



**MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL
CONDITION AND RESULTS OF OPERATIONS**

For the three and twelve months ended December 31, 2019

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The following management's discussion and analysis of financial condition and results of operations ("MD&A") of Jamieson Wellness Inc. (together with its subsidiaries), referred to herein as "Jamieson", the "Company", "we", "us" or "our", is dated as of February 19, 2020. It should be read in conjunction with our audited consolidated annual financial statements and our accompanying notes for the year ended December 31, 2019.

Our audited consolidated annual financial statements and accompanying notes for the year ended December 31, 2019 have been prepared in accordance with International Financial Reporting Standards ("IFRS"). These audited consolidated annual financial statements include the accounts of our Company and other entities that we control and are reported in Canadian dollars. All references in this MD&A to "Q4 2019" are to our fiscal quarter ended December 31, 2019 and to "Q4 2018" are to our fiscal quarter ended December 31, 2018. All references in this MD&A to "YTD 2019" are to our year ended December 31, 2019 and to "YTD 2018" are to our year ended December 31, 2018.

See "*Forward-Looking Information*" and "*Risk Factors*" for a discussion of the uncertainties, risks and assumptions associated with these statements. Actual results may differ materially from those indicated or underlying forward-looking information as a result of various factors, including those referred to under the heading "*Risk Factors*" and elsewhere in this MD&A.

Non-IFRS Financial Measures

This MD&A makes reference to certain non-IFRS measures. Management uses these non-IFRS financial measures for purposes of comparison to prior periods and development of future projections and earnings growth prospects. This information is also used by management to measure the profitability of ongoing operations and in analyzing our business performance and trends. These 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 those 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. We use non-IFRS measures including "gross profit", "gross profit margin", "operating margin" "EBITDA", "Adjusted EBITDA", "Adjusted EBITDA margin", "Adjusted Net Income" and "Adjusted Diluted Earnings per Share", to provide supplemental measures of our operating performance and thus highlight trends in our core business that may not otherwise be apparent when relying solely on IFRS financial measures. Management also uses non-IFRS measures in order to prepare annual operating budgets and to determine components of management compensation.

Forward-Looking Information

Certain statements contained in this MD&A including, in particular, in the sections below entitled "*Summary of Factors Affecting our Performance*", "*Liquidity and Capital Resources*", "*Outlook*" and "*Risk Factors*", contain forward-looking information within the meaning of applicable securities laws. Forward-looking information may relate to our future outlook and anticipated events or results and may include information regarding our financial position, business strategy, growth strategy, budgets, operations, financial results, taxes, dividend policy, plans and objectives of our Company. Particularly, information regarding our expectations of future results, performance, achievements, prospects or opportunities is forward-looking information. In some cases, forward-looking information can be identified by the use of forward-looking terminology such as "plans", "targets", "expects", "does not expect", "is expected", "an opportunity exists", "budget", "scheduled", "estimates", "outlook", "forecasts", "projection", "prospects", "strategy", "intends", "anticipates", "does not anticipate", "believes", or variations of such words and phrases or state that certain actions, events or results "may", "could", "would", "might", "will", "will be taken", "occur" or "be achieved". In addition, any statements that refer to expectations, intentions, projections or other characterizations of future events or circumstances contain forward-looking information. Statements containing forward-looking information are not historical facts but instead represent management's expectations, estimates and projections regarding future events or circumstances.

In addition, our assessments of, and targets for, annual revenue, Adjusted EBITDA, Adjusted Diluted Earnings per Share and certain other measures are considered forward-looking information. See “*Outlook*” for additional information concerning our strategies, assumptions and market outlook in relation to these assessments.

The forward-looking information contained in this MD&A is based on management’s opinions, estimates and assumptions in light of its experience and perception of historical trends, current conditions and expected future developments, as well as other factors we believe to be appropriate and reasonable in the circumstances. Despite a careful process to prepare and review the forward-looking information, there can be no assurance that the underlying opinions, estimates and assumptions will prove to be correct. Certain assumptions in respect of the ability to pursue further strategic acquisitions; our ability to source raw materials and other inputs from our suppliers; our ability to continue to innovate product offerings that resonate with our target customer base; our ability to retain key management and personnel; our ability to continue to expand our international presence and grow our brand internationally; our ability to obtain and maintain existing financing on acceptable terms; currency exchange and interest rates; the impact of competition; changes to trends in our industry or global economic factors; and changes to laws, rules, regulations and global standards are material factors made in preparing the forward-looking information and management’s expectations contained in this MD&A.

The forward-looking information contained in this MD&A represents management’s expectations as of the date of this MD&A and is subject to change after such date. However, we disclaim any intention or obligation or undertaking to update or revise any forward-looking information whether as a result of new information, future events or otherwise, except (i) as required under applicable securities laws in Canada and (ii) to provide updates in our annual MD&A for each financial year up to and including that in respect of 2021 on our growth targets disclosed in our final prospectus (the “IPO Prospectus”) dated June 29, 2017 in respect of our initial public offering and secondary offering, including to provide information on our growth targets disclosed in such prospectus, actual results and a discussion of variances from our growth targets. The forward-looking information contained in this MD&A is expressly qualified by this cautionary statement.

Forward-looking information is necessarily based on a number of opinions, estimates and assumptions that management considered appropriate and reasonable as of the date such statements are made, is subject to known and unknown risks, uncertainties, assumptions and other factors that may cause the actual results, level of activity, performance or achievements to be materially different from those expressed or implied by such forward-looking information, including but not limited to those described below and referred to under the heading “*Risk Factors*” and those discussed under the “*Risk Factors*” section of our most recent annual information form.

We caution that the list of risk factors and uncertainties is not exhaustive and other factors could also adversely affect our results. Readers are urged to consider the risks, uncertainties and assumptions carefully in evaluating the forward-looking information and are cautioned not to place undue reliance on such information.

Overview

Founded in 1922, Jamieson is Canada’s leading branded manufacturer, distributor and marketer of high quality natural health products. We offer consumers a comprehensive and innovative line of branded vitamins, minerals and supplements (“VMS”) products and certain over-the-counter remedies through our Jamieson and Lorna Vanderhaeghe Health Solutions Inc. (“LVHS”) brands as well as sports nutrition products through our Progressive, Precision and Iron Vegan brands (which we acquired through the acquisition of Body Plus Nutritional Products Inc. (“Body Plus”)), all of which we refer to as our “Jamieson Brands” segment. Revenues generated from our previous acquisitions of Body Plus and LVHS are known as “Specialty Brands”, with distribution across food, drug and health food channels. In addition to our Jamieson Brands segment, we also offer comprehensive manufacturing and product development services on a contract manufacturing basis to select blue-chip consumer health companies and retailers worldwide, which we refer to as our “Strategic Partners” segment.

VMS and sports nutrition are two large and growing segments of the consumer health industry. Jamieson is Canada’s #1 overall consumer health brand by sales and Canada’s #1 brand in VMS by sales. Our trusted reputation and success in Canada have allowed us to significantly grow the business internationally, with products being sold in over 40 countries worldwide.

Our trusted reputation, strong industry relationships and certifications and commitment to meeting the highest standards of manufacturing together with high quality production capabilities, attract opportunities for us to manufacture products for select blue-chip consumer health companies and retailers worldwide. Combining deep consumer insights with extensive research and development capabilities, we deliver category-leading innovation and growth.

Our leading market position and brands, focus on quality and innovation and extensive selection of products, make us the preferred partner for retailers in Canada.

Summary of Factors Affecting Our Performance

We believe our performance and future success depend on a number of factors that present significant opportunities for us. These factors are also subject to a number of inherent risks and challenges, some of which are discussed below and referred to under “*Risk Factors*”.

Our Brands

Our iconic brands have been built around consumer trust through focus on product quality, purity and potency. Our well-established brands include Jamieson, LVHS, Progressive, Precision and Iron Vegan. Maintaining, enhancing and growing our brand appeal in Canada and internationally is critical to our continued success. Failure to maintain and enhance our brands in any of the targeted markets may materially and adversely affect the business, results of operations or financial condition.

Product Innovation and Planning

We believe that product innovation is integral to our success and we continue to focus on innovation as a key pillar of our growth. Our business is subject to changing consumer trends and preferences which is dependent, in part, on continued consumer interest in our new products, line extensions and reformulations. The success of new product offerings, enhancements, or reformulations depends upon a number of factors, including our ability to: (i) accurately anticipate customer needs; (ii) develop new products, line extensions or reformulations that meet these needs; (iii) successfully commercialize new products, line extensions and reformulations in a timely manner; (iv) price products competitively; (v) manufacture and deliver products in sufficient volumes and in a timely manner; (vi) differentiate product offerings from those of competitors; and (vii) maintain relationships with scientist employees and consultants and members of our panel of consumer health industry experts, which we call the Jamieson Scientific Advisory Board, in order to benefit from their expertise and innovations. We believe our pace of innovation and speed to market with the introduction of new products provide us with a competitive advantage within the space we compete.

Customer Relationships

We have longstanding and deeply entrenched customer relationships with Canada’s top retailers across the food, drug, mass, club, health food store, specialty and online retail channels. We sell products through our knowledgeable retail partners and we are dependent on retail partners across all channels to display and present our products to customers, in their brick and mortar stores and on their online e-commerce sites. Our partners service customers by stocking and displaying our products, and, in certain health food and other specialty stores, explaining product attributes and health benefits. Our relationships with these retail customers are important for consumer trust in the brand and the advertising and educational programs we continue to deploy. Failure to maintain these relationships with retail partners or financial difficulties experienced by these retail partners could adversely affect our business.

Sourcing and Production

We have developed a strong, global supply chain based on long-standing relationships and have had relationships with the majority of our suppliers for over ten years. We purchase our ingredients from approximately 200 high quality raw material ingredient and packaging suppliers worldwide and potential suppliers are subject to a rigorous evaluation process by our quality assurance department. We are dependent on a stable and consistent supply

of materials and inputs, including ingredients and packaging products. Although materials and inputs are generally available from multiple sources, certain materials and inputs are sourced from a restricted number of suppliers. In 2019, our top ten suppliers accounted for approximately 45% of our purchases. As is customary in the consumer health industry, we do not have long-term written contracts with most suppliers and often enter into short to medium-term contracts for raw materials at fixed prices to provide time to address price increases and mitigate margin erosion.

Consumer Trends

The Canadian consumer health industry is subject to shifts in consumer trends, preferences and spending and our revenue and operating results depend, in part, on our ability to respond to such changes in a timely manner. As a result of our broad product scope and our strong innovation capabilities, we believe that we are well-positioned to respond to these shifts in consumer trends, preferences and spending.

Our revenue is also impacted by consumer spending habits, including spending on our products, which are affected by many factors that are beyond our control, including, but not limited to, prevailing economic conditions, levels of employment, fuel prices, salaries and wages, the availability of consumer credit, and consumer perception of economic conditions.

