# ANNUAL REPORT 2023

## FRESHWATER FISH MARKETING CORPORATION

# Table of Contents

# Letter from the Chair of the Board

The Honourable Joyce Murray
Minister of Fisheries, Oceans and the Canadian Coast Guard

Dear Minister:

We are pleased to submit Freshwater Fish Marketing Corporation's (FFMC's) Annual Report in accordance with Section 150 of the *Financial Administration Act.* The Annual Report includes audited financial statements for the fiscal year ending April 30, 2023.

The past year was again challenging for the world and for FFMC. During the year the Corporation continued to advance its strategic objectives and meet its legislated mandate as prescribed in the *Freshwater Fish Marketing Act*. Although the Corporation achieved many of its planned objectives, competitive pressures and the protracted effects of the post-pandemic recovery including supply chain instability, labour availability and the impact of inflation affected FFMC's operations and financial performance.

I would like to express gratitude to my fellow Board members for their dedication in helping guide the Corporation through these continued challenging times. I would also like to thank FFMC's employees and leadership team in working to maintain the value of the Corporation for the Government of Canada.

In closing, I would like to acknowledge David Bevan who served as Chair from 2016 to 2022. On behalf of the full Board, I would like to recognize his leadership and contribution to FFMC and the industry. We thank David for his guidance and his commitment.

Respectfully submitted on behalf of the Board of Directors,

Kevin Stringer
Chair of the Board

# President's Message

During the 2023 fiscal year, FFMC continued to meet the unique needs of Canada's commercial inland fishery. While the past year remained challenging for the world on many fronts, we focused on our vision of being the industry leader in marketing Canadian premium-quality freshwater fish products from Lake to Plate®. As FFMC emerged from the global pandemic, operations were impacted by hyper-inflation, supply chain inefficiencies, and labour shortages. Increasing competitive factors in the industry also limited the success in achieving all our key performance indicators in 2023.

An additional complexity occurred in May of 2022 when FFMC's Lake Winnipeg barge – 'the MV Poplar River' sustained damage from an incident at the Corporation's dry dock in Hnausa, Manitoba. Although there was damage to the vessel and surroundings, no one was seriously injured. Unfortunately, this incident had a larger impact on our performance than originally anticipated and despite the persistence and dedicated work of our FFMC team, livelihoods of fishers and the transportation of goods and resources to affected Lake Winnipeg communities that depend on our barge services suffered major setbacks. The barge was successfully returned to full operational capacity by May of 2023.

Notwithstanding these adversities, the Corporation can be proud of its accomplishments during the year and while we didn't meet the full performance that was planned, initial payments to fishers were higher than last year. We improved our processing capability and expanded equipment capacity to meet fishery and customer needs. Over the course of the year FFMC conducted a pilot project to divert industrial volumes of fish by-product away from landfill into an economically viable, sustainable, carbon friendly compost process. We developed and offered new products to customers while supporting fishers, fish agents and fishing communities. During the year FFMC continued to work with fishers and government to advance the sustainability and eco-certification of commercial fisheries. As part of that process, in February of 2023, we received our chain of custody certificate from the Marine Stewardship Council (MSC) that allows FFMC to apply the MSC trademark to our fish products.

FFMC along with fishers, employees and customers face enduring economic uncertainties as we enter our 2023-2024 fiscal year. Interest rates have moved higher, economic growth is forecast to slow in many of the key markets where we sell our products and geo-political conflicts and tensions remain volatile. As we have for over 50 years, FFMC will continue to support all facets of Canada's inland freshwater fishery. Our commitment to industry partners, stakeholders and to the Government of Canada will remain strong and focused on our five overarching strategic initiatives:

- trusted brand of choice: to be the trusted, preferred partner for fishers and customers.
- operational excellence: efficient processes, state of the art systems in logistics and supply chain management.
- culture of performance: confidence, optimism, and a sense of team supported by transparent communication.
- diversify revenue: leverage core competencies in logistics, custom processing to access new sources of revenue.
- maintain value: maintain the value of FFMC for the Government of Canada through transformation.

Stan Lazar
President and Chief Executive Officer

# Corporate Governance

## Corporate Profile

Freshwater Fish Marketing Corporation (herein referred to as Freshwater, FFMC, or the Corporation) is a self-sustaining Crown corporation established in 1969 under the *Freshwater Fish Marketing Act*. Freshwater was created to market and trade in fish, fish products and fish by-products within and outside of Canada.

Freshwater is the buyer, processor, and marketer of all commercially caught freshwater fish from our mandate regions of Alberta and the Northwest Territories. In Saskatchewan and Manitoba, the Corporation has established supply contracts with fishers to match the open market supply environment in those provinces with market demand for our products.

Freshwater operates a complex supply chain of delivery points, agents, temperature-controlled transport, and processing and inventory management systems.

Freshwater's brand continues to represent a global benchmark with respect to the production of top quality wild-caught Canadian freshwater fish. In the Midwest United States, walleye marketed by Freshwater is a premier choice for chefs when placing walleye on their menus. Freshwater is a large and trusted supplier of lake whitefish and lake whitefish caviar to Finland and a key supplier of tullibee roe in Scandinavia. Freshwater continues to be the dominant supplier to the northern pike market in France, both with minced and new product innovations. Freshwater is the largest individual supplier of freshwater fish products to the American gefilte fish market and maintains a kosher-certified processing facility.

Freshwater has earned a solid reputation based on product reliability, quality, and safety. Freshwater is a recognized industry leader with an internationally established and highly endorsed brand of excellence.

## Ensuring Effective Governance

Freshwater is committed to maintaining a strong governance framework that guides our leadership and strengthens the reputation and value that we have earned across global and domestic markets. Freshwater is committed to meeting our legislated mandate, and maintaining the Corporation's underlying value for the Government of Canada.

The Board of Directors (the Board) has overall responsibility to oversee the management of the Corporation's business and affairs. In exercising its powers and performing its duties, the Board must act honestly and in good faith with a view to the best interests of the Corporation, which involves considering the interests of fishers, employees, and our sole shareholder, the Government of Canada, in accordance with our governing by-laws and applicable legislation.

To fulfill its stewardship responsibilities, the Board establishes and approves Freshwater's strategic direction through a five-year corporate plan, and reviews and approves major strategies and goals. The board exercises due diligence by assessing risks and opportunities, ensuring the integrity of financial results, and providing timely reports to the Government of Canada.

The Board has eight available positions and at April 30, 2023, consisted of seven Directors, including the President. As of April 30, 2023, one position was vacant. The Board and its Committees hold in camera sessions without the presence of the President. The Board of Directors met 13 times in 2023.

Two standing committees assist the Board in discharging its responsibilities: the Audit Committee and the Governance Committee. Between May 1, 2022, and April 30, 2023, these committees met a combined total of 6 times. The Board maintains FFMC's governance structure by reviewing and updating the Board and Committee mandates annually.

| Board member | Term | Committee membership | Committee meeting attendance | Board meeting attendance |
|---|---|---|---|---|
| David Bevan | 18-03-26 – 22-10-31 | Audit and Risk | 2 of 2 | 8 of 8 |
| Karlene Debance | 21-07-01 – 25-06-30 | Governance | 2 of 2 | 11 of 13 |
| Thomas Colosimo | 19-06-19 – 26-06-18 | Governance | 2 of 2 | 13 of 13 |
| Vincent Crate | 19-06-19 – 25-09-14 | Audit and Risk | 4 of 4 | 11 of 13 |
| Dana Gregoire | 18-06-29 – 23-06-28 | Governance | 2 of 2 | 12 of 13 |
| Stanley Lazar | 17-04-12 – | The CEO is not a member of any specific Committee | | 13 of 13 |
| Micah Melnyk | 18-06-29 – 23-06-28 | Audit and Risk | 4 of 4 | 13 of 13 |
| Kevin Stringer | 22-11-01 – 24-10-31 | Audit and Risk | 2 of 2 | 5 of 5 |

## Governance framework

In addition to the Board, FFMC's governance framework includes two committees to guide corporate decision-making.

The Governance Committee is a committee of the Board with specific responsibility for assisting the Board in its oversight duties by evaluating and recommending to the Board corporate governance practices applicable to the Corporation. The Governance Committee is also responsible to assist the Board in ensuring that FFMC management has established appropriate policies and procedures, that they follow appropriate and best practices, respect the spirit and intent of relevant Government guidance and goals, and comply with applicable legislation. The Committee also leads the Board in its review and assessment of the Board's performance.

The Audit and Risk Committee ensures the adequacy of and has oversight for risk management, internal controls, financial reporting, the internal and external audit processes, FFMC's system of internal controls, compliance with FFMC's Foreign Exchange Hedging Policy and compliance with laws and regulations. The Audit and Risk Committee plays a key role in assisting the board to fulfill its oversight responsibilities and reports the results of its activities to the Board on a regular basis.

# Board of Directors

**THOMAS COLOSIMO**
Hay River, Northwest Territories
**Occupation:** Retired Superintendent, Industry, Tourism and Investment, Government of the Northwest Territories
**Served on Board:** 4 years

**VINCENT CRATE**
Koostatak, Manitoba
**Occupation:** Fisher
**Served on Board:** 4 years

**KARLENE DEBANCE**
Winnipeg, Manitoba
**Occupation:** Chief Executive Officer, S.A.M Management
**Served on Board:** 2 years

**DANA GREGOIRE**
Toronto, Ontario
**Occupation:** Lawyer
**Served on Board:** 5 years

**KEVIN STRINGER**
**Chairperson of the Board**
Ottawa, Ontario
**Occupation:** Retired Associate Deputy Minister, Fisheries, Oceans and the Canadian Coast Guard, Government of Canada
**Served on Board:** 1 year

**STANLEY LAZAR**
**President and Chief Executive Officer**
Winnipeg, Manitoba
**Served on Board:** 6 years

**MICAH MELNYK**
Ottawa, Ontario
**Occupation:** Consultant
**Served on Board:** 5 years

1 vacant position

## Audit and Risk Committee

**Chair:** Micah Melnyk
**Members:** Vincent Crate, Kevin Stringer

## Governance Committee

**Chair:** Dana Gregoire
**Members:** Thomas Colosimo, Karlene Debance

## Corporate Officers and Senior Management

**DAVID BERGUNDER**
Vice-President, Field Operations

**ROBERT BLACK**
Vice-President, Sales, and Marketing

**AUDREY COMTE**
Vice-President, Operations

**REECE DRYSTEK**
Vice-President, Finance

**DAWN KJARSGAARD**
Director, Plant Operations

**STANLEY LAZAR**
President and Chief Executive Officer

**SUSAN YOUNG**
Vice-President, Human Resources and Government Services

To see FFMC's Board of Directors and Senior Leadership Team biographies, please go to: https://www.freshwaterfish.com/leadership/

# Management Discussion and Analysis

This Management Discussion and Analysis (MD&A) provides a narrative outlining the financial results and operating performance for the year ending April 30, 2023, for the Freshwater Fish Marketing Corporation (FFMC). This discussion should be read with the audited financial statements and accompanying notes for the fiscal year ending April 30, 2023, which were prepared in accordance with International Financial Reporting Standards (IFRS). The information presented in this MD&A is current to July 10, 2023, unless otherwise noted.

Management is responsible for the information presented in the annual report and this MD&A. The Board of Directors approved the content of this MD&A and the audited financial statements on July 10, 2023.

### MATERIALITY

In assessing what information to provide in this MD&A, management applies the materiality principle as guidance for disclosure. Management considers information material if its omission or misstatement could reasonably be expected to influence decisions that the primary users make based on the financial information included in this MD&A.

### FORWARD-LOOKING STATEMENTS

Readers are advised to refer to the cautionary language included at the end of this MD&A when reading any forward-looking statements.

## Executive Summary

FFMC's international reach extends through both food service and retail marketing channels. FFMC is one of the world's largest and most consistent suppliers of wild-caught walleye, lake whitefish, mullet, and northern pike. FFMC provides western and northern Canadian fishers access to global customers as a brand leader in several foreign markets.

FFMC's stringent handling, transportation, and processing standards ensure all fish products meet regulatory requirements. FFMC works closely with the Canadian Food Inspection Agency to ensure its supply chain meets federal and customer requirements for food safety and quality.

Commercial fishing is often one of the few primary economic opportunities available to residents in the many remote and northern communities FFMC serves. In many communities where FFMC operates delivery points, the fishery is the main opportunity for economic development. FFMC's presence fosters independent business ownership and increases employment in rural and remote regions of Canada.

Canadian freshwater fish, by virtue of the lakes from where the fish are caught, are an abundant and healthy resource. All species are wild caught from pristine lakes in northern and western Canada. FFMC works with and supports regulators and governments to help monitor and contribute to maintaining long-term sustainable fish populations.

Freshwater buys all fish offered for sale either through its legislated mandate or through fish-purchase contracts. FFMC balances wild-caught supply with market demand. FFMC sells most of its products frozen, coordinating supply with demand and increasing returns to fishers.

Canada's commercial inland fishery and FFMC have contributed to the economic prosperity of many fishing communities in western and northern Canada for over half a century. While FFMC has played a far-reaching role in the commercial inland fishery, conditions in the industry have changed. In 2011, the Province of Ontario withdrew from the *Freshwater Fish Marketing Act (FFMA)*, followed by Saskatchewan in 2012 and Manitoba in 2017. These provinces no longer require fish harvesters within their jurisdictions to supply their fish to FFMC. This has created an open-market supply environment for fish.

