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**ANNUAL INFORMATION FORM**

For the fiscal year ended  
September 2, 2023

November 22, 2023

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## **EXPLANATORY NOTES**

### **General Matters**

This Annual Information Form is dated November 22, 2023. Unless specifically stated otherwise, all information disclosed in this form is provided as at September 2, 2023 (“**Fiscal 2023**”), the end of Goodfood’s most recently completed fiscal year. Unless otherwise noted or the context otherwise indicates, “we”, “us”, “our”, “Goodfood” and the “Company” refers to Goodfood Market Corp., its predecessors and its subsidiaries. All references herein to “\$” or “dollars” are to Canadian dollars, unless indicated otherwise.

### **Forward-Looking Information**

This Annual Information Form contains “forward-looking information” within the meaning of applicable Canadian securities legislation. Such forward-looking information includes, but is not limited to, information with respect to our objectives and the strategies to achieve these objectives, as well as information with respect to our beliefs, plans, expectations, anticipations, assumptions, estimates and intentions, including, without limitation, statements in the “Financial Outlook” section of the management’s discussion and analysis for Fiscal 2023. This forward-looking information is identified by the use of terms and phrases such as “may”, “would”, “should”, “could”, “expect”, “intend”, “estimate”, “anticipate”, “plan”, “foresee”, “believe”, and “continue”, as well as the negative of these terms and similar terminology, including references to assumptions, although not all forward-looking information contains these terms and phrases. Forward-looking information is provided for the purposes of assisting the reader in understanding the Company and its business, operations, prospects, and risks at a point in time in the context of historical trends, current condition, and possible future developments and therefore the reader is cautioned that such information may not be appropriate for other purposes.

Forward-looking information is based upon a number of assumptions and is subject to a number of risks and uncertainties, many of which are beyond our control, which could cause actual results to differ materially from those that are disclosed in, or implied by, such forward-looking information. These risks and uncertainties include, but are not limited to, the following risk factors which are discussed in greater detail under “Risk Factors”: limited operating history, negative operating cash flow, going concern risk, food industry including current industry inflation levels, indebtedness and impact upon financial condition, future capital requirements, quality control and health concerns, regulatory compliance, regulation of the industry, public safety issues, product recalls, damage to Goodfood’s reputation, transportation disruptions, storage and delivery of perishable foods, product liability, unionization activities, consolidation trends, ownership and protection of intellectual property, evolving industry, reliance on management, fulfillment centres and logistics channels, factors which may prevent realization of growth targets, competition, availability and quality of raw materials, environmental and employee health and safety regulations online security breaches and disruptions, reliance on data centers, open source license compliance, operating risk and insurance coverage, management of growth, limited number and scope of products, conflicts of interest, litigation, food costs and availabilities, catastrophic events, risks associated with payments from customers and third parties, being accused of infringing intellectual property rights of others, climate change and environmental risks, as well as an inability to maintain high social responsibility standards could lead to reputational damage and adversely affect our business.

This is not an exhaustive list of risks that may affect the Company's forward-looking statements. Other risks not presently known to the Company or that the Company believes are not significant could also cause actual results to differ materially from those expressed in its forward-looking statements. Although the forward-looking information contained herein is based upon what we believe are reasonable assumptions, readers are cautioned against placing undue reliance on this information since actual results may vary from the forward-looking information. Certain assumptions were made in preparing the forward-looking information concerning the availability of capital resources, business performance, market conditions, and customer demand.

Consequently, all of the forward-looking information contained herein is qualified by the foregoing cautionary statements, and there can be no guarantee that the results or developments that we anticipate will be realized or, even if substantially realized, that they will have the expected consequences or effects on our business, financial condition or results of operation. Unless otherwise noted or the context otherwise indicates, the forward-looking information contained herein is provided as of the date hereof, and we do not undertake to update or amend such forward-looking information whether as a result of new information, future events or otherwise, except as may be required by applicable law.

### **IFRS and Non-IFRS Measures**

Our financial statements, available on SEDAR+ at [www.sedarplus.ca](http://www.sedarplus.ca), have been prepared in accordance with International Financial Reporting Standards (“**IFRS**”).

This Annual Information Form and our most recent financial statements and management's discussion and analysis, available on SEDAR+ at [www.sedarplus.ca](http://www.sedarplus.ca), make reference to certain non-IFRS measures. These non-IFRS measures are not recognized measures under IFRS, do not have a standardized meaning prescribed by IFRS and are therefore unlikely to be comparable to similar measures presented by other companies. Rather, these measures are provided as additional information to complement IFRS measures by providing further understanding of our results of operations from management's perspective. Accordingly, they should not be considered in isolation nor as a substitute for analysis of our financial information reported under IFRS and should be read in conjunction with the financial statements for the periods indicated.

We use non-IFRS measures including Adjusted Gross Profit, Adjusted Gross Margin, EBITDA, Adjusted EBITDA, Adjusted EBITDA Margin, Free Cash Flow, Adjusted Free Cash Flow, and Total net (debt) cash and Total net (debt) cash to total capitalization to provide investors with supplemental measures of our operating performance and to highlight trends in our core business that may not otherwise be apparent when relying solely on IFRS financial measures. We also believe that securities analysts, investors and other interested parties frequently use non-IFRS measures in the evaluation of issuers. Management also uses non-IFRS measures in order to facilitate operating performance comparisons from period to period and assess our ability to meet our future debt service, capital expenditure and working capital requirements.

Please refer to our most recent management's discussion and analysis, available on SEDAR+ at [www.sedarplus.ca](http://www.sedarplus.ca), for the definitions of Adjusted Gross Profit and Adjusted Gross Margin, EBITDA, Adjusted EBITDA, and Adjusted EBITDA Margin, Free Cash Flow and Adjusted Free Cash Flow, and Total net (debt) cash and Total net (debt) cash to total capitalization presented by the Company and reconciliation, where applicable, to the most directly comparable IFRS measure.

We also use “active customers”, a metric which is not an IFRS or non-IFRS financial measure, and therefore, it does not appear in and cannot be reconciled to a specific item in the Company's consolidated financial statements. This metric tracks the number of customers that have placed an order within the last three months (“**Active Customers**”). The Company has now transitioned from the active subscriber metric,

which was defined as an account that was scheduled to receive a delivery or has elected to skip delivery in the subsequent weekly delivery cycle or that was registered to Goodfood WOW (“**Active Subscribers**”), to the Active Customer metric as it provides greater clarity and transparency on the number of customers who placed an order during a quarter and has retired the metric that provides only customers who have a subscription. For greater certainty, an Active Customer is only accounted for once, although different products and multiple orders might have been purchased within a quarter. While the Active Customers is not an IFRS or non-IFRS financial measure, and, therefore, does not appear in, and cannot be reconciled to a specific line item in the Company’s consolidated financial statements, we believe that the Active Customers metric is a useful metric for investors because it is indicative of potential future net sales. The Company reports the number of Active Customers at the beginning and end of the period, rounded to the nearest thousand.

## **Market and Industry Data**

We have obtained the market and industry data presented herein from a combination of third-party sources and the estimates of management. Although we believe that these third-party sources and our management estimates are reliable, the accuracy and completeness of such data is not guaranteed and has not been verified by any independent sources. Market and industry data, including estimates and projections relating to size of market and market share, is inherently imprecise and cannot be verified due to limitations on the availability and reliability of data inputs, the voluntary nature of the data gathering process and other limitations inherent in any market research or other survey. Management’s estimates are based on internal research, its knowledge of the relevant market and industry and extrapolations from third party sources. While we are not aware of any misstatements regarding the market and industry data presented herein, such data involves risks and uncertainties and is subject to change based on various factors, including those factors discussed under “Forward-Looking Information” and “Risk Factors”.

## **Trademarks**

This Annual Information Form includes registered and unregistered Canadian and US trademarks such as GOODFOOD, MARCHÉ GOODFOOD, GOODFOOD MARKET, GOODFOOD WOW and MARCHÉ GOODFOOD WOW, and the updated GOODFOOD logo design, which are protected under applicable intellectual property laws and are our property. All other trademarks used herein are the property of their respective owners.

## **CORPORATE STRUCTURE**

### **Name, Address and Incorporation**

Goodfood Market Corp. results from the amalgamation under the *Canada Business Corporations Act* (the “CBCA”) on September 1, 2017 of Goodfood Market Corp. (formerly Mira VII Acquisition Corp.) and Goodfood Market Inc. (the resulting entity of the amalgamation between Goodfood Market Inc. and Mira VII Subco Inc.).

Our head and registered office is located at 4600 Hickmore Street, Montréal, Québec, Canada, H4T 1K2.

For additional information with respect to our history, we refer you to the “History of Goodfood” section under “Our Business”.

## Intercorporate Relationships

Goodfood directly owns 100% of the voting securities of YUMM Meal Solutions Corp., its subsidiary. YUMM Meal Solutions Corp. was incorporated under the CBCA on March 21, 2019, and does not currently carry on any business activities.

## OUR BUSINESS

### About Goodfood

Goodfood is a leading digitally native meal solutions brand in Canada, delivering fresh meals and add-ons that make it easy for customers from across Canada to enjoy delicious meals at home every day. The Goodfood team is building Canada's most loved millennial food brand, with the mission to create experiences that spark joy and help our community live longer on a healthier planet. Goodfood customers have access to uniquely fresh and delicious products, as well as exclusive pricing, made possible by its world-class culinary team and direct-to-consumer infrastructures and technology. Goodfood is passionate about connecting its partner farms and suppliers to its customers' kitchens while eliminating food waste and costly retail overhead.

As of September 2, 2023, Goodfood had 116,000 Active Customers. Customers have the ability to build a meal solutions basket by selecting from a variety of approximately 300 stock-keeping units ("SKUs") of ready-to-cook as well as grocery and other meal solutions items, based on their taste preferences and personal schedules. Each basket can be delivered once a week. Goodfood currently serves customers across British Columbia, Alberta, Saskatchewan, Manitoba, Ontario, Québec, Nova Scotia, New Brunswick, and Prince Edward Island. For more information, we refer you to the section "Overview of Products, Fees and Delivery Model".

### History of Goodfood

In 2014, Neil Cuggy, Jonathan Ferrari and Raffi Krikorian launched Goodfood (formerly known as Culiniste) to increase Canada's limited number of online meal solutions and grocery delivery options and to reduce the amount of wasted food in the Canadian food market. Goodfood Market Inc. ("GMI") was then incorporated pursuant to the CBCA on September 2, 2014.

On June 1, 2017, Goodfood completed a going-public transaction in Canada by way of a reverse takeover ("RTO") transaction. Following the closing of its RTO, the Company began trading on the Toronto Stock Exchange (the "TSX") under the symbol "FOOD".

During the first quarter of Fiscal 2021, the Company entered into a syndicated credit agreement totaling \$46 million, including a term loan of \$12.5 million, a revolving facility of \$27.5 million and \$6 million in other short-term financing ("**Credit Facility 2021**"). During the second quarter of Fiscal 2021, the Company increased the revolving facility by \$15 million for a total of \$42.5 million, and the other short-term financing by an amount not to exceed \$15 million, and an additional lender was added to the syndicate. This increase brought the total available financing to \$70 million. The Credit Facility 2021 is secured by a first-ranking hypothec on all of the Company's movable and immovable assets. The facilities bore variable interest rates of BA plus 2.50% and had a maturity date in November 2023. The term loan was repayable in four quarterly installments of \$156 thousand beginning on November 30, 2021, increasing to four quarterly installments of \$313 thousand on November 30, 2022 with a bullet repayment of the balance of \$10.6 million at the end of the term in November 2023.

On January 27, 2021, the Company announced the departure of Philippe Adam, its Chief Financial Officer, effective April 2, 2021. On May 12, 2021, the Company announced the appointment of Jonathan Roiter as its Chief Financial Officer, effective June 7, 2021.

On February 24, 2021, the Company completed a bought deal public offering of 4,800,000 Goodfood common shares (“**Common Shares**”) at a price of \$12.50 per Common Share (“**2021 Share Offering**”). The 2021 Share Offering represented gross proceeds of approximately \$60 million to the Company.

On May 21, 2021, the Company announced the departure of Raghavendra Mocharla, the Chief Technology Officer, effective July 1, 2021. On September 9, 2021, the Company announced that Bipasha Chiu will be joining its management team as its new Chief Technology Officer, effective September 27, 2021.

On July 7, 2021, the Company announced the further expansion of its product offering of grocery products, and made the announcement of its first automated local fulfillment centre in Ottawa, which will allow the Company to offer same-day delivery in a third major Canadian market. In addition, in June 2021, the Company also launched its brand new Goodfood mobile application in order to strengthen interactions and engagement with users to further drive order rates and basket sizes.

In September 2021, the Company changed its fiscal year-end from a fixed year-end ending August 31 of each year to a floating year-end ending on the first Saturday of September of each year in order to align with comparative companies who are using floating year-ends.

On September 15, 2021, the Company announced its inclusion in the Toronto Stock Exchange’s TSX30 list for a second year in a row, a flagship program recognizing the 30 top performing TSX stocks over a three-year period based on share price appreciation.

On September 29, 2021, the Company launched a fully electric refrigerated vehicle fleet.

On December 2, 2021, the Company announced the departure of Gregory Christopher, Executive Vice President, Operations. The President and Chief Operating Officer, Neil Cuggy, assumed this role from that date.

In November 2021, the Company launched its Goodfood On-Demand delivery to key highly dense neighborhoods in Montréal and Toronto. The service was available through the Company’s new micro-fulfilment centre (“**MFC**”) in the city’s downtown and would deliver orders to customers in approximately 30 minutes. Goodfood also launched the delivery of alcohol in Toronto through its existing MFC.

On February 11, 2022, the Company completed a \$30 million financing (the “**2022 Debenture Offering**”) through the issuance of convertible unsecured subordinated debentures (the “**2027 Debentures**”). The 2027 Debentures bear a fixed interest rate of 5.75% per annum, payable semi-annually. The 2027 Debentures mature on March 31, 2027 and may be redeemed by Goodfood, in certain circumstances, on or after March 31, 2025. The 2027 Debentures are convertible at the holder’s option into Common Shares at a conversion price of \$4.60 per Common Share.

In April 2022, the Company announced the appointment of its newest Board of Directors member, John Khabbaz, replacing Hamnett Hill. John Khabbaz is the Founder and Chief Investment Officer of Phoenician Capital, an investment management firm headquartered in New York City.



During the third quarter of Fiscal 2022, the Company launched Project Blue Ocean, a series of identified initiatives put in place designed to yield cost efficiencies intended to return the Company to a positive Adjusted EBITDA position in the first half of Fiscal 2023.

On July 11, 2022, the Company announced that it was expanding its selection of high-quality products, fresh produce and everyday meal solutions by partnering with leading gourmet grocer Pusateri's Fine Foods.

On August 15, 2022, the Company announced that it had been expanding its on-demand delivery service in Montréal to include beer and wine from local breweries and Québec-based wineries, complementing a similar service in the GTA.

In the fourth quarter of Fiscal 2022, as part of the Company's previously-announced Blue Ocean initiative, the Company closed out its manufacturing facility in British Columbia with weekly subscriptions to be serviced out of its Calgary manufacturing facility, closed the on-demand Ottawa facility to allow concentration of efforts in core Toronto and Montréal areas with non-material impact on revenue and closed two of the four MFCs in Toronto and Montréal on a temporary basis and shifted their volume to remaining open facilities to drive greater operational leverage.

During the fourth quarter of Fiscal 2022, the Company entered into a tolerance letter with its lenders as a result of a failure to meet certain financial covenants. The lenders agreed to tolerate such covenant breaches under certain conditions which included restricting Goodfood from using the revolver portion of the facility, under which no amount is currently outstanding or available other than letters of credit. Goodfood indicated that it was in the process of negotiating the terms of a revised credit facility arrangement and could not provide assurance as to such an arrangement being put in place in a timely manner or the terms of such an arrangement. As a result of the covenant breach, a charge of \$0.7 million related to external advisor fees was recorded in the fourth quarter of 2022 in reorganization and other related costs.