Competition

The market for VMS and sports nutrition products is highly competitive. Our direct competition consists of publicly and privately-owned companies, which tend to be highly fragmented in terms of both geographic market coverage and product categories. In many of our product categories, we compete not only with widely advertised branded products, but also with private label products. Given our significant scale and broad product scope relative to our competition, iconic brand status, strong innovation capabilities and high-quality manufacturing, we believe that we are well-positioned to capitalize on favorable long-term trends in the VMS and sports nutrition segments. The specialized knowledge, expertise, and certifications required for production of VMS and sports nutrition products, is generally a significant barrier to entry for new competitors. Internationally, our competition varies by market and we have a strategic approach to entering international markets, which includes evaluating certain factors in each market, such as competitiveness, pricing dynamics, growth potential, regulatory environment and the propensity to be attracted to foreign brands.

Foreign Exchange

We currently benefit from a natural currency hedge by purchasing certain materials and inputs in U.S. dollars and selling our products internationally in U.S. dollars. With respect to sales in Canada, we are exposed to fluctuating U.S.-Canadian currency exchange rate where the products sold contain materials and inputs purchased with U.S. dollars. We manage net exposure to fluctuating U.S.-Canadian currency exchange rate with foreign exchange hedging contracts. We do not have foreign exchange hedging contracts in place with respect to all currencies in which we currently do business but may, from time to time, enter into additional foreign exchange hedging contracts in respect of other foreign currencies.

Currency hedging entails a risk of illiquidity and, to the extent the applicable foreign currency depreciates or appreciates against the Canadian dollar, the use of hedges could result in losses greater than if the hedging had not been used. There can be no assurance that our hedging strategies, if any, will be effective in the future or that we will be able to enter into foreign exchange hedging contracts on satisfactory terms.

Business Acquisitions

We leverage our relationships and network of industry participants and advisors to actively source and identify acquisition opportunities. We continue to pursue strategic acquisitions that enable us to further broaden and diversify product offerings and leverage current manufacturing and distribution facilities for new products. Any acquisitions may involve large transactions or realignment of existing investments, and present financial, managerial and operational challenges, which, if not successfully overcome, may reduce our profitability. We believe we have

demonstrated our ability to successfully identify, integrate and grow businesses that we acquire. Since 2016, management has successfully made two acquisitions in line with our strategy.

Implementation of Growth Strategies

We have a successful track record of growing revenues faster than the broader VMS segment and we believe we have a strong domestic and international growth strategy in place aimed at continuing to exceed broader industry growth rates. Our future success depends, in part, on management's ability to implement our growth strategy, including (i) product innovations within existing categories and growth into adjacent categories and continued growth of existing products in existing categories; (ii) further penetration into international markets and new geographies; (iii) growth in the Strategic Partners segment; and (iv) in support of our profitability targets, improvements in operating income, gross profit and operating expense margins. The ability to implement this growth strategy depends, among other things, on our ability to develop new products and product line extensions that appeal to consumers, maintain and expand brand loyalty and brand recognition, maintain and improve competitive position in the channels in which we compete and identify and successfully enter and market products in new geographic markets, market segments and categories.

Regulation

In Canada and in the other jurisdictions in which we operate, we are subject to the laws and regulations applicable to any business engaged in formulation, production and distribution of consumer health products. This includes natural health product regulations, laws governing advertising, consumer protection regulations, environmental laws, laws governing the operation of warehouse facilities and labour and employment laws. We hold all required Health Canada site licenses, Canadian Food Inspection Agency certifications and import licenses for all of our manufacturing and distribution centres. Our products sold outside of Canada are subject to tariffs, treaties and various trade agreements as well as laws affecting the importation of consumer goods and we continuously monitor changes in these laws, regulations, treaties and agreements.

There is currently no uniform regulation applicable to natural health products worldwide and there has been an increasing movement in certain foreign markets to increase the regulation of natural health products. The adoption of new laws, regulations or other constraints or changes in the interpretations of such requirements may result in compliance costs or lead us to discontinue product sales and may have an adverse effect on the marketing of our products, resulting in loss of sales. We believe that Canadian regulations are amongst the most stringent worldwide and, as we currently operate in compliance with these high standards, increased regulation in foreign jurisdictions makes us uniquely positioned to grow sales in such jurisdictions.

How We Assess the Performance of our Business

The key performance indicators below are used by management in evaluating the performance of our Company and assessing our business. We refer to certain key performance indicators used by management and typically used by our competitors in the Canadian consumer health industry, certain of which are not recognized under IFRS. See "*Non-IFRS Financial Measures*".

Revenue

The majority of our revenue is derived from the sale of Jamieson branded products to distributors, retail and wholesale customers, as well as providing contract manufacturing services and the sale of product through our Strategic Partners segment.

Revenue is recognized for the sale of Jamieson branded products and the manufacturing of products to our strategic partners at the point in time when control of the asset is transferred to the customer based on shipping terms. We generally have a right to payment at the time of delivery (which is the same time that we have satisfied our performance obligations under the arrangement), as such, a receivable is recognized as the consideration is unconditional and only the passage of time is required before payment is due.

A portion of our revenue is derived from contract manufacturing services provided to customers in our Strategic Partners segment under a tolling arrangement where the customer supplies us with a raw material or ingredient. Revenue is recognized net of the cost of the raw material or ingredient supplied by the customer.

Rights of return give rise to variable consideration. The variable consideration is estimated at contract inception using the expected value method as this best predicts the amount of variable consideration to which we are entitled. The variable consideration is constrained to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognized will not occur when any uncertainty is subsequently resolved. For products that are expected to be returned, a refund liability is recognized as a reduction of revenue at the time the control of the products purchased is transferred to the customers.

We may provide discounts and sales promotional incentives to our customers, which give rise to variable consideration. The variable consideration is constrained to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognized will not occur when any uncertainty is subsequently resolved. The application of the constraint on variable consideration increases the amount of revenue that will be deferred. We apply the most likely amount method estimating discounts provided to customers using contracted rates and estimating sales promotional incentives provided to customers based on historical spending patterns. Jamieson may also provide other consideration to customers for customer-specific programs to promote the Company's products. Consequently, revenues are recognized net of these estimated program costs. All other estimated non-customer-specific promotional costs and consideration are expensed as selling, general and administrative ("SG&A") expenses.

In subsequent periods, we monitor the performance of customers against agreed-upon obligations related to sales incentive programs and make any adjustments to both revenue and sales incentive accruals as required.

As required for the audited consolidated annual financial statements, we have disaggregated revenue recognized from contracts with customers. Please refer to Note 23 in our audited consolidated annual financial statements for the disclosure on disaggregated revenue.

Gross Profit

"Gross profit" is defined as revenue less cost of sales. Cost of sales includes product-related costs, labour, other operating costs such as rent, repair and maintenance, and amortization. Our cost of sales may include different costs compared to other manufacturers and distributors in the Canadian consumer health industry. Management believes that gross profit is a useful measure in assessing the Company's underlying operating performance before SG&A expenses and share-based compensation.

Gross Profit Margin

"Gross profit margin" is defined as gross profit divided by revenue.

SG&A

Our SG&A expenses are predominantly comprised of wages, benefits, travel, marketing, accounting fees, legal fees, non-customer-specific promotional costs and other expenses related to the corporate infrastructure required to support our business. Our SG&A expenses also include regulatory, legal, accounting, insurance, termination benefits and other expenses associated with being a public company.

Earnings from Operations

"Earnings from operations" is defined as gross profit less SG&A expenses and share-based compensation.

Operating Margin

"Operating margin" is defined as earnings from operations divided by revenue.

EBITDA

“EBITDA” is defined as net income before: (i) provision for (recovery of) income taxes; (ii) interest (income) expense and other financing costs; (iii) depreciation of property, plant, and equipment; and (iv) amortization of intangible assets.

Adjusted EBITDA

“Adjusted EBITDA” is defined as EBITDA before: (i) share-based compensation; (ii) foreign exchange (gain) loss; (iii) termination benefits and related costs; (iv) purchase consideration accounted for as compensation expense; (v) international market expansion; (vi) business integration; and (vii) other non-operating, non-recurring and non-cash costs. We believe Adjusted EBITDA is a useful measure to assess the performance and cash flow of our Company as it provides more meaningful operating results by excluding the effects of interest, taxes, depreciation and amortization costs, expenses we believe are not reflective of our underlying business performance and other one-time, non-recurring or non-cash expenses.

Adjusted EBITDA Margin

“Adjusted EBITDA margin” is defined as Adjusted EBITDA divided by revenue.

Adjusted Net Income

“Adjusted Net Income” is defined as consolidated net income adjusted for the impact of: (i) share-based compensation; (ii) foreign exchange (gain) loss; (iii) termination benefits and related costs; (iv) purchase consideration accounted for as compensation expense; (v) international market expansion; (vi) business integration; (vii) revaluation of deferred tax liability; and (viii) other non-operating and non-recurring costs net of related tax effects. We believe Adjusted Net Income is a useful measure to assess the performance of our Company as it provides more meaningful operating results by excluding the effects of expenses that are not reflective of our underlying business performance and other one-time or non-recurring expenses.

Adjusted Diluted Earnings per Share

“Adjusted Diluted Earnings per Share” is defined as Adjusted Net Income divided by the total number of outstanding diluted shares at the end of the most recently completed quarter for the relevant period. We believe Adjusted Diluted Earnings per Share is a useful measure to assess the performance of our Company.

Selected Consolidated Financial Information

The following table provides selected historical financial information and other data of the Company which should be read in conjunction with our audited consolidated annual financial statements and related notes. A reconciliation of net income to EBITDA, Adjusted EBITDA, and Adjusted Net Income can be found in the below “*Results of Operations*” sections for the respective fiscal periods.

	Three months ended December 31		Twelve months ended December 31	
	2019	2018	2019	2018
<i>(\$ in 000's, except as otherwise noted)</i>				
Revenue	103,253	99,145	344,980	319,776
Cost of sales	63,711	63,906	215,246	204,358
Gross profit	39,542	35,239	129,734	115,418
Selling, general and administrative expenses	17,637	16,988	69,942	65,194
Share-based compensation	1,573	1,278	4,343	3,067
Earnings from operations	20,332	16,973	55,449	47,157
Operating margin	19.7%	17.1%	16.1%	14.7%
Foreign exchange loss	227	89	404	608
Other expenses (income)	(35)	64	3,369	298
Interest expense and other financing costs	1,966	2,390	9,372	9,000
Income before income taxes	18,174	14,430	42,304	37,251
Provision for income taxes	5,011	4,384	10,647	10,578
Net income	13,163	10,046	31,657	26,673
Adjusted net income	14,253	12,217	38,111	33,733
EBITDA	22,902	19,220	62,592	55,297
Adjusted EBITDA	25,641	22,933	75,909	67,628
Adjusted EBITDA margin	24.8%	23.1%	22.0%	21.1%
Weighted average number of shares				
Basic	38,967,875	38,166,594	38,535,274	38,009,443
Diluted	40,130,698	39,707,979	39,614,909	39,531,078
Earnings per share attributable to common shareholders:				
Basic, earnings per share	0.34	0.26	0.82	0.70
Diluted, earnings per share	0.33	0.25	0.80	0.67
Adjusted Diluted, earnings per share	0.36	0.31	0.96	0.85

The following table provides selected consolidated financial position data for the periods indicated.