Recognizing these industry changes, the Government of Canada is assessing transforming ownership and governance of FFMC to better reflect the environment and market conditions of today's inland fishery. The Corporation is awaiting the Government of Canada's decision on a path forward. Until a final decision on the future of the Corporation is made, FFMC will maintain its role in Canada's freshwater fishing industry and meet its legislated mandate.

FFMC's activities remain consistent with the Government of Canada's priorities.

## Significant events

### LAKE WINNIPEG TRANSPORT VESSEL

In May of 2022 FFMC's Lake Winnipeg barge – 'the MV Poplar River' sustained damage from an incident during routine maintenance at the Corporation's dry dock in Hnausa, Manitoba. Although there was damage to the vessel and surroundings, no one was seriously injured. This incident had a large impact on FFMC's 2023 performance and despite the persistence and dedicated work of FFMC's recovery team, livelihoods of fishers and the transportation of goods and resources to affected Lake Winnipeg communities suffered major setbacks. The barge was successfully returned to full operational capacity by May of 2023.

### INTENSIFYING COMPETITION FOR FISH DELIVERIES

The competitive intensity for fish supply, particularly in Manitoba, continues to grow. FFMC fish deliveries as a percentage of total provincial fish deliveries in Manitoba have declined since the open market was established in that province. The Corporation is diligently pursuing initiatives to ensure the continuity of its fish supply.

### COVID-19 PANDEMIC

As the COVID-19 pandemic subsided, and with processing operations safely continuing at its processing facilities, FFMC eased some of its health and safety protocols in keeping with public health guidelines. The revised protocols continue to ensure the health and safety of fishers and employees. A return to more normal business operations including business travel and in-person communications with fishers, fisher agents and other FFMC stakeholders resumed by the fall of 2022.

### WALLEYE SUPPLY

The total allowable catch for walleye on Lake Erie again increased in the 2022 calendar year. Walleye caught in Lake Erie has increased by 4 million kilograms over the last 10 years. When FFMC walleye harvests are added, a general over-abundance of Canadian walleye is affecting the supply and demand equilibrium for the species. Lake Erie has become the dominant Canadian supplier of walleye impacting selling prices across global markets.

### REVITALIZATION STRATEGY FOR GREAT SLAVE LAKE

The Government of the Northwest Territories (GNWT) is constructing a new fish plant in Hay River in support of its strategy to revitalize the NWT commercial fishery. On April 30, 2023, the new fish processing plant was in the final stages of construction and commissioning. The plant will be operational for the 2023 open water season. In the last quarter of the fiscal year, GNWT's Department of Industry, Tourism and Investment sought FFMC's expertise to collaborate in operating the plant beginning in the summer of 2023. In April 2023, FFMC and the GNWT entered into an agreement that will see FFMC operate the new plant for a three-year period of transitional training and capacity-building. Concurrently, the Corporation is collaborating with Crown-Indigenous Relations and Northern Affairs Canada and consulting with Indigenous groups to divest of FFMC's processing facility and federal Crown land in Hay River.

### TRANSFORMATION OF FFMC

In support of The Report of the Ministerial Advisory Panel on the Transformation of the Freshwater Fish Marketing Corporation, released in 2019, the Government of Canada continues its assessment of alternative governance and ownership models for the Corporation to reflect the current environment and market conditions of Canada's inland commercial fishery.

### CORPORATE PLAN

On February 17, 2023, Freshwater's Board of Directors approved the 2023/24 to 2027/28 Corporate Plan. The Plan was submitted to the Minister of Fisheries and Oceans and the Canadian Coast Guard and has been approved by the Treasury Board.

### ORGANIZATIONAL UPDATE

During the year, there were changes to Freshwater's Leadership team. Denis Lavallée, FFMC's Chief Financial Officer, announced his retirement from the Corporation effective April 30, 2023. We thank Denis for his years of service to FFMC. To ensure a successful succession, Reece Drystek was hired in November of 2022 to transition to the role and assume leadership and oversight for the Corporation's financial functions upon Denis's retirement.

### MARINE STEWARDSHIP COUNCIL CHAIN OF CUSTODY

Throughout the year FFMC continued to work with fishers and government to advance the sustainability and eco-certification of lakes within the commercial fishery. In February of 2023, FFMC received its Marine Stewardship Council (MSC) Chain of Custody certificate that provides assurance that eco-certified fish products are kept separate from non-eco-certified products throughout the supply chain. FFMC's certificate allows the Corporation to use the MSC blue fish label on its products that can be traced back to MSC certified sustainable fisheries.

## Government priorities and direction

FFMC's priorities and activities align with government-wide priorities. Government-wide priorities are outlined in the Speech from the Throne and the Budget Plan. FFMC contributes to government-wide priorities in the following ways:

### GENDER-BASED ANALYSIS PLUS (GBA+)

FFMC uses and considers GBA+ when developing policies, practices and negotiating collective agreements. Collective bargaining agreements for represented employees address gender-based biases and wage equality. Approximately 44% of FFMC employees identify as women and are paid equal wages. 51% of FFMC employees have recently immigrated to Canada bringing a diversity of cultural backgrounds. 16% of men and 6% of women employed by FFMC are Indigenous. FFMC is committed to supporting a workforce that reflects the diversity of Canada's population. This includes continuously reviewing and revising FFMC policies, practices, and behaviours to ensure the Corporation does not discriminate against individuals or groups and operates with inclusiveness. During its annual reviews of corporate policies, GBA+ data is reviewed to ensure compliance.

### DIVERSITY AND EMPLOYMENT EQUITY

Diversity means a rich pool of backgrounds, abilities, strengths, and schools of thought working together. As a federal Crown corporation, FFMC is committed to building a workforce that reflects the diversity of its industry and of the Canadian workforce. FFMC is a welcoming and inclusive workplace that attracts and retains talent from diverse backgrounds. FFMC's diversity strategy supports the Government of Canada's commitment to diversity, and FFMC is working toward having a workforce that reflects the diversity of the industry and communities our employees work in.

In terms of FFMC's broader diversity, FFMC employs up to 430 employees with peak employment in June and throughout September and October. The Corporation's workforce includes 44% women, 22% Indigenous, 3% persons with disabilities and 38% members of visible minorities. Individuals can identify in more than one equity group and all disclosures are voluntary.

### SUSTAINABLE DEVELOPMENT AND GREENING GOVERNMENT OPERATIONS

In Canada and abroad, the effects of climate change are becoming evident. Impacts such as coastal erosion, thawing permafrost, increases in heat waves, droughts and flooding, ecosystem changes, and risks to critical infrastructure and food and water security are being felt in Canada and globally. The Government of Canada's response to climate change requires action to reduce greenhouse gas emissions to the atmosphere and increase the resiliency of assets, services, and operations to adapt to the changing climate. Greening government operations support Canada's sustainability goals already established under the Paris Agreement on climate change and in the Pan-Canadian Framework on Clean Growth and Climate Change. It also contributes to objectives in the federal government's Greening Government Strategy, including those to reduce environmental impacts beyond carbon, including on waste and water.

In 2023 FFMC conducted a pilot project to divert industrial volumes of fish by-product away from landfill into an economically viable, sustainable, carbon friendly compost process. Five hundred metric tons of fish processing by-product was used for the pilot utilizing a variety of recipes to determine the most economical recipe for composting FFMC fish processing by-product. The current disposal method is to send the waste to a landfill and bury the by-product. This method of disposal is costly and produces large volumes of methane gas. Composting will provide significantly higher environmental value as finished product that will be used for agricultural production. Further, conservative estimates are that FFMC could save up to $800 per 25 metric tonnes using the new process. Carbon offsets would also be available to be utilized by the Corporation.

### INDIGENOUS RELATIONSHIPS

In many communities where Freshwater operates delivery points, the fishery is the only opportunity for economic development. FFMC's presence fosters independent business ownership and increases employment in rural and remote regions of Canada. Supporting the social and economic inclusion of Indigenous peoples is a priority for the Corporation. FFMC's role in fostering the inland Canadian fishery ensures that Indigenous communities and peoples have greater access to opportunities. Commercial fishing is often one of the primary economic opportunities available to residents in the many remote and northern communities the Corporation serves.

### SAFE AND RESPECTFUL WORKSPACES

As a federal employer, FFMC has an obligation to provide a workplace that is civil, respectful, and free of harassment. FFMC is committed to providing a harassment-free workplace and endeavours to provide a work environment that is supportive of the dignity and self-esteem of every person. FFMC is also committed to providing a violence-free workplace where any act of violence is unacceptable and will not be tolerated. Factors that may contribute to violence or harassment in the workplace that FFMC is made aware of or that are reported are dealt with or investigated.

### ETHICAL AND SUSTAINABLE SUPPLY CHAINS

FFMC is committed to upholding human rights and international labour standards. FFMC has policies that ensure goods produced by forced labour do not enter Canada and that operations are not contributing to human rights abuses. FFMC has set standards and norms that suppliers and sub-contractors of goods and services apply the highest ethical and sustainability standards across their supply chains.

## Compliance with legislative and policy requirements

FFMC is governed by the *Freshwater Fish Marketing Act*. FFMC is also subject to other federal legislation. FFMC complies with Treasury Board policies, Governor in Council directives, ministerial directives, and other federal, provincial, and municipal legislation such as land titles, individual property, environmental protection, food safety, and occupational health and safety legislation.

### COVID-19 VACCINATION MANDATE ALIGNMENT

In the fall of 2021, FFMC met the expectations of the Government of Canada to fully align its vaccination mandate with the *Policy on COVID-19 Vaccination for the Core Public Administration, Including the Royal Canadian Mounted Police*. In June of 2022, the Government of Canada announced the suspension of the policy. At that time FFMC suspended the vaccination mandate requirement. FFMC is prepared to adjust to any changes as this mandate may evolve in the future.

### TRAVEL AND HOSPITALITY EXPENDITURES

The following table summarizes the travel and hospitality expenditures incurred for the year ended April 30, 2023. Travel costs increased as the world reopened and FFMC was again able to connect with its customers, fishers, and Board of Directors in person.

| (in thousands of Canadian dollars) | 2023 | 2022 | $ change | % change |
|---|---|---|---|---|
| Travel | 274 | 142 | 132 | 93 |
| Hospitality | - | 11 | (11) | (100) |
| **Total travel and hospitality expenditures** | **274** | **153** | **121** | **79** |

## Performance indicators

To achieve its Vision and Mission, its mandated objectives and to support the priorities of the Government of Canada, the Corporation establishes strategic goals and performance targets and measures its financial and operational performance against those targets. FFMC continues to execute on its strategic vision. FFMC's strategic vision is focused on five initiatives – trusted brand of choice, operational excellence, culture of performance, diversify revenue and maintain value.

FFMC engages in reviews on a regular basis focusing on financial and operational key performance indicators. Progress against the Corporation's strategic initiatives are reviewed regularly with appropriate follow-up actions to meet the objectives of the strategic plan. Comprehensive monthly performance reviews with the Senior Leadership Team and quarterly performance reviews with the Board of Directors focus on financial performance, species performance, fish deliveries, marketing performance, processing operations and human resources to monitor progress against commitments in the Corporate Plan.

FFMC uses a strategic management model as a framework to evaluate its performance and to define the major activities under critical business outcomes. For each outcome or objective, FFMC has developed key performance indicators that represent success

## Results of operations

### RETURNS TO FISHERS

Total returns to fishers were $30.7 million compared to 2022-2023's plan of $31.1 million and $23 million in 2022. Fish deliveries were 900,000 kilograms lower than plan. Depressed Whitefish stocks and the loss of the MV Poplar River to transport fish from the north basin of Lake Winnipeg were the primary contributors to lower than planned deliveries and returns to fishers. The performance summary on page 14 provides results for 2023 and a historical comparison of returns to fishers and fish deliveries.

### SALES REVENUE

During the first half of the year, sales revenues grew on higher customer orders as COVID restrictions were relaxed and diners returned to in-person dining, increasing demand for our products. With inflation eroding the purchasing power of consumers and the cost of food, in the second half of the year, the Corporation saw a weakening in demand for some of its products, particularly in European markets where inflation has been running higher than in North America. Overall, in 2023 sales revenues were slightly lower than planned levels but more than last year.

### PROCESSING EXPENSES

Throughout the year, processing operations were impacted by inflation, supply chain inefficiencies, and labour shortages. Increased sales volumes contributed to higher variable expenses as more packaging, labour and operating supplies were used to process higher volumes of fish. The Corporation prudently managed its variable processing costs, however, the economic turbulence the world experienced during the year disproportionately increased fixed processing costs for the Corporation. Insurance premiums, and utility and maintenance costs were particularly impacted from the post-pandemic economic volatility much of the world is experiencing.

| Performance Indicator | 2023 Performance Target | 2023 Actual Performance |
|---|---|---|
| Profit before final payment and income tax | $1.9 million | $(.34) million |
| Percent return to fishers | 43.0% | 48.0% |
| Retained earnings | $17.3 million | $16 million |
| Reduce expenses | Meet FY2022/23 operating plan of $74.6 million | 1.4% lower than target |
| Gross and net sales revenue | Meet FY2022/23 sales target of $75 million | 2.3% lower than target |
| Direct labour efficiency | Meet FY2022/23 direct labour efficiency targets | 1.7% higher than target |
| Operational costs per kg | Meet targeted FY2022/23 operational costs per kg | 2.3% higher than target |
| Initial payments to fishers | $31.1 million | $30.7 million |
| Fish delivery volume | 11.3 million kilograms | 10.4 million kilograms |
| Employee attendance | 2% improvement over FY2021/22 actual | 0.3% decrease over FY2021/22 actual |
| Inventory levels | Meet planned inventory targets | 2.8% higher than target |

### MARKETING AND ADMINISTRATIVE (M&A) EXPENSES

In support of several of its strategic initiatives, M&A expenses were above planned levels in 2022-2023. As the Corporation returned to more normal business operations post-pandemic, business travel including trade show attendance and in-person communications with customers, fishers, fisher agents and other FFMC stakeholders resumed by the fall of 2022. Salaries and benefits were higher than last year as the Corporation executed its succession planning strategy over the year.

