ANNUAL REPORT
2021-2022

CBC Radio-Canada

CBC/RADIO-CANADA'S COMMITMENT TO TRANSPARENCY AND ACCOUNTABILITY

As Canada's national public broadcaster, we take very seriously our obligation to be transparent and accountable to Canadians. Our corporate website provides information about our activities and the way we manage our public resources.

HR COMPLIANCE

- Annual Review on Implementation of Section 41 of the *Official Languages Act* to Canadian Heritage
- Annual Review on Parts IV, V and VI of the *Official Languages Act* to Treasury Board of Canada Secretariat
- Annual Report on Employment Equity to Employment and Social Development Canada (ESDC)
- Annual Report on Multiculturalism to Immigration, Refugees and Citizenship Canada
- Triennial Diversity and Inclusion Plan

RESPONSES TO ACCESS TO INFORMATION AND PRIVACY (ATIP) REQUESTS

POLICIES AND PRACTICES

- Journalistic Standards and Practices
- Code of Conduct
- Corporate policies

OMBUDS REPORTS

- Board must respond to Ombuds Reports and table responses with the CRTC

VALUES AND ETHICS COMMISSIONER ANNUAL REPORT

- Reports on the implementation of our Code of Conduct and the Policy on Conflicts of Interest, and outlines how complaints regarding employee behaviour are handled

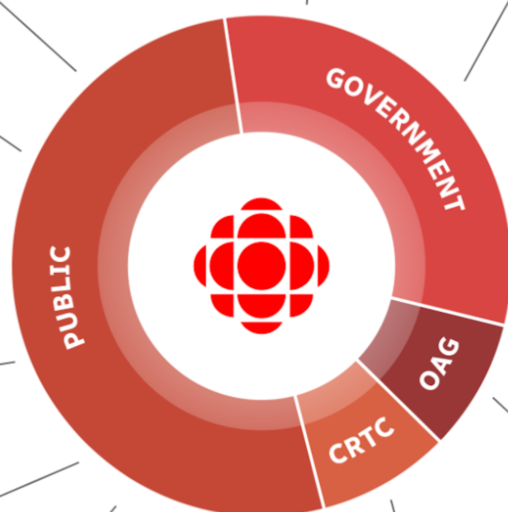
PROACTIVE DISCLOSURE

- Travel and hospitality expenses of the Chair, Board members and Executives
- Board meeting documents

STRATEGY

- Corporate Strategy
- Equity, Diversity and Inclusion Plan
- Environmental Strategy

ANNUAL PUBLIC MEETING



REPORTING TO THE CRTC

- Periodic licence renewals
- Annual reporting to the CRTC covering each of the Corporation's licensed radio, television and discretionary services
- Official Language Minority Communities (OLMCs) reports

OFFICE OF THE AUDITOR GENERAL (OAG)

- Annual OAG Attest Audit
- OAG Special Examinations

APPEARANCES BEFORE PARLIAMENTARY COMMITTEES

CORPORATE REPORTS

- Annual Report
- Quarterly financial reports
- Corporate Plan and Corporate Plan Summary
- CBC Pension Plan Annual Report
- Public Accounts of Canada
- Environmental performance reports
- Reports on the implementation of the *Access to Information Act* and *Privacy Act*, and on any disclosure of wrongdoings (under the *Public Servants Disclosure Protection Act*)
- Employment Equity Reports

2021-2022 AT A GLANCE

Financial Highlights

REVENUE **2021-2022: $651M** **2020-2021: $504M** TOTAL INCREASE +$147M (+29%)	This year revenue increased by 29.3%, mainly driven by growth in advertising revenue from the coverage of the Tokyo 2020 Olympic Games and the Beijing 2022 Olympic Games, held in a single fiscal year due to the pandemic. Stronger recovery of Canadian television advertising demand also contributed to the current year's revenue results. Our higher revenue in 2021-2022 was partly offset by lower other income since last year's results benefited from the recognition of one-time retroactive royalties for retransmission rights.
GOVERNMENT FUNDING 2021-2022: $1,240M 2020-2021: $1,394M TOTAL DECREASE -$154M (-11%)	Government funding recognized in income decreased by 11.1%. Government funding was comparatively higher in 2020-2021 due to the receipt of retroactive salary inflation funding for fiscal years back to 2018-2019, and due to an advance of $36.7 million from 2021-2022 funding to assist with anticipated liquidity risks during the pandemic. This year's government funding recognized in income includes $21.0 million announced in Federal Budget 2021 for immediate operational support during the pandemic.
EXPENSES 2021-2022: $2,011M 2020-2021: $1,728M TOTAL INCREASE +$283M (+16%)	Our expenses increased by 16.4% as this year's results included costs associated with the rights and production of coverage for the Tokyo 2020 Olympic Games and the Beijing 2022 Olympic Games. Our ongoing expenses for 2021-2022 were also higher as we increased investments in content. In addition, we incurred additional costs as a result of a particularly news-heavy year, marked by the federal election, the Freedom Convoy, the conflict in Ukraine and special sports events. We also continued to invest in our digital platforms.

For the year ended March 31	**2022**	2021	% change
Revenue	651,417	503,944	29.3
Government funding	1,240,014	1,394,346	(11.1)
Expenses	(2,011,475)	(1,728,093)	16.4
Results before other gains and losses and taxes	**(120,044)**	**170,197**	**N/M**
Other gains and losses	(680)	3,046	N/M
Results before income taxes	**(120,724)**	**173,243**	**N/M**
Income tax recovery (expense)	28,651	(31,149)	N/M
Net results under IFRS for the year	**(92,073)**	**142,094**	**N/M**
Budget Results for the year[1]	**(64,444)**	**175,033**	**N/M**

N/M = not meaningful

[1] Budget Results is a non-IFRS measure. This measure considers only revenue or expenses included in, or funded by our operating budget. A reconciliation of net results to Budget Results is provided in the Financial Sustainability section of this report.

Net results under IFRS for the year were a loss of $92.1 million, compared to a gain of $142.1 million last year. These lower results this year were consistent with increased expenses associated with the unprecedented coverage of two Olympic Games – Tokyo 2020 and Beijing 2022 – in one fiscal year, additional investments in content offerings, and an unusually busy news cycle. In addition, our Net results under IFRS were comparatively higher in 2020-2021 due to higher government funding of $154.3 million recognized as a result of the receipt of retroactive salary inflation funding for fiscal years back to 2018-2019 and advanced funding to assist with anticipated liquidity risks during the pandemic. These adverse impacts on our net results were partially offset by higher revenue of $147.5 million, mostly driven by higher advertising sales from the broadcast of the Tokyo 2020 Olympic Games and Beijing 2022 Olympic Games, as well as from the recognition of a $28.7 million income tax recovery.

Budget Results for the year were a loss of $64.4 million compared to a gain of $175.0 million last year. Our lower results largely reflect the decrease in government funding recognized this year and our higher spending discussed above. Our Budget Results are normally higher than the Net results under IFRS, because this non-IFRS measure excludes non-cash expenses not funded by our operating budget, such as depreciation and non-cash pension expenses.

Business Highlights

In 2021-2022, CBC/Radio-Canada underscored its standing as a source of trusted news through its coverage of a range of global, domestic and local issues. We delivered critical information about the global pandemic and breaking news from the conflict in Ukraine, and we brought Canadians together with our broadcasts of Olympic and Paralympic events from both the Tokyo 2020 Olympic Games and the Beijing 2022 Olympic Games. We also joined an important new global initiative with public media from around the world to fight for the safety of journalists and their crews and to protect media freedom. Under the guidance of our five-year strategy, *Your Stories, Taken to Heart*, we continued to inform, enlighten and entertain Canadians, strengthening our role as Canada's national public broadcaster. Highlights include:

1 Customized digital services

- Invested in personalization capabilities for our digital services, specifically membership infrastructure, data analytics, recommendations and dynamic navigation.
- Brought the Tokyo 2020 Olympic Games, Tokyo 2020 Paralympic Games, Beijing 2022 Olympic Games and Beijing 2022 Paralympic Games to Canadians on our own platforms with CBC.ca, CBC Gem, CBC Sports app, ICI TOU.TV and Radio-Canada - Jeux Olympiques app, in addition to offering live and replayable coverage of the ceremonies and competitions across our networks, websites and applications.
- Continued the implementation of our hybrid work model for employees, which included benchmarking exercises with other Crown corporations, the deployment of new technology to support hybrid work, and an expansion of our webinar series supporting employee and leader well-being.

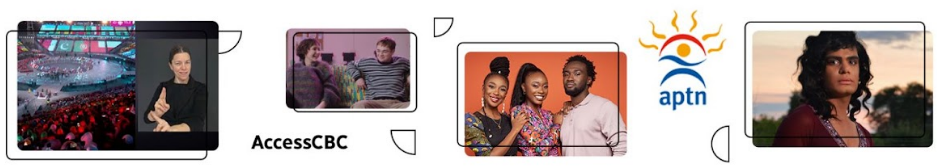
2 Engaging with young audiences

- Announced the Kindred ABC/CBC animation collaboration, a joint initiative designed to nurture and support the kids' production industry by funding new children's animated projects in Canada and Australia.
- Launched a rebooted version of the beloved financial literacy brand Street Cents on TikTok in order to reach a new generation of teens with daily short-form video content crafted specifically for the platform.
- Continued building our youth news offerings — MAJ and CBC Kids News — by highlighting important stories such as COVID-19, the federal election, racism and environmental sustainability.
- Brought a new contactless format to our Zone Jeunesse road show in schools across Quebec by adopting recommended public health protocols.

3 Prioritizing our local connections

- Became the most-watched news source for coverage of the Freedom Convoy, with nearly 6 million viewers tuning in to CBC News Network in a three-day period in February 2022.[1]
- Began producing our regular radio programs permanently from the new Maison de Radio-Canada in Montreal.
- Launched programming to showcase distinctly local Canadian TV and radio programming, including *Le monde de Gabrielle Roy*, *Run the Burbs* and *Racines country*.
- Leveraged grassroots connections across Canada through the new Public Broadcaster-Public Libraries Partnerships Program, in particular those living in underserved and under-represented communities. Innovative projects, including youth photography workshops, panel discussions, listening sessions and story gathering, were held live across the country in Prince Rupert, Happy Valley-Goose Bay and Brampton, among others.

4 Reflecting contemporary Canada



- Launched an ambitious new three-year Equity, Diversity and Inclusion (EDI) Plan, *Progress in Progress*, including targets for greater representation of all equity-deserving groups in our content, workforce and culture.
- Announced a new collaboration with the Aboriginal Peoples Television Network (APTN) to enable and amplify the creation of more Indigenous content for all Canadians.
- Set a new programming diversity commitment at the Banff World Media Festival that, by 2025, all new CBC original scripted and unscripted series commissioned from independent producers will require at least one of the key creative roles to be held by an individual who is racialized, Indigenous or a member of the LGBTQ 2+ community or who has a disability.
- Launched an expanded slate of TV and audio programming depicting contemporary Canada, including *Policier autochtone*, *Shuni*, *Vous pouvez rêver*, *Pa t'mentir*, *Six degrés*, *Sort Of*, *The Porter*, *Uprooted: The Plantemic*, *Who Do You Think I Am?*, *21 Black Futures*, *Kuei! Kwe!* and *D'où je viens : le rap d'ici*.
- Launched AccessCBC, a national pilot program operated in partnership with the ReelAbilities Film Festival for Deaf and disabled documentary content creators, that will provide training, mentorship and, on selected projects, financing support.
- Provided Tokyo 2020 Olympic Games and Beijing 2022 Olympic Games Opening and Closing Ceremonies with unparalleled accessibility by streaming live in French, English, Eastern Cree, Inuktitut, LSQ (Quebec Sign Language), ASL (American Sign Language) and described video.

[1] Source: Numeris TV Meter, February 18-20 2022, CBC News Network, 2a-2a, Total Canada, Cumulative Reach.

5 Taking Canada to the world

- Initiated, with news industry partners, an important effort to address the growing problem of online harm and physical threats to journalists and media professionals. Initiatives included sponsoring the first national survey of journalists in Canada conducted by Ipsos, supporting the Brussels Declaration to protect journalists and media professionals, and hosting a virtual forum titled #NotOK — Stand Up for Journalism and Democracy, designed to identify solutions to the challenge.
- Partnered with RTBF, France Télévisions and TV5MONDEplus to exchange French-language video content with Radio-Canada's ICI TOU.TV streaming service.
- Launched our environmental strategy, *Greening Our Story*, a global call to respond to climate change and a commitment to integrate sustainability practices into the operations and programming of the public broadcaster.
- Garnered 295 nominations and a total of 52 wins for our content at the 2022 Canadian Screen Awards, which honours scripted, unscripted, documentary, news and sports programming across television, film and digital.
- We added two languages (Tagalog and Punjabi) to our international news service.
- Received international recognition at the 2021 New York Festivals Radio Awards, where our podcasts *Récidive* and *Brainwashed* won awards.

2022 Canadian Screen Awards

295 nominations

52 wins

36e prix Gémeaux (2021)

314 nominations

68 wins

2022 New York Festivals Radio Awards

11 nominations

6 wins

RTDNA awards

Over **200** nominations for CBC News, Current Affairs and Local

64 wins

It's a wrap! Let's celebrate our wins from Beijing 2022

Our commitment to equity, diversity and inclusion:

> **Accessibility**: Thanks to the incredible work of CBC's Content Accessibility Teams, we were able to grow our DV (Described Video), ASL (American Sign Language) and LSQ (Quebec Sign Language) offer allowing us to showcase the content from our digital content teams.

Provided Indigenous language coverage for men's and women's hockey as well as both the Opening and Closing Ceremonies.

Deepened our digital connection with Canadian sports.

Tokyo 2020: Well played, everyone!

CBC/Radio-Canada's coverage of the Olympic Games Tokyo 2020 broke new ground last year as the Opening Ceremony was broadcast live online in eight Indigenous languages in addition to French, English, American Sign Language and described video.

Olympic women's soccer final: over 7.7 million people tuned into that single game on TV. It was also the most-streamed moment of Tokyo 2020 on digital platforms in both English and French.

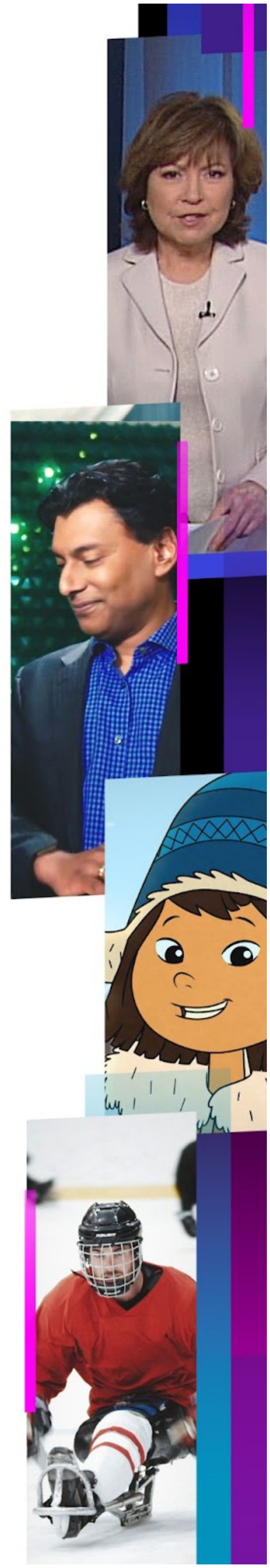
Throughout the Olympics, our digital platforms recorded a total of 44 million video views.

28 million television viewers watched our coverage on CBC Television, ICI TÉLÉ and our broadcast partner networks.

We also recorded solid growth for the Paralympics on digital platforms (+149%).

PROGRESS IN PROGRESS

2022-2025
EQUITY, DIVERSITY AND INCLUSION PLAN

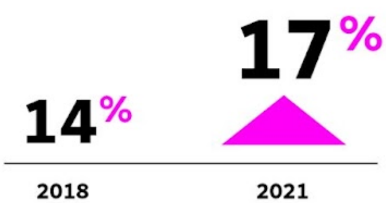


NOTHING IS MORE IMPORTANT TO CBC/RADIO-CANADA THAN SERVING CANADIANS

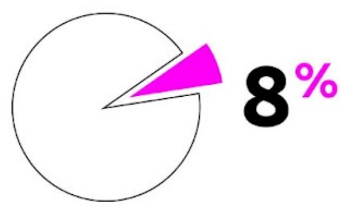
At CBC/Radio-Canada, we have committed to creating the personal, relevant and engaging experiences that Canadians expect. This can only be achieved when all people living in Canada feel that their public service media truly reflects and celebrates them, their experience, and their perspectives in our content and in our workforce.

WHAT WE'VE DONE SO FAR

RACIALIZED EMPLOYEES IN MANAGEMENT ROLES



EMPLOYEES BELONGING TO LGBTQ2+ COMMUNITIES



+20

EMPLOYEES

Hired for or assigned EDI roles in 2021-2022 alone

63%

OF MANAGEMENT ARE WOMEN

We are a gender parity leader in Canadian media

MORE THAN 75%

Corporation staff took unconscious bias training introduced in 2021

GREENING

OUR STORY

OUR PLAN, EVERYONE'S PLANET

We're going to continue building an environmentally sustainable public service media company that current and future generations can be proud of.

HOW?

By implementing environmentally sustainable thinking in all we do.

OUR TARGETS BY 2026

CARBON EMISSIONS

Reduce by

25%

Establish our carbon footprint using Greenhouse Gas Protocol by 2022

ENERGY

Reduce by

15%

WATER

Reduce by

10%

WASTE AND RECYCLING

0 waste goal

75% diversion rate

No single-use plastic in 2022

TRAVEL

Reduce by

25%

Responsible travel policies

IN-HOUSE PRODUCTIONS

100%

using the carbon calculator

25%

of these, albert certified

INDEPENDENT PRODUCTIONS

50%

using the carbon calculator

PROCUREMENT

Responsible procurement policies

25%

of the Request for Proposal (RFP) solicitations will contain sustainability criteria

FLEET

50%

fuel efficient or alternative energy

Of these, minimum

20%

being alternative energy (electric or hybrid)

Find out more at: **cbc.radio-canada.ca/green**

Consider the environment. Only print this document if necessary.

CBC Radio-Canada

MESSAGES

From the Chair

If there is one thing we have learned in the last year, it's that independent and trustworthy news and information are vital to a healthy democracy. Around the world, public media helps blunt the edge of false and misleading information. Canada is no different. At CBC/Radio-Canada, we are committed to serving Canadians with accurate, trusted reporting and a diversity of perspectives that reflect this country.

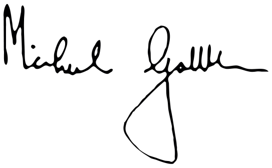
Canadians know this. Seventy-seven per cent consider our national public broadcaster a trusted source of information.[2]

Our Board members are from across Canada and from all walks of life. In each of our communities, Canadians tell us they want their perspectives and experiences recognized in our news and entertainment. To that end, we support the leadership team as it accelerates its efforts to reflect contemporary Canada in our content and in our workforce. This commitment is at the heart of our mandate as a national public broadcaster, and our continued relevance depends on it.

It is also important to Canadians that their public broadcaster respond to the threats posed by climate change. That's why CBC/Radio-Canada launched *Greening Our Story*, its first environmental strategy, and a road map to building an environmentally sustainable public service media company for current and future generations.

I am proud of all that the CBC and Radio-Canada teams have accomplished in the past year, despite the unprecedented challenges they have faced. They have made meaningful commitments to diversity in our programs and our workforce. Their stellar work has been recognized with more than 50 Canadian Screen Awards. Through the Library Partnerships Program, the public broadcaster is building closer ties with communities across the country. All of these accomplishments against a backdrop of a pandemic and increased harassment of journalists. Our teams have never wavered in their commitment to serve all Canadians.

Canadians can be proud of their public media.



Michael Goldbloom
Chair of the Board

[2] The Mandate and Vision Perception Survey, 2021-22 — Leger.

From the President and CEO

In another unprecedented year of COVID-19 and a relentless news cycle, your public broadcaster surpassed all expectations in delivering our services to Canadians. From Tokyo to Beijing, we delivered coverage of two Olympic and Paralympic Games in six months, bringing together millions of Canadians from coast to coast to coast. In February 2022, we reached a record 25.4 million users across our digital services, making us the number one Canadian-owned digital destination in the country.[3]

Our mission is to serve *all* Canadians, and that means reflecting and representing them in our content and in our workforce. Importantly, we launched *Progress in Progress*, our ambitious new Equity, Diversity and Inclusion Plan that will guide us through 2025. The plan will accelerate our ongoing transformation, which has already paved the way for groundbreaking programming like *The Porter*, a series that tells the story of the founding of North America's first Black labour union by Canadian and American railroad workers, and *Kuei! Kwe!*, ICI PREMIÈRE's first radio show dedicated to Indigenous cultures. To deepen connections with First Nations, Inuit and Métis, we also signed our first memorandum of understanding with Indigenous broadcaster APTN and engaged in conversations about the development of our first Indigenous strategy.

As we transform CBC/Radio-Canada for the future, we remain true to our core mandate to bring Canadians together through news, information and entertainment programming on all platforms. The public broadcaster's role as a source of trusted news and supporter of original Canadian stories has never been more important than in today's increasingly polarized society. Our news teams are experiencing the impact of this polarization first-hand, as they face rising threats to their safety, both online and in the field. We're addressing this issue on multiple fronts. Internationally, we spearheaded the Brussels Declaration, signed by 46 public broadcasters from around the world. At home, we commissioned an industry-wide survey, which found that 72% of media professionals had experienced some form of harassment in the past year. We also organized the #NotOk forum to discuss solutions to online harm with our peers from news organizations in Canada and abroad.

We're defending media freedom so that our journalists can stay on the stories that matter to you, as they have throughout the pandemic and the war in Ukraine, and during the 2021 federal election and the convoy protests. Your public broadcaster is committed to supporting accurate and credible journalism as a cornerstone of our democracy. And we are committed to protecting the journalists, producers, cameramen and all the teams that do this work, each and every day.

Your national public broadcaster is here for you — providing the news and entertainment that brings us together in a divided world.

Catherine Tait
President and CEO

[3] Source: Comscore Media Metrix® Multi-Platform, total audience (desktop 2+, mobile 18+), monthly unique visitors, February 2022, Canada. Unduplicated reach of CBC/Radio-Canada digital platforms.

TABLE OF CONTENTS

In this management's discussion and analysis of financial condition and results of operations (MD&A), "we", "us", "our" and "the Corporation" mean CBC/Radio-Canada. Refer to CBC/Radio-Canada's audited consolidated financial statements for the year ended March 31, 2022 when reading this MD&A. All amounts in this MD&A are in thousands of Canadian dollars, except where noted.

To help you better understand this MD&A, note the following:

SEASONALITY

The majority of our revenue comes from advertising, which follows seasonal patterns based on our programming schedule. It also varies according to market and general economic conditions, as well as schedule performance. Subscriber-based revenue is more stable on a quarter-by-quarter basis. Operating expenses tend to follow a seasonal pattern because they are also influenced by the programming schedule. Government appropriations are recognized in income based on the annual budget, which reflects seasonal impacts on expenditures and revenue.

FORWARD-LOOKING STATEMENTS

This report contains forward-looking statements regarding objectives, strategic initiatives, and expected financial and operational results. Forward-looking statements are typically identified by words such as "may", "should", "could", "would" and "will", as well as expressions such as "believe", "expect", "forecast", "anticipate", "intend", "plan", "estimate" and other similar expressions. Forward-looking statements are based on the following broad assumptions: CBC/Radio-Canada's government funding remains consistent with amounts announced in the federal budget, and the broadcasting regulatory environment will not change significantly. Key risks and uncertainties are described in the Risk Management and Governance section of this report. However, some risks and uncertainties are by definition difficult to predict and are beyond our control. They include, but are not limited to, economic, financial, advertising market, technical and regulatory conditions. These and other factors may cause actual results to differ substantially from the expectations stated or implied in forward-looking statements. Given the impact of the evolving COVID-19 pandemic and the related response from the Corporation, governments (federal, provincial and municipal), regulatory authorities and businesses, there is inherently more uncertainty associated with the Corporation's assumptions relative to periods preceding the pandemic.

PERFORMANCE INDICATORS

We rely on data from both internal tools and third parties to measure our performance metrics. While these data are based on what we believe to be reasonable calculations for the applicable periods of measurement, there are inherent challenges in collecting this information, particularly as the media industry undergoes a digital transformation. For example, Canadians now consume media content on multiple devices from an ever-growing array of content providers. As media consumption habits change, we are, together with audience measurement suppliers, refining methodologies and introducing new measurement technologies to ensure the accuracy and completeness of data gathered. As a result, changes in the way data are collected could result in certain information provided in future periods not being comparable with information disclosed in prior periods. Since some of these data are used to measure our strategic and operational indicators, we may be required to make adjustments to targets and historical results to enhance comparability of the data and follow industry best practices.

NON-IFRS MEASURE

This report includes the measure "Budget Results," which does not have any standardized meaning according to International Financial Reporting Standards (IFRS). It is therefore unlikely to be comparable to similar measures presented by other companies. Refer to the Financial Sustainability section for more details.

ABOUT US

WHO WE ARE	OUR MISSION	OUR VISION	OUR VALUES
We are Canada's national public broadcaster and we are guided by the *Broadcasting Act*.	CBC/Radio-Canada celebrates Canadian culture and supports democratic life through a wide range of content that informs, enlightens and entertains.	*Your Stories, Taken to Heart*	Integrity Creativity Relevance Inclusiveness

Our legislated mandate is to inform, enlighten and entertain all Canadians. The *Broadcasting Act* further states that our programming should:

- Be predominantly and distinctively Canadian;
- Reflect Canada and its regions to national and regional audiences, while serving the special needs of those regions;
- Actively contribute to the flow and exchange of cultural expression;
- Be in English and in French, reflecting the different needs and circumstances of each official language community, including the particular needs and circumstances of English and French linguistic minorities;
- Strive to be of equivalent quality in English and in French;
- Contribute to a shared national consciousness and identity;
- Be made available throughout Canada by the most appropriate and efficient means and as resources become available for the purpose; and
- Reflect the multicultural and multiracial nature of Canada.

We pay special attention to the needs and reflection of the Indigenous Peoples in Canada. We offer programming in eight Indigenous languages (Chipewyan, Cree, Gwich'in, Inuktitut, Inuvialuktun, Sahtu Got'ine Godi, Dehcho Dene Yati and Tlicho) via CBC North.

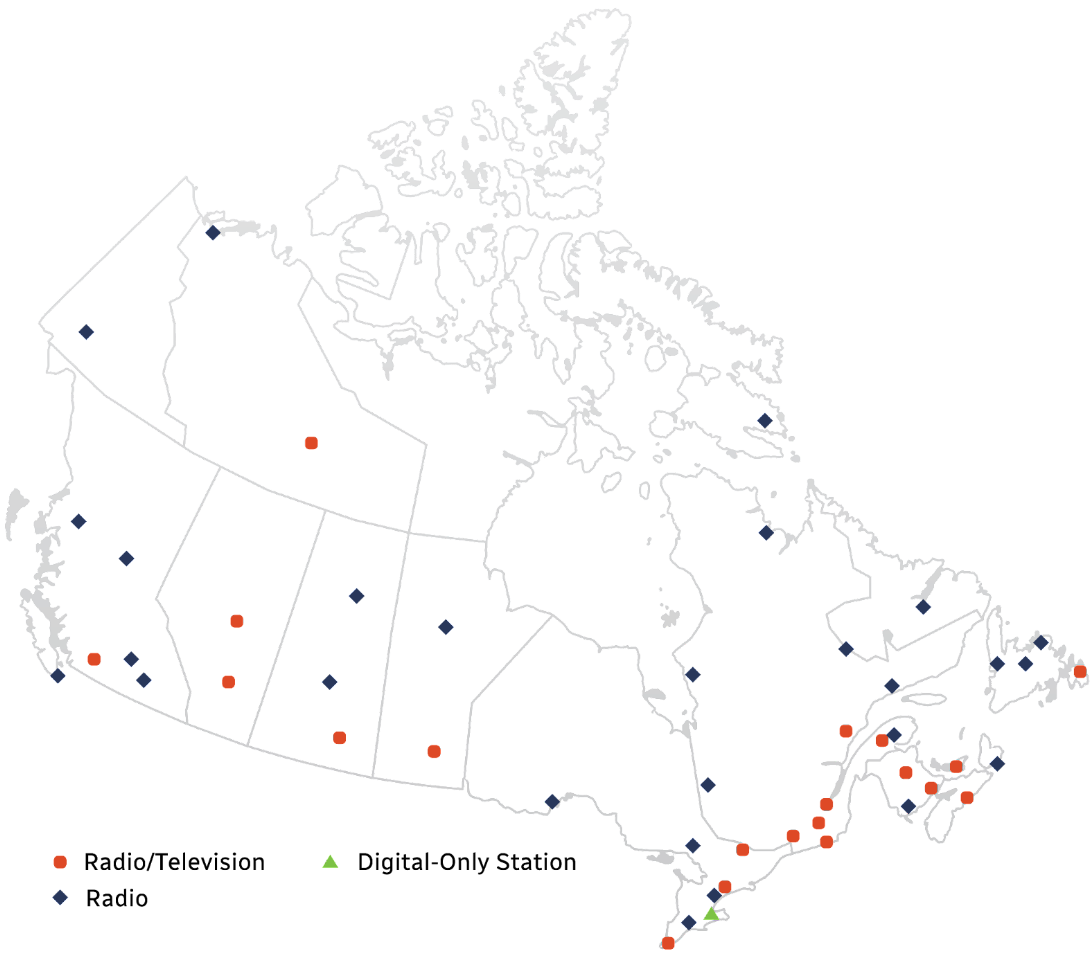
We are required by section 46(2) of the *Broadcasting Act* to provide an international service, Radio Canada International (RCI). RCI (rcinet.ca) is currently available in seven languages: English, French, Spanish, Arabic, Chinese, Punjabi and Tagalog.

We are required to comply with licensing and other regulatory obligations established by the Canadian Radio-television and Telecommunications Commission (CRTC), as well as any requirements under the *Radiocommunication Act* that may apply to our use of the radiocommunication spectrum.

Our organizational values are at the core of how we work. These values support our strategic plan and inform the behaviours and cultivation of the workplace culture required to achieve our mission and vision. Our values articulate the best of what we are and how we want to be recognized by Canadians, and they guide the implementation of our strategic plan and initiatives.