<i>(\$ in 000's)</i>	As at December 31, 2019	As at December 31, 2018
Selected Consolidated Financial Position Data:		
Total assets	561,775	549,021
Total non-current liabilities	229,265	205,739

Results of Operations — three months ended December 31, 2019 and 2018

The following table provides a summary of our results for the three months ended December 31, 2019 and December 31, 2018. We have reclassified the presentation of certain costs on the audited consolidated annual financial statements and our accompanying notes to be consistent with the current presentation.

	Three months ended		\$ Change	% Change
	December 31			
	2019	2018		
<i>(\$ in 000's, except as otherwise noted)</i>				
Revenue	103,253	99,145	4,108	4.1%
Cost of sales	63,711	63,906	(195)	(0.3%)
Gross profit	39,542	35,239	4,303	12.2%
Selling, general and administrative expenses	17,637	16,988	649	3.8%
Share-based compensation	1,573	1,278	295	23.1%
Earnings from operations	20,332	16,973	3,359	19.8%
Operating margin	19.7%	17.1%	-	2.6%
Foreign exchange loss	227	89	138	155.1%
Other expenses (income)	(35)	64	(99)	(154.7%)
Interest expense and other financing costs	1,966	2,390	(424)	(17.7%)
Income before income taxes	18,174	14,430	3,744	25.9%
Provision for income taxes	5,011	4,384	627	14.3%
Net income	13,163	10,046	3,117	31.0%
Adjusted net income	14,253	12,217	2,036	16.7%
EBITDA	22,902	19,220	3,682	19.2%
Adjusted EBITDA	25,641	22,933	2,708	11.8%
Adjusted EBITDA margin	24.8%	23.1%	-	1.7%
Weighted average number of shares				
Basic	38,967,875	38,166,594		
Diluted	40,130,698	39,707,979		
Earnings per share attributable to common shareholders:				
Basic, earnings per share	0.34	0.26		
Diluted, earnings per share	0.33	0.25		
Adjusted Diluted, earnings per share	0.36	0.31		

The following table provides a reconciliation of net income to EBITDA, Adjusted EBITDA, and Adjusted Net Income for the three months ended December 31, 2019 and December 31, 2018.

	Three months ended		\$ Change	% Change
	December 31			
(\$ in 000's, except as otherwise noted)	2019	2018		
Net income	13,163	10,046	3,117	31.0%
<i>Add:</i>				
Provision for income taxes	5,011	4,384	627	14.3%
Interest expense and other financing costs	1,966	2,390	(424)	(17.7%)
Depreciation of property, plant, and equipment	1,845	1,533	312	20.4%
Amortization of intangible assets	917	867	50	5.8%
Earnings before interest, taxes, depreciation, and amortization (EBITDA)	22,902	19,220	3,682	19.2%
Share-based compensation ⁽¹⁾	1,573	1,278	295	23.1%
Foreign exchange loss	227	89	138	155.1%
Termination benefits and related costs ⁽²⁾	-	129	(129)	(100.0%)
International market expansion ⁽³⁾	278	669	(391)	(58.4%)
Business integration ⁽⁴⁾	465	844	(379)	(44.9%)
Other ⁽⁵⁾	196	704	(508)	(72.2%)
Adjusted EBITDA	25,641	22,933	2,708	11.8%
Provision for income taxes	(5,011)	(4,384)	(627)	(14.3%)
Interest expense and other financing costs	(1,966)	(2,390)	424	17.7%
Depreciation of property, plant, and equipment	(1,845)	(1,533)	(312)	(20.4%)
Amortization of intangible assets	(917)	(867)	(50)	(5.8%)
Share-based compensation ⁽⁶⁾	(1,383)	(895)	(488)	(54.5%)
Other	58	-	58	100.0%
Tax effect of normalization adjustments	(324)	(647)	323	49.9%
Adjusted net income	14,253	12,217	2,036	16.7%

- (1) The Company's share-based compensation expense pertains to our long-term incentive plan (the "LTIP") (refer to "*Share-based compensation*"), with performance-based share units ("PSUs") and time-based restricted share units ("RSUs") expenses, and associated payroll taxes included within the current period.
- (2) In conjunction with strategic priorities, management evaluates the efficiency, breadth and depth of resources connected with these priorities and reorganization activities are undertaken to ensure that we have the capabilities and structure to meet our long-term goals. The costs in 2018 are mainly comprised of severance costs and salary continuance.
- (3) We incurred initial set-up expenses while establishing our presence in China including entering into regulatory, distribution and supply agreements, and a study of the Chinese market focusing on broad industry understanding and factors affecting consumer purchase preferences.
- (4) In Q4 2019, we incurred expenses pertaining to supply chain optimization and other consulting fees. Costs in Q4 2018 pertained to non-employee related expenses associated with the integration of our LVHS and Body Plus businesses including the consolidation of offices, warehouses, supply chain activities, consulting fees and transition counselling.
- (5) In Q4 2019, we incurred expenses pertaining to special projects and cyber-security enhancements. Costs in Q4 2018 were mainly related to one-time expenses pertaining to the initial set-up of our e-commerce

platform, leasehold improvements and other expenses in relation to our head office relocation at the end of October 2018, consulting fees for one-time projects and the review of acquisition opportunities.

- (6) Costs in 2019 pertains to our LTIP excluding one-time PSUs granted to certain employees on May 31, 2018 and RSUs granted to certain employees on November 6, 2018 (refer to “*Share-based compensation*”).

The following table provides selected financial information for our two operating segments for the three months ended December 31, 2019 and December 31, 2018.

Jamieson Brands

(\$ in 000's, except as otherwise noted)

For the three months ended December 31,	<u>2019</u>	<u>2018</u>	<u>\$ Change</u>	<u>% Change</u>
Revenue	78,803	69,715	9,088	13.0%
Gross profit	35,962	31,079	4,883	15.7%
Gross profit margin	45.6%	44.6%	-	1.0%
Selling, general and administrative expenses	16,035	15,453	582	3.8%
Share-based compensation	1,573	1,278	295	23.1%
Earnings from operations	18,354	14,348	4,006	27.9%
Operating margin	23.3%	20.6%	-	2.7%
Adjusted EBITDA	23,154	19,742	3,412	17.3%
Adjusted EBITDA margin	29.4%	28.3%	-	1.1%

The following table provides a reconciliation from earnings from operations to Adjusted EBITDA for the three months ended December 31, 2019 and December 31, 2018.

(\$ in 000's, except as otherwise noted)

For the three months ended December 31,	<u>2019</u>	<u>2018</u>	<u>\$ Change</u>	<u>% Change</u>
Earnings from operations	18,354	14,348	4,006	27.9%
Depreciation of property, plant, and equipment	1,358	1,088	270	24.8%
Amortization of intangible assets	917	862	55	6.4%
Share-based compensation	1,573	1,278	295	23.1%
Termination benefits and related costs	-	129	(129)	(100.0%)
International market expansion	278	669	(391)	(58.4%)
Business integration	465	734	(269)	(36.6%)
Other	209	634	(425)	(67.0%)
Adjusted EBITDA	<u>23,154</u>	<u>19,742</u>	<u>3,412</u>	<u>17.3%</u>

Strategic Partners

(\$ in 000's, except as otherwise noted)

For the three months ended December 31,	<u>2019</u>	<u>2018</u>	<u>\$ Change</u>	<u>% Change</u>
Revenue	24,450	29,430	(4,980)	(16.9%)
Gross profit	3,580	4,160	(580)	(13.9%)
Gross profit margin	14.6%	14.1%	-	0.5%
Selling, general and administrative expenses	1,602	1,535	67	4.4%
Earnings from operations	1,978	2,625	(647)	(24.6%)
Operating margin	8.1%	8.9%	-	(0.8%)
Adjusted EBITDA	2,487	3,191	(704)	(22.1%)
Adjusted EBITDA margin	10.2%	10.8%	-	(0.6%)

The following table provides a reconciliation from earnings from operations to Adjusted EBITDA for the three months ended December 31, 2019 and December 31, 2018.

(\$ in 000's, except as otherwise noted)

For the three months ended December 31,	<u>2019</u>	<u>2018</u>	<u>\$ Change</u>	<u>% Change</u>
Earnings from operations	1,978	2,625	(647)	(24.6%)
Depreciation of property, plant, and equipment	487	444	43	9.7%
Amortization of intangible assets	-	6	(6)	(100.0%)
Business integration	-	110	(110)	(100.0%)
Other	22	6	16	266.7%
Adjusted EBITDA	<u>2,487</u>	<u>3,191</u>	<u>(704)</u>	<u>(22.1%)</u>

Revenue

Revenue increased 4.1%, or \$4.1 million, to \$103.3 million in Q4 2019. This was mainly driven by 13.0% growth in Jamieson Brands revenue with a decline of 16.9% in Strategic Partners revenue quarter-over-quarter.

Revenue in the Jamieson Brands segment increased by \$9.1 million, or 13.0%, to \$78.8 million in Q4 2019 due to strong growth in domestic and international Jamieson Brands sales of \$5.2 million and \$3.4 million respectively, plus an increase in revenue for our Specialty Brands of \$0.5 million. Our domestic Jamieson Brands sales increased by 10.3% driven by the strength of our media campaigns leading to strong consumer demand and increased shelf space at a key customer. Our international business continues to grow, increasing 37.7% versus prior year, led by strong growth in China as we continue to build distributions of registered products for the domestic Chinese retail channel, along with the timing of shipments across key regions including Europe, the Middle East and the rest of Asia. Specialty Brands volumes increased by 4.8% as we continued to focus on innovation as well as drug, grocery and e-commerce channel expansion, combined with improving promotional programs through collaboration with our customers.

Revenue in the Strategic Partners segment decreased 16.9%, or \$5.0 million, to \$24.5 million in Q4 2019, including incremental revenue related to the change in billing practices for a key Strategic Partner. Normalized for the impact of this change, revenue decreased by \$6.4 million or 21.6%, due to the timing of new strategic partner programs that occurred earlier in the year.

Gross profit

Gross profit increased by \$4.3 million in Q4 2019 mainly driven by revenue growth and operating efficiencies. Gross profit margin increased by 280 basis points to 38.3% in Q4 2019 compared to the same period in the prior year due to favorable mix and margin improvements in both segments.

