

**PIZZA PIZZA ROYALTY CORP.**  
**MANAGEMENT'S DISCUSSION AND ANALYSIS**

**SELECTED FINANCIAL HIGHLIGHTS**

The following tables set out selected financial information and other data of Pizza Pizza Royalty Corp. ("PPRC" or the "Company") and should be read in conjunction with the September 30, 2019 unaudited interim condensed consolidated financial statements of the Company ("Financial Statements"). Readers should note that the 2019 results are not directly comparable to the 2018 results due to there being 772 restaurants in the 2019 Royalty Pool compared to 758 restaurants in the 2018 Royalty Pool.

(in thousands of dollars, except number of restaurants, days in the year, per share amounts, and noted otherwise)	Three months ended September 30, 2019	Three months ended September 30, 2018	Nine months ended September 30, 2019	Nine months ended September 30, 2018
Restaurants in Royalty Pool <sup>(1)</sup>	772	758	772	758
Same store sales growth <sup>(2)</sup>	-0.1%	-0.8%	0.0%	-1.4%
Days in the Year	92	92	273	273
System Sales reported by Pizza Pizza restaurants in the Royalty Pool <sup>(6)</sup>	\$ 116,506	\$ 117,189	\$ 339,712	\$ 340,664
System Sales reported by Pizza 73 restaurants in the Royalty Pool <sup>(6)</sup>	21,957	21,268	66,914	64,198
<b>Total System Sales</b>	<b>\$ 138,463</b>	<b>\$ 138,457</b>	<b>\$ 406,626</b>	<b>\$ 404,862</b>
Royalty – 6% on Pizza Pizza System Sales	\$ 6,990	\$ 7,031	\$ 20,383	\$ 20,440
Royalty – 9% on Pizza 73 System Sales	1,976	1,915	6,022	5,778
Royalty income	\$ 8,966	\$ 8,946	\$ 26,405	\$ 26,218
Interest paid on borrowings <sup>(3) (5)</sup>	(327)	(334)	(942)	(993)
Administrative expenses	(108)	(122)	(352)	(399)
Adjusted earnings available for distribution to the Company and Pizza Pizza Limited <sup>(5)</sup>	\$ 8,531	\$ 8,490	\$ 25,111	\$ 24,826
Distribution on Class B and Class D Exchangeable Shares <sup>(4)</sup>	(1,935)	(1,861)	(5,836)	(5,694)
Current income tax expense	(1,471)	(1,447)	(4,314)	(4,235)
Adjusted earnings available for shareholder dividends <sup>(5)</sup>	\$ 5,125	\$ 5,182	\$ 14,961	\$ 14,897
Add back: Distribution on Class B and Class D Exchangeable Shares <sup>(4)</sup>	1,935	1,861	5,836	5,694
<b>Adjusted earnings from operations<sup>(5)</sup></b>	<b>\$ 7,060</b>	<b>\$ 7,043</b>	<b>\$ 20,797</b>	<b>\$ 20,591</b>
Adjusted earnings per share <sup>(5)</sup>	\$ 0.221	\$ 0.222	\$ 0.651	\$ 0.650
Basic earnings per share	\$ 0.212	\$ 0.213	\$ 0.628	\$ 0.632
Dividends declared by the Company	\$ 5,266	\$ 5,266	\$ 15,798	\$ 15,798
Dividend per share	\$ 0.2139	\$ 0.2139	\$ 0.6417	\$ 0.6417
Payout ratio <sup>(5)</sup>	103%	102%	106%	106%
			September 30, 2019	December 31, 2018
Working capital <sup>(5)</sup>			3,341	\$ 4,211
Total assets			358,451	\$ 355,761
Total liabilities			71,165	\$ 70,468

PIZZA PIZZA ROYALTY CORP.  
Management's Discussion & Analysis  
For the three and nine months ended September 30, 2019

	Q3 2019	Q2 2019	Q1 2019	Q4 2018
(in thousands of dollars, except number of restaurants, days in the quarter, per share amounts and as noted otherwise)				
Restaurants in Royalty Pool <sup>(1)</sup>	772	772	772	758
Same store sales growth <sup>(2)</sup>	-0.1%	1.6%	-1.5%	-2.1%
Days in the quarter	92	91	90	92
System Sales reported by Pizza Pizza restaurants in Royalty Pool <sup>(6)</sup>	\$ 116,506	\$ 112,173	\$ 111,033	\$ 118,084
System Sales reported by Pizza 73 restaurants in Royalty Pool <sup>(6)</sup>	21,957	22,077	22,880	23,398
Total System Sales	\$ 138,463	\$ 134,250	\$ 133,913	\$ 141,482
Royalty – 6% on Pizza Pizza System Sales	\$ 6,990	\$ 6,730	\$ 6,662	\$ 7,085
Royalty – 9% on Pizza 73 System Sales	1,976	1,987	2,059	2,105
Royalty income	\$ 8,966	\$ 8,717	\$ 8,721	\$ 9,190
Interest paid on borrowings <sup>(3)</sup>	(327)	(305)	(311)	(355)
Administrative expenses	(108)	(140)	(104)	(164)
Adjusted earnings available for distribution to the Company and to Pizza Pizza Limited <sup>(5)</sup>	\$ 8,531	\$ 8,272	\$ 8,306	\$ 8,671
Distribution on Class B and Class D Exchangeable Shares <sup>(4)</sup>	(1,935)	(1,935)	(1,966)	(1,861)
Current income tax expense	(1,471)	(1,414)	(1,421)	(1,494)
Adjusted earnings available for shareholder dividends <sup>(5)</sup>	\$ 5,125	\$ 4,915	\$ 4,919	\$ 5,316
Add back:				
Distribution on Class B and Class D Exchangeable Shares <sup>(4)</sup>	1,935	1,935	1,966	1,861
Adjusted earnings from operations <sup>(5)</sup>	\$ 7,060	\$ 6,850	\$ 6,885	\$ 7,177
Adjusted earnings per share <sup>(5)</sup>	\$ 0.221	\$ 0.206	\$ 0.216	\$ 0.227
Basic earnings per share	\$ 0.212	\$ 0.214	\$ 0.211	\$ 0.217
Dividends declared by the Company	\$ 5,266	\$ 5,266	\$ 5,266	\$ 5,265
Dividend per share	\$ 0.2139	\$ 0.2139	\$ 0.2139	\$ 0.2139
Payout ratio <sup>(5)</sup>	103%	107%	107%	99%

	Q3 2018	Q2 2018	Q1 2018	Q4 2017
(in thousands of dollars, except number of restaurants, days in the quarter, per share amounts and as noted otherwise)				
Restaurants in Royalty Pool <sup>(1)</sup>	758	758	758	751
Same store sales growth <sup>(2)</sup>	-0.8%	-3.3%	-0.2%	-0.7%
Days in the quarter	92	91	90	92
System Sales reported by Pizza Pizza restaurants in Royalty Pool <sup>(6)</sup>	\$ 117,189	\$ 110,265	\$ 113,210	\$ 121,216
System Sales reported by Pizza 73 restaurants in Royalty Pool <sup>(6)</sup>	21,268	20,791	22,138	22,463
Total System Sales	\$ 138,457	\$ 131,056	\$ 135,348	\$ 143,679
Royalty – 6% on Pizza Pizza System Sales	7,031	6,616	6,793	7,273
Royalty – 9% on Pizza 73 System Sales	1,915	1,871	1,992	2,021
Royalty income	\$ 8,946	\$ 8,487	\$ 8,785	\$ 9,294
Interest paid on borrowings <sup>(3)</sup>	(334)	(331)	(327)	(332)
Administrative expenses	(122)	(131)	(145)	(189)
Adjusted earnings available for distribution to the Company and to Pizza Pizza Limited <sup>(5)</sup>	\$ 8,490	\$ 8,025	\$ 8,313	\$ 8,773
Distribution on Class B and Class D Exchangeable Shares <sup>(4)</sup>	(1,861)	(1,861)	(1,972)	(1,742)
Current income tax expense	(1,447)	(1,368)	(1,419)	(1,513)
Adjusted earnings available for shareholder dividends <sup>(5)</sup>	\$ 5,182	\$ 4,796	\$ 4,922	\$ 5,518
Add back:				
Distribution on Class B and Class D Exchangeable Shares <sup>(4)</sup>	1,861	1,861	1,972	1,742
Adjusted earnings from operations <sup>(5)</sup>	\$ 7,043	\$ 6,657	\$ 6,894	\$ 7,260
Adjusted earnings per share <sup>(5)</sup>	\$ 0.222	\$ 0.210	\$ 0.218	\$ 0.233
Basic earnings per share	\$ 0.213	\$ 0.202	\$ 0.217	\$ 0.222
Dividends declared by the Company	\$ 5,266	\$ 5,266	\$ 5,266	\$ 5,265
Dividend per share	\$ 0.2139	\$ 0.2139	\$ 0.2139	\$ 0.2139
Payout ratio <sup>(5)</sup>	102%	110%	107%	95%

