada Inc.**

## **Notes to Consolidated Financial Statements**

**January 2, 2022 and January 3, 2021**

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(figures in tables expressed in thousands of dollars)

### **6 Investments in associates**

As a result of the annual adjustment to the Royalty Pool and the exchange rights granted under the Amended and Restated Declaration of Trust and the Amended and Restated Exchange Agreement, Food Services owns common shares of Trade Marks and as a result of Food Services exchanging common shares of Trade Marks for Limited Voting Units of the Fund (Limited Voting Units and together with the Units, Trust Units), Food Services also has direct ownership in the Fund. These investments are accounted for as investments in associates and are recorded using the equity method. As at January 2, 2022, Food Services had a 16.4% investment in Trade Marks (January 3, 2021 – 24.2%) and a 9.4% investment in the Fund (January 3, 2021 – n/a).

As at January 2, 2022, Food Services' investments in associates totalled \$127,573,000 (January 3, 2021 – \$122,041,000). Food Services' share of income from associates for the year totalled \$9,722,000 (2020 – \$7,183,000).

On April 16, 2021, A&W of Canada Inc. (A&W Canada), an indirect shareholder of Food Services, completed a reorganization to provide liquidity for some of its long-standing shareholders and to simplify the indirect ownership of Food Services (the Reorganization).

As part of the Reorganization, and pursuant to the Amended and Restated Declaration of Trust and the Amended and Restated Exchange Agreement, Food Services exchanged 1,042,000 common shares of Trade Marks, with a book value of \$16,234,000, for 521,000 Units of the Fund (Units), which Units were then purchased by shareholders of A&W Canada at a price of \$36.42 per Unit. The sale of Units was a non-cash transaction whereby Food Services received gross proceeds from the sale of \$18,974,000 in the form of promissory notes. Promissory notes totalling \$17,092,000 were extinguished upon Food Services' payment of dividends to its shareholder, leaving \$1,882,000 in residual promissory notes, which were repaid in full as of January 2, 2022. Food Services recognized a \$2,670,000 gain on the sale, net of \$70,000 in transaction costs.

In addition, Food Services exchanged 3,014,040 of its common shares of Trade Marks, with a book value of \$46,959,000, for 1,507,020 Limited Voting Units. Limited Voting Units may be converted into Units and have equal rights and privileges as Units except that holders of the Limited Voting Units, together with the common shares of Trade Marks that are exchangeable for Limited Voting Units, are not entitled in the aggregate to cast more than 40% of the votes cast upon a resolution with respect to the appointment or removal of Trustees of the Fund and are not entitled to cast votes upon a resolution to amend the Declaration of Trust. Food Services did not recognize a gain on the exchange of the 3,014,040 common shares of Trade Marks as the Limited Voting Units continued to be held by Food Services and were therefore recognized at cost, being the book value of the common shares exchanged plus \$203,000 in transaction costs. Food Services paid cash dividends of \$49,195,000 to its shareholder as part of the Reorganization.

# A&W Food Services of Canada Inc.

## Notes to Consolidated Financial Statements

January 2, 2022 and January 3, 2021

(figures in tables expressed in thousands of dollars)

Prior to the Reorganization, Food Services owned 26.0% of the common shares of Trade Marks, which are exchangeable into 26.0% of the total outstanding voting securities of the Fund on a fully diluted basis. Following the Reorganization, but excluding the issuance of the excess exchangeable LP units that represented the remaining 20% of the initial consideration for the January 5, 2021 adjustment to the Royalty Pool that is paid in December 2021, Food Services owned 15.4% of the exchangeable common shares of Trade Marks and 9.4% of the Fund's Trust Units. Taken together, Food Services' ownership of exchangeable common shares of Trade Marks and Limited Voting Units equated to Food Services owning 23.3% of the total outstanding voting securities of the Fund on a fully diluted basis, before the inclusion of the issuance of the excess exchangeable LP units.