The Company stated that its ability to continue as a going concern was dependent upon management's initiatives, including Project Blue Ocean, being realized and/or its ability to secure financing to meet anticipated cash needs for working capital and capital expenditures as required. The Company indicated, however, there could be no assurance that the Company would be able to achieve its stated goals or that it will obtain additional financing or what the terms of such financing might be or for what period of time a tolerance letter would remain in place with the Company's lenders. As a result, material uncertainty currently existed with respect to its ability to continue as a going concern.

On October 14, 2022, the Company provided an update on Project Blue Ocean. Goodfood announced that it would be focusing its strategy on growing its brand through its weekly meal plans and add-ons while transitioning out of Goodfood On-Demand in order to maximize Adjusted EBITDA and cash flow. Based on management's preliminary assessment, Blue Ocean initiatives were expected to result in a non-cash impairment charge in the range of \$45 to \$50 million in the fourth quarter, primarily driven by asset consolidation and MFC closures in Montréal and Toronto which will drive gross margin and selling, general and administrative cost improvements.

On October 26, 2022, the Company announced that François Vimard had stepped down as a director of the Company to focus on his other Board commitments and to pursue other interests.

On December 20, 2022, the Company confirmed that, further to its previously announced negotiation with its lenders, it had reached an agreement for an amended and restated credit agreement with its existing syndicate providing bank financing totalling approximately \$10 million and exiting its

previously announced tolerance. The facilities include a \$5 million term loan, a \$2.5 million revolving credit facility, and \$2 million in additional short-term financing and come to maturity in November 2023. Goodfood is currently in advanced negotiations and for an extension of its credit facilities.

On February 6, 2023, the Company announced that it had closed an offering (the “**2023 Debenture Private Placement**”) of \$12,675,000 aggregate principal amount of 12.5% convertible unsecured subordinated debentures of the Company (the “**2028 Debentures**”) due February 6, 2028, at a price of \$1,000 per \$1,000 principal amount of 2028 Debentures, by way of non-brokered private placement. The total investment consists of \$10 million from Investissement Québec and \$2.675 million from management, Board members and existing shareholders.

On March 27, 2023, the Company promoted Roslane “Ross” Auameur to Chief Financial Officer, replacing Jonathan Roiter effective March 31, 2023.

On April 27, 2023, the Company announced that it will permanently offset its delivery carbon emissions going forward. In addition, the Company released next generation packaging to reduce plastic waste by 21 metric tonnes – equivalent to more than 2,400,000 plastic grocery bags. In partnership with Less Emissions, the Company will be offsetting the carbon impact of its deliveries by supporting Canadian projects, including Les Minéraux Harsco’s slag-based recycling operations in Quebec and The Net Zero Waste Inc. City of Abbotsford Composting Facility in British Columbia.

On July 31, 2023, the Company announced its partnership with PIANO PIANO to deliver premium pizzas nationwide.

On August 15, 2023, the Company announced its partnership with Michelin-starred restaurant St. Lawrence to bring Canadians exclusive meal-kits for a limited time only.

On September 18, 2023, the Company announced a lifetime donation of one million meals to long-term partner Breakfast Club of Canada, making the Canadian brand’s ten-year anniversary.

## **Industry Overview**

From our facilities, we have the ability to reach approximately 39 million Canadians in British Columbia, Alberta, Saskatchewan, Manitoba, Ontario, Québec, Nova Scotia, New Brunswick, and Prince Edward Island through our distribution network. Goodfood currently has approximately 300 products, across an array of categories: meal solutions, bakery, dessert, meat and seafood, drinks, pantry, produce, snacks, dairy, frozen and kitchen essentials.

### *Ready-to-cook*

The meal kit industry is an important component of the C\$123 billion Canadian grocery industry (Statista, Retail sales of food and beverage retailers in Canada from 2017 to 2022, September 2023). The meal kit concept has its roots in Stockholm, Sweden when, in 2007, Kicki Theander launched Middagsfrid, a service that brought bags of groceries to people’s doors and it was an instant hit. In 2014, Goodfood was one of the first to offer meal kit products in Canada, and is now one of the leaders in the Canadian market, continuously bringing value and innovation to its customer base.

The ready-to-cook meal kits market is estimated to have reached approximately US\$1.4 billion in size (Statista, Meal Kit Delivery – Canada) with a market penetration of 4.8% (Statista, Meal Kit Delivery – Canada, August 2023). Goodfood’s management believes that meal kit penetration can continue to grow across households and provide further runway for growth and market size increase, potentially allowing

ready-to-cook meal kits to capture a more significant share of the overall Canadian grocery industry. To support that belief, the market is estimated to grow at a 16% CAGR between 2023 and 2027, to reach a market size of US\$2.5 billion.

### *Ready-to-eat*

Fresh, ready-to-eat meals are also a segment of the C\$123 billion Canadian grocery industry. Grocery incumbents and emerging players alike are building a wide range of product lines and concepts to cater to the busy lifestyles of Canadians nationwide. The ready-to-eat market in Canada is estimated to amount to US\$6.7 billion in 2023 and estimated to grow by 6% compounded annually through 2028 (Statista, Ready-to-Eat Meals – Canada, October 2023).

Given the size of the overall end market, even a modest increase in the penetration of meal solutions and grocery add-ons delivered online across Canada can unlock significant upside for those positioned to seize it. Goodfood is well positioned to benefit from such a potential shift as we have a large base of households in Canada that are already in the habit of procuring their meals online, and therefore, the addition of ready-to-eat meals and select, differentiated grocery products is expected to be complimentary.

## **Our Mission & Competitive Strengths**

Goodfood's mission is simple:

**Spark Joy.** We make cooking and eating fun and existing an enjoyable experience.

**Live Better.** We help people achieve a balanced diet and live better and longer.

**Healthier Planet.** We are focused on bringing sustainable products that are better for the world to our customers via partnering with suppliers that share our ethos, reducing our packaging and carbon footprint.

In our view the following competitive strengths will contribute to our ongoing commercial success and future performance:

### *Brand Recognition*

We understand the emotional attachment our customers have to home-cooked meals, and their desire to cook with friends and family. Many of our customers share their cooking experiences with their loved ones several times each week. As a result, management believes that Goodfood has developed an important emotional connection with its customers, and that its customers associate the Goodfood brand with family-friendly values. Many of our customers have shared their culinary successes through social media, which has contributed to the optimization and the prevalence of the Goodfood brand. Goodfood continues to strive to increase awareness of the Goodfood brand and its product offerings across Canada via targeted marketing campaigns and converting awareness into new subscriptions and revenues. Goodfood's brand recognition has significantly increased since its inception and the Company believes that its marketing strategies can be successful in potentially maintaining and further increasing its brand recognition in Canada.

### *Flexible National Footprint*

We have in place a strong production and fulfillment capacity in Canada through our main facilities in Montréal and Calgary. This infrastructure gives the Company capacity to deliver to its customers in an

efficient manner across most of Canada for all of its product lines. Please see the section “Facilities” for more details.

### *Diversity of Product Offering*

We pride ourselves on offering our customers a variety of products and offerings in order to provide a comprehensive meal planning solution that is as complete as possible. Through ready-to-cook meal kits and a selection of ready-to-eat, breakfast and grocery add-ons, we strive to capture as large as possible a share of stomachs of Canadians by offering high quality products that provide a solution to most meals and snacks.

### *Quality Local Ingredients*

Our supply chain sources produce and proteins from farms across Canada and, when such sourcing is not possible due to seasonal availability or lack of availability from our local purveyors, we ensure that our customers receive the best quality ingredients on the market, at the best prices available. By minimizing the number of intermediaries and time of storage upstream, the ingredients received by our customers are as fresh as possible. In addition, when selecting our products, we prioritize ingredients without additives or preservatives. We also ensure that, whenever possible, our meat and our fish come from eco-responsible sources.

### *Proprietary Technology*

We distinguish ourselves from our competition through our proprietary technology. We have developed and operate an innovative online platform allowing consumers to select their favourite recipes from a collection of original dishes and have the curated ingredients delivered directly to their door with easy step-by-step instructions. We have created a custom-built order management system that allows the business to react quickly to changing customer demands and short inventory cycles. We have also developed proprietary software algorithms that assign customers specific recipes based on past orders and taste preferences, allowing our customers to “set it and forget it” with confidence that the technology will choose and deliver recipes that they will enjoy.

We also use software to route orders to the appropriate carriers. Our technology platform allows us to accept orders and fulfill such orders through our internal delivery initiative and third-party suppliers with a small time lag. As a result, we deliver fresher food faster and more efficiently to our customers.

### *Sustainability*

Sustainability is an integral part of Goodfood’s strategy. The Company focuses its execution in the following areas: waste reduction and product innovation, customer experience, operational efficiency, people, health, safety and environment, corporate citizenship and governance.

Reducing food waste is an important part of our mission and is still very much at the heart of what we do today. Meal kits significantly cut down on food waste because each ingredient is perfectly measured at peak freshness and pre-portioned. The Company aims to source its products in a responsible way and has made significant strides in sourcing its products locally and ethically. Our packaging and cardboard boxes used to deliver orders to our customers are entirely recyclable.

Goodfood is in the process of further elaborating its environmental, social, governance (“ESG”) vision and goals. In Fiscal 2021, the Company continued to actively integrate sustainability into its business strategy and internal policies. In this regard, Goodfood engaged an ESG consultant to assist in conducting

a materiality assessment of its ESG priorities by gauging the key issues raised by prominent global standards, rating agencies and our peers; surveying and interviewing influential stakeholders across the Company's organization (targeting both internal and external stakeholders); and engaging with the Company's executive leadership to establish a strategic roadmap that is aligned with our future ESG vision and goals.

During Fiscal 2023, Goodfood continued to make strides towards enhanced sustainability. In April 2023, it released its next generation packaging to reduce plastic waste by 21 metric tonnes — equivalent to more than 2,400,000 plastic grocery bags (Recyc-Québec). Moreover, in partnership with Less Emissions, Goodfood offset the carbon impact of its deliveries by supporting Canadian projects, including Les Minéraux Harsco's slag-based recycling operations in Quebec and The Net Zero Waste Inc. City of Abbotsford Composting Facility in British Columbia.

On August 17, 2021, the Company's board of directors (the "**Board**" or "**Board of Directors**") approved the Company's first Board & Management Diversity and Inclusion Policy, which is available on the Company's website, under the Corporate Governance section.

The GHRC Committee continuously assists the Board in developing and implementing Goodfood's corporate governance guidelines. In Fiscal 2022, the GHRC, supported by management, approved the Company's materiality assessment of key ESG matters emphasizing the direct link between ESG and the overall goals of the Company, strategic imperatives and corporate purpose.

These measures reinforce the Company's belief that its performance in sustainability and diversity is fundamental to its long-term business success. The Company is determined to include ESG-related priorities and key performance indicators in its corporate priorities and will continuously work on the establishment of a strategy with a clear path towards strengthening ESG-related policies, measurement, management and reporting practices.

### *Entrepreneurial Culture*

Our corporate culture attracts top-level talent, including professionals specialized in sourcing quality ingredients, creating stimulating and innovative recipes, and building a functional direct-to-consumer electronic-commerce platform. Our team is composed of fast-moving, entrepreneurial individuals, sharing the desire to provide our customers with convenient meal solutions and inventive meal ideas and ingredients. Our business model and company culture encourage our employees to share their ideas and collaborate with customers in different teams, be they recipe writers with chefs, or sourcing managers with software engineers.

### *Innovative Recipes and Variety*

Our innovative staff of development specialists dedicate themselves to doing research on food and dining trends, popular ingredients, and impressive yet user-friendly cooking techniques. Our recipe team prides itself in proposing fresh and innovative ingredient combinations, which aim to elevate our average customer's home cooking to a restaurant-quality experience. As a result of our efforts in collecting feedback from our customers on a weekly basis, we are able to effectively gauge the inventiveness and overall appreciation of our recipes. Our recipe creation process enables us to consistently deliver the variety of ingredients and dishes that our customers expect and deserve.

## Overview of Products, Fees and Delivery Models

### *Our Products*

Our current offering includes grocery and meal solution products that can be categorized as follows:

- Ready-to-cook offerings:
  - Classic – Unique ingredients and recipes for a culinary adventure;
  - Vegetarian – Well-balanced vegetarian meals with exciting flavours;
  - Family – Quicker and kid-friendly recipes;
  - Value Menu – Great flavors at a great price;
  - L’Artisan – Premium recipe collection with higher-end proteins;
  - Easy Prep – Time-saving Easy Prep recipes with fresh pre-cut and pre-cooked ingredients;
  - Clean15 – Comprised of high-protein, low-carb recipes designed to help Canadians reach their health and fitness goals;
- Add-on products:
  - Everyday grocery essentials - approximately 235 products, across an array of categories: including bakery, dessert, meat and seafood, drinks, pantry, snacks, frozen, etc.
  - Meal solutions:
    - Add-on recipes including DIY Pizza, sheet pan recipes, etc.
    - Ready-to-eat products involving zero cooking time;
    - Ready-to-heat products;
    - Breakfast products;

We are continuously looking to increase and improve product availability, develop new recipes for our ready-to-cook offerings and use both member favourites and our chef’s creations for our ready-to-eat meal solutions.

### *Our Fees*

Customers have the ability to build a basket by selecting from a variety of Goodfood meal solutions and add-on products based on their taste preferences and personal schedules. Delivery fees are currently applied to orders under \$65 for weekly deliveries that contain frozen products totalling less than \$30, orders that are located in rural areas, and off-subscription orders.

### *Our Weekly Delivery Model*

Customers who have subscribed to a weekly plan will pay by credit card, based on their selected weekly subscription plan, in advance of delivery and have between 4-7 days prior to receiving their delivery to change their menu selection. Once the orders are locked in, the sourcing team places orders with suppliers for delivery mostly on a “just in time” basis creating negative working capital in the cash flow cycle.

The production and receiving teams accept delivery of ingredients and prepare and portion the orders for shipment. We do not transform any animal protein (beef, pork, chicken, fish, shellfish, etc.). We choose our suppliers based on certification level, quality of product, lead time per order, price and supplier reputation. We maintain several backups for the majority of goods that are used on a monthly basis. Depending on the goods required for each menu, our supplier base is a combination of local purveyors and farms from around the world depending on the seasonality of the ingredients. Once all the portioning and recipe assembly is done, the production team selects and packs orders based on the subscriber's recipe selection. Subscribers are usually not home to receive their deliveries and as such, we use packaging that allow the food to stay refrigerated for up to 60 hours.

### *Our Marketing Efforts*

We rely on word of mouth to grow our client footprint. Our customers are encouraged to share their experience concerning the quality of ingredients, appreciation of recipes and overall satisfaction via their own networks, and we have instituted referral programs and incentives for doing so. In addition, we rely on third party providers to assist with targeted online marketing efforts. We also employ more traditional marketing methods, such as radio and television and promotional coupons.

### *Technology and Product Development*

We use software to automatically route orders to the appropriate carriers. Our technology platform allows us to accept orders and fulfil such orders through our suppliers with a very short time period lag. As a result, we deliver fresher food faster and more efficiently to our customers.

We are constantly improving both our customer-facing and operational technologies to achieve better customer value and per order profitability. We are also investing in automation with regards to our production capabilities, in order to better meet customer demand and to improve margins.

We actively track website conversion rates in order to improve our user interface and increase subscriptions. As such, we continuously strive to better understand the positive and negative aspects of our users' experiences with our proprietary interface and customer area.

Our team is focused on innovation to improve the sustainability of our packaging, lower overall costs, and reduce our carbon footprint. We are continuously working on other innovative green initiatives. The Company is also continuously testing additional potential initiatives, such as: introducing organic ice packs, reducing the weight of plastic inside recipe bags by transitioning portioned ingredients from hard plastics to flexible plastics and implementing recyclable flexible packaging.