(1) The number restaurants for which the Pizza Pizza Royalty Limited Partnership (the "Partnership") earns a royalty ("Royalty Pool"), as defined in the amended and restated Pizza Pizza license and royalty agreement (the "Pizza Pizza License and Royalty Agreement") and the amended and restated Pizza 73 license and royalty agreement (the "Pizza 73 License and Royalty Agreement") (together, the "License and Royalty Agreements"). For the 2019 fiscal year, the Royalty Pool includes 660 Pizza Pizza restaurants and 112 Pizza 73 restaurants. The number of restaurants added to the Royalty Pool each year may differ from the number of restaurant openings and

closings reported by Pizza Pizza Limited ("PPL") on an annual basis as the periods for which they are reported differ slightly (see "Royalty Pool Adjustments").

- (2) Same store sales growth ("SSSG") means the change in Year gross revenue of a particular Pizza Pizza or Pizza 73 restaurant as compared to sales in the previous comparative Year, where the restaurant has been open at least 13 months. Additionally, for a Pizza 73 restaurant whose restaurant territory was adjusted due to an additional restaurant, the sales used to derive the Step-Out Payment (calculated as the difference between the average monthly Pizza 73 Royalty payment attributable to that Adjusted Restaurant in the 12 months immediately preceding the month in which the territory reduction occurs, less the Pizza 73 Royalty payment attributable to the restaurant in the current month) may be added to sales to arrive at SSSG. SSSG does not have any standardized meaning under International Financial Reporting Standards ("IFRS"). Therefore, these figures may not be comparable to similar figures presented by other companies. See "Reconciliation of Non-IFRS Measures".
- (3) The Company, indirectly through the Partnership, incurs interest expense on the \$47 million outstanding bank loan. Interest expense also includes amortization of loan fees and off-market swap payments. See "Interest Expense".
- (4) Represents the distribution to PPL from the Partnership on Class B and Class D Units of the Partnership. The Class B and D Units are exchangeable into common shares of the Company ("Shares") based on the value of the Class B Exchange Multiplier and the Class D Exchange Multiplier at the time of exchange as defined in the License and Royalty Agreements, respectively, and represent 23.0% of the fully diluted Shares at September 30, 2019 (December 31, 2018 – 22.3%). During the quarter ended March 31, 2019, as a result of the final calculation of the equivalent Class B and Class D Share entitlements related to the January 1, 2018 Adjustment to the Royalty Pool, PPL was paid a distribution on additional equivalent Shares as if such Shares were outstanding as of January 1, 2018. Included in the three months ended March 31, 2019, is the payment of \$31 in distributions to PPL pursuant to the true-up calculation (March 31, 2018 - PPL was paid \$111).
- (5) "Adjusted earnings available for distribution to the Company and Pizza Pizza Limited", "Adjusted earnings from operations", "Adjusted earnings available for shareholder dividends", "Adjusted earnings per Share", "Interest paid on borrowings", "Payout Ratio", and "Working Capital" do not have any standardized meaning under IFRS. Therefore, these figures may not be comparable to similar figures presented by other companies. See "Reconciliation of Non-IFRS Measures" and "Interest Expense".
- (6) System Sales (as defined in the License and Royalty Agreements) reported by Pizza Pizza and Pizza 73 restaurants include the gross sales of Pizza Pizza company-owned, jointly-controlled and franchised restaurants, excluding sales and goods and service tax or similar amounts levied by any governmental or administrative authority. System Sales do not represent the consolidated operating results of the Company but are used to calculate the royalties payable to the Partnership as presented above.

## OVERVIEW AND BUSINESS OF THE COMPANY

The following Management's Discussion and Analysis (the "MD&A") is a discussion of the results of operations and financial condition of the Company for the three months (the "Quarter") and nine months (the "Period") ended September 30, 2019. The Financial Statements of the Company are prepared in accordance with International Financial Reporting Standards ("IFRS") as issued by the International Accounting Standards Board. The MD&A has been prepared as of November 6, 2019.

The Company, indirectly through the Partnership, owns the trademarks and trade names used by PPL in its Pizza Pizza and Pizza 73 restaurants. The Pizza Pizza trademarks and other intellectual property (the "Pizza Pizza Rights") were licensed to PPL in 2005 for 99 years for which PPL pays the Partnership a royalty equal to 6% of the System Sales of its Pizza Pizza restaurants in the Royalty Pool. On July 24, 2007, the Partnership acquired the trademarks and other intellectual property of Pizza 73 (the "Pizza 73 Rights") from Pizza 73 Inc. and licensed them to PPL for 99 years, for which PPL pays a royalty equal to 9% of the System Sales of the Pizza 73 restaurants in the Royalty Pool. For 2019, the Royalty Pool consists of 660 Pizza Pizza restaurants and 112 Pizza 73 restaurants.

Readers should note that the number of restaurants added to the Royalty Pool each year may differ from the number of restaurant openings and closings reported by PPL on an annual basis as the periods for which they are reported differ slightly (see "Royalty Pool Adjustments").

### About the Pizza Pizza Brand

Pizza Pizza is a franchise-oriented restaurant business operating primarily in the province of Ontario in which it dominates the pizza quick service restaurant ("QSR") segment. Of the 655 Pizza Pizza restaurants at September 30, 2019, 646 are franchised or licensed and 9 are owned and operated as corporate restaurants. Of the 655 restaurants, 230 are non-traditional locations which have limited operating hours and a limited menu.

PPL, a privately-held company, provides a high level of service and operational support to restaurant operators, including turn-key restaurants, a central food distribution centre which supplies all food and non-food items used in Pizza Pizza restaurant operations, and monitoring systems intended to ensure product and service quality and operational consistency across the chain.

Pizza Pizza has a modern restaurant system. The centrally-managed renovation or re-imaging program, funded by PPL's franchisees, allows for the continuous renewal of the Pizza Pizza concept.

### About the Pizza 73 Brand

There are 107 Pizza 73 locations operating in the QSR segment, principally in the province of Alberta. The majority of the traditional Pizza 73 restaurants are not franchised, but instead are owned and operated as independent businesses. Of the 87 traditional restaurants at September 30, 2019, seven are franchised or licensed and 80 are jointly-owned by PPL and an independent owner/operator. There are 20 non-traditional locations which have limited operating hours and a limited menu. Pizza 73 currently has seven traditional locations outside of Alberta; four in Saskatchewan, two in British Columbia and one in the Yukon. Sales through its centralized call centre and on-line ordering, together, account for approximately 90% of Pizza 73's system sales. The Pizza 73 business also includes a newly built, central food distribution centre in Edmonton.

### System Sales and PPL's Interest

A key attribute of the Company is that revenues are based on top-line System Sales of the restaurants in the Royalty Pool and not on the profitability of either PPL or the restaurants. Moreover, the Company is not subject to the variability of earnings or expenses of either PPL or the restaurants. The Company's only expenses are administration expenses, interest on debt, and income taxes. Thus, its success depends primarily on the ability of PPL to maintain and increase System Sales of the Royalty Pool and to meet its royalty obligations.

Increases in System Sales are derived from both the opening of new Pizza Pizza and Pizza 73 restaurants and SSSG. The key metric for yield growth of the Company is SSSG, which is dependent on maintaining operational excellence within each restaurant, general market conditions, pricing, and marketing programs undertaken by PPL. PPL has historically maintained a low closure rate of traditional restaurants throughout its chain.

As of September 30, 2019, PPL indirectly held an effective 23.0% interest in the Company (December 31, 2018 – 22.3%) by holding all Class B and Class D Units of the Partnership. PPL has the right to exchange one Class B or Class D Unit indirectly for that number of Shares equal to the Class B Exchange Multiplier or Class D Exchange Multiplier, respectively, applicable at the date of such exchange, as described under "Royalty Pool Adjustments". The Class B and Class D Units are entitled to receive monthly distributions established by PPRC's board of directors. A monthly distribution is paid to both PPL and PPRC on a pro rata ownership basis, with PPRC's ownership held through its Class A and Class C limited partnership units of the Partnership.