Including the issuance of the excess exchangeable LP units that represent the remaining 20% of the initial consideration for the January 5, 2021 adjustment to the Royalty Pool that was paid in December 2021, Food Services' ownership in the outstanding voting securities of the Fund was approximately 24.3% on a fully diluted basis. Post Reorganization, Food Services holds both Limited Voting Units and exchangeable common shares of Trade Marks, whereas prior to the Reorganization, Food Services only held exchangeable common shares of Trade Marks.

The Fund did not receive any proceeds from the Reorganization and Food Services paid for the expenses of the Reorganization. The Reorganization did not constitute a change of control of Food Services, as the existing shareholders continue to maintain majority control of Food Services. There was no change in management or the operations of the Food Services' business in connection with the Reorganization.

Food Services' investment in Trade Marks is as follows:

	Common shares \$	Cumulative equity in earnings \$	Cumulative dividends \$	Total \$
Balance – December 30, 2019	95,340	45,610	(48,162)	92,788
January 5, 2020 adjustment to Royalty Pool	28,881	-	-	28,881
Equity in earnings	-	7,183	-	7,183
Dividends	-	-	(6,811)	(6,811)
Balance – January 3, 2021	124,221	52,793	(54,973)	122,041
January 5, 2021 adjustment to Royalty Pool	20,164	-	-	20,164
Equity in earnings	-	7,486	-	7,486
Dividends	-	-	(6,258)	(6,258)
Common shares of Trade Marks exchanged for Units	(63,193)	-	-	(63,193)
Balance – January 2, 2022	81,192	60,279	(61,231)	80,240

The common shares of Trade Marks held by Food Services may be exchanged at the option of Food Services into Trust Units on the basis of two common shares for one Trust Unit.

# A&W Food Services of Canada Inc.

## Notes to Consolidated Financial Statements

January 2, 2022 and January 3, 2021

(figures in tables expressed in thousands of dollars)

Food Services' investment in the Fund is as follows:

	Limited Voting Units \$	Cumulative equity in earnings \$	Cumulative distributions \$	Total \$
Balance – January 3, 2021	-	-	-	-
Common shares of Trade Marks exchanged for Limited Voting Units	47,162	-	-	47,162
Equity in earnings	-	2,236	-	2,236
Distributions	-	-	(2,065)	(2,065)
Balance – January 2, 2022	47,162	2,236	(2,065)	47,333

## 7 Income taxes

- a) The provision for income taxes shown in the consolidated statements of income differs from the amounts obtained by applying statutory tax rates to income before income taxes for the following reasons:

	52-week period ended January 2, 2022	53-week period ended January 3, 2021
Statutory combined federal and provincial income tax rates	26.85%	26.85%
	\$	\$
Expected provision for income taxes based on statutory income tax rates	12,179	7,300
Non-taxable portion and rate difference on capital gains	(999)	(493)
Investment in associates	(592)	961
Deferred tax on increase to deferred gain	(2,016)	(2,888)
Non-deductible items	(52)	(11)
Rate changes on deferred income taxes	95	(17)
Adjustment to prior period provisions	(17)	684
Provision for income taxes	8,598	5,536

# A&W Food Services of Canada Inc.

## Notes to Consolidated Financial Statements

January 2, 2022 and January 3, 2021

(figures in tables expressed in thousands of dollars)

- b) Deferred income tax assets and liabilities comprise the following:

	January 2, 2022 \$	January 3, 2021 \$
Current tax reserves	619	664
Deferred gain	24,934	23,445
Deferred revenue	8,300	7,933
Long-term liabilities	3,650	3,932
Lease liabilities	5,253	5,361
Lease impairment	606	1,149
Intangible assets	15	18
Plant and equipment	(687)	(624)
Right-of-use assets	(5,253)	(5,361)
Investment in associates	(7,142)	(12,277)
	<u>30,295</u>	<u>24,240</u>

