



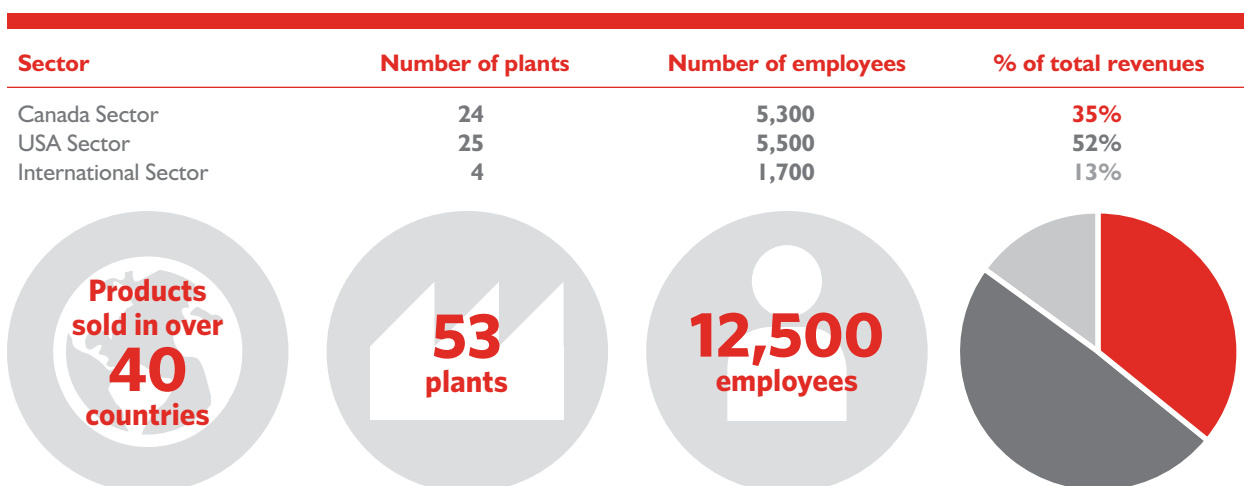
Saputo

2016 Annual Report

Saputo

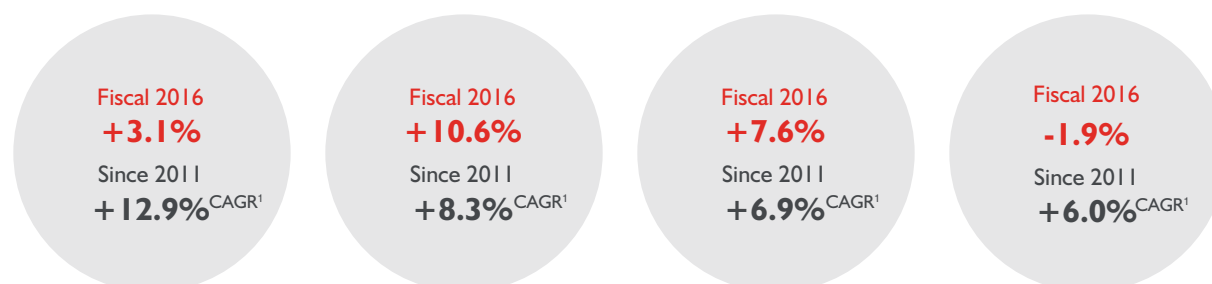
Saputo produces, markets, and distributes a wide array of dairy products of the utmost quality, including cheese, fluid milk, extended shelf-life milk and cream products, cultured products and dairy ingredients. Saputo is one of the top ten dairy processors in the world, the largest cheese manufacturer and the leading fluid milk and cream processor in Canada, the third largest dairy processor in Argentina, and the fourth largest in Australia. In the US, Saputo ranks among the top three cheese producers and is one of the largest producers of extended shelf-life and cultured dairy products. Our products are sold in several countries under well-known brand names such as *Saputo, Alexis de Portneuf, Armstrong, COON, Cracker Barrel**, *Dairyland, DairyStar, Friendship Dairies, Frigo Cheese Heads, La Paulina, Milk2Go/Lait's Go, Neilson, Nutrilait, Scotsburn**, *Stella, Sungold, Treasure Cave* and *Woolwich Dairy*.

Saputo Inc. is a publicly traded company and its shares are listed on the Toronto Stock Exchange under the symbol "SAP".



Years ended March 31 (in millions of CDN dollars)

	Revenues	Adjusted EBITDA ²	Adjusted net earnings ²	Net earnings
2016	\$10,991.5	\$1,174.1	\$626.9	\$601.4
2015	\$10,657.7	\$1,061.7	\$582.8	\$612.9
2011	\$ 6,002.9	\$ 788.3	\$450.1	\$450.1



Segment	Total revenues (%)	Clientele
Retail	49%	Sales are made to supermarket chains, mass-merchandisers, convenience stores, independent retailers, warehouse clubs and specialty cheese boutiques under company-owned or customer brand names.
Foodservice	40%	Sales are made to broadline distributors, as well as to restaurants and hotels, under company-owned or customer brand names.
Industrial	11%	Sales are made to food processors using Saputo's products as ingredients to manufacture their products.

¹ CAGR, Compound Annual Growth Rate is defined as the year over year growth rate over a specified amount of time.

² Adjusted EBITDA and adjusted net earnings are non-IFRS measures. Refer to the "Measurement of Results not in Accordance with IFRS" section of the Company's Management Discussion and Analysis for the definition of these terms.

Message from the Chairman of the Board



I am pleased to report another great year for Saputo, and I am very proud of the progress we made while holding firm to our values. Once again, our 12,500 employees have shown impressive abilities in adapting to trends and changes in our business environment.

Our success is shared because it is rooted in the dedication, loyalty and effort of every single employee, regardless of role or title. It brings me great joy to see our employees strive for excellence, and work together to achieve our goals.

Our Board of Directors has provided us with prudent guidance and leadership again this year. The insight and proficiency of our Board complements the experience and knowledge of our management team, resulting in sound decisions for our Company.

The Board is composed of eight independent directors, and two non-independent directors: myself and the Vice Chairman of the Board, who is also the Chief Executive Officer. The independent directors hold separate meetings chaired by an independent Lead Director after each Board meeting. Also, only independent directors sit on the two committees of our Board, namely the Audit Committee, and the Corporate Governance and Human Resources Committee. In fiscal 2016, we welcomed a new director, Ms. Karen Kinsley who was appointed in November 2015.

Every year, Saputo conducts an assessment of its corporate governance practices against current best practices and trends. The Board believes in good governance as stated in our Company's Management Proxy Circular dated June 2, 2016. For additional information concerning our practices and Board nominees, I invite you to refer to this document.

Ms. Patricia Saputo and Mr. Pierre Bourgie have advised us that they will not renew their mandates as directors. On behalf of the Board, I would like to thank them for having provided us with great guidance through the years. Ms. Saputo has been part of our Board since 1999 and Mr. Bourgie since the Company went public in 1997, each lending their loyalty, direction and support to the Company over the years. Ms. Franziska Ruf and Ms. Diane Nyisztor will be proposed for election to the Board at our annual general meeting in August. We believe that their experience and background will complement our Board.

I extend my sincere gratitude to all Board members for their dedication and hard work. I would also like to thank Saputo's customers, consumers, suppliers and partners for the loyalty they have shown our Company. We will continue to offer our highest quality products, service levels, and business practices.

The passion that drives all Saputo stakeholders enables us to reach our goals today, and look to the future with confidence and enthusiasm.

Emanuele (Lino) Saputo, C.M., O.Q., D' h.c.
Chairman of the Board

Message from the Chief Executive Officer



I am proud of our Company's performance in fiscal 2016, especially when faced with tough challenges in today's markets.

As the quarters of the fiscal year unfolded, we showed remarkable resilience, met our challenges head-on, and turned them around through an innovative approach and hard work.

Our accomplishments show we were able to adjust to market headwinds and keep growing our business. Most important, we continue to apply high standards of execution to our newly acquired businesses, as well as our existing operations.

Saputo continues to apply a strategy of growth by acquisition. We acquired in May 2015 the everyday cheese business from Lion-Dairy & Drinks Pty Ltd, and in October 2015, the companies forming Woolwich Dairy (Woolwich), one of North America's top producers of goat cheese. Woolwich products are a great complement to Saputo's cheese line and now benefit from our vast supply chain, sales force and customer base both in Canada and the US.

The Dairy Division (Canada) continued to develop its value proposition to consumers and customers through an appealing product mix. Even though the Canadian market has been challenging, we continued to expand the reach of our brands to consumers and to work with our customers to grow their offerings and product lines.

As the year progressed, the Division increased volumes while improving product costing, as well as warehousing and logistical costs. Significant capital investments were also made in some plants to further improve efficiency, capacity and quality. As part of our ongoing efficiency initiatives, we announced the closure of three plants in Canada between June 2016 and December 2017 and the consolidation of their production into some of our other facilities.

In our USA Sector, performance in fiscal 2016 was solid throughout the year. Both the Cheese Division (USA) and the Dairy Foods Division (USA) generated strong and steady results through increased volumes on the revenue side, and operational efficiencies on the cost side.

The Cheese Division (USA) has gained market share and distribution for premium and newly launched products, and these types of initiatives will continue into next year. We are also making investments aimed at enhancing our blue cheese production capability, which will strengthen our position as a category leader in the market.

The Dairy Foods Division (USA) has brought new value-added products to market in partnership with customers. We continue to capitalize on our innovation model to grow our customers' businesses in several product categories such as organics, aseptic packaged dairy and non-dairy products, and others. We will keep on investing to support capacity, and aim to further strengthen our competitive cost position.

In our International Sector, global cheese and dairy prices put downward pressure on profitability in fiscal 2016. Nevertheless, we focused on maximizing our product mix to mitigate these negative impacts. We worked with our customers in established markets to strengthen our position and minimize volatility, while controlling costs and increasing efficiency.