Gross profit in the Jamieson Brands segment increased by \$4.9 million in Q4 2019 driven by higher volumes and related production efficiencies gained from higher facility utilization and an increase in packaging capacity. Gross profit margin increased by 100 basis points to 45.6% in Q4 2019 due to the efficiency factors mentioned above.

Gross profit in the Strategic Partners segment decreased by \$0.6 million to \$3.6 million in Q4 2019. The decrease was primarily driven by lower volumes, partially offset by favorable customer mix. Gross profit margin increased by 50 basis points to 14.6% in Q4 2019 due to customer mix noted above.

Selling, general and administrative expenses

SG&A expenses increased by 3.8%, or \$0.6 million, to \$17.6 million in Q4 2019. Excluding the impact of lower business integration, international market expansion, termination benefits and other non-recurring costs of \$1.3 million, SG&A expenses increased by \$1.8 million due to the timing of marketing programs, investments in resources for e-commerce and international growth, as well as variable compensation in the Jamieson Brands segment. SG&A expenses in the Strategic Partners segment remained relatively consistent with the same period in the prior year, increasing by \$0.1 million compared to the same period in the prior year.

Share-based compensation

Share-based compensation increased by \$0.3 million to \$1.6 million in Q4 2019 due to the timing and cumulative effect of our annual stock-based equity grants since our initial public offering on July 7, 2017, and associated payroll taxes on the exercise of stock options.

Earnings from operations and operating margin

Earnings from operations increased by 19.8%, or \$3.4 million and operating margin increased by 260 basis points to 19.7%, in Q4 2019 as a result of the gross profit margin impact discussed above, and the one-time nature of SG&A expenses in the Jamieson Brands segment.

Earnings from operations in the Jamieson Brands segment increased by \$4.0 million and operating margin increased by 270 basis points to 23.3% in Q4 2019 mainly due to gross profit margin improvements discussed above and lower fixed costs as a percentage of revenues.

Earnings from operations in the Strategic Partners segment decreased by \$0.6 million and operating margin decreased by 80 basis points in Q4 2019 due to gross profit margin improvements discussed above, offset by higher fixed costs as a percentage of revenues.

Foreign exchange loss

Foreign exchange loss was due to fluctuations in USD/CAD exchange rates between the date of the transaction and when cash is settled.

Interest expense and other financing costs

Interest expense and other financing costs decreased by \$0.4 million to \$2.0 million in Q4 2019 mainly due to lower interest rates as a result of our amended and restated credit agreement (refer to “*Credit Facilities*”). This was partially offset by the impact of our adoption of IFRS 16, “Leases” (“IFRS 16”) (refer to “*Recently adopted accounting standards*”) which includes the recognition of interest expense on our lease liabilities.

Provision for income taxes

Provision for income taxes was \$5.0 million in Q4 2019 compared to \$4.4 million in Q4 2018. Our Q4 2019 effective tax rate is 27.6% which includes the impact of non-deductible share-based compensation.

Depreciation

Depreciation expense increased by \$0.3 million to \$1.8 million in Q4 2019 due to increases in our capital investments and the adoption of IFRS 16 while taking into account the change in useful life estimates on buildings, machinery and equipment.

Amortization

Amortization expense remained relatively consistent with the same period in the prior year.

EBITDA and Adjusted EBITDA

EBITDA increased by \$3.7 million to \$22.9 million in Q4 2019 primarily due to the factors discussed above.

Adjusted EBITDA increased by \$2.7 million to \$25.6 million and Adjusted EBITDA margin increased by 170 basis points to 24.8% for the quarter mainly due to gross profit margin improvements in both segments.

Adjusted EBITDA in the Jamieson Brands segment increased by \$3.4 million to \$23.2 million and Adjusted EBITDA margin increased by 110 basis points to 29.4% for the quarter. This was mainly driven by higher volumes and gross profit margin improvements discussed above.

Adjusted EBITDA in the Strategic Partners segment decreased by \$0.7 million to \$2.5 million and Adjusted EBITDA margin decreased by 60 basis points to 10.2% in Q4 2019 mainly due to the impact of higher SG&A expenses over lower volumes, offsetting gross profit margins improvements discussed above.

Results of Operations — year ended December 31, 2019 and 2018

The following table provides a summary of our results for the year ended December 31, 2019 and December 31, 2018.

	For the year ended		\$ Change	% Change
	2019	2018		
<i>(\$ in 000's, except as otherwise noted)</i>				
Revenue	344,980	319,776	25,204	7.9%
Cost of sales	215,246	204,358	10,888	5.3%
Gross profit	129,734	115,418	14,316	12.4%
Selling, general and administrative expenses	69,942	65,194	4,748	7.3%
Share-based compensation	4,343	3,067	1,276	41.6%
Earnings from operations	55,449	47,157	8,292	17.6%
Operating margin	16.1%	14.7%	-	1.4%
Foreign exchange loss	404	608	(204)	(33.6%)
Other expenses	3,369	298	3,071	1030.5%
Interest expense and other financing costs	9,372	9,000	372	4.1%
Income before income taxes	42,304	37,251	5,053	13.6%
Provision for income taxes	10,647	10,578	69	0.7%
Net income	31,657	26,673	4,984	18.7%
Adjusted net income	38,111	33,733	4,378	13.0%
EBITDA	62,592	55,297	7,295	13.2%
Adjusted EBITDA	75,909	67,628	8,281	12.2%
Adjusted EBITDA margin	22.0%	21.1%	-	0.9%

The following table provides a reconciliation of net income to EBITDA, Adjusted EBITDA, and Adjusted Net Income for the year ended December 31, 2019 and December 31, 2018.

	For the year ended		\$ Change	% Change
	December 31			
	2019	2018		
<i>(\$ in 000's, except as otherwise noted)</i>				
Net income	31,657	26,673	4,984	18.7%
<i>Add:</i>				
Provision for income taxes	10,647	10,578	69	0.7%
Interest expense and other financing costs	9,372	9,000	372	4.1%
Depreciation of property, plant, and equipment	7,263	5,551	1,712	30.8%
Amortization of intangible assets	3,653	3,495	158	4.5%
Earnings before interest, taxes, depreciation, and amortization (EBITDA)	62,592	55,297	7,295	13.2%
Share-based compensation ⁽¹⁾	4,343	3,067	1,276	41.6%
Foreign exchange loss	404	608	(204)	(33.6%)
Termination benefits and related costs ⁽²⁾	480	2,933	(2,453)	(83.6%)
Purchase consideration accounted for as compensation expense ⁽³⁾	-	(1,066)	1,066	100.0%
International market expansion ⁽⁴⁾	1,712	929	783	84.3%
Business integration ⁽⁵⁾	1,240	4,142	(2,902)	(70.1%)
Other ⁽⁶⁾	5,138	1,718	3,420	199.1%
Adjusted EBITDA	75,909	67,628	8,281	12.2%
Provision for income taxes	(10,647)	(10,578)	(69)	(0.7%)
Interest expense and other financing costs	(9,372)	(9,000)	(372)	(4.1%)
Depreciation of property, plant, and equipment	(7,263)	(5,551)	(1,712)	(30.8%)
Amortization of intangible assets	(3,653)	(3,495)	(158)	(4.5%)
Share-based compensation ⁽⁷⁾	(3,582)	(2,532)	(1,050)	(41.5%)
Revaluation of deferred tax liability ⁽⁸⁾	(1,032)	-	(1,032)	100.0%
Other	175	-	175	100.0%
Tax effect of normalization adjustments	(2,424)	(2,739)	315	11.5%
Adjusted net income	38,111	33,733	4,378	13.0%

- (1) The Company's share-based compensation expense pertains to our LTIP (refer to "*Share-based compensation*"), with PSU and RSU expenses, and associated payroll taxes included within the current period.
- (2) In conjunction with strategic priorities, management evaluates the efficiency, breadth and depth of resources connected with these priorities and reorganization activities are undertaken to ensure that we have the capabilities and structure to meet our long-term goals. Specifically, in 2018, costs were primarily related to the integration of LVHS and Body Plus, which included the closure of our two west coast distribution facilities and the consolidation of our supply chain activities.
- (3) In conjunction with the acquisition of Body Plus and Sonoma Nutraceuticals Inc. ("Sonoma") on January 31, 2017, deferred consideration payable has been accounted for as compensation expense under the provisions of IFRS 3, Business Combinations. A portion of the deferred consideration of \$9.4 million was due to be paid on the one-year anniversary of the acquisition with the remaining balance paid in July 2018. In 2018, the Company recognized a gain due to a \$2.0 million reduction of the obligation offset by deferred consideration expense in the period.
- (4) We incurred initial set-up expenses while establishing our presence in China including entering into regulatory, distribution and supply agreements, and a study of the Chinese market focusing on broad industry understanding and factors affecting consumer purchase preferences. Costs in 2018 pertained to the incorporation of Jamieson Health Products (Shanghai) Co., Ltd. and the associated professional fees related to establishing our on the ground presence in China including regulatory and logistical processes.

- (5) In 2019, we incurred expenses pertaining to optimizing our manufacturing and supply chain processes, and other consulting fees. In 2018, we incurred non-employee related expenses associated with the integration of our LVHS and Body Plus businesses including the consolidation of offices, warehouses, supply chain activities, consulting fees and transition counselling.
- (6) In 2019, we recorded a \$3.4 million charge in connection with our amended and restated credit agreement including the write-off for our existing unamortized deferred financing fee (refer to “*Credit Facilities*”). Additionally, we recorded a partial reserve in connection with a receivable from a key strategic partner customer, who fell victim to a social engineering scheme. Other costs in 2019 pertain to union contract negotiations, cyber-security enhancements and other special projects. Costs in 2018, were mainly related to professional fee billings on our reorganization in relation to our initial public offering, expenses pertaining to the initial set-up of our e-commerce platform, leasehold improvements and other expenses in relation to our head office relocation at the end of October 2018, consulting fees for one-time projects and the review of acquisition opportunities.
- (7) Costs in 2019 pertains to our LTIP excluding one-time PSUs granted to certain employees on May 31, 2018 and RSUs granted to certain employees on November 6, 2018 (refer to “*Share-based compensation*”).
- (8) We recorded a tax benefit on the revaluation of our deferred tax liability as a result of lower expected future tax rates due to the closure of our west coast LVHS office and distribution center.

The following table provides selected financial information for our two operating segments for the year ended December 31, 2019 and December 31, 2018.

Jamieson Brands

(\$ in 000's, except as otherwise noted)

For the year ended December 31,	2019	2018	\$ Change	% Change
Revenue	265,843	243,772	22,071	9.1%
Gross profit	116,827	104,115	12,712	12.2%
Gross profit margin	43.9%	42.7%	-	1.2%
Selling, general and administrative expenses	62,403	58,616	3,787	6.5%
Share-based compensation	4,343	3,067	1,276	41.6%
Earnings from operations	50,081	42,432	7,649	18.0%
Operating margin	18.8%	17.4%	-	1.4%
Adjusted EBITDA	67,436	60,173	7,263	12.1%
Adjusted EBITDA margin	25.4%	24.7%	-	0.7%

The following table provides a reconciliation from earnings from operations to Adjusted EBITDA for the year ended December 31, 2019 and December 31, 2018.