### NET FOREIGN EXCHANGE AND DERIVATIVE GAIN/LOSS

The Corporation uses derivative financial instruments to manage financial risk and fluctuations in foreign exchange rates and interest rates. These instruments are economic hedges. As both interest rates and USD/CAD foreign exchange rates rose during the year, the Corporation benefited from a gain on interest rate swaps and on its foreign exchange hedging contracts.

### OTHER REVENUE AND EXPENSES

Damage sustained from the Poplar River barge incident in May 2022 had a significant impact on FFMC's financial performance. To allow fishers affected by the incident to participate in the 2022 fishery and to ensure a continuity of fish supply, FFMC implemented a comprehensive contingency plan soon after the incident. Substantial unplanned expenses were incurred to execute that plan. In addition to unplanned contingency expenses, the Corporation forfeited freight revenues usually earned during the open water season for hauling goods into northern remote communities that depend on the barge. Even though some fish volumes were recovered from affected delivery points, FFMC only received 57% of normal fish deliveries from the affected areas, resulting in lost sales margins during the year. The vessel has been recertified by Transport Canada and is operating on Lake Winnipeg. The Corporation is pursuing legal action for damages from the incident. The financial impact is not determinable at this time.

### FINANCE COSTS

Along with central banks around the world, the Bank of Canada has been following a quantitative tightening policy and raising its policy rate to address 40-year high inflation rates. For FFMC, borrowing rates for working capital funds have increased from 1.3% in 2022 to 4.95% in 2023, increasing the Corporation's finance costs to their highest levels since the 2008 financial crisis.

### CAPITAL EXPENDITURES

Capital expenditures to April 30, 2023, were $2.4 million. Capital investment is required for infrastructure and equipment to effectively and efficiently handle, transport and process fish throughout the supply chain. Also included are capital expenditures to increase the capacity and processing capabilities of the Winnipeg plant.

### RETURNS TO FISHERS

FFMC uses a payment structure that determines initial and final payments under a pooling system. Final payments are calculated by allocating receipts and costs by fish species. At the end of the fiscal year, an appropriate portion of net income from each species pool is allocated to long-term reinvestment in the Corporation. After the annual audit by the Office of the Auditor General of Canada, Freshwater determines final payments from the pooled receipts. Final payments are generated from any corporate cash surpluses. Total returns to fishers are $30.7 million. The table on page 14 provides results for 2023 and a historical comparison.

### RETAINED EARNINGS

Freshwater's targeted retained earnings level has been established as a minimum of 20% of its annual net sales. As of April 30, 2023, Freshwater's retained earnings are $16.0 million, 22% of net sales revenue.

## Liquidity and capital resources

### CASH FLOWS

Cash outflows from operating activities were primarily affected from increases in working capital requirements for Accounts Receivable and Inventories.

Cash used in investing activities was $2.4 million, slightly more than in 2022. Most of the investment was for capital improvements that were made to enhance the processing capability and operating efficiency of the Winnipeg plant.

Cash flows from financing were negative as the Corporation paid off a $20 million banker's acceptance loan during the year.

### BORROWING FACILITIES

FFMC's borrowings are composed of term demand installment debt and working capital debt. Term demand installment debt is used for investment in equipment and infrastructure at FFMC's facilities. Borrowings for working capital are necessary to meet the Corporation's' short-term operating needs. Notes 10 and 11 to the financial statements provide full details on FFMC's borrowing facilities.

### FINANCIAL RISKS

FFMC is exposed to market risks that arise from movements in the commodity prices of fish and foreign exchange rates. Fish purchased for processing and subsequent sale in world markets is subject to price volatility. Foreign exchange risk arises from exchange rate movements on sales made by the Corporation. FFMC operates a prudent hedging program that uses financial instruments to manage its exposure to market risks.

## Risks to performance

Management considers risks and opportunities at all levels of decision-making. The Corporation's performance is influenced by many factors including competitive pressures, economic conditions, volatility of fish deliveries and conditions in the markets where we sell our products. Also, as a Crown corporation governed under a legislative framework, FFMC's performance could be impacted by changes to shareholder objectives or directions given by governing bodies. Under the guidance of the Board of Directors and the Audit and Risk Committee, the senior leadership team manages the Corporation's risk management process. It focuses on the identification and management of the key risks that could impact the achievement of Freshwater's strategic objectives. As part of its oversight process, the Board reviews Freshwater's risk profile on a quarterly basis and actively contributes to the risk management process.

Freshwater's risk management framework and practice are consistent with guidance issued by Treasury Board and subject to review by internal audit. A register of risks is maintained and updated regularly; it evolves as new risks are identified and existing ones are mitigated.

By systematically integrating risk management as a key process across the Corporation, FFMC strives to create value for fishers and to compete effectively in world markets. FFMC's seven major categories of risk are demand, strategic, financial, operational, people, resource supply and climate change.

FFMC uses its risk management framework as a crucial mechanism for both mitigating the risks faced by the Corporation and identifying future opportunities. The mechanism ensures that risks are identified, assessed, managed, monitored, and reported on in a comprehensive manner. Management considers risks and opportunities at all levels of decision-making.

As of April 30, 2023, the Corporation has identified the following key risks that could materially impact the achievement of its strategic objectives.

### MACRO-ECONOMIC PRESSURES

The global economy continues to experience many turbulent challenges. Tightening financial conditions, geo-political conflicts and tensions, and the lingering COVID-19 pandemic are all affecting the Corporation's operations and financial performance. Monetary and fiscal policies are influencing demand for some of FFMC's products as interest rates are increased to lower inflation. The economies in some FFMC markets are in a growth slowdown or contraction. A deceleration in economic activity is concerning for the Corporation in terms of demand and selling prices for our products. FFMC is facing inflationary cost increases in all areas that are difficult to recover through selling prices in the short-term, resulting in compressed margins.

### IMPACT OF OPEN MARKET COMPETITION ON FISH DELIVERIES

The competitive intensity for fish supply in Manitoba continues to grow. Total FFMC fish deliveries as a percentage of provincial fish deliveries in Manitoba has declined since the open market was established. The intensity of the open market competition is materially impacting the Corporation's operational and financial performance. Aggressive competitors have firmly established operations in the southern basin of Lake Winnipeg and the Corporation expects this to expand into Saskatchewan and other parts of Manitoba.

As part of its strategic plan, FFMC has initiatives in place to recover fish deliveries lost to increasing competition. FFMC utilizes a comprehensive regional supply development plan that has been incorporated into the financial projections in the 2023/24 to 2027/28 Corporate Plan. The financial plan includes a detailed analysis of the effect on fish supply from competitors that have emerged because of open-market legislation in the provinces of Manitoba and Saskatchewan. The fish supply plan is updated throughout the year as competitive intelligence of the supply market and resource supply factors such as local weather, and lake and stock conditions change.

### WALLEYE SUPPLY

The growth in walleye supply from Lake Erie will continue to impact FFMC for the foreseeable future. The increase in walleye available in Lake Erie has provided competitors with abundant fish supply to compete against FFMC in key sales markets such as the U.S. Midwest and New York. When FFMC walleye harvests are added, a general over-abundance of Canadian walleye is affecting the supply and demand equilibrium for the species. Lake Erie has become the dominant Canadian supplier of walleye impacting selling prices across FFMC's global markets.

### FOREIGN CURRENCY EXCHANGE

A sizable portion of the Corporation's revenue is in U.S. dollars, which exposes FFMC to foreign exchange risk and fluctuations in international currency exchange rates.

Freshwater utilizes a hedging strategy that covers 80% of foreign exchange exposure. Freshwater does not hedge 100% of foreign exchange exposure given the volatility of deliveries in a wild-caught fishery.

### LACK OF ECO CERTIFICATION

Increasingly, customers are requiring proof of sustainable harvesting for fish being supplied by FFMC. Without eco-certification, reduced customer demand could occur.

FFMC is partnering with fishers and the government of Manitoba to stress the importance of customers' requirements for eco-certification. FFMC is sharing market information with the Province of Manitoba to support programs supporting eco-certification of Manitoba lakes.

### MANDATE AND TRANSFORMATION OF THE FFMC

FFMC is a Crown corporation solely owned by the Government of Canada and governed primarily under the *Freshwater Fish Marketing Act (FFMA)* and the *Financial Administration Act (FAA)*. The successive withdrawal of provinces as signatories to the *FFMA* and the subsequent transformation process currently in progress regarding the future of the Corporation creates uncertainty about the future mandate of the FFMC. This lack of certainty may influence some commercial harvesters to consider alternative buyers for their fish.

### CLIMATE CHANGE

Climate change is affecting fish supply, fish deliveries and fish habitats. The effect of climate change on FFMC is expected to intensify. Climate change consequences on the fishery include lake water temperature changes, changes in species mix, adjustments to spawning patterns and timing and lengths of fishing seasons. The unpredictability of the repercussions from climate change is having social and economic consequences for fishers, fish agents and for the Corporation. FFMC will continue to leverage its relationships with government to stress the importance of developing effective adaptation strategies that consider the economic and social consequences of climate change on the fishery.

## Outlook

The Freshwater Fish Marketing Corporation has played a pivotal role in meeting the unique needs of Canada's commercial inland fishery for over 50 years. The Corporation's purpose remains true to its 1969 legislated mandate in its current mission statement: *To maximize long term returns to commercial fishers through securing supply, creating an orderly market, promoting international markets, and increasing trade in freshwater fish.*

Canada's commercial inland fishery and FFMC have contributed to the economic prosperity of many fishing communities in western and northern Canada for over half a century. While FFMC has played a far-reaching role in the commercial inland fishery, conditions in the industry have changed.

Manitoba and Saskatchewan's withdrawal from the *FFMA*, the diversity of the biomass and sustainability of the fish resource, and changes in the marketplace, including consumer preferences, all underline the urgency for change in the Canadian inland fishery to meet the needs of those with a stake in the fishery. The Government of Canada continues its assessment of alternative governance and ownership models for the Corporation to reflect the current environment and market conditions of Canada's inland commercial fishery.

## Forward-looking statements

This annual report, including this MD&A, contains forward-looking statements that reflect management's expectations regarding Freshwater's objectives, plans and strategies. Forward-looking statements are typically identified by words or phrases such as "plans," "anticipates," "expects," "believes," "estimates," "intends" and other similar expressions. These forward-looking statements are not facts, but only estimates regarding expected performance and results of operations (assumptions). While management considers these assumptions to be reasonable based on available information, they may prove to be incorrect. These estimates of future results are subject to several risks, uncertainties and other factors that could cause actual results to differ materially from what Freshwater expects. These risks, uncertainties and other factors include, but are not limited to, those risks and uncertainties set forth above in the Risks to Performance, as well as in note 5 – Financial Instruments and Financial Risk Management to Freshwater's financial statements. To the extent Freshwater provides future-oriented financial information or a financial outlook, such as future operational and financial performance, Freshwater is providing this information for the purpose of describing future expectations. Therefore, readers are cautioned that this information may not be appropriate for any other purpose. Furthermore, future-oriented financial information and financial outlooks, as with forward-looking information generally, are based on the assumptions and subject to the risks.

Readers are urged to consider these factors carefully when evaluating these forward-looking statements. Considering these assumptions and risks, the events predicted in these forward-looking statements may not occur. Freshwater cannot assure that projected results or events will be achieved. Accordingly, readers are cautioned not to place undue reliance on the forward-looking statements.

The forward-looking statements included in this annual report are made only as of July 10, 2023, and Freshwater does not undertake to publicly update these statements to reflect new information, future events, or changes in circumstances or for any other reason after this date.