In our Dairy Division (Argentina), we increased domestic market presence in our retail segment with our branded products. We also successfully introduced new products in the foodservice area which contributed to a domestic volume increase. Despite difficult market conditions and an inflationary economy, our team in Argentina continues to be innovative and solution-oriented.

In our Dairy Division (Australia), we worked toward integrating the everyday cheese business, newly acquired from Lion-Dairy & Drinks Pty Ltd. This acquisition was a result of our strategic plan to increase the Division's presence in the branded domestic cheese market. I am proud of the effort displayed by the Division during the process of building new capabilities to serve the market throughout the year. We also increased milk intake and production, consistent with our growth strategy to serve the market and expand our international presence.

At Saputo, our performance is directly related to the contribution of our employees. Truly, they are the driving force behind our success. Whether it is a management team applying its experience and perspective to a growth opportunity or a loyal employee maintaining the high quality standard of our products, Saputo cannot move forward without the allegiance of our people. I offer both my thanks and my admiration.

Our training initiatives demonstrate our commitment to employee growth and development from the inside, and from a wide variety of backgrounds. The new Leadership Program ensures our "pipeline" of talent is properly developed and gives our management prospects the tools and resources to potentially move up to higher levels of responsibility.

This fiscal year, we continued the journey to migrate our enterprise resource planning (ERP) system. This multi-year initiative, aimed at fundamental efficiency improvement, requires a substantial investment in time and resources to continue over the next few years. I am pleased to report we are on schedule for this project.

At Saputo, we are also committed to pursuing sustainable and responsible business practices. Our areas of focus are being reorganized into the following pillars: food safety and quality, employee health and safety, business ethics, responsible sourcing (including animal care), environment, nutrition and healthy living, as well as community involvement. Using these pillars, we align our efforts and resources on our business values and stakeholder concerns.

In fiscal 2016, we have overcome many challenges. I have no doubt we will continue to find innovative solutions to capitalize on evolving trends and growing markets, and to mitigate volatility in the dairy industry. Our disciplined approach will enable us to further expand our scope and scale around the world. The global dairy industry holds many opportunities for our Company, and we are well positioned to grasp them. Strong values have always been our path to success; they will keep on leading us into a bright future.

Lino A. Saputo, Jr.

Chief Executive Officer and
Vice Chairman of the Board
Saputo Inc.

**Management's
Discussion and Analysis**

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**Consolidated
Financial Statements**

2016

Saputo

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MANAGEMENT'S DISCUSSION AND ANALYSIS

The goal of the management report is to analyze the results of, and the financial position for, the year ended March 31, 2016. It should be read while referring to the audited consolidated financial statements and accompanying notes. The accounting policies of Saputo Inc. (Company or Saputo) for financial years ended March 31, 2016, 2015 and 2014 are in accordance with International Financial Reporting Standards (IFRS). All dollar amounts are in Canadian dollars, unless otherwise indicated. This report takes into account material elements between March 31, 2016 and June 2, 2016, the date on which this report was approved by Saputo's Board of Directors. Additional information about the Company, including the annual information form for the year ended March 31, 2016, can be obtained on SEDAR at www.sedar.com.

CAUTION REGARDING FORWARD-LOOKING STATEMENTS

This report contains forward-looking statements within the meaning of securities laws. These statements are based, among other things, on Saputo's assumptions, expectations, estimates, objectives, plans and intentions as of the date hereof regarding projected revenues and expenses, the economic, industry, competitive and regulatory environments in which the Company operates or which could affect its activities, its ability to attract and retain customers and consumers, as well as the availability and cost of milk and other raw materials and energy supplies, its operating costs and the pricing of its finished products on the various markets in which it carries on business.

These forward-looking statements include, among others, statements with respect to the Company's short and medium term objectives, outlook, business projects and strategies to achieve those objectives, as well as statements with respect to the Company's beliefs, plans, objectives and expectations. The words "may", "should", "will", "would", "believe", "plan", "expect", "intend", "anticipate", "estimate", "foresee", "objective", "continue", "propose" or "target", or the negative of these terms or variations of them, the use of conditional tense or words and expressions of similar nature, are intended to identify forward-looking statements.

By their nature, forward-looking statements are subject to a number of inherent risks and uncertainties. Actual results could differ materially from the conclusion, forecast or projection stated in such forward-looking statements. As a result, the Company cannot guarantee that any forward-looking statements will materialize. Assumptions, expectations and estimates made in the preparation of forward-looking statements and risks that could cause actual results to differ materially from current expectations are discussed in the Company's materials filed with the Canadian securities regulatory authorities from time to time, including the "Risks and Uncertainties" section of this Management's Discussion and Analysis.

Forward-looking statements are based on Management's current estimates, expectations and assumptions, which Management believes are reasonable as of the date hereof, and, accordingly, are subject to changes after such date. You should not place undue importance on forward-looking statements and should not rely upon this information as of any other date.

Except as required under applicable securities legislation, Saputo does not undertake to update or revise these forward-looking statements, whether written or verbal, that may be made from time to time by itself or on its behalf, whether as a result of new information, future events or otherwise.

Selected Financial Information

Years ended March 31
(in millions of CDN dollars)

	2016	2015	2014
STATEMENT OF EARNINGS			
Revenues			
Canada	3,801.5	3,835.8	3,653.5
USA	5,786.7	5,279.6	4,489.9
International	1,403.3	1,542.3	1,089.4
	10,991.5	10,657.7	9,232.8
Operating costs excluding depreciation, amortization, gain on disposal of a business, acquisition, restructuring and other costs			
Canada	3,388.0	3,431.3	3,196.1
USA	5,061.2	4,744.7	4,020.1
International	1,368.2	1,420.0	996.3
	9,817.4	9,596.0	8,212.5
Adjusted EBITDA¹			
Canada	413.5	404.5	457.4
USA	725.5	534.9	469.8
International	35.1	122.3	93.1
	1,174.1	1,061.7	1,020.3
<i>Adjusted EBITDA margin</i>	10.7%	10.0%	11.1%
Depreciation and amortization			
Canada	55.1	59.5	53.7
USA	120.0	92.7	85.0
International	23.5	18.7	7.9
	198.6	170.9	146.6
Gain on disposal of a business	–	(25.9)	–
Acquisition costs	3.0	0.7	9.5
Restructuring and other costs	31.2	(7.2)	36.2
Interest on long-term debt	48.3	54.0	53.2
Other financial charges	22.1	19.3	15.8
Earnings before income taxes	870.9	849.9	759.0
Income taxes	269.5	237.0	225.0
Net earnings	601.4	612.9	534.0
<i>Net earnings margin</i>	5.5%	5.8%	5.8%
Attributable to:			
Shareholders of Saputo Inc.	601.1	607.6	533.1
Non-controlling interest	0.3	5.3	0.9
	601.4	612.9	534.0

¹ Adjusted EBITDA is a non-IFRS measure (refer to page 7) and is defined as earnings before interest, income taxes, depreciation, amortization, gain on disposal of a business, acquisition, restructuring and other costs.

Years ended March 31
(in millions of CDN dollars, except per share amounts and ratios)

	2016	2015	2014
Net earnings	601.4	612.9	534.0
Gain on disposal of a business (net of income taxes of \$0)	–	(25.9)	–
Acquisition costs (net of income taxes of \$0.6, \$0.2 and \$0.3 for 2016, 2015 and 2014, respectively)	2.4	0.5	9.2
Restructuring and other costs (net of income taxes of \$8.1, \$2.5 and \$12.4 for 2016, 2015 and 2014, respectively)	23.1	(4.7)	23.8
Adjusted net earnings ³	626.9	582.8	567.0
<i>Adjusted net earnings margin</i>	5.7%	5.5%	6.1%
Attributable to:			
Shareholders of Saputo Inc.	626.6	577.5	566.1
Non-controlling interest	0.3	5.3	0.9
	626.9	582.8	567.0
PER SHARE DATA²			
Earnings per share	1.53	1.55	1.37
Diluted earnings per share	1.51	1.53	1.35
Adjusted earnings per share ³	1.60	1.48	1.45
Adjusted diluted earnings per share ³	1.58	1.46	1.43
Dividends declared per share	0.54	0.52	0.46
Book value	10.37	9.25	7.28
BALANCE SHEET DATA			
Working capital	819.0	783.1	170.8
Total assets	7,172.3	6,800.3	6,356.9
Interest bearing debt ⁴	1,467.1	1,667.2	2,060.0
Total non-current financial liabilities	1,208.3	1,524.8	1,398.4
Equity	4,069.8	3,628.6	2,839.2
FINANCIAL RATIOS			
Interest bearing debt / Equity	0.36	0.46	0.73
Adjusted return on average equity ⁵	19.2%	20.4%	22.8%
STATEMENT OF CASH FLOWS DATA			
Net cash generated from operations	847.4	769.8	656.3
Amount of additions to property, plant and equipment, intangible assets, net of proceeds on disposal	226.3	184.8	223.4
Business acquisitions	214.9	65.0	449.6
Dividends	210.0	197.7	175.3

2 Fiscal 2014 per share data has been adjusted for a stock dividend of one common share per each issued and outstanding common share, which was paid on September 29, 2014 and had the same effect as a two-for-one stock split of the Company's outstanding common shares.

3 Adjusted net earnings and adjusted earnings per share (basic and diluted) are non-IFRS measures. Refer to "Measurement of Results not in Accordance with International Financial Reporting Standards" on page 7 of this Management's Discussion and Analysis for the definition of these terms.

4 Net of cash and cash equivalents.

5 Adjusted return on average equity is defined as adjusted net earnings divided by average total equity not considering the effect of annual fluctuations in foreign currency translation.