(\$ in 000's, except as otherwise noted)

For the year ended December 31,	2019	2018	\$ Change	% Change
Earnings from operations	50,081	42,432	7,649	18.0%
Depreciation of property, plant, and equipment	5,373	4,007	1,366	34.1%
Amortization of intangible assets	3,649	3,475	174	5.0%
Share-based compensation	4,343	3,067	1,276	41.6%
Termination benefits and related costs	464	2,739	(2,275)	(83.1%)
International market expansion	1,712	929	783	84.3%
Business integration	1,226	2,104	(878)	(41.7%)
Other	588	1,420	(832)	(58.6%)
Adjusted EBITDA	67,436	60,173	7,263	12.1%

Strategic Partners

(\$ in 000's, except as otherwise noted)

For the year ended December 31,	<u>2019</u>	<u>2018</u>	<u>\$ Change</u>	<u>% Change</u>
Revenue	79,137	76,004	3,133	4.1%
Gross profit	12,907	11,303	1,604	14.2%
Gross profit margin	16.3%	14.9%	-	1.4%
Selling, general and administrative expenses	7,539	6,578	961	14.6%
Earnings from operations	5,368	4,725	643	13.6%
Operating margin	6.8%	6.2%	-	0.6%
Adjusted EBITDA	8,473	7,455	1,018	13.7%
Adjusted EBITDA margin	10.7%	9.8%	-	0.9%

The following table provides a reconciliation from earnings from operations to Adjusted EBITDA for the year ended December 31, 2019 and December 31, 2018.

(\$ in 000's, except as otherwise noted)

For the year ended December 31,	<u>2019</u>	<u>2018</u>	<u>\$ Change</u>	<u>% Change</u>
Earnings from operations	5,368	4,725	643	13.6%
Depreciation of property, plant, and equipment	1,890	1,544	346	22.4%
Amortization of intangible assets	4	20	(16)	(80.0%)
Termination benefits and related costs	16	194	(178)	(91.8%)
Business integration	14	928	(914)	(98.5%)
Other	1,181	44	1,137	2584.1%
Adjusted EBITDA	<u>8,473</u>	<u>7,455</u>	<u>1,018</u>	<u>13.7%</u>

Revenue

Revenue increased 7.9%, or \$25.2 million to \$345.0 million in 2019. This was mainly driven by 9.1% growth in Jamieson Brands revenue and growth of 4.1% in Strategic Partners revenues.

Revenue in the Jamieson Brands segment increased by \$22.1 million, or 9.1% to \$265.8 million in 2019 due to strong growth in domestic and international Jamieson Brands sales of \$14.6 million and \$6.9 million respectively, plus an increase in revenue for our Specialty Brands of \$0.6 million. Our domestic branded business increased by 8.6% driven by the strength of our media campaigns leading to strong consumer demand, innovation and new distribution channels. Our international branded business continues to demonstrate consistent growth, increasing by 25.1% led by strong growth in China, attributable to shipments of newly registered products for the domestic Chinese retail channel and strong demand in cross-border e-commerce ("CBEC"), along with continued expansion in both new and existing markets within Europe, the Middle East and the rest of Asia. Specialty Brands volumes experienced progressive improvement each quarter, increasing by 4.3% in the second half of 2019 offsetting the decline realized in the first quarter, as we continue to focus on our customers, consumers and innovation.

Revenue in the Strategic Partners segment increased by \$3.1 million, or 4.1% to \$79.1 million in 2019 due to new contracts with existing customers, including incremental revenue related to the change in billing practices for a key Strategic Partner, partially offset by the transition away from a strategic partner which has brought volume in-house.

Gross profit

Gross profit increased by 12.4%, or \$14.3 million, to \$129.7 million in 2019 while gross profit margin increased by 150 basis points to 37.6% in 2019. The increase in gross profit is due to margin improvements in both segments and mix.

Gross profit in the Jamieson Brands segment increased by \$12.7 million to \$116.8 million in 2019 driven by higher volumes and related production efficiencies gained from higher facility utilization and increase in packaging

capacity. Gross profit margin increased by 120 basis points to 43.9% in 2019 primarily due to the efficiency factors mentioned above.

Gross profit in the Strategic Partners segment increased by \$1.6 million to \$12.9 million in 2019. The increase was primarily driven by customer mix and production efficiencies, while including the impact of the change from a tolling to a turnkey arrangement with a key Strategic Partner offset by the one-time cost affecting gross profit in the prior year. Gross profit margin increased by 140 basis points to 16.3% in 2019 due to the same factors mentioned above.

Selling, general and administrative expenses

SG&A expenses increased by 7.3%, or \$4.8 million, to \$69.9 million in 2019. Excluding the impact of lower business integration, international market expansion, termination benefits and other non-recurring costs of \$2.4 million, SG&A expenses increased by \$7.2 million due to higher costs in both segments.

Normalized SG&A expenses in the Jamieson Brands segment increased by \$7.0 million due to higher variable compensation and marketing expenses to drive brand equity, plus investments in resources for e-commerce, international growth and our office expansion. Normalized SG&A expenses in the Strategic Partners segment increased by \$0.2 million due to the impact of higher compensation related expenses.

Share-based compensation

Share-based compensation increased by \$1.3 million to \$4.3 million in 2019 due to the timing and cumulative effect of our annual stock-based equity grants since our initial public offering on July 7, 2017, and associated payroll taxes on the exercise of stock options.

Earnings from operations and operating margin

Earnings from operations increased 17.6%, or \$8.3 million, to \$55.4 million and operating margin increased by 140 basis points to 16.1% in 2019 as a result of the gross profit margin impact discussed above.

Earnings from operations in the Jamieson Brands segment increased 18.0%, or \$7.6 million, to \$50.1 million and operating margin increased by 140 basis points to 18.8% in 2019 mainly due to gross profit margin improvements discussed above and lower fixed costs as a percentage of revenues.

Earnings from operations in the Strategic Partners segment increased by \$0.6 million to \$5.4 million and operating margin increased by 60 basis points to 6.8% in 2019 mainly due to gross profit margin improvements discussed above, offset by higher fixed costs as a percentage of revenues.

Foreign exchange loss

Foreign exchange loss in 2019 is due to fluctuations in USD/CAD exchange rates between the date of the transaction and when cash is settled.

Other expenses

In 2019, other expenses were comprised of a \$3.4 million charge in connection with our amended and restated credit agreement including the write-off for our existing unamortized deferred financing fee (refer to “*Credit Facilities*”). In 2018, other expenses were comprised of non-employee related business integration and other consulting costs of \$1.4 million, offset by the reduction of the amount paid to the former owner in relation to deferred consideration on the acquisition of Body Plus and Sonoma of \$1.1 million.

Interest expense and other financing costs

Interest expense and other financing costs increased by \$0.4 million to \$9.4 million in 2019 mainly due to the impact of our adoption of IFRS 16 which includes the recognition of interest expense on our lease liabilities. Our effective interest rate was slightly lower than prior year as a result of our amended and restated credit agreement (refer to “*Credit Facilities*”), which offset higher prevailing rates earlier in the year.

Provision for income taxes

Provision for income taxes remained consistent at \$10.6 million in 2019. Our 2019 provision includes a one-time tax benefit of \$1.0 million due to a revaluation of our deferred tax liability as a result of lower expected future tax rates due to the closure of our west coast LVHS office and distribution center. On a normalized basis, our 2019 effective tax rate is 28.0% which includes the impact of non-deductible share-based compensation. In 2018, our effective tax rate of 28.4% was impacted by a \$1.1 million gain for deferred purchase consideration associated with the acquisition of Body Plus and Sonoma and non-deductible share-based compensation.

Depreciation

Depreciation expense increased by \$1.7 million to \$7.3 million in 2019 due to increases in our capacity related capital investments and the adoption of IFRS 16 while taking into account the change in useful life estimates on buildings, machinery and equipment.

Amortization

Amortization expense increased by \$0.2 million to \$3.7 million in 2019 due to our investment in domestic and international product registrations, and our investment in website development costs.

EBITDA and Adjusted EBITDA

EBITDA increased by \$7.3 million to \$62.6 million in 2019 primarily due to the factors discussed above.

Adjusted EBITDA increased by 12.2%, or \$8.3 million, to \$75.9 million and Adjusted EBITDA margin increased by approximately 90 basis points to 22.0% in 2019 mainly due to higher volumes and gross profit margin improvements in both segments.

Adjusted EBITDA in the Jamieson Brands segment increased 12.1%, or \$7.3 million, to \$67.4 million and Adjusted EBITDA margin increased 70 basis points to 25.4% in 2019 mainly driven by higher volumes and gross profit margin improvements discussed above.

Adjusted EBITDA in the Strategic Partners segment increased 13.7% or \$1.0 million, to \$8.5 million and Adjusted EBITDA margin increased by 90 basis points to 10.7% in 2019 mainly due gross profit margin improvements discussed above.

Summary of Consolidated Quarterly Results

The following is a summary of selected consolidated financial information for each of the eight most recently completed quarters prepared in accordance with IFRS. We have reclassified the presentation of certain costs on the audited consolidated annual financial statements and our accompanying notes to be consistent with current presentation.

(\$ in 000's, except per share amounts)	2019				2018			
	Q4	Q3	Q2	Q1	Q4	Q3	Q2	Q1
Revenue by segment								
Jamieson Brands	78,803	70,184	60,816	56,041	69,715	61,787	55,701	56,569
Strategic Partners	24,450	18,374	19,776	16,537	29,430	17,872	18,492	10,210
Total revenue	103,253	88,558	80,592	72,578	99,145	79,659	74,193	66,779
Earnings from operations	20,332	13,265	11,940	9,911	16,973	12,664	9,126	8,394
Net income	13,163	4,928	8,186	5,384	10,046	7,213	4,788	4,626
Adjusted net income	14,253	9,492	7,897	6,469	12,217	8,853	6,903	5,760
EBITDA	22,902	12,221	15,007	12,463	19,220	14,771	10,967	10,339
Adjusted EBITDA	25,641	19,394	16,392	14,481	22,933	17,856	14,153	12,686
Basic, earnings per share	0.34	0.13	0.21	0.14	0.26	0.19	0.13	0.12
Diluted, earnings per share	0.33	0.12	0.21	0.14	0.25	0.18	0.12	0.12
Adjusted Diluted, earnings per share	0.36	0.24	0.20	0.16	0.31	0.22	0.17	0.15

Revenue

Jamieson Brands segment revenue for the last eight quarters were impacted by factors including the following:

- the impact of innovation, both in adjacent categories and within our core VMS portfolio;
- shipment fluctuations in our international markets;
- the volume and timing of promotion and media;
- the volume of inventory and timing of shipments to distributors and retailers;
- seasonality;
- severity of cold and flu season; and
- foreign currency fluctuations.