# Ten Year Performance Summary

## Fiscal Year ended April 30

**(in millions of Canadian dollars)**

| | 2023 | 2022 | 2021 | 2020 | 2019 | 2018 | 2017 | 2016 | 2015 | 2014 | 2013 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Sales** | 73.2 | 70.1 | 60.3 | 70.5 | 77.6 | 73.8 | 75.8 | 73.2 | 71.0 | 68.5 | 63.5 |
| **Income (Loss) Before Final Payments and Income Tax** | -0.3 | 0.7 | 0.5 | (3.1) | 0.9 | 8.3 | 7.6 | 5.1 | 6.2 | 3.3 | 4.5 |
| **Fish Purchases** | 35.3 | 26.0 | 20.9 | 32.8 | 36.9 | 35.5 | 32.0 | 32.6 | 29.5 | 28.0 | 27.4 |
| **Income Before Income Tax Plus Fish Purchases** | 35.0 | 26.7 | 21.4 | 29.7 | 37.8 | 43.8 | 39.6 | 37.7 | 35.7 | 31.3 | 31.9 |
| **Accounts Receivable** | 9.9 | 7.2 | 6.1 | 7.0 | 9.2 | 8.5 | 10.2 | 8.7 | 6.6 | 7.1 | 6.4 |
| **Inventory – Processed Fish Products** | 13.7 | 8.4 | 15.7 | 24.6 | 25.8 | 25.8 | 18.5 | 18.6 | 15.4 | 12.6 | 12.7 |
| **Inventory – Packaging Material and Parts** | 2.3 | 2.4 | 2.4 | 2.3 | 2.1 | 1.3 | 1.1 | 1.1 | 0.8 | 0.9 | 1.1 |
| **Capital and Intangible Assets – Net Book Value** | 19.4 | 18.9 | 18.7 | 19.6 | 20.6 | 20.2 | 20.3 | 20.0 | 19.4 | 20.9 | 21.2 |
| **Loans Payable** | 24.4 | 33.9 | 19.5 | 32.9 | 32.9 | 26.8 | 23.6 | 24.6 | 21.3 | 26.0 | 27.2 |
| **Retained Earnings** | 15.9 | 16.2 | 16.5 | 16.1 | 18.4 | 18.2 | 14.9 | 11.9 | 10.4 | 8.2 | 6.8 |

# Financial Returns and Deliveries

## Ten Year Summary, Fiscal Year ended April 30

**(in millions of Canadian dollars, except when stated)**

| | 2023 | 2022 | 2021 | 2020 | 2019 | 2018 | 2017 | 2016 | 2015 | 2014 | 2013 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **All Pools** | | | | | | | | | | | |
| Delivered Weight[1] | 10.4 | 9.7 | 9.0 | 12.8 | 13.8 | 14.1 | 14.7 | 16.4 | 15.3 | 14.4 | 13.6 |
| Initial Payment[2] | 30.7 | 23.1 | 19.1 | 29.0 | 32.1 | 31.6 | 28.9 | 29.4 | 26.5 | 25.1 | 24.8 |
| Final Payment | 0.0 | 1.0 | 0.0 | 0.0 | 0.5 | 4.0 | 3.5 | 3.0 | 3.0 | 1.1 | 2.0 |
| Total Payment | 30.7 | 24.1 | 19.1 | 29.0 | 32.6 | 35.6 | 32.4 | 32.4 | 29.5 | 26.2 | 26.8 |
| 3 Yr Moving Avg (Total payment)[3] | 24.6 | 24.1 | 26.9 | 32.4 | 33.5 | 33.5 | 31.4 | 29.4 | 27.5 | 26.9 | 26.6 |
| Price/Round Kg.[4] | $2.95 | $2.48 | $2.12 | $2.27 | $2.36 | $2.52 | $2.20 | $1.98 | $1.93 | $1.82 | $1.97 |

[1] Delivered Weight – Round Equivalent Weight (millions of kilograms).
[2] Initial Payment – Net of Freight.
[3] Three Year Moving Average of Total Payments.
[4] Price/Round Kg. – Based on Initial Payment plus Final Payment.

# Management's Responsibility for Financial Reporting

The Accompanying financial statements for the Freshwater Fish Marketing Corporation and all information in this report are the responsibility of the Corporation's management.

Management is responsible for the preparation of the financial statements is accordance with the International Financial Reporting Standards as issued by the International Accounting Standards Board using the best estimates and judgements of management, where appropriate. The financial statements include certain amounts, such as the allowance for impairment loss, the provision to reduce slow moving or unsellable finished fish inventories to their estimated net realizable value, the derivative financial instruments measured at fair value and the estimated useful lives of plant and equipment, that are necessarily based on managements responsibility. Financial information presented elsewhere in the annual report is consistent with that contained in the financial statements.

In discharging its responsibility for the integrity and fairness of the financial statements, management maintains financial and management control system and practices designed to provide reasonable assurance that transactions are authorized, assets are safeguarded, and proper records are maintained and that transactions of the Corporation are in accordance with Part X of the *Financial Administration Act (FAA)* and regulations, the *Freshwater Fish Marketing Act* and regulations, the by-laws of the corporation and the directive (P.C. 2015-1108) issued pursuant to section 89 of the *FAA*.

The Board of Directors is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control. The board exercises its responsibilities through the Audit and Risk Committee. The Committee meets with management and the independent external auditor to discuss auditing, internal controls, and other relevant financial matters. The Audit and Risk Committee meets to review the financial statements with the external auditors and submits its reports to the board of Directors. The Board of Directors reviews and approves the financial statements.

The Corporation's independent external auditor, the Auditor General of Canada, audits the financial statements of the Corporation in accordance with Canadian Auditing Standards and expresses their opinion on the financial statements to the Minister responsible for the Freshwater Fish Marketing Corporation.

Stanley A. Lazar, CPA, CMA
President and Chief Executive Officer

Reece Drystek, CPA, CA
Vice President of Finance

Winnipeg, Canada
July 10, 2023

Office of the
Auditor General
of Canada

Bureau du
vérificateur général
du Canada

## INDEPENDENT AUDITOR'S REPORT

To the Minister of Fisheries and Oceans

### Report on the Audit of the Financial Statements

*Opinion*

We have audited the financial statements of the Freshwater Fish Marketing Corporation (the Corporation), which comprise the statement of financial position as at 30 April 2023, and the statement of comprehensive income (loss), statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at 30 April 2023, and its financial performance and its cash flows for the year 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 Financial Statements* section of our report. We are independent of the Corporation in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

*Other Information*

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the 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 financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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

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

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

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

*Auditor's Responsibilities for the Audit of the Financial Statements*

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Corporation'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 Corporation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's

report. However, future events or conditions may cause the Corporation to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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.

**Report on Compliance with Specified Authorities**

*Opinion*

In conjunction with the audit of the financial statements, we have audited transactions of the Freshwater Fish Marketing Corporation coming to our notice for compliance with specified authorities. The specified authorities against which compliance was audited are Part X of the *Financial Administration Act* and regulations, the *Freshwater Fish Marketing Act* and regulations, the by-laws of the Freshwater Fish Marketing Corporation, and the directive issued pursuant to section 89 of the *Financial Administration Act.*

In our opinion, the transactions of the Freshwater Fish Marketing Corporation that came to our notice during the audit of the financial statements have complied, in all material respects, with the specified authorities referred to above. Further, as required by the *Financial Administration Act*, we report that, in our opinion, the accounting principles in IFRSs have been applied on a basis consistent with that of the preceding year.

*Responsibilities of Management for Compliance with Specified Authorities*

Management is responsible for the Freshwater Fish Marketing Corporation's compliance with the specified authorities named above, and for such internal control as management determines is necessary to enable the Freshwater Fish Marketing Corporation to comply with the specified authorities.

*Auditor's Responsibilities for the Audit of Compliance with Specified Authorities*

Our audit responsibilities include planning and performing procedures to provide an audit opinion and reporting on whether the transactions coming to our notice during the audit of the financial statements are in compliance with the specified authorities referred to above.

Riowen Abgrall

Riowen Yves Abgrall, CPA, CA
Principal
for the Auditor General of Canada

Ottawa, Canada
10 July 2023

# Statement of Financial Position

**AS AT APRIL 30, 2023**
**(in thousands of Canadian dollars)**

| | 2023 | 2022 |
|---|---|---|
| **ASSETS** | | |
| **Current** | | |
| Cash | 3,411 | 21,480 |
| Accounts receivable (Note 5) | 9,902 | 7,175 |
| Income taxes receivable | - | 570 |
| Prepaid expenses | 231 | 232 |
| Inventories (Note 6) | 15,993 | 10,811 |
| | 29,537 | 40,268 |
| **Non-current** | | |
| Property, plant and equipment (Note 7) | 19,253 | 18,687 |
| Intangible assets (Note 8) | 149 | 196 |
| | 19,402 | 18,883 |
| **Total Assets** | **48,939** | **59,151** |
| **LIABILITIES AND EQUITY** | | |
| **Current** | | |
| Accounts payable and accrued liabilities (Note 5 and 9) | 5,708 | 5,036 |
| Income taxes payable | 162 | - |
| Accrued obligation for employee benefits (Note 12) | 690 | 570 |
| Provision for final payment to fishers (Note 18) | - | 1,000 |
| Loans payable (Note 5 and 10) | 24,442 | 33,875 |
| Provision for environmental liability (Note 18) | 25 | 25 |
| Derivative-related liabilities (Note 5) | 166 | 326 |
| | 31,193 | 40,832 |
| **Non-current** | | |
| Deferred tax liabilities (Note 16) | 1,648 | 1,964 |
| Accrued obligation for employee benefits (Note 12) | 112 | 115 |
| | 1,760 | 2,079 |
| **Equity** | | |
| Retained earnings | 15,986 | 16,240 |
| **Total Liabilities and Equity** | **48,939** | **59,151** |

Contingencies (Note 18)

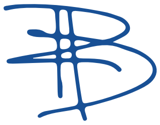
*The accompanying notes are an integral part of these financial statements.*

Approved on behalf of the Board of Directors:

Kevin Stringer
Chairperson, Board of Directors

Approved on behalf of Management:

Stanley A. Lazar, CPA CMA
President and Chief Executive Officer



Reece Drystek, CPA, CA
Vice President of Finance

# Statement of Comprehensive Income (Loss)

**FOR THE YEAR ENDED APRIL 30, 2023**
**(in thousands of Canadian dollars)**

| | 2023 | 2022 |
|---|---|---|
| **Sales** (Note 13) | | |
| Export | 62,971 | 62,197 |
| Domestic | 10,251 | 7,904 |
| | 73,222 | 70,101 |
| **Cost of Sales** | | |
| Opening inventory of processed fish products | 8,446 | 15,656 |
| Add fish purchases and processing expenses: | | |
| Fish purchases | 35,347 | 25,986 |
| Plant salaries wages & benefits | 13,808 | 12,488 |
| Packaging and storage | 4,930 | 5,120 |
| Packing allowances and agency operating costs | 4,593 | 3,840 |
| Freight | 2,981 | 2,897 |
| Repairs and maintenance, Winnipeg Plant | 2,408 | 1,923 |
| Utilities and property taxes | 2,204 | 1,904 |
| Depreciation of production assets (Note 7) | 1,697 | 1,615 |
| Other | 1,570 | 1,111 |
| | 77,984 | 72,540 |
| Less ending inventory of processed fish products net of write downs (Note 6) | (13,725) | (8,446) |
| | 64,259 | 64,094 |
| **Gross profit on operations** | **8,963** | **6,007** |
| **Marketing and administrative expenses** | | |
| Salaries and benefits | 3,336 | 2,969 |
| Commissions (Note 14) | 1,196 | 1,204 |
| Data processing, office and professional services | 1,385 | 1,202 |
| Advertising and promotion | 329 | 106 |
| Meeting fees and expenses | 45 | 33 |
| Other | 202 | 156 |
| Depreciation and amortization of administrative assets (Notes 7 and 8) | 76 | 84 |
| | 6,569 | 5,754 |
| **Other income and expenses** | | |
| Net foreign exchange loss (gain) | 516 | (22) |
| Net financial derivative gain | (59) | (590) |
| Reversal of provision for environmental liability (Note 18) | - | (241) |
| Other revenue (Note 15) | (469) | (1,186) |
| Other expense (Note 15) | 1,754 | 1,122 |
| Finance income | (88) | (5) |
| Finance costs | 1,082 | 476 |
| | 2,736 | (446) |
| **Profit before provision for final payment and income tax** | **(342)** | **699** |
| Provision for final payment (Note 18) | - | 1,000 |
| Income tax expense (recovery) (Note 16) | (88) | (78) |
| | (88) | 922 |
| **Total comprehensive income (loss)** | **(254)** | **(223)** |

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

# Statement of Changes in Equity

**FOR THE YEAR ENDED APRIL 30, 2023**
**(in thousands of Canadian dollars)**

| | 2023 | 2022 |
|---|---|---|
| Retained earnings at the beginning of the year | 16,240 | 16,463 |
| Total comprehensive income (loss) for the year | (254) | (223) |
| **Retained earnings at the end of the year** | **15,986** | **16,240** |

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

# Statement of Cash Flows

**FOR THE YEAR ENDED APRIL 30, 2023**
**(in thousands of Canadian dollars)**

| | 2023 | 2022 |
|---|---|---|
| **Operating activities** | | |
| Comprehensive income (loss) for the year | (254) | (223) |
| Add (deduct) items not affecting cash: | | |
| Future tax expense (recovery) | (316) | 197 |
| Depreciation and amortization | 1,912 | 1,843 |
| Fixed asset retirements | 1 | 23 |
| Gain on disposal of property, plant and equipment | (11) | - |
| Write-down of inventory | 327 | 231 |
| Decrease in derivative-related liabilities | (160) | (168) |
| Net changes in non-cash working capital: | | |
| Decrease (increase) in accounts receivable | (2,727) | (1,096) |
| Decrease (increase) in income taxes receivable | 570 | (570) |
| Decrease (increase) in inventories | (5,509) | 7,028 |
| Decrease (increase) in prepaid expenses | 1 | (104) |
| Increase (decrease) in accounts payable and accrued liabilities | 672 | 517 |
| Increase (decrease) in income taxes payable | 162 | (119) |
| Increase (decrease) in provision for environmental liability | - | (360) |
| Increase (decrease) in provision for final payment to fishers | (1,000) | 1,000 |
| Increase (decrease) in obligation for employee benefits | 117 | (48) |
| **Cash provided by (used in) operating activities** | **(6,215)** | **8,151** |
| **Investing activities** | | |
| Additions to property, plant and equipment and intangible assets | (2,436) | (2,093) |
| Proceeds on disposal of property, plant and equipment | 15 | - |
| **Cash provided by (used in) investing activities** | **(2,421)** | **(2,093)** |
| **Financing activities** | | |
| Additional borrowings (repayments) | (8,500) | 15,300 |
| Repayment of term loans | (933) | (933) |
| **Cash provided by (used in) financing activities** | **(9,433)** | **14,367** |
| **Increase (decrease) in cash during the year** | (18,069) | 20,425 |
| Cash at the beginning of the year | 21,480 | 1,055 |
| **Cash at the end of the year** | **3,411** | **21,480** |
| **Supplementary information** | | |
| Interest paid | **870** | **320** |

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

# Notes to the Financial Statements

AS AT APRIL 30, 2023
(in thousands of Canadian dollars)

## 1. NATURE AND DESCRIPTION OF THE CORPORATION

The Freshwater Fish Marketing Corporation was established in 1969 pursuant to the *Freshwater Fish Marketing Act* for the purpose of marketing and trading in fish, fish products and fish by-products in and outside of Canada.