FINANCIAL ORIENTATION

Profitability enhancement and shareholder value creation remain the cornerstones of Saputo's objectives. The Company continues to operate in a competitive and challenging global economic environment. Saputo remains focused on organic growth and growth through acquisitions, in an effort to develop new markets and expand existing ones in addition to reinforcing a global presence in emerging markets. To achieve these objectives, the Company continues to maintain strict discipline in cost management and operational efficiency in order to remain a prudent operator and financial manager. Additionally, the Company remains proactive in evaluating possible acquisitions and potential growth markets. Saputo benefits from a solid balance sheet and capital structure, supplemented by a high level of cash generated by operations and low debt levels. Saputo's financial flexibility allows growth through targeted acquisitions and enables the Company to overcome possible economic challenges. In fiscal 2016, the Company continued to strategically invest in capital projects, expand its activities in new and existing markets, increase its dividend and effectively manage cash by purchasing back its own shares through its normal course issuer bid.

ELEMENTS TO CONSIDER WHEN READING MANAGEMENT'S DISCUSSION AND ANALYSIS FOR FISCAL 2016

The following are highlights and key performance measures for fiscal 2016:

- Net earnings totalled \$601.4 million, down 1.9%.
- Adjusted net earnings¹ totalled \$626.9 million, up 7.6%.
- Earnings before interest, income taxes, depreciation, amortization, gain on disposal of a business, acquisition, restructuring and other costs (adjusted EBITDA¹) totalled \$1.174 billion, up 10.6%.
- Revenues reached \$10.992 billion, up 3.1%.
- Net cash generated from operations totalled \$847.4 million, up 10.1%.
- In the Canada Sector, revenues decreased mainly due to the disposal of the Bakery Division in the fourth quarter of fiscal 2015, partially offset by higher sales volumes and a favourable product mix. EBITDA increased due to lower ingredients costs, additional sales volumes and lower warehousing and logistical costs. Lower dairy ingredients sales prices and the disposal of the Bakery Division in fiscal 2015 partially offset this increase.
- In the USA Sector, the fluctuation of the average block market² per pound of cheese and the average butter market³ price per pound, compared to the last fiscal year, decreased revenues by approximately \$638 million. EBITDA increased due to higher sales volumes, decreased ingredients costs and better efficiencies offsetting unfavourable market factors⁴ of approximately \$29 million as compared to last fiscal year.
- In the International Sector, a drop in selling prices in the export market negatively affected EBITDA. It also resulted in inventory write-downs of approximately \$18 million.
- The acquisition of the companies forming Woolwich Dairy (Woolwich Acquisition) on October 5, 2015, contributed to revenues and EBITDA of both the Canada and USA sectors.
- The acquisition of everyday cheese business of Lion-Dairy & Drinks Pty Ltd (EDC Acquisition) on May 25, 2015, contributed to revenues and EBITDA in the International Sector.
- The fluctuation of the Canadian dollar versus foreign currencies had a positive impact on revenues and EBITDA of the USA and the International sectors in fiscal 2016.

¹ Adjusted net earnings and adjusted EBITDA represent non-IFRS measures. Refer to "Measurement of Results not in Accordance with International Financial Reporting Standards" on page 7 of this Management's Discussion and Analysis for the definition of these terms.

² "Average block market" is the average daily price of a 40 pound block of cheddar traded on the Chicago Mercantile Exchange (CME), used as the base price for cheese.

³ "Average butter market" is the average daily price for Grade AA Butter traded on the CME, used as the base price for butter.

⁴ Market factors include the average block market per pound of cheese and its effect on the absorption of fixed costs and on the realization of inventories, the effect of the relationship between the average block market per pound of cheese and the cost of milk as raw material, the market pricing impact related to sales of dairy ingredients, as well as the impact of the average butter market price related to dairy food product sales.

MEASUREMENT OF RESULTS NOT IN ACCORDANCE WITH INTERNATIONAL FINANCIAL REPORTING STANDARDS

In certain instances, the Company makes references to terms in evaluating financial performance measures, such as EBITDA, adjusted EBITDA, adjusted net earnings and adjusted earnings per share, that hold no standardized meaning under IFRS. These non-IFRS measurements are therefore not likely to be comparable to similarly titled or described measures in use by other publicly traded companies nor do they indicate that excluded items are non-recurring. The Company uses earnings before interest, income taxes, depreciation and amortization (EBITDA) as a performance measure as it is a common industry measure and reflects the ongoing profitability of the Company's consolidated business operations.

Adjusted EBITDA represents earnings before interest, income taxes, depreciation, amortization, gain on disposal of a business, acquisition, restructuring and other costs. Adjusted net earnings is defined by the Company as net earnings prior to the inclusion of a gain on disposal of a business, acquisition, restructuring and other costs, net of applicable income taxes, if any. Adjusted earnings per share is defined as adjusted net earnings attributable to shareholders of Saputo Inc. per basic and diluted common share. The most comparable IFRS financial measures to the ones used by the Company are earnings before income taxes, as well as net earnings and earnings per share (basic and diluted).

Adjusted EBITDA, adjusted net earnings and adjusted earnings per share, as used by Management, provide precision and comparability with regards to the Company's ongoing operation. They also provide readers with a representation of the activities considered of relevance to the Company's financial performance through the inclusion of additional financial information that can be used to identify trends or additional disclosures that provide information into the manner in which the Company is operated. Non-IFRS measures also provide comparability to the Company's prior year results.

The definitions provided above are used in the context of the results and activities for the year ended March 31, 2016. They are subject to change based on future transactions and as deemed necessary by Management in order to provide a better understanding and comparability of future results and activities of the Company.

A reconciliation of earnings before income taxes, net earnings and earnings per share to adjusted EBITDA, adjusted net earnings and adjusted earnings per share for the fiscal years in which Management has presented these adjusted measures is provided below.

(in millions of CDN dollars)

	2016	2015	2014
Earnings before income taxes	870.9	849.9	759.0
Other financial charges	22.1	19.3	15.8
Interest on long-term debt	48.3	54.0	53.2
Gain on disposal of a business	-	(25.9)	-
Acquisition costs	3.0	0.7	9.5
Restructuring and other costs	31.2	(7.2)	36.2
Depreciation and Amortization	198.6	170.9	146.6
Adjusted EBITDA	1,174.1	1,061.7	1,020.3

(in millions of CDN dollars, except per share amounts)

	2016			2015			2014		
	Total	Per Share		Total	Per Share		Total	Per Share	
		Basic	Diluted		Basic	Diluted		Basic	Diluted
Net earnings ¹	601.1	1.53	1.51	607.6	1.55	1.53	533.1	1.37	1.35
Gain on disposal of a business ²	-			(25.9)	(0.06)	(0.06)	-	-	-
Acquisition costs ²	2.4	0.01	0.01	0.5	-	-	9.2	0.02	0.02
Restructuring and other costs ²	23.1	0.06	0.06	(4.7)	(0.01)	(0.01)	23.8	0.06	0.06
Adjusted net earnings ¹	626.6	1.60	1.58	577.5	1.48	1.46	566.1	1.45	1.43

¹ Attributable to shareholders of Saputo Inc.

² Net of income taxes

OUTLOOK

In fiscal 2017, the Company intends to continue benefitting from the Woolwich Acquisition in North America and the EDC Acquisition in Australia for future development. Additionally, the Company will continue to improve its efficiencies, while remaining committed to producing quality products, innovation and organic growth. It will continue to analyze its overall activities, invest in capital projects and identify opportunities. The Company's flexible capital structure and low debt levels allow it to actively evaluate and pursue strategic acquisition opportunities, with the goal of expanding its presence in key markets.

CONSOLIDATED RESULTS

CONSOLIDATED SELECTED FACTORS POSITIVELY (NEGATIVELY) AFFECTING EBITDA

(in millions of CDN dollars)

Fiscal years	2016	2015
Market factors ^{1 2}	(29)	(68)
Inventory write-down	(18)	(10)
Foreign currency exchange ^{1 3}	86	26

¹ As compared to the previous fiscal year.

² Market factors include the average block market per pound of cheese and its effect on the absorption of fixed costs and on the realization of inventories, the effect of the relationship between the average block market per pound of cheese and the cost of milk as raw material, the market pricing impact related to sales of dairy ingredients, as well as the impact of the average butter market price related to dairy food product sales.

³ Foreign currency exchange includes effect on EBITDA of conversion of US dollars, Australian dollars and Argentinian pesos to Canadian dollars.

Consolidated revenues totalled \$10.992 billion, an increase of approximately \$334 million or 3.1%, compared to \$10.658 billion in fiscal 2015. The increase is due mainly to higher sales volumes, as well as the inclusion of revenues from the Woolwich Acquisition and EDC Acquisition. A lower average block market per pound of cheese, as well as a lower average butter market price decreased revenues by approximately \$638 million. Lower international selling prices of cheese and dairy ingredients, as compared to last fiscal year, negatively affected revenues. The disposal of the Bakery Division, in the fourth quarter of fiscal 2015, resulted in decreased revenues as compared to last fiscal year. Finally, the fluctuation of the Canadian dollar versus foreign currencies increased revenues by approximately \$836 million.

Consolidated earnings before interest, income taxes, depreciation, amortization, gain on disposal of a business, acquisition, restructuring and other costs (Adjusted EBITDA¹) amounted to \$1.174 billion in fiscal 2016, an increase of \$112.4 million or 10.6% compared to \$1.062 billion for fiscal 2015. The increase is due to higher sales volumes, lower ingredients costs and increased operational efficiencies. The inclusion of the Woolwich Acquisition and EDC Acquisition positively impacted EBITDA. The increase was partially offset by lower international selling prices of cheese and dairy ingredients without a similar decline in the cost of milk as raw material. Market factors in the US negatively affected EBITDA by approximately \$29 million. As a result of the decrease in market selling prices, inventory was written down by approximately \$18 million, as compared to approximately \$10 million for the last fiscal year. Also, the disposal of the Bakery Division in fiscal 2015 negatively impacted EBITDA. Finally, the fluctuation of the Canadian dollar versus foreign currencies had a favourable impact on EBITDA of approximately \$86 million, as compared to last fiscal year.