Strategic Partners segment revenue for the last eight quarters were impacted by factors including the following:

- available capacity when considering demand for Branded Products;
- launch of new programs with existing or new customers, which include initial pipeline shipments;
- availability of customer supplied materials;
- innovation and geographic demand for high quality certified manufacturers;
- the impact of a change from a turnkey arrangement to tolling for certain products;
- periodic price increases to recapture cost escalation; and
- foreign currency fluctuations.

Earnings from operations

Earnings from operations for the last eight quarters were also impacted by factors including the following:

- revenue factors impacting price and volume noted above;
- return on incremental promotion;
- improvements in production efficiencies and higher economies of scale;
- raw material costs in native currency;

- timing of marketing spend and variable compensation; and
- foreign currency fluctuations.

Selected Annual Information

The following selected annual information is shown for the three most recently completed financial years:

(\$ in 000's, except share and per share amounts)	For the year ended		
	December 31		
	2019	2018	2017
Revenue	344,980	319,776	300,619
Earnings from operations	55,449	47,157	44,935
Net income (loss)	31,657	26,673	(23,787)
Adjusted net income	38,111	33,733	27,582
EBITDA	62,592	55,297	26,400
Adjusted EBITDA	75,909	67,628	61,477
Basic, earnings (loss) per share	0.82	0.70	(1.79)
Diluted, earnings (loss) per share	0.80	0.67	(1.79)
Adjusted Diluted, earnings per share	0.96	0.85	0.70
Selected Consolidated Financial Position Data:			
Total assets	561,775	549,021	512,555
Total non-current liabilities	229,265	205,739	210,012
Dividends declared for the year:			
Cash dividends per common share	0.38	0.34	0.16

Over the three-year period, revenue increased year-over-year driven by growth in the Jamieson Brands segment through innovations and international expansion and growth in the Strategic Partners segment through increased business with existing and new customers. Total assets have increased over the three-year period reflecting investments in working capital and property, plant, and equipment designed to improve efficiency or expand capacity.

Liquidity and Capital Resources

Overview

Our principal uses of funds are for operating expenses, capital expenditures, finance costs, and debt service. Management believes that cash generated from operations, together with amounts available under the Credit Facilities (refer to “*Credit Facilities*”), will be sufficient to meet the Company’s future operating expenses, capital expenditures, and future debt service costs.

Our primary liquidity and capital requirements are for capital expenditures, working capital and general corporate needs. We have cash and availability under the Credit Facilities (refer to “*Credit Facilities*”) that we expect to utilize, along with cash flow from operations, to provide capital to support the growth of our business (primarily through working capital and capital expenditures), repay short-term obligations and for general corporate purposes. We believe that cash from operations, together with our cash balance and the Credit Facilities will be sufficient to meet ongoing capital expenditures, working capital requirements and other cash needs.

Our ability to fund future debt service costs, operating expenses, and capital expenditures will depend on our future operating performance which will be affected by general economic, financial and other factors including factors beyond our control (refer to “*Risk Factors*”). From time to time, our management reviews acquisition opportunities and if suitable opportunities arise, may make selected acquisitions to implement our business strategy. Historically, the funding for any such acquisitions has come from cash flow from operating activities and additional debt.

Credit Facilities

As at December 31, 2019, the Company had \$110.4 million in cash and available operating lines.

On September 27, 2019, Jamieson Laboratories Ltd. (“JLL”) amended and restated its credit agreement (the “Initial Credit Agreement”) to add Jamieson Health Products USA Ltd. (collectively with JLL the “Borrowers”) as a co-borrower and to provide a secured revolving facility of \$275.0 million (including a \$10.0 million swingline facility) with the option to increase the revolving facility up to \$475.0 million (collectively, the “Credit Facilities”). The Credit Facilities mature on September 27, 2024 with the outstanding principal repayable in full on this date.

We concluded that the amendments to the Initial Credit Agreement represent a substantial modification of the terms with its lenders. Accordingly, extinguishment accounting was applied, resulting in the derecognition of the previous unamortized deferred financing fee of \$2.0 million. Financing costs of \$1.4 million were incurred as part of the issuance of the Credit Facilities which have been expensed and recorded as interest expense and other financing costs.

Prior to amendment, JLL entered into the Initial Credit Agreement on January 31, 2017 with a syndicate of lenders. The Initial Credit Agreement provided a secured term credit facility of \$195.0 million (with the option to increase the facility up to \$255.0 million) and a secured revolving credit facility of \$75.0 million (including a \$10.0 million swingline facility) (collectively, the “Initial Credit Facilities”). Financing costs of \$4.3 million and \$1.5 million were incurred as part of the issuance of the term credit facility and revolving credit facility, respectively.

For the three and twelve months ended December 31, 2019, JLL made drawings of \$13.9 million applied against the Credit Facilities.

For the three and twelve months ended December 31, 2019, JLL made debt repayments of \$23.2 million and \$35.1 million, respectively, applied against the Credit Facilities.

As at December 31, 2019, the aggregate amount outstanding under the Credit Facilities was approximately \$164.8 million.

For the year ended December 31, 2019, the weighted interest rate on the Credit Facilities was 4.4%.

The Credit Facilities are secured by security agreements and first charges over the assets including property, plant and equipment and intellectual property of the Borrowers and certain other subsidiaries of JLL, subject to permitted liens.

Under the terms of the Credit Facilities, the Borrowers are subject to restrictive covenants and must maintain an interest coverage ratio of not less than 3.00:1.00 and a leverage ratio not greater than 4.00:1.00. Notwithstanding the foregoing, if the Borrowers or certain other subsidiaries of JLL make a permitted acquisition for total consideration that exceeds \$25,000, then for the four-quarter period commencing with the fiscal quarter in which the closing of such permitted acquisition is consummated, the leverage ratio to be maintained is increased by 0.5x and is not greater than 4.50:1.00. The Borrowers are in compliance with all covenants as at the date of this MD&A.

Analysis of Cash Flows — three months ended December 31, 2019 and 2018

<i>(\$ in 000's, except as otherwise noted)</i>	Three months ended December 31		\$ Change	% Change
	2019	2018		
Cash, beginning of period	4,153	2,815	1,338	47.5%
Cash flows from (used in):				
Operating activities	12,996	22,233	(9,237)	(41.5%)
Investing activities	(3,488)	(4,611)	1,123	24.4%
Financing activities	(13,463)	(7,992)	(5,471)	(68.5%)
Cash, end of period	198	12,445	(12,247)	(98.4%)

Cash Flows Generated from Operating Activities

In Q4 2019, cash flows generated from operating activities totalled \$13.0 million compared to \$22.2 million for the same period in the prior year. Cash from operating activities before working capital considerations of \$18.2 million was higher by \$3.9 million primarily due to increased earnings in the current quarter. This was offset by an investment in cash used in working capital of \$5.2 million or an increase of \$13.1 million as follows: i) Higher accounts receivable due to the timing of revenue and collections plus significant growth in the proportion of international revenues which carry much longer trade terms; ii) Higher inventory due to an over depletion in 2018 combined with increased safety stock (including unique SKUs for China) to improve customer fulfillment; and iii) Lower trade payables due to timing of production / inventory build leading up to the fourth quarter and an accelerated deduction of trade obligations by our domestic retail partners.

Cash Flows Used in Investing Activities

Cash flows used in investing activities in Q4 2019 totalled \$3.5 million compared to \$4.6 million for the same period in the prior year. Expenditures on property, plant, and equipment decreased by \$1.1 million due to the expansion of our production capacities and costs associated with our office expansion in the prior comparable period compared to a combination of capacity expansion projects and other minor upgrades in the current period.

Cash Flows Generated from Financing Activities

Cash flows used in financing activities in Q4 2019 totalled \$13.5 million compared to \$8.0 million for the same period in the prior year. In Q4 2019, we paid \$3.9 million of dividends to common shareholders, made payments of lease liabilities of \$0.5 million and net repayments of \$9.3 million to our Credit Facilities, offset by \$0.2 million we received for the exercise of stock options and our employee share purchase plan (“ESPP”). In Q4 2018, we paid \$3.4 million for the issuance of dividends to our common shareholders, made net repayments of \$5.5 million to our Credit Facilities, and received funds of \$0.9 million in the exercise of stock options and our ESPP.

Analysis of Cash Flows — twelve months ended December 31, 2019 and 2018

(\$ in 000's, except as otherwise noted)	For the year ended December 31		\$ Change	% Change
	2019	2018		
Cash, beginning of period	12,445	4,833	7,612	157.5%
Cash flows from (used in):				
Operating activities	16,396	27,805	(11,409)	(41.0%)
Investing activities	(9,498)	(11,537)	2,039	17.7%
Financing activities	(19,145)	(8,656)	(10,489)	(121.2%)
Cash, end of period	198	12,445	(12,247)	(98.4%)

Cash Flows Used in / Generated from Operating Activities

For 2019, cash flows generated from operating activities totalled \$16.4 million, compared to \$27.8 million in the prior year. Cash from operating activities before working capital considerations of \$50.9 million was higher by \$10.6 million primarily due to increased earnings in the current year. This was offset by an investment in cash used in working capital of \$34.5 million or an increase of \$29.3 million as follows: i) Higher accounts receivable due to the timing of revenue and collections plus significant growth in the proportion of international revenues during the fourth quarter of 2019 which carry much longer trade terms; ii) Higher inventory due to an over depletion in 2018 combined with increased safety stock (including unique SKUs for China) to improve customer fulfillment; and iii) Lower trade payables due to timing of production / inventory build and an accelerated deduction of trade obligations by our domestic retail partners. In the prior comparable year, we paid deferred compensation of \$7.3 million associated with our acquisition of Body Plus and Sonoma.

Cash Flows Used in Investing Activities

Cash flows used in investing activities in 2019 totalled \$9.5 million compared to \$11.5 million in the prior year. Expenditures on property, plant, and equipment decreased by \$1.9 million due to the timing of delivery of packaging equipment which was delayed, and costs associated with our office expansion in the prior year. The slight decrease in intangibles of \$0.1 million pertains to lower website development costs.

Cash Flows Generated from Financing Activities

Cash flows used in financing activities in 2019 totalled \$19.1 million compared to \$8.7 million in the prior year. In 2019, we paid \$14.7 million of dividends to common shareholders, made payments of lease liabilities of \$1.9 million and net repayments of \$4.1 million to our Credit Facilities, offset by \$1.6 million we received for the exercise of stock options and our ESPP. In 2018, we obtained net proceeds of \$1.2 million from our Credit Facilities and \$3.0 million in the exercise of stock options and our ESPP, offset by the issuance of \$12.9 million of dividends to common shareholders.

Contractual Obligations

The following table summarizes our significant undiscounted maturities of our contractual obligations and commitments as at December 31, 2019.