Our Operations

As of March 31, 2022, we employed 6,576 permanent employees, 411 temporary employees and 756 contract employees. Our people come from a multitude of backgrounds and cultures. They are an integral part of our success in reflecting contemporary Canada.



This map shows the locations of our CRTC-licensed radio and television stations across Canada, as well as our designated digital station and our affiliate station. Note that digital services are also offered in the other stations. The map does not include our additional newsgathering locations and international news bureaus, whether permanent or pop-ups.

As Canada's national public broadcaster, we are inspired daily by our mission, vision and values to connect all Canadians and to showcase our stories, culture and news to Canada and the world. Our head office is in Ottawa. Our two main networks are based in Toronto (English) and Montreal (French), with community-based locations across the country, including 27 television stations, 88 radio stations and one digital-only station. We have five discretionary television channels and four Canada-wide radio networks, two in each official language. Internationally, we have six permanent foreign bureaus,[4] and we have the capacity to set up pocket bureaus in other locations as needed.

[4] In May 2022, our foreign bureau in Moscow was closed.

Our Services

We offer six channels of audio content across North America through a partnership with SiriusXM Satellite Radio. We also partner with other francophone public broadcasters to broadcast French Canadian video content internationally through TV5MONDE.

Our Operating Environment

Every year, CBC/Radio-Canada produces an overview of the Canadian media industry that identifies key shifts and emerging trends in the industry. This allows the Corporation to adjust strategies and tactics so as to best meet its mandate. Key highlights of the 2021 Enviroscan are summarized below.

THE CONTINUED CHALLENGES OF COVID-19

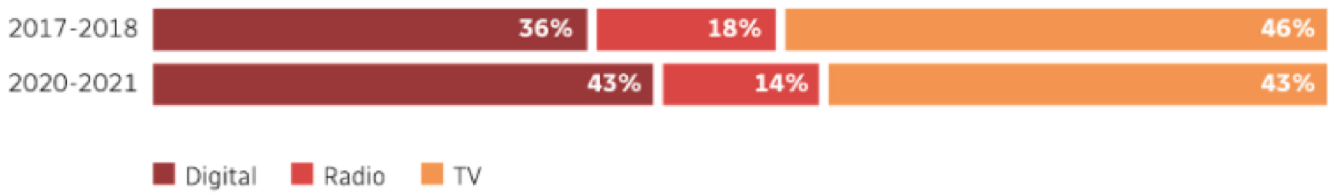
With the growing dominance of global digital services, the traditional media business models were under pressure before the pandemic. When COVID-19 struck, media companies faced increased strain on revenues and staffing, higher health and safety costs, and significant demands on their technology infrastructure. COVID-19 accelerated those trends already affecting the Canadian media industry.

Media companies continue to grapple with an ever-increasing demand for content and a rapidly changing environment. Many companies required financial assistance in 2020 to address the impacts of COVID-19 on their operations and staff.

INCREASING DIGITAL MEDIA CONSUMPTION

The past year has underlined the undeniable shift of Canadian audiences from traditional to increasingly digital services. The pandemic has contributed to this trend, and today consumption of digital content in Canada is on par with television consumption, representing 43 per cent of overall media consumption.

PROPORTION OF OVERALL CONSUMPTION BY PLATFORM[5]



Digital platforms give Canadians more choices, allowing them to access a global network of content any time they want. Competition among digital media players has grown dramatically, and international technology companies now compete directly with incumbent Canadian media companies.

With Canadians flocking to digital platforms, high-speed Internet access is no longer a luxury. The Government of Canada's Universal Broadband Fund, in collaboration with other public and private investments, supports projects to increase the speed and accessibility of broadband Internet across the country, especially in rural and underserved communities.

COMBATTING ONLINE HATE AND HARASSMENT

The rise of online hate and harassment targeting media professionals – particularly women and racialized Canadians – is a concerning development. In addition to its emotional toll, such hate threatens to drive out the very voices and perspectives indispensable to a well-informed, democratic society. In the fall of 2021, CBC/Radio-Canada joined other public media companies and international organizations in support of the Brussels Declaration, an initiative designed to raise awareness and guarantee the safety of journalists. We reiterated our commitment to combatting online harm against journalists by hosting the #NotOK — Stand Up for Journalism and Democracy virtual forum, attended by journalists and media professionals across the country. We discussed experiences with online harassment, as well as strategies to address this threat, and presented participants with the results of the first-ever Canadian survey on the matter. We stand together with media organizations across the country in condemning this threat, and we continue to work to ensure the safety of our journalists as they do their important work for Canadians.

FOSTERING AN OPEN AND INCLUSIVE SOCIETY

Over the past year, Canada continued to face the need to foster a more open and inclusive society. Media plays a critical role in helping to build and support Canadian identity in all its forms. Content and services need to be relevant to all Canadians, and must reflect the multicultural, multi-racial and multi-ethnic nature of Canada – on screen and behind the camera. Our ambitious diversity commitment was announced in June at the 2021 Banff World Media Festival. Behind the scenes, we have also implemented newsroom programs aimed to build and reinforce a culture of inclusion. We will also be guided by our 2022-2025 Equity, Diversity and Inclusion (EDI) Plan, *Progress in Progress*, to deliver on our new EDI vision, sharing regular highlights and lessons learned along the way.

[5] CBC/Radio-Canada custom calculation, business years 2017-2018 and 2020-2021. Digital: Comscore Media Metrix® Multi-Platform, Total Audience (desktop 2+, mobile 18+), Total Minutes. TV: Numeris PPM, Total Canada 2+, Total Minutes. Radio: Numeris PPM, 6 PPM Market 2+, Total Minutes. The radio time spent for the six PPM markets was projected to total Canada to distribute the usage between digital, radio and TV.

A joint commitment to carbon reduction in our productions

Carbon reduction is one of the most important goals of our five-year environmental strategy, *Greening Our Story*. As a part of our carbon reduction targets for 2026, our aim is to have 100% of our in-house productions using the albert carbon calculator, a film and television industry tool that calculates the carbon emissions of productions. Twenty-five per cent of these will be albert certified for meeting or exceeding carbon reduction targets. Additionally, since January 2022, CBC/Radio-Canada has required the completion and delivery of a carbon footprint calculation using albert on all original Canadian independent productions with budgets over $400,000. CBC/Radio-Canada was the first media company in Canada to use albert.

MEASURING OUR PERFORMANCE

Our Performance – Mandate and Vision

Tracking and assessing the perception of our performance is essential to demonstrating our accountability to Canadians. The Mandate and Vision Perception Survey allows us to monitor Canadians' perceptions of their national public broadcaster and how well they believe our services fulfill the Corporation's mandate. The data are collected via surveys conducted with representative samples of Canadians.

Highlights based on the 2021-2022 survey results follow.

75% of Canadians use at least one of our services in a typical month

82% of Canadians say it is important for Canada to have a national public broadcaster like CBC/Radio-Canada

66% + 16%

79% of Canadians agree that there is a clear need and role for CBC/Radio-Canada into the future

62% + 17%

Our Overall Strengths
The vast majority of Canadians agree that CBC/Radio-Canada…

Statement	Strongly Agree (8-10)	Agree (6-7)	Total
Is informative	60	21	81
Offers national news and information programming that helps me understand what's going on in other parts of Canada	56	22	78
Supports the creation of original Canadian content	56	22	78

Our Programming Strengths
The vast majority of our users agree that CBC/Radio-Canada's programming*…

Statement	Strongly Agree (8-10)	Agree (6-7)	Total
Reflects regions of Canada	66	22	88
Is of high quality	64	23	87
Reflects diversity of Canada	58	26	84

Strongly Agree (8-10) + Agree (6-7) = Total

Source: The Mandate and Vision Perception Survey, 2021-22 – Leger. Each perception result represents the percentage of Canadians who agree (i.e., 6 or 7 on a 10-point scale) and who strongly agree (i.e., 8, 9 or 10 on a 10-point scale) with each statement.

** Users of CBC/Radio-Canada's main services (i.e., CBC Television, CBC Radio One, CBC.ca, ICI TÉLÉ, ICI PREMIÈRE or ICI Radio-Canada.ca).*

Our Performance – *Your Stories, Taken to Heart*

Below are the key performance indicators that measure and track our progress with respect to our strategic plan, *Your Stories, Taken to Heart*, and its five strategic priorities: customized digital services, engaging with young audiences, prioritizing our local connections, reflecting contemporary Canada and taking Canada to the world.[6] These priorities continue to shape our strategic initiatives until 2024.

Targets are specific to the markets we operate in and consider a number of factors such as market realities, competition and service penetration rate. Annual targets for 2021-2022 were established using our best estimates of the impacts of the COVID-19 pandemic. Updates on our performance against 2022-2023 targets will be provided in our quarterly reports.

CBC/Radio-Canada 2021-2022 results

INDICATORS	MEASUREMENTS	RESULTS 2020-2021	TARGETS 2021-2022	RESULTS 2021-2022	TARGET MET OR EXCEEDED	TARGETS 2022-2023
Customized digital services						
Digital reach of CBC/Radio-Canada[7]	*Monthly average unique visitors*	24.1M	23.7M	**24.2M**	✓	22.1M
Digital engagement with CBC/Radio-Canada[8]	*Monthly average minutes per visitor*	50 min/vis	49 min/vis	**48 min/vis**		43 min/vis
Engaging with young audience						
Digital visits to CBC/Radio-Canada kids content[9]	*Monthly average visits*	3,259K	3,394K	**3,642K**	✓	3,777K
Prioritizing our local connections						
Digital engagement with CBC News/Regions[8]	*Monthly average minutes per visitor*	25 min/vis	26 min/vis	**23 min/vis**		23 min/vis
Digital engagement with Radio-Canada Info/Régions[8]	*Monthly average minutes per visitor*	19 min/vis	16 min/vis	**14 min/vis**		13 min/vis
Reflecting contemporary Canada						
Employment equity representation[10]	*% of new external hires*	37.3%	42.0%	**44.5%**	✓	43.0%

Our performance metrics are evolving as the media industry continues to undergo a digital transformation. Canadians consume media content on multiple devices from an ever-growing array of content providers. As media consumption habits change, measurement suppliers and the Corporation are refining and introducing new methodologies to ensure accuracy and completeness of data. Since some of these are used to measure our strategic and operational performance, adjustments to targets and historical results may be required to enhance comparability.

Customized digital services

Digital reach exceeded target as many Canadians turned to our digital platforms for compelling programming content and for a trusted source of information, especially during the COVID-19 pandemic and other significant news events. Despite reaching a record number of Canadians, our overall audiences were not as engaged as expected for major events, and we fell slightly below target.

[6] Our fifth strategic priority – taking Canada to the world – is measured via an internal KPI.
[7] **Source**: Comscore Media Metrix® Multi-Platform, total audience (desktop 2+, mobile 18+), average of monthly unique visitors, April to March, Canada. Unduplicated reach of CBC/Radio-Canada digital platforms.
[8] **Source**: Comscore Media Metrix® Multi-Platform, total audience (desktop 2+, mobile 18+), average of monthly minutes per visitor to CBC/Radio-Canada digital platforms | CBC News/Regions | Radio-Canada Info/Régions, April to March, Canada.
[9] **Source**: Adobe Analytics, average of monthly visits to kids content on Appli des petits (included as of October 2021), Zone Jeunesse, ICI TOU.TV, CBC Kids sites, CBC Kids News and CBC Gem, April to March.
[10] This metric is made up of three groups: Indigenous Peoples, persons with disabilities and racialized people.

Engaging with young audiences

Driven by the success of new youth offerings by CBC and Radio-Canada, traffic to our digital kids content exceeded its target this year with 3.6 million visits from Canadian youth and parents on average per month.

Prioritizing our local connections

2021-2022 was a year of unprecedented multiplatform news coverage from across the country, as well as enhanced live video products; however, digital engagement for our news and regions sections finished the year below target for both Radio-Canada and CBC. For more details on these results, refer to the section Our Performance - Media Lines.

Reflecting contemporary Canada

We have surpassed our target for the employment equity representation of our new employees this fiscal year. This is the highest result we have achieved since the launch of our first Equity, Diversity and Inclusion Plan in 2018. We will continue to work towards being an equitable, diverse and inclusive public broadcaster that is reflective of all Canadians.

2022-2025 Equity, Diversity and Inclusion Plan, *Progress in Progress*

Our Performance – Media Lines

We use Media Lines reporting to measure performance against our operational targets, which mostly focus on audience reach and share through our various platforms and revenue across all our services. While the Corporation continues to monitor the performance of its discretionary television services, we have not reported our subscriber data for competitive reasons.

Annual targets for 2021-2022 were established using our best estimates of the impacts of the COVID-19 pandemic.

CBC highlights

CBC is Canada's trusted news source for breaking news

CBC was Canada's top source for election news on national Election Day, September 20, with record-breaking digital audiences and more television viewers tuning in to CBC News: Canada Votes election coverage on CBC TV and CBC News Network than any other broadcaster.

CBC TV and CBC News Network had an overall average minute audience of close to one million viewers from 6:30 p.m. to 2 a.m. ET.[11] CBC News' digital platforms drew record-high audiences over the course of the night, setting a new single-day record with 9.4 million unique visitors on Election Day, while in audio platforms, CBC News' election special reached 1.24 million listeners on CBC Radio One, and CBC Listen garnered its highest-ever number of unique visitors and content starts on Monday.[12]

Audiences continued to choose CBC for trusted news when it mattered most in February for coverage of the Ottawa demonstrations and police action in Ottawa during the Freedom Convoy. From Friday, February 18 through Sunday, February 20, nearly 6 million viewers tuned in to CBC News Network, with audiences peaking at over one million at 12:03 p.m. ET on Saturday for live and breaking news coverage from Ottawa.[13]

This trend was also seen on radio: the CBC News special that aired nationally on CBC Radio One on Monday, February 14 from 4:30-5:30 p.m. ET resulted in an increase in average audience of 60 per cent compared to the typical audience at that time of day.[14]

[11] **Source:** Numeris TV Meter, CBC Total, Monday, September 20, 2021, persons aged 2+, 6:30 PM-2 AM, Total Canada, average minute audience.
[12] **Source:** Adobe Analytics, Video/audio contains "english-debate" and "live", September 20, 2021.
[13] **Source:** Numeris TV Meter, February 18-20, 2022, CBC News Network, 2a-2a, Total Canada, cumulative reach.
[14] **Source:** Numeris Radio PPM, February 14, 2022, CBC Radio One, 4:30-5:30 PM ET, Total Canada, average minute audience.

Groundbreaking new series

CBC's slate of original programming brought Canadians outstanding entertainment and variety. This year's offerings included the Peabody-nominated series *Sort Of,* a big-hearted coming-of-age story from creators Bilal Baig and Fab Filippo about a fluid millennial in transition in every aspect of their life, from gender to love to sexuality to family to career.

Also debuting this year was CBC's acclaimed co-production with BET+, the historical drama *The Porter*. Inspired by real events, and set in the roar of the 1920s, the series is a gripping story of empowerment and idealism that highlights the moment when train porters from both Canada and the United States joined together to give birth to the world's first Black union.

And from Atlantic Canada, CBC audiences were introduced to the Finley-Cullens, the owners of a ramshackle summer resort called the *Moonshine*, and to the Critch family, in Mark Critch's hilarious *Son of a Critch*, the very real story of 11-year-old Mark coming of age in St. John's, Newfoundland in the 1980s.

Representation in content and in delivery

Asian Heritage Month

On September 30, CBC worked to amplify Indigenous voices across all platforms on the first-ever National Day for Truth and Reconciliation. The focus on Indigenous perspectives went beyond the content of our programming; an important aspect of the work was looking at the details of how those stories would appear on screen. All-new design elements for broadcast and digital programming — including a re-imagined CBC logo — were used to mark the occasion, and Anishinaabe artist Emily Kewageshig oversaw the creation of it all as a contributing art director for CBC.

CBC Radio One offered a one-hour special focused on stories of resilience, resistance and reclamation, while CBC Music featured Indigenous artists and composers.

This strategy was also used in the promotion of content to amplify Asian voices during Asian Heritage Month; branding was developed to unify our offering throughout May 2022. The branding was created by the CBC employee resource group Visible Women and was used across the organization on all social platforms.

CBC 2021-2022 results

INDICATORS	MEASUREMENTS	RESULTS 2020-2021	TARGETS 2021-2022	RESULTS 2021-2022	TARGET MET OR EXCEEDED	TARGETS 2022-2023
Customized digital services						
Digital reach[15]	*Monthly average unique visitors*	20.3M	20.4M	**20.7M**	✓	18.8M
Digital engagement[16]	*Monthly average minutes per visitor*	36 min/vis	36 min/vis	**33 min/vis**		31 min/vis
Engaging with young audience						
Digital visits to kids content[17]	*Monthly average visits*	2,748K	2,969K	**3,187K**	✓	3,322K
Prioritizing our local connections						
Digital engagement with CBC News/Regions[16]	*Monthly average minutes per visitor*	25 min/vis	26 min/vis	**23 min/vis**		23 min/vis
Reflecting contemporary Canada						
Employment equity representation[18]	*% of new external hires*	67.3%	55.0%	**64.7%**	✓	55.0%
Television and radio						
CBC Television[19]	*Prime-time audience share*	5.0%	6.6%	**5.8%**		4.9%
CBC News Network[19]	*All-day audience share*	2.1%	1.7%	**2.1%**	✓	1.8%
CBC Radio One and CBC Music[20]	*All-day audience share (PPM)*	16.0%	15.4%	**16.2%**	✓	15.8%
CBC Radio One and CBC Music[21]	*Monthly average national reach*	11.0M	11.0M	**10.9M**		10.9M
Revenue						
Total revenue[22]	*Conventional, discretionary, online*	$205M	$320M[23]	**$368M**	✓	$218M

Our performance metrics are evolving as the media industry continues to undergo a digital transformation. Refer to page 20 for more information on our methodologies.

Customized digital services

Heavy news cycles and two Olympic Games helped CBC maintain its strong reach throughout the fiscal year.

Our engagement levels fell short of target as major events such as the Beijing 2022 Olympic Games and the federal election didn't generate the anticipated audience interest.

[15] **Source**: Comscore Media Metrix® Multi-Platform, total audience (desktop 2+, mobile 18+), average of monthly unique visitors, April to March, Canada. Unduplicated reach of CBC digital platforms.
[16] **Source**: Comscore Media Metrix® Multi-Platform, total audience (desktop 2+, mobile 18+), average of monthly minutes per visitor to CBC | CBC News/Regions, April to March, Canada.
[17] **Source**: Adobe Analytics, average of monthly visits to kids content on CBC Kids sites, CBC Kids News and CBC Gem, April to March.
[18] This metric is made up of three groups: Indigenous Peoples, persons with disabilities and racialized people.
[19] **Source**: Numeris TV PPM, persons aged 2+, CBC Television: September to April (regular season); CBC News Network: April to March.
[20] **Source**: Numeris Radio PPM, persons aged 2+ in the Toronto, Vancouver, Calgary, Edmonton and Montreal-anglophone markets.
[21] **Source**: Numeris Radio PPM, persons aged 2+.
[22] Includes advertising revenue, subscription revenue and other revenue (e.g., content sales).
[23] The target for 2021-2022 includes revenue from the Tokyo 2020 Olympic Games and the Beijing 2022 Olympic Games because they are a shared responsibility for CBC and Radio-Canada.

Engaging with young audiences

Digital visits to CBC Kids have exceeded the target this year primarily driven by the relaunch of the Olympic Games section. There has been steady growth of audience to the children's sites throughout the year despite school closures and the easing of pandemic restrictions.

Prioritizing our local connections

Digital engagement with CBC News/Regions fell below target due in part to the lower than anticipated interest in news as the urgency around the pandemic has declined.

Reflecting contemporary Canada

Employment equity representation of new external hires is above target, which is a direct result of the ongoing focus on implementing and delivering on our Equity, Diversity and Inclusion (EDI) Plan.

Television and radio

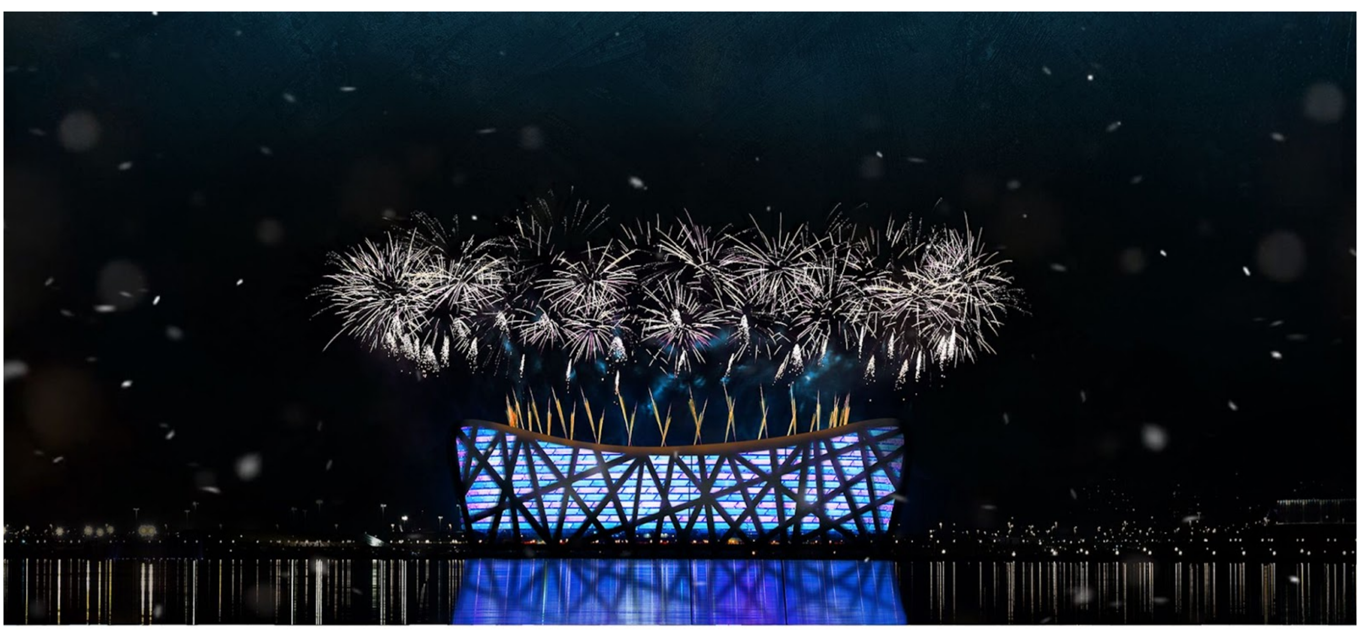
Despite a strong winter schedule and the Beijing 2022 Olympic Games, our overall audiences fell short of expectations.

CBC News Network has continued to exceed the target throughout the year, and it ended the year strong, driven largely by live news specials in the fourth quarter related to the Freedom Convoy and the ongoing conflict in Ukraine.

Radio One and CBC Music held steady audiences throughout the year despite lockdowns that disrupted commuting and listening habits. Combined reach fell short of target, while combined share exceeded target.

Revenue

Higher advertising revenue from both traditional and digital platforms, especially from both Olympic Games, contributed to a strong revenue performance this fiscal year.



Beijing 2022

Radio-Canada highlights

Keeping Canadians informed on the issues that matter most

This year, Radio-Canada provided comprehensive coverage of the federal election campaign for all French-speaking Canadians. The *La vérif* team fact-checked and clarified statements made by the main party leaders. The debate organized by ICI Ottawa-Gatineau was an opportunity for candidates to faceoff on issues such as the modernization of the *Official Languages Act*, francophone immigration, access to education and health services in French, bilingualism in the civil service, and much more.

In Radio-Canada's *Convictions* podcast, Simon Coutu and Frédéric Lacelle investigated vaccine hesitancy and rejection of other health measures surrounding COVID-19. A complementary documentary by the Rad team, also available on Facebook and YouTube, similarly delved into the motivations behind opposition to public health measures.

In addition, the *Décrypteurs* team was especially active this year in monitoring fake news on social platforms. They continued their rigorous fact-checking work on the COVID-19 pandemic, the Freedom Convoy and the conflict in Ukraine to help audience members recognize fake news.

Décrypteurs | Radio-Canada

Presenting programming that brings us together

Spotlighting key cultural, social and political events from the year 2021, our annual year-end programs on ICI TÉLÉ matched or exceeded last year's audience records. *Bye bye 2021* reached a new historical record, watched by over 4.9 million viewers![24] We deployed a bold content strategy with new shows that premiered on ICI TOU.TV including *Sans-rendez vous*, *Loto-Méno* and *District 31*.

Sport was also at the heart of our programming this year. After a full year delay, and amid continued logistical challenges, we brought all of the excitement of the Tokyo 2020 Olympic Games and Paralympic Games to Canadians last summer. A special podcast series, *Mon athlète à Tokyo*, featured unique conversations between Radio-Canada personalities and the Olympic athletes they had chosen to highlight on the road to Tokyo. For the Beijing 2022 Olympic Games, we launched a new daily web series *Pas en direct de Pékin* on ICI TOU.TV, Radio-Canada.ca and Facebook. Moreover, our efforts have been directed toward offering customized experiences and new personalization features for the Beijing 2022 Olympic Games on our Radio-Canada - Jeux Olympiques mobile app.

We also strengthened our local and regional connections through *Tout inclus*, where host Marieme Ndiaye and contributors from all across the country help audiences discover Canada's vast geographic territory in a fascinating and breathtakingly beautiful series.

[24] **Source:** Numeris TV PPM, francophones in Quebec aged 2+, December 31, 2021 and December 30, 2020, average minute audience.

Tout inclus | Radio-Canada

Showcasing Canada's diversity

In celebration of National Indigenous Peoples Day in June and the first National Day for Truth and Reconciliation in September, our platforms offered a variety of content, including *Le grand solstice*, an event featuring Indigenous musical artists from many different communities. ICI RDI broadcast two Indigenous documentaries – *Le mur invisible* and *Mamu* – and ICI ARTV presented *Elisapie : Faire face à la musique*.

We also launched our first radio show dedicated to Indigenous cultures, *Kuei! Kwe!*, on ICI PREMIÈRE. Melissa Mollen Dupuis hosts this weekly program that provides an Indigenous perspective on all facets of artistic and cultural life. Radio-Canada.ca also shared content on *Espaces autochtones*.

During the year we also reflected Canada's diversity in all of its richness on ICI TOU.TV. The documentary *Vous pouvez rêver* highlighted inspirational young people from a diversity of communities. In the web series *Tu viens d'où ?*, we followed the quest of Nicolas Ouellet as a Black person from Quebec City who was adopted and now lives in Montreal. In addition, *Pa t'mentir* is committed to deconstructing preconceptions and demystifying certain taboos that exist within Black and racialized communities in Quebec. Hosts Schelby Jean-Baptiste, Keithy Antoine and Irdens Exantus talk frankly about delicate subjects with their guests, with the aim of creating bridges between cultures.

Pa t'mentir | Radio-Canada

Radio-Canada 2021-2022 results

INDICATORS	MEASUREMENTS	RESULTS 2020-2021	TARGETS 2021-2022	RESULTS 2021-2022	TARGET MET OR EXCEEDED	TARGETS 2022-2023
Customized digital services						
Digital reach[25]	*Monthly average unique visitors*	6.1M	5.6M	**6.1M**	✓	5.5M
Digital engagement[26]	*Monthly average minutes per visitor*	63 min/vis	55 min/vis	**57 min/vis**	✓	52 min/vis
Engaging with young audiences						
Digital visits to kids content[27]	*Monthly average visits*	510K	425K	**454K**	✓	455K
Prioritizing our local connections						
Digital engagement with Radio-Canada Info/Régions[26]	*Monthly average minutes per visitor*	19 min/vis	16 min/vis	**14 min/vis**		13 min/vis
Reflecting contemporary Canada						
Employment equity representation[28]	*% of new external hires*	18.3%	22.0%	**29.0%**	✓	26.0%
Television and radio						
ICI TÉLÉ[29]	*Prime-time audience share*	25.6%	24.2%	**24.8%**	✓	22.5%
ICI RDI, ICI ARTV and ICI EXPLORA[29]	*All-day audience share*	6.2%	5.6%	**5.6%**	✓	5.2%
ICI PREMIÈRE and ICI MUSIQUE[30]	*All-day audience share (PPM)*	N/A[31]	17.3%	**22.1%**	✓	20.7%
Revenue						
Total revenue[32]	*Conventional, discretionary, online*	$208M	$326M[33]	**$376M**	✓	$225M

N/A = not applicable or not available

Our performance metrics are evolving as the media industry continues to undergo a digital transformation. Refer to page 20 for more information on our methodologies.

Customized digital services

Digital reach and digital engagement exceeded targets in a year marked by the COVID-19 pandemic, a federal election, Olympic Games, the conflict in Ukraine and sustained consumption of digital content.

Engaging with young audiences

Radio-Canada posted significantly higher visits to kids and youth content, outperforming targets. Programs on ICI TOU.TV, including *L'effet secondaire* and *Défense d'entrer*, contributed to this strong showing.

[25] **Source**: Comscore Media Metrix® Multi-Platform, total audience (desktop 2+, mobile 18+), average of monthly unique visitors, April to March, Canada. Unduplicated reach of Radio-Canada digital platforms.
[26] **Source**: Comscore Media Metrix® Multi-Platform, total audience (desktop 2+, mobile 18+), average of monthly minutes per visitor to Radio-Canada | Radio-Canada Info/Régions, April to March, Canada.
[27] **Source**: Adobe Analytics, average of monthly visits to kids content on Appli des petits (included as of October 2021), Zone Jeunesse and ICI TOU.TV, April to March.
[28] This metric is made up of three groups: Indigenous Peoples, persons with disabilities and racialized people.
[29] **Source**: Numeris TV PPM, francophones in Quebec aged 2+, ICI TÉLÉ: September to April (regular season); ICI RDI, ICI ARTV and ICI EXPLORA: April to March.
[30] **Source**: Numeris Radio PPM, Montreal central francophones aged 2+, September to March (regular season).
[31] New indicator starting in 2021-2022.
[32] Includes advertising revenue, subscription revenue and other revenue (e.g., content sales).
[33] The target for 2021-2022 includes revenue from the Tokyo 2020 Olympic Games and the Beijing 2022 Olympic Games because they are a shared responsibility for CBC and Radio-Canada.

Prioritizing our local connections

User engagement with News and Regional content on digital services did not meet its target due to high digital reach during major events (e.g., pandemic, federal election, Freedom Convoy, conflict in Ukraine).