### SAME STORE SALES GROWTH ("SSSG")

SSSG, the key driver of yield growth for shareholders of the Company, decreased slightly by 0.1% (2018 – decreased 0.8%) for the Quarter and was flat (2018 – decreased 1.4%) for the Period compared to the same periods in 2018. See "Reconciliation of Non-IFRS Measures".

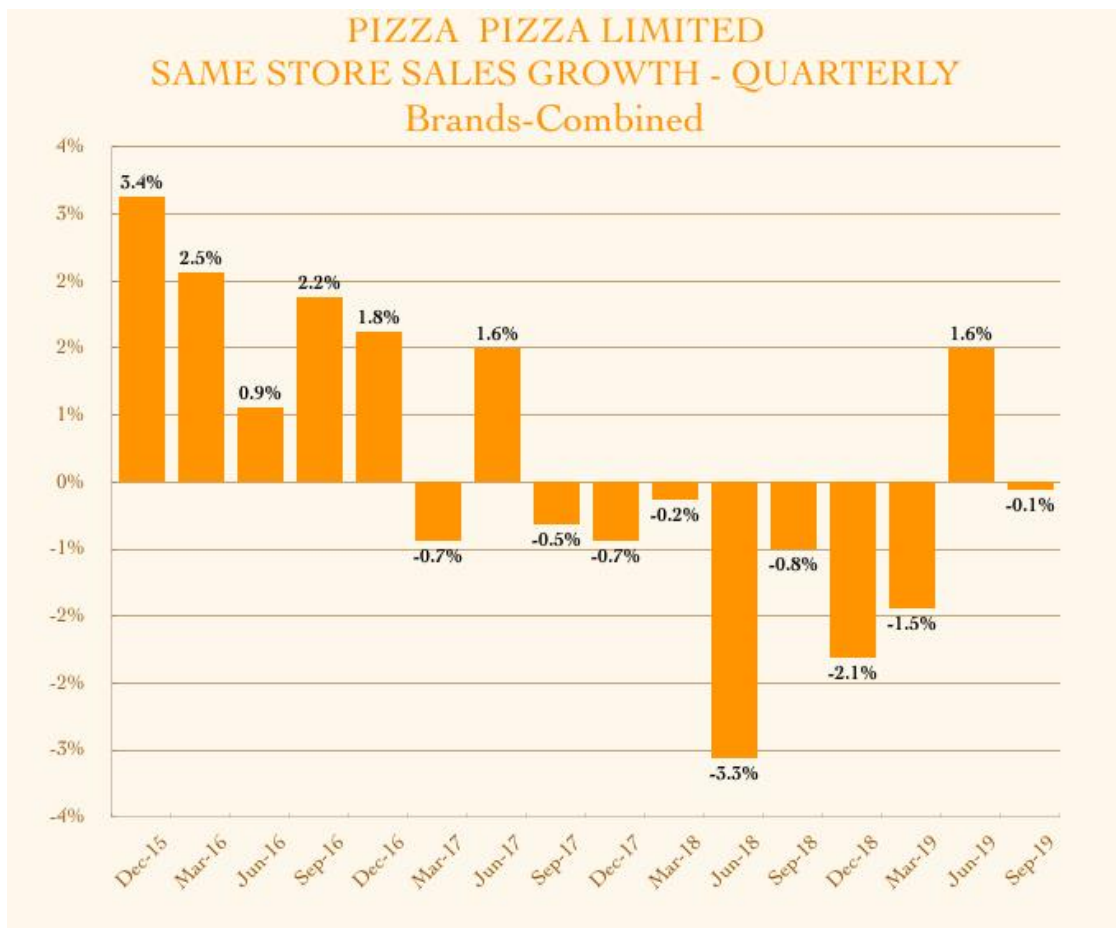
SSSG	Third Quarter		Year-to-Date	
	(%)		(%)	
	2019	2018	2019	2018
Pizza Pizza	(0.4)	(0.9)	(0.7)	(1.4)
Pizza 73	1.7	(0.5)	3.4	(1.4)
Combined	(0.1)	(0.8)	0.0	(1.4)

SSSG is driven by the change in the customer check and customer traffic, both of which are affected by changes in pricing and sales mix. During the Quarter and Period, the average customer check increased and customer

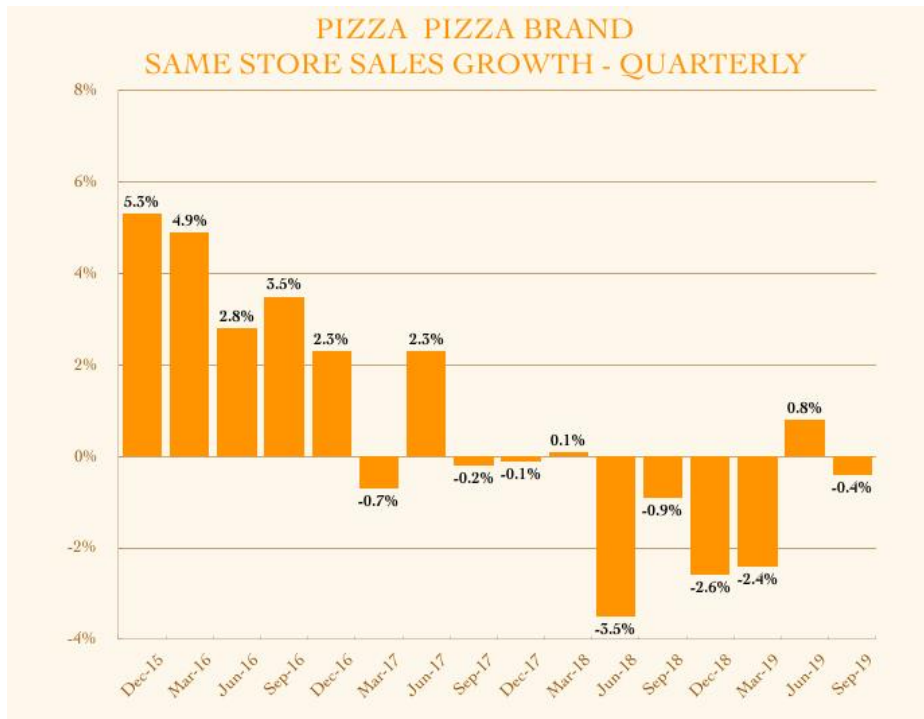
traffic decreased when measured against the same periods last year. For several consecutive quarters, the average customer check has moderated with the use of value-focused promotional offerings as PPL executes on its strategy to grow customer traffic counts. Management continues to employ retail pricing strategies designed to increase traffic in the coming quarters, in what continues to be, a highly competitive, value-oriented retail environment.

The following charts show historical SSSG performance:

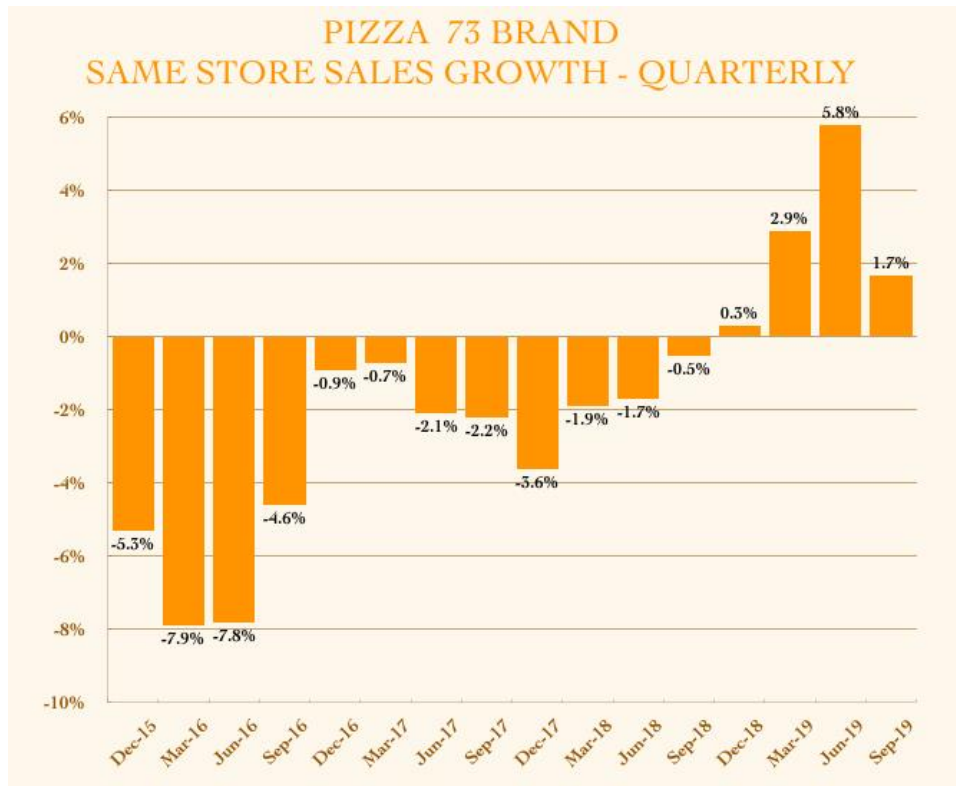
a) Quarterly SSSG, in which both brands are combined:



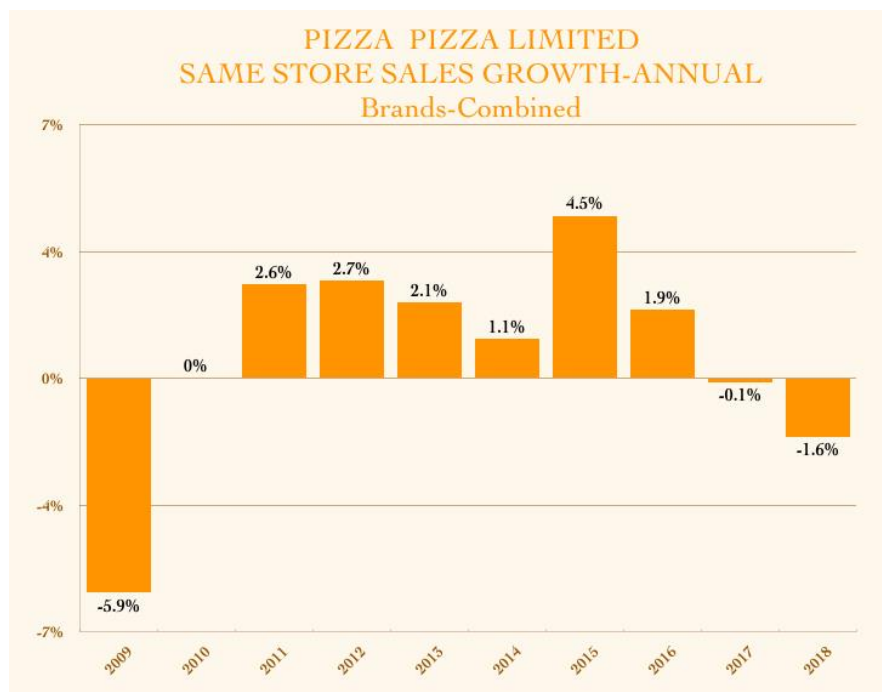
**b) Quarterly SSSG, Pizza Pizza brand only:**



**c) Quarterly SSSG, Pizza 73 brand only**



**d) Annual SSSG, in which both brands are combined:**



**ROYALTY POOL SALES**

The restaurants in the Royalty Pool increased to 772 on January 1, 2019 (the “Adjustment Date”) to include 25 new restaurants less 11 closed restaurants. In the prior year, the Royalty Pool included 758 restaurants.

Royalty Pool System sales for the Quarter remained consistent with the prior year’s comparative quarter at \$138.5 million, and increased 0.4% to \$406.6 million for the Period from \$404.9 million in the prior year’s comparative period.

By brand, sales from the 660 Pizza Pizza restaurants in the Royalty Pool decreased 0.6% to \$116.5 million for the Quarter compared to \$117.2 million in the same quarter last year. Sales from the 112 Pizza 73 restaurants increased 3.2% to \$22.0 million for the Quarter compared to \$21.3 million in the same quarter last year.

For the Period, sales from the 660 Pizza Pizza restaurants in the Royalty Pool decreased 0.3% to \$339.7 million compared to \$340.7 million in the same period last year. Sales from the 112 Pizza 73 restaurants increased 4.2% to \$66.9 million for the Period compared to \$64.2 million in the same period last year.

Total overall Royalty Pool System Sales for the Quarter and Period increased over the comparative period as a result of the increase in SSSG at the Pizza 73 brand (see “Same Store Sales Growth (“SSSG”)”) and the impact of the net, new restaurants added to the Royalty Pool on January 1, 2019.

The Pizza Pizza and Pizza 73 restaurants are subject to seasonal variations in their business. System Sales for the quarter ended March 31 have generally been the softest. System sales for the quarter ended December 31 have generally been the strongest.

## COMPANY OPERATING RESULTS

The Financial Statements incorporate the assets and liabilities of the Company and its subsidiaries as at September 30, 2019 and the operating results of the Company and these subsidiaries for the Quarter and Period ended September 30, 2019. The Company's subsidiaries and its respective holdings are outlined below:

Subsidiary	Holding
Pizza Pizza Royalty Limited Partnership	77.0%
Pizza Pizza GP Inc.	77.0%

**Royalty income** earned by the Partnership increased 0.2% to \$9.0 million for the Quarter and increased 0.7% to \$26.4 million for the Period. A 6% royalty was earned on the Royalty Pool of 660 Pizza Pizza restaurants reporting \$116.5 million in System Sales for the Quarter and \$339.7 million for the Period. A 9% royalty was earned on the Royalty Pool of 112 Pizza 73 restaurants reporting \$22.0 million in System Sales for the Quarter and \$66.9 million for the Period.

Royalty income for the prior year's comparative Quarter and Period was \$8.9 million and \$26.2 million, respectively. The 652 Pizza Pizza restaurants in the Royalty Pool reported System Sales of \$117.2 million for the comparative quarter and \$340.7 million for the comparative period, while the 106 Pizza 73 restaurants reported System Sales of \$21.3 million and \$64.2 million for the comparative quarter and period, respectively.

The overall increase in royalty income earned on the restaurants in the Royalty Pool is largely due to the impact of the reported increase in the SSSG at Pizza 73 and the impact of the net, new restaurants added to the Royalty Pool on January 1, 2019.

**Administrative expenses** for the Quarter were \$108,000 and \$352,000 for the Period. For the prior year comparable periods, administrative expenses were \$122,000 and \$399,000, respectively. Administrative expenses are incurred in the Partnership, and consist of director fees, audit, legal and public reporting fees as well as directors & officers insurance. The decrease in the administrative expenses for the Period reflects lower director, professional and listing fees.

The Company's **Operating earnings** for the Quarter increased 0.4% to \$8.9 million and increased 0.9% to \$26.1 million for the Period. The increase in earnings is due to the increase in royalty income and decreased administrative expenses.

**Interest expense** for the Quarter and Period are outlined in the table below, which reconciles interest reported on the Financial Statements to the actual credit facility interest paid.

Interest rate swap agreements have fixed the facility interest rate until April 2020 at the Bankers' Acceptance rate of 1.875% plus a credit spread which was initially set at 0.875%. The effective interest rate on the \$47 million bank loan is currently 2.75% (2018 - 2.75%). (See "Credit Facilities")

(in thousands of dollars)	Three months ended		Nine months ended	
	September 30, 2019	September 30, 2018	September 30, 2019	September 30, 2018
Interest expense	334	319	991	904
Loan fee amortization	2	2	6	6
Interest expense per financial statements	336	321	997	910
Interest paid to (received from) draw down swap termination and out-of-market costs	(9)	13	(55)	83
Interest paid on borrowings and loan fee amortization	327	334	942	993

**Distributions made by the Partnership on the Class B and D Equivalent Shares** on a per share basis were \$0.2613 for the Quarter which is unchanged from the same quarter in 2018. For the Period, distributions were



\$0.5226 per share which is unchanged from the same period of 2018. The monthly Partnership distribution to both PPL and PPRC was last increased in June 2016 to \$0.0871 (\$1.046 annualized). While the distribution per unit remained unchanged, the increase in the number of Class B and Class D Equivalent Shares relating to the January 1, 2019 vend-in increased the overall distributions paid.

**Distributions to the Company by the Partnership on its Class A and Class C LP units** are calculated on a pro rata ownership basis; the Company owns 77.0% of the Partnership and PPL owns 23.0%. Monthly, available Partnership funds are distributed based on the percentage ownership. The Company reserves a portion of its monthly distribution for taxes and, on occasion, replenishment of the cash reserve, prior to paying the shareholder dividend. See "Dividends".