(\$ in 000's)	2020	2021-2024	Thereafter	Total
Operating leases ⁽¹⁾	\$ 2,376	\$ 9,128	\$ 10,817	\$ 22,320
Trade and other payable	67,795	-	-	67,795
Revolving credit facility ⁽²⁾	-	164,769	-	164,769
Total contractual obligations	\$ 70,171	\$ 173,897	\$ 10,817	\$ 254,884

(1) We have entered into several operating leases for vehicles, production equipment, computer and communications equipment, office equipment and office space. In 2019, the Company has extended the lease

of its Scarborough facility with a commencement date of January 1, 2020 expiring December 31, 2029. Based on the terms and conditions set forth in the lease agreement, the expected total rent payment is \$10.7 million for the full duration of the lease. As of December 31, 2019, our total minimum lease payments payable in future years are \$22.3 million.

- (2) On September 27, 2019, JLL amended and restated the Initial Credit Agreement to provide a secured revolving facility of \$275.0 million (including a \$10.0 million swingline facility) with the option to increase the revolving facility up to \$475.0 million. The Credit Facilities mature on September 27, 2024 with the outstanding principal repayable in full on this date.

Off-Balance Sheet Arrangements

We have no off-balance sheet arrangements that have or are reasonably likely to have a current or future material effect on our financial condition, revenues or expenses, results of operations, liquidity, capital expenditures, or capital resources.

Related Party Transactions

Balances and transactions between us and our subsidiaries, have been eliminated on consolidation.

Share-based compensation

We have an equity-based compensation plan providing for the issuance of securities under which grants will be made. Under the LTIP, the board of directors, at its discretion may grant share options, restricted shares, RSUs or PSUs, stock appreciation rights and deferred share units. The awards are settled in common shares of the Company (“Common Shares”) and have no cash settlement alternatives. We also maintain the ESPP for all eligible employees for the purchase of Common Shares.

Our share-based compensation expense, for the three and twelve months ended December 31, 2019 is \$1.6 million and \$4.3 million, respectively, (2018 - \$1.3 million and \$3.1 million).

Financial Instruments

We primarily use foreign currency forward contracts to manage our exposure to fluctuations with respect to transactions in U.S. dollars pertaining to inventory purchases. These agreements mature at various dates and qualify for hedge accounting as cash flow hedges of future foreign currency transactions. The terms of the foreign currency forward contracts match the terms of the expected highly probable forecast transactions. As a result, there is no hedge ineffectiveness to be recognized in the consolidated statements of operations and comprehensive income.

Outstanding Share Capital and Redeemable Preferred Shares

	Common Shares	
	#	\$
As at January 1, 2019	38,207,114	239,404
Exercise of stock options	758,333	3,357
Employee stock purchase plan	24,495	463
As at December 31, 2019	38,989,942	243,224
	Common Shares	
	#	\$
As at January 1, 2018	37,740,121	234,908
Exercise of stock options	448,943	4,102
Employee stock purchase plan	18,050	394
As at December 31, 2018	38,207,114	239,404

As at December 31, 2019, the authorized share capital consisted of:

- a) Unlimited number of Common Shares with no par value. The holders of Common Shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings of the Company.
- b) Unlimited number of Preference Shares, issuable in series.

Critical Accounting Estimates and Judgments

The preparation of consolidated financial statements in accordance with IFRS requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Estimates and assumptions are continuously evaluated and are based on management's best judgments and experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Revisions to accounting estimates are recognized in the period in which the estimates are revised and in any future periods affected. Actual results may differ from these estimates.

Significant judgments made by management in applying our accounting policies and key sources of estimation of uncertainty were the same as those applied and described in Note 3 in the accompanying notes of our Company's audited consolidated annual financial statements for the year ended December 31, 2019. Items subject to significant estimate uncertainty and critical judgements which have the most significant impact on the amounts recognized in the audited consolidated annual financial statements are included both below and in the annual audited financial statement notes.

Useful lives of property, plant and equipment and intangible assets with finite useful lives

We employ significant estimates to determine the estimated useful lives of property, plant and equipment and intangible assets with finite useful lives, including assets arising from business combinations, considering industry trends such as technological advancements, past experience, expected use and review of asset lives.

Components of an item of property, plant and equipment may have different useful lives. We make estimates when determining depreciation methods, depreciation rates and asset useful lives, which requires taking into account industry trends and company-specific factors. The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed periodically.

Long-lived assets valuation

We perform impairment testing annually for goodwill and indefinite-life intangible assets and when circumstances indicate long-lived assets may be impaired. Management judgement is involved in determining if there are circumstances indicating that testing for impairment is required, and in identifying cash-generating units ("CGU") for the purpose of impairment testing. We assess impairment by comparing the recoverable amount of a long-lived asset, CGU, or CGU group to its carrying value. The recoverable amount is defined as the higher of: (i) value in use; or (ii) fair value less costs of disposal.

The determination of the recoverable amount involves significant estimates and assumption. Fair value less costs to sell is determined using market multiples. Value in use is determined using future cash inflows and outflows, discount rates, growth rates and asset lives. These estimates and assumptions could affect our future results if the current estimates of future performance and fair values change. These determinations will affect the amount of amortization expense on definite-life intangible assets recognized in future periods.

Valuation of inventory

Management makes estimates of the future customer demand for products when establishing appropriate provisions for inventory. In making these estimates, management considers the product life of inventory and the profitability of recent sales of inventory. In many cases, products sold by us turn quickly and inventory on-hand values are low, thus reducing the risk of inventory obsolescence. However, code or "best before" dates are very important in

the determination of realizable value of inventory. Management ensures that systems are in place to highlight and properly value inventory that may be approaching code dates. To the extent that actual losses on inventory differ from those estimated, inventory, net income, and comprehensive income will be affected in future periods.

Estimating variable consideration for returns, trade merchandise allowances and sales promotional incentive

We use historical customer return data to determine the expected return percentages. These percentages are applied to determine the expected value of the variable consideration. Any significant changes in experience as compared to historical return patterns will impact the expected return percentages we estimated.

We provide for estimated payments to customers based on various trade programs and sales promotional incentives. We estimate the most likely amount payable to each customer for each trade and incentive program separately using (i) the projected level of sales volume for the relevant period; (ii) customer rates for allowances, discounts, and rebates; (iii) historical spending patterns; and (iv) sales lead time. These arrangements are complex and there are a significant number of customers and products affected. Management has systems and processes in place to estimate and value these obligations.

We update our expected return, trade merchandise allowances and sales promotional incentives on a quarterly basis and the refund liability and trade and promotional accruals are adjusted accordingly. To the extent that payments differ from estimates of the related liability, accounts payable and accrued liabilities, net income, and comprehensive income will be affected in future periods.

Measurement of fair values

A number of our accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities. When the measurement of fair values cannot be determined based on quoted prices in active markets, fair value is measured using valuation techniques and models. The inputs to these models are taken from observable markets where possible, but where this is not feasible, a degree of judgement is required in establishing fair values. Changes in assumptions about the inputs to these models could affect the reported fair value of our financial and non-financial assets and liabilities.

Tangible and intangible assets acquired through business combinations are initially recorded at their fair values based on assumptions of management. These assumptions include the future expected cash flows arising from the tangible and intangible assets identified. Financial instruments acquired are determined based on the amortized costs at the acquisition date which approximate their carrying values.

To the extent that these estimates differ from those realized, the measured asset or liability, net income, and/or comprehensive income will be affected in future periods. Information about the valuation techniques and inputs used in determining the fair value of various assets and liabilities are disclosed in Notes 7, 12, 15, 16 and 20 of the consolidated annual financial statements.

Taxes

The calculation of current and deferred income taxes requires us to make estimates and assumptions and to exercise judgement regarding the carrying values of assets and liabilities which are subject to accounting estimates inherent in those balances, the interpretation of income tax legislation across various jurisdictions, expectations about future operating results, the timing of reversal of temporary differences and possible audits of income tax filings by the tax authorities.

Changes or differences in underlying estimates or assumptions may result in changes to the current or deferred income tax balances on the consolidated statements of financial position, a charge or credit to income tax expense in the consolidated statements of operations and comprehensive income and may result in cash payments or receipts.

All income, capital and commodity tax filings are subject to audits and reassessments. Changes in interpretations or judgements may result in a change in our income, capital or commodity tax provisions in the future. The amount of such a change cannot be reasonably estimated.

Significant Accounting Policies

Our audited consolidated annual financial statements were prepared using the same accounting policies as described in Note 2 in the accompanying notes of our annual audited financial statements for the year ended December 31, 2019, with the exception of the recently adopted accounting standards discussed below.

Recently adopted accounting standards

The following accounting policies are applicable for the three and twelve month period ended December 31, 2019 and onwards. Please refer to the accounting policies we have outlined in our annual audited consolidated financial statements for the year ended December 31, 2019 for details on the accounting policies applicable to comparative amounts.

IFRS 16, “Leases”

IFRS 16 replaces IAS 17, “Leases” (“IAS 17”), and its associated interpretative guidance. The new standard brings most leases on-balance sheet for lessees under a single model, eliminating the distinction between operating and finance leases.

Transition to IFRS 16

As at January 1, 2019, we have adopted IFRS 16 using the modified retrospective approach and measured the right-of-use asset at its carrying amount as if IFRS 16 had been applied since the commencement date. We elected to use the practical expedients allowing the use of a single discount rate to a portfolio of reasonably similar characteristics, use of hindsight to determine if the lease term of the contract contains options to extend or terminate the lease, and allowing the standard to be applied only to contracts that were previously identified as leases under IAS 17 and IFRIC 4 at the date of initial application. We also elected to use the exemptions proposed by the standard on lease contracts for which the lease terms end within 12 months as of the date of initial application, and lease contracts for which the underlying asset is of low value.

The impact of adopting IFRS 16 as at January 1, 2019 (debit/(credit)) is as follows:

	<u>\$</u>
Property, plant and equipment	7,434
Accounts payable and accrued liabilities	300
Deferred income tax liabilities	85
Deficit	239
Prepaid expenses and other current assets	(259)
Other long-term liabilities	(7,799)

The lease liabilities as at January 1, 2019 can be reconciled to the operating lease commitments as of December 31, 2018, as follows:

	\$
Operating lease commitments as at December 31, 2018	10,108
Weighted average incremental borrowing rate as at January 1, 2019	4.00%
Discounted operating lease commitments at January 1, 2019	8,840
Less:	
Commitments relating to short-term leases	(577)
Leases not yet commenced but committed to	(3,784)
Prepaid rent adjustment to lease liability	(259)
Add:	
Payments in optional extension periods not recognized as at December 31, 2018	3,578
Lease liabilities as at January 1, 2019	7,799

Changes in Accounting Policy

Before the adoption of IFRS 16, we classified each of our leases (as lessee) at the inception date as either a finance lease or an operating lease. A lease that transferred substantially all the risks and rewards incidental to ownership to us was classified as a finance lease.