- c) The analysis of deferred tax assets and liabilities is as follows:

	January 2, 2022 \$	January 3, 2021 \$
Deferred tax assets		
Deferred tax assets to be recovered after more than one year	40,723	39,746
Deferred tax assets to be recovered within one year	2,654	2,762
	<u>43,377</u>	<u>42,508</u>
Deferred tax liabilities		
Deferred tax liabilities to be recovered after more than one year	(12,538)	(17,555)
Deferred tax liabilities to be recovered within one year	(544)	(713)
	<u>(13,082)</u>	<u>(18,268)</u>
Deferred tax assets – net	<u>30,295</u>	<u>24,240</u>



# A&W Food Services of Canada Inc.

## Notes to Consolidated Financial Statements

January 2, 2022 and January 3, 2021

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(figures in tables expressed in thousands of dollars)

### 8 Right-of-use assets

The following table represents right-of-use assets for the Company:

	<b>Real estate</b> <b>\$</b>	<b>Automobiles</b> <b>\$</b>	<b>Total</b> <b>\$</b>
<b>Balance – December 30, 2019</b>	18,299	1,868	20,167
Additions	1,627	415	2,042
Disposals	-	(87)	(87)
Depreciation	(1,353)	(789)	(2,142)
<b>Balance – January 3, 2021</b>	18,573	1,407	19,980
Additions	1,929	823	2,752
Disposals	(575)	(56)	(631)
Remeasurement of lease liabilities	(248)	(1)	(249)
Depreciation	(1,471)	(801)	(2,272)
<b>Balance – January 2, 2022</b>	18,208	1,372	19,580

# A&W Food Services of Canada Inc.

## Notes to Consolidated Financial Statements

January 2, 2022 and January 3, 2021

(figures in tables expressed in thousands of dollars)

### 9 Plant and equipment

	Leasehold improvements \$	Machinery and equipment \$	Equipment and automobiles under finance leases \$	Total \$
<b>Balance – December 30, 2019</b>				
Cost	9,661	8,764	3,305	21,730
Accumulated depreciation	(2,823)	(4,409)	(1,410)	(8,642)
<b>Net book value</b>	<b>6,838</b>	<b>4,355</b>	<b>1,895</b>	<b>13,088</b>
<b>Opening net book value</b>	<b>6,838</b>	<b>4,355</b>	<b>1,895</b>	<b>13,088</b>
Additions	733	1,022	-	1,755
Disposals	-	-	-	-
Depreciation	(642)	(1,219)	-	(1,861)
Change in accounting policy	-	-	(1,895)	(1,895)
<b>Net book value</b>	<b>6,929</b>	<b>4,158</b>	<b>-</b>	<b>11,087</b>
<b>Balance – January 3, 2021</b>				
Cost	10,394	9,780	-	20,174
Accumulated depreciation	(3,465)	(5,622)	-	(9,087)
<b>Net book value</b>	<b>6,929</b>	<b>4,158</b>	<b>-</b>	<b>11,087</b>
<b>Opening net book value</b>	<b>6,929</b>	<b>4,158</b>	<b>-</b>	<b>11,087</b>
Additions	1,295	1,195	-	2,490
Disposals	-	-	-	-
Depreciation	(709)	(1,265)	-	(1,974)
<b>Net book value</b>	<b>7,515</b>	<b>4,088</b>	<b>-</b>	<b>11,603</b>
<b>Balance – January 2, 2022</b>				
Cost	11,689	10,955	-	22,644
Accumulated depreciation	(4,174)	(6,867)	-	(11,041)
<b>Net book value</b>	<b>7,515</b>	<b>4,088</b>	<b>-</b>	<b>11,603</b>

### 10 Accounts payable and accrued liabilities

	January 2, 2022 \$	January 3, 2021 \$
Trade payables	15,112	16,476
Employee benefits payable	5,194	3,515
Accrued liabilities and other payables	23,179	16,370
	<b>43,485</b>	<b>36,361</b>