The consolidated adjusted EBITDA margin increased to 10.7% in fiscal 2016, as compared to 10.0% in fiscal 2015, resulting mainly from a higher EBITDA in the USA Sector as compared to the prior fiscal year.

Depreciation and amortization totalled \$198.6 million in fiscal 2016, an increase of \$27.7 million, compared to \$170.9 million in fiscal 2015. This increase is mainly attributed to the fluctuation of the Canadian dollar versus foreign currencies, as well as additions to property, plant and equipment, increasing the depreciable base.

In fiscal 2016, the Company incurred **acquisition costs** relating to business acquisitions totalling \$3.0 million (\$2.4 million after tax), as well as **restructuring costs** in relation to plant closures announced in March 2016 in Canada totalling \$31.2 million (\$23.1 million after tax). As part of the restructuring costs for fiscal 2016, the Company incurred \$5.5 million in severance costs and \$25.7 million in impairment charges to property, plant and equipment.

In fiscal 2015, the Company realized a **gain on disposal of a business** of \$25.9 million (\$25.9 million after tax) relating to the sale of the Bakery Division, which was concluded on February 2, 2015.

Net interest expense amounted to \$70.4 million in fiscal 2016, compared to \$73.3 million in fiscal 2015. This decrease is mainly attributed to a lower level of debt.

¹ Adjusted EBITDA represents a non-IFRS measure. Refer to "Measurement of Results not in Accordance with International Financial Reporting Standards" on page 7 of this Management's Discussion and Analysis for the definition of this term.

Income taxes totalled \$269.5 million in fiscal 2016, as compared to \$237.0 million in fiscal 2015, for an effective tax rate of 30.9% in fiscal 2016 as compared to 27.9% for the previous year. The increase of the fiscal 2016 effective tax rate is mainly due to increases of profit in higher tax rate jurisdictions as well as the non-taxable gain on disposal of a business in fiscal 2015. The income tax rate varies and could increase or decrease based on the amount of taxable income derived and from which source, any amendments to tax laws and income tax rates and changes in assumptions and estimates used for tax assets and liabilities by the Company and its affiliates.

Net earnings for fiscal 2016 totalled \$601.4 million, a decrease of \$11.5 million or 1.9% compared to \$612.9 million in fiscal 2015. This decrease is due to the factors mentioned above.

Adjusted net earnings¹ for fiscal 2016 totalled \$626.9 million, an increase of \$44.1 million or 7.6% compared to \$582.8 million in fiscal 2015. This increase is due to the factors mentioned above, without considering gain on disposal of a business, acquisition, restructuring and other costs.

¹ Adjusted net earnings represents a non-IFRS measure. Refer to "Measurement of Results not in Accordance with International Financial Reporting Standards" on page 7 of this Management's Discussion and Analysis for the definition of this term.

INFORMATION BY SECTOR

CANADA SECTOR

(in millions of CDN dollars)

Fiscal years	2016	2015	2014
Revenues	3,801.5	3,835.8	3,653.5
EBITDA	413.5	404.5	457.4

The Canada Sector consists of the Dairy Division (Canada). In fiscal 2015, the Sector included both the Dairy Division (Canada) and the Bakery Division. The Bakery Division represented approximately 3% of the Sector's revenues, and was sold on February 2, 2015.

In fiscal 2016, the Canada Sector benefitted from increased sales volumes, both from existing operations, as well as from the Woolwich Acquisition, completed on October 5, 2015.

REVENUES

Revenues from the Canada Sector totalled \$3.802 billion, a decrease of \$34.3 million or 0.9% as compared to \$3.836 billion in fiscal 2015. The decrease in revenues was mainly related to the disposal of the Bakery Division in the fourth quarter of fiscal 2015, which was partially offset by higher sales volumes and a more favourable product mix as compared to last fiscal year. Cheese, traditional milk and cream sales volumes were higher, while value-added milk volumes decreased. The Woolwich Acquisition contributed positively to revenues for fiscal 2016.

The Sector manufactures approximately 33% of all Canadian natural cheese. Saputo's market share of total fluid milk and cream in Canada is approximately 36%. Saputo is the largest cheese manufacturer and the leading fluid milk and cream processor.

The retail segment of the Dairy Division (Canada) continued to be the leading segment with approximately 63% of revenues, slightly lower compared to last fiscal year. In fiscal 2016, fluid milk, cheese and butter per capita consumption decreased, while the cream category remained stable, as compared to the previous fiscal year. The Division continued to support its leading national brands, *Dairyland*, *Saputo*, *Armstrong* and *Milk2Go*, through various marketing activities. *Neilson* continues to be the #1 brand in the refrigerated dairy case on a national basis and was supported by marketing initiatives such as sponsorships and sampling events in fiscal 2016. Additionally, the retail segment continued to focus on increasing the exposure of fine cheese brands across Canada, *Alexis de Portneuf* and *DuVillage 1860*, through expanded distribution and marketing support.

The foodservice segment represented approximately 35% of revenues in the Dairy Division (Canada), slightly higher compared to last fiscal year. The Company's focus is to support customers such as distributors, restaurant chains and pizzerias by providing quality products that perform to their expectations. Saputo strives to be the supplier of choice by offering high quality service and support. The Company invests in the foodservice industry, through partnerships with various culinary colleges and the Canadian Culinary Federation, amongst others, thereby investing in future generations that will contribute to a strong and healthy industry.

The industrial segment represented 2% of revenues in the Dairy Division (Canada), the same share as last fiscal year.

EBITDA

EBITDA for the Canada Sector totalled \$413.5 million for the year ended March 31, 2016 as compared to \$404.5 million in fiscal 2015, representing an increase of \$9.0 million or 2.2%. The EBITDA margin increased to 10.9% from 10.5% in fiscal 2016.

EBITDA increased in the Dairy Division (Canada) compared to the previous fiscal year, due to a combination of factors. The Sector benefitted from an increase in sales volumes, a favourable product mix, lower ingredients costs and lower warehousing and logistical costs. The inclusion of the Woolwich Acquisition positively increased EBITDA. This increase was partially offset by a decline in the international dairy ingredient market, negatively impacting EBITDA as compared to last fiscal year. The Company's Enterprise Resource Planning (ERP) initiative, which was effective the entire fiscal year, as compared to three months last year, increased expenses by approximately \$8 million. Finally, the disposal of the Bakery Division in the fourth quarter of last fiscal year negatively affected EBITDA by approximately \$12 million.

OUTLOOK

The competitive market which existed in fiscal 2016 is anticipated to continue in fiscal 2017, and remains a Company challenge. Additionally, dairy ingredient markets have declined since the last half of fiscal 2015 and are expected to remain low through the first nine months of fiscal 2017. In order to mitigate downward margin pressures, stagnant growth and competitive market conditions, the Company will continue to focus on reviewing overall activities to improve its operational efficiency. As such, the Company announced towards the end of fiscal 2016 the closure of three plants, being in Sydney (Nova Scotia), Princeville (Quebec) and Ottawa (Ontario). These closures are scheduled in June 2016, August 2016 and December 2017 respectively. The Division continues to leverage its operational flexibility to enhance profitability, in addition to maintaining cost control.

The Woolwich Acquisition enables the Company to increase its presence in the specialty cheese category in North America. The Company will continue to evaluate potential synergies and focus on improving and expanding product offerings to all customers.

During fiscal 2016, the Company continued to migrate to a new ERP system, as announced in fiscal 2015. The five-year project regarding planning, designing and implementing of a new ERP system started in fiscal 2016 and should require additions to intangibles and property, plant and equipment of approximately \$250 million. The Company added approximately \$48 million in intangibles and incurred expenses for approximately \$11 million related to this project during fiscal 2016.

Innovation has always been a priority, enabling the Company to offer products that meet consumer needs. Accordingly, additional resources have been allocated to product innovation, allowing to continue to forge and secure long-term relationships with both customers and consumers.

Production capacity continues to be evaluated in line with the objective of reducing excess production capacity within the Canada Sector plants, which, as at March 31, 2016, stood at 26% and 36% in cheese and fluid milk activities, respectively.

USA SECTOR

(in millions of CDN dollars)

Fiscal years	2016	2015	2014
Revenues	5,786.7	5,279.6	4,489.9
EBITDA	725.5	534.9	469.8

SELECTED FACTORS POSITIVELY (NEGATIVELY) AFFECTING EBITDA

(in millions of CDN dollars)

Fiscal years	2016	2015
Market factors ^{1 2}	(29)	(68)
US currency exchange ¹	82	39

¹ As compared to the previous fiscal year.

² Market factors include the average block market per pound of cheese and its effect on the absorption of fixed costs and on the realization of inventories, the effect of the relationship between the average block market per pound of cheese and the cost of milk as raw material, the market pricing impact related to sales of dairy ingredients as well as the impact of the average butter market price related to dairy food product sales.

OTHER PERTINENT INFORMATION

(in US dollars, except for average exchange rate)

Fiscal years	2016	2015
Average block market per pound of cheese	1.596	1.970
Closing block price per pound of cheese ¹	1.460	1.580
Average butter market price per pound	2.184	2.122
Closing butter market price per pound ²	1.955	1.785
Average whey market price per pound ³	0.303	0.587
Spread ⁴	0.119	0.017
US average exchange rate to Canadian dollar ⁵	1.311	1.136

¹ Closing block price is the price of a 40 pound block of cheddar traded on the Chicago Mercantile Exchange (CME) on the last business day of the fiscal year.

² Closing butter market price is the price of Grade AA Butter traded on the CME, on the last business day of each fiscal year.

³ Average whey powder market price is based on Dairy Market News published information.

⁴ Spread is the average block market per pound of cheese less the result of the average cost per hundredweight of Class III and/or Class 4b milk price divided by 10.

⁵ Based on Bank of Canada published information.