The Corporation is required to purchase all fish legally caught in the mandate region, which currently encompasses the province of Alberta and the Northwest Territories. Participation of these jurisdictions was established by agreement with the Government of Canada. The Corporation is required to conduct its operations on a self-sustaining basis without appropriations from Parliament. In accordance with the *Freshwater Fish Marketing Act*, the legislative borrowing limit of the Corporation is $50.0 million. As at April 30, 2023, the total borrowings of the Corporation may not exceed $33.3 million as authorized by the Minister of Finance. Retained earnings are $16 million or 22% of net sales at April 30, 2023, above the 20% threshold required by the Corporation's Retained Earnings and Long Term Debt Policy. Borrowing levels are forecast to remain under the legislated borrowing authority of $50.0 million.

The address of the Corporation's registered office and principal place of business is 1199 Plessis Road in Winnipeg, Manitoba. The Corporation is an agent Crown corporation listed in Part I of Schedule III of the *Financial Administration Act*. The Corporation is a prescribed federal Crown corporation for tax purposes and is subject to federal income tax under the *Income Tax Act*.

In July 2015, the Corporation was issued a directive (P.C. 2015-1108) pursuant to section 89 of the *Financial Administration Act* to align its travel, hospitality, conference and event expenditure policies, guidelines and practices with Treasury Board policies, directives and related instruments on travel, hospitality, conference and event expenditures in a manner that is consistent with its legal obligations, and to report on the implementation of this directive in the Corporation's next corporate plan. The Corporation finalized its implementation of this directive January 31, 2018. The Corporation has remained compliant since then.

## 2. FUTURE OF THE CORPORATION

These financial statements have been prepared on a going concern basis in accordance with International Financial Reporting Standards (IFRS). The going concern basis of presentation assumes that the Corporation will continue in operation for the foreseeable future and contemplate the realization of assets and the satisfaction of liabilities and commitments in the normal course of business.

The Corporation continues to manage risks to its business, in particular the open-market fish supply environment, individual quota entitlement buyback from commercial fishers by the Government of Manitoba, and increasing supplies of walleye into Freshwater's sales markets from Great Lakes. Management has evaluated these risks and has determined that its plans and strategies are expected to continue to allow the Corporation to operate for the foreseeable future. The strategies including the plans and objectives to address these risks are outlined in the 2024 to 2028 Corporate Plan Summary which has been approved by the Board of Directors and is pending approval from the Government of Canada.

In support of The Report of the Ministerial Advisory Panel on the Transformation of the Freshwater Fish Marketing Corporation, released in 2019, the Government of Canada continues its assessment of alternative governance and ownership models for the Corporation to reflect the current environment and market conditions of Canada's inland commercial fishery.

These financial statements do not include any adjustments to the carrying value of assets and liabilities and the reported revenues and expenses.

# 3. SIGNIFICANT ACCOUNTING POLICIES

### 3.1 Basis of presentation

The financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS). The financial statements were prepared on the historical cost basis, except for derivative instruments which were measured at fair value.

The significant accounting policies summarized below have been applied consistently to all periods presented in the financial statement balances.

Unless otherwise stated, these financial statements are presented in thousands of Canadian dollars, which is the functional currency of the Corporation.

The financial statements were approved and authorized for issue by the Board of Directors of the Corporation on July 10, 2023.

### 3.2 Cash

Cash is composed of money in the bank.

### 3.3 Accounts receivable

Accounts receivable are recognized at their anticipated realizable value, which is the original invoice amount less an estimated allowance amount equal to lifetime expected credit losses.

### 3.4 Inventories

Processed fish products are recorded at the actual cost of fish purchases throughout the year plus direct labour and overhead directly related to processing. The Corporation uses a weighted-average cost formula to assign fixed and variable overhead costs to processed fish product inventory. At the reporting date inventories are valued at the lower of cost and net realizable value. Net realizable value is the estimated selling price in the ordinary course of business less estimated costs of completion and the estimated costs necessary to make the sale. Inventory write-downs and reversals of write-downs are included in cost of sales in the statement of comprehensive income.

Included in supplies inventory are inventories of spare parts and packaging. These spare parts are measured at lower of cost and net realizable value.

### 3.5 Financial instruments

Financial assets and financial liabilities are recognized when the Corporation becomes a party to the contractual provisions of the instrument.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issuance of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss – FVTPL) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition.

Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognized immediately in profit or loss.

#### *3.5.1 Effective interest method*

The effective interest method is a method of calculating the amortized cost of a financial asset or liability and of allocating interest expense over the relevant periods. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability, or where appropriate, a shorter period to the net carrying amount on initial recognition.

### 3.6 Financial assets

The Corporation's financial assets are classified into the following specified categories: FVTPL and at amortized cost. The classification depends on the nature and purpose of the financial assets and is determined at the time of initial recognition. All regular purchases or sales of financial assets are recognized and derecognized on a trade date basis.

#### *3.6.1 Financial assets at fair value through profit or loss (FVTPL)*

Financial assets are classified as FVTPL when the financial asset is either held for trading or it is designated as FVTPL. The derivative related assets used by the Corporation are held for trading and therefore classified as FVTPL. No other financial assets are at FVTPL.

Financial assets classified as FVTPL are presented at fair value, with any gains or losses arising on re-measurement recognized in profit or loss. Fair value is determined in the manner described in Note 5.2.

#### *3.6.2 Financial assets at amortized cost*

Financial assets at amortized cost are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. Financial assets are measured at amortized cost using the effective interest method, less any impairment write-downs. Assets in this category include accounts receivable and are classified as current assets in the statement of financial position.

Interest income is recognized by applying the effective interest rate, except for short-term receivables when the recognition of interest would be insignificant.

#### *3.6.3 Impairment of financial assets*

The Corporation recognizes loss allowances for expected credit losses (ECLs) on financial assets measured at amortized cost.

Loss allowances for trade receivables are always measured at an amount equal to lifetime ECLs.

ECLs are recognized at each reporting period, even if no actual loss events have taken place. In addition to past events and current conditions, reasonable and supportable forecasts affecting collectability are also considered when determining the amount of impairment.

The Corporation applies a single impairment model to all financial instruments subject to impairment testing. The impairment model is based on a forward-looking ECL model. The model applies to trade receivables as defined in IFRS 15. In addition to past events and current conditions, reasonable and supportable forecasts affecting collectability are also considered when determining the amount of impairment.

Objective evidence of impairment could include:

- significant financial difficulty of the debtor;
- breach of contract, such as a default or delinquency in payments;
- it becoming probable that the debtor will enter bankruptcy or financial re-organization; or
- significant decrease in creditworthiness of the debtor.

Loss allowances for financial asset measured at amortized cost are deducted from the gross carrying amount of the assets.

#### *3.6.4 Derecognition of financial assets*

The Corporation derecognizes a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity.

### 3.7 Financial liabilities

Financial liabilities are classified as either financial liabilities at FVTPL or at amortized cost.

#### *3.7.1 Financial liabilities at fair value through profit or loss*

Financial liabilities are classified as FVTPL when the financial liability is either held for trading or it is designated as FVTPL.

The derivative related liabilities used by the Corporation are held for trading and therefore classified as FVTPL. No other financial liabilities are at FVTPL.

Financial liabilities classified as FVTPL are presented at fair value, with any gains or losses arising on re-measurement recognized in profit or loss. Fair value is determined in the manner described in Note 5.2.

#### *3.7.2 Financial liabilities at amortized cost.*

Financial liabilities are initially measured at fair value net of transaction costs. Financial liabilities (including borrowings such as loans payable) are subsequently measured at amortized cost using the effective interest method.

#### *3.7.3 Derecognition of financial liabilities*

The Corporation derecognizes financial liabilities when the Corporation's obligations are discharged, cancelled or they expire.

### 3.8 Derivative financial instruments

The Corporation selectively utilizes derivative financial instruments primarily to manage financial risks and to manage exposure to fluctuations in foreign exchange rates and interest rates. The Corporation's policy is not to enter into derivative instruments for trading or speculative purposes.

Derivatives are initially recognized at fair value when the Corporation becomes a party to the contractual provisions of the instrument and are subsequently re-measured to their fair value at the end of each reporting period. The hedges entered into represent economic hedges. Attributable transaction costs are recognized in profit or loss as incurred. The resulting gain or loss is recognized in profit or loss immediately.

A derivative with a positive fair value is recognized as a financial asset; a derivative with a negative fair value is recognized as a financial liability. A derivative is presented as a non-current asset or a non-current liability on the statement of financial position if the remaining contractual maturity of the instrument is more than 12 months and it is not expected to be realized or settled within 12 months. Other derivatives are presented as current assets or current liabilities.

The Corporation does not apply hedge accounting.

(in thousands of Canadian dollars)

### 3.9 Property, plant and equipment

#### *3.9.1 Asset recognition*

Property, plant and equipment are recorded at cost less accumulated depreciation and any accumulated impairment losses. Costs include directly attributable costs. The cost of self-constructed assets includes the cost of materials and direct labour, and other costs directly attributable to bringing the assets to a working condition for their intended use, the cost of dismantling and removing the items and restoring the site on which they are located, and borrowing costs on qualifying assets for which the commencement date for capitalization is on or after May 1, 2010.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

#### *3.9.2 Depreciation*

Depreciation is based on the estimated useful lives of the assets using the straight-line method.

| | |
|---|---|
| Buildings: | |
| Lake stations and other building improvements | 5 to 65 years |
| Plant | 40 years |
| Equipment: | |
| Machinery and office equipment | 3 to 40 years |
| Automotive | 5 years |
| Fresh fish delivery tubs/totes | 3 to 10 years |
| Vessels | 3 to 35 years |

The cost for plant assets being upgraded or purchased that are not yet operational are charged to construction in progress. When the assets become operational, the cost is transferred to the appropriate property, plant and equipment classification and depreciated accordingly.

Freehold land is not depreciated.

Useful lives, residual values and depreciation methods are reviewed at each reporting period and necessary adjustments are recognized on a prospective basis as changes in estimates.

#### *3.9.3 Subsequent costs*

Repairs and maintenance costs are expensed when incurred.

Costs incurred on a replacement part for property, plant and equipment are recognized in the carrying amount of the affected item when the costs are incurred.

The costs of major inspections or overhauls are recognized in the carrying amount of the item or as a replacement.

Any remaining carrying amount of the cost of the previous inspection is derecognized.

#### *3.9.4 Derecognition*

An item of property, plant and equipment is derecognized upon disposal or when no further future economic benefit is expected from its use or disposal. The gain or loss on disposal or retirement of an item is determined to be the difference between the net disposal proceeds, if any, and the carrying amount of the item.

### 3.10 Intangible assets

Intangible assets include costs associated with information systems software, including initial set-up and configuration costs. These costs are amortized, after technological feasibility is established, using a straight-line method over the estimated useful life of five years. The Corporation has no indefinite intangible assets. The amortization period and the amortization method for an intangible asset with a finite useful life are reviewed at each reporting period. If the expected useful life of the asset is different from previous estimates, the amortization period shall be changed accordingly on a prospective basis as a change in estimate.

### 3.11 Impairment of tangible and intangible assets

The Corporation assesses at each reporting date whether there is an indication that an asset may be impaired. If such an indication exists, or when annual testing for an asset is required, the Corporation estimates the asset’s recoverable amount. The recoverable amount is the higher of an asset’s fair value less costs to sell and its value in use. Where the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

Value in use is determined by discounting estimated future cash flows using a pre-tax discount rate that reflects the current market assessment of the time value of money and the specific risks of the asset. In determining fair value less costs to sell, recent market transactions are taken into account, if available. If no such transactions can be identified, an appropriate valuation model is used.

The Corporation bases its impairment calculation on a detailed budget and forecast to which the assets are allocated. The budget and forecast calculations generally cover a period of five years. For longer periods, a long-term growth rate is calculated and applied to project future cash flows after the fifth year.

An impairment loss is recognized in the statement of comprehensive income if an asset’s carrying amount is higher than its recoverable amount. Impairment losses are recognized in those expense categories consistent with the function of the impaired asset.

An assessment is made at each reporting date as to whether there is any indication that previously recognized impairment losses may no longer exist or may have decreased. If such indication exists, the Corporation estimates the asset's recoverable amount. 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 reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation or amortization, had no impairment loss been recognized for the asset in a prior period. Such a reversal is recognized in the statement of comprehensive income.

### 3.12 Payments to fishers and retained earnings

The Corporation purchases fish at initial prices established by the Board of Directors based upon operational forecasts prepared by the Corporation and the cost of such purchases is included in cost of sales. Final payments to fishers, if any, are approved by the Board of Directors. The Corporation recognizes the final payment to fishers as a liability in the statement of financial position and as an expense on the statement of comprehensive income.

A final payment to fishers is calculated based on the following formula: Annual comprehensive income before income tax plus annual depreciation less the three-year rolling average (the current and previous two fiscal years) of cash purchases of property plant and equipment.

However, regardless of the formulated final payment calculation, the Board of Directors reserves final decision as to when and how much cash and/or retained earnings will be distributed to fishers in the form of a final payment.