**Earnings before income taxes** measure operations after financing costs. For the Quarter, the Company's reported earnings were unchanged at \$8.5 million. Earnings for the Period increased slightly to \$25.1 million compared to \$24.9 million in the prior year comparable period. The increase in earnings in the Quarter and Period is attributable to an increase in royalty income and a decrease in administrative expenses.

**Current income tax expense** for the Quarter and Period were consistent with the prior year comparative periods at \$1.5 million and \$4.3 million, respectively.

Of particular note is that the Company's adjusted accounting earnings from operations before income taxes differs significantly from its taxable income due largely to the tax amortization of the Pizza Pizza and Pizza 73 Rights and Marks. The amount of tax amortization deducted is based on a declining balance basis and will decrease annually.

The Company's increase in royalty income offset by a decrease in ownership of the Partnership and a decrease in tax amortization resulted in an effective tax rate of 22.3% for the Quarter (2018 – 21.9%) compared to the Company's applicable statutory tax rate of 26.5% (2018 – 26.5%).

**Deferred tax expense** for the Quarter and Period, a non-cash item, was \$0.3 million and \$0.7 million, respectively, and were relatively consistent with the comparable periods in 2018. Deferred tax expense arises from a temporary timing difference between the accounting and tax basis of the Pizza Pizza and Pizza 73 Rights and Marks.

**Earnings for the period attributable to shareholders** was unchanged at \$6.8 million in the Quarter compared to the same quarter last year. For the Period, earnings increased 0.4% to \$20.1 million from \$20.0 million in 2018.

#### **RECONCILIATION OF NON-IFRS MEASURES**

The Company's earnings, as presented under IFRS includes non-cash items, such as deferred tax, that do not affect the Company's business operations or its ability to pay dividends to shareholders. The Company believes its earnings is not the only, or most meaningful, measurement of the Company's ability to pay dividends or measure the rate at which the Company is paying out its earnings. Therefore, the Company reports the following non-IFRS measures:

- Adjusted earnings available for distribution to the Company and PPL;
- Adjusted earnings from operations;
- Adjusted earnings available for shareholder dividends;
- Adjusted earnings per share ("EPS");
- Payout Ratio; and
- Working Capital.

The Company believes that the above noted measures provide investors with more meaningful information regarding the amount of cash that the Company has generated to pay dividends, and help illustrate the Company's operating performance and highlight trends in the Company's business. These measures are also frequently used by analysts, investors, and other interested parties in the evaluation of issuers in the Company's

sector, particularly those with a royalty-based model. The adjustments to net earnings as recorded under IFRS relate to non-cash items included in earnings and cash payments accounted for on the statement of financial position. Investors are cautioned, however, that this should not be construed as an alternative to net earnings as a measure of profitability. The method of calculating Adjusted earnings available for distribution to the Company and Pizza Pizza Limited, Adjusted earnings from operations, Adjusted earnings available for shareholder dividends, Adjusted EPS, Payout Ratio, Working Capital, and Interest Paid on Borrowings for the purposes of this MD&A may differ from that used by other issuers and, accordingly, these measures may not be comparable to similar measures used by other issuers. For a reconciliation of Interest Paid on Borrowings, see "Interest Expense".

The table below reconciles the following to "Earnings for the period before income taxes" which is the most directly comparable measure calculated in accordance with IFRS:

- Adjusted earnings available for distribution to the Company and Pizza Pizza Limited,
- Adjusted earnings from operations, and
- Adjusted earnings available for shareholder dividends

(in thousands of dollars, except number of shares)	Three months ended		Nine months ended	
	September 30, 2019	September 30, 2018	September 30, 2019	September 30, 2018
<b>Earnings for the period before income taxes</b>	<b>8,522</b>	<b>8,503</b>	<b>25,056</b>	<b>24,909</b>
Interest payment related to the 2015 swap termination costs	9	(13)	55	(83)
<b>Adjusted earnings available for distribution to the Company and Pizza Pizza Limited</b>	<b>8,531</b>	<b>8,490</b>	<b>25,111</b>	<b>24,826</b>
Current income tax expense	(1,471)	(1,447)	(4,314)	(4,235)
<b>Adjusted earnings from operations</b>	<b>7,060</b>	<b>7,043</b>	<b>20,797</b>	<b>20,591</b>
Less: Distribution on Class B and Class D Exchangeable Shares	(1,935)	(1,861)	(5,836)	(5,694)
<b>Adjusted earnings available for shareholder dividends</b>	<b>5,125</b>	<b>5,182</b>	<b>14,961</b>	<b>14,897</b>
Weighted average Shares – diluted	<b>31,967,706</b>	<b>31,666,003</b>	31,967,706	31,666,003

The **Basic EPS** and the **Adjusted EPS** calculations both include PPL's Class B and Class D Exchangeable Shares since they are exchangeable into and economically equivalent to the Shares. See "Adjusted EPS".

**Adjusted EPS** is measured on Adjusted earnings from operations as explained above. Adjusted EPS for the Quarter decreased 0.5% to \$0.221 when compared to the same period of 2018, and increased 0.2% for the Period to \$0.651.

Basic EPS is adjusted as follows:

	Three months ended		Nine months ended	
	September 30, 2019	September 30, 2018	September 30, 2019	September 30, 2018
<b>Basic EPS</b>	0.212	0.213	0.628	0.632
Adjustments:				
Interest rate swap draw down	0.000	(0.000)	0.002	(0.003)
Deferred tax expense	0.009	0.009	0.021	0.021
<b>Adjusted EPS</b>	<b>0.221</b>	<b>0.222</b>	<b>0.651</b>	<b>0.650</b>

**Payout Ratio** is a non-IFRS financial measure that does not have a standardized meaning prescribed by IFRS and therefore may not be comparable to similar measures presented by other issuers. The Company presents the Payout Ratio to illustrate the earnings being returned to shareholders. The Company's Payout Ratio is calculated by dividing the dividends declared to shareholders by the adjusted earnings from operations, after paying the distribution on Class B and Class D Exchangeable Shares, in that same period.

(in thousands of dollars, except as noted otherwise)	Three months ended		Nine months ended	
	September 30, 2019	September 30, 2018	September 30, 2019	September 30, 2018
Dividends declared to shareholders	5,266	5,266	15,798	15,798
Adjusted earnings available for shareholder dividends	5,125	5,182	14,961	14,897
<b>Payout Ratio</b>	<b>103%</b>	<b>102%</b>	<b>106%</b>	<b>106%</b>

**Working Capital** is defined as total current assets less total current liabilities. The Company views working capital as a measure for assessing overall liquidity and its ability to stabilize dividends and fund unusual expenditures in the event of short- to medium-term variability in Royalty Pool System Sales.

(in thousands of dollars)	September 30, 2019	December 31, 2018
Total current assets	6,312	7,141
Less: Total current liabilities	2,971	2,930
<b>Working Capital</b>	<b>3,341</b>	<b>4,211</b>

**SSSG** is a key indicator used by the Company to measure performance against internal targets and prior period results. SSSG is commonly used by financial analysts and investors to compare PPL to other QSR brands. SSSG is defined as the change in period gross revenue of Pizza Pizza and Pizza 73 restaurants as compared to sales in the previous comparative period, where the restaurant has been open at least 13 months. Additionally, for a Pizza 73 restaurant whose restaurant territory was adjusted due to an additional restaurant, the sales used to derive the Step-Out Payment may be added to sales to arrive at SSSG (as defined in footnote 2 on page 3). It is a key performance indicator for the Company as this measure excludes sales fluctuations due to store closings, permanent relocations and chain expansion.

The following table calculates SSSG by reconciling Royalty Pool System Sales, based on calendar periods, to PPL's 13-week sales reporting period used in calculating same store sales.

(in thousands of dollars)	Three months ended		Nine months ended	
	September 30, 2019	September 30, 2018	September 30, 2019	September 30, 2018
<b>Total Royalty Pool System Sales</b>	138,463	138,457	406,626	404,862
Adjustments for stores not in both periods, Step-Out payments, and the impact of calendar reporting	(1,486)	(1,399)	(2,474)	(636)
Same Store Sales	136,977	137,058	404,152	404,226
<b>SSSG</b>	<b>-0.1%</b>	<b>-0.8%</b>	<b>0.0%</b>	<b>-1.4%</b>

## DIVIDENDS

The Company declared shareholder dividends of \$5.3 million, or \$0.2139 per Share, for the current Quarter and for the comparative quarter in 2018. The payout ratio was 103% for the Quarter and was 102% in the prior year, comparable quarter. For the Period, the Company declared shareholder dividends of \$15.8 million, or \$0.6417 per Share, which was unchanged from the comparable period of 2018. The payout ratio was 106% for the Period and for the prior year comparable period.