The USA Sector includes the Cheese Division (USA) and the Dairy Foods Division (USA).

In fiscal 2016, the USA Sector achieved strong results. In the Cheese Division (USA), the implementation of cost-reduction activities resulted in improved operational efficiencies, minimizing the effect of the volatile cheese and dairy ingredients commodity markets during the year. In the Dairy Foods Division (USA), pricing initiatives and other measures were focused on mitigating the impact of commodity price fluctuations.

For fiscal 2016, the block market per pound of cheese opened at US\$1.58 and decreased to US\$1.46 by the end of the fiscal year, as compared to opening at US\$2.39 and closing at US\$1.58 for fiscal 2015. For fiscal 2016, the average block market per pound of cheese was US\$1.60 compared to US\$1.97 for fiscal 2015.

For fiscal 2016, the butter market price per pound opened at US\$1.79 and increased to US\$1.96 by the end of the fiscal year, as compared to opening at US\$2.00 and closing at US\$1.79 for fiscal 2015. For fiscal 2016, the average butter market price per pound was US\$2.18 compared to US\$2.12 for fiscal 2015.

In fiscal 2016, while benefitting from increased sales volumes, the USA Sector continued initiatives aimed at increasing capacity, efficiency and operational flexibility.

REVENUES

Revenues for the USA Sector totalled \$5.787 billion in fiscal 2016, an increase of \$507.1 million or 9.6% in comparison to \$5.280 billion in fiscal 2015. Higher sales volumes in both US divisions, as well as the inclusion of the Woolwich Acquisition, positively contributed to the increase. A lower average block market per pound of cheese and a lower average butter market price as compared to last fiscal year decreased revenues by approximately \$638 million. The weakening of the Canadian dollar versus the US dollar increased revenues by approximately \$832 million.

The retail segment contributed approximately 45% of total USA Sector revenues, up from 44% in fiscal 2015. Two of our retail brands maintained their #1 market share positions. *Frigo Cheese Heads* continues to lead the string cheese brand category in the US market and *Treasure Cave* continues to lead the crumbled blue cheese category. The Cheese Division continued to gain distribution and marketing share by introducing several product line extensions including *Frigo Cheese Heads Premium Snacking Cheeses* and *Frigo Cheese Heads* combos. The Dairy Foods Division benefitted from positive trends in the private label category through the introduction of new products and continued to surpass market growth in such categories as ESL creams/creamers, value-added milk and cultured products. Retail marketing programs supported our major brands in the retail cheese category.

The foodservice segment contributed approximately 49% of total revenues, as compared to 50% in fiscal 2015. As we continued to build on the sales momentum and brand equity for our premium brand of mozzarella, the upwards trend of traffic counts observed last year continued during fiscal 2016. The Cheese Division (USA) increased awareness for specialty products in the foodservice segment by offering various trade incentives again in fiscal 2016. We continued to generate growth with new products developed to provide a value alternative to customers. Targeted specifically to the pizza operator segment and the national chain restaurant accounts, marketing support included print media, direct mail and web advertising, as well as broker / distributor incentives to entice additional business. The selling approach of the Dairy Foods Division (USA) affords us an advantage in dealing with restaurant chains. As we continue to work with these customers on new menu offerings, we remain the leading dairy provider to large national broadline distributors as well as regional foodservice distributors, supplying private label brands of half-n-half creamers, whipping cream, cottage cheese and sour cream.

The industrial segment includes cheese sales and accounted for approximately 6% of revenues, unchanged as compared to fiscal 2015.

EBITDA

EBITDA totalled \$725.5 million for fiscal 2016, an increase of \$190.6 million or 35.6% in comparison to \$534.9 million in fiscal 2015. Contributing to the EBITDA increase were higher sales volumes and improved operational efficiencies related to initiatives undertaken in the prior and current fiscal years. Additionally, pricing initiatives undertaken by the Sector and lower ingredients costs positively affected EBITDA. Partially offsetting the EBITDA increase were unfavourable market factors.

This year, the block market per pound of cheese slightly increased throughout the first half of fiscal 2016, then decreased in the latter half of the fiscal year. The average block market per pound of cheese for fiscal 2016 was US\$1.60 as compared to US\$1.97 for the previous fiscal year. During fiscal 2016, the block price opened at US\$1.58 and closed at US\$1.46, a decrease of US\$0.12, compared to opening at US\$2.39 and closing at US\$1.58, a decrease of US\$0.81, for the previous fiscal year. The decline in both fiscal years resulted in an unfavourable realization of inventories; however, the impact was more pronounced in fiscal 2015. The relationship between the average block market per pound of cheese and the cost of milk as raw material was favourable in comparison to fiscal 2015. However, the lower average block market negatively affected the absorption of fixed costs. The combination of these market factors, including reduced profitability associated with higher commodity prices in the Dairy Foods Division (USA), decreased EBITDA by approximately \$29 million. The weakening of the Canadian dollar versus the US dollar had a positive impact on the USA Sector's EBITDA of approximately \$82 million.

OUTLOOK

In the USA Sector, depressed selling prices on the international dairy ingredient market are expected to put downward pressure on margins and the Company will continue to focus on controlling costs and increasing efficiencies in order to mitigate their impact on EBITDA. The international dairy ingredient market price has declined since the last half of fiscal 2015 and these prices are anticipated to remain low throughout the first nine months of fiscal 2017.

In fiscal 2016, the Company completed the implementation of its business management model within the Dairy Foods Division (USA), including various measures aimed at being a low-cost producer. The Dairy Foods Division (USA) continues to focus on operational optimization and maximizing investment in its existing network in order to benefit from new capabilities in production and enable future growth in bringing new products to market. The Company will keep investing to support capacity, and aim to further strengthen its competitive cost position.

The Cheese Division (USA) plans to continue to gain distribution and market share for premium lines of snack cheeses. The Company will continue making investment aimed at enhancing its blue cheese production capability, which will strengthen its position as a category leader in the market.

The Woolwich Acquisition enables the Company to increase its presence in the specialty cheese category in North America. The Company will continue to evaluate potential synergies and focus on improving and expanding product offerings to all customers.

INTERNATIONAL SECTOR

(in millions of CDN dollars)

Fiscal years	2016	2015	2014
Revenues	1,403.3	1,542.3	1,089.4
EBITDA	35.1	122.3	93.1

SELECTED FACTORS POSITIVELY (NEGATIVELY) AFFECTING EBITDA

(in millions of CDN dollars)

Fiscal years	2016	2015
Inventory write-down	(18)	(10)
Foreign currency exchange ¹	4	(13)

¹ As compared to the previous fiscal year.

The International Sector includes the Dairy Division (Argentina), the Dairy Division (Australia), and the Dairy Ingredients Division. The Dairy Ingredients Division includes national and export ingredients sales from the North American divisions, as well as cheese exports from these same divisions.

REVENUES

Revenues for the International Sector totalled \$1.403 billion for the fiscal year ended March 31, 2016, a decrease of \$139.0 million or 9.0% as compared to \$1.542 billion in fiscal 2015. This decrease is due to the decline in international cheese and dairy ingredient market prices. In the Dairy Division (Argentina), lower selling prices, as well as lower volumes in the export market decreased revenues. They were partially offset by the impact of higher prices and higher volumes in the domestic market, as compared to fiscal 2015. Revenues of the Dairy Division (Australia) increased due to higher sales volumes and the inclusion of the EDC Acquisition. This increase was partially offset by the decline in international cheese and dairy ingredient market prices, as well as lower selling prices in the domestic market. Revenues of the Dairy Ingredients Division decreased as compared to fiscal 2015 mainly due to depressed dairy ingredient prices in the international markets. The fluctuation of the Canadian dollar versus the foreign currencies used in the International Sector positively impacted revenues by approximately \$4 million.

EBITDA

EBITDA for the International Sector amounted to \$35.1 million, a decrease of \$87.2 million or 71.3% as compared to \$122.3 million for fiscal 2015. In the Dairy Division (Argentina), the decline in international cheese and dairy ingredient market prices in the export market, as well as the fact that the cost of milk as raw material did not follow this decrease as compared to fiscal 2015 negatively affected EBITDA. In the Dairy Division (Australia), the decrease in market selling prices and the high relative cost of milk as raw material negatively affected EBITDA. The inclusion of the EDC Acquisition positively impacted EBITDA. EBITDA for the Dairy Ingredients Division remained stable, as compared to fiscal 2015. As a result of the decrease in market selling prices, inventory was written down by approximately \$18 million, as compared to approximately \$10 million for the last fiscal year. The Sector benefitted from additional volumes that positively affected EBITDA. The fluctuation of the Canadian dollar versus the foreign currencies used in the International Sector positively impacted EBITDA by approximately \$4 million.

OUTLOOK

The International Sector will continue to pursue sales volumes growth in existing markets, as well as develop additional international markets. Also, the Sector will pursue growth of cheese export sales volumes from the Cheese Division (USA) to the extent US milk pricing is competitive with world prices. In line with the Sector's objective to grow as a global dairy player, the EDC Acquisition, completed in fiscal 2016, was added to the Dairy Division (Australia). We anticipate that the EDC Acquisition will continue to bring new opportunities to the Sector. The Sector will continue to evaluate overall activities to improve efficiencies and will aim to maximize its operational flexibility to mitigate fluctuations in market conditions.

International cheese and dairy ingredient markets were depressed through the last half of fiscal 2015. These prices are anticipated to remain low throughout the first nine months of fiscal 2017 and we expect this will continue to put downward pressure on the Sector's margins. As such, we will continue to focus on controlling costs and increasing efficiencies in order to mitigate their impact on EBITDA.

LIQUIDITY, FINANCIAL AND CAPITAL RESOURCES

The intent of this section is to provide insight into the cash and capital management strategies and how they drive operational objectives, as well as to provide details on how the Company manages its liquidity risk to meet its financial obligations as they come due.