### *Components and Economic Dependence*

Our ingredients are sourced from farms across Canada, if local sourcing is not possible due to seasonal availability or lack of availability, we ensure that our customers receive ingredients with best quality to price ratio available on the market. We actively focus on selection of ingredients and adjustment to our recipes to account for seasonality, which limits our dependence on any one supplier of raw materials.

We engage one primary supplier for each category of packaging materials required to manufacture our products, including bottles, insulation, and boxes. We also use several secondary suppliers for the procurement of each category of packaging materials, in order to reduce dependence on a single service provider.

Current economic conditions, including sustained inflation and lingering supply chain disruptions, could affect contract negotiations with key suppliers and impact pricing, cost structure general product availability and timeliness of product availability.

## **Intellectual Property**

Our ability to protect our intellectual property is an important aspect of our business and is key in ensuring the continued growth of our subscription base. We have developed and operate an innovative online platform allowing consumers to select their favourite recipes from a collection of original dishes and have the personalized ingredients delivered directly to their door with easy step-by-step instructions.

Our service is exclusively offered online through our proprietary technology platform. We have created a custom-built order management system that allows the business to react quickly to changing customer demands and short inventory cycles. We have also developed proprietary software algorithms that assign customers specific recipes based on past orders and taste preferences, allowing our customers to “set it and forget it” with confidence that the technology will choose and deliver recipes that they will enjoy.

We also use software to automatically route orders to the appropriate carriers. Our technology platform allows us to accept orders and fulfil such orders through our suppliers with a very short time period lag. As a result, we deliver fresher food faster and more efficiently to our customers.

Our software includes software components licensed from third parties, including open source software. We believe that we follow industry best practices for using open source software and that replacements for this third party licensed software are available either as open source software or on commercially reasonable terms.

The technologies described above are at the core of our customer experience and are viewed as key to our current and future success and financial viability. To establish and protect our intellectual property in Canada, we rely on a combination of branding, trademarks, copyrights, trade secret laws, patent applications and contractual restrictions. We have established and continue to build proprietary positions in all key aspects of our business, including through the registration of domain names and trademarks in Canada. The source code for our software is protected under Canadian and applicable international copyright laws. We have also obtained the registration of an industrial design for our new reusable box from the Canadian Intellectual Property Office. We currently have no issued patents and patents might not be issued with respect to pending patent applications, or if patents are issued, they might not provide us with any competitive advantages, might not be issued in a manner that gives us the protection that we seek and might be successfully challenged by third parties.

### *Branding and Trademarks*

We seek to create strong brands for our services and promote our services through trademarks that distinguish them in the market. We are the registered owner of the “MARCHÉ GOODFOOD” trademark in Canada, as well as the [www.makegoodfood.ca](http://www.makegoodfood.ca) and [www.goodfoodmarket.ca](http://www.goodfoodmarket.ca) domain names. In 2021, the Company also applied for the updated GOODFOOD logo design, MARCHÉ GOODFOOD WOW and GOODFOOD WOW trademarks in Canada, as well as the GOODFOOD WOW trademark in the United States. As well, a Canadian application for the GOODFOOD MARKET trademark is still active. We also own unregistered rights in the GOODFOOD Canadian trademarks.



We will continue to increase consumer awareness and traction around the Goodfood brand in order to drive customer loyalty and sales. We strive to develop and foster a personal connection with the community and position Goodfood as a premium brand.

#### *Contractual Restrictions*

We seek to avoid disclosure of our intellectual property and proprietary information by requiring employees and partners to execute non-disclosure and assignment of intellectual property agreements. Such agreements require our employees and partners to assign to us all intellectual property developed in the course of their employment or engagement. We also utilize non-disclosure agreements to govern interaction with new and prospective business partners where disclosure of information may be necessary.

The enforcement of our intellectual property rights depends on any legal actions against any infringers being successful, but these actions may not be successful or may be prohibitively expensive, even when our rights have been infringed.

#### **Facilities**

The Company's main production facility and administrative offices are based in Montréal, Québec with additional locations in the provinces of Ontario and Alberta.

In October of 2022, as part of our Blue Ocean initiative and driven by our objective to return to a positive Adjusted EBITDA position in Fiscal 2023, we simplified our Western operations by consolidating our British Columbia production facility into our Calgary facility. Together, our Montréal and Calgary facilities serve the majority of the large Canadian population. In addition, we concluded a strategic review of our Goodfood On-Demand delivery model including the MFCs and announced the closing of all our MFCs and the shutdown of our wider 30-minute on-demand offering. Our go-forward strategy is centered on building the Goodfood brand through our weekly meal plans and add-ons nationally, providing overall approximately 300 Goodfood branded products, as well as increasing flexibility and access to our products over time.

The following table provides a summary of our operating locations, as at November 21, 2023:

	<b>Total Number of Locations</b>	<b>Administrative Offices</b>	<b>Manufacturing Centres</b>	<b>Fulfillment Facilities</b>
Greater Montréal Area (Québec)	1	X	X	X
Greater Toronto Area (Ontario)	2	X		X
Calgary (Alberta)	1		X	X

## **Employees**

As at September 2, 2023, we had over 780 employees. Our executive team has background and experience in retail, IT and/or various online industries, including the grocery industry, which represents a competitive asset from a sales, operations and market positioning perspective.

Historically, we have had the ability to attract and retain top talent due to our employer branding and talent management strategy. Our corporate culture is defined as customer-focused and entrepreneurial. Employees are encouraged to “do more with less” and focus on innovations that add to the customer experience. Over the past few years, we have established multiple performance-driven human resources programs, human resources policies and benefits, in an effort to maximize employees’ engagement, succeed collectively and meet our strategic goals.

We remain close to our employees’ needs and satisfaction and make proper adjustments on an as-needed basis to remain competitive and maintain our workforce engagement at a high level. We foster a culture of open and honest communication to provide a positive work environment to our employees and to be perceived as an employer of choice. We have a history of good labour relations since the Company was founded.

None of our employees are represented by a labour union and there is no collective bargaining agreement in place. We are not aware of any unionization attempt by our employees. All of our executive officers and certain other key employees have signed non-competition and non-solicitation undertakings in favour of the Company.

In August 2021, the Company’s Board of Directors approved a first Board & Management Diversity and Inclusion Policy, which is available on its website, under the Corporate Governance section.

## **Competition**

The industry in which we operate is highly competitive. As a result, we face competition from an important number of players operating in varying market segments. Such competitors include: (a) the supermarket industry and other food retailers, (b) other meal kit companies, (c) restaurants, (d) food manufacturers and other consumer goods companies, and (e) food delivery businesses, including ready-made meal services and grocery delivery companies.

With respect to meal kit companies, the Canadian industry currently has approximately a half dozen companies, most of which are small regional players with limited financing and small teams. Our main competitors are Hello Fresh (launched winter 2016), Toronto-based Chef’s Plate (launched winter 2014, and acquired by Hello Fresh), Cook-It (launched summer 2014, acquired and integrated by Miss Fresh) and FreshPrep (launched in 2014). With respect to grocery companies, the Canadian market is currently composed of four major traditional players. Our main competitors from an overall grocery perspective are Sobeys (Empire), Metro, Loblaws and Walmart. Other delivery and logistics online players have emerged in recent years. Uber, Instacart and DoorDash have been adding grocery stores such as Loblaws, Walmart and Metro to their delivery platforms by offering last-mile and in certain cases picking logistics.

Although we believe in our competitive strategy, we foresee competition increasing in the industry. Some of our potential competitors may have specific resources that we do not have, such as larger fulfillment and distribution infrastructures, greater technical, financial and marketing capabilities, and larger customer bases. In addition, mergers between competitors across the online grocery industry could result in a significant impact on the competitive landscape of our business. Such factors may allow other

industry players to increase their revenue streams, improve on their customer acquisition targets, and be in a position to respond more effectively to changes in consumer demand than we may be.

Finally, existing players in the food and grocery industries have, and may continue to, branch out into the meal kit segment, offering home delivery of groceries and ready-made meals. We believe that our general focus on our customers distinguishes us sufficiently from such potential competitors.

### **Seasonality and Cyclicity**

We adjust our meals based on seasonality of available ingredients. During periods with warmer weather, our packaging costs are affected due to additional packaging requirements associated with maintaining food freshness and quality. During these periods we benefit from lower food costs due to increased availability.

During holidays and popular vacation periods, our net sales are lower, as a higher proportion of customers elect to skip their delivery. Further, the growth rate of customers is also negatively affected during these periods.

Adverse or unusual weather patterns may impact third party carriers' ability to deliver food baskets to subscribers. We do not own any delivery trucks and do not employ any delivery drivers.

### **Regulatory Matters and Industry Standards**

We are subject to a wide variety of laws, regulations and orders across all jurisdictions in which we do business, including those laws involving product liability, labour and employment, food safety, intellectual property, privacy, environmental, consumer protection, and other matters.

#### *Food Product Regulations*

We and our suppliers must comply with applicable federal and provincial regulations relating to the manufacturing, handling, preparation, and labelling of food products. This includes regulation of the handling and packaging of meat, poultry, fish and produce regulated by Health Canada, the Canadian Food Inspection Agency and applicable provincial regulatory authorities. We are also subject to pricing requirements with respect to certain products by applicable regulatory authorities or marketing boards.

The manufacturing, handling, preparation, distribution and labelling of food products is regulated in Canada through federal and provincial authorities. Most Canadian provincial and territorial jurisdictions impose their own regulatory regimes on the food industry. We continue to monitor for and support the cost of building, maintaining and testing compliance systems to ensure compliance with the regulatory environment.

#### *Employment Regulations*

We are subject to provincial labour and employment laws that govern our relationship with employees, including minimum wage requirements, overtime, working conditions, workplace health and safety standards, and payroll taxes.

## *Privacy Regulations*

We are subject to multiple privacy laws that govern our collection, use, disclosure, and other processing of personal information in the course of our commercial activities. Applicable privacy legal requirements depend on certain factors, including the geographic location of the individuals concerned by the personal information we manage, as well as the place where we host such information. The provincial and federal government's intention to reform the Canadian privacy legal and regulatory environment was put forward over the last few years. While Québec's Law 25 was sanctioned in September 2021, the Canadian government is currently reviewing a second attempt to reform federal private sector privacy legislation in Bill C-27.

Changes under Law 25 are coming into force gradually over a 3-year period, with most of the significant changes having come into effect in September 2023. The amendments to the Québec private sector privacy legislation will, among other things, provide for (i) additional individual privacy rights and increased transparency on organizations' privacy practices, which result in individuals having more control over the personal information we hold on them and decisions pertaining to them that result from an automated processing of such information; (ii) the concept of privacy by default, which implies that our digital platforms' and apps' settings will need, by default, to be configured to ensure the highest level of privacy (identification, localization and profiling functions will need to be disabled by default); (iii) mandatory privacy impact assessments prior to (A) the acquisition, development and/or redesign of any information system or electronic service delivery project involving any processing of personal information, and (B) disclosing personal information outside of the province of Québec, in order to assess whether the information will receive an "adequate protection" in compliance with "generally accepted data protection principles"; (iv) new mandatory reporting of data breaches, which must be notified to the Québec privacy regulator and affected individuals when there is a "risk of serious injury"; and (v) much heavier consequences in case of non-compliance, and (C) a private right of action allowing individuals to sue organizations for damages.

At the federal level, Bill C-27 is currently under study by the Standing Committee on Industry and Technology (INDU) after a Second Reading in the House of Commons. Should Bill C-27 be passed into law, it would, amongst other things (i) integrate enhanced individual rights including disposal of personal information and mobility; (ii) introduce a definition of "anonymize" and provide that de-identified information is personal information subject to the law; (iii) provide that retention periods must consider the sensitivity of personal information and that security measures include reasonable authentication measures; (iv) grant new powers for the Privacy Commissioner of Canada, including audit and order-making powers, as well as the ability to recommend high monetary penalties; and (v) enact a distinct legislation to regulate "artificial intelligence systems" and the processing of data in connection with artificial intelligence systems.

## *Consumer Protection Regulations*

We are subject to consumer protection legislation in each province in which we operate, including pricing requirements, prohibitions against false or misleading representations, and specific information to be included in customer orders and receipts.

## **Insurance**

We carry various insurance policies to protect against certain risks of loss consistent with the exposures associated with the nature and scope of our operations. The most significant insurance policies that we carry are (i) a commercial general liability policy, (ii) an umbrella liability policy, (iii) a tenant's liability policy, (iv) a cyber insurance policy, (v) a commercial property policy for stock, equipment and tenant's improvements to our facilities and (vi) a directors and officers insurance policy. All policies are

subject to certain deductibles, limits or sub-limits and policy terms and conditions customary for businesses of our size and industry.

## **Social Policies**

The Company is committed to the well-being of its community, especially in the context of access to food for all Canadians. As such, we contribute a certain portion of the proceeds of boxes purchased by customers to providing nutritious meals to children in need in schools located within our community. In Canada, many children go to school every morning without any breakfast or lunch. By contributing to such meals, we hope to make a difference in the lives of these children.

## **RISK FACTORS**

The risks and uncertainties described below are those we currently believe to be material, but they are not the only ones we face. If any of the following risks, or any other risks and uncertainties that we have not yet identified or that we currently consider not to be material, actually occur or become material risks, our business, prospects, financial condition, results of operations and cash flows and consequently the price of the Common Shares could be materially and adversely affected. In all these cases, the trading price of the Common Shares could decline, and you could lose all or part of your investment. There is no assurance that risk management steps taken will avoid future loss due to the uncertainties described below or other unforeseen risks.

### *Limited Operating History*

Goodfood began carrying on business in 2014 and has a limited history of generating a profit from its operations in most regions. Goodfood is therefore subject to many of the risks common to early-stage enterprises, including under-capitalization, cash shortages, limitations with respect to personnel, financial, and other resources and lack of significant revenues. There is no assurance that Goodfood will be successful in achieving a return on shareholders' investment and the likelihood of success must be considered in light of the early stage of operations.

### *Negative Operating Cash Flow and Going Concern Risk*

Goodfood had negative operating cash flow for the year ended September 2, 2023. Goodfood could continue to have negative operating cash flow into the future and therefore, its finances may need to be allocated to funding this negative operating cash flow. Goodfood may also require additional financing to fund its operations to the point where it is generating positive operating cash flows. Continued negative operating cash flow may restrict Goodfood's ability to pursue its business objectives.

### *Food Industry*

The financial performance of Goodfood is subject to a number of factors that affect the food service industry generally. The Canadian food service industry is intensely competitive with respect to price, value proposition, service, location and food quality. There are many well-established competitors, including those with greater financial and other resources than Goodfood. Some of Goodfood's competitors may have brands with longer operating histories or may be better established in markets where Goodfood operates or may operate in the future. If Goodfood is unable to successfully compete in the segments of the industry in which it operates, the financial condition and results of operations of Goodfood may be adversely affected.

Goodfood's business is also affected by factors such as inflation, increased food, labour and benefit costs, and the availability of experienced management and hourly employees may adversely affect the

industry in general and Goodfood in particular. Even if Goodfood is able to successfully compete with other companies, it may be forced to make changes in one or more of its concepts in order to respond to changes in consumer trends. In recent quarters, food inflation has impacted our cost structure and we have made price adjustments to compensate for the higher prices paid on ingredients. Food inflation remains elevated and will continue to impact our cost structure.

#### *Indebtedness and Impact upon Financial Condition*

As of September 2, 2023, Goodfood had \$41,752,000 in outstanding borrowings under our debentures. Such indebtedness could have significant consequences for Goodfood's business, including but not limited to, (i) making the Company more difficult to satisfy its obligations under such debentures or to its trade or other creditors; (ii) increasing its vulnerability to adverse economic or industry conditions; (iii) limiting its ability to obtain additional financing to fund its existing operations or any future expansion of Goodfood's business, including its strategic plan to achieve and maintain net revenue growth, in particular, when the availability of financing in the capital markets may be limited; requiring the Company to dedicate a substantial portion of its cash flow from operations for payments on its indebtedness and therefore reducing the availability of its cash flow to fund working capital, capital expenditures, as well as general corporate or other requirements.