# A&W Food Services of Canada Inc.

## Notes to Consolidated Financial Statements

January 2, 2022 and January 3, 2021

(figures in tables expressed in thousands of dollars)

### 11 Lease liabilities

The Company's leases include base rent for restaurant premises and office space and automobiles. The Company is the head lessee for the majority of its franchised locations and enters into agreements whereby the Company licenses the premises to the franchisee, for which the Company receives a premises licence fee. Under the licence agreement, the franchisee is responsible for the obligations under the lease. IFRS 16 requires Food Services, where it acts as the intermediate lessor, to recognize a lease receivable (note 5). The Company has included renewal options in the measurement of lease liability when it is reasonably certain to exercise the renewal option.

The following table presents the lease liabilities for the Company:

	January 2, 2022 \$	January 3, 2021 \$
Current lease liabilities	30,907	30,328
Non-current lease liabilities	599,710	569,673
	<u>630,617</u>	<u>600,001</u>

The Company received certain rent concessions for its corporate restaurants and its subleased premises during the 52 weeks ended January 2, 2022 and the 53 weeks ended January 3, 2021, in the form of rent deferrals and rent abatements as a direct result of COVID-19. For rent concessions received on its corporate restaurants, the Company has applied the practical expedient under IFRS 16 to not assess whether the rent concession is a lease modification. During the year, the Company recorded rent concessions of \$112,000 (2020 – \$114,000) in operating costs. Rent concessions received directly by franchisees from landlords, where Food Services acts as the intermediate lessor, during the year were \$1,526,000 (2020 – \$6,205,000).

Costs not included in the measurement of the lease liabilities are as follows:

	52-week period ended January 2, 2022 \$	53-week period ended January 3, 2021 \$
Low-value lease costs	51	51
Short-term lease costs	-	103
Variable lease costs	827	941
	<u>878</u>	<u>1,095</u>

# A&W Food Services of Canada Inc.

## Notes to Consolidated Financial Statements

January 2, 2022 and January 3, 2021

(figures in tables expressed in thousands of dollars)

### 12 Deferred gain

The deferred gain as at January 2, 2022 is as follows:

	Number of restaurants in Royalty Pool	Deferred gain \$	Accumulated amortization \$	Net deferred gain \$
Balance – December 30, 2019	934	231,442	(22,950)	208,492
January 5, 2020 adjustment to the Royalty Pool	37	28,881	-	28,881
Amortization of deferred gain	-	-	(2,927)	(2,927)
Balance – January 3, 2021	971	260,323	(25,877)	234,446
January 5, 2021 adjustment to the Royalty Pool	23	20,164	-	20,164
Amortization of deferred gain	-	-	(3,136)	(3,136)
Balance – January 2, 2022	994	280,487	(29,013)	251,474

The Royalty Pool is adjusted annually to reflect sales from new A&W restaurants added to the Royalty Pool, net of the sales of any A&W restaurants that have permanently closed. Food Services is paid for the additional royalty stream related to the sales of the net new restaurants, based on a formula set out in the Amended and Restated Licence and Royalty Agreement. The formula provides for a payment to Food Services based on 92.5% of the amount of estimated sales from the net new restaurants and the current yield on the Units, adjusted for income taxes payable by Trade Marks. The consideration is paid to Food Services in the form of additional partnership units (LP units). The additional LP units are, at the option of Food Services, exchangeable for additional common shares of Trade Marks, which are in turn exchangeable for Trust Units on the basis of two common shares for one Trust Unit. The consideration paid for the annual adjustment to the Royalty Pool is recorded by Food Services as an increase in its investment in Trade Marks and an increase in the deferred gain.