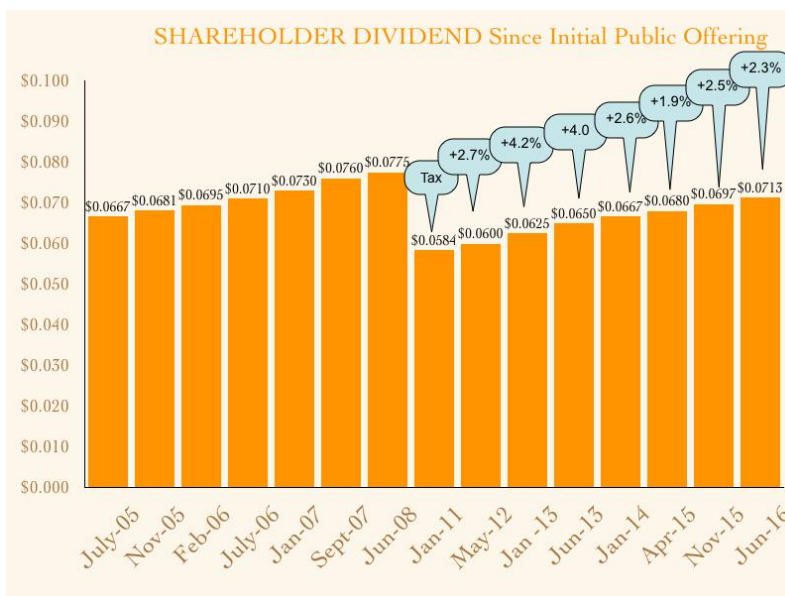
Dividends declared for 2019 are as follows:

<u>Period</u>	<u>Payment Date</u>	<u>Amount/share</u>
January 1-31, 2019	February 15, 2019	7.13¢
February 1-28, 2019	March 15, 2019	7.13¢
March 1-31, 2019	April 15, 2019	7.13¢
April 1-30, 2019	May 15, 2019	7.13¢
May 1-31, 2019	June 14, 2019	7.13¢
June 1-30, 2019	July 15, 2019	7.13¢
July 1-31, 2019	August 15, 2019	7.13¢
August 1-31, 2019	September 13, 2019	7.13¢
September 1-30, 2019	October 15, 2019	7.13¢
<b>Total</b>		<b>64.17¢</b>

Dividends were funded entirely by cash flow from operations and the working capital reserve. No debt was incurred during the year to fund dividends.

From July 2005 to September 2008, the Company increased distributions six times. In January 2011, the Company began paying the new Specified Investment Flow-Through Tax, or SIFT Tax. This corporate income tax required an adjustment to the distribution in January 2011. Subsequent to January 2011, the distribution became an eligible dividend in the hands of shareholders as opposed to its previous treatment as interest income.

Since January 2011, the dividend has been increased seven times as depicted in the chart below.



## LIQUIDITY & CAPITAL RESOURCES

The Company's policy is to distribute all available cash in order to maximize returns to shareholders over time, after allowing for reasonable reserves. Despite seasonal variations inherent to the restaurant industry, the Company's policy is to make equal dividend payments to shareholders on a monthly basis in order to smooth out income to shareholders. Any further increase in dividends will be implemented with a view to maintaining the continuity of uniform monthly distributions. It is expected that future dividends will continue to be funded entirely by cash flow from operations and the cash reserve.

The Company's working capital reserve is \$3.3 million at September 30, 2019, which is a decrease of \$870,000 since December 31, 2018. The decrease in the reserve is attributable to the reported flat SSSG and the payout ratio of 106%.

The reserve is available to stabilize dividends and fund other expenditures in the event of short- to medium-term variability in System Sales and, thus, the Company's royalty income. With this reserve in place, the Company has targeted an annual payout ratio at or near 100% on an annualized basis; however, the ratio may exceed 100% in 2019 due to the reported SSSG. The Company's fourth quarter Royalty Pool System sales have historically been the strongest quarter which has resulted in the fourth quarter payout ratio being less than 100%.

### Credit Facilities

On June 28, 2019, the Partnership amended and extended its \$47 million credit facility with a syndicate of chartered banks from April 2020 to April 2025. The Partnership's current interest rate, which began April 24, 2015 and is projected to remain unchanged through April 2020, is 2.75% (2018 – 2.75%). The effective rate, is comprised of a portion fixed with swaps of 1.875% plus the credit spread, currently set at 0.875%. Earlier this Quarter, the Partnership entered into a five year forward swap arrangement, commencing April 2020, at which time the credit facility will have a new, effective interest rate of 2.685% comprised of a fixed rate of 1.81% plus a credit spread, currently at 0.875%.

The credit facility bears interest at the Canadian Bankers' Acceptance rate plus a credit spread between 0.875% to 1.375%, depending on the level of debt-to-earnings before interest, taxes, depreciation and amortization ("EBITDA"), with EBITDA defined as annualized earnings before interest, taxes, depreciation and amortization.

The credit facility includes affirmative and negative covenants customary for agreements of this nature, and as at September 30, 2019 all covenants have been met. In particular, the Partnership has agreed to a financial covenant in which, on a four quarter rolling basis, Distributions may not exceed Distributable Cash Flow for such Year *plus* the aggregate amount of Distributable Cash Flow for prior Distribution Years not distributed, which as at September 30, 2019 was \$7.9 million (December 31, 2018 - \$8.0 million). In addition, the Partnership is required to maintain a funded debt-to-EBITDA ratio not to exceed 2.0:1 on a four quarter rolling average. The debt-to-EBITDA ratio for the last four-quarter rolling average is 1.34:1 (December 31, 2018 – 1.35:1). The Partnership is presently making interest-only payments on the non-revolving credit facility. The debt-to-EBITDA ratio for the last four quarters' rolling average continues to be below 1.5:1 therefore the credit spread is 0.875%. If, in the future, the ratio increases above 1.5:1, the credit spread will change as follows:

Debt:EBITDA	Credit Spread
< 1.5:1	0.875%
1.5 - 2.0:1	1.125%
> 2.0:1	1.375%

### ROYALTY POOL ADJUSTMENTS

Annually, on January 1 (the "Adjustment Date"), an adjustment is made to the Royalty Pool to include the forecasted System Sales from new Pizza Pizza restaurants opened on or before December 31 of the prior year, less System Sales from any Pizza Pizza restaurants that have been permanently closed during the year. Once adjusted, the Royalty Pool remains fixed for the year, consequently, the number of stores in the Royalty Pool may vary from the number of stores actually open at any given time during the year. As the Royalty Pool does not reflect current year changes until the next Adjustment Date. The change in the amount of the Royalty due to the Partnership as a result of changes in the System Sales of the Royalty Pool will affect PPL's retained interest through an adjustment to the rate at which the Class B Units of the Partnership may ultimately be exchanged for Shares. On the Adjustment Date, the adjustment to the Class B Exchange Multiplier (as defined in the Pizza Pizza License and Royalty Agreement) involves first calculating the "Determined Amount", which is defined as 92.5% of the royalty revenue added to the Royalty Pool, divided by the prevailing yield of the Shares. Beginning January 1, 2012, the Determined Amounts are multiplied by a number equal to (1-Tax%) where "Tax%"

is an estimate of the Company's effective tax rate for the year (determined using the total income taxes paid by the Company during the fiscal year divided by the total cash received by the Company during that fiscal year) (i.e., for the Adjustment Date of January 1, 2018, it will be the effective Company tax rate for the year ended December 31, 2017). This estimate of the effective tax rate will be subject to an adjustment when the actual effective entity level tax rate of the Company for the year is known. The Determined Amount is multiplied by 80%, then divided by the current market price of the Shares, and then further divided by the number of Class B Units outstanding. This fraction is added to the Class B Exchange Multiplier from the preceding year, which was "one" on the closing of the Fund's initial public offering. On the following Adjustment Date, a second adjustment to the Class B Exchange Multiplier will be made in the same manner once the System Sales for new restaurants are known with certainty. The adjustment for new restaurants rolled into the Royalty Pool is designed to be accretive for current shareholders.