Reflecting contemporary Canada

A successful communications campaign and other recruitment initiatives were contributing factors in exceeding the employment equity representation target this year.

Television and radio

ICI TÉLÉ's audience share exceeded its target for the year, driven largely by new offerings such as *L'oeil du cyclone* and by the successful final season of *District 31*. The combined shares of our discretionary TV services met its target for the year, mainly due to ICI RDI and its news and current affairs coverage throughout the year.

The combined audience share for ICI PREMIÈRE and ICI MUSIQUE is well above the target. *Tout un matin* and *Le 15-18* achieved high audience levels in the Greater Montreal Market.

Revenue

Our revenue was higher than targeted thanks to advertising revenue, especially from the Tokyo 2020 Olympic Games and Beijing 2022 Olympics Games, which proved more robust than expected.

Maxence Parrot, Beijing 2022 Olympic Games

Measuring our Canadian Content

Regulatory requirements for Canadian content on television are specified by the Canadian Radio-television and Telecommunications Commission (CRTC), which sets conditions of license for ICI TÉLÉ and CBC Television. As shown in the table below, in the previous two broadcast years, ICI TÉLÉ and CBC Television exceeded the CRTC's Canadian content conditions of license, both over the whole day and in prime time.

	YEARLY CONDITIONS OF LICENSE	RESULTS SEP 1, 2019 TO AUG 31, 2020	RESULTS SEP 1, 2020 TO AUG 31, 2021
ICI TÉLÉ			
Broadcast day	75%	79%	**82%**
Prime time	80%	93%	**95%**
CBC Television			
Broadcast day	75%	78%	**76%**
Prime time	80%	83%	**83%**

PEOPLE

Our Workforce

As of March 31, 2022, we employed a total of 7,743 employees, of whom 6,576 were permanent, 411 were temporary and 756 were contractual.

We value the relationships with our employees and aim to provide the best employment experience for them. As required by the *Employment Equity Act*, we are committed to providing equal employment opportunities to the four designated groups. We also strive to ensure that our equity, diversity and inclusion efforts involve and represent a range of experiences, identities, abilities and perspectives, both in our content and in the workplace.

Breakdown of designated groups among our workforce as of March 31, 2022:

- 49.2% were women
- 2.4% were Indigenous Peoples
- 4.0% were persons with disabilities
- 17.3% were racialized people.

Year in Review

Supporting our employees through the pandemic

March 2022 marked a full two years of supporting our employees – in the field, in our stations or working remotely – as they navigated challenging circumstances and continued to bring essential information and content to Canadians during the pandemic. As an organization, ensuring the safety of our employees is a top priority. Mandatory vaccinations for all employees were launched in October and we are now 100% in compliance.

We are in continued negotiations with the Syndicat des travailleuses et travailleurs de Radio-Canada (STTRC), and CBC/Radio-Canada is also working on implementing a new three-year collective agreement with the Association of Professionals and Supervisor (APS), effective April 1, 2022.

Fostering an equitable, diverse and inclusive workplace

In December 2021, we launched our 2022-2025 Equity, Diversity and Inclusion (EDI) Plan called Progress in Progress. The plan accelerates the work of delivering on our commitment to support and reflect the range and richness of this country's diversity in the content we create and in our workforce.

We also implemented our new policy (HUM-11 - Equity, Diversity and Inclusion (EDI) Prevention of Discrimination), which sets out CBC/Radio-Canada's commitment and approach for establishing and maintaining a workplace that promotes EDI and that provides all employees with equal rights and opportunities without discrimination. We also expanded our *Be Heard* declaration mechanism, increasing its scope from anti-racism to anti-discrimination so as to prohibit all grounds of discrimination covered by the *Canadian Human Rights Act*, with which our new policy is now fully aligned.

Looking to the future of work

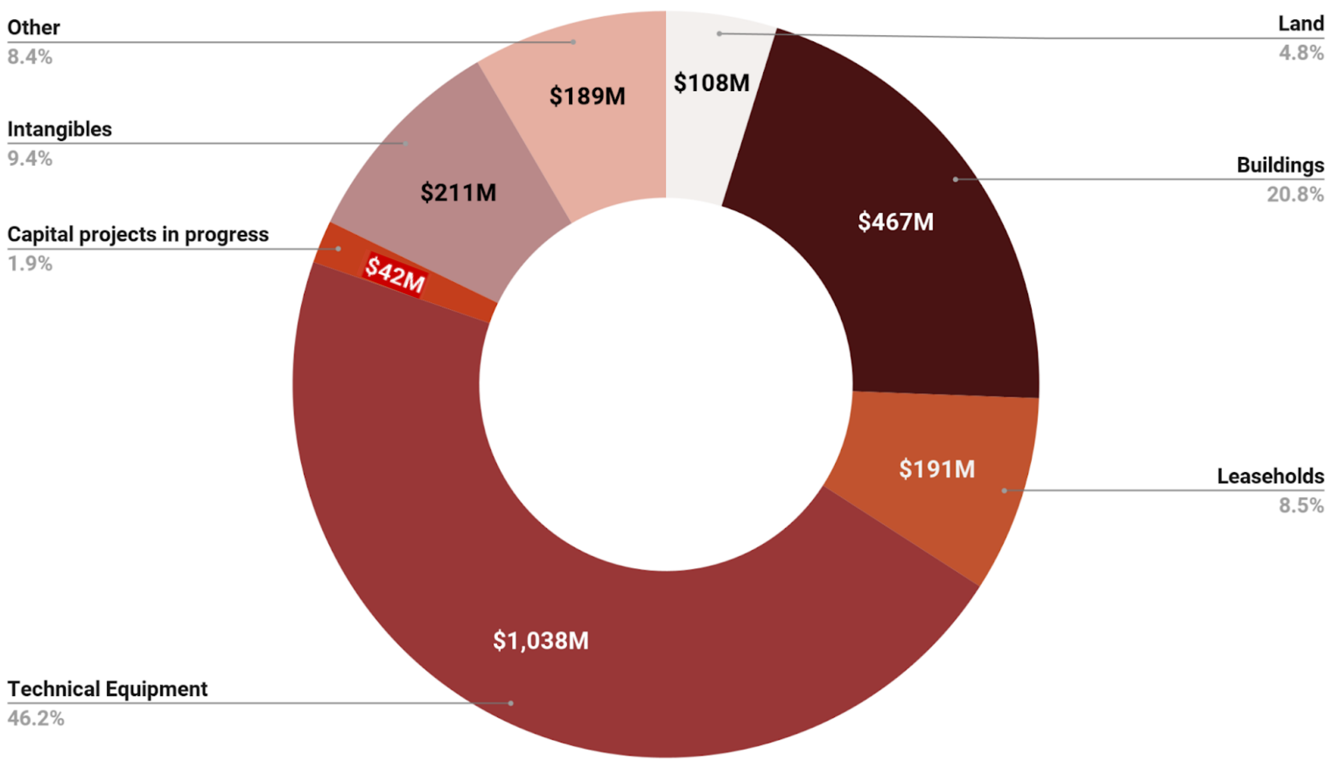
In line with the work already being done to update our HR information system, our Future of Work project is moving forward to rethink how we work while staying true to our mandate and providing our teams with a modern work experience. We've launched our (SEC-5) Teleworking policy, and have provided supporting documentation for employees and managers as well as training for managers in a new hybrid work model. Departments developed individual teleworking guidelines per their unique needs, and our workspaces are being redefined to better support the hybrid workplace. Allowing our employees to continue being productive while adapting to the new realities of the workforce gives us an advantage as an employer.

TECHNOLOGY AND INFRASTRUCTURE

Our Assets

With 74 content production sites, one of the the world's largest broadcast transmission networks (727 radio transmitters and 27 digital television transmitters distributed across 522 sites) and a real estate portfolio of 3.9 million square feet, CBC/Radio-Canada has a large portfolio of capital assets $2.2 billion on a historical cost basis (with a net book value of $817 million) as at March 31, 2022.

Our infrastructure costs by asset type



CBC/Radio-Canada has a base capital appropriation from the Government of Canada of $85.9 million per year. As required by subsection 54(4) of the *Broadcasting Act*, we present our capital budget to the Minister of Canadian Heritage in our Corporate Plan and then submit it to the government for approval.

Year in Review

Technical support and more

The ongoing COVID-19 pandemic has reshaped some of the ways we do business. Facilitating remote work while ensuring the health and safety of staff in their working environments has been a priority throughout – one whose tactics we can adopt and adapt as we reintegrate into the workplace and embrace hybrid work models. Over the 2021-2022 period, smooth day-to-day operations depended on the work of our support teams, who managed over 108,000 requests and the replacement of 1,650 computers.

An Olympic feat

Our teams supported two sets of Olympic and Paralympic Games that took place within six months of each other. This unprecedented turnaround was made possible by providing flexible logistical and technical support to teams on the ground in Tokyo and Beijing and here at home as they covered the action and brought the excitement of the Games to Canadians. With the help of our Technology and Infrastructure department, CBC/Radio-Canada's coverage of the Tokyo 2020 Olympic Games broke new ground: the Opening Ceremony was broadcast live online across several different platforms in eight Indigenous languages in addition to French, English, American Sign Language and described video. For the Beijing 2022 Olympic Games, we provided Indigenous language coverage for men's and women's hockey, as well as for both the Opening and Closing Ceremonies.

Betsy Longchap (left) and Dorothy Stewart (Jaime Little/CBC)

Our Workplace Strategy at work

In Montreal, we are overseeing the final stages of the move into the newly built Maison de Radio-Canada (MRC) (planned for fiscal year 2022-2023); all radio programs are now being produced from in-house studios. We are the first multiplatform broadcaster in the world to rely one hundred per cent on Internet protocol (IP) technology for the distribution of audio and video signals, from production to distribution.

Enhancements to three regional bureaus were completed this year. In Charlottetown, open areas were reconfigured, structural finishes were updated, and the functionality of the new radio studios was improved. A refresh of the 5th floor French newsroom was completed in Winnipeg. Outfitted with ergonomic workstations, the new spaces foster collaboration and improve workflow for staff. Now the site of exclusively gender-neutral washrooms (a first in any of our buildings), our Regina office was renovated, which included the installation of a fully integrated French and English shared newsroom and the redesign of the spaces with improved ergonomics and future-of-work principles in mind.

Thanks to our dedication to creating sustainable work environments, the Toronto Broadcast Centre has received its LEED Operations & Maintenance Gold Certification. It is the first federal building in Toronto to obtain this certification for Existing Buildings, achieved by satisfying prerequisites and earning credits in seven impact categories: location and transportation, sustainable sites, water efficiency, energy and atmosphere, materials and resources, indoor environmental quality, and innovation. This is an early milestone in our Greening Our Story environmental strategy.

Carp, Ottawa New Archive Warehouse

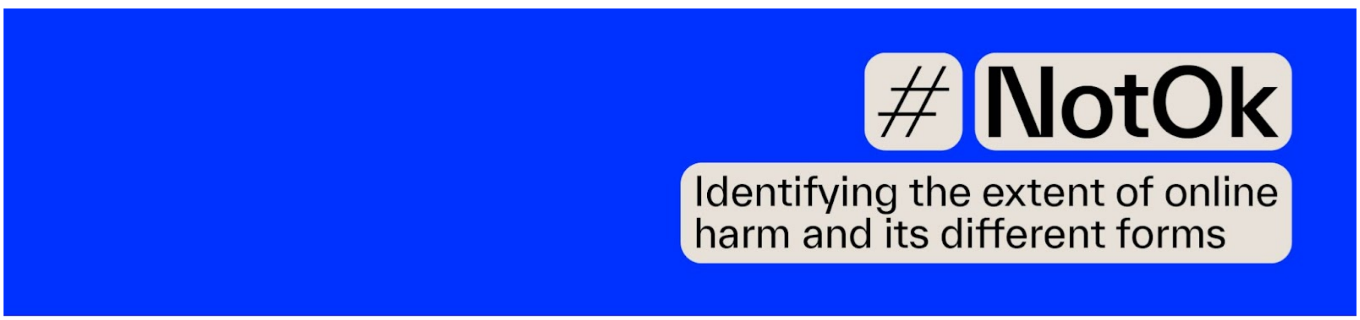
In keeping with industry best practices and in order to preserve the value of our archival collection for posterity, we have completed the construction of the Carp, Ottawa New Archive Warehouse. Over 70,000 film reels and other archival materials that were previously stored regionally have been centralized in the new warehouse, with many more on the way. A digitization project is underway concurrently, further ensuring the preservation of this content for future generations.

CBC/Radio-Canada Office, Ottawa

LOOKING AHEAD

Looking ahead to 2022-2023 and the ongoing COVID-19 pandemic, CBC/Radio-Canada will continue to support Canadians with the trusted news and information they need – from educational content for parents and kids, to much-needed doses of entertainment. The past year has demonstrated the irreplaceable value of public media. We know how critical this role is in a time of crisis, and our commitment to serving Canadians will continue to drive everything we do.

Internally, we have appointed a Task Force to Fight Online Harm, especially that which affects our journalists and media professionals. The Task Force is working on tactics to actively discourage online attacks and developing ways to support our journalists when incidents occur. We have also been working with media partners, government and social media platforms to push for more effective action on this issue. Last November, we hosted a two-day virtual forum titled #NotOK — Stand Up for Journalism and Democracy. The goal of the forum was to bring together people from across the news industry to share their experiences, support each other and take a common stand against the growing problem of online harm against media professionals.



#NotOk

In June 2021, we launched our five-year environmental strategy, *Greening Our Story*, a global call to respond to climate change and a commitment to integrate sustainability practices into all we do. The targets presented in this plan are a critical first step, and they are just the beginning of our sustainability journey. We have also established concrete goals to reduce our carbon footprint, aligning ourselves with international efforts like the Paris Accord, and we will be measuring and reporting on our progress.

On the content front, we partnered with ABC Australia on Season 2 of *Stuff the British Stole*, and with NRK Norway, ABC Australia and CTC Kids in Russia to create *Big Blue*, a 52-episode underwater adventure debuting in Canada. We launched a groundbreaking podcast series *Welcome to Paradise*, a six-part memoir of a powerful woman confronting the source of her pain and trauma. We will premiere *Pour toi Flora*, a drama series written, directed and produced by Indigenous talent, on ICI TOU.TV EXTRA before broadcasting it during prime time on ICI TÉLÉ and on the Aboriginal Peoples Television Network (APTN).

We look forward to the decisions concerning the renewal of our broadcast licences by the CRTC for our television and radio services. The proposed changes to our existing regulatory commitments and the addition of innovative new commitments will help further our progress on the path towards building a comprehensive new framework for our services – one that fully spans all platforms so that they can be enjoyed by each and every Canadian.

FINANCIAL SUSTAINABILITY

CBC/Radio-Canada depends on both its parliamentary appropriation and a range of commercial revenue, including advertising, to support the programs and services it provides to Canadians. While we expect the post-pandemic revenue to be sustained in the short-term, the long-term prospects of the advertising market remain a concern.

Advertising revenue from conventional TV will continue to be under pressure as big digital players attract a larger share of this revenue.

Revenue and Other Sources of Funds

CBC/Radio-Canada has four sources of direct funding: government appropriations for operating and capital expenditures, advertising revenue, subscriber fees, and financing and other income:

Government funding: This year, operating funding was $1,139.7 million, capital funding recognized in income was $96.3 million and working capital was $4.0 million.

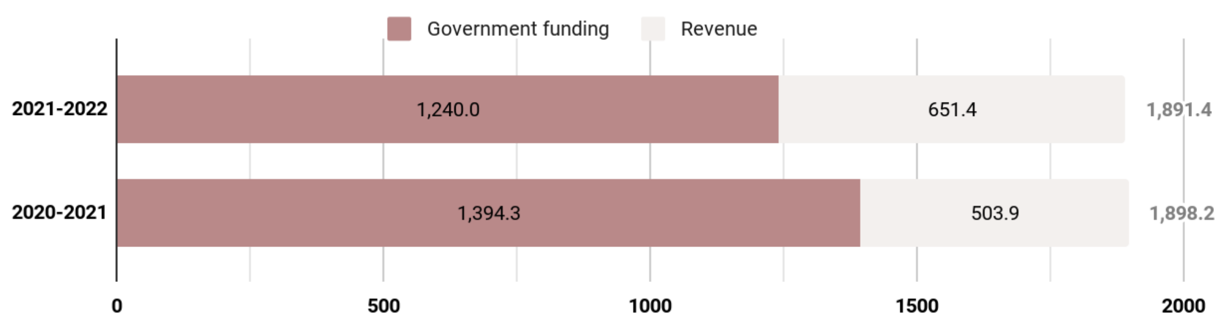
Advertising revenue: This includes ongoing sales of advertising on our conventional television channels, digital platforms and discretionary television services. Advertising revenue driven by events, such as the Olympic Games, can have a material impact on the Corporation's self-generated revenue. Over the long-term, TV advertising revenue is decreasing as a proportion of our total source of funds, mainly as a result of the market's shift away from conventional advertising platforms.

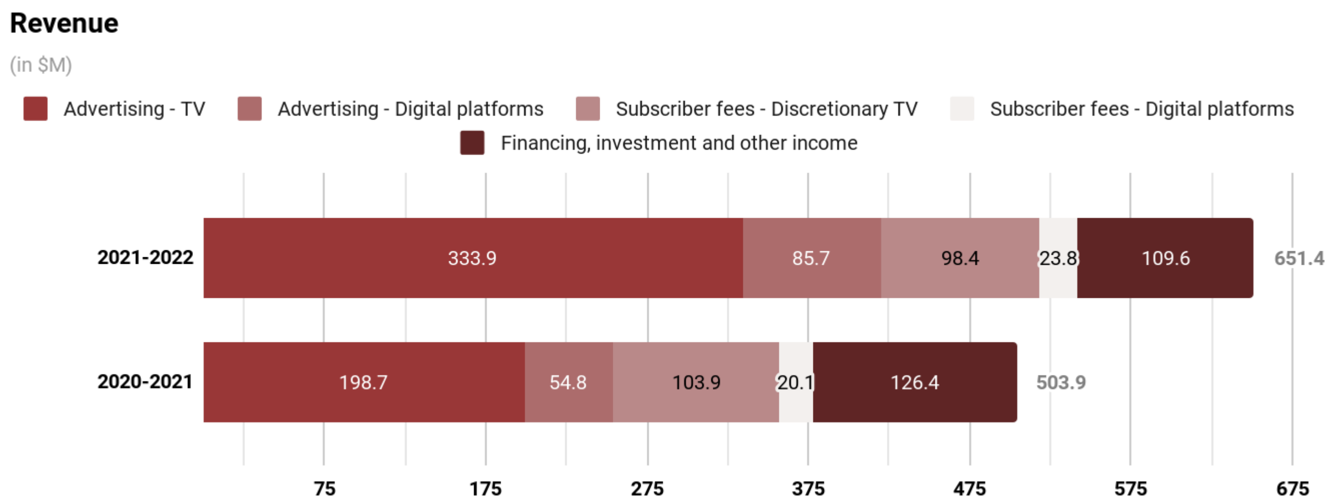
Subscriber fees: These are fees from our discretionary services: CBC News Network, *documentary*, CBC Gem, ICI EXPLORA, ICI ARTV, ICI RDI, ICI TOU.TV EXTRA and Curio.ca. Subscriber fees from our traditional platforms are experiencing downward pressure from the continuing cord-cutting and cord-shaving trends. Subscribers to our digital platforms are increasing.

Financing and other income: This includes ongoing income from activities such as the rental of real estate assets, content sales, leasing of space at transmission sites and host broadcasting sports events.

Sources of funding

(in $M)





Financial Condition, Cash Flows and Liquidity

We rely on parliamentary appropriations and the cash generated from our operations to fund our operating activities and our capital needs in an environment highly dependent on technology. Specifically, our main sources of liquidity are parliamentary appropriations for operating, capital and working capital requirements, and revenue such as the sale of advertising on our various platforms. Our cash flows from operating, investing and financing activities for the year are summarized below.

Our cash balance at March 31, 2022 was $83.0 million, compared to $90.1 million on March 31, 2021.

Cash position

For the year ended March 31	**2022**	2021	% change
Cash – beginning of the year	**90,107**	**72,386**	**24.5**
Changes in the year			
Cash (used in) from operating activities	(27,228)	148,498	N/M
Cash used in financing activities	(71,970)	(72,121)	(0.2)
Cash from (used in) investing activities	92,051	(58,656)	N/M
Net change	**(7,147)**	**17,721**	**N/M**
Cash – end of the year	**82,960**	**90,107**	**(7.9)**

N/M = not meaningful

Cash (used in) from operating activities

Cash (used in) from operating activities includes cash inflows from our drawdowns of parliamentary appropriations for operating expenditures and working capital. Fluctuations in working capital have a significant impact on cash received or disbursed in the course of our operations.

Cash used in operating activities was $27.2 million this year, a decrease of $175.7 million compared to last year. Cash from operating activities was higher last year due mostly to the receipt of additional appropriations for operating expenditures of $119.4 million for retroactive salary inflation, a $36.7 million advance from our 2021-2022 appropriation and $33.7 million transferred from our appropriation for capital expenditures.

Cash used in financing activities

Cash used in financing activities includes cash outflows for interest payments, repayments of the Broadcast Centre Trust bonds, payments of notes payable and payments to meet obligations under our leases.

Cash used in financing activities was stable at $72.0 million. Further details of our cash requirements for financing activities are as follows:

- interest payments of $24.2 million (2020-2021: $26.4 million)
- repayments of the Broadcast Centre Trust bonds of $20.8 million (2020-2021: $19.3 million)
- payments of notes payable of $8.6 million (2020-2021: $8.2 million).

Cash from (used in) investing activities

Cash from (used in) investing activities includes cash from our drawdowns of parliamentary appropriations for capital expenditures.

Cash from investing activities was $92.1 million, an increase of $150.7 million relative to last year. Our purchases and redemptions of Canada Mortgage Bonds resulted in a net cash inflow of $46.9 million, compared to a net cash outflow of $37.6 million in the previous year. In addition, we received higher appropriations for capital expenditures since we transferred $33.7 million last year to our appropriation for operating expenditures and had lower additions to property and equipment and intangible assets by $27.4 million.

Borrowing plan

The *Broadcasting Act*, section 46.1, confers on CBC/Radio-Canada the authority to borrow up to $220.0 million, or such greater amount as may be authorized by Parliament, subject to approval of the Minister of Finance. Section 54.(3.1) of the *Act* requires that our borrowing plan be included in our Corporate Plan. Borrowing to meet working capital purposes is prohibited.

When we sold long-term accounts receivable in 2009 as part of our Financial Recovery Plan, which addressed the impact of the global economic slowdown and declining television advertising revenue, we provided a guarantee to investors to obtain the best possible value for selling the receivables. This guarantee was deemed to be borrowing. The outstanding amounts against the borrowing authority are as follows:

Total borrowing authority available	220,000
Authority used as at March 31, 2022	
Guarantee on accounts receivable monetization	(60,022)
Remaining authority	**159,978**

Under the *Broadcasting Act*, section 47(1), we are an agent of the Crown and therefore have the constitutional immunities, privileges and prerogatives that are enjoyed by the Crown. The Crown is also fully liable and financially exposed for all our actions and decisions while we are operating within our mandate. Therefore, our assets and liabilities are the assets and liabilities of the Government of Canada.

Year in Review – Our Results

Results under IFRS and Budget Results

The following analysis provides a more detailed discussion of our financial performance.

For the year ended March 31	**2022**	2021	% change
Revenue	651,417	503,944	29.3
Government funding	1,240,014	1,394,346	(11.1)
Expenses	(2,011,475)	(1,728,093)	16.4
Results before other gains and losses and taxes	**(120,044)**	**170,197**	**N/M**
Other gains and losses	(680)	3,046	N/M
Results before income taxes	**(120,724)**	**173,243**	**N/M**
Income tax recovery (expense)	28,651	(31,149)	N/M
Net results under IFRS for the year	**(92,073)**	**142,094**	**N/M**
Items not included in our operating budget			
Pension and other employee future benefits	41,422	36,468	13.6
Depreciation, amortization and decommissioning expenses, net of amortization of deferred capital funding	14,246	9,549	49.2
Other provisions for non-cash items	(28,039)	(13,078)	N/M
Budget Results for the year[1]	**(64,444)**	**175,033**	**N/M**

N/M = not meaningful

[1]Budget Results is a non-IFRS measure. An explanation of Budget Results is provided on page 40.

Net results under IFRS for the year

Net results under IFRS for the year were a loss of $92.1 million, a decrease of $234.2 million due to the following:

- Lower government funding recognized in income this year by $154.3 million (↓11.1%). Last year's government funding was particularly high due to the receipt of $119.4 million of retroactive salary inflation for fiscal years 2018-2019 through 2020-2021 and the recognition of a $36.7 million advance from this year's appropriations; and
- Higher expenses by $283.4 million (↑16.4%) from costs associated with the rights and production of coverage for the Tokyo 2020 Olympic Games and the Beijing 2022 Olympic Games, as well as increased spending on programming content and sports events, as well as continued investments in our digital activities. In comparison, our spending on programming last year was also lower due to production delays at the onset of the pandemic.

These adverse impacts on our Net results under IFRS were partly offset by the following;

- Higher revenue of $147.5 million (↑29.3%) as our results this year include additional advertising and licensing revenue from the broadcast of the Tokyo 2020 Olympic Games and the Beijing 2022 Olympic Games, held in a single fiscal year due to the pandemic, and overall stronger recovery of Canadian television advertising demand; and
- The recognition of an income tax recovery of $28.7 million this year, whereas last year an expense of $31.1 million was recorded.

Budget Results for the year

We define Budget Results as Net results under IFRS less the adjustments for revenue or expenses not included in our operating budget for the current fiscal year. This measure is used by management to help monitor performance and balance the Corporation's budget with parliamentary appropriations. We believe this measure provides useful complementary information to readers, while recognizing that it does not have a standard meaning under IFRS and will not likely be comparable to measures presented by other companies.

Adjustments include the elimination of non-cash pension and other employee future benefit costs, which represent the excess of the IFRS expense over the actual cash contribution for the period. Adjustments are also made for other non-cash items such as the depreciation, amortization and decommissioning of capital assets; the amortization of deferred capital funding; the depreciation of Right-Of-Use assets; and non-budgetary annual leave.

Our **Budget Results for the year** were a loss of $64.4 million this year, compared to a gain of $175.0 million in 2020-2021. These results largely reflect lower government funding recognized this year and our higher spending on content.

Revenue

For the year ended March 31	**2022**	2021	% change
Advertising[1]			
English Services	248,969	122,471	103.3
French Services	170,581	131,001	30.2
	419,550	253,472	65.5
Subscriber fees			
English Services	61,659	62,612	(1.5)
French Services	60,575	61,433	(1.4)
	122,234	124,045	(1.5)
Financing, investment and other income[1]			
English Services	45,667	32,607	40.1
French Services	23,163	19,454	19.1
Corporate Services	40,803	74,366	(45.1)
	109,633	126,427	(13.3)
TOTAL	**651,417**	**503,944**	**29.3**

[1]The Corporation modified the classification of its revenue arising from social media platforms and commercial production. More information is provided in Note 19 *Revenue* of our Consolidated Financial Statements.

Our revenue increased (↑ 29.3%) compared to last year, with the main variances by revenue streams noted below.

Advertising (↑ 65.5%)

Our advertising revenue depends on the different events of significant importance we cover throughout the year, the overall health of the economy and advertising market, and the success of our programming schedule.

For the year ended March 31	**2022**	2021	% change
TV advertising	333,856	198,728	68.0
Digital advertising[1]	85,694	54,744	56.5
	419,550	**253,472**	**65.5**

[1]The Corporation modified the classification of its revenue arising from commercial production and social media platforms. More information is provided in Note 19 *Revenue* of our Consolidated Financial Statements.

Revenue from TV advertising increased for both CBC and Radio-Canada this year by $135.1 million (↑ 68.0%) mostly due to TV advertising revenue from our broadcast of the Tokyo 2020 Olympic Games and the Beijing 2022 Olympic Games, held in a single fiscal year due to the pandemic. In addition, ongoing TV advertising revenue is higher this year due to increased demand for Canadian TV advertising over pandemic-driven lows in the previous year.

Digital advertising revenue has increased by $31.0 million (↑ 56.5%) across video and display advertising in particular as consumption of digital content and demand for digital advertising has steadily increased since the early days of the pandemic.

Subscriber fees (↓ 1.5%)

Our subscriber revenue is driven by the rates for our discretionary services and our subscriber base, which has declined for our TV services when compared to the prior year due to the adverse effects of the cord-shaving trend affecting the cable industry.

For the year ended March 31	**2022**	2021	% change
Discretionary TV platforms	98,399	103,897	(5.3)
Digital platforms	23,835	20,148	18.3
	122,234	**124,045**	**(1.5)**

Our subscriber revenue was lower by $1.8 million (↓1.5%) when compared to last year as our subscriber base for our discretionary platforms decreased. This decline was somewhat offset by subscriber growth on our digital platforms (ICI TOU.TV EXTRA and CBC Gem) since the start of the COVID-19 pandemic.

Financing, investment and other income (↓ 13.3%)

Financing, investment and other income depends on the different events and transactions throughout the year, as it includes production revenue from host broadcasting services and revenue from the sale of content. It also reflects revenue from our rentals, sponsorships and retransmission rights. More information about our revenue streams is provided in note 19 Revenue *of our Consolidated Financial Statements.*

Our financing, investment and other income this year was comparatively lower than last year by $16.8 million (↓ 13.3%) from the receipt in 2020-2021 of an additional $33.3 million in a one-time payment of retransmission rights royalties. This decrease was partly offset by higher licensing and sponsorship revenue of $16.0 million, mostly from covering the Tokyo 2020 Olympic Games and the Beijing 2022 Olympic Games, as well as other sports events.

Operating expenses

For the year ended March 31	**2022**	2021	% change
Television, radio and digital services costs[1]			
English Services	1,101,080	892,289	23.4
French Services	816,807	741,792	10.1
	1,917,887	1,634,081	17.4
Other operating expenses			
Transmission, distribution and collection	58,387	56,892	2.6
Corporate management	11,054	10,611	4.2
Finance costs	24,147	26,509	(8.9)
	93,588	94,012	(0.5)
TOTAL	**2,011,475**	**1,728,093**	**16.4**

[1] Television, radio and digital services costs were updated to reflect the current approach for allocating shared costs between English Services

and French Services.