The majority of the Company's liquidity needs are funded from cash generated by operations. Principally, these funds are used for capital spending, dividends, business acquisitions, debt repayments and share repurchase. The Company also has bank credit facilities available for general corporate purposes.

The Company's cash flows are summarized in the following table:

(in millions of CDN dollars)

Fiscal years	2016	2015	2014
Cash generated from operating activities	1,147.4	1,069.9	881.5
Net cash generated from operating activities	847.4	769.8	656.3
Cash used for investing activities	(441.7)	(166.4)	(672.1)
Cash (used for) generated from financing activities	(338.6)	(572.9)	4.9
Increase (decrease) in cash and cash equivalents	67.1	30.5	(10.9)

Cash generated from **operating activities** amounted to \$1.147 billion for fiscal 2016, an increase of \$77.5 million compared to \$1.070 billion in fiscal 2015, mainly due to an increase in adjusted EBITDA¹.

Net cash generated by operating activities amounted to \$847.4 million for fiscal 2016, compared to \$769.8 million in fiscal 2015. This additional liquidity of \$77.6 million is due to cash flows generated from an increase in adjusted EBITDA¹ of \$112.4 million. This was offset by a decrease in non-cash operating working capital items of \$31.3 million driven by the fluctuation of market prices in the USA Sector.

For **investing activities**, the Company used \$441.7 million in fiscal 2016; \$214.9 million was disbursed for business acquisitions and \$48.3 million for software licenses and professional service intangibles related to the ERP initiative. Also, \$183.5 million was disbursed for additions to property, plant and equipment, mainly related to specific and strategic projects. Of these additions, 44% went into the replacement of property, plant and equipment and 56% to both implement new technologies and to expand and increase certain manufacturing capacities.

Financing activities used \$338.6 million in fiscal 2016. From this usage, \$86.7 million represents net reimbursement of interest bearing debt, payments of \$210.0 million in dividends and repurchases of \$91.8 million in share capital as part of its normal course issuer bids. The Company issued shares for a cash consideration of \$49.9 million as part of the stock option plan.

LIQUIDITY

Cash and cash equivalents, cash flows generated from operations, and the availability to draw against existing bank credit facilities are expected to enable the Company to meet its liquidity requirements over at least the next twelve months. The Company does not foresee any difficulty in securing financing beyond what is currently available through existing arrangements to fund possible acquisitions.

(in millions of CDN dollars, except ratio)

Fiscal years	2016	2015	2014
Current assets	2,175.8	1,962.5	1,895.8
Current liabilities	1,356.8	1,179.4	1,725.1
Working capital	819.0	783.1	170.7
Working capital ratio	1.60	1.66	1.10

The working capital ratio is an indication of the Company's ability to cover short-term liabilities with short-term assets, without having excess dormant assets. The decrease in the working capital ratio is mainly attributed to a higher current portion of long-term debt maturing in fiscal 2017 which amounts to \$220.0 million.

¹ Adjusted EBITDA represents a non-IFRS measure. Refer to "Measurement of Results not in Accordance with International Financial Reporting Standards" on page 7 of this Management's Discussion and Analysis for the definition of this term.

CAPITAL MANAGEMENT

The Company's capital strategy requires a well-balanced financing structure in order to maintain the flexibility required to implement growth initiatives, while allowing it to pursue disciplined capital investments and maximize shareholder value.

The Company targets a long-term leverage of approximately 2.0 times net debt¹ to Adjusted EBITDA². From time to time, the Company may deviate from its long-term leverage target to pursue acquisitions and other strategic opportunities. Should such a scenario arise, the Company expects to deleverage over a reasonable period of time in order to seek to maintain its investment grade ratings.

(in millions of CDN dollars, except ratio and number of shares and options)

Fiscal years	2016	2015	2014
Cash and cash equivalents	164.3	72.6	39.3
Bank loans	178.2	169.8	310.1
Net debt ¹	1,467.1	1,667.2	2,060.0
Adjusted EBITDA ²	1,174.1	1,061.7	1,020.3
Net debt-to-Adjusted EBITDA ²	1.25	1.57	2.02
Number of common shares ³	392,520,687	392,225,049	390,137,824
Number of stock options ³	16,903,824	17,081,469	16,896,962

¹ Total debt, net of cash and cash equivalents.

² Adjusted EBITDA represents a non-IFRS measure. Refer to "Measurement of Results not in Accordance with International Financial Reporting Standards" on page 7 of this Management's Discussion and Analysis for the definition of this term.

³ Fiscal 2014 number of common shares and stock options have been adjusted for a stock dividend of one common share per each issued and outstanding common share.

The Company had \$164.3 million of cash and cash equivalents and available bank credit facilities of approximately \$1.028 billion, \$178.2 million of which were drawn. See Note 9 to the consolidated financial statements for details of the Company's bank loans.

During fiscal 2015, the Company issued \$300 million Series 1 medium term notes under its current short form base shelf prospectus qualifying the offering of unsecured senior notes under a medium term note program (the MTN Program). The short form base shelf prospectus expires in December 2016.

Share capital authorized by the Company is comprised of an unlimited number of common and preferred shares. The common shares are voting and participating. The preferred shares can be issued in one or more series, and the terms and privileges of each class must be determined at the time of their issuance. No preferred shares were outstanding. As at May 24, 2016, 392,956,748 common shares and 20,633,164 stock options were outstanding.

NORMAL COURSE ISSUER BIDS

Under the normal course issuer bid (Bid) covering the period between November 17, 2014 and November 16, 2015, the Company repurchased 800,000 common shares at an average price of \$29.56 per share, for a total consideration of approximately \$23.6 million.

In November 2015, the Company renewed its normal course issuer bid (New Bid) to purchase up to 19,547,976 common shares, which represented approximately 5% of its issued and outstanding common shares, over a 12-month period beginning on November 17, 2015 and ending on November 16, 2016. Under the New Bid, between November 17, 2015 and March 31, 2016, the Company purchased 1,900,000 common shares at prices ranging from \$35.26 to \$36.62 per share, for an aggregate consideration of approximately \$68.1 million. During the year ended March 31, 2016, the Company purchased 2,700,000 common shares at prices ranging from \$29.56 to \$36.62 per share, under the Bids for an aggregate consideration of approximately \$91.8 million (1,503,400 common shares at prices ranging from \$31.18 to \$33.37 per share for the year ended March 31, 2015 for an aggregate consideration of approximately \$48.8 million).

CONTRACTUAL OBLIGATIONS

The Company manages and continually monitors its commitments and contractual obligations to ensure that these can be met with funding provided by operations and capital structure optimization.

The Company's contractual obligations consist of commitments to repay certain long-term debts and leases of premises, equipment and rolling stock. Note 10 to the consolidated financial statements describes the Company's commitment to repay long-term debt, and Note 18 to the consolidated financial statements describes its lease commitments.

(in millions of CDN dollars)

	Long-term debt	Minimum lease	Total
Less than 1 year	244.9	30.5	275.4
1-2 years	24.9	22.8	47.7
2-3 years	70.9	18.8	89.7
3-4 years	1,112.5	14.9	1,127.4
4-5 years	-	11.9	11.9
More than 5 years	-	32.1	32.1
	1,453.2	131.0	1,584.2

LONG-TERM DEBT

As described in Note 10 to the consolidated financial statements, the Company's long-term debt is comprised of unsecured bank term loan facilities of \$812.5 million, maturing in December 2019, which bear interest at lenders' prime rates plus a maximum of 1.00%, or bankers' acceptance rates plus 0.85%, up to a maximum of 2.00%, depending on the Company credit ratings. These term loans obtained in October 2013 and December 2012 were amended in October 2015 to eliminate the obligations of the Company to make quarterly repayments of principal prior to maturity. Additionally, an amount of AUD\$121.3 million is drawn from the bank term loan facilities obtained in May 25, 2015 with an annual interest rate at Australian Bank Bill rate plus 0.85% due to mature in May 2018. The facilities require quarterly repayments of AUD \$6.3 million.

Long-term debt is also comprised of unsecured senior notes of \$220.0 million issued at an interest rate of 5.82% and maturing June 2016 and \$300.0 million Series 1 medium term notes with an annual interest rate of 2.654% and maturing in November 2019.

MINIMUM PAYMENTS ON OPERATING LEASES

The Company has long-term operating leases for premises, equipment and rolling stock.

BALANCE SHEET

The main balance sheet items as at March 31, 2016 varied mainly due to the weakening of the Canadian dollar versus the US dollar in comparison to March 31, 2015, the EDC Acquisition and the Woolwich Acquisition.

The conversion rate of the US operations' balance sheet items in US currency was CDN\$1.2987 per US dollar as at March 31, 2016, compared to CDN\$1.2666 per US dollar as at March 31, 2015. The conversion rate of the Argentinian operations' balance sheet items in Argentinian currency was CDN\$0.0889 per Argentinian peso as at March 31, 2016, compared to CDN\$0.1438 per Argentinian peso as at March 31, 2015. The conversion rate of the Australian operations' balance sheet items in Australian currency was CDN\$0.9957 per Australian dollar as at March 31, 2016, compared to CDN\$0.9669 per Australian dollar as at March 31, 2015. The weakening of the Canadian dollar versus the US and Australian dollars resulted in higher values recorded for the balance sheet items of the foreign operations and was partially offset by the strengthening of the Canadian dollar versus the Argentinian Peso.

The net cash (cash and cash equivalents less bank loans) position increased from negative \$97.2 million as at March 31, 2015, to negative \$13.9 million as at March 31, 2016, mainly resulting from the increase of cash and cash equivalent. The change in foreign currency translation adjustment recorded in other comprehensive income varied mainly due to the strengthening of the US dollar.

GUARANTEES

From time to time, the Company enters into agreements in the normal course of its business, such as service arrangements and leases, and in connection with business or asset acquisitions or disposals, agreements, which by nature may provide for indemnification to third parties. These indemnification provisions may be in connection with breach of representations and guarantees and for future claims for certain liabilities, including liabilities related to tax and environmental issues. The terms of these indemnification provisions vary in duration. See Note 18 to the consolidated financial statements that discuss the Company's guarantees.