The 2021 annual adjustment to the Royalty Pool took place on January 5, 2021. The number of A&W restaurants in the Royalty Pool was increased by 34 new restaurants less 11 restaurants that permanently closed. The Partnership paid Food Services \$13,271,000, by issuance of 465,316 LP units to Food Services, representing 80% of the initial consideration based on the estimated annual sales of the net new restaurants. The LP units were subsequently exchanged for 930,632 non-voting common shares of Trade Marks.

The final adjustment to the number of LP units issued was made on December 9, 2021, based on the actual annual sales reported by the new restaurants. The actual annual sales of the 34 new A&W restaurants were \$53,842,000, compared to the original estimate of \$45,248,000, resulting in total consideration of \$20,164,000 payable to Food Services. The remaining consideration of \$6,893,000 was paid to Food Services by issuance of 241,683 additional LP units, which were exchanged for 483,366 non-voting common shares of Trade Marks.

# A&W Food Services of Canada Inc.

## Notes to Consolidated Financial Statements

January 2, 2022 and January 3, 2021

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(figures in tables expressed in thousands of dollars)

### 13 Employee benefits

#### a) Supplementary retirement benefit plan

The most recent actuarial valuation of the unfunded liability was as at January 2, 2022 and the next required valuation will be as at January 1, 2023.

The significant actuarial assumptions adopted in determining the accrued benefit obligation are as follows:

	January 2, 2022 %	January 3, 2021 %
Discount rate	2.9	2.4
Inflation	2.0	2.0

The supplementary retirement benefit plan is as follows:

	January 2, 2022 \$	January 3, 2021 \$
Unfunded liabilities under supplementary retirement benefit plan	14,410	15,609
Less: Current portion included in accrued liabilities	(836)	(834)
Liabilities on the consolidated balance sheets	13,574	14,775

The sensitivity of the accrued benefit obligation to a change in the discount rate is as follows:

	Discount rate %	Liability \$
- 50 basis points	2.4	15,282
+ 50 basis points	3.4	13,538

# A&W Food Services of Canada Inc.

## Notes to Consolidated Financial Statements

January 2, 2022 and January 3, 2021

(figures in tables expressed in thousands of dollars)

The consolidated statements of income charge for the supplementary retirement benefit plan is as follows:

	52-week period ended January 2, 2022 \$	53-week period ended January 3, 2021 \$
Actuarial (gain) loss recognized in other comprehensive loss in the period, net of tax expense of \$198,000 (January 3, 2021 – recovery of \$327,000)	(542)	892
Total cumulative actuarial losses recognized in other comprehensive income, net of tax of \$1,219,000 (January 3, 2021 – \$1,021,000)	4,198	4,740

The movement in the supplementary retirement benefit plan is as follows:

	\$
Balance – December 30, 2019	14,796
Interest cost	446
Actuarial loss	1,219
Benefits paid	(852)
Balance – January 3, 2021	15,609
Interest cost (note 19)	365
Actuarial gain	(740)
Benefits paid	(824)
Balance – January 2, 2022	14,410

### b) Defined contribution pension plan

Pension expense for the year for the defined contribution pension plan was \$840,000 (January 3, 2021 – \$841,000). Total cash payments during the year for the defined contribution pension plan were \$824,000 (January 3, 2021 – \$852,000).

## 14 Other long-term liabilities

	January 2, 2022 \$	January 3, 2021 \$
Other long-term liabilities	35	52
Less: Current portion included in accrued liabilities	(7)	(14)
	28	38

# A&W Food Services of Canada Inc.

## Notes to Consolidated Financial Statements

January 2, 2022 and January 3, 2021

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(figures in tables expressed in thousands of dollars)

### 15 Operating loan facility

On April 23, 2021, Food Services increased its demand operating loan facility with a Canadian chartered bank (the Bank) from \$25,000,000 to \$40,000,000 to fund working capital requirements and for general corporate purposes.