Our total operating expenses increased by $283.4 million (↑16.4%) compared to last year, with the main variances noted below.

Television, radio and digital services costs (↑ 17.4%)

Television, radio and digital services costs depend on the different events of importance we cover throughout the year and on our ongoing programming schedule. They represent the costs we incur in relation to the production of our programs, including the cost of our technical labour and facilities.

Television, radio and digital services costs increased by $283.8 million (↑17.4%) compared to last year due to the costs associated with the rights and production of coverage for the Tokyo 2020 Olympic Games and the Beijing 2022 Olympic Games; increased spending on our content; a busier news cycle that included coverage of the federal election, the Freedom Convoy, the war in Ukraine and sports events; and continued investments in our digital activities. In 2020-2021, our expenses were comparatively lower as our programming activities were disrupted by delays at the onset of the pandemic and we had implemented a financial contingency plan.

Other operating expenses (↓ 0.5%)

Other operating expenses include costs related to the broadcasting of the Corporation's programs ("transmission, distribution and collection costs"), corporate management costs, and finance costs.

Other operating expenses remained stable (↓ 0.5%) compared to last year.

Government funding

For the year ended March 31	**2022**	2021	% change
Parliamentary appropriations for operating expenditures	1,139,694	1,291,402	(11.7)
Parliamentary appropriations for working capital	4,000	4,000	-
Amortization of deferred capital funding	96,320	98,944	(2.7)
TOTAL	**1,240,014**	**1,394,346**	**(11.1)**

***Parliamentary appropriations for operating expenditures** are recognized based on the amounts voted by Parliament.*

*Capital funding is recorded as **deferred capital funding**. It is amortized and recognized as revenue over the same periods as the related property, equipment and intangible assets are used in CBC/Radio-Canada's operations.*

Parliamentary appropriations for operating expenditures decreased by $151.7 million (↓ 11.7%) in 2021-2022.

Last year's government funding was comparatively higher as it included the receipt of $119.4 million of retroactive salary inflation for fiscal years 2018-2019 through 2020-2021. In addition, due to the uncertainty of the pandemic on our cash flows last year, we received Treasury Board's approval to transfer $33.7 million from our 2020-2021 appropriation for capital expenditures, and we received a $36.7 million advance from our 2021-2022 appropriation for operating expenditures.

These decreases were partly offset by the recognition this year of an additional $21.0 million investment made by the Government of Canada to help CBC/Radio-Canada manage its critical operating requirements during the pandemic.

Amortization of deferred capital funding was lower by $2.6 million (↓ 2.7%), consistent with our lower asset base.

Other gains and losses

For the year ended March 31	**2022**	2021	% change
(Loss) gain on disposal of property and equipment and intangibles	(680)	3,046	N/M
TOTAL	**(680)**	**3,046**	**N/M**

N/M = not meaningful

In 2021-2022, our loss on disposal of $0.7 million was mainly due to net losses from the retirement of assets in the regular course of our operations.

Last year's gain on disposal of $3.0 million was mainly the result of a non-monetary transaction in which we exchanged software licences.

Income tax

For the year ended March 31	**2022**	2021	% change
Income tax recovery (expense)	28,651	(31,149)	N/M
TOTAL	**28,651**	**(31,149)**	**N/M**

N/M = not meaningful

Due to our positive taxable net results in 2020-2021, we recognized a $31.1 million income tax expense in the prior year. This year, we recognized a $28.7 million income tax recovery as a result of our tax loss. We anticipate recovering the remaining amount paid in 2020-2021 in future years.

Total comprehensive income (loss)

For the year ended March 31	**2022**	2021	% change
Net results for the year	(92,073)	142,094	N/M
Other comprehensive income			
Remeasurements of defined benefit plans	813,426	206,022	N/M
Total comprehensive income for the year	**721,353**	**348,116**	**N/M**

N/M = not meaningful

Remeasurements of defined benefit plans are driven by significant non-cash fluctuations in our pension plan's obligations and assets that occur when actual results or interest rates differ from our actuarial assumptions. We recognize these movements immediately in other comprehensive income each year.

Total comprehensive income recognized this year was $721.4 million, compared to $348.1 million in the prior year. In addition to our net results, total comprehensive income includes remeasurements of defined benefit plans as described above.

A gain of $813.4 million was recognized this year on remeasurements of defined benefit plans. This was mostly due to a 70 basis-point increase in the discount rate, which decreased the defined benefit obligation by $599.6 million and a gain on plan assets of $213.8 million, resulting from a higher return on plan assets than estimated in our actuarial assumptions.

A gain of $206.0 million was recognized last year on remeasurements of defined benefit plans. This was mostly due to a gain on plan assets of $628.6 million, resulting from a higher return on plan assets than estimated in our actuarial assumptions. This was partly offset by a 49 basis-point decrease in the discount rate, which increased the defined benefit obligation by $422.6 million.

Seasonality and quarterly financial information

The following table shows condensed financial data for the previous eight quarters. This quarterly information is unaudited, but has been prepared on the same basis as the annual Consolidated Financial Statements. Analysis of our results by quarter is available in our quarterly reports available here.

	2021-2022				
	Q1	Q2	Q3	Q4	**Total**
Revenue	118,052	182,043	147,147	204,175	651,417
Government funding	273,756	294,582	300,237	371,439	1,240,014
Expenses	(398,138)	(480,726)	(492,853)	(639,758)	(2,011,475)
Results before other gains and losses and taxes	**(6,330)**	**(4,101)**	**(45,469)**	**(64,144)**	**(120,044)**
Other gains and losses	10	812	(801)	(701)	(680)
Results before income taxes	**(6,320)**	**(3,289)**	**(46,270)**	**(64,845)**	**(120,724)**
Income tax recovery	-	-	-	28,651	28,651
Net results under IFRS for the period	**(6,320)**	**(3,289)**	**(46,270)**	**(36,194)**	**(92,073)**
Budgetary Results for the period[1]	**1,298**	**(14,297)**	**(21,371)**	**(30,074)**	**(64,444)**

	2020-2021				
	Q1	Q2	Q3	Q4	**Total**
Revenue	99,005	106,637	136,915	161,387	503,944
Government funding	284,039	300,266	309,355	500,686	1,394,346
Expenses	(378,391)	(358,607)	(464,490)	(526,605)	(1,728,093)
Results before other gains and losses	**4,653**	**48,296**	**(18,220)**	**135,468**	**170,197**
Other gains and losses	253	132	(114)	2,775	3,046
Results before income taxes	**4,906**	**48,428**	**(18,334)**	**138,243**	**173,243**
Income tax expense	-	-	-	(31,149)	(31,149)
Net results under IFRS for the period	**4,906**	**48,428**	**(18,334)**	**107,094**	**142,094**
Budgetary Results for the period[1]	**22,455**	**34,120**	**1,222**	**117,236**	**175,033**

[1] Budget Results is a non-IFRS measure. An explanation of Budget Results is provided on page 40.

Our operating results are subject to seasonal fluctuations that materially impact quarter-to-quarter results. The seasonality of our **revenue** is reflective of general market, economic and viewership patterns affecting all conventional broadcasters. Revenue from our ongoing activities generated during the first half of the year is usually lower because the summer season attracts fewer TV viewers. In contrast, revenue from our ongoing activities in the third quarter is comparably higher as TV audiences are larger and more advertisers purchase airtime in anticipation of the holiday season.

Government funding is recognized in the Corporation's income based on budgeted net expenses for the quarter. Monthly and quarterly budgets are established from the annual budget approved by the Board of Directors at the beginning of each year and reflect expected funding for the year and seasonal impacts on expenditures and revenue.

Expenses from our ongoing activities also tend to follow a seasonal pattern because they are influenced by the programming schedule. Operating costs tend to be higher in the fourth quarter as the Corporation incurs costs preparing for the fall broadcast season and completes project deliverables due by the end of the fiscal year.

Given the impact of the evolving COVID-19 pandemic, there is inherently more uncertainty associated with seasonal fluctuations relative to periods preceding the pandemic. Other factors may impact net results from quarter to quarter. These may include foreign exchange gains or losses, asset write-offs and sales. When appropriate, these are recorded as other gains and losses.

Our results of 2021-2022 were impacted by our broadcast of the Tokyo 2020 Olympic Games and the Beijing 2022 Olympic Games.

Outlook

COVID-19

Advertising revenue was negatively impacted at the beginning of the pandemic as advertisers reduced expenditures to offset declining revenues as Canadian and global efforts were focused on containment of the COVID-19 outbreak. The trending in 2021-2022 suggests a return to pre-pandemic levels for advertising revenue with growth in digital outpacing television. The decline of conventional TV audiences is challenging to predict; however, sustaining overall advertising revenue in the long term is dependent on digital revenue.

Modernizing of broadcasting legislation

The Government of Canada has committed to modernizing Canada's media legislation: the *Broadcasting Act*, the *Telecommunications Act* and the *Radiocommunication Act*. As CBC/Radio-Canada's mandate and many of its obligations are determined by the *Broadcasting Act*, any changes could affect our financial outlook. We are working with the government to ensure a media ecosystem that continues to support the public broadcaster and its ability to serve all Canadians.

Olympic Games

Early April 2022, the International Olympic Committee (IOC) announced that CBC/Radio-Canada secured the exclusive broadcast rights in Canada for the following Olympic Games: Milano Cortina 2026 Olympic Games, Los Angeles 2028 Olympic Games, Olympic Winter Games 2030 (the host of which is yet to be selected) and Brisbane 2032 Olympic Games. Including the Olympic Games Paris 2024, for which we have already been awarded the rights, we will continue to serve as Canada's Olympic network for the next five Olympic Games.

RISK MANAGEMENT AND GOVERNANCE

Risk Management

We occupy an important place in the Canadian broadcasting system and face a unique set of risks. Like all broadcasters, we must adapt to accelerated technological changes, shifts in demographics, evolving consumer demands, increasing regulatory scrutiny and structural changes in the media ecosystem. We are seeing an increase in violence against journalists and media professionals, and growing sources of disinformation and misinformation. Moreover, given our mandate to serve all Canadians, we also face a unique set of public expectations and financial challenges.

While the effects of COVID-19 subsided in fiscal year 2021-2022, we expect those to continue to persist into the next fiscal year. These effects include continuing cost pressures and the possibility of programming disruptions due to the impacts of new variants or waves. We will continue to serve Canadians by providing them with vital news, information and entertainment programming during this ongoing pandemic, while protecting the health and safety of our staff.

It is our policy to develop, implement and practice effective risk management to ensure risks and opportunities that impact our strategies, objectives and operations are identified, assessed and managed appropriately.

Our Risk Management Program is integrated into business processes across the Corporation. Responsibility for risk management is shared among the following groups:

1 BOARD

The Board oversees our key risks at a governing level, obtains a quarterly update on key risk status, approves significant policies, and ensures that the processes and systems required to manage risks are in place.

2 AUDIT COMMITTEE OF THE BOARD

The Audit Committee monitors key risks, discussing their status with management at quarterly meetings and ensuring that management has programs for evaluating the effectiveness of internal controls.

3 SENIOR EXECUTIVE TEAM

The Senior Executive Team identifies and manages risks, reports on our key risks to the Audit Committee and the Board, recommends policies, and oversees financial reporting and internal control systems.

4 MEDIA AND SUPPORT BUSINESS UNITS

Media and support business units initially identify and assess risks through the annual business plan process, and develop and execute detailed plans to manage risks. Risks are prioritized based on their potential impacts and their likelihood of occurring.

In addition, our Internal Auditor plans its audits in accordance with the results of a risk assessment process and provides assurance that major risks are covered on a rotational basis in its annual audit plan.

The following table discusses the key risks we face as at March 31, 2022 and looking forward.

1. PEOPLE: HEALTH AND SAFETY, WELL-BEING AND CAPACITY

1a) Health and Safety

Key Risks	Risk Mitigation	Future Impacts
We must continue to keep our staff safe amid evolving health and safety challenges during the pandemic. The social upheaval, disruption and isolation often associated with the pandemic pose a risk to the health of our employees, particularly those in essential roles. Stress and workload may further contribute to this issue. This may slow, delay or impact the achievement of objectives.	Our three-phase reintegration plan continues to be re-evaluated every six weeks to ensure it remains flexible and adaptable and can evolve as conditions change. Further reintegration will occur when it is as safe as possible and does not contribute to the spread of COVID-19. Continue regular communication to staff and update/enforce specific guidance and procedures for staff, as required. Continue to implement a Well-being Strategy, with a digital platform and programs for employees and managers to help manage their response to the pandemic and eventual return to the workplace. A number of remedial measures are underway: • expedite recruitment to fill vacancies • partner with experts to develop a Mental Health Recovery Plan • launch a number of training modules • implement other supportive measures (Employee Assistance Plan/Dialogue service). Educate and train managers and HR on their role in managing disability and provide additional early intervention assessments.	The well-being of our staff is an ongoing priority and impacts retention, productivity and our ability to achieve our objectives.

1b) Future of Work

Key Risks	Risk Mitigation	Future Impacts
Our Future of Work Strategy, including our telework model post-pandemic and its application, may not align with employees' and candidates' expectations. This is a particular challenge in our digital sectors. It could contribute to disengagement, retention issues and difficulty attracting top talent.	Ensure a holistic view, alignment and prioritization of initiatives under one governance structure. Developed new training for managers to lead remote and hybrid teams. Completed the development of the teleworking request and approval processes.	The modernization of the employee experience is an important aspect of remaining relevant, meeting our objectives and being an employer of choice.

1c) Harassment of Newsgathering Staff

Key Risks	Risk Mitigation	Future Impacts
Incidents of harassment and intimidation of newsgathering staff continue to grow, in both frequency and intensity, online and as physical threats.	Continue initiatives to drive tangible, practical support for those groups primarily exposed and facing online harm. Initiate requests for the removal of material on social media platforms, as required. Develop action plans to reduce the impact of online harm.	The well-being of our newsgathering staff is of fundamental importance to our business. Harassment could compromise their health and impact job performance and retention.

1d) Equity, Diversity and Inclusion

Key Risks	Risk Mitigation	Future Impacts
Lack of demographic representation in our workforce composition could pose reputational risk and decrease our relevance.	Implement the new 2022-2025 Equity, Diversity and Inclusion (EDI) Plan that was launched on December 13, 2021. Develop and deliver the Corporate Indigenous Strategy. Implement the Memorandum of Understanding with the Aboriginal Peoples Television Network (APTN). Increase awareness campaigns for our cultural census and provide the necessary resources to support the achievement of employment equity targets. Increase the EDI Fund (used to enhance development services offered to employees in equity-seeking groups in order to improve retention). Enhance targeted leadership development programs for members of equity-seeking groups. Offer mandatory Unconscious Bias training for all levels of employees.	Reflecting contemporary Canada is critical to advancing our overall strategic plan.

1e) Recruitment, Retention and Succession

An extended pandemic, combined with a prolonged global labour shortage and a stressed domestic talent pool, is challenging our recruitment and retention. An unprecedented global demand for digital and IT/technology talent is further heightening the unprecedented competition for talent. In the digital and IT/technology space, there is increasing recruitment from outside of Canada (USA in particular, but also other countries) that offer Canadians lucrative salaries and full-time work-from-home options. There is a gap in compensation with the market in certain job categories.	Implement a new talent acquisition model to address the current and future talent acquisition landscape. Focus talent acquisition team resources with effort required to attract digital talent. Develop full work-from-home options for IT and technology talent. Roll out our annual engagement survey results and implement action plans to address areas of concern. Develop an action plan and road map for joint initiatives with the unions on workplace culture to address common issues. Continue implementation of the compensation strategy to phase in market adjustments to compensation. Develop a succession planning process to support internal mobility.	Maintain our momentum to engage the workforce, facilitate the transition to this new digital world, train leaders to better support their teams and continue building a strong foundation of business skills across the Corporation.

2. CHANGING MEDIA LANDSCAPE

Key Risks

The media and entertainment sectors remain under pressure from a rapidly changing media ecosystem, changing audience consumption patterns, evolving regulatory framework and the ongoing pandemic.

- Increasing audience fragmentation, expanding direct to consumer (DTC) streaming options and accelerating declines in traditional linear TV will accelerate the evolution to a streaming-centric media universe.
- Increasing audience expectations and regulation over digital privacy and data may impact our personalization strategies and partner data arrangements.
- Scale in content and distribution is needed.
  - New content is necessary to attract new subscribers, while a sufficient library keeps subscribers until new content arrives. New content may be hampered by pandemic-related health and safety requirements or production delays, our ability to attract and retain staff in our digital departments, and access to production-related funding mechanisms.
  - The development of a scalable and robust platform is costly. Capacity constraints and retention of staff may impact ongoing development timelines.

Content will be increasingly prioritized to streaming services over traditional distribution, further accelerating the decline in the traditional distribution model.

Risk Mitigation

Continue our focus on digital content.

Finalize and implement a harmonized over-the-top (OTT) platform between CBC and Radio-Canada with a single data pool, competitive user experiences and functionalities.

Adapt our performance measurement indicators to optimize decision making based on audience consumption habits.

Continue updating our technology to meet audience expectations.

Negotiate rights agreements to ensure access to high-quality content on feasible financial terms.

Continue to develop strategies to retain and attract staff for our digital departments.

Continue to meet with key funding stakeholders to advocate for production funds that are focused on content that supports the Canadian identity and that are more stable and predictable.

Future Impacts

Serve audiences on the platforms they want to increase both engagement with our content and the public value of our services and advertising and subscription revenue, as well as our relevance.

Access to Canadian Independent Video Funds, including the Canada Media Fund (CMF), impacts the number of new productions we can produce.

3. GOVERNMENT'S CULTURAL POLICIES MODERNIZATION, MANDATE LETTERS AND CRTC CONDITIONS OF LICENSE

Key Risks

The government has committed to modernizing the *Broadcasting Act*, the *Telecommunications Act* and the *Radiocommunication Act*. Since our mandate is defined by the *Broadcasting Act*, any legislative changes could affect our services.

Elements of the government's mandate letters to Ministers may also have implications for CBC/Radio-Canada and our service to Canadians. Any legislative changes to our mandate, independence or business model could profoundly impact our future and our opportunity to address our challenged business model.

Our current CRTC licences expire on August 31, 2022. There is a risk that the CRTC could impose additional obligations.

Risk Mitigation

Promote and share our strategic plan with stakeholders, both internally and externally.

Continue to demonstrate our value and relevance to stakeholders and reinforce the need for adequate stable funding with the government.

Work with the government on the next steps to help build a media ecosystem that puts audiences first and serves all Canadians.

Retain flexibility when making operating decisions to enhance agility.

Monitor and participate in the various processes launched by the government.

Develop, implement or modify strategies and contingency plans, as required.

Continue to reinforce our position that the upcoming licences:

- must grant us flexibility as the broadcasting system continues to evolve
- be consistent with our strategy.

Future Impacts

Continue implementing our strategic plan, which outlines what we need to do to succeed now, as well as in the future, beyond traditional broadcasting. It will ensure that the public media services we provide, and the operating model that supports those services, evolves in parallel with the changing expectations of Canadians and the shifts within our industry.

4. REPUTATION AND BRAND MANAGEMENT

Key Risks

CBC/Radio-Canada is among the most prominent and most discussed brands in the country. It is a sign of our importance that Canadians have opinions about their public broadcaster. At any time, our activities can generate public and media attention.

There is a risk that negative perceptions of us, if unaddressed, could undermine credibility and public support.

Risk Mitigation

Increase the credibility and trust Canadians have in us by acting responsibly and being accountable to Canadians.

Continue to work with other public broadcasters to underscore the importance of public media in combatting misinformation and encouraging democratic debate around the globe.

Build a positive work culture by continuing to promote a safe, respectful and inclusive workplace through our Code of Conduct and mandatory training on a variety of topics, including ethics, the prevention of bullying and harassment, and unconscious bias.

Ensure our issues management and crisis management is responsive, responsible, and supports transparency and decisive action.

Continue to highlight diversity in front of and behind the camera at CBC/Radio-Canada to ensure the public broadcaster reflects Canada.

Future Impacts

Ensure that our behaviour improves our credibility and public support.

5. INFORMATION SECURITY AND INFRASTRUCTURE

5a) Emerging Cybersecurity Issues

Key Risks	Risk Mitigation	Future Impacts
The number, cost and complexity of cyber incidents for all companies worldwide continue to grow despite increased awareness of and attention to cybersecurity. The "work-from-home" paradigm has resulted in a shift from the network security firewall perimeter to identity as the new perimeter, leading to difficulty in controlling remote access to CBC/Radio-Canada information assets. Technological vulnerabilities may be exploited to target and harass CBC/Radio-Canada journalists online.	Monitor and assess network security, cloud technologies and system vulnerabilities, and continuously update incident response playbooks based on emerging attack techniques. Enhance our information security rules, guidelines and procedures, and increase staff awareness and training on information security topics and protection of personal information. Deploy cybersecurity training for journalists.	Continue to implement and refine identified strategies to minimize disruption to our online services, broadcast operations and the audience experience.

5b) Vulnerabilities

Key Risks	Risk Mitigation	Future Impacts
The exploitation of internet protocol (IP) vulnerabilities has the potential to significantly disrupt operations and damage our brand. The growing number of end-user cloud and software applications may lead to data leakage or breach or non-compliance with licensing terms and financial penalties. The refresh/replacement of obsolete equipment or devices is impacted by supply chain issues, which are exacerbated by the pandemic. Obsolete computers and mobile devices and the underlying operating systems may lead to compatibility and security concerns.	Monitor, assess and enhance IP vulnerability governance and mitigation strategies, including updating tracking tools and developing contingency plans. Develop and deploy awareness campaigns to staff that new end-user cloud and software applications require an information security review. Identify methods or tools to monitor for unverified cloud and software applications. Implement a prioritized, centralized refresh/replacement of obsolete equipment and devices in 2022-2023. Review vulnerabilities due to obsolete equipment and devices and develop mitigation strategies to minimize impacts.	Continue to implement and refine identified strategies to minimize disruption to our online services, broadcast operations and the audience experience.

5c) Data Privacy

Key Risks	Risk Mitigation	Future Impacts
We are collecting an increasing amount of personal information as part of our activities. Government priorities, such as the advancement of digital rights or enhanced powers for the Privacy Commissioner, may impact CBC/Radio-Canada's operations. There is a risk that personal information is disclosed or used without clear consent.	Implement the records management policy to impose classification obligations that address personal information. Train employees tasked with applying the new policy. Continue to assess the risks associated with collecting, handling and storing personal information. Develop protocols and adopt technologies that anonymize personal information. Monitor, assess and develop strategies to implement proposed changes to digital rights or the powers of the Privacy Commissioner.	Continue to implement and refine identified strategies to ensure the Corporation's collection, handling and storing of personal information meets stakeholder expectations while supporting the achievement of the personalization pillar of the strategic plan.

6. IMPLEMENTATION OF HIGH-PROFILE PROJECTS

6a) Human Resources (HR) System Project – Workday Project

Key Risks	Risk Mitigation	Future Impacts
There is a risk that the new HR system, Workday, will not achieve the desired objectives to transform the employee user experience and deliver streamlined and value-added business processes; will be over budget; or will negatively impact essential payroll functions. COVID-19 and members of the project team working from home are adding pressure to the original timeline.	Continue to ensure a strong governance structure is in place to lead the HR system project. Finalize the end-to-end testing stage and continue working to define future state processes, identify gaps and implement change management plans. Continue to refine implementation plans and mitigation measures to reduce the overall impact on the timeline and/or costs. Implement action plans for deficiencies identified in internal audits conducted to review the migration of data and assess the end-to-end testing ahead of the implementation of the system. Continue to implement change management plans and activities.	Monitor the project implementation activities and refine as needed to minimize the impacts to the timeline and cost pressures while ensuring that the new HR system achieves its desired objectives.

6b) New Maison de Radio-Canada (MRC) Project Finalization

Key Risks	Risk Mitigation	Future Impacts
Our lease at the existing MRC ends on December 31, 2022. Staffing shortages due to the ongoing pandemic are adding pressure to the critical path timeline. This is increasing the risk regarding finalization of the move from the existing MRC building.	Continue with tight oversight over timeline and activities to vacate the existing MRC. Continue to fine-tune the comprehensive project planning of the technical infrastructure installation for the remaining phases and ensure tight project management of the implementation. Implement change management activities as needed post–COVID-19 to address employee concerns (e.g., open-concept layout, density).	Continue to monitor the project and communicate transparently with stakeholders.

7. FINANCIAL SUSTAINABILITY

Key Risks

Our operating environment remains challenging as the pandemic has accelerated revenue shifts to digital platforms, and as new technologies and business models continue to emerge. As conventional television advertising and subscription revenues decline, the shift to digital business models continues, but not at the same financial pace.

Record inflation and expected Bank of Canada interest rate increases may increase churn in TV and digital subscription levels as consumers manage their discretionary spending, resulting in reduced cable and satellite subscription revenues.

The new conditions of license or legislation could affect our ability to monetize TV and digital advertising.

The economic recovery is uneven. COVID-19 continues to impact some areas of revenue and expenditure, and it continues to impact programming production and supply chains. The degree and duration of the impacts are unclear.

Given that our government funding is not fully indexed for cost increases, and traditional advertising and subscription revenues are declining, significant risks are posed to the sustainability of our traditional business.

Risk Mitigation

Continue to invest in prime-time television, which is still the biggest driver of earned revenue for the company, while managing the shift from traditional to digital services.

Continue to develop compelling, distinctly Canadian programming.

Maximize our multiplatform strategy when broadcasting, acquiring or distributing content.

Continue to leverage new partnerships and accelerate our focus on digital revenue opportunities.

Play a leadership role in driving the advertising industry transformation around audience measurement and automation, and reinforce the value and effectiveness of television advertising.

Monitor and control costs and reallocate financial resources to strategic priorities.

Continue to demonstrate the value and importance of public broadcasting to parliamentarians and key government decision makers.

Continue to monitor the evolving nature of branded content campaigns and other types of digital advertising. Revise guidelines for branded content, as needed, to strengthen and clarify boundaries between our journalistic content and commercial advertising.

Future Impacts

Mitigate the effects of lower revenues, inflation and other cost increases that reduce resources available for our strategic priorities.

Adjust our strategic plan as necessary to respond to further advertising weakening and lower subscription revenue.

Declining revenues, inflation and other cost increases reduce resources available for strategic priorities.

8. LABOUR RELATIONS - COLLECTIVE AGREEMENTS

Key Risks

Conversations are underway with unions to implement and negotiate new collective agreements.

There is a risk of disruption to operations due to

- jurisdictional claims between bargaining units, resulting in reduced flexibility
- labour stoppages.

Grievances have been filed pertaining to both pandemic vaccine mandates on religious grounds and disability management.

Risk Mitigation

Continue transparent communications to employees and unions and involve employees in the development of strategic initiatives.

Implement clear negotiation mandates that ensure flexibility in working conditions and reduce the jurisdictional barriers between bargaining units, where applicable.

Develop a strategy to address jurisdictional claims by unions.

Update contingency plans in case of labour disruption.

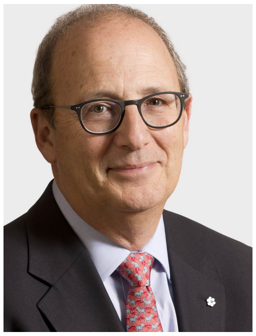
Work collaboratively with unions, where possible, to better understand the issues and work towards mutually satisfactory solutions.

Future Impacts

Continue both ongoing conversations with unions and identified strategies.

Board and Management Structure

Board of Directors



Michael Goldbloom [2]

Chair of the Board
Lennoxville, QC

Catherine Tait [2]

President and CEO
Ottawa, ON

Guillaume Aniorté [2, 4, 5]

Montreal, QC

Sandra Mason [1, 2]

Toronto, ON

Rita Shelton Deverell [2, 3, 5]

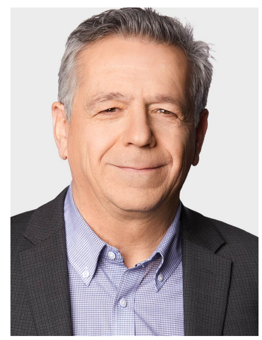
Coldwater, ON

Suzanne Guèvremont [1, 2, 3]

Montreal, QC

Bill Tam [1, 2, 3]

Vancouver, BC



René Légère [2, 4, 5]

Moncton, NB

Jennifer Moore Rattray [1, 2, 4]

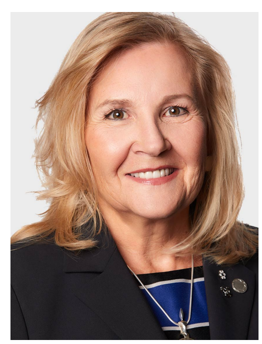
Winnipeg, MB

François R. Roy [1, 2]

Montreal, QC

Sandra Singh [2, 4, 5]

Vancouver, BC



Marie Wilson [2, 3, 5]

Yellowknife, NWT

[1] Member of the Audit Committee
[2] Member of the Broadcasting and Innovation Committees
[3] Member of the Technology and Infrastructure Committee
[4] Member of the Strategic Planning Committee
[5] Member of the Human Resources and Governance Committee

Senior Executive Team

Catherine Tait

President and CEO

Michel Bissonnette

Executive Vice-President, Radio-Canada

Daniel Boudreau

Executive Vice-President, Technology and Infrastructure

Miguel Baz

Vice-President, Legal Services, General Counsel and Corporate Secretary

Claude Galipeau

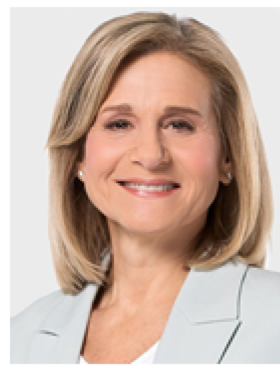
Executive Vice-President, Corporate Development

Marco Dubé

Vice-President, People and Culture

Carol Najm

Vice-President and Chief Financial Officer



Barbara Williams

Executive Vice-President, CBC

Committee Mandates

Audit Committee – Assists the Board in discharging its stewardship and oversight responsibilities by monitoring the integrity of our financial information that will be provided to Parliament and other stakeholders, our systems of internal controls and risk management (which management and the Board have established), the audit process, and our financial performance against business and corporate plans.

Broadcasting and Innovation Committees – Assist the Board in discharging its stewardship and oversight responsibilities with respect to the fulfillment of our public broadcasting mandate and innovation as it relates to programming and services of our media components. The Standing Committees on English and French Language Broadcasting are established pursuant to the *Broadcasting Act*.