Finance leases were capitalized at the commencement of the lease at the inception date fair value of the leased property or, if lower, at the present value of the minimum lease payments. Lease payments were apportioned between finance charges and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges were recognized in finance costs in the consolidated statements of operations and comprehensive income (loss).

A leased asset was depreciated over the useful life of the asset. However, if there was no reasonable certainty that the we would obtain ownership by the end of the lease term, the asset was depreciated over the shorter of the estimated useful life of the asset and the lease term.

We did not have any finance lease arrangements.

An operating lease was a lease other than a finance lease. Operating lease payments were recognized as an operating expense in the consolidated statements of operations and comprehensive income (loss) on a straight-line basis over the lease term.

Upon adoption of IFRS 16, we applied a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets (Note 2.3.17 in the consolidated annual financial statements).

We recognise right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. The recognised right-of-use assets are depreciated on a straight-line basis over the shorter of its estimated useful life and the lease term. Right-of-use assets are subject to impairment.

The right-of-use assets are included in property, plant, and equipment.

At the commencement date of the lease, we recognise lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees.

In calculating the present value of lease payments, we use the incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the in-substance fixed lease payments or a change in the assessment to purchase the underlying asset.

Lease liabilities are included in other long-term liabilities.

Internal Control over Financial Reporting

The Chief Executive Officer and the Chief Financial Officer of the Company (collectively, the “Certifying Officers”), along with other members of management, have designed, or caused to be designed under their supervision, internal control over financial reporting (“ICFR”) to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes prepared in accordance with IFRS. The Certifying Officers have used the Internal Control – Integrated Framework (2013 COSO Framework) issued by the Committee of Sponsoring Organizations of the Treadway Commission to design the Company’s ICFR.

There have been no changes in the Company’s ICFR during the three-month period ended December 31, 2019 which have materially affected, or are reasonably likely to materially affect, the Company’s ICFR.

Limitations of an Internal Control System

We believe that any Disclosure Controls and Procedures or ICFR, no matter how well designed and operated, can provide only reasonable, not absolute, assurance that the objectives of the control system are met and that all control issues, including instances of fraud, if any, within the Company have been prevented or detected. Further, the design of a control system must reflect the fact that there are resource constraints, and the benefits of controls must be considered relative to their costs. The design of any system of control is also based in part upon certain assumptions about the likelihood of future events, and there can be no assurance that any design will succeed in achieving its stated goals under all future conditions.

Outlook

In fiscal 2020, we expect revenue to grow between 5.5% and 9.0% and range between \$364 and \$376 million. We anticipate Adjusted EBITDA to range between \$80.0 and \$84.0 million and Adjusted Diluted Earnings per Share to range between \$1.02 and \$1.10.

Revenue in the Jamieson Brands segment is expected to increase between 6% and 9% compared to fiscal 2019, driven by growth in the following categories:

- In fiscal 2020, we expect domestic branded revenues to grow between 3% to 5%, as we expect strong consumer demand in Canada for Jamieson and our Specialty Branded products. Our guidance reflects the impact of the new Jamieson media launched in fall 2019, our 2020 innovation plans, the strength of the current cold and flu season and strong Specialty Brand growth across e-commerce, Food and Drug channels. These growth factors are offset by our expectation for lower inventory levels as our retail and distributor partners have expressed goals to reduce their investments in working capital.
- We expect international growth of between 25% to 35%, driven by our growth in China as well as growth in existing and new international markets. This estimate excludes the impact of revenue generated from our launch of Jamieson products in the United States where we expect to provide an update once we are able to assess consumer response to our listings.

Revenue in the Strategic Partners segment is expected to grow between 5% and 10%. This includes revenue growth of up to 5% from higher volumes and 5% incremental revenue from the full year impact of a change in billing practices. The change in billing practices took place in the third quarter of 2019 when a key strategic partner customer requested a change to a turnkey billing arrangement (from the existing tolling arrangement).

We expect to incur certain non-recurring legal, professional and consulting fees in fiscal 2020. We expect to significantly reduce the quantum of add-backs on a year over year basis and do not expect to incur significant costs for international expansion or business integration in fiscal 2020. These non-recurring fees will impact Net Income while our expected Adjusted EBITDA range for fiscal 2020 reflects the normalization of these expenses. Our Adjusted Net Income and Adjusted Diluted Earnings per Share for fiscal 2020 will also reflect the adding back of these expenses on a tax-effected basis.

Our revenue growth and cost increases will not be linear throughout fiscal 2020, with the following factors impacting growth in the first quarter:

- We expect domestic Jamieson Brands segment growth in the first quarter to be between 5% and 10%, reflecting strong consumer demand based on the impact of our new TV and digital media and the strength of the current cold and flu season.
- Growth in our international markets for the first quarter is expected to be approximately 15% to 30%, as we continue to gain traction in existing markets and expand into new markets. This estimate considers a short-term delay launching products in the domestic Chinese market due to the extended Chinese new year from the recent Coronavirus outbreak.
- We expect Strategic Partners revenues in the first quarter of 2020 to decline by between 10% to 20%, reflecting the timing of our Strategic Partners programs including a pipeline new contract in the first quarter of 2019 and incremental revenue from the impact of a change in billing practice for a key customer.
- Our marketing and media spend will be more heavily weighted to the first quarter compared to the prior year, increasing by approximately \$1.0 million year-over-year, to drive continued brand awareness on the success of our latest campaigns and initial marketing for our first quarter launch in the United States.

The foregoing financial outlook is based on the following assumptions for fiscal 2020, amongst others:

- an average annual exchange rate between the U.S. and Canadian dollar of U.S.\$1.00 = \$1.32;
- normalized SG&A expenses will increase 6% to 9% to support growth in international markets and our e-commerce initiatives, including increased marketing to drive accelerating growth in China and the launch of Jamieson in the United States;
- depreciation will increase by approximately 10% reflecting accelerated of capital additions to expand our available capacity;
- stock-based compensation costs of approximately \$5.0 million, reflecting option, PSUs and RSUs granted to certain employees, which are expected to normalize over our first four years as a public company;
- interest expense between \$7.0 to \$7.5 million based on our estimated borrowing and prevailing rates;
- income tax rates of approximately 28.0% based on non-deductible stock-based compensation; and
- a fully diluted share count of between 40.0 and 40.5 million shares

Considering the recent Coronavirus outbreak in China, there exists the risks that prolonged retail and manufacturing closures could impact our estimates for 2020. Any extended closure of retail outlets could delay our launch and distribution build in the domestic Chinese market. Limitations on transportation may affect the delivery of cross-border and domestic e-commerce shipments as well as deliveries to retail outlets. Manufacturing closures have the potential to impact the availability of certain raw materials which are only produced in China. Our guidance above reflects the current situation and our expectation that the extended Chinese New Year will impact the timing of deliveries but not the absolute volume of shipments or the availability of raw materials in the guidance period.

In addition to the guidance provided for 2020, our revenue, earnings and profit growth outlook over the next three years is expected encompass the following factors:

- Domestic revenue growth for Jamieson Brands of between 4% and 6% from continued expansion into e-commerce, innovation and personalized consumer solutions including our direct to consumer activities;
- Strong international growth of approximately 25%, focusing on our quality position and Canadian heritage of almost 100 years. We expect to grow distribution in CBEC and our registered product base for the domestic Chinese market. We look forward to the results of our initial test in the United States as we launched the first wave of Jamieson products in February 2020;

- As we prioritize our Branded segments, we expect Strategic Partners segment growth of up to 5% to continue to leverage our available capacity to maintain operating efficiencies;
- Our strategic focus will require continued expansion of our international and e-commerce resources as well as increased investment in marketing to drive awareness and growth in both China and the United States;
- Adjusted EBITDA growth is expected to be approximately 6% to 10%;
- Adjusted Net Income and EPS growth of approximately 7% to 12%.

The description of our 2020 financial outlook in this MD&A is based on management's current views and strategies, our assumptions and expectations concerning our growth opportunities and our assessment of the opportunities for our business and the consumer health industry as a whole and the VMS and sports nutrition segments of the consumer health industry in particular, and has been calculated using accounting policies that are generally consistent with our current accounting policies. The description of our 2020 outlook is forward-looking information for purposes of applicable securities laws in Canada and readers are therefore cautioned that actual results may vary from those described above. See "*Forward-Looking Information*" and "*Risk Factors*" for a reference to the risks and uncertainties that impact our business and that could cause actual results to vary.

Current Share and Option Information

As of the date hereof, an aggregate of 38,995,211 Common Shares are issued and outstanding. As of the date hereof, the Company had 3,435,638 options, 256,894 PSUs and 18,000 RSUs outstanding.

Additional Information

Additional information relating to our Company, including our most recent annual report and annual information form are available on SEDAR at www.sedar.com.

Risk Factors

We are exposed to a variety of financial risks in the normal course of operations including credit risk, market risk and liquidity risk, each of which is discussed below. Management oversees the management of these risks. Our financial instruments and policies for managing these risks are detailed below.

Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations, resulting in financial loss to us. We are exposed to credit risk from our customers (primarily related to trade accounts receivable) in the normal course of business. We have adopted a policy of only dealing with creditworthy counterparties. To mitigate this risk, we carry out regular credit evaluations and purchase credit insurance for international customers, where appropriate, as a means of mitigating the risk of financial loss from defaults.

We are also exposed to counterparty credit risk inherent in our financing activities, trade receivable insurance and foreign currency derivatives. We have assessed these risks as minimal.

Market Risk

Market risk is comprised of foreign exchange risk, interest rate risk and commodity price risk.

Foreign Exchange Risk

Foreign exchange risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. Our exposure to the risk of changes in foreign exchange rates relates primarily from transactions in US dollars such as a portion of trade accounts payable, trade accounts receivable and cash. We use foreign exchange forward contracts to manage foreign exchange transaction exposure.

Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Our accounts receivable and accounts payable are non-interest bearing. Our exposure to the risk of changes in market interest rates arises from long-term debt obligations issued at fixed rates that create fair value interest rate risk and variable rate borrowings that create cash flow interest rate risk. We manage our interest rate risk by having a balanced portfolio of fixed and variable rate loans and borrowings.

Commodity Price Risk

We are exposed to price risk related to purchases of certain commodities used as raw materials. We may use fixed price contracts with suppliers to mitigate commodity price risk. Concentration in any one raw material is not significant to us.

Liquidity Risk

Liquidity risk is the risk we will not be able to meet our financial obligations associated with financial liabilities. We are exposed to this risk mainly in respect of our accounts payable and accrued liabilities, various long-term debt agreements, obligations under our post-retirement benefits plan and lease liabilities.

We manage our liquidity risk through continuous monitoring of our forecast and actual cash flows and also through the management of our capital structure. We continually revise our available liquid resources as compared to the timing of the payment of liabilities to manage our liquidity risk.