Consistent with the terms under the \$25,000,000 credit facility, amounts advanced under the \$40,000,000 facility bear interest at the bank prime rate plus 1.0% and are repayable on demand. The covenants, which remain unchanged from those of the \$25,000,000 credit facility, include the requirement to meet certain debt to earnings before interest, taxes, depreciation, amortization and non-cash charges/income (EBITDA) ratios and debt to Food Services' investment in associates ratios during each trailing four-quarter period. The amendment included a reduction to the number of Trade Marks common shares that Food Services is required to pledge from 7,000,000 shares to 5,000,000 shares. Food Services was in compliance with all of its financial covenants as at February 16, 2022, January 2, 2022 and January 3, 2021.

As at January 2, 2022, Food Services had not drawn on the credit facility and had \$nil (January 3, 2021 – \$36,000) in letters of credit that had been issued by the Bank to cities for development of new restaurants, leaving \$40,000,000 of the facility available (January 3, 2021 – \$24,964,000).

### 16 Share capital

Authorized

Unlimited number of common shares

Unlimited number of preferred shares

Issued

	January 2, 2022 \$	January 3, 2021 \$
4,781,250 common shares	20,129	20,500

During the year, Food Services returned \$371,000 of capital to its shareholder. In 2020, Food Services' shareholder invested \$10,000,000 of common equity in the Company to ensure sufficient liquidity during the period of uncertainty caused by COVID-19.

# A&W Food Services of Canada Inc.

## Notes to Consolidated Financial Statements

January 2, 2022 and January 3, 2021

(figures in tables expressed in thousands of dollars)

### 17 Franchising revenue

Franchising revenues disaggregated by revenue source are outlined below. The table also shows the basis on which franchising revenues are recognized.

	52-week period ended January 2, 2022 \$	53-week period ended January 3, 2021 \$
<b>At a point in time</b>		
Advertising fund contributions	48,149	42,811
Distribution revenue and service fees	109,637	93,108
Equipment and turnkey fees	57,453	40,091
Other revenue	8,584	7,079
<b>Over time</b>		
Initial franchise fees and renewal fees	2,751	2,673
	<u>226,574</u>	<u>185,762</u>

The Company has recorded \$30,936,000 (2020 – \$29,568,000) of deferred revenue related to initial franchise fees and renewal fees. The Company expects to recognize as revenue \$2,475,000 (2020 – \$3,549,000) in the following fiscal period, which represents the current portion of deferred revenue. The non-current portion of deferred revenue of \$28,461,000 (2020 – \$26,019,000) is expected to be recognized over the remaining term of the franchise agreement.

The Company has recorded \$23,317,000 (2020 – \$10,088,000) of deposits on franchise and equipment sales that will be recognized as revenue in the following fiscal period when control transfers, which is when the related restaurants commence operations. During the year, \$10,088,000 (2020 – \$10,232,000) of revenues was recognized related to deposits deferred at the end of the prior period.



# A&W Food Services of Canada Inc.

## Notes to Consolidated Financial Statements

January 2, 2022 and January 3, 2021

(figures in tables expressed in thousands of dollars)

### 18 Expenses by nature

Included in operating costs and general and administrative expenses are the following expenses by nature:

	52-week period ended January 2, 2022 \$	53-week period ended January 3, 2021 \$
Depreciation of plant and equipment	1,974	1,861
Depreciation of right-of-use assets	2,272	2,142
Employee benefit costs		
Wages, salaries, bonuses and other termination benefits	30,039	21,990
Pension costs – defined contribution plan	840	841
Total employee benefit costs	30,879	22,831

Wages, salaries, bonuses and other termination benefits for the year are net of wage subsidies of \$1,325,000 (2020 – \$6,388,000) received or receivable under federal government subsidy programs in connection with COVID-19, the majority of which was received in respect of January to March 2021 when the impacts of COVID-19 were still the most pronounced.