Technology and Infrastructure Committee – Assists the Board in discharging its stewardship and oversight responsibilities with respect to our infrastructure assets, including real estate, fleet and transmission holdings, and broadcasting, telecommunications and technology solutions.

Strategic Planning Committee – Assists the Board in discharging its stewardship and oversight responsibilities with respect to our strategic direction.

Human Resources and Governance Committee – Assists the Board in discharging its stewardship and oversight responsibilities on matters relating to human resources strategies, compensation, corporate governance, the conduct of the Board's affairs and other related matters.

Year in Review

Access to information and proactive disclosure

CBC/Radio-Canada's access to information (ATI) efforts continued successfully through a second pandemic year. We maintained a high standard of performance, achieving a deemed refusal rate of 2.04 percent for fiscal year 2021-2022. This placed us once again well within the Information Commissioner's 5 per cent threshold for an A-rating.

With respect to the volume of work involved with ATI activities, the Corporation answered 173 formal requests for information, an increase of 25 per cent when compared to the 138 requests answered during the previous fiscal period. These 173 requests involved the review of more than 40,000 pages from business areas across the company. While we continued to work remotely during the pandemic, we reduced our time to answer ATI requests by 35 per cent, dropping from an average of 64 days in 2020-2021, to 45 days in 2021-2022.

2021-2022 *Access to Information Act* highlights:

- 14,172 pages released in answer to 173 formal requests
- 2,309 pages released in answer to 24 informal requests
- 34,044 pages released in answer to 45 requests of general interest posted proactively
- 1,675 pages released and proactively posted in relation to 8 Board of Directors meetings.

For a total of 52,200 pages.

Regardless of the many challenges that arose during these unprecedented times, CBC/Radio-Canada remains strongly committed to being open, transparent and accountable to Canadians, as detailed above.

Annual Public Meeting

Our annual public meeting (APM) took place on June 16, 2021, and it was a virtual event for the second year in a row. The theme of the event was “A window to the world” and focused on CBC/Radio-Canada’s role as a public broadcaster and leader in this ever-changing environment, but also our value and relevance on an international level. The event was broadcast live on social media and YouTube. Closed captions, ASL (American Sign Language) and LSQ (Quebec Sign Language) were offered to make the event even more accessible to Canadians.

Journalistic Standards and Practices

CBC/Radio-Canada has an extensive code of Journalistic Standards and Practices and editorial control mechanisms to guide employees and to ensure that our programming remains balanced and accurate, particularly in today’s social media environment. You can view CBC/Radio-Canada’s Journalistic Standards and Practices on our corporate website.

Ombuds

Public complaints, expressions of concern or communications about News and Current Affairs programming are dealt with through the offices of both ombuds: Pierre Champoux, the Radio-Canada Ombudsman, and Jack Nagler, the CBC Ombudsman. Complainants dissatisfied with responses from programs may have their concerns resolved through the ombuds review process. The ombuds are completely independent of programming staff and programming management, and report directly to the President and CEO and, through the President and CEO, to the Board of Directors. The role of the ombuds is pivotal in strengthening our accountability and transparency to Canadians. Communications not directly related to our News and Current Affairs programming were forwarded to the relevant programming departments or Audience Relations.

	HANDLED COMPLAINTS, EXPRESSIONS OF CONCERN OR OTHER COMMUNICATIONS	WITHIN MANDATE	HANDLED LAST YEAR (2020-2021)
CBC (English Services)	8,457	7,481	5,271
Radio-Canada (French Services)	2,343	1,607	2,314
TOTAL	**10,800**	**9,088**	**7,585**

Values and Ethics Commissioner

After a 25-year career in organizational ethics, Diane Girard, CBC/Radio-Canada's Values and Ethics Commissioner, retired in January 2022. Since 2017, she has helped to create and update our Code of Conduct, implement an online declaration portal for declaring conflicts of interest, and helped to develop eight online training scenarios to enable employees at all levels to more easily recognize situations with ethical overtones and suggest ways to resolve them.

Sherry Perreault was appointed as CBC/Radio-Canada's Values and Ethics Commissioner on May 16, 2022. With an extensive background working in ethics and lobbying regulation in public sector organizations both here in Canada and abroad, Sherry brings indispensable industry experience and expertise to this crucial role.

The Commissioner's mandate has four main components:

- **Advisory role**: Provide information, advice and guidance to all employees about their own situations and their concerns regarding values and ethics, namely regarding the Code of conduct and other related policies governing ethical behaviour, other than the Journalistic Standards and Practices.
- **Educational role**: Contribute to the development and implementation of values and ethics training, providing opportunities for awareness and learning regarding such topics as ethics responsibilities, ethical issues and ethical decision making.
- **Concerns and complaints**: Point of contact for concerns or complaints relating to values and ethics by employees and members of the public, other than those relating to the Journalistic Standards and Practices.
- **Mediation and conflict resolution**: Lead and facilitate a wide range of expert conflict resolution interventions for CBC/Radio-Canada.

NUMBER OF REQUESTS FOR ADVICE WITHIN MANDATE APRIL 2021 TO MARCH 2022	237
NUMBER OF INTERNAL COMPLAINTS WITHIN MANDATE	31
NUMBER OF COMPLAINTS FROM THE PUBLIC WITHIN MANDATE	166

Compliance with the *Canadian Environmental Assessment Act*

CBC/Radio-Canada uses a risk-based approach to facilitate compliance with Sections 67-69 of the *Canadian Environmental Assessment Act*, 2012. As part of the established process, a project manager must complete a checklist for all physical activities prior to the initiation of the project. The checklist details the scope and description of the project and is our formal tool to ensure the project examines any potential adverse environmental impacts, including, but not limited to, asbestos, halocarbons, mould, fuel storage tanks, water or air quality, etc. The checklist also allows us to describe any appropriate action needed to minimize any effects identified.

As per the process outlined above, no project completed in the 2021-2022 fiscal year was determined to result in a significant adverse environmental effect. It should be noted that CBC/Radio-Canada considers a physical activity as something that goes beyond normal maintenance, such as removing a wall, replacing equipment or excavating a parking lot. For the purposes of this approach, painting walls or maintaining equipment is considered maintenance work.

Director Compensation

The Chair of the Board and the President and CEO are compensated in accordance with the terms of the Order-in-Council appointing them. The President and CEO receives an annual salary as a senior executive of the Corporation, but no additional compensation to serve as a Director. The Chair of the Board receives an annual retainer (from $14,500 to $17,100) and a per diem fee (from $565 to $665) for meetings, travel time and special executive, analytical or representational responsibilities. Directors are entitled to receive only one meeting fee for each day of work (24 hours) even if they attend more than one meeting during that period.

MEETINGS		BOARD OF DIRECTORS	AUDIT COMMITTEE	OTHER COMMITTEES
Regular Meetings	Attendance in person (including meetings by video-conference)	For the first 6 regular meeting days: $2,000/day	For the first 6 regular meeting days: $1,300/day for members and $1,550 for the Chair	For the first 4 regular meeting days: $1,000/day for members and $1,250 for the Chair
		Thereafter: $625/day	Thereafter: $625/day	Thereafter: $625/day
	Participation by telephone	$625/day or $312.50/half-day	$250/day	$250/day
Conference Call Meetings		$250/day	$250/day	$250/day

Compensation data for our Directors is summarized in Note 26 *Related parties* to the annual Consolidated Financial Statements.

Board of Directors Attendance

In person** | Video conference | Conference call

BOARD MEMBERS	BOARD			AUDIT COMMITTEE			BROADCASTING AND INNOVATION COMMITTEES			TECHNOLOGY AND INFRASTRUC-TURE COMMITTEE			STRATEGIC PLANNING COMMITTEE			HUMAN RESOURCES AND GOVERNANCE COMMITTEE		
	In person**	Video conference	Conference call	In person**	Video conference	Conference call	In person**	Video conference	Conference call	In person**	Video conference	Conference call	In person**	Video conference	Conference call	In person**	Video conference	Conference call
# of meetings	6	2		4			2			4			2			4		
Michael Goldbloom	6/6	2/2					2/2											
Catherine Tait	5/6	2/2					2/2											
Guillaume Aniorté	6/6	1/2					2/2						2/2			4/4		
Suzanne Guèvremont	6/6	1/2		4/4			2/2			4/4								
René Légère	6/6	2/2					2/2						2/2			4/4		
Sandra Mason	6/6	2/2		4/4			2/2											
Jennifer Moore Rattray	6/6	2/2		4/4			2/2						2/2					
François R. Roy	5/6	2/2		3/4			1/2											
Rita Shelton Deverell	6/6	2/2					2/2			4/4						4/4		
Sandra Singh	6/6	2/2					2/2						2/2			4/4		
Bill Tam	6/6	1/2		4/4			2/2			4/4								
Marie Wilson	6/6	2/2					2/2			4/4						4/4		

**Regularly scheduled in-person meetings were held by videoconference.

ACCOUNTING MATTERS

Our Consolidated Financial Statements for the year ended March 31, 2022 were prepared in accordance with IFRS. They were approved by the Corporation's Board of Directors on June 16, 2022. Discussion and analysis of our financial condition and results of operations are based upon our Consolidated Financial Statements.

Accounting Developments

There were no new accounting standards that impacted our Consolidated Financial Statements for the year ended March 31, 2022.

Key Accounting Estimates and Critical Judgments

Our key significant accounting estimates and critical judgments are disclosed in the relevant notes to our Consolidated Financial Statements for the year ended March 31, 2022. The preparation of financial statements in accordance with generally accepted accounting principles (GAAP) requires management to make estimates, assumptions and judgments that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates. Our critical accounting estimates and significant judgments are disclosed to, and discussed with, the Audit Committee on a regular basis.

Transactions with Related Parties

Transactions with defined benefit plans

We made employer contributions to defined benefit plans as discussed in Note 15. We also provided management and administrative services to our defined benefit pension plans.

FINANCIAL REVIEW

Internal Controls

The Corporation has an internal control program based on the Committee of Sponsoring Organizations of the Treadway Commission (COSO) framework, which requires periodic reviews of key controls over financial reporting. This program is consistent with industry best practices, with an aim to maintain and strengthen policies and procedures that ensure the reliability of financial information and the safeguarding of assets.

A dedicated internal control team reviews and evaluates key internal controls over financial reporting on an ongoing basis. This program is supported by the Corporation's internal auditors who conduct audits and reviews (some of which relate to financial reporting and operations) identified using a risk-based approach and agreed upon through discussions with the Corporation and its Audit Committee.

In 2021-2022, the Corporation assessed the design and operating effectiveness of key internal controls over financial reporting. The assessment did not identify any material weaknesses in the operating effectiveness of the internal controls, but identified some opportunities for improvements for which management has developed an action plan. The Corporation will continue to address opportunities for improvement in the coming year.

MANAGEMENT'S RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The Consolidated Financial Statements and all other information presented in this Annual Report are the responsibility of management and have been reviewed and approved by the Board of Directors of the Corporation. Some of the information in the Consolidated Financial Statements is based on management's best estimates and judgment, and gives due consideration to materiality. These Consolidated Financial Statements have been properly prepared in accordance with International Financial Reporting Standards. Management considers that the financial statements fairly present the Corporation's financial position, results from operations and cash flows.

Management of the Corporation maintains books of accounts, records, financial and management controls, and information systems that are designed to provide reliable and accurate financial information on a timely basis. The controls are designed to provide reasonable assurance that assets are safeguarded, that resources are managed economically and efficiently in the attainment of corporate objectives, that the operations of the Corporation are carried out effectively, and that transactions are in accordance with the applicable provisions of Part X of the *Financial Administration Act* and regulations, Part III of the *Broadcasting Act*, and the bylaws of the Corporation.

The Corporation's Internal Auditor has the responsibility for assessing the Corporation's systems, procedures and practices. The Auditor General of Canada conducts an independent audit of the annual Consolidated Financial Statements and reports on her audit to the Minister of Canadian Heritage.

The Board of Directors' Audit Committee, consisting of independent Directors, reviews and advises the Board on the Consolidated Financial Statements and the Auditor General's report thereto. The Audit Committee oversees the activities of Internal Audit and meets with management, the internal auditor and the Auditor General on a regular basis to discuss the financial reporting process, as well as auditing, accounting and reporting issues.

Catherine Tait
President and Chief Executive Officer

Carol Najm
Vice-President and Chief Financial Officer

Ottawa, Canada
June 16, 2022

Office of the Auditor General of Canada | Bureau du vérificateur général du Canada

INDEPENDENT AUDITOR’S REPORT

To the Minister of Canadian Heritage

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the consolidated financial statements of the Canadian Broadcasting Corporation and its subsidiaries (the Group), which comprise the consolidated statement of financial position as at 31 March 2022, and the consolidated statement of income (loss), consolidated statement of comprehensive income (loss), consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at 31 March 2022, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRSs).

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor’s Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

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

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

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

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

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

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

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

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

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

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

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are

responsible for the direction, supervision, and performance of the group audit. We remain solely responsible for our audit opinion.

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

Report on Compliance with Specified Authorities

Opinion

In conjunction with the audit of the consolidated financial statements, we have audited transactions of the Canadian Broadcasting Corporation coming to our notice for compliance with specified authorities. The specified authorities against which compliance was audited are the applicable provisions of Part X of the *Financial Administration Act* and regulations, Part III of the *Broadcasting Act* and the by-laws of the Canadian Broadcasting Corporation.

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

Responsibilities of Management for Compliance with Specified Authorities

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

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

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

N. Chartrand

Nathalie Chartrand, CPA, CA
Principal
for the Auditor General of Canada

Ottawa, Canada
16 June 2022

CONSOLIDATED FINANCIAL STATEMENTS

2021-2022

CBC Radio-Canada

STATEMENTS

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

(in thousands of Canadian dollars)	*NOTE*	As at March 31 **2022**	 2021*
ASSETS			
Current			
Cash	*4,24*	82,960	90,107
Marketable securities	*4,24*	3,814	3,802
Bonds receivable	*5,24*	59,692	95,678
Promissory notes receivable	*6*	4,018	3,749
Trade and other receivables	*7,24*	233,041	177,841
Programming	*8*	300,433	384,407
Prepaid expenses		41,834	47,840
Investment in finance lease	*9*	4,419	4,141
Assets classified as held for sale	*10*	46	94
Income tax receivable	*22*	24,428	-
		754,685	**807,659**
Non-current			
Bonds receivable	*5,24*	14,422	26,687
Property and equipment	*10*	776,467	801,937
Intangible assets	*11*	40,056	32,437
Right-of-use (ROU) assets	*12*	324,544	339,464
Pension plan asset	*15*	1,621,166	868,261
Promissory notes receivable	*6*	20,088	24,106
Programming	*8*	48,156	36,812
Investment in finance lease	*9*	21,785	26,204
Deferred charges		29,049	29,533
		2,895,733	**2,185,441**
TOTAL ASSETS		**3,650,418**	**2,993,100**
LIABILITIES			
Current			
Accounts payable and accrued liabilities	*13*	107,111	88,429
Provisions	*14*	25,057	19,881
Pension plans and employee-related liabilities	*15*	217,607	219,391
Financial obligations	*16*	36,938	35,732
Lease liabilities	*17*	22,285	18,610
Deferred revenue and other liabilities	*18*	18,336	18,286
Income tax payable	*22*	-	31,149
Derivative financial instruments	*24*	141	592
		427,475	**432,070**
Non-current			
Deferred revenue and other liabilities	*18*	24,482	30,327
Pension plans and employee-related liabilities	*15*	225,382	243,323
Financial obligations	*16*	170,109	201,472
Lease liabilities	*17*	298,688	313,389
Deferred capital funding	*20*	512,889	502,479
		1,231,550	**1,290,990**
TOTAL LIABILITIES		**1,659,025**	**1,723,060**
EQUITY			
Retained earnings		1,990,558	1,269,285
Total equity attributable to the Corporation		**1,990,558**	**1,269,285**
Non-controlling interests	*2*	835	755
TOTAL EQUITY		**1,991,393**	**1,270,040**
TOTAL LIABILITIES AND EQUITY		**3,650,418**	**2,993,100**

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

Commitments (Note 27) and Contingencies (Notes 14 and 28)

* Certain comparative figures have been reclassified to conform to the current year presentation.

APPROVED BY THE BOARD OF DIRECTORS

DIRECTOR DIRECTOR

CONSOLIDATED STATEMENT OF INCOME (LOSS)

(in thousands of Canadian dollars)	*NOTE*	For the year ended March 31 **2022**	2021
REVENUE	*19*		
Advertising		419,550	253,472
Subscriber fees		122,234	124,045
Other income		103,844	119,474
Financing and investment income		5,789	6,953
		651,417	**503,944**
GOVERNMENT FUNDING	*20*		
Parliamentary appropriation for operating expenditures		1,139,694	1,291,402
Parliamentary appropriation for working capital		4,000	4,000
Amortization of deferred capital funding		96,320	98,944
		1,240,014	**1,394,346**
EXPENSES			
Television, radio and digital services costs		1,917,887	1,634,081
Transmission, distribution and collection costs		58,387	56,892
Corporate management costs		11,054	10,611
Finance costs	*21*	24,147	26,509
		2,011,475	**1,728,093**
Results before other gains and losses and income taxes		**(120,044)**	**170,197**
OTHER GAINS AND LOSSES			
(Loss) gain on disposal of property and equipment and intangibles	*10,11*	(680)	3,046
Results before income taxes		**(120,724)**	**173,243**
Income tax recovery (expense)	*22*	28,651	(31,149)
Net results for the year		**(92,073)**	**142,094**
Net results attributable to:			
The Corporation		(92,153)	142,049
Non-controlling interests	*2*	80	45
		(92,073)	**142,094**

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

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME (LOSS)

(in thousands of Canadian dollars)	*NOTE*	For the year ended March 31 **2022**	 2021
COMPREHENSIVE INCOME (LOSS)			
Net results for the year		(92,073)	142,094
Other comprehensive income - not subsequently reclassified to net results			
Remeasurements of defined benefit plans	*15*	813,426	206,022
Total comprehensive income for the year		**721,353**	**348,116**
Total comprehensive income attributable to:			
The Corporation		721,273	348,071
Non-controlling interests	*2*	80	45
		721,353	**348,116**

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

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

(in thousands of Canadian dollars)	*NOTE*	Retained earnings and total equity attributable to the Corporation	Non-controlling interests	**Total**
Balance as at March 31, 2021		**1,269,285**	**755**	**1,270,040**
Changes during the year				
Net results for the year		(92,153)	80	(92,073)
Remeasurements of defined benefit plans	*15*	813,426	-	813,426
Total comprehensive income for the year		**721,273**	**80**	**721,353**
Balance as at March 31, 2022		**1,990,558**	**835**	**1,991,393**

(in thousands of Canadian dollars)	*NOTE*	Retained earnings and total equity attributable to the Corporation	Non-controlling interests	**Total**
Balance as at March 31, 2020		**921,214**	**710**	**921,924**
Changes during the year				
Net results for the year		142,049	45	142,094
Remeasurements of defined benefit plans	*15*	206,022	-	206,022
Total comprehensive income for the year		**348,071**	**45**	**348,116**
Balance as at March 31, 2021		**1,269,285**	**755**	**1,270,040**

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

CONSOLIDATED STATEMENT OF CASH FLOWS

		For the year ended March 31	
(in thousands of Canadian dollars)	*NOTE*	**2022**	2021*
CASH FLOWS FROM (USED IN)			
OPERATING ACTIVITIES			
Net results for the year		(92,073)	142,094
Adjustments for:			
Loss (gain) on disposal of property and equipment and intangibles	*10,11*	680	(3,046)
Financing and investment income	*19*	(5,789)	(6,953)
Finance costs	*21*	24,147	26,509
Income tax (recovery) expense	*22*	(28,651)	31,149
Net (gain) loss from the change in fair value of financial instruments	*19,24*	(451)	2,002
Depreciation and amortization	*10,11,12*	110,584	108,629
Change in deferred charges		484	(391)
Net change in programming asset	*8*	(10,668)	43,979
Amortization of deferred capital funding	*20*	(96,320)	(98,944)
Change in deferred revenue and other liabilities [non-current]	*18*	(6,521)	(7,213)
Pension and other post-employment plans expenses	*15*	117,655	108,338
Pension and other post-employment plans cash payments	*15*	(75,075)	(72,156)
Amortization of bond premium	*5*	652	405
Income taxes paid, net of refund	*22*	(26,926)	-
Movements in working capital	*23*	61,044	(125,904)
		(27,228)	**148,498**
FINANCING ACTIVITIES			
Payment of lease liabilities	*17*	(18,343)	(18,199)
Repayment of financial obligations	*16*	(29,408)	(27,536)
Interest paid		(24,219)	(26,386)
		(71,970)	**(72,121)**
INVESTING ACTIVITIES			
Parliamentary appropriations for capital funding	*20*	106,730	71,513
Additions to property and equipment and intangible assets	*10,11*	(75,724)	(103,089)
Acquisition of bonds receivable	*5*	(105,068)	(123,735)
Acquisition of marketable securities	*4*	(3,814)	(3,802)
Net proceeds from disposal of property and equipment	*10*	1,370	950
Collection of financial assets	*5,6,9*	159,655	93,336
Collection of marketable securities	*4*	3,802	-
Interest received		5,100	6,171
		92,051	**(58,656)**
Change in cash		(7,147)	17,721
Cash, beginning of the year		90,107	72,386
Cash, end of the year		**82,960**	**90,107**

The accompanying notes form an integral part of the consolidated financial statements.
* Certain comparative figures have been reclassified to conform to the current year presentation.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2022

BUSINESS AND ENVIRONMENT

This Section sets out the Corporation's accounting policies that relate to the financial statements as a whole. Where an accounting policy is specific to one note, the policy is described in the note to which it relates. This section also shows new and future changes in policies, if any, and whether they are effective in 2022 or later years. We explain how these changes are expected to impact the financial position and performance of the Corporation.

1. GENERAL INFORMATION

CBC/Radio-Canada ("the Corporation", "We", "Us", "Our") was first established by the 1936 *Broadcasting Act*. The Corporation, a federal Crown Corporation domiciled in Canada, is an agent of Her Majesty and all assets and liabilities are those of the Government. Our registered office is located at 181 Queen Street, Ottawa ON K1P 1K9. The Corporation is accountable to Parliament through the Minister of Canadian Heritage and in accordance with section 85(1.1) of the *Financial Administration Act*, the Corporation is exempt from certain sections of this *Act*[1].

As the national public broadcaster, we provide radio, television and digital services in both official languages, delivering predominantly and distinctly Canadian programming to reflect Canada and its regions to national and regional audiences.

These consolidated financial statements have been authorized for issue by the Board of Directors on June 16, 2022.

2. SIGNIFICANT ACCOUNTING POLICIES

A. Basis of Presentation

These consolidated financial statements were prepared in accordance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB) and as adopted by the Accounting Standards Board Canada. We have consistently applied the same accounting policies throughout all periods presented, as if these policies had always been in effect. These consolidated financial statements were prepared on a historical cost basis, except for pension plans and post-employment benefits which are measured on an actuarial basis.

All amounts are in Canadian dollars, which is our functional currency, and rounded to the nearest thousand, unless otherwise noted.

B. Significant Items in the Current Year

Olympic Games

During the second and fourth quarters of 2021-2022, the Corporation broadcast the Tokyo 2020 Olympic Games and the Beijing 2022 Olympic Games. Seasonal fluctuations related to broadcasting major events such as the Olympics have a significant impact on the Corporation's financial statements, including our revenue, expenses and trade receivables.

Income tax

Due to our positive taxable net results in 2020-2021, we recognized a $31.1 million income tax expense in the prior year. This year, we recognized a $28.7 million income tax recovery as a result of our tax loss. We anticipate recovering the remaining amount paid in 2020-2021 in future years.

C. Basis of Preparation

This section includes accounting policies that relate to the basis of preparation of these consolidated statements as a whole. It also describes estimates Management developed and critical judgments made in the process of applying our

[1] The Corporation is exempt from *Divisions I to IV of Part X of the Act, except for sections 89.8 to 89.92, subsection 105(2) and sections 113.1, 119, 131 to 148 and 154.01.*

policies, and how they affect the amounts reported in the consolidated financial statements. These critical accounting estimates and judgments could have a significant effect on the amounts reported since materially different amounts could result from different conditions or using different assumptions. Where an accounting policy is applicable to a specific note to the financial statements, the policy is described within that note, together with any related estimates and judgments.

i) Principles of Consolidation

ACCOUNTING POLICIES	CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS
We consolidate the financial statements of our subsidiary (Documentary Channel "*documentary*") and structured entities (the Broadcast Centre Trust and the CBC Monetization Trust) from the date we gained control. The subsidiary and structured entities are entities we continue to control. Control is achieved by having each of the following: ● Power over the investee through giving us the right to direct the relevant activities of the investee; ● Exposure, or rights, to variable returns from involvement with the investee; and ● The ability for us to exercise our power over the investee to affect the returns of the investee. The accounting policies of the subsidiary and structured entities are consistent with our accounting policies. All inter-company transactions, balances, income and expenses are eliminated in full on consolidation. Changes in our interests in the subsidiary that do not result in a loss of control are accounted for as equity transactions.	We consolidate the CBC Monetization Trust and the Broadcast Centre Trust, as we judge that we control these investees, as defined in IFRS 10 *Consolidated Financial Statements*.

Information about our Subsidiary and Structured Entities

Subsidiary

Our Canadian subsidiary is *documentary*:

documentary	
Ownership	2022 & 2021: 82%
Principal Activity	Discretionary television service broadcasting documentaries
How we Achieved Control	Majority interest and active participation on *documentary*'s Board of Directors and Board sub-committees.

Since *documentary*'s fiscal year end is August 31, additional financial statements corresponding to our reporting period are prepared for consolidation purposes.

There are no significant restrictions imposed on our ability to access or use assets and settle the liabilities of *documentary*. Specifically, there are no significant restrictions imposed on us or our subsidiary relating to the ability to transfer funds to investors.

Consolidated Structured Entities

We have two structured entities:

The Broadcast Centre Trust (BCT) – In order to finance the construction of the Canadian Broadcasting Centre (the building), the BCT issued $400 million of bonds on January 30, 1997 maturing in May 2027, which are guaranteed by the rent payments for the premises that we occupy. The rent payable by us to the BCT covers all interest and principal on the bonds, all other payments on the bonds and all operating expenses and liabilities of the BCT. The BCT is:

- A lessee under a long-term lease with us for the land on which the building is located in Toronto and for which rent was paid in the amount of one dollar on October 1, 1988; and
- A lessor under a long-term sub-lease with us for the building.

Through our rent payments to the BCT, we also guarantee the bonds payable. See Note 16 for further details.

The Broadcast Centre Trust	
Nature of Trust	Charitable trust
How we Achieved Control	Entity designed to conduct a narrow well-defined leasing activity on our behalf, while management holds ultimate decision making powers over relevant activities
Other Information	March 31 year-end

The CBC Monetization Trust – In 2003, we sold two parcels of land to Ontrea Inc. in exchange for the consideration of two promissory notes receivable. The CBC Monetization Trust was created in 2009 for the purpose of acquiring our interest in the promissory notes receivable.

Through the CBC Monetization Trust, we have two promissory notes receivable and an investment in a finance lease relating to the sale and rental of parcels of land. These notes receivables are pledged as collateral for their total carrying value to our borrowings through notes payable. See Notes 6, 9 and 16 for further information.

CBC Monetization Trust	
Nature of Trust	Charitable trust
How we Achieved Control	We bear the majority of the risks associated with the collection of the Trust's receivables through the guarantee we have provided. Entity designed to conduct a narrow well-defined activity to monetizing long-term receivables as part of the Recovery Plan implemented to manage budgetary shortfalls in 2009-2010. Predefined contractual arrangement gives us the majority of decision making powers over relevant activities that expose us to variable returns.
Other Information	December 31 year-end Additional financial statements prepared for consolidation purposes.

We do not have interests in joint arrangements or unconsolidated structured entities.

During the current year, we have not provided, and have no current intention to provide any further financial and other support to our consolidated structured entities.

ii) Operating Expenses

Television, Radio and Digital Services Costs

Television, radio and digital services costs are expensed when incurred or amortized and include all costs related to the production of programs, including direct out-of-pocket expenditures, departmental and administration expenses, the cost of activities related to technical labour and facilities. A portion of our indirect expenses that are attributable to the costs of generating programming (such as services provided by People and Culture, Finance and Administration, Technology and Infrastructure (T&I), as well as a portion of depreciation and amortization) are also included in the related program costs. Television, radio and digital services costs also include other programming-related activities, such as Marketing and Sales, Merchandising and Communications.

Transmission, Distribution and Collection Costs

Transmission, distribution and collection costs are expensed when incurred and include all costs related to the broadcasting of our programs, including direct out-of-pocket expenditures, departmental and administration expenses, and the cost of activities related to technical labour. A portion of the expenses that are attributable to the cost of transmission and distribution, such as services provided by People and Culture, Finance and Administration, T&I, as well as a portion of depreciation and amortization are included in the related expenses.

iii) Fair Value Measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. For financial reporting purposes, fair value measurements are categorized as Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs. Our fair value hierarchy prioritizes the inputs to valuation techniques used to measure fair value.

The three levels of the fair value hierarchy are:

Level 1 – Fair value measurement derived from quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2 – Fair value measurements derived from inputs that are directly (i.e. as prices) or indirectly (i.e. derived from prices) observable other than Level 1 inputs.

Level 3 – Fair value measurements derived from valuation techniques that require inputs which are both based on unobservable market data and significant to the overall fair value measurement.

iv) Asset Impairment

The carrying amounts of our property and equipment, intangible assets, right-of-use (ROU) assets and programming assets are reviewed at each reporting date at the cash-generating unit (CGU) level to determine whether there is any indication of impairment. For the purpose of impairment testing, a CGU is the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or groups of assets. Assets are tested at the CGU level when they cannot be tested individually.

Assets that are not yet available for use are tested for impairment at every reporting period regardless of whether an impairment indicator exists.