Goodfood's business may not generate sufficient cash flow from operations in the foreseeable future, which could result in its potential inability to repay indebtedness or to fund other liquidity needs. As a result, the failure to be in compliance with applicable covenants could result in an event of default, and could adversely affect Goodfood's access to capital of its business.

The Company's current credit facility expires on November 30, 2023. While the Company is currently in negotiations with lenders for a revised credit facility arrangement, there can be no assurance as to such an arrangement being put in place prior to the expiry or the terms of such an arrangement. If the Company is unable to put an arrangement in place in a timely manner or on terms favourable to the Company, there could be a material adverse effect on the Company. Goodfood is currently in advanced negotiations with its lenders to extend its credit facilities.

#### *Future Capital Requirements*

Goodfood may need to raise additional funds through public or private debt or equity financings in order to: (i) fund ongoing operations and capital expenditures; (ii) take advantage of opportunities, including more rapid expansion of Goodfood's business or the acquisition of complementary businesses; or (iii) respond to competitive pressures. Any additional capital raised through the sale of equity may dilute Goodfood's shareholders' percentage ownership of the Common Shares. Capital raised through debt financing would require the Company to make periodic interest payments and may impose restrictive covenants on the conduct of the Company's business. Furthermore, additional financings may not be available on terms favourable to the Company, or at all. A failure to obtain additional funding could prevent the Company from making expenditures that may be required to implement the Company's growth strategy and grow or maintain the Company's operations.

#### *Quality Control and Health Concerns*

A consumer who improperly handles or cooks our products may suffer a food-borne illness and seek to hold Goodfood responsible for all damages and suffering resulting from that food-borne illness. Goodfood's business can be materially and adversely affected by negative publicity resulting from such an illness, injury, cleanliness, poor food quality or safety or any other health concerns or operating issues relating to Goodfood's facility and products. Such negative publicity or concerns could reduce sales and

gross revenues and have a material adverse effect on Goodfood's business. Goodfood has a number of procedures in place for managing food safety and quality. Nevertheless, the risk of food borne illness or contamination cannot be completely eliminated. Any outbreak of such illness or contamination at Goodfood's facility or within the food service industry more generally, or the perception of such an outbreak, could have a material adverse effect on the financial condition and results of operations of Goodfood.

### *Regulatory Compliance*

Goodfood and its suppliers are subject to a wide variety of laws, regulations and orders across all jurisdictions in which they do business, including those laws involving product liability, labour and employment, food safety, intellectual property, privacy, environmental and other matters. Changes to any of the laws, rules, regulations or policies applicable to Goodfood's business, including tax laws, and laws affecting the production, processing, preparation, distribution, packaging and labelling of food, beverages and general merchandise products, could adversely affect the operations or financial condition or performance of Goodfood. Failure by Goodfood or its suppliers to comply with applicable laws, regulations and orders could subject Goodfood to civil or regulatory actions, investigations or proceedings, including fines, assessments, injunctions, recalls or seizures, which in turn could adversely affect reputation, operations or financial condition or performance of Goodfood. In the course of complying with changes to laws, Goodfood could incur significant costs. Changing laws or interpretations of such laws or enhanced enforcement of existing laws could restrict Goodfood's operations or profitability and thereby threaten Goodfood's competitive position and ability to efficiently conduct business.

### *Regulation of the Industry*

Goodfood is subject to applicable federal and provincial regulations relating to the manufacturing, handling, preparation, and labelling of food products. This includes regulation of the handling and packaging of meat, poultry, fish and produce regulated by Health Canada, the Canadian Food Inspection Agency and applicable provincial regulatory authorities. Goodfood has systems in place that ensure compliance with such regulation, and as regulation changes, Goodfood will modify its internal controls and handling as necessary. Any failure to comply, allegation by a regulatory authority of a failure to comply with such regulations, change in applicable regulation or in the manner in which it applies to Goodfood's industry or business could have a material impact on its operations and ability to provide product to meet demand on-time and in an efficient and cost-effective manner and a material adverse effect on its financial results.

Further, some of Goodfood's suppliers operate in supply-managed environments in which the production of a particular agricultural commodity is controlled through a quota system. The price of the supply-managed commodity may be set by regulation or by delegated authority. In such an environment, purchasers of the commodity have reduced bargaining power and must accept the regulated prices. Goodfood's suppliers, in turn, may base their prices on the acquisition cost of such supply-managed commodities.

### *Public Safety Issues*

Adverse conditions, such as the threat of pandemics or other outbreaks or perceived outbreaks of disease (including avian flu, COVID-19, H2N1, SARS or mad cow disease), may have a negative impact on the food industry and the economy in general. The occurrence, re-occurrence, continuation or escalation of such local, regional, national or international events or circumstances could reduce revenue for Goodfood which could have an adverse effect on the financial condition and results of operations of Goodfood.

### *Product Recalls*

Manufacturers and distributors of food products are sometimes subject to the recall or return of their products for a variety of reasons, including product defects, such as contamination, unintended harmful side effects or interactions with other substances, packaging safety and inadequate or inaccurate labeling disclosure. If any of Goodfood's products are recalled due to an alleged product defect or for any other reason, Goodfood could be required to incur the unexpected expense of the recall and any legal proceedings that might arise in connection with the recall. Goodfood may lose a significant amount of sales and may not be able to replace those sales at an acceptable margin or at all. In addition, a product recall may require significant management attention. There can be no assurance that any quality, potency or contamination problems will be detected in time to avoid unforeseen product recalls, regulatory action or lawsuits. Additionally, if subject to a recall, the image of Goodfood could be harmed. A recall for any reason could lead to decreased demand for Goodfood's products and could have a material adverse effect on the results of operations and financial condition of Goodfood.

### *Damage to Goodfood's Reputation*

There has been a marked increase in the use of social media platforms and similar channels, including weblogs (blogs), social media websites and other forms of Internet-based communications that provide individuals with access to a broad audience of consumers and other interested persons. The availability and impact of information on social media platforms is virtually immediate and many social media platforms publish user-generated content without filters or independent verification as to the accuracy of the content posted. The opportunity for dissemination of information, including inaccurate information, is seemingly limitless and readily available. Information, opinions and statements concerning Goodfood may be posted on such platforms at any time. Information posted may be adverse to Goodfood's interests or may be inaccurate, each of which may harm Goodfood's performance, prospects or business. Any damage to Goodfood's reputation, whether arising from the conduct of business, negative publicity, regulatory, supervisory or enforcement actions, matters affecting our financial reporting or compliance with provincial securities commissions, the TSX, security breaches or otherwise could have a material adverse effect on the business and results of operation of Goodfood. The harm may be immediate without affording Goodfood an opportunity for redress or correction.

Ultimately, the risks associated with any such negative publicity or incorrect information cannot be completely eliminated or mitigated and may materially harm the reputation, business, financial condition and results of operations of Goodfood.

### *Transportation Disruptions*

Due to the perishable and premium nature of Goodfood's products, Goodfood depends on fast and efficient courier services to distribute its product. Interruptions, delays or failures in these carrier services could delay or prevent the delivery of products, which may result in significant product inventory losses given the highly perishable nature of our food products and adversely affect our ability to fulfill our customers' orders. Any prolonged disruption of these courier services could have an adverse effect on the financial condition and results of operations of Goodfood. Rising costs associated with the courier services used by Goodfood to ship its products may also adversely impact the business of Goodfood and its ability to operate profitably.

### *Storage and Delivery of Perishable Foods*

Our ability to adequately store, maintain and deliver quality perishable foods is critical to our business. We store food products, which are highly perishable (including meat, poultry and dairy products),



in refrigerated fulfillment centres and ship them to customers inside boxes that are insulated with thermal or corrugate liners and frozen refrigerants to maintain appropriate temperatures in transit and use refrigerated third party delivery trucks to support temperature control for shipments to certain locations. Our inability, or the inability of third party courier services, to store, maintain and deliver highly perishable inventory at specific temperatures could result in significant product inventory losses as well as an increased risk of food-borne illnesses and other food safety risks.

### *Product Liability*

As a distributor of products designed to be ingested by humans, Goodfood faces an inherent risk of exposure to product liability claims, regulatory action and litigation if the products it distributes are alleged to have caused significant loss or injury. In addition, the preparation and sale of Goodfood's products involve the risk of injury to consumers due to tampering by unauthorized third parties or product contamination. Previously unknown adverse reactions resulting from human consumption of Goodfood's products alone or in combination with other medications or substances could occur. Additionally, Goodfood is exposed to many types of operational risks, including the risk of misconduct and errors by its employees and third party service providers.

Goodfood may be subject to various product liability claims. A product liability claim or regulatory action against Goodfood could result in increased costs, could adversely affect Goodfood's reputation with its clients and consumers generally, and could have a material adverse effect on the results of operations and financial condition of Goodfood. There can be no assurance that Goodfood will be able to obtain or maintain product liability insurance on acceptable terms or with adequate coverage against potential liabilities. The inability to obtain sufficient insurance coverage on reasonable terms or to otherwise protect against potential product liability claims could prevent or inhibit the commercialization of Goodfood's potential products.

### *Unionization Activities*

Goodfood's employees may elect to be represented by labour unions in the future. If a significant number of Goodfood's employees were to become unionized, it could adversely affect the business, financial condition or results of operations of Goodfood. In addition, a labour dispute involving some or all of the Goodfood's employees may harm Goodfood's reputation, disrupt its operations and reduce its revenues, and resolution of disputes may increase its costs.

### *Consolidation Trends*

The industries in which we operate have experienced a consolidation trend in the last few years as players are looking for opportunities to scale up in this fast-growing industry. From time to time, the Company has entered into and continues to enter into discussions with third parties in the ordinary course with respect to potential commercial or business relationships and transactions which may include strategic partnerships, business combinations or mergers and acquisitions involving the Company. While such meetings or discussions may occur, there is no assurance that such discussions will result in any transaction involving the Company.

### *Ownership and Protection of Intellectual Property*

The business and technology systems underpinning the order placement and processing functions of Goodfood's intellectual property are not protected by patents or registered design rights, which means that Goodfood cannot preclude or inhibit competitors from entering the same market if they develop the same or similar technology independently. Goodfood is particularly reliant, therefore, on copyright, trade

secret protection and confidentiality and license agreements with its employees, suppliers, consultants and others to protect its intellectual property rights. Although Goodfood has taken steps consistent with industry practice to reduce these risks, such steps may be inadequate. Goodfood is particularly reliant on the intellectual property rights it holds in respect of its brand, which comprises the Goodfood name used both as plain words and in its stylised form together with the Goodfood logo. Goodfood is the registered owner of the MARCHÉ GOODFOOD trademark in Canada, and www.makegoodfood.ca and www.goodfoodmarket.ca domain names. In addition, we have applied to be the registered owner of the GOODFOOD logo, GOODFOOD MARKET, GOODFOOD WOW and MARCHÉ GOODFOOD WOW trademarks in Canada, as well as the GOODFOOD WOW trademark in the United States. We are also the owners of the unregistered trademarks GOODFOOD. Goodfood further owns a number of domain name registrations, including www.makegoodfood.ca. Goodfood has also obtained the registration of an industrial design for its new reusable box from the Canadian Intellectual Property Office.

If Goodfood or the third party fails to register, renew or enforce Goodfood's intellectual property rights, if there is any unauthorised use or significant impairment of Goodfood's intellectual property rights, the value of its products and services could be diminished, Goodfood's competitive position could be adversely affected and its business may suffer. In addition, third parties may independently discover Goodfood's trade secrets or access proprietary information or systems and, in such cases, Goodfood may not be able to rely on any intellectual property rights to prevent the use of such trade secrets, information or systems by such parties. Costly and time-consuming litigation could be necessary to determine and enforce the scope of Goodfood's proprietary rights and the outcome of such litigation could not be guaranteed. Failure to prevent the use of such secrets, information or systems by such third parties could materially adversely affect the business.

#### *Evolving Industry*

The online purchase of grocery and meal kits is relatively new and rapidly evolving. Goodfood's success will depend to a substantial extent on the willingness of consumers to continue, and increase, their consumption of online grocery and meal kits. If demand for online ordering of grocery and meal kits decreases compared to current levels or consumer acceptance does not increase in line with Goodfood's expectations, Goodfood's business, financial condition, results of operations and prospects could be materially adversely affected. Factors important to maintaining and increasing the number of orders for Goodfood's meal kits include Goodfood's ability to (i) attract new consumers, (ii) manage new and existing technologies and sales channels, (iii) increase awareness of its brands through marketing and promotional activities, and (iv) obtain or increase purchases from repeat consumers.

Any failure to properly manage these factors could negatively impact Goodfood's ability to attract and retain consumers and maintain or increase the number of orders received, which could have a material adverse effect on Goodfood's business, financial condition, results of operations and prospects.

#### *Reliance on Management*

The success of Goodfood is highly dependent upon the ability, expertise, judgment, discretion and good faith of its limited number of senior management personnel. While employment agreements are customarily used as a primary method of retaining the services of key employees, these agreements cannot assure the continued services of such employees. Any loss of the services of such individuals could have a material adverse effect on Goodfood's business, operating results or financial condition. In particular, in the context of both the macro, current economic environment and our own financial condition, we may encounter difficulty hiring and retaining management personnel and key employees in the foreseeable future. As we have seen disruptions in labor availability from time to time, whether as a result of the

COVID-19 pandemic, general market trends or otherwise, we have had to, and may in the future have to, cancel or delay some customer orders, and close, some weekly offering cycles early to manage demand. If this occurs, the inability to hire and/or retain sufficient key employees in sufficient numbers could result in lower-quality customer support and/or increased customer response times, which may compromise our ability to handle customer complaints effectively.

#### *Fulfillment Centres and Logistics Channels*

Goodfood currently has production and fulfillment facilities and logistics channels in the provinces of Québec, Ontario and Alberta. It is significant for Goodfood to successfully maintain, operate and optimize such fulfillment centres and logistics channels, and manage its ongoing real property and operational needs. Otherwise, Goodfood may experience insufficient or excess fulfillment capacity, increased costs, impairment charges or other harm to Goodfood's business, and may encounter, in the future, difficulty in hiring a sufficient number of employees to adequately staff Goodfood's fulfillment facilities. If such events occur, these may cause Goodfood to use higher levels of temporary workers through third parties, generally at greater cost and providing lower levels of performance, and to cancel or delay customer orders and close some weekly offering cycles early to manage demand. Consequently, Goodfood's customers may experience delays in receiving their meal deliveries, receive deficient orders and/or have their orders canceled, which could harm the reputation of Goodfood, and materially adversely affect its business, financial condition and operating results. In addition, any disruption at one or more of Goodfood's fulfillment facilities, even on a short-term basis, could delay or postpone production of the products of Goodfood, which could materially adversely affect its business, financial condition and operating results.

Goodfood expects to continue to incur certain capital expenditures in the future for its fulfillment centre operations. As the timing and amount of the projected capital expenditures is dependent upon a number of factors and may vary significantly from its estimates, Goodfood is not able to assure the customers that it will have sufficient capital resources to fund future capital expenditures or if any future capital expenditures will be timely or effectively integrated into its existing operations, any adjustments to production volume, including transitions between fulfillment centres, will be completed on an efficient and timely basis without adversely impacting its operations, or that it will be able to recruit qualified managerial and operational personnel necessary to support its strategic plans. In addition, Goodfood intends to reduce spending on capital expenditures, to the extent needed, if we are unable to deliver results from our growth strategy, or otherwise effectively manage expenses and cash flows, including in order to comply with the financial covenants associated with its 2025 Debentures and 2027 Debentures or other applicable covenants, there could be a material adverse impact on net revenue and the ability of the Company to execute its growth strategy on its anticipated timeline.