### 3.13 Foreign currency translation

Revenues and expenses are translated into Canadian dollars using the monthly average exchange rate for the month in which the transaction occurred. Monetary assets and liabilities denominated in foreign currencies are translated into Canadian dollars at the exchange rate in effect at the reporting date. All foreign exchange gains and losses incurred are included in net foreign exchange gain or loss in the statement of comprehensive income.

### 3.14 Employee benefits

#### *3.14.1 Current employee benefits*

Current employee benefits are employee benefits that are due to be settled within twelve months after the end of the period in which the employees render their related service. The Corporation's current benefits include wages and salaries, annual leave and other types of current benefits.

The Corporation recognizes the undiscounted amount of current employee benefits earned by an employee in exchange for services rendered during the period as a liability in the statement of financial position, after deducting any amounts already paid as an expense in profit and loss.

#### *3.14.2 Pension benefits*

Substantially all of the employees of the Corporation are covered by the Public Service Pension Plan (the Plan), a contributory defined benefit plan established through legislation and sponsored by the Government of Canada. Contributions are required by both the employees and the Corporation to cover current service cost. Pursuant to legislation currently in place, the Corporation has no legal or constructive obligation to pay further contributions with respect to any past service or funding deficiencies of the Plan. Consequently, contributions are recognized as an expense in the year when employees have rendered service and represent a pension obligation of the Corporation.

The accrued obligation for employee benefits includes the net present value of the liability for the employer's cost of buyback service related to an agreement with the Corporation's union that established the employment status of its fish plant employees on a go forward basis and retroactively to April 1, 1973. The Corporation is required to fund the employer's portion of any employee contributions that arise from this agreement.

#### *3.14.3 Accrued obligation for workers' compensation*

The Corporation is subject to the Government Employees Compensation Act and, therefore, is self-insured for benefits for work-related injuries of the employees of the Freshwater Fish Marketing Corporation. As a self-insured employer, the Corporation is accountable for all such liabilities incurred since incorporation. Liabilities for workers' compensation benefits are recorded based on known injuries or illnesses that have occurred.

The accrued obligation for workers' compensation represents the actuarially determined net present value of liabilities for benefits for work-related injuries of the employees of the Freshwater Fish Marketing Corporation when awards are approved by the Workers Compensation Board of Manitoba, or when legislative amendments are made and the anticipated future costs can be reasonably calculated.

Changes in the net present value of this unfunded liability are based on updated actuarial estimates of future costs as a result of actual experience and changes in actuarial assumptions. Adjustments arising from actuarial gains and losses are recognized in the year in which they occur.

#### *3.14.4 Accrued obligation for sick leave benefits*

The Corporation's sick leave benefit plan provides accumulating sick leave benefits to eligible employees. The plan is an unfunded defined benefit plan paid on a cash basis by contributions from the Freshwater Fish Marketing Corporation.

The accrued obligation for sick leave benefits represents the actuarially determined net present value of liabilities for sick leave benefits for eligible employees of the Freshwater Fish Marketing Corporation.

Changes in the net present value of this unfunded liability are based on updated actuarial estimates of future costs as a result of actual experience and changes in actuarial assumptions. Adjustments arising from actuarial gains and losses are recognized in the year in which they occur.

### 3.15 Revenue recognition

Sales, net of promotional allowances and sales returns, are recorded on an accrual basis and are recognized when a customer obtains control of the goods or services. The sales revenue reflects the consideration expected in exchange for the goods or services. For the majority of the Corporation's sales transactions, control transfers upon delivery to the shipping dock of the customer or their representative. For sales transactions to overseas customers, the Corporation's sales contracts are based on industry accepted incoterms known as CIF (Cost, Insurance and Freight). Under CIF the risk of loss of or damage to the goods passes to the customer when goods are on the vessel.

### 3.16 Provisions

Provisions are recognized when the Corporation has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. When the Corporation 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 any provision is presented in the statement of comprehensive income net of any reimbursement. If the effect of the time value of money is material, provisions are discounted using a current rate that reflects, where appropriate, the risks specific to the liability. Where discounting is used, the increase in the provision due to the passage of time is recognized as a finance cost.

### 3.17 Income tax

Income tax expense comprises the sum of the tax currently payable and deferred tax.

#### *3.17.1 Current tax*

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit as reported in the statement of comprehensive income because of items of income or expense that are taxable or deductible in other years and items that are never taxable or deductible. The Corporation's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

#### *3.17.2 Deferred tax*

Deferred tax is recognized on temporary differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit.

Deferred tax liabilities are generally recognized for all taxable temporary differences. Deferred tax assets are generally recognized for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilized.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realized, based on tax rates and tax laws that have been enacted or substantively enacted by the end of the reporting period. The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Corporation expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

#### *3.17.3 Current and deferred tax for the period*

Current and deferred tax are recognized in profit or loss, except when they relate to items that are recognized in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognized in other comprehensive income or directly in equity respectively.

(in thousands of Canadian dollars)

# 4. KEY SOURCES OF ESTIMATION UNCERTAINTY

Preparation of the financial statements requires the use of estimates and assumptions to be made in applying the accounting policies that affect the reported amounts of assets, liabilities, income, expenses and the disclosure of contingent liabilities. The estimates and related assumptions are based on previous experience and other factors considered reasonable under the circumstances, the results of which form the basis of making assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to estimates are recognized in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods. Judgements made by management in the application of IFRS that have significant effect on the financial statements relate to the following:

### 4.1 Impairment of non-financial assets

The Corporation's impairment test is based on value in use calculations that use a discounted cash flow model. The cash flows are derived from the budget for the next five years and are sensitive to the discount rate used as well as the expected future cash inflows and the growth rate used for extrapolation purposes. Refer to Note 3.11.

### 4.2 Capital assets

Capital assets, comprising property, plant and equipment and intangible assets with finite useful lives are depreciated or amortized over their useful lives. Useful lives are based on management's estimates of the periods of service provided by the assets. The useful lives of these assets are periodically reviewed for continued appropriateness. Changes to the useful life estimates would affect future depreciation and amortization expense and the future carrying value of assets. Refer to Notes 3.9.2 and 3.10.

### 4.3 Inventory valuation allowance

Inventory valuation allowance is estimated for slow moving or obsolete inventories. Management reviews the estimation regularly. Any change in the estimation will impact the inventory valuation allowance.

### 4.4 Income tax

The Corporation operates in a jurisdiction which requires calculations for which the ultimate tax determination is uncertain during the ordinary course of business. Liabilities are recognized for anticipated tax exposures based on estimates of the additional taxes that are likely to become due. Where the final tax outcome of these matters is different from the amount that was initially recorded, such differences will affect the income tax and deferred tax provisions in the period in which such determination is made.

Deferred tax liabilities are comprised of temporary differences between the carrying values and tax basis of liabilities. The timing of the reversal of temporary differences may take many years and the related deferred tax is calculated using substantively enacted tax rates for the related period.

If future outcomes were to adversely differ from management's best estimate of future results from operations affecting the timing of reversal of deductible temporary differences, the Corporation could experience material deferred income tax adjustments. Such deferred income tax adjustments would not result in an immediate cash outflow nor would they affect the Corporation's immediate liquidity.

# 5. FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT

### 5.1 Capital risk management

The Corporation is subject to the *Freshwater Fish Marketing Act* and the *Financial Administration Act* and any directives issued pursuant to these Acts. These Acts affect how the Corporation manages its capital by, among other things, setting broad objectives for the Corporation. Specifically, the Corporation must have regard for the need to conduct its operations on a self-sustaining financial basis while generating a return to fishers.

The Corporation defines and computes its capital as follows:

| | 2023 | 2022 |
|---|---|---|
| Retained earnings | 15,986 | 16,240 |
| Loans payable | 24,442 | 33,875 |
| | **40,428** | **50,115** |

The Corporation's objectives in managing its capital are to:

- provide sufficient liquidity to support its financial obligations and its operating and strategic plans;
- generate increasing returns to the fishers; and
- maintain financial capacity and access to credit facilities to support future development of the business, including for capital expenditures.

(in thousands of Canadian dollars)

During the year, the Corporation primarily relied on cash flows provided by operating activities to support its objectives.

The Corporation's ability to obtain additional capital is subject to market conditions and pursuant to the provisions of the above-noted Acts. The limitations on the borrowings of the Corporation and its access to credit facilities are outlined in Note 1. Pursuant to Part X of the *Financial Administration Act*, the Corporation must indicate its intention to borrow money in its annual corporate plan, or in an amendment thereto, which are subject to the approval of the Board of Directors and the Governor in Council. The timing of future borrowings is not determinable.

These objectives and strategies are reviewed during the annual corporate planning process and are approved by the Minister of Finance. Borrowings must also be approved by the Board of Directors. The Corporation's overall strategy with respect to capital risk management remains unchanged from the year ended April 30, 2022– as payouts to fishers are based on annual comprehensive income before income tax plus annual depreciation less the three-year rolling average of cash purchases of capital assets.

The Corporation is not subject to any externally imposed capital requirements.

### 5.2 Fair value measurements of financial instruments

#### *5.2.1 Carrying amount and fair value of financial instruments*

The carrying amounts of the Corporation's financial assets and financial liabilities approximate the fair values of the financial assets and liabilities.

The Corporation estimated the fair values of its financial instruments as follows:

i) The carrying amounts of cash, accounts receivable and accounts payable and accrued liabilities approximate their fair values as a result of the relatively short-term nature of these financial instruments.

ii) The fair value of loans payables has been estimated based on a discounted cash flow approach using current market rates appropriate as at the respective date presented.

iii) The fair values of the Corporation's derivative-related assets and derivative-related liabilities are based on estimated credit-adjusted market prices. The Corporation takes counterparty risk and its own risk into consideration for the fair value of financial instruments.

#### *5.2.2 Fair value hierarchy*

Financial instruments, other than those that are not subsequently measured at fair value and for which fair value approximates carrying value, whether or not they are carried at fair value in the statement of financial position, must have their fair value disclosed and be classified using a fair value hierarchy that reflects the significance of the inputs used in making the measurements:

Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities;

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices);

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The fair value measurement of cash is classified as Level 1 of the fair value hierarchy as at April 30, 2023 and 2022. The fair value measurements of all other financial instruments held by the Corporation are classified as Level 2 of the fair value hierarchy as at April 30, 2023 and 2022.

There were no transfers of financial instruments between levels during the year ended April 30, 2023.

The fair value measurements of the derivative financial instruments as recorded in the statement of financial position are classified as follows:

| | 2023 | 2022 |
|---|---|---|
| Derivative-related liabilities | 166 | 326 |

#### *5.2.3 Finance costs*

The Corporation has recorded the following finance costs on loans and other payables:

| | 2023 | 2022 |
|---|---|---|
| Interest expense | 899 | 320 |
| Stamping fee | 157 | 129 |
| Bank Charges | 26 | 27 |
| **Total finance costs on loans and other payables** | **1,082** | **476** |

(in thousands of Canadian dollars)

### 5.3 Financial risk management objectives and framework

The Corporation has exposure to the following risks from its use of financial instruments:

i) credit risk
ii) liquidity risk
iii) market risk (includes currency risk and interest rate risk)

The Board of Directors has overall responsibility for the establishment and oversight of the Corporation's risk management framework. The Audit and Risk Committee assists the Board of Directors and is responsible for review, approval and monitoring the Corporation's risk management policies including the development of a risk management program which involves establishing corporate risk tolerance, identifying and measuring the impact of various risks, and developing risk management action plans to mitigate risks that exceed corporate risk tolerance. The Audit and Risk Committee regularly reports to the Board of Directors on its activities.

#### *5.3.1 Credit risk management*

Credit risk is the risk of financial loss to the Corporation if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Corporation's cash, accounts receivable and derivative financial instruments. The Corporation has adopted a policy of only dealing with creditworthy counterparties as a means of mitigating the risk of financial loss from defaults. The Corporation's exposure and the credit ratings of its counterparties are continuously monitored.

The carrying amount of financial assets recorded in the financial statements represents the maximum risk exposure.

***Accounts receivable***

The Corporation's exposure to credit risk associated with accounts receivable is influenced mainly by the demographics of the Corporation's customer base, including the risk associated with the type of customer and the country in which customers operate.

The Corporation manages this risk by monitoring the creditworthiness of customers. The Corporation has established processes when dealing with foreign customers in order to manage the risk relating to foreign customers. The Corporation's management reviews the detailed accounts receivable listing on a regular basis for changes in customer balances which could present collectability issues.

The maximum exposure to credit risk for accounts receivable by geographic region was as follows:

| | 2023 | | | 2022 | | |
|---|---|---|---|---|---|---|
| | Original currency (CAD $) | Original currency (U.S. $) | (CAD $) | Original currency (CAD $) | Original currency (U.S. $) | (CAD $) |
| Canada | 516 | - | 516 | 290 | - | 290 |
| United States | - | 3,673 | 4,958 | 25 | 3,862 | 4,965 |
| Europe | 1,570 | - | 1,770 | 1,360 | - | 1,360 |
| Non-trade accounts receivable | 2,658 | - | 2,658 | 560 | - | 560 |
| | | | **9,902** | | | **7,175** |

Accounts receivable are classified as financial assets and are measured at amortized cost.

At April 30, 2023, five customers represented 55% (2022 – 55%) of the trade accounts receivable balance. Included in Non-trade accounts receivable is $1.7 million in insurance receivables related to costs to be reimbursed for expenses to make the MV Poplar River operational.