Under our business model, no assets are considered to generate cash flows that are largely independent of the cash flows of other assets and liabilities. Instead, all assets interact to create the “broadcast network production operation” which includes real estate, equipment and intangible assets. These operations are funded by overall parliamentary appropriations, national and local advertising and other commercial revenue. Overall levels of cash flows reflect public policy requirements and decisions. They reflect budgetary funding provided to us in its entirety. If there are indicators of impairment present, the asset’s recoverable amount is estimated. An impairment loss is recognized if the carrying amount of an asset exceeds its estimated recoverable amount.

v) Deferred Charges

Deferred charges are primarily composed of services paid in advance that will be received in a period that exceeds twelve months from the date of our Consolidated Statement of Financial Position.

vi) Regulatory Licenses

We hold licenses, granted by the Canadian Radio-television and Telecommunications Commission (CRTC), for all our conventional television, radio and specialty services. We are required to meet specific regulatory obligations in return for the privilege of holding these broadcasting licenses and have elected to record these non-monetary grants at their nominal value of nil.

vii) Additional Significant Accounting Policies

To ease the reading of these consolidated financial statements, additional significant accounting policies, estimates and judgments (with the exception of those identified in Note 2) are disclosed throughout the notes, with the related financial disclosures. See table below for reference purposes:

ACCOUNTING AREA	PAGE	ACCOUNTING POLICIES	CRITICAL ACCOUNTING ESTIMATES AND JUDGMENT
Trade and Other Receivables (Note 7)	77	✓	✓
Programming (Note 8)	78	✓	✓
Property and Equipment (Note 10)	81	✓	✓
Intangible Assets (Note 11)	84	✓	✓
Right-of-Use (ROU) Assets (Note 12)	86	✓	✓
Accounts Payable and Accrued Liabilities (Note 13)	87	✓	
Provisions and Contingent Liabilities (Note 14)	88	✓	✓
Pension Plans and Employee-Related Liabilities (Note 15)	89	✓	✓
Lease Liabilities (Note 17)	100	✓	✓

ACCOUNTING AREA	PAGE	ACCOUNTING POLICIES	CRITICAL ACCOUNTING ESTIMATES AND JUDGMENT
Deferred Revenue and Other Liabilities (Note 18)	101	✓	✓
Revenue (Note 19)	102	✓	✓
Government Funding (Note 20)	107	✓	✓
Finance Costs (Note 21)	108	✓	
Income Taxes (Note 22)	109	✓	✓
Financial Instruments (Note 24)	111	✓	✓
Related Parties (Note 26)	117	✓	
Commitments (Note 27)	119	✓	✓

3. NEW AND FUTURE CHANGES IN ACCOUNTING POLICIES

A. Adoption of New and Revised International Financial Reporting Standards

At the date of this report, there were no new pronouncements issued by the IASB or the IFRS Interpretations Committee that impacted these consolidated financial statements.

B. Future Accounting Changes

At the date of this report, there were no future accounting standards or amendments issued by the IASB that are expected to significantly impact our consolidated financial statements.

ASSETS AND LIABILITIES

This section shows the assets used to fulfill our mandate and the liabilities incurred as a result. On the following pages there are notes covering working capital, non-current assets and liabilities, provisions and pension.

4. CASH AND MARKETABLE SECURITIES

Marketable securities comprise short-term certificates of deposit with an original maturity of one year or less.

	March 31, 2022	March 31, 2021
Cash on hand	625	454
Bank balances	82,335	89,653
Total cash	**82,960**	**90,107**
Total marketable securities	**3,814**	**3,802**

Interest revenue generated from bank balances and marketable securities and presented as Financing and investment income totaled $1.1 million for the year (2021 - $1.5 million).

5. BONDS RECEIVABLE

We hold Canada Mortgage Bonds to fund future commitments. The following table presents the contractual maturity profile of bonds receivable based on their carrying value:

	March 31, 2022	March 31, 2021
Less than one year	59,692	95,678
Later than one year but not later than five years	14,422	26,687
Total	**74,114**	**122,365**

Interest revenue generated from bonds receivable and presented as Financing and investment income totaled $0.3 million for the year (2021 - $0.4 million).

6. PROMISSORY NOTES RECEIVABLE

At March 31, 2022, through the CBC Monetization Trust, a structured entity, we hold two promissory notes receivable relating to the sale of parcels of land. These notes, which mature in May 2027, bear a fixed annual interest rate of 7.15%, with payments made in arrears in equal blended monthly installments.

The notes have a carrying value of $24.1 million as at March 31, 2022 (March 31, 2021 – $27.9 million) and are pledged as collateral for their total carrying value to our borrowings through notes payable (see Note 16).

The following table presents the contractual maturity profile of promissory notes receivable based on carrying value:

	March 31, 2022	March 31, 2021
Less than one year	4,018	3,749
Later than one year but not later than five years	19,179	17,899
More than five years	909	6,207
Total	**24,106**	**27,855**

Interest revenue generated from promissory notes receivable and presented as Financing and investment income totaled $1.7 million for the year (2021 - $1.9 million).

7. TRADE AND OTHER RECEIVABLES

Trade and other receivables represent amounts we expect to collect from other parties. Our trade and other receivables are mainly derived from the sale of broadcast advertising and subscriptions.

ACCOUNTING POLICIES	CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS
Trade and other receivables are recognized initially at fair value and subsequently measured at amortized cost less a provision for expected credit losses. We recognize a provision for expected credit losses for receivables based on a lifetime expected credit loss determined in accordance with Note 24 *Financial Instruments.* Before accepting new advertising customers, we conduct a credit assessment. An external credit scoring agency may be used to assess the potential customer's credit quality and define credit limits by customer. Limits and scoring attributed to customers are reviewed at least once a year to determine whether adjustments are required. In addition, we monitor our customers throughout the year for any indications of deterioration in credit quality. When a trade receivable is deemed to be uncollectible, it is written off against the provision for expected credit losses. Subsequent recoveries of amounts previously written off are credited to the Consolidated Statement of Income (Loss) in Television, radio and digital services costs.	Determining when there is reasonable expectation that we will not be able to collect some of the amounts due requires judgment.

Supporting Information

	March 31, 2022	March 31, 2021
Trade receivables	201,373	166,001
Parliamentary appropriations receivable (Refer to Note 20)	21,000	-
Provision for expected credit losses	(473)	(507)
Other	11,141	12,347
Total	**233,041**	**177,841**

The increase in trade receivables compared to the prior year is mostly due to higher advertising receivables related to the Beijing 2022 Olympic Games in February 2022 that are not yet collected. Trade and other receivables are subject to credit risk, which is further discussed in Note 24 B.

8. PROGRAMMING

Programming consists of programs that require our involvement during the production and acquired license agreements for programming material.

ACCOUNTING POLICIES	CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS
Programming completed and in the process of production (excluding acquired license agreements) is recorded at cost less accumulated amortization and accumulated write-offs, on an individual basis. Costs include materials and services, labour and other direct expenses applicable to programming. A portion of our indirect expenses that are attributable to the costs of generating programming (such as services provided by People and Culture, Finance and Administration and Technology and Infrastructure (T&I), as well as a portion of depreciation and amortization) are also included in the related program costs. Programming comprises inventory programs produced with our involvement (“non-procured programming”) and license agreements acquired from third parties (“procured programming”). Payments made under the terms of each acquired license agreement are recorded as either current or non-current programming. Non-procured programming is usually recorded as current since the programs are available for immediate use once completed, unless noted otherwise in the agreement. License agreements are recorded as current programming if the rights to broadcast start within the next twelve months and as non-current programming if the right to broadcast starts beyond twelve months. Non-current programming rights are transferred to current programming once they are expected to be broadcast within the next twelve months. Programming costs are recognized as television, radio and digital services costs on the Consolidated Statement of Income (Loss), according to the amortization schedule in this section or when deemed unrecoverable.	We are required to determine an appropriate amortization rate for each type of programming. Management’s intended use for each program-type considers program contract terms, broadcast experience, past audience experience and future telecast plans when determining the amortization schedule for programming. The intended use of programming is reviewed at each year-end. There are a number of uncertainties inherent in estimating management’s foreseeable use of its programming assets, particularly as they relate to assumptions regarding viewership patterns and consumption habits. Management periodically reviews amortization rates. Changes in these assumptions could result in adjustments to amounts recognized in the Consolidated Statement of Financial Position and Statement of Income (Loss). We have estimated the value of non-monetary consideration provided to Rogers Telecommunications Inc. (“Rogers’’) for *Hockey Night in Canada (“HNIC”)* sublicensing over the remainder of the contract term. See Note 8 B. for more information.

Amortization Schedule

Management primarily uses the following recognition basis for our programming:

CATEGORY	DESCRIPTION	AMORTIZATION SCHEDULE BY TELECAST	
		CBC rates	**Radio-Canada rates**
Conventional television programming	Broadcast rights for all programming categories	Between 80% / 20% and 20% for each of the first five telecasts	Between 100% and 20% for each of the first five telecasts
Speciality television programming	Broadcast rights for all programming categories	Between 70% / 30% and 50% / 30% / 20%	Evenly over the contract period up to a maximum of 3 years
Digital programming	Streaming rights for all programming categories	100% once the program is made available online	100% once the program is made available online

Supporting Information

A. Programming by Category

	March 31, 2022	March 31, 2021
Completed programs	173,601	155,663
Programs in process of production	90,663	116,618
Broadcast rights available for broadcast within the next twelve months	36,169	112,126
Total current programming	**300,433**	**384,407**
Broadcast rights not available for broadcast within the next twelve months	48,156	36,812
Total programming	**348,589**	**421,219**

B. Movement in Programming

	March 31, 2022	March 31, 2021
Opening balance	421,219	399,441
Additions	1,334,348	1,106,713
Programs broadcast	(1,406,978)	(1,084,935)
Balance, end of year	**348,589**	**421,219**

Programs broadcast include programming write-offs for the year ended March 31, 2022 of $6.4 million (2021 – $8.9 million). Programming write-offs are mainly due to terminated projects, programming not suitable for telecast or pilots not progressing into a series.

The Corporation has an agreement with Rogers for the continued airing of *HNIC* for Saturday night and playoff hockey. Under this arrangement, we acquired a licence to broadcast hockey in exchange for providing Rogers airtime to generate advertising revenue and the use of certain trademarks. The agreement started in the year ended March 31, 2020, and is for seven years with optional cancellation clauses after the third year.

As no monetary amounts are to be exchanged, an estimate was calculated for the fair value of the broadcast licence acquired, and this has been recorded as Programming in our consolidated financial statements. An estimate of the corresponding deferred revenue has been recorded in the liabilities of our consolidated financial statements. We will recognize these items in revenue and expenses over the term of this agreement.

9. INVESTMENT IN FINANCE LEASE

The investment in finance lease, which is held by CBC Monetization Trust, relates to the rental of two parcels of land in Toronto that bear an implicit annual interest rate of 7.15% and with terms ending in May 2027. These receivables are pledged as collateral for their total carrying value to our borrowings through notes payable.

	Minimum payments receivable	Present value of minimum payments receivable	Minimum payments receivable	Present value of minimum payments receivable
		March 31, 2022		March 31, 2021
Less than one year	6,050	5,825	6,050	5,825
Less: unearned financing income	(1,631)	-	(1,909)	-
	4,419	**5,825**	**4,141**	**5,825**
Later than one year but not later than five years	24,199	19,608	24,199	19,608
More than five years	1,008	353	7,058	4,755
Less: unearned financing income	(3,422)	-	(5,053)	-
	21,785	**19,961**	**26,204**	**24,363**
Total	**26,204**	**25,786**	**30,345**	**30,188**

Interest revenue presented as Financing and investment income totaled $1.7 million for the year (2021 - $2.0 million).

10. PROPERTY AND EQUIPMENT

ACCOUNTING POLICIES

Property and equipment are recorded at cost less accumulated depreciation and accumulated impairment losses. Costs include expenditures that are directly attributable to the acquisition of the items. The cost of assets we constructed include materials, direct labour and related overheads. Amounts included in uncompleted capital projects are transferred to the appropriate property and equipment classification upon completion.

Depreciation of property and equipment is calculated using the straight-line method and rates are based on the estimated useful life of the property and equipment, beginning when an asset becomes available for its intended use. Where major parts of an asset have useful lives different from the asset as a whole, they have been componentized and depreciated according to the major components to which they pertain. The cost of replacing a part of an item of property and equipment is recognized in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to us and its cost can be measured reliably. The carrying amount of the replaced part is derecognized.

Leasehold improvements are capitalized and then depreciated over the shorter of the lease term and the asset's useful life.

We classify an asset as held for sale if its carrying amount will be recovered principally through a sale rather than through continuing use. This condition is met only when the sale is highly probable and the asset is available for immediate sale in its present condition. For assets with total expected sale proceeds of $4 million or more, Governor in Council's approval is required for these assets to be classified as held for sale. Assets held for sale are measured at the lower of their carrying amount and fair value less costs to sell.

We derecognize an item of property and equipment on disposal, or when no future economic benefits are expected from its use. The gain or loss arising from the disposal or retirement of an item of property and equipment is determined as the difference between the sale net proceeds and the carrying amount of the asset, and is recognized as other gains and losses in the Consolidated Statement of Income (Loss).

CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS

We are required to estimate the expected useful lives of our property and equipment. In determining the expected useful lives of these assets, we take into account past experience, industry trends and specific factors, such as changing technologies and expectations for the in-service period of these assets.

The appropriateness of useful lives of these assets and depreciation method are assessed annually, with the effect of any changes in estimate accounted for on a prospective basis.

Changes to useful life estimates would affect future depreciation expenses and future carrying values of assets. Useful lives of property and equipment are included in the table below.

When an item of property and equipment comprises individual components for which different depreciation methods or rates are appropriate, judgment is used in determining the appropriate level of componentization.

Critical Accounting Estimates and Judgments (continued)

Useful lives used in the calculation of depreciation are as follows:

Buildings	15 to 65 years
Leasehold improvements	The lesser of the lease term and the economic useful life of the asset
Technical equipment	
Transmitters and towers	20 years
Electrical equipment	16 years
Other	8 years
Computer, office equipment and other	
Computers (hardware)	
Servers	5 years
Personal computers	3 years
Automotive	
Specialized vehicles	20 years
Television and radio news trucks, 5-ton and 10-ton heavy trucks	12 years
Snowmobiles, all terrain vehicles	10 years
Utility vehicles, vans	8 years
Automobile and minivans	5 years
Furnishings and office equipment	10 years

Supporting Information

A. Cost and Accumulated Depreciation

The property and equipment carrying amounts are as follows:

	Land	Buildings	Leasehold improvements	Technical equipment	Computer, office equipment and other	Uncompleted capital projects	**Total**
Cost as at March 31, 2021	107,816	461,017	183,779	976,219	157,700	129,864	2,016,395
Additions	48	92	-	7,761	4,724	42,272	54,897
Transfers (refer to Note 11)	-	7,834	7,415	84,526	31,988	(130,305)	1,458
Disposals and write-offs	-	(1,974)	(61)	(30,305)	(5,060)	-	(37,400)
Cost as at March 31, 2022	**107,864**	**466,969**	**191,133**	**1,038,201**	**189,352**	**41,831**	**2,035,350**
Accumulated depreciation as at March 31, 2021	-	(272,920)	(49,816)	(775,605)	(116,117)	-	(1,214,458)
Depreciation for the year	-	(19,710)	(8,695)	(38,514)	(12,857)	-	(79,776)
Reclassification of depreciation on disposals and write-offs	-	1,196	29	29,069	5,057	-	35,351
Accumulated depreciation as at March 31, 2022	**-**	**(291,434)**	**(58,482)**	**(785,050)**	**(123,917)**	**-**	**(1,258,883)**
Net carrying amount as at March 31, 2022	**107,864**	**175,535**	**132,651**	**253,151**	**65,435**	**41,831**	**776,467**

	Land	Buildings	Leasehold improvements	Technical equipment	Computer, office equipment and other	Uncompleted capital projects	Total
Cost as at March 31, 2020	107,790	459,590	182,739	977,756	148,652	90,639	1,967,166
Additions	101	10	-	8,373	5,754	68,992	83,230
Transfers (refer to Note 11)	(5)	9,257	1,114	13,487	7,269	(29,630)	1,492
Assets classified as held for sale	(70)	(30)	-	-	-	-	(100)
Disposals and write-offs	-	(7,810)	(74)	(23,397)	(3,975)	(137)	(35,393)
Cost as at March 31, 2021	**107,816**	**461,017**	**183,779**	**976,219**	**157,700**	**129,864**	**2,016,395**
Accumulated depreciation as at March 31, 2020	-	(260,652)	(41,585)	(758,470)	(108,462)	-	(1,169,169)
Depreciation for the year	-	(19,870)	(8,267)	(39,912)	(11,629)	-	(79,678)
Reclassification of depreciation on assets classified as held for sale	-	43	-	-	-	-	43
Reclassification of depreciation on disposals and write-offs	-	7,559	36	22,777	3,974	-	34,346
Accumulated depreciation as at March 31, 2021	**-**	**(272,920)**	**(49,816)**	**(775,605)**	**(116,117)**	**-**	**(1,214,458)**
Net carrying amount as at March 31, 2021	**107,816**	**188,097**	**133,963**	**200,614**	**41,583**	**129,864**	**801,937**

Refer to Note 27 A. for contractual commitments for the acquisition of property and equipment.

The depreciation for the year has been recorded in our Consolidated Statement of Income (Loss) as follows:

For the year ended March 31	**2022**	2021
Television, radio and digital services costs	66,208	65,724
Transmission, distribution and collection costs	13,184	13,580
Corporate management costs	384	374
Total	**79,776**	**79,678**

B. Impairment and Other Charges

There were no impairment losses recorded or reversed during the year ended March 31, 2022 (2021 - nil).

C. Disposals

During 2021-2022, we recorded a loss of $0.8 million in relation to the derecognition of various buildings' components.

We also recognized insignificant gains and losses during the years ended March 31, 2022 and March 31, 2021 from disposing or retiring equipment as part of our normal asset refresh cycle.

11. INTANGIBLE ASSETS

Intangible assets are identifiable non-monetary assets without physical substance, represent future economic benefits and are controlled by us. Our intangible assets comprise software acquired separately and internally developed software for internal use.

ACCOUNTING POLICIES	CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS
Software acquired separately is recorded at cost at the acquisition date. Expenditures relating to internally developed computer software applications are capitalized when the following criteria are met: ● The application is technically feasible; ● We intend to complete the asset and to use it; ● We have the ability to use the asset; ● The development costs can be reliably measured; ● We have adequate technical, financial and other resources to complete the development of the asset and to use it; and ● It is probable that the asset will generate future economic benefits. The amount initially recognized for internally developed software is the total of the expenditure incurred from the date the intangible asset first meets the recognition criteria listed above. Capitalization ceases when the developed asset is ready for use. Subsequent expenditures on an intangible asset after its purchase or completion are recognized as expenses when incurred, unless it is probable that these expenditures will enable the asset to generate future economic benefits in excess of its originally assessed standard of performance, and the expenditure can be measured and attributed to the asset reliably. Where no internally developed software can be recognized, development expenditures are recognized in our Consolidated Statement of Income (Loss) in the period in which they are incurred. Subsequent to initial recognition, software acquired separately and internally developed software are reported at cost less accumulated amortization and accumulated impairment losses. Amortization is recognized on a straight-line basis over the estimated useful lives (three to five years) and the amortization expense is allocated between the various functions in our Consolidated Statement of Income (Loss), for presentation purposes. We derecognize an intangible asset on disposal or when no future economic benefits are expected from its use or disposal. The gain or loss arising from the disposal or retirement of an intangible asset is determined as the difference between the sale net proceeds and the carrying amount of the asset and is recognized as other gains and losses in our Consolidated Statement of Income (Loss).	We use judgment to determine whether expenditures we made on intangible items meet the recognition criteria for capitalization. Since intangible assets are accounted for at cost and amortized on a straight-line basis over their estimated useful lives, we are required to estimate the expected useful lives of these assets. In determining the expected useful lives of these assets, we take into account past experience, industry trends and internally-specific factors, such as changing technologies and expectations for the in-service period of these assets. The appropriateness of useful lives of these assets and their amortization method are assessed annually with the effect of any changes in estimate being accounted for on a prospective basis. Changes to useful life estimates would affect future amortization expenses and future carrying values of assets.

Supporting Information

A. Cost and Accumulated Amortization

The intangible assets carrying amounts are as follows:

	Internally developed software	Acquired software	Uncompleted capital projects	**Total**
Cost as at March 31, 2021	136,068	54,661	15,964	206,693
Additions	-	922	16,603	17,525
Transfers (refer to Note 10)	1,868	27,480	(30,806)	(1,458)
Disposals and write-offs	(10,003)	(1,643)	-	(11,646)
Cost as at March 31, 2022	**127,933**	**81,420**	**1,761**	**211,114**
Accumulated amortization as at March 31, 2021	(134,039)	(40,217)	-	(174,256)
Amortization for the year	(827)	(7,621)	-	(8,448)
Reclassification of amortization on disposals and write-offs	10,003	1,643	-	11,646
Accumulated amortization as at March 31, 2022	**(124,863)**	**(46,195)**	**-**	**(171,058)**
Net carrying amount as at March 31, 2022	**3,070**	**35,225**	**1,761**	**40,056**

	Internally developed software	Acquired software	Uncompleted capital projects	**Total**
Cost as at March 31, 2020	139,504	51,603	5,220	196,327
Additions	-	700	15,554	16,254
Transfers (refer to Note 10)	886	2,432	(4,810)	(1,492)
Disposals and write-offs	(4,322)	(74)	-	(4,396)
Cost as at March 31, 2021	**136,068**	**54,661**	**15,964**	**206,693**
Accumulated amortization as at March 31, 2020	(137,450)	(34,016)	-	(171,466)
Amortization for the year	(911)	(6,275)	-	(7,186)
Reclassification of amortization on disposals and write-offs	4,322	74	-	4,396
Accumulated amortization as at March 31, 2021	**(134,039)**	**(40,217)**	**-**	**(174,256)**
Net carrying amount as at March 31, 2021	**2,029**	**14,444**	**15,964**	**32,437**

Refer to Note 27 A. for contractual commitments for the acquisition of intangible assets.

The amortization for the year has been recorded in our Consolidated Statement of Income (Loss) as follows:

For the year ended March 31	**2022**	2021
Television, radio and digital services costs	7,935	6,809
Transmission, distribution and collection costs	460	326
Corporate management costs	53	51
Total	**8,448**	**7,186**

B. Impairment and Other Charges

There were no impairment losses recorded or reversed during the year ended March 31, 2022 (2021 - nil).

C. Disposals

There were no gains or losses on disposals of intangible assets during 2021-2022.

In the prior year, we entered into a non-monetary transaction in which we upgraded software licences. This resulted in a gain of $3.2 million.

12. RIGHT-OF-USE (ROU) ASSETS

ROU assets consist primarily of real estate leases for the rental of office space and technical equipment to carry our transmission activities. The lease of office space typically runs for periods between 2 and 37 years, and lease of technical equipment (including transmission assets) between 3 and 35 years.

ACCOUNTING POLICIES	CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS

ACCOUNTING POLICIES

Contracts are considered to be a lease when the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. A contract conveys the right to control the use of an identified asset when all of the following apply:

- It conveys the right to control the use of an identified asset. If the supplier has a substantive substitution right, then the asset is not identified;
- We will obtain substantially all of the economic benefits from the use of the asset; and
- We can direct the use of the identified asset.

ROU assets are initially measured at cost which comprise the initial measurement of the lease liability (see Note 17) plus any lease payments made at or before the commencement date and any initial direct costs less any incentives received. They are subsequently measured at cost less accumulated depreciation and impairment losses. IAS 36 is applied to determine whether the ROU asset is impaired.

Our lease terms will include options to extend or terminate the lease when it is reasonably certain that we will exercise that option.

The ROU asset is depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis.

We do not recognize a ROU asset or a lease liability for short-term leases that have a lease term of 12 months or less.

We do not recognize a ROU asset or a lease liability for low-value assets (i.e. assets below $5,000).

CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS

We use judgment to determine if a contract is a lease at inception and to assess its term.

The determination of the lease term corresponds to the non-cancellable period and options of renewal or termination which are reasonably certain. We seek to exercise renewal options or not to exercise termination options in new leases when an economic incentive is available in our leasing arrangement.

Supporting Information

As at March 31, 2022	Land	Buildings	Leasehold improvements	Technical equipment	Total
Net carrying amount for the year	2,099	300,263	3,609	18,573	**324,544**
Depreciation charge for the year	349	17,320	602	4,089	**22,360**

As at March 31, 2021	Land	Buildings	Leasehold improvements	Technical equipment	Total
Net carrying amount for the year	2,230	313,529	4,211	19,494	**339,464**
Depreciation charge for the year	346	17,015	602	3,802	**21,765**

Additions to the ROU assets during the year ended March 31, 2022 were $8.1 million (March 31, 2021 - $12.5 million).

13. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Accounts payable and accrued liabilities mainly consist of amounts owed to suppliers and employees that have been invoiced or accrued.

ACCOUNTING POLICIES	CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS
Accounts payable and accrued liabilities are recognized initially at fair value and subsequently measured at amortized cost.	There are no critical accounting estimates or judgments related to accounts payable and accrued liabilities.

Supporting Information

	March 31, 2022	March 31, 2021*
Trade payables	49,622	36,519
Accruals	54,639	48,911
Other	2,850	2,999
Total	**107,111**	**88,429**

* Certain comparative figures have been reclassified to conform to the current year presentation.

14. PROVISIONS AND CONTINGENT LIABILITIES

ACCOUNTING POLICIES

Provisions are recognized when:

- We have a present obligation (legal or constructive) as a result of a past event;
- It is probable that we will be required to settle the obligation; and
- A reliable estimate can be made of the amount of the obligation.

The amount recognized as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flow estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

In situations where the amount of the obligation cannot be measured with sufficient reliability or the cash outflows are not probable, a contingent liability is disclosed.

CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS

When it has been determined by management that we should record a provision, assumptions about the amount and likelihood of outflows and their timing are considered in determining a reliable estimate for the obligation. Factors affecting these assumptions include the nature of the provision, the existence of the claim amount, opinions or views of legal counsel and other advisors, experience in similar circumstances, and any management decision as to how we intend to handle the obligation.

Supporting Information

Provisions

As at March 31, 2022	Claims and Legal Proceedings	Other	Total
Opening balance	19,362	519	**19,881**
Additional provisions recognized	11,626	-	**11,626**
Provisions utilized	(1,905)	-	**(1,905)**
Reductions resulting from remeasurement or settlement without cost	(4,251)	(294)	**(4,545)**
Total	**24,832**	**225**	**25,057**

Various claims and legal proceedings have been asserted or instituted against us. Some of these claims or legal proceedings demand large monetary damages or other forms of relief, and could result in significant expenditures. They include ongoing legal, compensation, employment matters and copyright tariffs against CBC/Radio-Canada.

Other provisions consist of environmental decommissioning liabilities as well as probable costs relating to reorganizations, relocations and redundancies at CBC/Radio-Canada.

All provisions are classified as current because we are working to resolve these matters within 12 months.

Contingent Liabilities

There are potential claims against us but we do not expect any of these, individually or in the aggregate, to have a material adverse effect on our financial results.

15. PENSION PLANS AND EMPLOYEE-RELATED LIABILITIES

We provide pension and long-term service retirement benefits based on the length of service and final average earnings of our employees, and other defined benefit post-employment benefit plans to our employees such as post-employment life insurance.

PENSION PLANS AND OTHER POST-EMPLOYMENT BENEFITS (OPEB)

ACCOUNTING POLICIES	CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS
<u>Defined benefit pension plans</u> The cost of the defined benefit retirement plans is determined on an actuarial basis using the projected unit credit method and management's best assumptions, with actuarial valuations being carried out at the end of each annual reporting period. The components of defined benefit costs are categorized as follows: ● **<u>Service cost</u>** - includes current service cost and past service cost. We recognize it as part of net results for the period. Past service costs, generally resulting from changes in the benefits payable for past services under an existing plan, are recognized in the Consolidated Statement of Income (Loss) in the period of a plan amendment. ● **<u>Net interest expense or income</u>** - recognized as part of net results for the period. Net interest is calculated by applying the discount rate at the beginning of the period to the net defined benefit liability or asset. These two components, in aggregate, are allocated between the various functions in our Consolidated Statement of Income (Loss). ● **<u>Remeasurements</u>** - comprises actuarial gains and losses and the return on plan assets (excluding interest). These are reflected immediately in our Consolidated Statement of Financial Position with a charge or credit recognized in other comprehensive income (loss) in the period in which they occur. Remeasurements recognized in other comprehensive income are never subsequently reclassified to net results. We transfer all remeasurements directly from other comprehensive income to retained earnings as a policy choice. The liability recognized in our Consolidated Statement of Financial Position in respect of defined benefit pension plans is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rate determined by reference to market yields at the end of the reporting period on high quality Canadian corporate bonds that have terms to maturity approximating the terms of the related defined benefit obligation. When the actuarial calculation results in a benefit asset, the recognized asset is limited to the present value of economic benefits available in the form of any future refunds from the plan or reductions in future contributions to the plan. In order to calculate the present value of economic benefits, consideration is given to any minimum funding requirements that apply to any of our plans. An economic benefit is available if it is realizable during the life of the plan, or on settlement of the plan liabilities.	Accounting for defined benefit pension plans and OPEB requires that assumptions be made to help value benefit obligations and pension assets. The primary assumptions and estimates include the discount rates, health care cost trend rates, long-term rate of compensation increase, future pension increases and mortality of members. These assumptions are of a long-term nature, which is consistent with the nature of post-employment benefits. We use the Fiera Capital curve ('CIA curve') to determine the discount rate for calculating the defined benefit obligation. Changes to these primary assumptions and estimates would impact amounts recognized in net results and amounts recognized in Other Comprehensive Income, as applicable. A sensitivity analysis of these changes in primary assumptions is disclosed in Note 15 C.

OPEB AND EMPLOYEE BENEFITS OTHER THAN POST-EMPLOYMENT BENEFITS

ACCOUNTING POLICIES	CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS

OPEB

OPEB liabilities are recognized as follows:

- For long-term disability and workers' compensation when the event that obligates the Corporation occurs;

- For continuation of benefit coverage for employees on long-term disability and the non-contributory long-term benefit plan, the provision is determined on an actuarial basis using discount rates and assumptions consistent with those used for post-employment benefits and the related expense is recognized over the period the employees render the services. Actuarial gains (losses) and past service costs are recognized immediately in our Consolidated Statement of Income (Loss) in the period they occur.

Employee benefits other than post-employment benefits

We recognize the expense relating to short-term benefits including short-term compensated absences as follows:

- For salaries, social security contribution, bonuses and vacations in the period the employees render the services;

- For employee health, dental and life insurance plans in the period the expenses are incurred; and

- For short-term non-accumulating compensated absences such as sick leave, parental leave, short-term disability and workers' compensation in the period the absence occurs.