RELATED PARTY TRANSACTIONS

In the normal course of business, the Company receives and provides goods and services from and to companies subject to control or significant influence through ownership by its principal shareholder. These goods and services are of an immaterial amount and compensated by a consideration equal to their fair value, comparable to similar arms' length transactions. The goods and services that are received consist of office space rental, travel arrangements, publicity and lodging. Transactions with key management personnel (comprised of directors and named executive officers: the Chief Executive Officer (CEO), Chief Financial Officer (CFO) and the three most highly compensated executive officers) are also considered related party transactions and consist of short-term employee benefits, post-employment benefits, stock-based compensation and payments under the deferred share unit plan. The goods and services that are provided consist of services and dairy products. Refer to Note 19 to the consolidated financial statements for further information on related party transactions.

ACCOUNTING STANDARDS

CRITICAL ACCOUNTING POLICIES AND USE OF ACCOUNTING ESTIMATES

The preparation of the Company's financial statements requires Management to make certain judgements and estimates about transactions and carrying values that are fulfilled at a future date. Judgements and estimates are subject to fluctuations due to changes in internal and/or external factors and are continuously monitored by Management. A discussion of the judgements and estimates that could have a material effect on the financial statements is provided below.

Income Taxes

The Company is subject to income taxes in numerous jurisdictions. Significant judgement is required in determining the consolidated provision for income taxes. During the ordinary course of business, there are many transactions and calculations for which the ultimate tax determination is uncertain. The Company recognizes liabilities for anticipated tax audit issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters differs from the amounts that were initially recorded, such differences will impact the results for the reporting period and the respective current income tax and deferred income tax provisions in the reporting period in which such determination is made.

Deferred Income Taxes

The Company follows the liability method of accounting for deferred income taxes. Deferred income tax assets and liabilities are measured using enacted or substantively enacted income tax rates expected to apply to taxable income in the years in which temporary differences are expected to be recovered or settled. As a result, a projection of taxable income is required for those years, as well as an assumption of the ultimate recovery or settlement period for temporary differences. The projection of future taxable income is based on Management's best estimates and may vary from actual taxable income. On an annual basis, the Company assesses its need to establish a valuation allowance for its deferred income tax assets. Canadian, US and international tax rules and regulations are subject to interpretation and require judgement on the part of the Company that may be challenged by taxation authorities. The Company believes that it has adequately provided for deferred tax obligations that may result from current facts and circumstances. Temporary differences and income tax rates could change due to fiscal budget changes and/or changes in income tax laws.

Goodwill, Intangible Assets and Business Combinations

Goodwill, trademarks and customer relationships have principally arisen as a result of business combinations. The acquisition method, which also requires significant estimates and judgements, is used to account for these business combinations. As part of the allocation process in a business combination, estimated fair values are assigned to the net assets acquired, including trademarks and customer relationships. These estimates are based on forecasts of future cash flows, estimates of economic fluctuations and an estimated discount rate. The excess of the purchase price over the estimated fair value of the net assets acquired is then assigned to goodwill. In the event that actual net assets fair values are different from estimates, the amounts allocated to the net assets, and specifically to trademarks and customer relationships, could differ from what is currently reported. This would then have a pervasive impact on the carrying value of goodwill. Differences in estimated fair values would also have an impact on the amortization of definite life intangibles.

Property, Plant and Equipment

Critical judgement is necessary in the selection and application of accounting policies and useful lives as well as the determination of which components are significant and how they are allocated. Management has determined that the use of the straight-line method of amortization is the most appropriate as its facilities are operating at a similar output potential on a year to year basis, which indicates that production is constant (please refer to the estimated useful lives table for further details on the useful lives of productive assets). It is Management's best estimate that the useful lives and policies adopted adequately reflect the flow of resources and the economic benefits required and derived in the use and servicing of these long-lived productive assets.

Impairment of Assets

Significant estimates and judgements are required in testing goodwill, intangible assets and other long-lived assets for impairment. Management uses estimates or exercises judgement in assessing indicators of impairment, defining a CGU, forecasting future cash flows and in determining other key assumptions such as discount rates and earnings multipliers used for assessing fair value (less costs of disposal) or value in use. Estimates made for goodwill and intangible assets can be found in Note 7. Other long-lived assets are tested only when indicators of impairment are present.

Employee Future Benefits

The Company is the sponsor to both defined benefit and defined contribution plans, which provide pension and other post-employment benefits to its employees. Several estimates and assumptions are required with regards to the determination of the defined benefit expense and its related obligation, such as the discount rate used in determining the carrying value of the obligation and the interest income on plan assets, the expected health care cost trend rate, the expected mortality rate, etc. Actual results will normally differ from expectations. These gains or losses are presented in the consolidated statements of comprehensive income.

FUTURE STANDARDS

The International Accounting Standards Board (IASB) made revisions as part of its continuing improvements project. Below is a summary of the relevant standards affected and a discussion of the amendments.

IAS 19, Employee Benefits

IAS 19 has been amended to clarify that in determining the discount rate for post-employment benefit obligations, the currency of the liability is of importance and not the country in which it arises. Furthermore, where there is no deep market in high-quality corporate bonds in that currency, government bonds in the relevant currency should be used.

This amendment is effective for annual reporting periods beginning on or after January 1, 2016. Management is currently evaluating the impact of the adoption of this amendment but is not expecting it to have a significant impact on the Company's financial statements

IAS 7, Statement of Cash Flows

In January 2016, the IASB amended IAS 7 to require further disclosures enabling users of the financial statement to evaluate changes in liabilities arising from financing activities. To achieve this objective, the IASB requires that the following changes in liabilities arising from financing activities are disclosed: (i) changes from financing cash flows; (ii) changes arising from obtaining or losing control of subsidiaries or other businesses; (iii) the effect of changes in foreign exchange rates; (iv) changes in fair values; and (v) other changes.

This amendment is effective for the annual periods beginning on or after January 1, 2017. Management is currently evaluating the impact of these disclosure requirements.

IFRS 9, Financial Instruments

The IASB issued IFRS 9 in November 2009 with the long-term goal of replacing IAS 39, Financial Instruments: Recognition and Measurement. Several amendments have been made to this standard since that date including amendments made in July and August 2014 relating to the classification of financial assets and the use of a single impairment model for all financial instruments.

These amendments, along with the adoption of the standard, are effective for annual reporting periods beginning on or after January 1, 2018. Management is currently evaluating the impact of the adoption of this standard, including amendments.

IFRS 15, Revenue from Contracts with Customers

The IASB issued IFRS 15, Revenue from Contracts with Customers with its goal to provide a single comprehensive model for entities to use in accounting for revenue arising from contracts with customers. This new standard will supersede current revenue recognition guidance in IAS 18, Revenue, IAS 11, Construction Contracts and IFRIC 13, Customer Loyalty Programmes.

The objective of this standard is to provide a five-step approach to revenue recognition that includes identifying contracts with customers, identifying performance obligations, determining transaction prices, allocating transaction prices to performance obligations and recognizing revenue when performance obligations are satisfied. In certain instances, transfer of assets that are not related to the entity's ordinary activities will also be required to follow some of the recognition and measurement requirements of the new model. The standard also expands current disclosure requirements.

On April 12, 2016, the IASB amended IFRS 15 to comprise clarifications of the guidance on identifying performance obligations, accounting for licences of intellectual property and the principal versus agent assessment (gross versus net revenue presentation).

With regards to identifying performance obligations, the amendments clarify how to determine when promises in a contract are 'distinct' goods or services and, therefore, should be accounted for separately. The amendments to licensing guidance clarify when revenue from a licence of intellectual property should be recognised 'over time' and when it should be recognised at a 'point in time'. With regards to the principal versus agent assessment, the amendments clarify that the principal in an arrangement controls a good or service before it is transferred to a customer.

This standard and related amendments are effective for annual reporting periods beginning on or after January 1, 2018. Management is currently assessing the impact of the adoption of this standard.

IFRS 16, Leases

On January 13, 2016, the IASB published a new standard, IFRS 16, Leases. The new standard will eliminate the distinction between operating and finance leases and will bring most leases on the balance sheet for lessees. For lessors, the accounting remains mostly unchanged and the distinction between operating and finance leases is retained.

This standard is effective for annual reporting periods beginning on or after January 1, 2019. Management is currently assessing the impact of the adoption of this standard.

IFRS 10, Consolidated Financial Statements & IAS 28, Investments in Associates

The IASB previously issued a narrow-scope amendment to IFRS 10, Consolidated Financial Statements and IAS 28, Investments in Associates and Joint Ventures to address an acknowledged inconsistency between the requirements in IFRS 10 and those in IAS 28 when dealing with the sale or contribution of assets between an investor and its associate or joint venture. The original amendments required a full gain or loss to be recognized where a transaction involved a business or that a partial gain or loss be recognized when a transaction involved assets that did not constitute a business.

The original effective date for this amendment was for annual reporting periods beginning on or after January 1, 2016 however, on December 21, 2015, the IASB decided to postpone this change until the completion of a broader review by the IASB which may result in the simplification of accounting for such transactions and other aspects of accounting for associates and joint ventures.

NEW ACCOUNTING STANDARDS ADOPTED DURING THE YEAR

The following standards were adopted by the Company on April 1, 2015:

IFRS 2, Share-based Payment

The IASB has amended the definitions of market and vesting conditions and added definitions for performance and service conditions. Vesting conditions are now defined as either service conditions or performance conditions. The amendments also clarify certain other requirements for performance, service, market and non-vesting conditions.

This amendment did not impact the Company's financial statements for the year ended March 31, 2016.