#### *Factors which may Prevent Realization of Growth Targets*

Goodfood expects that, in the future, even if revenues continue to increase, its revenue growth may not continue at the same pace or may decline in the future. There are risks associated with Goodfood's growth strategy, and such strategies may not succeed, as they can be adversely affected by a variety of factors, including some that are discussed elsewhere in these risk factors as well as the following (i) quality control and health concerns, (ii) delays in obtaining, or conditions imposed by, regulatory approvals, (iii) environmental pollution, (iv) non-performance by third party contractors, (v) increases in materials or labour costs, (vi) breakdown, aging or failure of equipment or processes, (vii) contractor or operator errors, (viii) labour disputes, disruptions or declines in productivity, (ix) inability to attract sufficient numbers of qualified workers, and (x) major incidents and/or catastrophic events such as fires, explosions, earthquakes or storms.

Goodfood may not be able to initiate, continue or maintain growth due to a number of factors including macro-economic conditions, consumer demand and spending, cost of goods and availability and cost of capital.

Moreover, with respect to growth plans and initiatives, if Goodfood cannot manage growth on its anticipated timeline or if Goodfood does not effectively manage any future growth or costs, including as a result of inflation, it could materially and adversely affect the business, financial condition and results of operations of Goodfood. In particular, the Company may not be able to execute its business plan, respond to competitive pressures, take advantage of market opportunities, satisfy customer requirements, or maintain high-quality product offerings.

### *Competition*

The Canadian online meal solutions and grocery industry currently has a few major players. Goodfood may face intense competition from other companies in this industry, some of which can be expected to have longer operating histories and more financial resources and marketing experience than Goodfood. Increased competition by larger and better financed competitors could materially and adversely affect the business, financial condition and results of operations of Goodfood.

Goodfood may also compete with other meal kit, food and meal delivery companies, a wide array of food retailers (including natural and organic, specialty, conventional, mass, discount and other food retail formats), casual dining and quick service restaurants and other food service businesses in the restaurant industry, as well as online food ordering and delivery platforms (e.g., Uber Eats, DoorDash). Some of these competitors and new entrants may have brands that are or become more widely recognized by consumers than Goodfood's brand and they may also have substantially greater financial, marketing, technical or other resources. Goodfood's competitors may also merge or form strategic partnerships. These factors could adversely impact Goodfood's competitive position.

To remain competitive, Goodfood will require a continued high level of investment in marketing, sales and customer support. Goodfood may not have sufficient resources to maintain marketing, sales and customer support efforts on a competitive basis which could materially and adversely affect the business, financial condition and results of operations of Goodfood.

### *Availability and Quality of Raw Materials*

Goodfood is dependent upon the availability and quality of the raw materials, food, services and products used in its meal solutions. The availability and price of these commodities are subject to fluctuation and may be affected by a variety of factors affecting the supply and demand of the raw materials used in these products. Rising costs associated with the price of such commodities may adversely affect the business and the ability of Goodfood to operate profitably.

### *Environmental and Employee Health and Safety Regulations*

Goodfood's operations are subject to environmental and safety laws and regulations concerning, among other things, emissions and discharges to water, air and land, the handling and disposal of hazardous and non-hazardous materials and wastes, and employee health and safety. Goodfood will incur ongoing costs and obligations related to compliance with environmental and employee health and safety matters. Failure to comply with environmental and safety laws and regulations may result in additional costs for corrective measures, penalties or in restrictions on Goodfood's manufacturing operations. In addition, changes in environmental, employee health and safety or other laws, more vigorous enforcement thereof or other unanticipated events could require extensive changes to Goodfood's operations or give rise to material

liabilities, which could have a material adverse effect on the business, results of operations and financial condition of Goodfood.

#### *Online Security Breaches and Disruption*

Goodfood relies heavily on technology to provide the security necessary for the secure transmission of information from its consumers, such as credit or debit card numbers. Goodfood also receives, transmits and stores a large volume of personal information from customers and potential customers. There are federal, provincial and foreign laws regarding privacy and the storing, sharing, use, disclosure and protection of personal information. Specifically, personal information is increasingly subject to legislation and regulations to protect the personal information that is collected, processed and transmitted. Goodfood cannot guarantee absolute protection against unauthorised attempts by third parties or its current or former employees to access its IT systems, including malicious third party applications that may interfere with or exploit security flaws in its products and services. Viruses, worms and other malicious software programmes could, amongst other things, jeopardise the security of information stored in a user's computer or in Goodfood's computer systems or attempt to change the internet experience of users by interfering with Goodfood's ability to connect with its users. If any compromise of Goodfood's security measures were to occur, or if Goodfood's website or other systems were to experience service outages or other interruptions, the business, financial condition and results of operations of Goodfood may be materially adversely affected. In addition, certain provinces have enacted laws requiring companies to notify affected individuals, competent governmental authorities and other third parties of data security breaches involving personal information, including the new requirements that came into force in September 2022 following the adoption of Bill 25 in Québec which have been clarified under the draft regulation published by the Québec government in June 2022. These mandatory disclosures regarding a security breach are costly to implement and often lead to widespread negative publicity, which may cause Goodfood's customers to lose confidence in the effectiveness of our data security measures. Moreover, if a high profile security breach occurs with respect to a competitor of Goodfood, customers may lose trust in the security of Goodfood and the business model generally, which could adversely impact Goodfood's ability to conduct business. Any security breach, whether actual or perceived, would harm our reputation and Goodfood could lose customers.

Goodfood's website and platform may be subject to distributed denial of service, or DDoS, attacks in the future, a technique used by hackers to take an Internet service offline by overloading its servers. Goodfood cannot guarantee that applicable recovery systems, security protocols, network protection mechanisms and other procedures are or will be adequate to prevent network and service interruption, system failure or data loss. Moreover, our platform could be breached if vulnerabilities in our platform are exploited by unauthorized third parties. Since techniques used to obtain unauthorized access change frequently and the size of DDoS attacks is increasing, we may be unable to implement adequate preventative measures or stop the attacks while they are occurring. A DDoS attack or security breach could delay or interrupt service to our customers. In addition, any actual or perceived DDoS attack or security breach could damage our reputation and brand, expose us to a risk of litigation and possible liability and require us to expend significant capital and other resources to alleviate problems caused by the DDoS attack or security breach.

#### *Reliance on Data Centers*

Goodfood serves customers using third party cloud-based facilities and data centers. Goodfood does not leverage any traditional data centers, or have employees supporting data centers. The continuous availability of Goodfood's products and services depends on the operations of these facilities, on a variety of network service providers, on third party vendors and cloud operations staff. In addition, Goodfood

depends on the ability of third party facility provider to protect the facilities against damage or interruption from natural disasters, power or telecommunications failures, criminal acts and similar events. If there are any lapses of service or damage to the facilities, Goodfood could experience lengthy interruptions in its services as well as delays and additional expenses in arranging new facilities and services. Even with current and planned disaster recovery arrangements, the business of Goodfood could be harmed.

#### *Open Source License Compliance*

Goodfood incorporates open source software into our proprietary platform and into other processes supporting our business. Such open source software may include software covered by licenses like the GNU General Public License and the Apache License. The terms of various open source licenses have not been interpreted by courts, and there is a risk that such licenses could be construed in a manner that limits our use of the software, inhibits certain aspects of the platform and negatively affects our business operations.

Some open source licenses contain requirements that all modifications or derivative works created based on the type of open source are generally made available. If portions of Goodfood's intellectual property are determined to be subject to an open source license, or if the license terms for the open source software that Goodfood incorporates changes, Goodfood could be required to publicly release the affected portions of the source code, reengineer all or a portion of its platform or change its business activities. In addition to risks related to license requirements, the use of open source software can lead to greater risks than the use of third party commercial software, as open source licensors generally do not provide warranties or controls on the origin of the software. Many of the risks associated with the use of open source software cannot be eliminated, and could adversely affect Goodfood's business.

#### *Operating Risk and Insurance Coverage*

Goodfood has insurance to protect its assets, operations and employees. While Goodfood believes its insurance coverage addresses all material risks to which it is exposed and is adequate and customary in its current state of operations, such insurance is subject to coverage limits and exclusions and may not be available for the risks and hazards to which Goodfood is exposed. In addition, no assurance can be given that such insurance will be adequate to cover Goodfood's liabilities or will be generally available in the future or, if available, that premiums will be commercially justifiable. If Goodfood were to incur substantial liability and such damages were not covered by insurance or were in excess of policy limits, or if Goodfood were to incur such liability at a time when it is not able to obtain liability insurance, its business, results of operations and financial condition could be materially adversely affected.

#### *Management of Growth*

The Company may be subject to growth-related risks including capacity constraints and pressure on its internal systems and controls. The ability of the Company to manage growth effectively will require it to continue to implement and improve its operational and financial systems and to expand, train and manage its employee base. The inability of the Company to deal with this growth may have a material adverse effect on the Company's business, financial condition, results of operations and prospects.

#### *Limited Number and Scope of Products*

Goodfood currently offers its products to customers in British Columbia, Alberta, Saskatchewan, Manitoba, Ontario, Québec, Nova Scotia, New Brunswick and Prince Edward Island. Some of Goodfood's competitors offer a more diverse set of products to individuals and in additional markets. There can be no assurance that Goodfood will be successful in broadening the scope of products offered. These include risks related to (i) the reception of such product offerings by existing and potential future customers of Goodfood,

(ii) increases in operational complexity, (iii) unanticipated delays or challenges in implementing such offerings, (iv) increased strain on its operational and internal resources, (v) inability to adequately support new offerings with sufficient marketing investment and (vi) negative publicity and reputation in the event such new product offerings are perceived to be unsuccessful. In addition, failure to broaden the scope of products offered to potential customers may inhibit the growth of repeat business and harm the operating results of Goodfood.

There can also be no guarantee that Goodfood will be successful with respect to its current efforts in British Columbia, Alberta, Saskatchewan, Manitoba, Ontario, Québec, Nova Scotia, New Brunswick, and Prince Edward Island, as well as any further expansion beyond these regions or Canada, if Goodfood decides to attempt such expansion at all, which may also inhibit the growth of Goodfood's business. Expanding Goodfood's operations into new markets would subject Goodfood's business to new challenges, regulations and risks.

### *Conflicts of Interest*

Certain of the directors and officers of the Company are also directors and officers of other companies, and conflicts of interest may arise between their duties as officers and directors of the Company and as officers and directors of such other companies.

### *Litigation*

The Company may become party to litigation from time to time in the ordinary course of business which could adversely affect its business. Should any litigation in which Goodfood becomes involved be determined against it, such a decision could adversely affect Goodfood's ability to continue operating and the market price for Goodfood's Common Shares and could use significant resources. Even if Goodfood is involved in litigation and wins, litigation can redirect significant company resources.

### *Food Costs and Availability*

The success of Goodfood's business is partially dependent upon its ability to anticipate and react to rapid changes in food and supply costs and availability. Goodfood is susceptible to increases in food costs as a result of factors beyond its control, including but not limited to, general economic conditions, inflation, market changes, exchange rate fluctuations, seasonal fluctuations, shortages or interruptions, global demand. For instance, any prolonged negative impact of inflationary periods on food and supply costs and availability could materially and adversely impact the business, financial condition and operating results of the Company. In particular, the Canadian economy is currently in excess demand, and inflation is high and broadening. Food inflation, particularly periods of rapid inflation, have and could therefore continue to reduce Goodfood's operating margins as there may be a lag between the time of the price increase and the time at which we are able to increase the price of product offerings of the Company.

### *Catastrophic Events*

Events beyond the control of Goodfood may damage its ability to accept customers' orders, maintain its platform or perform its servicing obligations. In addition, these catastrophic events may negatively affect customers' demand for Goodfood's products and services. Such events include, but are not limited to, fires, earthquakes, terrorist attacks and natural disasters. Despite any precautions Goodfood may take, system interruptions and delays could occur if there is a natural disaster, if a third party provider closes a facility Goodfood uses without adequate notice for financial or other reasons, or if there are other unanticipated problems at Goodfood's leased facilities, and such disruptions could harm Goodfood's ability

to run its business and cause lengthy delays which could harm business, results of operations and financial condition of Goodfood.

#### *Risks Associated with Payments from Customers and Third Parties*

All of Goodfood's customers' payments are made by credit card. We currently rely exclusively on one third party vendor to provide payment processing services, including the processing of, and our business would be disrupted if this vendor becomes unwilling or unable to provide these services to us and we are unable to find a suitable replacement on a timely basis. Goodfood is also subject to payment brand operating rules, payment card industry data security standards and certification requirements, which could change or be reinterpreted to make it more difficult or impossible for us to comply. If we fail to comply with these rules or requirements, we may be subject to fines and higher transaction fees and lose our ability to accept credit card payments from customers, which would make our services less convenient and attractive to our customers and likely result in a substantial reduction in revenue. Goodfood may also incur losses as a result of claims that the customer did not authorize given purchases, fraud, erroneous transmissions and customers who have closed bank accounts or have insufficient funds in their accounts to satisfy payments owed to us.

#### *Being Accused of Infringing Intellectual Property Rights of Others*

Other parties may claim that Goodfood infringes or violates their trademarks, patents, copyrights, domain names, publicity rights or other proprietary rights. Such claims, regardless of their merit, could result in litigation or other proceedings and could require us to expend significant financial resources and attention by our management and other personnel that otherwise would be focused on our business operations, result in injunctions against us that prevent us from using material intellectual property rights, or require us to pay damages to third parties. Goodfood may need to obtain licenses from third parties who allege that we have infringed or violated their rights, but such licenses may not be available on terms acceptable to us or at all. In addition, we may not be able to obtain or use terms that are favorable to us, or at all, licenses or other rights with respect to intellectual property that we do not own, which would require us to develop alternative intellectual property. To the extent we rely on open source software, we may face claims from third parties that claim ownership of the open source software or derivative works that were developed using such software, or otherwise seek to enforce the terms of the applicable open source license. Similar claims might also be asserted regarding our in-house software. The occurrence of these claims could harm our brand or materially adversely affect our business, financial position and operating results.

#### *Climate Change and Environmental Risks*

Governments are moving to introduce climate change legislation and treaties at the international, national, state/province and local levels. Regulation relating to emission levels (such as carbon taxes) and energy use and efficiency is becoming more stringent. This trend could lead to an increased cost of compliance over time, the impact of which is not currently known. In addition, physical risk of climate change could also have an adverse effect on Goodfood's operations. These risks include extreme weather and other weather-related events that could have an impact on supply chain and delivery logistics. Goodfood can provide no assurance that efforts to mitigate the risks of climate changes will be effective and that the physical risks of climate change will not have an adverse effect on its operations.

Goodfood assesses its sustainability profile and environmental impact on a consistent basis which has led to it implementing steps, such as the launch of Goodfood's new reusable delivery box. However, environmental regulation is subject to change and Goodfood's own initiatives with respect to environment and sustainability could result in material additional costs to Goodfood over time.



*An inability to maintain high social responsibility standards could lead to reputational damage and adversely affect our business*

We are in the process of applying to B Lab to become a certified B Corporation (“**Certified B Corp**”) which is a designation that a business meets standards of verified performance, accountability and transparency on factors ranging from employee benefits and charitable giving to supply chain practices and input materials. If we obtain status as a Certified B Corp, our reputation could be harmed if we subsequently lose such status, whether by our choice or by our failure to meet B Lab’s certification requirements.

As part of the certification process, we will be required to seek shareholder approval to amend our Company’s constating documents to include (i) a statement that part of Goodfood’s purpose is to create a positive impact on society and the environment, (ii) that the Board of Directors shall take into account the short and long term interests of the Company and the interests of the Company’s shareholders, employees, suppliers, creditors and consumers, as well as the government, the environment, and the community and society in which the Company operates (the “**Stakeholders**”), to inform their decisions, (iii) that in discharging his or her duties, and in determining what is in the best interests of the Company, each director shall consider all of the Stakeholders but shall not be required to regard the interests of any particular Stakeholder as determinative, (iv) that none of the foregoing is intended to create or shall create or grant any right in or for any person other than a shareholder or any cause of action by or for any person other than a shareholder, and (v) that notwithstanding the foregoing, any director is entitled to rely upon the definition of “best interests” as set forth above in enforcing his or her rights, and under federal law and such reliance shall not, absent another breach, be construed as a breach of a director’s fiduciary duty of care, even in the context of a change in control transaction where, as a result of weighing other Stakeholders’ interests, a director determines to accept an offer, between two competing offers, with a lower price per share.