Short-term employee benefits are expensed as the related service is provided. A liability is recognized for the amount expected to be paid if we have a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

There are no critical accounting estimates or judgments related to employee benefits other than those relating to the primary actuarial assumptions discussed previously.

TERMINATION BENEFITS

ACCOUNTING POLICIES	CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS

We recognize termination benefits at the earliest of the following dates: (a) when we can no longer withdraw the offer of those benefits; and (b) when we recognize costs for a restructuring that is within the scope of IAS 37 and involves the payment of termination benefits.

In the case of a voluntary departure, we can no longer withdraw an offer of termination benefits when either the employee accepts the offer, or when a restriction on our ability to withdraw the offer exists. In the case of an involuntary departure, we can no longer withdraw an offer of termination benefits when we have communicated to the affected employees a plan of termination.

There are no critical accounting estimates or judgments related to termination benefits.

Supporting Information

A. Pension Plans Asset/Liabilities and Employee-Related Liabilities

Employee-related asset/liabilities recognized and presented in our Consolidated Statement of Financial Position are as follows:

	Current		Non-current	
	March 31, 2022	March 31, 2021	**March 31, 2022**	March 31, 2021
Pension plan asset	**-**	**-**	**1,621,166**	**868,261**
Pension plans liability	-	-	122,115	128,163
Other post-employment plans	-	-	103,267	115,160
Vacation pay	78,082	76,867	-	-
Termination benefits	4,960	9,957	-	-
Salary-related liabilities	134,565	132,567	-	-
Total pension plans and employee-related liabilities	**217,607**	**219,391**	**225,382**	**243,323**

The amount included in our Consolidated Statement of Financial Position arising from our obligation in respect of our defined benefit plans is as follows:

	Funded pension plan	Unfunded pension plans	Other post-employment plans	Funded pension plan	Unfunded pension plans	Other post-employment plans
			March 31, 2022			March 31, 2021
Fair value of plan assets	8,430,477	-	-	8,163,234	-	-
Defined benefit obligation	6,809,311	122,115	103,267	7,294,973	128,163	115,160
Net asset (liability) arising from defined benefit obligation	**1,621,166**	**(122,115)**	**(103,267)**	**868,261**	**(128,163)**	**(115,160)**

We maintain a contributory defined benefit pension plan and non-contributory long-term benefit plans as defined below:

Contributory defined benefit pension plan

The Canadian Broadcasting Corporation Pension Plan (the “Plan”) covers substantially all our employees. The Plan is administered by the CBC Pension Board of Trustees, including the management of the Plan's assets and the payment of benefits promised to Plan members and their survivors. The Plan is federally regulated and is governed by the provisions of the *Pension Benefits Standards Act* (the *Act*), and other applicable regulations.

Retirement benefits are based on the length of pensionable service and on the average of the best five consecutive years of pensionable salary in the last 10 years of employment. Employees are required to contribute a percentage of their pensionable salary to the Plan and we provide the balance of the funding, as required, based on actuarial valuations. The amounts included in these consolidated financial statements reflect the latest funding valuation which was performed as of December 31, 2021.

The measurement date for the Plan’s assets and the defined benefit obligation is March 31, 2022.

The risks associated with our Plan are as follows:

- Funding risk: One of the primary risks that Plan sponsors face is funding risk, which is the risk that the investment asset growth and contribution rates of our Plan will not be sufficient to cover the pension obligations, resulting in unfunded liabilities. When a funding deficit exists, regulatory authorities require that special payments be made over specified future periods.

  The major contributors to funding risk are the declines in discount rates and investments failing to achieve expected returns. In addition, the pension obligations are affected by non-economic factors like changes in member demographics.

  Funding risk is managed by monitoring and reviewing the funded ratio on an ongoing basis and ensuring that investment decisions are made in accordance with established investment policies and procedures and applicable legislation. The Statement of Investment Policies and Procedures (SIPP) is reviewed annually by the CBC Pension Board of Trustees with a view to provide the Plan with a long-term rate of return sufficient to assist the Plan in meeting its funding objectives and the ongoing changes in pension obligations.

- Other risks: The Plan's assets are also subject to a variety of financial risks as a result of investment activities. These risks include credit risk, market risk (interest rate, currency risk and price risk) and liquidity risk. In addition, the defined benefit obligation and costs are subject to measurement uncertainty due to the use of actuarial assumptions (see below). The impact of these factors on the remeasurement of the pension benefit asset can be significant and volatile at times.

Unfunded non-contributory defined benefit pension plans

We also maintain unfunded non-contributory defined benefit pension arrangements. All plans are subject to an annual actuarial valuation.

Non-contributory long-term benefit plans

We provide the following long-term employee benefits to our employees:

- A non-contributory long-term benefit plan for certain employees hired prior to the various plan closure dates which vary by category of employees between April 1, 2005 and October 1, 2007. Under the plan, employees retiring with more than three years of service with us can choose to receive a cash award upon retirement or improve their pension benefits. The benefits are based on the length of pensionable service and on the salary rate at March 2005, July 2005 or at retirement/death, depending on the category of employees.
- Other employee future benefits such as long-term disability and workers' compensation, continuation of benefits coverage for employees on long-term disability and post-retirement life insurance.

The last actuarial valuations for the non-contributory long-term benefit plans and the continuation of benefits coverage plan were made as at December 31, 2021.

B. Significant Actuarial Assumptions

The significant actuarial assumptions used for the purposes of determining the defined benefit obligation and pension benefit costs were:

Assumptions – annual rates	**March 31, 2022**	March 31, 2021
Assumptions for the calculation of pension benefit costs:		
Discount rate	3.30%	3.79%
Assumptions for the calculation of the benefit obligation:		
Discount rate - pension	4.00%	3.30%
Discount rate - long service gratuity	3.81%	2.68%
Discount rate - LTD benefit	3.81%	2.68%
Discount rate - life insurance	3.97%	3.14%
Mortality	CBC 2019 Pensioner mortality table based on CBC experience with CPM projection scale B	CBC 2019 Pensioner mortality table based on CBC experience with CPM projection scale B
Long-term rate of compensation increase, excluding merit and promotion	1.50% in 2023 to 2024 2.50% thereafter	1.50% in 2021 to 2023 2.50% thereafter
Health care cost trend rate	5.56% for 2022-2026, decreasing linearly to 4.81% in 2029 and grading down to an ultimate rate of 3.57% per annum in 2040 and thereafter	4.82% for 2019-2024, decreasing linearly to 4.36% in 2029 and grading down to an ultimate rate of 3.39% per annum in 2040 and thereafter
Indexation of pensions in payment	2023 to 2024: 2.70% then 1.86%	1.86%

C. Sensitivity Analysis

The sensitivity analysis of the significant actuarial assumptions would show the following changes in the present value of the defined benefit obligations:

	Pension plans		Other post-employment plans	
	March 31, 2022	March 31, 2021	**March 31, 2022**	March 31, 2021
Discount rate sensitivity				
100 basis points higher	-12.5%	-13.4%	-6.5%	-7.6%
100 basis points lower	15.9%	17.2%	7.6%	9.0%
Expected rate of future salary increases				
100 basis points higher	2.3%	2.6%	3.9%	5.5%
100 basis points lower	-2.1%	-2.3%	-3.4%	-5.0%
Expected rate of future pension increases				
100 basis points higher	13.1%	14.1%	1.2%	1.1%
100 basis points lower	-10.8%	-11.5%	-1.0%	-0.9%
Mortality sensitivity				
Pensioners live an extra year	-3.1%	3.3%	-1.5%	-1.4%
Pensioners die a year before	3.1%	-3.3%	1.8%	1.6%
Health care cost trend rates sensitivity				
100 basis points higher	N/A	N/A	1.4%	2.5%
100 basis points lower	N/A	N/A	-1.2%	-2.0%

N/A = not applicable

The sensitivity analysis presented above may not be representative of the actual change in the defined benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions, the same method (present value of the defined benefit obligation calculated with the projected unit credit method at the end of the reporting period) has been applied as when calculating the pension liability recognized within our Consolidated Statement of Financial Position.

For the contributory defined benefit pension plan, an asset/liability modeling study is performed periodically to review the risks and rewards associated with the existing long-term asset mix policy, analyze the risk/reward profile that would result from alternative asset mix policies, and consider the impact of various economic environments on both the assets and liabilities (pension obligations). The most recent asset/liability study was completed in 2019.

Its main findings were:

- Maintain the value of the Plan's Liability Driven Investment (LDI)[2] strategy that focuses on reducing the interest rate and inflation risk mismatch between the Plan's assets and liabilities;
- Introduce a structure to systematically adjust the Plan's interest rate hedging ratio based on the level of interest rates;
- Maintain at existing levels the amount of return generating assets with higher return potential, such as equities, private investments and real estate and;
- Introduce a quantified risk tolerance for the Plan.

The Plan is funded on the basis of actuarial valuations, which are made on an annual basis. Employees are required to contribute a percentage of their pensionable salary and we provide the balance of the funding, as required, based on actuarial valuations.

D. Contribution Rate

The contribution rate for employees that are covered by the Plan are as follows:

	March 31, 2022	March 31, 2021
For earnings up to the maximum public pension plan earnings*		
April 1 to June 30	8.27%	8.13%
July 1 to March 31	8.44%	8.27%
For incremental earnings in excess of the maximum public pension plan earnings*		
April 1 to June 30	10.87%	10.69%
July 1 to March 31	11.10%	10.87%

*The maximum public pension earnings for 2022 is $64,900 (2021: $61,600, 2020: $58,700)

The current service cost-sharing between employees and employer for pension contributions for all members is 50:50.

E. Total Cash Payments

Our cash payments for pension, other post-employment and other long-term benefits were as follows:

For the year ended March 31	**2022**	2021
Benefits paid directly to beneficiaries	13,598	13,286
Employer regular contributions to pension plans	61,477	58,870
Total cash payments for defined benefit plans	**75,075**	**72,156**

We expect to make a contribution of $6.2 million to the unfunded pension plans and none to the funded pension plan during the next fiscal year.

F. Maturity Profile

The maturity profile of our benefit plans obligation and other post-employment benefits is as follows:

	Pension plans		Other post-employment plans	
	March 31, 2022	March 31, 2021	**March 31, 2022**	March 31, 2021
Average duration of the benefit obligation	14.2 years	15.2 years	8.1 years	8.1 years
Active members	20.5 years	21.7 years	8.1 years	8.1 years
Deferred members	21.5 years	22.9 years	N/A	N/A
Retired members	10.3 years	11.0 years	7.7 years	7.3 years

N/A = not applicable

[2]LDI is an investment strategy that manages a pension plan's assets relative to its liabilities with the intent to minimize pension surplus volatility. Under LDI, pension plan assets are grouped into matched and unmatched assets. Matched assets (fixed income) have the similar interest rate and inflation sensitivities as the pension plan's liabilities. Unmatched assets (equities and alternative investments) do not have the same interest rate and inflation sensitivities as the pension plan's liabilities.

G. Defined Benefit Obligation

Movements in the present value of the defined benefit obligation were as follows:

	Pension plans	Other post-employment plans	Pension plans	Other post-employment plans
		March 31, 2022		March 31, 2021
Opening defined benefit obligation	7,423,136	115,160	6,901,326	114,117
Current service cost	127,987	5,848	109,004	5,322
Interest cost	242,547	3,248	258,514	4,023
Contributions from employees	61,854	-	57,881	-
Remeasurements:				
Actuarial (gains) arising from changes in demographic assumptions	-	(1,403)	-	-
Actuarial (gains)/losses arising from changes in financial assumptions	(652,357)	(6,139)	452,111	4,984
Actuarial losses/(gains) arising from experience adjustments	55,935	151	(31,960)	-
Benefits paid	(327,676)	(13,598)	(323,740)	(13,286)
Closing defined benefit obligation	**6,931,426**	**103,267**	**7,423,136**	**115,160**

H. Fair Value of Plan Assets

Movements in the fair value of the plan assets were as follows:

	Pension plans	Other post-employment plans	Pension plans	Other post-employment plans
		March 31, 2022		March 31, 2021
Opening fair value of plan assets	8,163,234	-	7,470,541	-
Administration fees (other than investment management fees)	(8,000)	-	(8,000)	-
Interest income on plan assets	265,819	-	279,089	-
Return on plan assets, excluding interest income	213,769	-	628,593	-
Contributions from employees	61,854	-	57,881	-
Contributions from the Corporation	61,477	13,598	58,870	13,286
Benefits paid	(327,676)	(13,598)	(323,740)	(13,286)
Closing fair value of plan assets	**8,430,477**	**-**	**8,163,234**	**-**

The fair value of the plan assets can be allocated to the following categories:

		Quoted market price in an active market (Level 1)	Not quoted market price in an active market (Level 2)	Not quoted market price in an active market (Level 3)	Total March 31, 2022
Investment assets					
Fixed income	Cash and short-term investments	343,070	-	-	343,070
	Canadian bonds	-	2,048,454	1,002,508	3,050,962
	Fixed income alternatives	-	-	194,446	194,446
Equities	Canadian	454,871	-	-	454,871
	Global	2,054,712	376,151	-	2,430,863
Strategic	Property	25,161	-	1,260,140	1,285,301
	Private investments	-	-	672,733	672,733
Other	Derivatives	-	7,903	-	7,903
Total investment assets		**2,877,814**	**2,432,508**	**3,129,827**	**8,440,149**
Investment liabilities					
Other	Derivatives	-	(39,764)	-	(39,764)
Total investment liabilities		**-**	**(39,764)**	**-**	**(39,764)**
Total investment assets less liabilities		**2,877,814**	**2,392,744**	**3,129,827**	**8,400,385**
Non-investment assets less liabilities					**30,092**
Fair value of plan assets					**8,430,477**

		Quoted market price in an active market (Level 1)	Not quoted market price in an active market (Level 2)	Not quoted market price in an active market (Level 3)	Total March 31, 2021
Investment assets					
Fixed income	Cash and short-term investments	449,290	-	-	449,290
	Canadian bonds	-	2,493,547	988,106	3,481,653
	Fixed income alternatives	-	-	61,658	61,658
Equities	Canadian	-	484,832	-	484,832
	Global	1,955,197	392,092	-	2,347,289
Strategic	Property	22,668	-	943,133	965,801
	Private investments	-	-	524,336	524,336
Other	Derivatives	-	1,084	-	1,084
Total investment assets		**2,427,155**	**3,371,555**	**2,517,233**	**8,315,943**
Investment liabilities					
Fixed income	Securities sold under repurchase agreements	-	(32,423)	-	(32,423)
Other	Derivatives	-	(137,759)	-	(137,759)
Equities	Options	(56)	-	-	(56)
Total investment liabilities		**(56)**	**(170,182)**	**-**	**(170,238)**
Total investment assets less liabilities		**2,427,099**	**3,201,373**	**2,517,233**	**8,145,705**
Non-investment assets less liabilities					**17,529**
Fair value of plan assets					**8,163,234**

The fair values of the above fixed income and equity instruments are mostly determined based on quoted market prices in active markets whereas the fair values of strategic investments and derivatives are not based on quoted market prices in active markets. The actual return on plan assets was $555.4 million or 6.93% (2021 - $951.0 million or 12.95%).

I. Pension and Other Post-Employment Plans Expenses

Amounts recognized in our Consolidated Statement of Income (Loss) and in our Consolidated Statement of Comprehensive Income (Loss) in respect to these defined benefit plans are indicated in the table below:

For the year ended March 31	**2022**	2021
Current service cost	133,835	114,326
Administration fees (other than investment management fees)	8,000	8,000
Interest cost on defined benefit obligation	245,795	262,537
Interest income on plan assets	(265,819)	(279,089)
Other	(4,156)	2,564
Expense recognized in net results	117,655	108,338
Less:		
Remeasurements of defined benefit plans recognized in OCI	813,426	206,022
Total	**(695,771)**	**(97,684)**

Retained earnings include $2,193.2 million of cumulative actuarial gains as at March 31, 2022 (March 31, 2021 gains – $1,379.8 million).

The total expense recognized in net results has been recorded in our Consolidated Statements of Income (Loss) as follows:

For the year ended March 31	**2022**	2021
Television, radio and digital services costs	112,949	104,005
Transmission, distribution and collection costs	3,530	3,250
Corporate management costs	1,176	1,083
Total	**117,655**	**108,338**

For the year ending March 31, 2022, total employee benefits, which includes all salary and related costs, were $1,081.9 million (2021 - $1,004.8 million).

16. FINANCIAL OBLIGATIONS

Financial obligations consist of bonds payable and notes payable.

	March 31, 2022	March 31, 2021
Current financial obligations		
Bonds payable	27,015	26,071
Notes payable	9,923	9,661
	36,938	**35,732**
Non-current financial obligations		
Bonds payable	124,153	146,569
Notes payable	45,956	54,903
	170,109	**201,472**
Total	**207,047**	**237,204**

A. Bonds Payable

The Broadcast Centre Trust (the "BCT") issued $400 million in secured bonds on January 30, 1997, which will mature in May 2027. Through our relationship with the BCT, we guarantee the bonds payable with rent payments for the premises we occupy in Toronto.

The bonds are secured by the assets of Canadian Broadcasting Centre, which have a carrying value of $109.9 million (March 31, 2021 - $123.9 million). They bear a fixed interest rate of 7.53% annually and require blended semi-annual payments of $16.5 million.

The following table presents the contractual maturity profile of the bonds payable based on carrying value:

	March 31, 2022	March 31, 2021
Less than one year	27,015	26,071
Later than one year but not later than five years	108,233	100,521
More than five years	15,920	46,048
Total	**151,168**	**172,640**

Interest expense related to bonds payable and presented as Finance costs totaled $11.6 million for the year (2021 - $13.1 million).

B. Notes Payable

The CBC Monetization Trust held notes payable which mature in May 2027 and bear interest at an annual rate of 4.688%. Blended semi-annual payments are made in May and November of each year.

The notes are redeemable at the CBC Monetization Trust's option in whole or in part from time to time before maturity, on not less than 30 days and not more than 60 days prior notice. The redemption price is the greater of the outstanding principal amount of the notes to be redeemed and the net present value of all scheduled semi-annual payments on the notes from the date of redemption to the date of maturity, using the Government of Canada yield plus 0.30% on such date, together, in each case, with accrued but unpaid interest to, but excluding, the redemption date. The notes payable are secured by the promissory notes receivable and the investment in finance lease described in Notes 6 and 9.

The following table presents the contractual maturity profile of the notes payable based on carrying value:

	March 31, 2022	March 31, 2021
Less than one year	9,923	9,661
Later than one year but not later than five years	40,337	38,467
More than five years	5,619	16,436
Total	**55,879**	**64,564**

Interest expense related to notes payable and presented as Finance costs totaled $2.8 million for the year (2021 - $3.2 million).

17. LEASE LIABILITIES

ACCOUNTING POLICIES	CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS

Lease liabilities are calculated as the present value of the remaining lease payments as of the commencement date. As our leases do not provide an implicit rate, we use an estimated incremental borrowing rate based on the information available at the commencement date in determining the present value of the lease payments. We remeasure the lease liability (and make a corresponding adjustment to the related ROU asset) whenever the lease term has changed, there is a change in the assessment of exercise of a purchase option, the lease payments change due to changes in an index or a rate or a lease contract is modified and when the lease modification is not accounted for as a separate lease.

Lease payments associated with short-term leases (defined as leases with a term of 12 months or less) and leases of low value assets are recognized as an expense under “Television, radio and digital services costs” and “Transmission, distribution and collection costs” on a straight line basis over the term of the lease.

Lease payments included in the measurement of the lease liability comprise of the following payments:

- fixed payments, less any lease incentives receivable;
- variable lease payments that depend on an index or rate; and
- the exercise price of a purchase option if the lessee is reasonably certain to exercise that option.

The lease liability is subsequently measured using the effective interest method.

The finance cost is charged to our Consolidated Statement of Income (Loss) over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

For a contract that contains a lease component and one or more additional lease or non-lease components, we allocate the consideration in the contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

Critical accounting estimates and judgments: The determination of the discount rate used to calculate the lease liability is based on an estimated incremental borrowing rate at the commencement of the contract and/or at the effective date of a lease modification, as applicable.

Supporting Information

	March 31, 2022	March 31, 2021
Land	2,050	2,157
Buildings	295,250	304,732
Leasehold improvements	4,010	4,603
Technical equipment	19,663	20,507
Total	**320,973**	**331,999**
Current	22,285	18,610
Non-current	298,688	313,389
Total	**320,973**	**331,999**

Maturity Analysis

	March 31, 2022	March 31, 2021
Contractual undiscounted cash flows		
Less than one year	30,226	26,814
One to five years	92,190	94,979
More than five years	311,049	326,859
Total undiscounted lease liabilities	**433,465**	**448,652**
Lease liabilities included in the Consolidated Statement of Financial Position	**320,973**	**331,999**

Amounts recognized in our Consolidated Statement of Income (Loss)

For the year ended March 31, 2022:

- There were no significant expenses or commitments made related to short-term leases;
- There were no significant expenses related to leases of low-value assets; and
- There were no gains (losses) arising from sale and leaseback transactions.

Amounts recognized in our Consolidated Statement of Cash Flows

For the year ended March 31, 2022, total cash outflow for leases amounted to $27.5 million (2021 - $27.6 million). Interest expense related to lease liabilities and presented as Finance costs totaled $9.1 million for the year (2021 - $9.4 million).

Some of the real estate leases in which we are the lessee contain variable lease payments that are linked to an index or rate. These types of payments are common in the real estate industry.

18. DEFERRED REVENUE AND OTHER LIABILITIES

Deferred revenue and other liabilities relate to considerations received in advance for facilities, production, and other services not yet provided.

ACCOUNTING POLICIES	CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS
Recognition of revenue related to facilities and production services not yet provided and payments received for services not yet rendered is deferred until services have been rendered.	We estimated the value of deferred revenue for the services owed to Rogers Telecommunications Inc. for *HNIC* sublicensing over the remainder of the contract term. See Note 8 B. for more information.

Supporting Information

	March 31, 2022	March 31, 2021
Opening balance	48,613	53,807
Revenue deferred during the year	10,357	11,342
Revenue recognized in net results during the year	(16,152)	(16,536)
Balance, end of year	**42,818**	**48,613**
Current	18,336	18,286
Non-current	24,482	30,327
Total	**42,818**	**48,613**

INCOME, EXPENSES AND CASH FLOWS

This Section focuses on our results and cash flows. On the following pages you will find disclosures explaining our revenue and government funding for the year, finance costs, income taxes and supplemental cash flow information.

19. REVENUE

ACCOUNTING POLICIES	CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS
Revenue is recognized when control of the promised goods and services is transferred to our customers in an amount that reflects the consideration expected in exchange for those goods and services. Our primary revenue streams are: • Advertising; • Subscriber fees; • Production revenue; and • Program license sales. The transaction price of a contract for any of these revenue streams can include fixed and variable consideration as well as, infrequently, non-monetary compensation that is measured at its fair value. If we cannot reasonably estimate the fair value of the non-monetary compensation, we measure the consideration received indirectly by reference to the stand-alone selling price of the goods or services transferred. Consistent with other organizations in the industry, sales of advertising airtime are primarily made through agencies. These agencies typically remit their payment within 90 days. For other revenue streams, payment is typically received within 30 days, which are our average credit terms. Detailed accounting policies are presented below for each of our main revenue streams. Our contracts with customers may include multiple performance obligations. For such arrangements, we allocate the transaction price to each identified performance obligation based on its relative standalone selling price. We generally determine standalone selling prices based on the prices charged to customers of the same class in similar transactions. We have elected to use the following practical expedients: • We do not disclose the value of unsatisfied performance obligations for contracts with an original expected length of one year or less. • We do not adjust the amount of consideration for the effects of a significant financing component since the period between when we provide a service and obtain payment from a customer is usually one year or less. In addition to these primary revenue streams, we also recognize revenue for our Canadian retransmission rights.	Judgment is required in the identification of performance obligations in each of the major revenue streams. Furthermore, judgment is required in the determination of the stand-alone selling price of some performance obligations for purposes of allocating the transaction price. All of the above have the potential to result in a different timing of revenue recognition arising from the estimates and judgments made. For more details about our critical judgments by revenue stream, refer to the tables below.

Supporting Information

For the year ended March 31	**2022**	2021
TV advertising[1]	333,856	198,728
Digital advertising	85,694	54,744
Subscriber fees	122,234	124,045
Production revenue[2]	20,584	19,739
Program license sales	35,395	23,618
Canadian retransmission rights	4,200	5,542
Program sponsorship	4,555	331
Other services	6,567	4,675
Revenue from contracts with customers	**613,085**	**431,422**
Leasing income	32,186	33,146
Financing and investment income	5,789	6,953
Net gain (loss) from the change in fair value of financial instruments	451	(2,002)
Other retransmission rights	1,688	33,289
Foreign exchange (loss) gain	(1,782)	1,136
Other sources of income*	**38,332**	**72,522**
	651,417	**503,944**

* Revenue streams outside the scope of *IFRS 15 Revenue from Contracts with Customers.*
[1] For the year ended March 31, 2022, TV advertising included revenue from exchange of services of $1.0 million (2021 - $0.9 million)
[2] For the year ended March 31, 2022, Production revenue included revenue from exchange of services of $9.9 million (2021 - $8.3 million).

ACCOUNTING POLICIES - ADVERTISING

NATURE OF PERFORMANCE OBLIGATIONS	HOW WE RECOGNIZE REVENUE
We offer advertising services through our television and digital platforms. Advertising sales revenue arises from the sale of advertising placements in exchange for monetary and/ or non-monetary compensation, based on negotiated rates with agencies and direct advertisers. Each advertising placement represents a performance obligation under advertising sales agreements. An advertising placement can either be provided in exchange for compensation or provided for free as part of a sales incentive. We also offer creative services to our advertising customers. They range from the conception to the production and integration of advertisements for television and digital platforms. Though bundled with advertising services in a contract, creative services are considered separate performance obligations.	Revenue from the provision of advertising services is recognized at the time the advertising placement has been broadcast and when the guaranteed level of audience or ratings has been achieved. When the guaranteed level of audience or ratings has not been achieved, the performance obligation is not satisfied until a compensational spot has been broadcast and when the guaranteed level of audience or ratings has been achieved. The standalone selling price of each advertising spot is determined based on observable inputs such as those listed in published rate cards. Revenue from creative services is recognized when the service is provided to the customer.

Supporting Information

For the year ended March 31	**2022**	2021
Advertising revenue		
English services	248,969	122,471
French services	170,581	131,001
Total	**419,550**	**253,472**

The increase in advertising revenue compared to the prior year is mostly due to the broadcast of the Tokyo 2020 Olympic Games in July 2021 and the Beijing 2022 Olympic Games in February 2022.

ACCOUNTING POLICIES – SUBSCRIBER FEES

NATURE OF PERFORMANCE OBLIGATIONS	HOW WE RECOGNIZE REVENUE
We provide ongoing delivery of programming to: ● Cable, national direct to home satellite, or internet protocol television service providers (commonly referred as Broadcast Distribution Undertakings or “BDUs”) through discretionary channel subscriptions; and ● Individual customers through online monthly subscriptions. The performance obligations under subscription agreements consist of a right to access the programming which is provided on a monthly basis.	<u>Discretionary channels subscriptions</u> The performance obligation is satisfied as we make our discretionary TV signal available to the BDU as required by the contract. Consideration consists of a fixed fee for the subscription period and at times also includes usage-based variable fees. The fixed fee is recognized as revenue on a straight-line basis because performance occurs evenly over the subscription period. The variable fees are recognized as revenue in the period the usage is incurred. <u>Online subscriptions</u> The performance obligation is satisfied as we make our content available to customers online. Consideration consists of a fixed fee for the subscription period and revenue is recognized on a straight-line basis because performance occurs evenly over the subscription period.

Supporting Information

For the year ended March 31	**2022**	2021
Subscriber revenue		
English services	61,659	62,612
French services	60,575	61,433
Total	**122,234**	**124,045**

ACCOUNTING POLICIES - OTHER INCOME

NATURE OF PERFORMANCE OBLIGATIONS	HOW WE RECOGNIZE REVENUE
Production revenue comprises mainly revenue from: • Facilities and services rental to independent producers in exchange for monetary and/ or non-monetary compensation. These service arrangements generally include the use of our facilities, equipment as well as labour hours. • Host broadcasting services – We enter into agreements to sell broadcasting feeds to third party networks, most notably during major sporting events such as the Olympic Games. Services provided under a facilities and services rental contract or a host broadcasting arrangement are accounted for as a single performance obligation since the services are provided concurrently to the customer over the contract term.	**Production revenue is recognized:** • Over time as the independent producer simultaneously receives and consumes the benefits of our facilities and services rental. We are compensated for each day of service based on agreed upon daily rates. Consideration for any additional services provided is recognized as revenue in the period it is provided. Revenue is recognized at the daily rate for each day of facilities and service rentals provided. • Over time as the broadcasting feed is provided to the customer in accordance with the contract terms. Consideration for host broadcasting services consists of fixed prices stated in the contract.
Program license sales are earned when we enter into programming agreements to sell content in the domestic market and overseas. These licenses grant rights to third parties for them to use existing CBC/Radio-Canada's programs that have either ended (commonly referred to as "syndicated content") or are still in production (commonly referred to as "current content"). For both syndicated and current content licensing arrangements of a season of programs, the bundle of license rights of individual episodes represent a single combined performance obligation since the licenses are delivered concurrently and the right to use has commenced for all licenses within a bundle.	**Program license sales** are recognized when the content is delivered and when the license term commences. Consideration consists of fixed prices stated in the contract for the content or license.
Leasing income arises when we enter into agreements with third parties to lease excess space within its buildings and/or transmission towers.	**Leasing income** is recognized on a straight-line basis over the term of the lease agreement and accounted for in accordance with IFRS 16 - *Leases.*
Other retransmission rights arise when the Corporation asserts a right to a share of foreign copyright royalties for signals retransmitted outside of Canada.	**Other retransmission rights** recognition is contingent on a copyright settlement that has been confirmed by the relevant jurisdiction.