If, during a year, a Pizza Pizza restaurant is closed, the sales of the restaurant from the closing date would no longer be included in the calculation of the royalty payable to the Partnership by PPL. To compensate for this, in certain circumstances, the Pizza Pizza License and Royalty Agreement and the Partnership's Amended and Restated Limited Partnership Agreement (the "Partnership Agreement") provide that an amount (the "Make-Whole Payment") reflecting the reduction in the royalty resulting from the restaurant closure will be paid by PPL to the Partnership for the balance of the year in which the restaurant was closed, commencing from the closing date. The Make-Whole Payment will be the sales of the closed restaurant for the first 52-week Year in which it was included in the Royalty Pool multiplied by the royalty rate, one twelfth of which is payable each month until the Adjustment Date.

Similarly, on the Adjustment Date, a separate adjustment is made to the Royalty Pool for the Pizza 73 restaurants. The Royalty Pool is increased to include the forecasted System Sales from new Pizza 73 restaurants opened on or before September 1 of the prior year, less System Sales from any Pizza 73 restaurants that have been permanently closed during the year. On the Adjustment Date, the adjustment to the Class D Exchange Multiplier is calculated in a similar manner as the Class B Exchange Multiplier described above.

## **RESTAURANTS ADDED TO THE ROYALTY POOL**

### **2018 Royalty Pool Adjustment**

In early January 2019, adjustments to royalty payments and PPL's Class B Exchange Multiplier were made based on the actual performance of the 17 new restaurants added to the Royalty Pool on January 1, 2018. As a result of the adjustments, the Class B Exchange Multiplier remains unchanged at 2.000691 and Class B Units can be exchanged for 5,018,210 shares effective January 1, 2018.

In early January 2019, adjustments to royalty payments and PPL's Class D Exchange Multiplier were made based on the actual performance of the eight Pizza 73 restaurants added to the Royalty Pool on January 1, 2018. As a result of the adjustments, the Class D Exchange Multiplier is 21.27782 and Class D Units can be exchanged for 2,127,782 shares effective January 1, 2018.

### **2019 Royalty Pool Adjustment – Class B Exchange Multiplier**

On January 1, 2019, eight net Pizza Pizza restaurant was added to the Royalty Pool as a result of 18 new restaurants opening and 10 closing from January 1, 2018 to December 31, 2018. The total number of Pizza Pizza restaurants in the Royalty Pool has increased to 660. The additional system sales from the 18 new restaurants are estimated at \$5.9 million annually, less sales of \$2.1 million from 10 permanently closed Pizza Pizza restaurants, resulting in net estimated Pizza Pizza sales of \$3.7 million added to the Royalty Pool. The yield of the shares was determined to be 9.5% calculated using \$9.05 as a weighted average share price. Weighted average share price is calculated based on the market price of the shares traded on the Toronto Stock Exchange during the period of twenty consecutive days ending on the fifth trading day before January 1, 2019. As a result of the contribution of the additional net sales to the Royalty Pool, the Class B Exchange Multiplier increased fractionally by 80% of the total adjustment or 0.059961; the new Class B Multiplier is 2.060652. This adjustment will also increase the entitlement of the holders of the Class B units to distributions of cash and allocations of income from the Partnership. The second adjustment to the Class B Exchange Multiplier will be adjusted to be effective January 1, 2019, once the actual performance of the new restaurants is determined in early 2020.

**2019 Royalty Pool Adjustment – Class D Exchange Multiplier**

On January 1, 2019, six net Pizza 73 restaurants were added to the Royalty Pool as a result of seven new restaurants opening between September 2, 2017 and September 1, 2018 and one restaurant closing between January 1, 2018 and December 31, 2018. The forecasted additional system sales from the seven new restaurants are estimated at \$2.5 million annually, less \$161,000 in system sales attributable to the one closed Pizza 73 restaurant. The net estimated sales were further reduced by \$1.4 million in system sales attributable to certain restaurants previously added to the Royalty Pool whose territory adjusted a previously existing restaurant; resulting in overall net estimated Pizza 73 sales of \$852,000 added to the Royalty Pool. The total number of Pizza 73 restaurants in the Royalty Pool has increased to 112. The yield of the shares was determined to be 9.5% calculated using \$9.05 as a weighted average share price. Weighted average share price is calculated based on the market price of the shares traded on the Toronto Stock Exchange during the period of twenty consecutive days ending on the fifth trading day before January 1, 2019. As a result of the contribution of the additional net sales to the Royalty Pool, the Class D Exchange Multiplier increased fractionally by 80% of the total adjustment or 0.52925; the new Class D Multiplier is 21.80706. This adjustment will also increase the entitlement of the holders of the Class D units to distributions of cash and allocations of income from the Partnership. The second adjustment to the Class D Exchange Multiplier will be adjusted to be effective January 1, 2019, once the actual performance of the new restaurants is determined in early 2020.

**Pizza Pizza Royalty Corp. Outstanding Shares**

In exchange for adding the forecasted Pizza Pizza system sales to the Royalty Pool, PPL has received 150,398 additional equivalent Shares (through the change to the Class B Exchange Multiplier). These represent 80% of the forecasted equivalent Shares entitlement to be received (187,997 equivalent Shares represent 100%), with the final equivalent Shares entitlement to be determined when the new restaurants' 2019 actual sales performance is known with certainty in early 2020.

In exchange for adding the forecasted Pizza 73 system sales to the Royalty Pool, PPL has received 52,925 additional equivalent Shares (through the change to the Class D Exchange Multiplier). These represent 80% of the forecasted equivalent Shares entitlement to be received (66,156 equivalent Shares represent 100%), with the final equivalent Shares entitlement to be determined when the new restaurants' 2019 actual sales performance is known with certainty in early 2020.

After giving effect to PPL's entitlement to additional equivalent Shares at January 1, 2019, PPL owns 7,349,314 equivalent Shares representing 23.0% of the Company's fully diluted shares.

The chart below shows the Shares that would be outstanding if all of the Class B and Class D Units held by PPL were converted to Shares after accounting for their respective multipliers and adjustments as described above.

Shares outstanding & issuable on January 1, 2019		
Shares outstanding		24,618,392
Class B equivalent Shares held by PPL at December 31, 2018	5,018,210	
PPL additional Class B equivalent Shares - True-up Holdback as at December 31, 2018	-	
Additional PPL Class B equivalent Shares as of January 1, 2019	<u>150,398</u>	5,168,608
Class D equivalent Shares held by PPL at December 31, 2018	2,029,401	
PPL additional Class D equivalent Shares - True-up Holdback as at December 31, 2018	98,380	
Additional PPL Class D equivalent Shares as of January 1, 2019	<u>52,925</u>	2,180,706
Number of fully diluted shares		<u>31,967,706</u>
		23.0%

## **OUTLOOK**

The success of the Company depends primarily on the ability of Pizza Pizza Limited to maintain and increase restaurant sales and to meet its royalty obligations. Increases in restaurant sales are derived from both the opening of new Pizza Pizza and Pizza 73 restaurants and increases in SSSG. SSSG, is the key metric for shareholder yield growth.

The Company's royalty income and shareholder value are driven by Pizza Pizza Limited's exploitation of the Pizza Pizza and Pizza 73 intellectual property owned by the Partnership. As Canada's #1 pizzeria, Pizza Pizza Limited leverages its market-leading positions by staying top-of-mind with consumers. Pizza Pizza Limited believes its leading market share is the result of providing a variety of high-quality menu offerings, introducing new products and investing heavily in technological innovation.

SSSG is driven by the change in the customer check and customer traffic, both of which are affected by changes in pricing and sales mix. During the Quarter and Period, the average customer check increased and customer traffic decreased when measured against the same periods last year. For several consecutive quarters, the average customer check has moderated with the use of value-focused promotional offerings as PPL executes on its strategy to grow customer traffic counts. Management continues to employ retail pricing strategies designed to increase traffic in the coming quarters, in what continues to be, a highly competitive, value-oriented retail environment.

At both our brands, the 2019 marketing strategies will be structured to support restaurant profitability while also increasing customer traffic to the restaurant or by placing off-site orders for delivery or pickup through our wide array of digital ordering platforms.

With an enhanced focus on restaurant level profitability across the entire national network of locations, management has recently undertaken a review of underperforming restaurants and now projects closing four traditional and eight nontraditional locations in the fourth quarter which, when added to the closures through nine months, will exceed openings for the full year. We project opening eight traditional and two nontraditional restaurants in the fourth quarter. Management anticipates returning to overall net positive store growth for 2020 at both brands.