The Board of Directors would have significant latitude in determining what is in the best interest of Goodfood. With the forgoing in mind, the Board’s obligation to act in the best interest of the Company does not require giving primacy to maximizing short-term shareholder value or favouring select Stakeholders.

In addition, our reputation could be harmed if we set metrics and fail to achieve them. Such failure may impact: employee engagement and retention, consumer loyalty, the willingness of our customers to do business with us, or investors’ willingness to purchase our Common Shares, any of which could adversely affect our business, financial performance, and growth. Furthermore, shareholders and institutional investors increasingly focus on corporate ESG practices which they commonly measure through third-party benchmarks or scores. If our future ESG practices do not meet these standards, we may lose investment from certain shareholders, our business and reputation could be negatively impacted, and the price of our Common Shares could be materially and adversely affected.

## **CAPITAL STRUCTURE**

### **Share Capital**

The Company’s authorized share capital consists of an unlimited number of Common Shares, without nominal or par value, of which 76,525,507 Common Shares were issued and outstanding as at September 2, 2023.

## Common Shares

Each holder of Common Shares is entitled to one vote per Common Share held on all matters submitted to a vote of the shareholders, including the election of directors.

Holders of Common Shares are entitled to receive dividends, if any, as may be declared from time to time by the Company's Board of Directors. In the event of the liquidation, dissolution or winding up of the Company, holders of Common Shares will be entitled to share ratably in the net assets legally available for distribution to shareholders after the payment of all of the Company's debts and other liabilities.

Holders of the Common Shares have no pre-emptive, conversion or subscription rights, and there is no redemption or sinking fund provisions applicable to the Common Shares.

## Debentures

### 2025 Debentures

On February 26, 2020, the Company completed a \$30 million financing (the "**2020 Debenture Offering**") through the issuance of convertible unsecured subordinated debentures (the "**2025 Debentures**") due on March 31, 2025 (the "**2025 Debenture Maturity Date**"). The 2025 Debentures bear a fixed interest rate of 5.75% per annum, payable semi-annually in arrears on March 31 and September 30 of each year, commencing on September 30, 2020. As at September 2, 2023, there were \$6,232,000 in aggregate principal amount of 2025 Debentures that were issued and outstanding.

At the holder's option, the 2025 Debentures will be convertible into Common Shares at any time prior to the close of business on the earlier of the business day immediately preceding (i) the 2025 Debenture Maturity Date, or (ii) if called for redemption, the date fixed for redemption by the Company, at a conversion price of \$4.70 per Common Share, subject to adjustment in certain events. This represents a conversion rate of approximately 212.7660 Common Shares for each \$1,000 principal amount of 2025 Debentures, subject to the operation of certain anti-dilution provisions.

The 2025 Debentures were not redeemable by the Company prior to March 31, 2023. On or after March 31, 2023 and prior to March 31, 2024, the 2025 Debentures will be redeemable by the Company, in whole or in part, from time to time, on not more than 60 days and not less than 30 days prior notice at a redemption price equal to their principal amount plus accrued and unpaid interest, if any, provided that the volume weighted average trading price of the Common Shares on the TSX for the 20 consecutive trading days prior to the date on which notice of redemption is provided is not less than 125% of the conversion price. On or after March 31, 2024 and prior to the 2025 Debenture Maturity Date, the 2025 Debentures will be redeemable by the Company on not more than 60 days and not less than 30 days prior notice at a redemption price equal to their principal amount plus accrued and unpaid interest, if any. Subject to certain conditions, the Company will have the option to satisfy its obligation to repay the principal amount of the 2025 Debentures, in whole or in part, due upon redemption, by delivering that number of freely tradable Common Shares obtained by dividing the principal amount of the 2025 Debentures by 95% of the volume weighted average trading price of the Common Shares on the TSX for the 20 consecutive trading days ending on the fifth trading day preceding the date of redemption.

In the event of a change of control of the Company, subject to certain terms and conditions, holders of 2025 Debentures will be entitled to convert their 2025 Debentures and, subject to certain limitations, receive, in addition to the number of Common Shares they would otherwise be entitled to receive, an additional number of Common Shares per \$1,000 principal amount of 2025 Debentures.

The 2025 Debentures are direct, subordinated unsecured obligations of the Company, subordinated to any senior indebtedness of the Company, including the Company's revolving credit facility, and ranking equally with one another and with all other existing and future subordinated unsecured indebtedness of the Company to the extent subordinated on the same terms.

The 2025 Debentures are listed for trading on the TSX under the symbol "FOOD.DB". For additional detail regarding the 2025 Debentures, please refer to the short form prospectus dated February 19, 2020 and the indenture entered into with TSX Trust Company, as indenture trustee, on February 26, 2020 relating to the 2025 Debentures (the "**Original Indenture**"), available on SEDAR+ at [www.sedarplus.ca](http://www.sedarplus.ca).

### **2027 Debentures**

On February 11, 2022, the Company further issued \$30 million aggregate principal amount of the 2027 Debenture due on March 31, 2027 (the "**2027 Debenture Maturity Date**"). These 2027 Debentures bear interest at a rate of 5.75% per annum, payable semi-annually in arrears on March 31 and September 30 of each year, commencing on September 30, 2022. As at September 2, 2023, there were \$ 29,046,000 in aggregate principal amount of 2027 Debentures that were issued and outstanding.

At the holder's option, the 2027 Debentures will be convertible into Common Shares at a conversion price of \$4.60 per Common Share, representing a conversion rate of 217.3913 Common Shares per \$1,000 principal amount of 2027 Debentures.

The 2027 Debentures will not be redeemable by the Company before March 31, 2025, except in certain event of the satisfaction of certain conditions after a change of control has occurred. On and after March 31, 2025 and at any time prior to March 31, 2026, the 2027 Debentures may be redeemed at the option of the Company in whole or in part from time to time on notice at a redemption price equal to their principal amount plus accrued and unpaid interest thereon up to (but excluding) the date of redemption, provided that the volume weighted average trading price of the Common Shares on the TSX for the 20 consecutive trading days preceding the date of which a redemption notice is given is not less than 125% of the conversion price and the Company shall have provided the trustee with an officer's certificate confirming such current market price. On and after March 31, 2026 and at any time prior to the 2027 Debenture Maturity Date, the 2027 Debentures may be redeemed at the option of the Company in whole or in part from time to time on notice at a redemption price equal to their principal amount plus accrued and unpaid interest thereon up to (but excluding) the date of redemption.

In the event of a change of control of the Company, subject to certain terms and conditions, holders of the 2027 Debentures will be entitled to convert their 2027 Debentures and, subject to certain limitations, receive, in addition to the number of Common Shares they would otherwise be entitled to receive, an additional number of Common Shares per \$1,000 principal amount of 2027 Debentures.

The 2027 Debentures are listed for trading on the TSX under the symbol "FOOD.DB.A". For additional details regarding the 2027 Debentures, please refer to the short form prospectus dated February 4, 2022 and the Original Indenture, as amended by the supplemental indenture (the "**First Supplemental Indenture**") entered into between Goodfood and TSX Trust Company dated as of February 11, 2022 relating to the 2027 Debentures, available on SEDAR+ at [www.sedarplus.ca](http://www.sedarplus.ca).

### **2028 Debentures**

On February 6, 2023, the Company issued \$12,675 million aggregate principal amount of the 2028 Debentures at a price of \$1,000 per \$1,000 principal amount of 2028 Debentures, by way of non-brokered

private placement. The 2028 Debentures mature on February 6, 2028 (the “**2028 Debenture Maturity Date**”). These 2028 Debentures bear a fixed interest rate of 12.5% per annum. The interest portion for the period commencing on the issuance date and ending in February 2025 will be capitalized semi-annually and convertible at a price equal to the volume weighted average trading price of the Common Shares on the TSX for the five (5) consecutive trading days ending on the date on which such interest portion becomes due, plus a premium of 50%. As of February 6, 2025, and until the 2028 Debenture Maturity Date, the interest portion will be payable semi-annually in cash. Factoring in the 2028 Debentures issuance costs, the effective interest rate on the 2028 Debentures is 13.5%. As at September 2, 2023, there were \$ 12,675,000 in aggregate principal amount of 2028 Debentures that were issued and outstanding.

At the holder’s option, the 2028 Debentures are convertible into Common Shares, at any time prior to the close of business on the earlier of the last business day immediately preceding the 2028 Debenture Maturity Date and the last business day immediately preceding the date specified for redemption by the Company, at a price of \$0.75 per Common Share.

As of February 6, 2026, Goodfood may repurchase the non-converted portion of a 2028 Debenture at an amount of the principal and accrued interest plus an amount providing the holder with an internal rate of return (IRR) equal to 18% for the period during which such 2028 Debenture will have been outstanding. The holders may require a repurchase on the same terms upon a change of control of the Company.

The 2028 Debentures are direct, subordinated unsecured obligations of the Company, subordinated to any senior indebtedness of the Company, including the Company’s credit facility, and ranking equally with one another and with all other existing and future subordinated unsecured indebtedness of the Company to the extent subordinated on the same terms. The Company has used and intends on continuing to use the net proceeds from the 2023 Debenture Private Placement to complete Project Blue Ocean initiatives and for general corporate purposes.

Jonathan Ferrari, Neil Cuggy, John Khabbaz and Donald Olds purchased an aggregate of \$2,425,000 principal amount of 2028 Debentures under the 2023 Debenture Private Placement.

## MARKET FOR SECURITIES, TRADING PRICE AND VOLUME

Goodfood’s Common Shares are listed for trading on the TSX under the symbol FOOD. The following table shows the monthly range of high and low prices per Common Share at the close of market on the TSX, as well as total monthly volumes and average daily volumes of the Common Shares traded on the TSX since September 4, 2022.

Month	Price per Common Share (\$) Monthly High	Price per Common Share (\$) Monthly Low	Common Shares Total Monthly Volume	Common Shares Average Daily Volume
September 2022 (from September 4, 2022).....	1.35	0.90	1,915,600	100,821
October 2022.....	0.90	0.32	3,736,400	186,820
November 2022.....	0.33	0.27	4,018,800	182,673

<b>Month</b>	<b>Price per Common Share (\$) Monthly High</b>	<b>Price per Common Share (\$) Monthly Low</b>	<b>Common Shares Total Monthly Volume</b>	<b>Common Shares Average Daily Volume</b>
December 2022.....	0.71	0.36	9,060,700	453,035
January 2023.....	0.59	0.45	2,183,300	103,967
February 2023.....	0.65	0.53	1,580,400	83,179
March 2023.....	0.60	0.55	1,069,700	46,509
April 2023.....	0.60	0.55	598,700	31,511
May 2023.....	0.55	0.47	661,500	30,068
June 2023.....	0.51	0.42	984,200	44,736
July 2023.....	0.51	0.45	2,112,900	105,645
August 2023.....	0.49	0.40	571,600	25,982
September 2023 (to September 2, 2023)	0.42	0.39	605,500	30,275

## **DIVIDENDS AND DIVIDEND POLICY**

We have not declared or paid any cash dividends on our securities in Fiscal 2023 and do not currently anticipate paying any cash dividends on our securities, including the Common Shares, in the foreseeable future. We currently intend to reinvest our earnings to finance the growth of our business. Any future determination to pay dividends on our securities will be at the discretion of the Board of Directors and will depend on, among other things, our results of operations, current and anticipated cash requirements and surplus, financial condition, contractual restrictions and financing agreement covenants, solvency tests imposed by corporate law and other factors that the Board of Directors may deem relevant. There are no restrictions on the Company's ability to pay dividends.

## **ESCROWED SECURITIES AND SECURITIES SUBJECT TO CONTRACTUAL RESTRICTION ON TRANSFER.**

To our knowledge, we do not have any securities in escrow or that are subject to a contractual restriction on transfer.

## **DIRECTORS AND EXECUTIVE OFFICERS**

The following tables set out, for each of our directors and executive officers, as at the date of the AIF, the person's name, province or state and country of residence, position with us, principal occupation and the date on which the person became a director or executive officer, as the case may be. Our directors are elected annually and, unless re-elected, retire from office at the end of the next annual meeting of shareholders. As a group, the directors and executive officers beneficially own, or control or direct, directly

or indirectly, a total of 29,526,260 Common Shares, representing approximately 38.58% of the Common Shares outstanding as at September 2, 2023.

## Directors

Name and Province and Country of Residence	Position(s) / Title	Director Since	Principal Occupation	Common Shares beneficially owned
Jonathan Ferrari (Québec, Canada)	Chairman and Chief Executive Officer of the Company	2017	Co-Founder, Chairman and Chief Executive Officer of the Company	9,063,540 11.84%
Neil Cuggy (Québec, Canada)	President and Chief Operating Officer of the Company	2017	Co-Founder, President and Chief Operating Officer of the Company	9,068,059 11.85%
Donald Olds <sup>(1)</sup> <sup>(4)</sup> (Québec, Canada)	Lead Director	2017	Lead Director / Audit Committee Chair of Cannara Biotech Inc., Director / Chair of the Audit Committee, Agrinam Acquisition Corp., Directors / Chair of the Audit Committee, Response Pharmaceuticals and Director, Presagia Corp., Chairman of Aifred Health Inc.	77,142 0.10%
Terry Yanofsky <sup>(2)</sup> <sup>(3)</sup> (Québec, Canada)	Director	2019	Director of Reitmans (Canada) Limited, Canopy Growth Corporation, and Purolator Inc.	7,207 0.01%
John Khabbaz <sup>(3)</sup> <sup>(4)</sup> (New York, United States)	Director	2022	Founder and Chief Investment Officer of Phoenician Capital LLC	9,768,400 12.76%

### Notes

<sup>(1)</sup> Chair of the Audit Committee of the Company (the “**Audit Committee**”).

<sup>(2)</sup> Chair of the Governance, Human Resources and Compensation Committee (“**GHRC Committee**”).

<sup>(3)</sup> Member of the Audit Committee.

<sup>(4)</sup> Member of the GHRC Committee.

## Executive Officers

Name and Province and Country of Residence	Position(s) / Title	Executive Officer Since	Principal Occupation	Common Shares beneficially owned
Jonathan Ferrari (Québec, Canada)	Chairman and Chief Executive Officer of the Company	2017	Co-Founder, Chairman and Chief Executive Officer of the Company	9,063,540 11.84%
Neil Cuggy (Québec, Canada)	President and Chief Operating Officer of the Company	2017	Co-Founder, President and Chief Operating Officer of the Company	9,068,059 11.85%
Roslane Aouameur <sup>(1)</sup> (Québec, Canada)	Chief Financial Officer of the Company	2023	Chief Financial Officer of the Company	24,822 0.03%
Bipasha Chiu (Ontario, Canada)	Chief Technology Officer of the Company	2021	Chief Technology Officer of the Company	20,277 0.03%
Jennifer Stahlke (Ontario, Canada)	Executive Vice-President, Marketing & Member Happiness of the Company	2021	Executive Vice-President, Marketing & Member Happiness of the Company	79,368 0.10%
Simon Brown (Québec, Canada)	Executive Vice-President, Product & Merchandising of the Company	2021	Executive Vice-President, Product & Merchandising	40,990 0.05%
Raffi Krikorian (Québec, Canada)	Executive Vice-President, Ready-to-Cook and Supply Chain of the Company	2022	Executive Vice-President, Ready-to-Cook and Supply Chain	1,376,455 1.80%

<sup>(1)</sup> Roslane Aouameur replaced Jonathan Roiter as Chief Financial Officer of the Company effective March 31, 2023.