Rent subsidies for the year were \$454,000 (2020 – \$nil) and are in respect of qualifying periods in fiscal 2020 and 2021 and are recognized as an offset to depreciation of right-of-use assets within operating costs and general and administrative expenses.

### 19 Finance expense – net

	52-week period ended January 2, 2022 \$	53-week period ended January 3, 2021 \$
Net interest expense (income) on operating loan facility and cash	10	(50)
Standby fees	87	38
Interest on deferred royalties (note 24)	-	184
Interest on supplementary retirement benefit plan	365	446
Interest on leases receivable	(21,901)	(21,229)
Interest on lease liabilities	22,633	21,948
Amortization of deferred financing fees	49	23
	1,243	1,360

# A&W Food Services of Canada Inc.

## Notes to Consolidated Financial Statements

January 2, 2022 and January 3, 2021

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(figures in tables expressed in thousands of dollars)

### 20 Working capital

Changes in items of non-cash working capital are as follows:

	52-week period ended January 2, 2022 \$	53-week period ended January 3, 2021 \$
Accounts receivable	(9,508)	9,401
Inventories	(8,834)	1,266
Prepaid expenses	(2,358)	(263)
Accounts payable and accrued liabilities	6,505	(4,626)
Royalties payable	(179)	366
	<hr/> (14,374) <hr/>	<hr/> 6,144 <hr/>

### 21 Commitments and contingencies

#### Purchase obligations

The Company has purchase obligations for supply to franchisees for food supplies, packaging and equipment of \$85,716,000 (January 3, 2021 – \$86,726,000).

### 22 Financial instruments and financial risk management

Food Services' financial instruments consist of cash and cash equivalents, accounts receivable, leases receivable, accounts payable and accrued liabilities and royalties payable.

#### Fair values

Management estimates that the fair values of cash and cash equivalents, accounts receivable, distributions receivable, accounts payable and accrued liabilities, and royalties payable approximate their carrying values given the short term to maturity of these instruments. The fair value of leases receivable approximates their carrying value as the implicit interest used to discount the base value is considered to be based on an appropriate credit and risk rate pertaining to Food Services.

#### Credit risk

The Company's exposure to credit risk is as indicated by the carrying amount of its accounts receivable and leases receivable. Receivables are due from franchisees and distributors. The Company does not believe it has a significant exposure to any individual franchisee. As at January 2, 2022, \$6,752,000 (January 3, 2021 – \$4,272,000) is receivable from one distributor.

# **A&W Food Services of Canada Inc.**

## **Notes to Consolidated Financial Statements**

**January 2, 2022 and January 3, 2021**

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(figures in tables expressed in thousands of dollars)

### **Liquidity risk**

The primary sources of liquidity risk are the royalty payment to the Partnership and dividends on the common shares. The primary sources of funds to pay the royalty and dividends are the fees from franchised restaurants and revenues from the development of franchised restaurants, the sale of food and supplies to franchisees and distributors, revenue from Company-owned restaurants and the sale of A&W Root Beer concentrate. The liquidity risk is assessed as low due to the nature of the income Food Services receives from the franchisees and the Company's ability to reduce future dividends if necessary.

### **Interest rate risk**

The Company has limited exposure to interest rate risk. The operating loan facility bears a floating rate of interest as disclosed in note 15. Cash and cash equivalents earn interest at market rates. All of the Company's other financial instruments are non-interest bearing.

## **23 Capital disclosures**

Food Services' capital currently consists of shareholder's deficiency. Food Services' capital management objectives have not changed, which are to have sufficient cash and cash equivalents to ensure the growth of the business, fund its investing activities, and pay royalties to the Partnership and dividends on its common shares to its shareholder after satisfaction of its debt service and income tax obligations, provisions for operating costs and general and administrative expenses, and retention of reasonable working capital reserves. Food Services manages its capital structure and makes adjustments to it in light of changes in economic conditions and the risk characteristics of the underlying assets. In order to maintain or adjust the capital structure, Food Services may adjust the amount of dividends paid to its shareholder.