When PPL reports closed restaurants, an amount reflecting the reduction in the Royalty resulting from the decrease in System Sales will be paid by PPL to the Partnership, monthly, commencing from the date of permanent closure of a restaurant and paid until the following Adjustment Date (January 1). On the subsequent Adjustment Date, the calculated lost System Sales from the closed restaurants will be offset against forecasted System Sales of the new restaurants added to the Royalty Pool. (See "Royalty Pool Adjustments")

Pizza Pizza Royalty Corp has accumulated a \$3.3 million working capital reserve which is available to stabilize dividends in the event of short- to medium-term variability in System Sales and to fund any unusual expenditures. With this reserve in place, the Company has targeted an annual payout ratio at or near 100% on an annualized basis; however, the ratio may exceed 100% in 2019 due to the reported SSSG. The Company's fourth quarter Royalty Pool System Sales have historically been the strongest quarter which has resulted in the fourth quarter payout ratio being less than 100%.

## **CONTROLS AND PROCEDURES**

Internal controls and procedures are designed to provide reasonable assurance that relevant information is gathered and reported to senior management, including the Chief Executive Officer and the Chief Financial Officer of Pizza Pizza GP Inc., managing general partner of the Partnership and administrator of the Company, on a timely basis so that the appropriate decisions can be made regarding public disclosure. Internal controls over financial reporting are designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of the financial statements in accordance with IFRS.



Management carried out an evaluation of the effectiveness of design and operation of the Company's disclosure controls and procedures and internal controls over financial reporting as of September 30, 2019. It was determined that the Company's disclosure controls and procedures and internal controls over financial reporting were effective.

During the Quarter, there was no change in the Company's internal control over financial reporting that has materially affected, or is reasonably likely to materially affect, the Company's internal control over financial reporting.

## **TRANSACTIONS WITH RELATED PARTIES**

The Company, through its ownership in the Partnership, has entered into related party transactions with PPL. PPL is considered a related party by virtue of holding Class B and Class D Exchangeable Shares that are exchangeable into common shares of PPRC. Transactions with PPL include: the annual vend-in of restaurants into the Royalty Pool, monthly distributions from the Partnership to its partners, and expenses paid by PPL on behalf of the Partnership. These transactions have been entered into in the normal course of business and are measured at the exchange amount. The transactions with PPL are all pursuant to the terms of the Pizza Pizza Royalty Limited Partnership's Partnership Agreement. See note 8 of the Financial Statements of the Company for further details of the related party transactions.

## **CRITICAL ACCOUNTING ESTIMATES OF THE COMPANY**

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next Year are addressed below:

### *Impairment of Rights and Marks*

Determining whether the rights and marks owned by the Partnership are impaired requires an estimation of the recoverable amount of the cash generating unit ("CGU") in which the assets are included. The value-in-use calculation requires the Company to estimate the future cash flows expected to arise from the Pizza Pizza brand and the Pizza 73 brand (the CGU is defined by brand) and a suitable pre-tax discount rate in order to calculate present value. In measuring future cash flows, the Company made assumptions about future sales, vend-in of restaurants to the Royalty Pool, tax rates, and terminal growth rates, by brand, which were based on historical experience and expected future performance. Determining the applicable pre-tax discount rate also involved estimating appropriate adjustments to market risk and to Company-specific risk factors. The two most sensitive assumptions used in the annual impairment tests performed at December 31, 2018 are pre-tax discount rates and terminal growth rates by Pizza Pizza brand and Pizza 73 brand. Pizza Pizza GP Inc. believes that there have been no declines in the carrying value of the intangible assets in the Partnership.

### *Consolidation*

Determining whether the Partnership is consolidated by the Company or PPL requires judgment. The significant judgments that were used to apply IFRS 10 included assessing which party had the power or current ability to direct decisions over the value creation and maintenance of the Pizza Pizza Rights and Marks and Pizza 73 Rights and Marks in the context of the purpose and design of the Partnership. Based on an assessment of the activities of the Partnership it was concluded that the Company controls the Partnership, and therefore consolidates its operations.

### *Fair value of derivatives*

The fair value of the interest rate swaps that are not traded in an active market is determined using valuation techniques. The Company uses its judgment to select a variety of methods and make assumptions that are mainly based on market conditions existing at the end of each reporting period.

## RECENT ACCOUNTING PRONOUNCEMENTS

On January 1, 2019, the Company has applied, for the first time, IFRS 16, *Leases*. As required by IAS 34, the nature and effect of these changes are disclosed below.

### IFRS 16, *Leases* ("IFRS 16")

In January 2016, the IASB issued IFRS 16, its new leases standard that requires lessees to recognize assets and liabilities for most leases on their balance sheets. Lessees applying IFRS 16 will have a single accounting model for all leases, with certain exemptions. Lessor accounting is substantially unchanged. The new standard became effective on January 1, 2019 with early application permitted. Based on the analysis, the Company has not identified any lease arrangements that fall within the scope of the standard. As such, there is no impact upon transition to IFRS 16 on the Company's financial statements.

## RISKS & UNCERTAINTIES OF THE COMPANY

The Company continues to recognize certain risks and uncertainties associated with the ordinary course of business, including those associated with the business and operations of PPL, upon which the Company relies solely for its earnings. For a detailed discussion of risks concerning the Company, see "Risk Factors" in the Company's Annual Information Form which is available at [www.sedar.com](http://www.sedar.com).

### The Restaurant Industry

The performance of the Company is directly dependent upon the royalty and interest payments received from PPL. The amount of royalty received from PPL is dependent on various external factors that may affect the limited service sector of the restaurant industry. The restaurant industry, generally, is intensely competitive with respect to price, service, location and food quality. Competitors include national and regional chains, as well as independently owned restaurants, third party food delivery services, home meal delivery companies and retailers of frozen pizza. If PPL, Pizza Pizza franchisees and Pizza 73 operators are unable to successfully compete in the limited service sector, System Sales may be adversely affected, the amount of royalty reduced and the ability of PPL to pay the royalty may be impaired. Changes in demographic trends, traffic patterns, and the type, number, and location of competing restaurants also affect the restaurant industry. In addition, factors such as government regulations, risk of technology failures and breaches, smoking bylaws, inflation, publicity from any food borne illnesses, increased food, labour and benefits costs, and the availability of experienced management and hourly employees may adversely affect the restaurant industry in general and therefore, potentially, Pizza Pizza and Pizza 73 System Sales. PPL's success also depends on numerous factors affecting discretionary spending, including economic conditions, disposable consumer income and consumer confidence. Adverse changes in these factors could reduce guest traffic or impose practical limits on pricing, either of which could reduce sales and operating income, which could adversely affect revenue, the royalty and the ability of PPL to pay the royalty to the Company. For additional information concerning the performance of PPL and other risk factors, please refer to the PPL MD&A and PPRC's Annual Information Form which are available at [www.sedar.com](http://www.sedar.com), [pizzapizza.ca](http://pizzapizza.ca) and [www.pizzapizzaroyaltycorp.com](http://www.pizzapizzaroyaltycorp.com).

## FORWARD-LOOKING STATEMENTS

Certain statements in this report, may constitute "forward-looking" statements, which involve known and unknown risks, uncertainties and other factors that may cause the actual results, performance or achievements to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements. When used in this report, such statements include such words as "may", "will", "expect", "believe", "plan", and other similar terminology in conjunction with a discussion of future operating or financial performance. These statements reflect management's current expectations regarding future events and operating performance and speak only as of the date of this report. The Company does not intend to or assume any obligation to update any such forward looking statements, whether as a result of new information, future events or otherwise, except as required by applicable securities laws. These forward-looking statements involve a number of risks and uncertainties. The following are some factors that could cause actual results to differ materially from those expressed in or underlying such forward-looking statements: competition, changes in demographic trends, changing consumer preferences and discretionary spending patterns, changes in national and local business and economic conditions, legislation and governmental regulation, accounting policies and practices, and the results

of operations and financial condition of PPL. The foregoing list of factors is not exhaustive and should be read in conjunction with the Company's Annual Information Form.

#### **ADDITIONAL INFORMATION**

Additional information about the Company, including the Company's most recent Annual Information Form, is available on SEDAR at [www.sedar.com](http://www.sedar.com), [www.pizzapizza.ca](http://www.pizzapizza.ca) or at the Company's website [www.pizzapizzaroyaltycorp.com](http://www.pizzapizzaroyaltycorp.com).