## Biographies

The following are brief profiles of the executive officers and directors of the Company, including a description of each individual's principal occupation within the past five years.

### *Non-Executive Directors*

#### *Donald Olds, Director*

Mr. Olds currently serves as Lead Director at Goodfood, Chair of the Audit Committee, and a member of the GHRC Committee. He is also a member of Goodfood's GHRC Committee. From January 2017 to May 2019, Mr. Olds was President and Chief Executive Officer of the NEOMED Institute, prior to which he was the Chief Operating Officer of Telesta Therapeutics Inc., a TSX-listed biotechnology company from 2014 to 2016. In October 2016, he led the process that resulted in the successful sale of Telesta. Prior to Telesta, he was President and Chief Executive Officer of Presagia Corp., a private software development company from 2011 to 2013. Before joining Presagia, he worked for 9 years as Chief Financial Officer and Chief Operating Officer of Aegera Therapeutics. Prior to Aegera, Mr. Olds was Chief Financial Officer of Mediatrix Telecom from 2000 to 2002 and led the technology investment banking practice of TD Securities in Québec from 1997 to 2002. Currently, Mr. Olds also serves as Lead Director and Chair of the Audit Committee of Cannara Biotech Inc. (TSXV: LOVE), Chairman of Aifred Health Inc. (private), Director of Presagia Corp. (private), Director and Chair of the Audit Committee at Response Pharmaceuticals (Private) and Director and Chair of the Audit Committee of Agrinam Acquisition Corporation (TSX: AGRIV). He holds an MBA (Finance & Strategy) and M.Sc. (Renewable Resources) from McGill University.

#### *Terry Yanofsky, Director*

Ms. Yanofsky currently serves as a member of Goodfood's Board of Directors and the Audit Committee, as well as Chair of the GHRC Committee. Ms. Yanofsky has extensive experience working with international retailers and is respected for her strategic leadership and disciplined approach to driving revenue. Ms. Yanofsky also serves as a board member for Reitmans (Canada) Limited (TSXV: RET) (TSXV: RET-A) where she chairs the Strategic Planning Committee, Canopy Growth Corporation (TSX: WEED) (NASDAQ: CGC) where she acts as the Chair of the Corporate Governance and Nomination Committee as well as a member of the Audit Committee and Purolator Inc. (private) where she acts as Chair on the Human Resources and Compensation Committee and serves on the Environmental, Social and Governance Committee. Ms. Yanofsky recently served as the Senior Vice-President, General Manager of Sephora Canada. Prior to joining Sephora, Ms. Yanofsky worked at L Brands where she was General Manager for Bath & Body Works Canada and brings over 30 years of experience working with rapidly growing big-name global retailers.

#### *John Khabbaz, Director*

Mr. Khabbaz is a director, a member of the GHRC Committee as well as the Audit Committee of Goodfood. John Khabbaz is the Managing Partner and Chief Investment Officer of Phoenician Capital, an investment management firm headquartered in New York City. Phoenician's mission is to invest in high-quality businesses built on foundations of strong unit economics and led by pioneering founders. Mr. Khabbaz earned his undergraduate degree from McGill University and then attended Columbia University, where he received his MBA.



### ***Executive Officers Who Also Serve as Directors***

#### *Jonathan Ferrari, Chairman, Director and Chief Executive Officer*

Mr. Ferrari is Co-Founder and Chief Executive Officer of Goodfood. After graduating with honors from McGill University, Mr. Ferrari joined RBC's investment banking team in Montréal in 2010, advising retailers on mergers and acquisitions, capital raises and strategic partnerships. He co-founded MTL Capital LLC in 2013, a privately held entrepreneurial investment firm and in 2014 he co-founded Goodfood. In 2017, Mr. Ferrari was named one of Canada's Top 40 Under 40. This national award celebrates the exceptional achievements of Canadians in leadership, innovation and community involvement. In 2018, Mr. Ferrari was named EY young entrepreneur of the year. Mr. Ferrari is a Montréal native.

#### *Neil Cuggy, Director, President and Chief Operating Officer*

Mr. Cuggy is Co-Founder, President and Chief Operating Officer of Goodfood. Mr. Cuggy's previous experience includes co-founding in 2013 and leading an entrepreneurial investment firm called MTL Capital LLC, a privately held entrepreneurial investment firm, and in 2014, he co-founded Goodfood. Before founding MTL Capital and Goodfood, Mr. Cuggy worked in the Investment Banking division of RBC Capital Markets from 2010 to 2012 where he worked on multiple mergers and acquisitions, equity financings and debt financings. He is a Montréal native who comes from a long line of entrepreneurs. In 2018, Mr. Cuggy was named EY young entrepreneur of the year and he graduated first class honours with distinction from McGill University where he received a Bachelor of Commerce degree in Investment Management.

### ***Executive Officers Who Do Not Serve as Directors***

#### *Roslane Aouameur, Chief Financial Officer*

Mr. Aouameur is the Chief Financial Officer (CFO) of the Company. Mr. Aouameur has nearly 15 years of experience in corporate finance and accounting, capital markets and entrepreneurship. Over the years, as an investment banker in New York focused on mergers, acquisitions and capital structure management, as well as a startup founder and CFO, he has built high-performing teams and executed complex roadmaps and transactions that have helped businesses grow and thrive. As CFO, he oversees Goodfood's day-to-day finance function, overseeing all accounting and finance operations, while providing strategic recommendations supporting Goodfood's growth strategy, vision and mission. Mr. Aouameur holds a Bachelor of Commerce in Finance from McGill University and an Executive Education program certificate from the Columbia Business School.

#### *Bipasha Chiu, Chief Technology Officer*

Ms. Chiu is the Chief Technology Officer of the Company. Prior to joining Goodfood, Ms. Chiu was the Vice President of Business Technology Solutions at the Liquor Control Board of Ontario (LCBO) from 2016 to 2021 where she partnered with business leaders to develop the IT roadmap and deliver the tech-enabled solutions that aligned to the LCBO strategy. Previously, Ms. Chiu was a Global Director at Apotex where she successfully led a global team to deliver several transformation initiatives including the implementation of Salesforce, SuccessFactors and SAP as well as numerous research and development initiatives. Prior to this experience, Ms. Chiu worked as a Vice President at Canadian Tire, where she was responsible for Merchandising, Supply Chain and Finance transformation initiatives and developing their Digital Strategy. Ms. Chiu also spent 13 years at Capgemini and predecessor Ernst & Young Consulting.

Ms. Chiu is a graduate of the University of Waterloo where she received with Honors a degree in Mathematics, Operations Research and Computer Science.

*Jennifer Stahlke, Executive Vice-President, Marketing & Member Happiness*

Ms. Stahlke is the Executive Vice-President, Marketing & Member Happiness of the Company. Ms. Stahlke has a unique combination of CPG and Retail marketing and merchandising leadership experience at some of the world's largest food and retail organizations. Ms. Stahlke's career began in the consumer packaged goods industry, where she launched and built brands at General Mills, Rubbermaid, and Nestle. After 10 years of packaged goods brand management, Ms. Stahlke expanded her marketing credentials into retail starting as Director of Field Marketing at Walmart Canada. During her more than 11 years at Walmart, Ms. Stahlke led multiple Marketing and Merchandising functions, including Customer Strategy, Cosmetics Merchandising, and Pricing. Ms. Stahlke was the Executive Sponsor of Women in Retail and a member of the Diversity & Inclusion Leadership Council at Walmart Canada. As an active member of the Marketing community, Ms. Stahlke has sat on the Canadian Marketing Association's Customer Experience council, and judged numerous marketing awards including the CMAs, Promo Awards, and Shopper Innovation Awards.

*Simon Brown, Executive Vice-President, Product & Merchandising*

Mr. Brown is the Executive Vice President of Product and Merchandising for the Company. In this role he oversees physical product merchandising alongside the articulation of the digital product roadmap vision required to deliver an industry-leading customer shopping experience. Mr. Brown joined the Company in 2019 to incubate the private label grocery business. Before joining Goodfood, Mr. Brown spent almost three years at Uber Eats as a General Manager growing the business from just two markets to almost 100 in Canada by the time he left. Prior to this, he was at Deloitte for 10 years where he launched and led the Digital Strategy practice, supporting clients across Europe and North America transform their customer experience. Mr. Brown holds an MBA from HEC Montréal and a Bachelor of Arts from the University of Leeds.

*Raffi Krikorian, Executive Vice-President, Ready-to-Cook and Supply Chain*

Mr. Krikorian is the Executive Vice-President, Ready-to-Cook and Supply Chain. He is also a Co-founder of the Company. In his youth, the Montréal native developed a passion for fresh produce, and his appreciation for fresh food, combined with his drive to succeed led Mr. Krikorian to find his calling, helping Canadians enjoy fresher, better quality and more local produce, while simultaneously supporting Canadian farmers and producers. After earning his finance degree in 2011, Mr. Krikorian put his business acumen to work in a business development role at the National Bank of Canada. In 2014, he co-founded Goodfood, and in 2018, he was named EY young entrepreneur of the year. For the past five years, Mr. Krikorian has played roles in both Merchandising and Supply Chain as a Vice-President, and more recently as an Executive Vice-President.

## **Corporate Cease Trade Orders and Bankruptcies**

Other than as set out below, no current director or officer of the Company is, or within the 10 years prior to the date of this Annual Information Form has been, a director, officer, or promoter of any person or company that, while that person was acting in that capacity, (a) was the subject of a cease trade order or similar order, or an order that denied the other issuer access to any exemptions under applicable securities

law, for a period of more than 30 consecutive days, or (b) became bankrupt, made a proposal under any legislation relating to bankruptcy or insolvency or was subject to or instituted any proceedings, arrangement or compromise with creditors or had a receiver, receiver manager or trustee appointed to hold its assets.

Ms. Yanofsky has been a director of Reitmans (Canada) Limited (“**Reitmans**”), a Canadian-based retailer listed on the TSX, since August 2019. On May 19, 2020, Reitmans obtained an initial order from the Superior Court of Québec to seek protection from its creditors under the *Companies’ Creditors Arrangement Act* (the “**CCAA**”). On September 28, 2021, the Superior Court of Québec issued an extension of the stay of proceedings pursuant to the CCAA until January 28, 2022. On January 4, 2022, Reitmans obtained a sanction order from the Superior Court of Québec for the company’s plan of arrangement under the CCAA. Under the plan of arrangement, Reitmans will distribute an aggregate amount of \$95 million to its creditors in full and final settlement of all claims affected by the plan of arrangement, including an initial payment of up to \$20,000 per claim plus, if applicable, a pro rata distribution of the remaining balance of the settlement amount.

None of the nominees for election to the Board of Directors has, within the ten years prior to the date of this Management Proxy Circular, become bankrupt, made a proposal under any legislation relating to bankruptcy or insolvency, or become subject to or instituted any proceedings, arrangement or compromise with creditors, or had a receiver, receiver manager or trustee appointed to hold such director’s assets.

### **Penalties or Sanctions**

No current director or officer of the Company, nor shareholder holding a sufficient number of shares to affect materially the control of the Company, has (a) been subject to any penalties or sanctions imposed by a court relating to securities legislation or by a securities regulatory authority or has entered into a settlement agreement with a securities regulatory authority; or (b) been subject to any other penalties or sanctions imposed by a court or regulatory body, including a self-regulatory body, that would be likely to be considered important to a reasonable investor making an investment decision.

### **Conflicts of Interest**

To the best of Goodfood’s knowledge, there are no known existing or potential conflicts of interest among the Company and a current director or officer of the Company as at the date hereof, except that certain of our directors also serve as directors or officers of other companies, and therefore it is possible that a conflict may arise between their duties to us and their duties as a director or officer of such other companies.

### **LEGAL PROCEEDINGS**

As at the date of this Annual Information Form, we are not involved in any material legal proceeding.

### **INTEREST OF MANAGEMENT AND OTHERS IN MATERIAL TRANSACTIONS**

Except for the transactions related to the 2022 Debenture Offering and the 2023 Debenture Private Placement, we have not completed a transaction within the three years before the date of this Annual Information Form that has materially affected or is reasonably expected to materially affect us in which any of our directors, executive officers or principal shareholders, or any of their associates or affiliates, had any material interest, either direct or indirect.

During the 2022 Debenture Offering, Donald Olds and Terry Yanofsky, independent directors of the Company, purchased an aggregate of \$65,000 principal amount of 2027 Debentures under the 2022 Debenture Offering.

During the 2023 Debenture Private Placement, Donald Olds, John Khabbaz, Jonathan Ferrari and Neil Cuggy purchased an aggregate of \$2,425,000 principal amount of 2028 Debentures under the 2023 Debenture Private Placement. For more information, please refer to the “History of Goodfood” section in “Our Business”.

## **MATERIAL CONTRACTS**

The following represent the material contracts, other than those contracts entered into in the ordinary course of business, which we have entered into since the beginning of the last financial year, or entered into prior to such date, but which is still in effect and to which are required to be filed with Canadian securities regulatory authorization in accordance with Section 12.2 of *National Instrument - 51-102 Continuous Disclosure Obligations*.

### ***Original Indenture***

In connection with the 2020 Debenture Offering, on February 26, 2020, the Company and TSX Trust Company, as indenture trustee, entered into the Original Indenture, setting out the terms of the 2025 Debentures. For more information on the 2025 Debentures, please refer to “Our Business” and to the “2025 Debentures” section in “Capital Structure”.

### ***The First Supplemental Indenture to the Original Indenture***

In connection with the 2022 Debenture Offering, on February 4, 2022, the Company and TSX Trust Company, as indenture trustee, entered into the First Supplemental Indenture, to supplement the Original Indenture dated as of February 26, 2020, setting out the terms of the 2027 Debentures. For more information on the 2027 Debentures, please refer to “Our Business” and to the “2027 Debentures” section in “Capital Structure”.

### ***2022 Underwriting Agreement***

In connection with the 2022 Debenture Offering, the Company entered into an underwriting agreement on January 28, 2022 with a syndicate of underwriters co-led by Desjardins Capital Markets and National Bank Financial Inc., and including CIBC World Markets Inc., RBC Dominion Securities Inc., Scotia Capital Inc., Raymond James Ltd., Stifel Nicolaus Canada Inc., Canaccord Genuity Corp. and Acumen Capital Finance Partners Limited, setting out the terms and conditions of the 2022 Debenture Offering. For more information with respect to the 2027 Debentures, please refer to “Our Business” and to the “2027 Debentures” section in “Capital Structure”.

## **TRANSFER AGENT AND REGISTRAR**

The transfer agent and registrar for our Common Shares is TSX Trust Company at its principal office in Montréal, Québec. The indenture trustee for the 2025 Debentures and 2027 Debentures is TSX Trust Company at its principal office in Montréal, Québec and Toronto, Ontario.

## **INTERESTS OF EXPERTS**

Our current independent auditors, KPMG LLP have confirmed that they are independent with respect to the Company within the meaning of the Code of Ethics of the *Ordre des comptables professionnels agréés du Québec*. KPMG LLP has no registered or beneficial interest, either direct or indirect, in any securities or other property of the Company.

## **AUDIT COMMITTEE**

### ***Audit Committee Charter***

The Board of Directors has adopted a written charter describing the mandate of the Audit Committee that establishes, *inter alia*, the Audit Committee's purpose and responsibilities. Within the purview of its mandate, the Audit Committee is responsible for overseeing the accounting and financial reporting practices of Goodfood and audits of Goodfood's financial statements. The Audit Committee's responsibilities also include the selection, recommendation and oversight of Goodfood's independent auditors. The text of the Audit Committee's charter is reproduced in its entirety in Annex A to this Annual Information Form.

### ***Composition of the Audit Committee***

The Audit Committee is currently comprised of Donald Olds, Terry Yanofsky and John Khabbaz. Donald Olds is the Chair of the Audit Committee. For education and experience of each member of the Audit Committee relevant to the performance of his duties as a member of the Audit Committee, please refer to the "Biographies" section in "Directors and Executive Officers".