## **24 Related party transactions and balances**

Royalty expense for the year was \$47,022,000 (January 3, 2021 – \$40,662,000), of which \$3,513,000 (January 3, 2021 – \$3,692,000) is payable to the Partnership by Food Services at January 2, 2022. In response to the onset of COVID-19, during the year ended January 3, 2021, Food Services deferred royalty payments payable to the Partnership for gross sales reported by restaurants in the Royalty Pool for the period from February 24, 2020 to May 17, 2020. As contemplated in the Amended and Restated Licence and Royalty Agreement, late payments of royalties accrue interest at the rate of 2% per annum over the prime rate. On December 3, 2020, Food Services paid the previously deferred royalty payments totalling \$7,448,000 plus accrued interest of \$184,000. The deferral of royalty payments in 2020 was unprecedented and Food Services did not defer any royalty payments during the year ended January 2, 2022.

During the year, Trade Marks declared and paid dividends of \$6,258,000 (January 3, 2021 – \$6,811,000) to Food Services.

During the year, the Fund declared distributions of \$2,065,000 (January 3, 2021 – n/a) payable to Food Services as a result of Food Services' ownership of Limited Voting Units. The \$234,000 distribution declared on December 9, 2021 paid to Food Services subsequent to the period-end on January 31, 2022 is reported as a current asset as at January 2, 2022 (January 3, 2021 – n/a).

# A&W Food Services of Canada Inc.

## Notes to Consolidated Financial Statements

January 2, 2022 and January 3, 2021

(figures in tables expressed in thousands of dollars)

During the year, Food Services recognized \$40,000 (January 3, 2021 – \$nil) as an offset to general and administrative expenses as a result of administrative and advisory services provided to Trade Marks and the Fund, all of which is reported in accounts receivable as at January 2, 2022 (January 3, 2021 – \$nil).

During the year, Food Services paid \$115,000 (January 3, 2021 – \$125,000) to a professional baseball club, of which a director of Food Services is a part owner, in exchange for advertising the A&W brand at the ballpark and tickets to the baseball games. At January 2, 2022, \$nil (January 3, 2021 – \$nil) is payable to the baseball club by Food Services.

### Key management compensation

Key management includes the Company's executive team. The compensation awarded to key management includes:

	52-week period ended January 2, 2022 \$	53-week period ended January 3, 2021 \$
Salaries, bonuses and other short-term employee benefits	4,174	3,354
Pension costs – defined contribution plan	145	171
Pension costs – supplementary retirement benefit plan	365	446
Total	4,684	3,971

### Dividends

During the year, Food Services declared and paid cash dividends of \$57,518,000 (January 3, 2021 – \$6,811,000) and non-cash dividends of \$17,092,000 (January 3, 2021 – \$nil) to its shareholder. Of the \$74,610,000 of total dividends paid in the year, \$66,287,000 related to the Reorganization transaction that occurred on April 16, 2021 (note 6). The remaining dividends paid during the year of \$8,323,000 (January 3, 2021 – \$6,811,000) were paid from working capital.

Other related party transactions are disclosed elsewhere within these consolidated financial statements.

## 25 Subsequent event

On January 5, 2022, the number of A&W restaurants in the Royalty Pool was increased by 34 new restaurants less 13 restaurants that permanently closed. The initial consideration for the estimated royalty revenue from the net 21 restaurants added to the Royalty Pool is \$21,472,000. The Partnership paid Food Services \$17,178,000 by issuance of 444,327 LP units, representing 80% of the initial consideration. The LP units were exchanged for 888,654 non-voting common shares of Trade Marks. The remaining 20% or \$4,294,000 and a final adjustment to the consideration based on the actual annual sales reported by the new restaurants will be paid in December 2022 by issuance of additional LP units, which may be exchanged for non-voting common shares of Trade Marks.