Supporting Information

For the year ended March 31	**2022**	2021
Other income		
Production revenue		
English services	9,239	8,411
French services	11,345	11,328
Total production revenue	**20,584**	**19,739**
Program license sales		
English services	27,711	17,023
French services	7,684	6,595
Total program license sales	**35,395**	**23,618**
Leasing income*	32,186	33,146
Canadian retransmission rights	4,200	5,542
Program sponsorship	4,555	331
Net gain (loss) from the change in fair value of financial instruments*	451	(2,002)
Other retransmission rights*	1,688	33,289
Foreign exchange (loss) gain*	(1,782)	1,136
Other services	6,567	4,675
	47,865	**76,117**
Total	**103,844**	**119,474**

* Revenue streams outside the scope of IFRS 15 *Revenue from Contracts with Customers*.

Contract Balances

Contract assets represent our right to consideration in exchange for services that have already been transferred to a customer when that right is conditioned on something other than the passage of time. Contract assets primarily comprise usage-based royalties from Canadian retransmission rights arrangements related to previously satisfied performance obligations. As a copyright owner of radio and TV programming, we are entitled to revenue from retransmission rights as distant signals are retransmitted in Canada. Our right to consideration is dependent upon the tariff set by the Copyright Board of Canada and our share within various retransmission rights collectives.

Contract assets are presented under “Trade and Other Receivables” in our Consolidated Statement of Financial Position. Trade and Other Receivables include $13.7 million of contract assets as at March 31, 2022 (March 31, 2021 – $9.5 million). There was no impairment loss in relation to contract assets for the periods considered.

Contract liabilities primarily relate to cash payments received in advance of meeting our performance obligations, mostly related to host broadcasting and program sponsorship revenue streams. Contract liabilities are presented as current liabilities under “Deferred Revenue and other liabilities” in our Consolidated Statement of Financial Position. Deferred Revenue includes $9.0 million of contract liabilities as at March 31, 2022 (March 31, 2021 - $8.4 million).

Transaction price allocated to the remaining performance obligations

Revenue allocated to remaining performance obligations represents contracted revenue that has not yet been recognized, excluding variable consideration allocated entirely to distinct services or performance obligations that will be satisfied in the future in revenue streams such as Subscriber Revenue.

20. GOVERNMENT FUNDING

We receive a substantial portion of our funding from the Government of Canada.

ACCOUNTING POLICIES	CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS
Parliamentary appropriations for operating expenditures and Parliamentary appropriations for working capital are recognized as government funding in our Consolidated Statement of Income (Loss) in the fiscal year for which the appropriations were approved. Parliamentary appropriations for property and equipment and intangible assets that are subject to depreciation and amortization are recorded as deferred capital funding in our Consolidated Statement of Financial Position, with income being recognized in our Consolidated Statement of Income (Loss) over the average useful life of assets acquired using the appropriations in a given year. Parliamentary appropriations for the purchase of land are recorded in our Consolidated Statement of Income (Loss).	We are required to make estimates in determining the amount of government funding to be recognized in income related to capital expenditures. The amount recognized in income each year is based on the estimated useful lives and proportion of our property and equipment, and intangible assets purchased using government funding for capital expenditures.

Supporting Information

A. Government funding received

Parliamentary appropriations approved and the amounts we received are as follows:

For the year ended March 31	**2022**	2021*
Operating funding received		
Base funding**	1,176,214	1,120,887
Voted appropriations - Funding for critical operating requirements (COVID-19)	21,000	-
Retroactive salary inflation funding	-	119,418
Vote transfer from 2021-2022 operating funding to 2020-2021	(36,700)	36,700
Vote transfer from capital funding for 2020-2021	-	33,733
Transfer to capital funding	(20,820)	(19,336)
Operating funding received	**1,139,694**	**1,291,402**
Capital funding received		
Base funding	85,910	85,910
Vote transfer to operating funding for 2020-2021	-	(33,733)
Transfer from operating funding	20,820	19,336
Capital funding received	**106,730**	**71,513**
Working capital funding	**4,000**	**4,000**
	1,250,424	**1,366,915**

*Certain comparative figures have been reclassified to conform to the current year presentation.
**Starting in 2021-2022, Base funding includes salary inflation funding.

Voted transfers are requests made to and approved by Parliament. The amounts presented are consistent with the Supplementary Estimates published by the Treasury Board of Canada Secretariat subsequent to the parliamentary approval process.

Transfers to capital/from operating funding are consistent with business cases submitted for capital projects through operations and are usually partly offset by transfer of proceeds from the sale of capital assets where it has been deemed that the proceeds would be used in operations.

The total funding approved and received for the year is not the same as the total government funding presented in our Consolidated Statement of Income (Loss).

Change in Presentation

We modified the *Government funding received* disclosure to better reflect the nature of the funding received. As a result, a total of $6.4 million was reclassified from “Capital base funding” to “Operating base funding’’ for the year ended March 31, 2021. This change also impacted transfers to capital funding/from operating funding by the same amount.

B. Deferred capital funding

Capital funding received is recorded as Deferred Capital Funding in our Consolidated Statement of Financial Position, with income being recognized in our Consolidated Statement of Income (Loss) over the same basis and over the same periods as the assets acquired using the appropriations.

	March 31, 2022	March 31, 2021
Opening balance	502,479	529,910
Government funding for capital expenditures	106,730	71,513
Amortization of deferred capital funding	(96,320)	(98,944)
Balance, end of year	**512,889**	**502,479**

21. FINANCE COSTS

Finance costs comprise the interest attributable to bonds payable, notes payable, lease liabilities and the accretion of liabilities.

ACCOUNTING POLICIES	CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS
Finance costs are recognized in our Consolidated Statement of Income (Loss) in the period in which they are incurred using the effective interest method.	There are no critical accounting estimates or judgments related to finance costs.

Supporting Information

Finance costs include the following:

For the year ended March 31	**2022**	2021
Interest on financial obligations (Note 16)	14,355	16,286
Interest on lease liabilities (Note 17)	9,116	9,398
Other non-cash finance costs	676	825
Total	**24,147**	**26,509**

22. INCOME TAXES

CBC/Radio-Canada is a prescribed federal Crown Corporation under Reg. 7100 of the *Income Tax Act (ITA)* and is subject to federal income tax as a prescribed corporation for purposes of subsection 27(2) of the *ITA*. Our activities are not subject to provincial taxes.

ACCOUNTING POLICIES	CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS
Management uses the liability method of accounting for income taxes. Under this method, Deferred Income Tax Assets and Liabilities are recognized based on the estimated tax effect of temporary differences between the carrying value of assets and liabilities on the financial statements and their respective tax bases. <u>Current tax</u> Taxable net results differ from net results as reported in our Consolidated Statement of Income (Loss) because of items of income or expense that are taxable or deductible in other years or because of items that are never taxable or deductible. Our income tax receivable (payable) is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period. <u>Deferred tax</u> As a federal Crown Corporation that receives a substantial portion of its funding from the Government of Canada, we operate within a specific operating structure to match cash expenses with available resources, and to break even over the long term. We use appropriations only to the extent required to fund our operating expenses, and may not borrow to fund working capital shortfalls. Therefore, we do not expect to generate material taxable income or losses in the periods that temporary differences are scheduled to reverse. Accordingly, a deferred tax asset or liability is not recognized in our consolidated financial statements as long as these specified operating conditions are met at the end of the reporting period.	Management has used judgment to determine that, as of the reporting date, deferred taxes should not be recognized because we do not expect to generate material taxable income or losses in the periods temporary differences are scheduled to reverse due to its specific operating structure.

Supporting Information

A. Income Tax Recognized in Net Results

The income tax recovery (expense) for the year can be reconciled to the income tax recovery (expense) that would be computed by applying our federal statutory tax rate of 25.00% (2021 – 25.00%) to accounting profit as follows:

For the year ended March 31	**2022**	2021
Income tax recovery (provision) at federal statutory rate	30,181	(43,311)
Permanent differences	752	1,131
Adjustments to reflect the expected income tax (payable) receivable in future periods in respect of taxable and deductible temporary differences	(2,282)	11,031
Income tax recovery (expense)	**28,651**	**(31,149)**

The tax rate used for the 2022 reconciliation above is the corporate tax rate payable by a corporation that is a prescribed Federal Crown Corporation under Part LXXI of the *Income Tax Regulations* and is subject to the provisions of the *Income Tax Act* (Canada). An adjustment to reflect the expected income tax receivable (payable) in future periods in respect of taxable and deductible temporary differences is reflected above.

B. Temporary Differences

For the year ended March 31	**2022**	2021
The sources of the deductible (taxable) temporary differences for which no deferred tax asset or liability was recognized were as follows:		
Accrued liabilities	28,777	27,349
Lease liabilities	320,973	331,999
Pension plans	(1,499,051)	(740,098)
Employee-related liabilities	103,267	115,160
Non-current receivables and investments	993	1,262
Deferred income for tax purposes related to the sale of receivables	(19,185)	(22,898)
Property and equipment	(246,822)	(206,037)
Right-of-use (ROU) assets	(303,200)	(317,664)
Other	(21,134)	(19,243)
Total	**(1,635,382)**	**(830,170)**

23. SUPPLEMENTAL CASH FLOW INFORMATION

A. Movements in Working Capital

For the year ended March 31	**2022**	2021*
Changes in Working Capital are comprised of:		
Trade and other receivables	(54,263)	(38,778)
Programming asset	83,974	(64,932)
Prepaid expenses	6,012	(10,666)
Accounts payable and accrued liabilities	22,027	(20,783)
Provisions	5,176	(9,864)
Pension plans and employee-related liabilities	(1,802)	18,762
Deferred revenue and other liabilities	(80)	357
Total	**61,044**	**(125,904)**

* Certain comparative figures have been reclassified to conform to the current year presentation.

B. Changes in Liabilities Arising from Financing Activities

		Cash flows		Non-cash changes	
	April 1, 2021	Capital	Interest and other changes	Other changes	**March 31, 2022**
Repayment of lease liabilities	331,999	(18,343)	(9,115)	16,432	320,973
Repayment of financial obligations	237,204	(29,408)	(15,104)	14,355	207,047
Distributions to non-controlling interests	755	-	-	80	835
Total liabilities from financing activities	**569,958**	**(47,751)**	**(24,219)**	**30,867**	**528,855**

OTHER

This section discloses information related to our financial instruments, capital management, related parties, commitments and contingent assets.

24. FINANCIAL INSTRUMENTS

Outlined below are our financial instruments and related financial risk management objectives, our policies and our exposure and sensitivity to financial risks.

ACCOUNTING POLICIES	CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS
Financial assets and financial liabilities are recognized when we become a party to the contractual provisions of the instrument. Financial assets are classified and subsequently measured at amortized cost or fair value through profit or loss based on both the Corporation's business model for managing the financial assets and the contractual cash flow characteristics of the financial assets. Our financial assets are classified and measured as follows: ● Financial assets held for the purpose of collecting contractual cash flows (''held to collect'') that represent solely payments of principal and interest (''SPPI'') are classified and measured at amortized cost; ● Financial assets that are not considered to be solely payments of principal and interest are classified and measured at fair value through profit or loss (''FVTPL''). Financial liabilities are classified and subsequently measured at amortized cost. Derivative financial instruments are classified and subsequently measured at FVTPL. See table below for classification of our financial instruments. The impairment model is an expected credit loss ("ECL") model, which implies both an earlier recognition of impairment losses and a disclosure of more timely and forward-looking information. Additionally, it is no longer necessary for a loss event to occur before an impairment loss is recognized. The simplified approach is applied to trade receivables and contract assets that result from transactions within the scope of IFRS 15. Under the simplified approach, a provision based on lifetime ECL is determined by historical loss rates, adjusted for current conditions and forward looking information, and applied to segments of receivable balances at each reporting date. The ECL for all other financial assets is determined by the present value of the cash shortfalls over the upcoming 12-month period.	The measurement of the provision for expected credit losses ("ECL") for our financial assets measured at amortized cost requires the use of complex models and significant assumptions about future economic conditions and credit behaviour.

Supporting Information

A. Classification and Risks Overview

Our activities are exposed to a variety of financial risks: credit risk, liquidity risk and market risk. Our overall risk management program focuses on the unpredictability of financial and economic markets and seeks to minimize potential effects on our financial performance. Risk management is carried out through financial management practices in conjunction with our overall governance practices. The Board of Directors is responsible for overseeing the management of financial risk.

Our financial instruments, the classification, and the nature of certain risks to which they may be subject are as set out in the following table:

	Risks			
			Market Risks	
	Credit	Liquidity	Currency	Interest rate
Measured and classified at amortized cost				
Bonds receivable	X			X
Promissory notes receivable	X			X
Trade and other receivables	X		X	
Investment in finance lease	X			X
Accounts payable and accrued liabilities		X	X	
Financial obligations		X		X
Lease liabilities		X		X
Measured and classified at fair value through profit and loss (FVTPL)				
Cash and marketable securities	X		X	X
Derivative financial instruments	X		X	

B. Credit Risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss. We record a provision for potential credit losses based on an ECL model in accordance with IFRS 9. Actual losses have not exceeded management's expectations in the past. Our maximum exposure to credit risk at March 31, 2022 and March 31, 2021 is the carrying value of these assets.

Cash and marketable securities

We have deposited cash or hold certificates of deposit with reputable financial institutions (members of the Canadian Payments Association or local Cooperative Credit Societies that are members of a Central Cooperative Credit Society having membership in the Canadian Payments Association or, subject to the approval of the Minister of Finance, any financial institutions outside Canada), from which management believes the risk of loss to be remote.

Trade and other receivables

Credit risk concentration with respect to trade and other receivables is limited and managed through a program of credit evaluation and by restricting the amount of customer credit where deemed necessary. Management does not believe that it is exposed to an unusual or significant level of credit risk.

We established a provision for ECL that reflects the lifetime ECL of our trade and other receivables as permitted under IFRS 9 simplified approach. We have a specific policy on credit and collections and guidelines that provide for how the provision should be determined. This is determined by considering our historical loss rates by customer type, adjusted for current conditions and forward looking information. At each reporting period, the amount of expected credit losses is updated to reflect any significant changes in credit risk of trade and other receivables since inception. In making this assessment, we consider both quantitative and qualitative information that is reasonable and supportable, including historical credit loss experience, payments past due over average credit terms by customer type, and forward-looking information such as economic reports.

Consistent with others in the industry, our trade and other receivables are mainly derived from the sale of advertising airtime through agencies. These agencies typically remit their payment over a period exceeding our average credit term of 30 days. As such, a significant portion of our trade receivables are past due but not impaired and the collection period is not necessarily an indicator of credit risk.

Since we are largely funded through parliamentary appropriations, we have determined that we are not subject to the concentration of credit risk typical of broadcasters who mostly rely on commercial revenue. We do not have a material concentration of credit risk with any single customer and mitigate the credit risk of advertising receivables by performing initial and ongoing credit evaluations of advertising customers.

We do not hold any collateral or other credit enhancements on trade and other receivables.

The tables below provide an aging of our customer trade and other receivables and additional information related to the provision for ECL.

Trade and other receivables over 30 days	**March 31, 2022**	March 31, 2021
31 - 60 days	110,863	40,868
61 - 90 days	2,480	1,663
Over 90 days	18,150	19,710
Total	**131,493**	**62,241**

Movement in provision for expected credit losses	**March 31, 2022**	March 31, 2021
Opening balance	(507)	(384)
Amounts written off during the year as uncollectible	178	313
Net increase in provision for new impairments	(144)	(436)
Balance, end of year	**(473)**	**(507)**

Promissory notes receivable and Investment in finance lease

Our promissory notes receivable and investment in finance lease are the result of transactions that occurred in 2003, when we agreed to sell and rent several parcels of land to a wholly-owned subsidiary of the Ontario Teachers' Pension Plan. At the time of the transaction, we ensured that the counterparty met our criteria with regards to credit worthiness and risk, especially given the long-term nature of the receivables. We monitor the collection of the promissory notes receivable and rental payments associated with the investment in finance lease, which are collected on a monthly basis through the CBC Monetization Trust.

Bonds receivable

Under the *Broadcasting Act*, we are allowed to invest any money administered by it in bonds or other securities of, or guaranteed by, the Government of Canada. As such, our bonds receivable are Canada Mortgage Bonds, which have a low credit risk. None of the held to maturity bonds are either past due or impaired.

Derivative financial instruments

The policy on currency risk requires that all significant forward contracts, options and other instruments used to economically hedge a foreign currency exposure will be negotiated with providers holding credit ratings equivalent to or better than that of the major Canadian banks. We place our currency hedging business with different counterparties that meet this criterion.

C. Liquidity Risk

Liquidity risk is the risk that we will encounter difficulties in meeting our financial obligations associated with financial liabilities.

Our approach to managing liquidity risk is to ensure, as far as possible, that we will have sufficient liquidity to meet our liabilities when due, under both normal and stressed conditions without incurring losses. We also manage liquidity risk by continuously monitoring actual and budgeted cash flows. The Board of Directors reviews and approves our operating and capital budgets, as well as large transactions.

We do not have the authority to obtain a line of credit or non-current debt without the prior approval of the Minister of Finance.

The following table presents a maturity analysis of our financial liabilities based on the expected cash flows from the date of our Consolidated Statement of Financial Position to the contractual maturity date. The amounts are the contractual undiscounted cash flows.

		Contractual cash flows			
	Carrying amount of liability at March 31, 2022	**Total**	Within 1 Year	2 to 5 Years	Over 5 Years
Financial Obligations (Note 16)	207,047	244,814	44,512	178,047	22,255
Lease Liabilities (Note 17)	320,973	433,465	30,226	92,190	311,049
Total	**528,020**	**678,279**	**74,738**	**270,237**	**333,304**

		Contractual cash flows			
	Carrying amount of liability at March 31, 2021	**Total**	Within 1 Year	2 to 5 Years	Over 5 Years
Financial Obligations (Note 16)	237,204	289,326	44,512	178,047	66,767
Lease Liabilities (Note 17)	331,999	448,652	26,814	94,979	326,859
Total	**569,203**	**737,978**	**71,326**	**273,026**	**393,626**

D. Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate as a result of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and price risk. We are mainly exposed to currency and interest rate risks.

E. Currency Risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in foreign exchange rates. We are exposed to limited foreign exchange risk on revenue and expenses denominated in a foreign currency. The majority of these transactions are denominated in US dollars, Euros and British Pounds. The policy on currency risk requires us to minimize currency risk to protect the value of foreign cash flows, both committed and anticipated, from the negative impact of exchange rate fluctuations.

We mitigate this risk by entering into forward exchange contracts. Accordingly, we have limited sensitivity to changes in foreign exchange rates.

In terms of net foreign currency exposure, we are mostly exposed to the US dollar (expressed in Canadian equivalent dollars) as follows:

	March 31, 2022	March 31, 2021
Cash	4,203	1,417
Trade and other receivables	165	32,794
Accounts payable and accrued liabilities	(4,845)	(4,483)
Net exposure	**(477)**	**29,728**

Exposure to other foreign currencies is immaterial (2021 – immaterial).

F. Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in market interest rates. Our notes receivable, bonds receivable, investment in finance lease, bonds payable, obligations under finance leases and notes payable bear fixed interest rates and, as such, are subject to interest rate risk because the fair value of the financial instruments will be affected by changes in the market rates. However, a change in fair value would not impact our profit or loss.

For our short-term cash balances, we have a policy of maximizing interest revenue. We may place our cash in interest bearing accounts with Schedule I Canadian banks. Consequently, the interest rate risk associated with the cash balances is directly tied to the movements of the Bank of Canada's Key Overnight Lending Rate and to the banks' prime rates. To manage interest rate risk, we deal with a number of banks to obtain competitive rates and to mitigate our exposure to any one particular investment vehicle.

G. Fair Value

The carrying values and fair values of our remaining financial assets and financial liabilities are listed in the following table:

	March 31, 2022		March 31, 2021*			
	Carrying values	Fair values	Carrying values	Fair values	Method¹	Note
Financial instruments measured at fair value through profit and loss on a recurring basis:						
Cash	82,960	82,960	90,107	90,107	Level 1	(a)
Marketable securities	3,814	3,814	3,802	3,802	Level 1	(a)
Financial assets	**86,774**	**86,774**	**93,909**	**93,909**		
Derivative financial instruments	141	141	592	592	Level 2	(d)
Financial liabilities	**141**	**141**	**592**	**592**		
Financial instruments measured at amortized cost:						
Bonds receivable (current)	59,692	59,834	95,678	96,042	Level 2	(b)
Promissory notes receivable (current)	4,018	4,018	3,749	3,749	Level 2	(a)
Trade and other receivables	233,041	233,041	177,841	177,841	Level 2	(a)
Investment in finance lease (current)	4,419	4,419	4,141	4,141	Level 2	(a)
Bonds receivable (non-current)	14,422	14,029	26,687	26,829	Level 2	(b)
Promissory notes receivable (non-current)	20,088	21,537	24,106	26,559	Level 2	(c)
Investment in finance lease (non-current)	21,785	25,216	26,204	30,651	Level 2	(c)
Financial assets	**357,465**	**362,094**	**358,406**	**365,812**		
Accounts payable and accrued liabilities	107,111	107,111	88,429	88,429	Level 2	(a)
Financial obligations (current)	36,938	36,938	35,732	35,732	Level 2	(a)
Financial obligations (non-current)	170,109	190,914	201,472	234,258	Level 2	(d)
Financial liabilities	**314,158**	**334,963**	**325,633**	**358,419**		

[1]Method refers to the hierarchy levels described in Note 2 C. Each level is based on the availability of observable inputs used to measure the fair values of assets and liabilities.
* Certain comparative figures have been reclassified to conform to the current year presentation.

There have been no transfers between levels during the year ended March 31, 2022.

(a) The fair values approximate their carrying value due to the current nature of these instruments.

(b) The fair values for bonds that trade in markets that are not considered to be active are based on quoted market prices, dealer quotations or alternative pricing sources supported by observable inputs.

(c) The fair values related to the various amounts receivable were determined using the expected future cash flows and discounted using published Government bond rates with similar terms and characteristics, adjusted by a factor that reflects the credit worthiness of the various counterparties.

(d) The fair values related to our various financial liabilities were determined using the expected future cash flows and were discounted using published Government bond rates with similar terms and characteristics, adjusted by a factor that reflects our credit worthiness.

25. CAPITAL MANAGEMENT

We are subject to Part III of *the Broadcasting Act*, which imposes restrictions in relation to borrowings and requires authorization from Parliament and approval from the Minister of Finance.

We define capital that we manage as the aggregate of our equity, which consists of retained earnings.

Our objectives in managing capital are as follows:

- To safeguard our ability to continue as a going concern;
- To fund our asset base; and
- To fulfil our mission and objectives for the Government of Canada to the benefit of Canadians.

We manage our capital by reviewing formally, on a regular basis, the actual results against set budgets, and share this information with the Audit Committee and Board of Directors. Our overall strategy with respect to capital management includes the balancing of our operating and capital activities with our funding on an annual basis. We make adjustments to our capital management strategy in light of general economic conditions, the risk characteristics of the underlying assets and our working capital requirements.

Our objectives, policies and processes for managing capital are consistent with those in place throughout 2020-2021.

We are not subject to externally imposed capital requirements.

26. RELATED PARTIES

Our related parties consist mainly of government departments, agencies, Crown Corporations, subsidiaries, our key management personnel or close family members of these individuals, private companies over which we have significant influence, and the Corporate Pension Plan. We are related in terms of common ownership to all Government of Canada created departments, agencies and Crown corporations.

ACCOUNTING POLICIES	CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS
We enter into transactions with these related parties in the normal course of business, on normal trade terms applicable to all individuals and enterprises and at market prices. We record these transactions at fair value. We have elected to take an exemption under IAS 24 *Related Party Disclosures* which allows government related entities to limit the extent of disclosures about related party transactions with government and other government related entities.	There are no critical accounting estimates or judgments related to related parties.

Supporting Information

A. Transactions with Related Parties Excluding Government-Related Entities

The transactions carried out with related parties were at fair value and are not significant.

In addition, cash payments for our contributions to the defined benefit plans are disclosed in Note 15 E.

There are no significant amounts owing to related parties at March 31, 2022 (March 31, 2021 – nil) and no expense has been recognized in the current or prior periods for bad or doubtful debts in respect of the amounts owed by related parties.

B. Transactions with Government-Related Entities

We are a Federal Crown Corporation that operates in an economic environment dominated by entities directly or indirectly controlled by the federal government through its government authorities, agencies, affiliations and other organizations (collectively referred to as “government-related entities”). We have transactions with other government-related entities including but not limited to sales and purchases of goods and rendering and receiving of services.

Canada Mortgage Bonds

As described in Note 5 *Bonds receivable*, $74.1 million was invested in Canada Mortgage Bonds (CMB) during the year (March 31, 2021 - $122.4 million). CMB are issued by Canada Housing Trust (CHT), a special purpose trust guaranteed by Canada Mortgage and Housing Corporation (CMHC), another Crown Corporation, and backed by the Government of Canada.

Contract with other Government-Related Entity

Mauril is a new, free and ad-free digital platform leveraging a wide range of content from the Corporation to help users learn English and French. Financed and endorsed by the Government of Canada, this new tool is designed and deployed by the Corporation, in collaboration with a committee of pedagogical experts. It is meant to help improve oral comprehension and integrate language knowledge in everyday life. We have received $2.8 million (March 31, 2021 - $3.0 million) from the Government of Canada for the provision of services required to create this new platform and acquire content. At the end of the year, $5.6 million was recorded as deferred revenue (March 31, 2021 - $6.0 million).

C. *Compensation of Key Management Personnel*

Key management personnel are those people that have authority and responsibility for planning, directing and controlling our activities. This includes the President and CEO, the Vice-Presidents and the Board of Directors.

The remuneration of the President and CEO and the Vice-Presidents during the year was as follows:

	March 31, 2022	March 31, 2021
Short-term benefits[1]	4,536	4,197
Post-employment benefits[2]	2,459	2,069
Other benefits[3]	353	619
Total	**7,348**	**6,885**

[1]Short-term benefits include wages, salaries, social security contributions, paid annual leave, short-term disability, incentive pay (if payable within twelve months of the end of the period) and other benefit packages (healthcare, life insurance, dental and accident insurance) for current employees.

[2]Post-employment benefits such as pensions and post-employment life insurance.

[3]Other benefits include long-term incentive pay, long-term disability, worker's compensation and termination benefits. Termination benefits that are payable as a result of the Corporation terminating employment before the normal retirement date or an employee's decision to accept an offer of voluntary departure. Termination benefits include termination payments, severances and long-service gratuity.

The total compensation paid to members of the Board of Directors, excluding the President and CEO, during the year was $0.2 million (2021 - $0.2 million).

The remuneration of key management personnel is determined as follows:

- **Members of the Board of Directors**, except the President and CEO, receive meeting fees for Board and Committee meetings based on a fee schedule established by Corporations' by-laws (as approved by the Minister of Canadian Heritage). The Chair of the Board also receives an annual retainer.
- **The Vice-Presidents'** remuneration is approved by the Board of Directors upon recommendation of the Human Resources and Governance Committee, having regard to the performance of individuals and market trends.
- **The President and CEO** is compensated in accordance with the terms of the Order-in-Council appointing her.

27. COMMITMENTS

A commitment is an agreement that is enforceable and legally binding to either make or receive a payment in the future for the purchase or provision of goods and services. These amounts are not recognized in these consolidated financial statements since we have yet to receive or provide the goods or services contractually agreed upon.

ACCOUNTING POLICIES	CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS
We are a lessor in several leasing arrangements, which requires management to determine whether the lease is a finance lease or an operating lease. To classify each lease, management assesses whether the lease transfers substantially all the risks and rewards of ownership. If this is the case, then the lease is a finance lease; if not, then it is an operating lease. We recognize lease payments received under operating leases as income on a straight-line basis over the lease term under "Other income". When we are an intermediate lessor, we account for our interest in the head lease and the sub-lease separately. We assess the lease classification of a sub-lease with reference to the right-of-use (ROU) asset arising from the head lease. If an arrangement contains lease and non-lease components, we apply IFRS 15 to allocate the consideration in the contract.	The determination that an arrangement to lease a portion of a building that we own meets the criteria of an operating lease and that the leased portion of the building does not qualify as investment property under IAS 40 *Investment Property*.

A. Program Related and Other

This note shows amounts to which we are contractually committed, but which do not meet the criteria for inclusion in our Consolidated Statement of Financial Position.

	March 31, 2022	March 31, 2021
Facilities Management	63,982	73,610
Programming	328,927	142,592
Transmission and distribution	11,891	18,635
Maintenance and support	72,991	53,246
Property and equipment and intangibles[1]	2,770	2,895
Other	54,530	70,716
Total	**535,091**	**361,694**

[1]Property and equipment and intangibles does not include any amount related to contractual commitments for the acquisition of intangible assets as at March 31, 2022 (March 31, 2021 - $0.7 million).

The future aggregate payments are as follows:

	March 31, 2022	March 31, 2021
Less than one year	138,324	168,262
Later than one year but not later than five years	240,619	152,493
More than five years	156,148	40,939
Total	**535,091**	**361,694**

Commitments related to financial obligations are disclosed in Note 24 C.

B. Non-Cancellable Leases

The lease component of obligations to lessors is recognized in the Consolidated Statement of Financial Position and presented under “Lease liabilities”. The non-lease component of these obligations and operating leases outside the scope of IFRS 16 are presented below.

The future aggregate payments under non-cancellable leases are as follows:

	March 31, 2022	March 31, 2021
Less than one year	19,591	19,095
Later than one year but not later than five years	71,417	70,364
More than five years	322,041	335,202
Total	**413,049**	**424,661**

The amounts presented above include a total of $412.5 million (2021 - $423.2 million) representing operating costs and property taxes payable.

C. Revenue-Generating Leases

Operating leases relate to buildings and transmission towers that we own with remaining lease terms between one to 88 years. All operating lease contracts contain market review clauses in the event that the lessee exercises its option to renew. The lessee does not have an option to purchase the property at the expiry of the lease period.

The future aggregate minimum lease receivables under non-cancellable operating leases are as follows:

	March 31, 2022	March 31, 2021
Less than one year	11,138	12,473
Later than one year but not later than five years	45,554	48,103
More than five years	304,101	314,611
Total	**360,793**	**375,187**

In addition to the amounts presented above, we expect to receive amounts related to operating expenses and property taxes under building leases for a total of $63.7 million (March 31, 2021 - $63.3 million).

28. CONTINGENT ASSETS

Additional consideration may be payable to the Corporation with respect to some of our retransmission rights for past periods. The receipt of this additional consideration is probable, however no contingent asset has been recognized as a receivable at March 31, 2022 as the receipt of the amount is dependent on the outcome of legal proceedings. Management determined that it is not practicable to make an estimate of the potential impact of this contingent asset.