It is the Board's determination that each of the members of the Audit Committee is financially literate and independent within the meaning of *National Instrument - 52-110 Audit Committee*.

### ***Pre-Approval Policies and Procedures***

The Audit Committee is responsible for the pre-approval of all non-audit services to be provided to Goodfood by its independent auditors. At least annually, the Audit Committee reviews and confirms the independence of the independent auditors by obtaining statements from the independent auditors describing all relationships with Goodfood, including with respect to any non-audit services.

### ***Independent Auditor's Fees***

Aggregate fees billed by our independent auditors, KPMG LLP, for Fiscal 2022 and Fiscal 2023 are as follows:

<b>Services Retained</b>	<b>Fees billed in Fiscal 2022</b>	<b>Fees billed in Fiscal 2023</b>
Audit fees <sup>(1)</sup> .....	\$600,712	\$355,637
Audit-related fees <sup>(2)</sup> .....	\$37,878	\$34,668
Tax fees <sup>(3)</sup> .....	\$21,293	\$18,495
All other fees <sup>(4)</sup> .....	\$ –	\$ –
Total.....	\$659,883	\$408,800

### **Notes**

<sup>(1)</sup> Fees billed by our independent auditors for professional services related to the audit of the financial statements of the Company for Fiscal 2022 and Fiscal 2023 include \$126,241 and nil, respectively, for professional fees in relation to public offerings and prospectuses.

<sup>(2)</sup> Fees billed by our independent auditors for audit-related services.

<sup>(3)</sup> Fees billed by our independent auditors for tax compliance, tax advice and tax planning services.

<sup>(4)</sup> Fees billed by our independent auditors for other services.

### **ADDITIONAL INFORMATION**

Additional information relating to Goodfood may be found on SEDAR+ at [www.sedarplus.ca](http://www.sedarplus.ca) and on the Company's website at [www.makegoodfood.ca](http://www.makegoodfood.ca). You can also obtain a copy of such documents by contacting us by mail, email or telephone:

Investor Relations  
4600 Hickmore Street  
Montréal, Québec H4T 1K2  
Canada  
Telephone: 1(855) 515-5191  
[ir@makegoodfood.ca](mailto:ir@makegoodfood.ca)

Additional information, including directors' and officers' remuneration and indebtedness, principal holders of our securities and securities authorized for issuance under our equity compensation plans is contained in the Company's management information circular dated December 1, 2023.

Additional financial information is provided in the audited financial statements and the management's discussion & analysis of the Company for Fiscal 2023.

**ANNEX A**  
**AUDIT COMMITTEE CHARTER**

**See attached.**

## **AUDIT COMMITTEE CHARTER**

**Approved by the Board of Directors on August 23, 2017, and revised on  
August 17, 2021 and April 13, 2022**



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## **I. PURPOSE**

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The purpose of the Audit Committee is to assist the Board of Directors (the “**Board**”) of Goodfood Market Corp. (the “**Corporation**”) in its oversight of:

- A. the integrity of the financial statements and related information;
- B. compliance with applicable legal and regulatory requirements;
- C. the independence, qualifications, appointment and performance of the external auditor;
- D. disclosure, internal controls and internal audit procedures;
- E. enterprise risk management processes, credit worthiness, treasury and financial policies; and
- F. whistle blower, complaint procedures and ethics policies.

## **II. DUTIES AND RESPONSIBILITIES**

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The Audit Committee shall perform the functions customarily performed by audit committees and any other functions assigned by the Board. In particular, the Audit Committee shall have the following duties and responsibilities:

### **A. FINANCIAL REPORTING AND CONTROL**

- 1. On a periodic basis, review and discuss with management and the external auditor the following:
  - a. major issues regarding accounting principles and financial statement presentation, including any significant changes in the Corporation’s selection or application of accounting principles, and issues as to the adequacy of the Corporation’s internal controls and any special audit steps adopted in light of material control deficiencies;
  - b. analyses prepared by management and/or the external auditor setting forth significant financial reporting issues and judgments made in connection with the preparation of the financial statements, including the impact of selecting one of several generally accepted accounting principles (GAAP) on the financial statements when such a selection has been made in the current reporting period;
  - c. the effect of regulatory and accounting developments, as well as off-balance sheet arrangements, on the financial statements of the Corporation;
  - d. the type and presentation of information to be included in earnings press releases (including any use of pro-forma or non-GAAP information);

- e. any corporate governance issues which could significantly affect the financial statements;
  - f. all matters required to be communicated to the Audit Committee under generally accepted auditing standards.
2. Meet to review and discuss with management and the external auditor, report and, where appropriate, provide recommendations to the Board on the following prior to its public disclosure:
- a. the annual and interim consolidated financial statements and the related “Management’s Discussion and Analysis”, Annual Information Forms, earnings press releases, the whole in accordance with the Disclosure Policy, and the integrity of the financial reporting of the Corporation;
  - b. any audit issues raised by the external auditor and management’s response thereto, including any restrictions on the scope of the activities of the external auditor or access to requested information and any significant disagreements with management;
  - c. to the extent not previously reviewed by the Audit Committee, all financial statements included in any prospectus or offering memoranda and all other financial reports required by regulatory authorities and/or requiring approval by the Board.
3. Review and discuss reports from the external auditor on:
- a. all critical accounting policies and practices used by the Corporation;
  - b. all material selections of accounting policies when there is a choice of policies available under GAAP that have been discussed with management, including the ramifications of the use of such alternative treatment and the alternative preferred by the external auditor;
  - c. other material written communications between the external auditor and management, and discuss such communication with the external auditor; and
  - d. ensure that adequate procedures are in place for the review of public disclosure of financial information extracted or derived from the financial statements and periodically assess the adequacy of those procedures.

## **B. OVERSIGHT OF THE EXTERNAL AUDITOR**

1. Recommend to the Board the external auditor to be nominated of the purpose of preparing the external auditor’s report as well as the external auditor’s compensation for doing so.

2. Oversee the work of the external auditor and any other auditor preparing or issuing an audit report or performing other audit services or attest services for the Corporation or any consolidated subsidiary of the Corporation, where required, and review, report and, provide recommendations to the Board on the appointment, terms and review of engagement, removal, independence and proposed fees of the external auditor.
3. Approve in advance all audit, review or attest engagement fees and terms for all audit, review or attest services to be provided by the external auditor to the Corporation and any consolidated subsidiary and any other auditor preparing or issuing an audit report or performing other audit services or attest services for the Corporation or any consolidated subsidiary of the Corporation, where required.
4. Pre-approve all engagements for permitted non-audit services provided by the external auditor to the Corporation and any consolidated subsidiary and to this effect may establish policies and procedures for the engagement of the external auditor to provide to the Corporation and any consolidated subsidiary permitted non-audit services, which shall include approval in advance by the Audit Committee of all audit/review and permitted non-audit services to be provided by the external auditor to the Corporation and any consolidated subsidiary.
5. Establish policies for the hiring of partners, employees and former partners and employees of the external auditor in order to protect the independence of the auditors.
6. At least annually, consider, assess, and report to the Board on:
  - a. the independence of the external auditor, including that the external auditor's performance of permitted non-audit services does not impair the external auditor's independence;
  - b. obtaining from the external auditor a written statement (i) delineating all relationships between the external auditor and the Corporation; (ii) assuring that lead audit partner rotation is carried out, as required by law; and (iii) delineating any other relationships that may adversely affect the independence of the external auditor; and
  - c. the evaluation of the lead audit partner, taking into account the opinions of management.
7. At least annually, obtain and review a report by the external auditor describing:
  - a. the external auditor's internal quality-control procedures;
  - b. any material issues raised by the most recent internal quality-control review, or peer review of the external auditor firm, or by any inquiry or investigation by governmental or professional authorities, within the preceding five

years, respecting one or more independent audits carried out by the external auditor firm, and any steps taken to deal with any such issues.

8. Resolve any disagreement between management and the external auditor regarding financial reporting.
9. Review the annual audit plan with the external auditor.
10. At least quarterly and when required, meet with the external auditor in the absence of management.

#### **C. OVERSIGHT OF THE CORPORATION'S INTERNAL CONTROL SYSTEM**

1. Review and discuss with management and the external auditor, monitor, report and, where appropriate, provide recommendations to the Board on the following:
  - a. the Corporation's systems of internal controls over financial reporting;
  - b. compliance with the policies and practices of the Corporation relating to business ethics;
  - c. compliance by Directors, Officers and other management personnel with the Disclosure Policy; and
  - d. the relationship of the Audit Committee with other committees of the Board, management and the Corporation's consolidated subsidiaries' audit committees.
2. Review and discuss with the Chief Executive Officer (the "CEO") and Chief Financial Officer (the "CFO") of the Corporation the process for the certifications to be provided in the Corporation's public disclosure documents.
3. Review, monitor, report, and, where appropriate, provide recommendations to the Board on the Corporation's disclosure controls and procedures.
4. Establish procedures for the receipt, retention, and treatment of complaints received by the Corporation regarding accounting, internal accounting controls or auditing matters, including procedures for confidential, anonymous submissions by employees regarding questionable accounting or auditing matters.

#### **D. OVERSIGHT OF THE CORPORATION'S RISK MANAGEMENT**

1. Review, monitor, report and, where appropriate, provide recommendations to the Board on the Corporation's major business, operational, and financial risk exposures and the guidelines, policies and practices regarding risk assessment and risk management including the following:
  - a. the Corporation's processes for identifying, assessing and managing risks;

- b. the Corporation's major financial risks, including derivative and tax risks, and operational risk exposures and the steps the Corporation has taken to monitor and control such exposures;
  - c. the Corporation's major security risks and security trends, including cybersecurity risks, that may impact the Corporation's operations and business;
  - d. the Corporation's business continuity plans, including work stoppage and disaster recovery plans;
  - e. the Corporation's environmental risks, and environment trends that may impact the Corporation's operations and business.
2. Review, monitor, report and, where appropriate, provide recommendations to the Board on the Corporation's compliance with internal policies and the Corporation's progress in remedying any material deficiencies related to:
  - a. security policies, including the physical safeguarding of corporate assets and security of networks and information systems;
  - b. environmental policy and environmental management systems.
3. When appropriate, ensure that the Corporation's subsidiaries establish an environmental policy and environmental management systems, and review and report thereon to the Board.
4. Review with management the credit worthiness, liquidity and important treasury matters including financial plans of the Corporation.
5. Review all related party transactions and actual or potential conflicts of interest.

#### **E. COMPLIANCE WITH LEGAL AND ACCOUNTING REQUIREMENTS**

1. Review and discuss with management, legal counsel and the external auditor, monitor, report and, when appropriate, provide recommendations to the Board on the adequacy of the Corporation's processes for complying with laws, regulations and applicable accounting standards.
2. Review, on a periodic basis with legal counsel, the Corporation's legal compliance with respect to: (a) the legal and regulatory matters which may have a material effect on the Corporation and/or its financial statements, including with respect to pending or threatened material litigations; and (b) corporate compliance policies and codes of conduct.

## **F. WHISTLEBLOWER, ETHICS AND INTERNAL CONTROLS COMPLAINT PROCEDURES**

Ensure that the Corporation has in place adequate procedures, including those established by the audit committee, for:

1. The receipt, retention and treatment of complaints received by the Corporation regarding accounting, internal controls or auditing matters.
2. The confidential, anonymous submission by employees of the Corporation of concerns regarding questionable accounting or auditing matters.

The Lead Director will report to the Audit Committee, and the Audit Committee will review any reports from any anonymous submission by employees on any fraud, whether or not material, that involves management or other employees who have a significant role in the Corporation's internal controls. Where the CEO or the CFO is named in a complaint, the Lead Director will speak directly with the Chair of the Audit Committee.

## **III. EVALUATION OF THE AUDIT COMMITTEE AND REPORT TO BOARD**

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1. The Audit Committee shall evaluate and review with the Board, on an annual basis, the performance of the Audit Committee as a whole as well as the performance of each individual member while taking into account: (i) in the case of the Audit Committee as a whole, the present Charter, and (ii) in the case of an individual member, the applicable position description(s), as well as the competencies and skills each individual director is expected to contribute to the Audit Committee.
2. The Audit Committee shall report to the Board periodically on the Audit Committee's activities.

## **IV. OUTSIDE ADVISORS**

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The Audit Committee shall have the authority to engage outside counsel and other outside advisors as it deems appropriate to assist the Audit Committee in the performance of its functions. The Corporation shall provide appropriate compensation for such advisors as determined by the Audit Committee.

## **V. MEMBERSHIP**

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The Audit Committee shall consist of such number of directors, in no event to be less than three, as the Board may from time to time by resolution determine. The members of the Audit Committee shall meet the independence test and other membership requirements under applicable laws, rules and regulations and listing requirements as determined by the Board.

## **VI. AUDIT COMMITTEE CHAIR**

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The Audit Committee Chair shall be appointed by the Board. The Audit Committee Chair leads the Audit Committee in all aspects of its work and is responsible to effectively manage the affairs

of the Audit Committee and ensure that it is properly organized and functions efficiently. More specifically, the Audit Committee Chair shall:

- A. Provide leadership to enable the Audit Committee to act effectively in carrying out its duties and responsibilities as described elsewhere in this Charter and as otherwise may be appropriate;
- B. In consultation with the Board Chair, the Lead Director and the CEO, ensure that there is an effective relationship between management and the members of the Audit Committee;
- C. Chair meetings of the Audit Committee;
- D. In consultation with the Board Chair, the Lead Director, the Corporate Secretary and the Executive Officers, determine the frequency, dates and locations of meetings of the Audit Committee;
- E. In consultation with the CEO and CFO review the annual work plan and the meeting agendas to ensure all required business is brought before the Audit Committee to enable it to efficiently carry out its duties and responsibilities;
- F. Ensure, in consultation with the Board Chair, that all items, requiring the Audit Committee's approval, are appropriately tabled;
- G. Ensure the proper flow of information to the Audit Committee and review, with the Executive Officers and the Corporate Secretary the adequacy and timing of materials in support of management's proposals;
- H. Report to the Board on the matters reviewed by, and on any decisions or recommendations of, the Audit Committee at the next meeting of the Board following any meeting of the Audit Committee; and
- I. Carry out any special assignments or any functions as requested by the Board.

## **VII. TERM**

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The members of the Audit Committee shall be appointed or changed by resolution of the Board to hold office from the time of their appointment until the next annual general meeting of the shareholders or until their successors are so appointed.

## **VIII. PROCEDURES FOR MEETINGS**

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Meetings of the Audit Committee may be called by any member of the Audit Committee or the Corporation's external auditor. Audit Committee shall fix its own procedure at meetings and for the calling of meetings. The Audit Committee will meet at least each quarter and otherwise as necessary. The Audit Committee shall meet separately in an executive session, in the absence of management and the external auditor, at each regularly scheduled meeting. The Audit Committee will also meet with the external auditor without management being present.



**IX. QUORUM AND VOTING**

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Unless otherwise determined from time to time by resolution of the Board, two members of the Audit Committee shall constitute a quorum for the transaction of business at a meeting. For any meeting(s) at which the Audit Committee Chair is absent, the Chair of the meeting shall be the person present who shall be decided upon by all members present. At a meeting, any question shall be decided by a majority of the votes cast by members of the Audit Committee, except where only two members are present, in which case any question shall be decided unanimously.

**X. SECRETARY**

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Unless otherwise determined by resolution of the Board, the Corporate Secretary of the Corporation or his/her delegate shall be the Secretary of the Audit Committee.

**XI. VACANCIES**

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Vacancies at any time occurring shall be filled by resolution of the Board.

**XII. RECORDS**

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The Audit Committee shall keep such records as it may deem necessary of its proceedings and shall report regularly its activities and recommendations to the Board as appropriate.

**XIII. REVIEW OF CHARTER**

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The Committee will, from time to time, review and assess the adequacy of this Charter and recommend any proposed changes for consideration. The Board may amend this Charter, as required.