The Corporation measures loss allowances for trade receivables at an amount equal to lifetime expected credit losses. The Corporation uses the expected credit loss model for calculating impairment and recognizes expected credit losses as a loss allowance for financial assets measured at amortized cost.

The Corporation's main source of revenue is derived from the food service industry. This industry has been severely affected by the economic slowdown resulting from the COVID-19 pandemic and the effects of inflation afterwards. Management is monitoring the credit ratings of its large food service customers. At the date of the financial statements, no significant changes to risk ratings were made that impacted expected credit losses.

(in thousands of Canadian dollars)

The aging of accounts receivable, net of allowance, is as follows:

| | 2023 | 2022 |
|---|---|---|
| Current 0 – 30 days | 3,809 | 5,793 |
| Past due 31 – 60 days | 2,443 | 567 |
| Past due over 61 days | 992 | 255 |
| Non-trade accounts receivable | 2,658 | 560 |
| | **9,902** | **7,175** |

The Corporation does not hold any collateral in respect of accounts receivable.

**Cash**

The Corporation manages its exposure to credit risk for its cash by depositing only with creditworthy counterparties, such as major Canadian financial institutions. The maximum exposure to credit risk for cash at April 30, 2023 was $3,411 (April 30, 2022 – $21,480).

***Derivative financial instruments***

The Corporation manages its exposure to credit risk on its derivative financial instruments by contracting only with creditworthy counterparties, such as major Canadian financial institutions. The Corporation considers that it is exposed to minimal credit risk in the event of non-performance as the counterparty is considered to be of high credit quality.

***5.3.2 Liquidity risk***

Liquidity risk is the risk that the Corporation will not be able to meet its financial obligations as they become due. The Corporation manages liquidity risk by continuously monitoring actual and forecasted cash flows to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Corporation's reputation.

The following table presents the earliest possible contractual maturities for accounts payable and accrued liabilities, derivative financial liabilities and loans payable as at April 30. The Corporation's expected cash flows on certain instruments vary significantly from this analysis. For example, loans that are callable in nature are included in the earliest time band. Term loans totaling $7,442 are included in the loans payable amount of $24,442. Should these term loans be repaid in the normal course, term loan repayments would be $933 per year.

**2023**

| | Less than 1 month | 1 to 3 months | 3 months to 1 year | 1 to 5 years | More than 5 years | Total |
|---|---|---|---|---|---|---|
| Accounts payable and accrued liabilities | 3,959 | 611 | 800 | 338 | - | 5,708 |
| Derivative-related liabilities | 61 | 81 | 66 | - | - | 208 |
| Loans payable (Note 11) | 24,442 | - | - | - | - | 24,442 |
| **Total** | **28,462** | **692** | **866** | **338** | **-** | **30,358** |

**2022**

| | Less than 1 month | 1 to 3 months | 3 months to 1 year | 1 to 5 years | More than 5 years | Total |
|---|---|---|---|---|---|---|
| Accounts payable and accrued liabilities | 2,456 | 1,434 | 820 | 326 | - | 5,036 |
| Derivative-related liabilities | 43 | 58 | 242 | - | - | 343 |
| Loans payable (Note 11) | 33,875 | - | - | - | - | 33,875 |
| **Total** | **36,374** | **1,492** | **1,062** | **326** | **-** | **39,254** |

***5.3.3 Market risk***

Market risk is the risk that changes in market prices, such as foreign exchange rates and interest rates will affect the Corporation's future cash flows or the fair values of its financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters while optimizing the return on risk.

***Foreign exchange risk***

The Corporation is exposed to currency risk on a significant portion of its sales transactions which are denominated in U.S. dollars. The Corporation manages its exposure to exchange rate fluctuations between U.S. and the Canadian dollar by entering into currency forward contracts.

The net foreign exchange loss of $516 (2022 – gain of $22) represents the net realized and unrealized gains and losses on settlement of financial instruments.

(in thousands of Canadian dollars)

The Corporation is exposed to currency risk through its cash, accounts receivable, accounts payable and accrued liabilities as follows:

| (in U.S. $ thousands) | 2023 | 2022 |
|---|---|---|
| Cash | 1,622 | 410 |
| Accounts receivable | 3,673 | 3,862 |
| Accounts payable and accrued liabilities | (96) | (142) |
| **Net assets exposed to currency risk** | **5,199** | **4,130** |

Based on the net exposure, including the derivative financial instruments described above and assuming that all other variables remain constant, a hypothetical 10 percent appreciation in the Canadian dollar against the U.S. dollar would result in a decrease in comprehensive income of $520 (2022 – $413). A hypothetical 10 percent depreciation in the Canadian dollar against the U.S. dollar would result in an increase in comprehensive income of $520 (2022 – $413).

***Interest rate risk***

The Corporation is exposed to interest rate risk on its loans payables of $7,442 (2022 – $8,375). The Corporation manages its exposure to fluctuations of interest rates by entering into interest rate swaps that are approved by the Board of Directors.

The Corporation uses an interest rate swap to limit exposure to fluctuations in interest rates. Interest rate swaps are contracts that provide the Corporation with the ability to exchange a floating payment for a fixed payment and protects the Corporation against rising interest rates while setting a floor on declining interest rates.

An increase of 100 basis points in interest rates at the reporting date would increase comprehensive income by $211 (2022 – $258) and equity by $211 (2022 – $258). A decrease of 100 basis points in interest rates at the reporting date would decrease comprehensive income by $250 (2022 – $273) and equity by $250 (2022 – $273).

The Corporation also uses such contracts in the process of managing its overall cash requirements. Included on the statement of financial position are derivative-related liabilities of $166 (2022 – $326) representing the fair value of derivative financial instruments held:

| | 2023 | 2022 |
|---|---|---|
| At maturity variable rate forwards – derivative related liabilities (assets) | 214 | 315 |
| Interest rate swaps | (48) | 11 |
| | **166** | **326** |

Notional principal amounts outstanding are listed below for interest rate swap contracts entered into by the Corporation:

| | 2023 | 2022 |
|---|---|---|
| At maturity variable rate forwards – derivative related liabilities (assets) (USD) | 18,250 | 27,955 |
| Interest rate swaps | 7,442 | 8,375 |

The net financial derivative gain of $59 (2022 gain – $590) represents the change in fair value of the interest rate swap.

***Other price risk***

The Corporation does not believe it is exposed to any other significant price risk in relation to its financial instruments.

## 6. INVENTORIES

| | 2023 | 2022 |
|---|---|---|
| Supplies | 2,268 | 2,365 |
| Processed fish products | 14,052 | 8,677 |
| Write down of processed fish products | (327) | (231) |
| | **15,993** | **10,811** |

Inventory write-downs of $327 (2022 – $231) are included in inventory values in the cost of sales. The amount of inventories recognized as an expense during the period is $64,259 (2022 - $ 64,094). There is no pledged collateral in respect of inventory. There were no prior write-downs reversed in the current year.

(in thousands of Canadian dollars)

# 7. PROPERTY, PLANT AND EQUIPMENT

| | Land | Buildings | Equipment | Fresh fish delivery tubs/totes | Vessels | Construction in progress | Total |
|---|---|---|---|---|---|---|---|
| **Cost** | | | | | | | |
| Balance at May 1, 2021 | 336 | 15,916 | 25,495 | 1,461 | 4,847 | 208 | 48,263 |
| Additions | - | 246 | 1,233 | 42 | 79 | 454 | 2054 |
| Retirements | - | - | - | - | (200) | - | (200) |
| Transfers | - | - | - | - | - | - | - |
| Disposals | - | - | - | - | - | - | - |
| Balance at April 30, 2022 | 336 | 16,162 | 26,728 | 1,503 | 4,726 | 662 | 50,117 |
| Additions | - | 184 | 1,126 | 33 | 169 | 906 | 2,418 |
| Retirements | - | - | (41) | - | - | - | (41) |
| Transfers | - | - | - | - | - | - | - |
| Disposals | - | - | (160) | - | - | - | (160) |
| **Balance at April 30, 2023** | **336** | **16,346** | **27,653** | **1,536** | **4,895** | **1,568** | **52,334** |
| **Accumulated depreciation** | | | | | | | |
| Balance at May 1, 2021 | - | 10,525 | 15,871 | 1,438 | 2,002 | - | 29,836 |
| Depreciation | - | 343 | 1,235 | 29 | 164 | - | 1,771 |
| Retirements | - | - | - | - | (177) | - | (177) |
| Transfers | - | - | - | - | - | - | - |
| Disposals | - | - | - | - | - | - | - |
| Balance at April 30, 2022 | - | 10,868 | 17,106 | 1,467 | 1,989 | - | 31,430 |
| Depreciation | - | 344 | 1,317 | 22 | 164 | - | 1,847 |
| Retirements | - | - | (40) | - | - | - | (40) |
| Transfers | - | - | - | - | - | - | - |
| Disposals | - | - | (156) | - | - | - | (156) |
| **Balance as at Apr 30, 2023** | **-** | **11,212** | **18,227** | **1,489** | **2,153** | **-** | **33,081** |
| **Carrying amount at April 30, 2023** | **336** | **5,134** | **9,426** | **47** | **2,742** | **1,568** | **19,253** |

| As at April 30 | 2023 | 2022 |
|---|---|---|
| Cost | 52,334 | 50,117 |
| Accumulated depreciation | (33,081) | (31,430) |
| **Carrying amount** | **19,253** | **18,687** |
| **Carrying amount by asset class** | | |
| Land | 336 | 336 |
| Buildings | 5,134 | 5,294 |
| Equipment | 9,426 | 9,622 |
| Fresh fish delivery tubs/totes | 47 | 36 |
| Vessels | 2,742 | 2,737 |
| Construction in progress | 1,568 | 662 |
| **Carrying amount** | **19,253** | **18,687** |

(in thousands of Canadian dollars)

Depreciation expense of $1,697 (2022 – $1,615) is recorded on the statement of comprehensive income in cost of sales, $12 (2022 – $12) in marketing and administrative expenses and $138 (2022 – $144) in other expenses.

Retirement of property, plant and equipment occurs when an asset is removed due to obsolescence resulting from physical deterioration or economic or technological factors. Disposal of property, plant and equipment assets occurs when the asset is sold to another entity.

The Corporation assesses at each reporting date whether there is an indication that an asset value may be impaired. The assessment as at April 30, 2023 showed no indicators of impairment identified for property, plant and equipment.

## 8. INTANGIBLE ASSETS

| As at April 30 | 2023 | 2022 |
|---|---|---|
| **Informations systems software** | | |
| Cost | 894 | 876 |
| Accumulated amortization | (745) | (680) |
| **Carrying amount** | **149** | **196** |

| | |
|---|---|
| **Cost** | |
| Balance at May 1, 2021 | 837 |
| Additions | 39 |
| Disposals | - |
| As at April 30, 2022 | 876 |
| Additions | 18 |
| Disposals | |
| **Balance as at April 30, 2023** | **894** |
| | |
| **Accumulated amortization** | |
| Balance at May 1, 2021 | 608 |
| Amortization | 72 |
| Disposals | - |
| As at April 30, 2022 | 680 |
| Amortization | 65 |
| Disposals | |
| **Balance as at April 30, 2023** | **745** |
| | |
| **Carrying amount at April 30, 2023** | **149** |

Amortization of intangible assets of $65 (2022 – $72) is recorded on the statement of comprehensive income in marketing and administrative expenses.

Retirement of intangible assets occurs when an asset is removed due to obsolescence resulting from physical deterioration or economic or technological factors. Disposal of intangible assets occurs when the asset is sold to another entity.

No indicators of impairment were identified for intangible assets as at April 30, 2023.

(in thousands of Canadian dollars)

## 9. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

| | 2023 | 2022 |
|---|---|---|
| Canadian dollars | 5,577 | 4,859 |
| Denominated in U.S. dollars | 131 | 177 |
| **Total accounts payable and accrued liabilities** | **5,708** | **5,036** |

## 10. LOANS PAYABLE

The loans payable consist of the following borrowing facilities:

| | 2023 | 2022 |
|---|---|---|
| Banker's acceptances | 24,442 | 33,875 |

A $17,000 (2022 – $5,500) bankers' acceptance bearing interest at an annual rate of 4.95% (2022 – 1.32%) and maturing on May 11, 2023. During 2022 an additional bankers' acceptance of $20,000 bearing interest at 1.56% was entered into which matured June 30, 2022, and was not renewed. Subsequent to May 11th, new bankers' acceptances were entered into at a rate of 4.95%.

The weighted-average interest rate during the period was 3.65% (2022 – 1.18%).

A $4,625 (2022 – $5,125) bankers' acceptance with an interest rate swap bearing an interest rate at 2.82% if the floating rate option on any reset date is less than or equal to 3.00%. If the floating rate option on any reset date is greater than 3.00%, the fixed rate for the calculation period is 3.57%. The Corporation hedges the loan for interest rate risk via an interest rate swap exchanging variable rate interest for fixed rate interest. The structure of the loan involves the use of a revolving bankers' acceptance and an interest rate swap to lock in the interest rate for 9 years.

A $2,817 (2022 – $3,250) bankers' acceptance with an interest rate swap bearing an interest rate at 2.85% if the floating rate option on any reset date is less than or equal to 3.15%. If the floating rate option on any reset date is greater than 3.15%, the fixed rate for the calculation period is 3.60%. The Corporation hedges the loan for interest rate risk via an interest rate swap exchanging variable rate interest for fixed rate interest. The structure of the loan involves the use of a revolving bankers' acceptance and an interest rate swap to lock in the interest rate for 6.25 years.

Interest payable on amounts drawn under each facility is at the prevailing bankers' acceptance rates plus stamping fees of 0.65%.

The principal of the bankers' acceptances as at April 30, 2023 is $24,442 (2022 – $33,875) and the fair value of the loans are $24,442 (2022 – $33,875).

The bankers' acceptances are authorized by the Minister of Finance (Note 1).

## 11. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

The Corporation's liabilities from financing activities is borrowing in the form of its bank loans.

| | 2023 | 2022 |
|---|---|---|
| Loans payable, beginning of the year | 33,875 | 19,508 |
| Cash provided by additional borrowing/(cash repaid) | (8,500) | 15,300 |
| Cash used for term debt payments | (933) | (933) |
| **Loans payable, end of the year** | **24,442** | **33,875** |

## 12. EMPLOYEE BENEFITS

### 12.1 Pension benefits

Substantially all of the employees of the Corporation are covered by the Public Service Pension Plan (the Plan), a contributory defined benefit plan established through legislation and sponsored by the Government of Canada. Contributions are required by both the employees and the Corporation. The President of the Treasury Board of Canada sets the required employer contributions based on a multiple of the employees' required contribution. The employer's contribution rate effective at April 30, 2023 for employees enrolled in the Plan prior to January 1, 2013 was 1.02 (2022 – 1.02) and for employees enrolled in the Plan beginning January 1, 2013 was 1.00 (2022 – 1.00). Total contributions of $1,042 (2022 – $1,050) were recognized as an expense in the current year. The estimated employer contributions for 2023-2024 are $1,008.

The Government of Canada holds a statutory obligation for the payment of benefits relating to the Plan. Pension benefits generally accrue up to a maximum period of 35 years at an annual rate of two percent of pensionable service times the average of the best five consecutive years of earnings. The benefits are coordinated with the Canada Pension Plan benefits and are indexed to inflation.

(in thousands of Canadian dollars)

Contributions to the Public Service Pension Plan consisted of:

| | 2023 | 2022 |
|---|---|---|
| Contributions by the Corporation | 1,008 | 1,050 |
| Contributions by employees | 1,003 | 1,039 |

Effective June 1, 2007, the Corporation concluded an agreement with its union that established the employment status of its fish plant employees on a go forward basis and retroactively to April 1, 1973. During 2011, the Corporation agreed to terms with the Public Service Pension Centre (PSPC) that established the manner in which the Corporation will document cases for employees who should become members under the *Public Service Superannuation Act* (PSSA) retroactively and on a go forward basis. It also established how the PSPC will deal with those cases in establishing the pension status of the Corporation's fish plant employees. The PSPC establishes the employee's eligibility to contribute, the periods of service countable for pension purposes and the periods of service that an employee can buy back. As employee contributions are made to the pension plan, the Corporation is required to fund the employer's portion of these contributions.

| | 2023 | 2022 |
|---|---|---|
| Accrued liability for the Corporation's cost of buyback of service | 56 | 67 |
| Less: current portion | 10 | 10 |
| **Non-current portion** | **46** | **57** |

The Corporation estimates that it has a discounted pension obligation of $56 for future matching contributions required under this agreement.

**12.2 Accrued obligation for sick leave benefits and workers' compensation**

The Corporation's accrued obligation for sick leave benefits provides accumulating sick leave benefits to eligible employees. The liability was actuarially determined as the present value of all future payouts, multiplied by the employee's service at the valuation date to the employee's service at the date when the employee is eligible for the benefit and considered the current balances in any sick leave banks, the annual accumulation of net sick leave credits and the future entitlement to, or utilization of, sick leave benefits.

The Corporation's accrued obligation for workers' compensation represents the unfunded liability for the costs of benefits specified and administered by the Workers Compensation Board of Manitoba for work-related injuries of Freshwater Fish Marketing Corporation employees. The actuarially determined liability consists of long-term pension awards and temporary compensation costs related to future claims payment administration by the Workers Compensation Board of Manitoba.

The actuary used assumptions, as agreed with management, in the calculation of the liabilities including inflation rates, interest rates, mortality rates and aggregate claim projections for incidents which have occurred for the workers' compensation liability. The actuarial liability could be materially different if assumptions on which the valuation is based vary significantly in future years. Changes in the liability are recognized based on an extrapolation of actuarial results and adjustments arising from actuarial gains and losses in the year in which they occur. An actuarial valuation of the sick leave and workers' compensation liabilities was performed as at April 30, 2023 to establish a measurement of these liabilities.

The statement of comprehensive income includes a charge of $215 (2022 – $154) which relates to current service costs, interest charges on the workers' compensation obligation and an actuarial gain/loss. The statement of comprehensive income also includes a charge of $206 (2022 – $29), which relates to current service costs, interest cost and an actuarial gain/loss related to the sick leave liability.

The Corporation's obligation for workers' compensation and sick leave consists of the following:

| | Worker's Compensation | | Sick Leave | |
|---|---|---|---|---|
| | 2023 | 2022 | 2023 | 2022 |
| Actuarial value | 181 | 174 | 565 | 444 |
| Less: current portion | 115 | 116 | 565 | 444 |
| **Non-current portion** | **66** | **58** | **-** | **-** |
| Benefits paid | 208 | 147 | 85 | 74 |

(in thousands of Canadian dollars)

| | Worker's Compensation | | Sick Leave | |
|---|---|---|---|---|
| | 2023 | 2022 | 2023 | 2022 |
| Current service costs | 170 | 124 | 53 | 52 |
| Interest costs | 6 | 2 | 19 | 16 |
| Actuarial loss from demographic assumptions | (9) | (1) | - | - |
| Actuarial loss from financial assumptions | (10) | (8) | 134 | (39) |
| Actuarial loss (gain) from experience adjustments | 58 | 37 | - | - |
| **Total Costs** | **215** | **154** | **206** | **29** |

Included in the actuarial gains and losses from financial assumptions are the adjustments due to the effect of the discount rate applied to the obligations. Actuarial gains and losses from experience adjustments are the adjustments due to the effect of differences between the previous actuarial assumptions and what has actually occurred, and the effects of changes in actuarial assumptions.

Mortality rates are a key demographic assumption used in the valuation of the workers' compensation and sick leave obligations. Tables published in February 2014 by The Canadian Institute of Actuaries were used in the valuation of the sick leave obligation. The Ontario WSIB Workers Compensation 2006-2010 mortality table projection to 2015 was used in the valuation of the workers' compensation.

The weighted-average duration of the defined benefit obligation for the workers' compensation liability is two years and seven years for the sick leave liability.

The principal actuarial assumptions (weighted-average) used at the end of the reporting period were as follows:

| | Worker's Compensation | | Sick Leave | |
|---|---|---|---|---|
| (%) | 2023 | 2022 | 2023 | 2022 |
| Discount rate for obligation | 4.80 | 3.50 | 4.70 | 4.50 |
| Rate of compensation increase | 2.50 | 2.00 | 1.50-4.00 | 2.00 |
| Health care trend | 4.00 | 4.00 | | |

## 13. REVENUE

**13.1 Disaggregation of Sales**

Sales is disaggregated by primary geographical region in the following table.

| **Primary Geographical Regions** | 2023 | 2022 |
|---|---|---|
| North America | 59,833 | 57,135 |
| Europe | 12,342 | 11,945 |
| Asia | 1,047 | 1,021 |
| | **73,222** | **70,101** |

## 14. SALES COMMISSIONS

During the period, the Corporation paid commissions of $1,196 (2022 – $1,204) to foreign sales agents. Commissions are included in marketing and administrative expenses on the statement of comprehensive income.

## 15. OTHER REVENUE AND EXPENSES

Other revenue comprises the operation of the Poplar River Barge and dry-dock facility on Lake Winnipeg and the sale of fishing supplies to fishers. The revenue earned from the operation of the Poplar River Barge and sales of fishing supplies is $469 (2022 – $1,186).

Other expenses of $1,754 (2022 – $1,122) consist of costs incurred to earn revenue for the Poplar River Barge and dry-dock facility, as well as the sales of fishing supplies to fishers.

(in thousands of Canadian dollars)

# 16. INCOME TAXES

| | 2023 | 2022 |
|---|---|---|
| Current income tax expense (recovery) | 228 | (276) |
| Deferred tax expense (recovery) | (316) | 197 |

Income tax expense (recovery) on profit (loss) before income tax differs from the amount that would be computed by applying the federal statutory income tax rate of 25.0%. The expense (recovery) for the year can be reconciled to the accounting profit (loss) before tax as follows:

| | 2023 | 2022 |
|---|---|---|
| Net profit (loss) before tax for the year | (342) | (301) |
| Computed tax expense (recovery) (25% income tax rate) | (86) | (75) |
| Non-deductible expense | 4 | 2 |
| Other net amounts | (6) | (5) |
| **Computed tax expense (recovery) (25% income tax rate)** | **(88)** | **(78)** |

| | 2023 | 2022 |
|---|---|---|
| Income taxes (payable) receivable | (162) | 570 |

The tax effects of temporary differences that give rise to deferred tax assets and liabilities are presented below:

| Temporary differences for 2023 | Opening balance | Recognized in profit or (loss) | Ending balance |
|---|---|---|---|
| **Deferred tax assets** | | | |
| Employee benefits | 171 | 235 | 406 |
| Financial instrument | 3 | (3) | - |
| Asset retirement obligation | 6 | - | 6 |
| Inventory | - | 65 | 65 |
| **Deferred tax liability** | | | |
| Financial instrument | - | (12) | (12) |
| Foreign exchange loss | (10) | 3 | (7) |
| Property, plant and equipment | (2,085) | 16 | (2,069) |
| Intangible assets | (49) | 12 | (37) |
| **Net deferred tax asset (liability)** | **(1,964)** | **316** | **(1,648)** |

| Temporary differences for 2022 | Opening balance | Recognized in profit or (loss) | Ending balance |
|---|---|---|---|
| **Deferred tax assets** | | | |
| Employee benefits | 183 | (12) | 171 |
| Financial instrument loss | 150 | (147) | 3 |
| Provision for environmental liability | 96 | (90) | 6 |
| **Deferred tax liabilities** | | | |
| Foreign exchange loss | 31 | (41) | (10) |
| Property, plant and equipment | (2,170) | 85 | (2,085) |
| Intangible assets | (57) | 8 | (49) |
| **Net deferred tax liability** | **(1,767)** | **(197)** | **(1,964)** |

(in thousands of Canadian dollars)

# 17. RELATED PARTY TRANSACTIONS

The Corporation is related in terms of common ownership to all Government of Canada owned entities.

The Corporation enters into transactions with these entities in the normal course of business, at fair value, under the same terms and conditions that apply to unrelated parties. In accordance with the disclosure exemption regarding government-related entities, the Corporation is exempt from certain disclosure requirements of IAS 24 relating to its transactions and outstanding balances with:

- a government that has control, joint control or significant influence over the reporting entity; or
- another entity that is a related party because the same government has control, joint control or significant influence over both the reporting entity and the other entity.

Based on this exemption, as the Corporation has not entered into any transactions with these related parties which are considered to be individually or collectively significant, the Corporation has not disclosed any details of its transactions with:

- the Government of Canada, and departments and agencies thereof; or
- other federal Crown corporations.

Certain members of the Board of Directors and their closely-related family members are fishers who sell their catch to the Corporation. During the year, delivered fish volume by Board members and their closely related family members was 7,000 kilograms (2022 – 3,000 kilograms) valued at $32 (2022 – $14). These transactions are measured at fair value and were incurred during the normal course of business on similar terms and conditions to those entered into with unrelated parties.

**Compensation of key management personnel**

Compensation of key management personnel includes members of the Board of Directors and executive officers of the Corporation who have the authority and responsibility for planning, directing and controlling the activities of the Corporation.

Compensation for executive officers of the Corporation is recorded on the statement of comprehensive income as salaries and benefits in marketing and administrative expenses. Compensation for members of the Board of Directors is recorded on the statement of comprehensive income as meeting fees and expenses in marketing and administrative expenses.

| | 2023 | 2022 |
|---|---|---|
| Total compensation paid to key management personnel | 1,366 | 1,084 |

# 18. CONTINGENCIES

**18.1 Contingencies and provisions**

The Corporation is involved in various legal claims arising from the normal course of business. The outcome of these claims is currently not determinable, and accordingly, no amounts have been recorded in the financial statements. Amounts payable, if any, will be recorded when any liability is considered likely and the associated costs can be reasonably estimated.

The total provision for environmental liabilities is $25 (2022 – $25). The Corporation spent $0 (2022 – $119) for site remediation in Hay River during the year.

The Corporation has completed the remediation of the Hay River and has recorded a provision related to final landscaping of the site.

A number of other vacant facilities may contain some environmental risk with associated remediation costs. The Corporation's ongoing efforts to assess these sites may result in environmental liabilities related to the sites. A provision will be recorded when the Corporation considers that it is probable that it will remediate these contaminated sites and a reliable estimate can be determined for the amount of the obligations. As of April 30, 2023, no liability has been recognized in the financial statements for the remaining contaminated sites.

The Corporation is involved in a property tax settlement that could result in the recovery of taxes paid. Management is currently not able to reasonably estimate such recoveries and therefore no contingent asset has been recognized.

The Board of Directors of the Corporation reserves the final decision regarding the amount and timing of a final payment to fishers.

The following details the changes in the provision for final payment over the past year:

| | 2023 | 2022 |
|---|---|---|
| Provision for final payment to fishers, beginning of year | - | - |
| Payment to fishers | - | 1,000 |
| **Provision for final payment to fishers, end of year** | **-** | **1,000** |

FRESHWATER FISH

2023