IFRS 3, Business Combinations

The IASB amended IFRS 3 to clarify that contingent consideration in a business combination, whether an asset or liability, should continue to be measured at fair value at each reporting date regardless of whether the contingent consideration is considered a financial instrument within the scope of IFRS 9 or IAS 39 and regardless of whether it is considered a non-financial asset or liability (changes in fair value shall be included in net earnings).

This amendment did not impact the Company's financial statements for the year ended March 31, 2016.

IFRS 8, Operating Segments

The IASB amended IFRS 8 to require an entity to disclose the judgements in applying the aggregation criteria. The standard now requires a brief description of the operating segments that have been aggregated in the present manner and the economic indicators that have been assessed in determining that the aggregated operating segments share similar economic characteristics.

The adoption of this amendment has not materially impacted the Company's financial statements with the exception of additional disclosures found in Note 23.

IFRS 8 has also been amended to clarify that an entity only needs to present a reconciliation between the total reporting segment's assets to the entities' total assets if this information is usually provided to the chief operating decision maker.

This amendment did not impact the Company's financial statements for the year ended March 31, 2016 as this information is already disclosed by the Company in note 23.

IFRS 13, Fair Value

The IASB amended the basis for conclusion in IFRS 13 to clarify that the issuance of IFRS 13 (and related amendments to IAS 39, Financial Instruments: Recognition and Measurement) does not require discounting of short-term receivables and payables if they are not significant.

This amendment did not impact the Company's financial statements for the year ended March 31, 2016.

IAS 19, Employee Benefits

IAS 19 has been amended to clarify that employee (or third party) contributions that are independent of the number of years of service can be deducted from the service cost in the period that the service is rendered and not necessarily allocated over periods of service. Other contributions made by employees (or third parties) are to be attributed to the periods of service using the plan's contribution formula or on a straight line basis.

This amendment did not impact the Company's financial statements for the year ended March 31, 2016.

IAS 24, Related Party Transactions

IAS 24 clarifies that a management entity providing key management personnel services to a reporting entity is also considered a related party of the reporting entity. Therefore the amounts paid by the reporting entity in relation to those services must also be included in the amounts disclosed in the related party transactions note. Disclosures of the components of the services provided are not required.

This amendment did not impact the Company's financial statements for the year ended March 31, 2016.

IAS 40, Investment Property

The IASB amended this standard to clarify that this standard and IFRS 3, Business Combinations are not mutually exclusive and the application of both standards may be required in the event of an asset acquisition. An entity will need to determine whether the asset acquired meets the definition of investment property while also determining whether the transaction constitutes a business acquisition under IFRS 3.

This amendment did not impact the Company's financial statements for the year ended March 31, 2016.

RISKS AND UNCERTAINTIES

The main risks and uncertainties the Company is exposed to are presented hereafter. The Board of Directors (the Board) delegated to the Audit Committee the responsibility to study and evaluate the risk factors inherent to the Company and ensure that appropriate measures are in place to enable Management to identify and manage these risk factors effectively. The Audit Committee receives regular reports from Management on these matters. In this regard, the Audit Committee and the Board have adopted and implemented certain policies and procedures which are reviewed at least annually. An annual detailed presentation on all risk factors identified, as well as periodic presentations, are made by Management to the Audit Committee and, as required, to the Board.

While risk management is part of the Company's transactional, operational and strategic decisions, as well as the Company's overall management approach, risk management does not guarantee that events or circumstances will not occur which could negatively affect the Company's financial condition and performance.

PRODUCT LIABILITY

Saputo's operations are subject to certain dangers and risks of liability faced by all food processors, such as the potential contamination of ingredients or products by bacteria or other external agents that may be introduced into products or packaging. The occurrence of such a problem could result in a costly product recall and serious damage to Saputo's reputation for product quality.

SUPPLY OF RAW MATERIALS

Saputo purchases raw materials that may represent up to 85% of the cost of products. It processes raw materials into the form of finished edible products intended for resale to a broad range of customers. Availability of raw materials as well as variations in the price of foodstuffs can therefore influence the Company's results upwards or downwards, and the effect of any increase of foodstuff prices on results depends on the Company's ability to transfer those increases to its customers and this, in the context of a competitive market.

US AND INTERNATIONAL MARKETS

The price of milk as raw material and the price of our products in the US, Argentina and Australia, as well as in international markets, are based on market supply and demand forces. The prices are tied to numerous factors, such as the health of the economy and supply and demand levels for dairy products in the industry. Price fluctuations may affect the Company's results. The effect of such fluctuations on results will depend on the Company's ability to implement mechanisms to reduce them.

COMPETITION

The food processing industry is extremely competitive. The Canadian dairy industry is highly competitive and is comprised of three major competitors, including Saputo. In the US, Argentina and Australia, Saputo competes in the dairy industry on a national basis with several regional, national and multinational competitors. Saputo also competes in the dairy industry internationally. The Company's performance in all the countries in which it does business will be dependent on its ability to continue to offer quality products at competitive prices.

CONSOLIDATION OF CLIENTELE

During the last few years, there has been important consolidation in the food industry in all market segments. Given that Saputo serves these segments, the consolidation within the industry has resulted in a decrease in the number of customers and an increase in the relative importance of some customers. One customer represented more than 10% of total consolidated sales for fiscal 2016, with 10.6%. The Company's ability to continue to service its customers in all the markets that it serves will depend on the quality of its products and services as well as price.

CREDIT RISK

The Company grants credit to its customers in the normal course of business. Credit valuations are performed on a regular basis and the financial statements take into account an allowance for bad debts. The Company considers that it has low exposure to concentration of credit risk with respect to accounts receivable from customers due to its large and diverse customer base operating in three segments, retail, foodservice and industrial, and its geographic diversity. There are no accounts receivable from any individual customer that exceeded 10% of the total balance of accounts receivable as at March 31, 2016. The allowance for bad debts and accounts receivable due is reviewed regularly by Management. The Company updates its estimate of the allowance for doubtful accounts based on the evaluation of the recoverability of accounts receivable balances of each customer taking into consideration historic collection trends of past due accounts.

SUPPLIER CONCENTRATION

The Company purchases goods and services from a limited number of suppliers as a result of consolidation within the industries in which these suppliers operate in North America and other major markets. Furthermore, issues with suppliers regarding pricing or performance of the goods and services they supply or the inability of suppliers to supply the required volumes of such goods and services in a timely manner could impact the Company's financial condition and performance. Any such impact will depend on the effectiveness of the Company's contingency plan.

UNANTICIPATED BUSINESS DISRUPTION

Major events, such as equipment failure, health pandemics and natural disasters, could lead to unanticipated business disruption of any or certain of the Company's manufacturing facilities. The effect would be more significant if the Company's larger manufacturing facilities are affected, in which case, the failure to find alternative suppliers or to replace lost production capacity in a timely manner could negatively affect the Company's financial condition and performance.

ECONOMIC ENVIRONMENT

The Company's operations could be affected by the economic context should the unemployment level, interest rates or inflation reach levels that influence consumer trends and consequently, impact the Company's sales and profitability.

ENVIRONMENT

Saputo's business and operations are subject to environmental laws and regulations, including those relating to permitting requirements, wastewater discharges, air emissions (greenhouse gases and other), releases of hazardous substances and remediation of contaminated sites. The Company believes that its operations are in compliance, in all material respects, with such environmental laws and regulations, except as disclosed in the Annual Information Form dated June 2, 2016 for the fiscal year ended March 31, 2016. Compliance with these laws and regulations requires that the Company continue to incur operating and maintenance costs and capital expenditures, including to control potential impacts of its operations on local communities. Future events such as changes in environmental laws and regulations or more vigorous regulatory enforcement policies could have a material adverse effect on the financial position of Saputo and could require additional expenditures to achieve or maintain compliance.

CONSUMER TRENDS

Demand for the Company's products is subject to changes in consumer trends. These changes may affect earnings. The impact of these changes will depend on the Company's ability to innovate and develop new products.

INTELLECTUAL PROPERTY

As the Company is involved in the production, sale and distribution of food products, it relies on brand recognition and loyalty from its clientele in addition to relying on the quality of its products. Also, as innovation forms part of the Company's growth strategy, its research and development teams develop new technologies, products and process optimization methods. The Company therefore takes measures to protect, maintain and enforce its intellectual property. Any infringement to its intellectual property could damage its value and limit the Company's ability to compete. In addition, Saputo may have to engage in litigation in order to protect its rights which could result in significant costs.

FINANCIAL RISK EXPOSURES

Saputo has financial risk exposure to varying degrees relating to the currency of each of the countries where it operates. Approximately 35% of sales are realized in Canada, 52% in the US, and 13% internationally. Cash flows from operations in each of the countries where Saputo operates act as a natural hedge against the exchange risks related to debt denominated in such countries' currency. The level of the financial risk exposure related to currency will depend on its ability to maintain this natural hedge or any other protection mechanism.

INTEREST RATE AND ACCESS TO CAPITAL MARKET

Saputo's interest bearing debt is subject to interest rate fluctuations. The impact on the Company's results will depend on its ability to maintain mechanisms to protect against such interest rate fluctuations. The Company's growth is driven mainly by acquisitions and is dependent on access to liquidity in the capital market.

LEGISLATIVE, REGULATORY, NORMATIVE AND POLITICAL CONSIDERATIONS

The Company is subject to local, provincial, state, federal and international laws, regulations, rules and policies as well as to social, economic and political contexts prevailing in places where Saputo conducts its activities. Consequently, the modification or change of any of these elements may have an unfavourable impact on Saputo's results and operations and may require that important expenses be made in order to adapt or comply. More specifically, the production and distribution of food products are subject to federal, state, provincial and local laws, rules, regulations and policies and to international trade agreements, all of which provide a framework for Saputo's operations. The impact of new laws and regulations, stricter enforcement or interpretations or changes to enacted laws and regulations will depend on the Company's ability to adapt, comply and mitigate. Saputo is currently in compliance with all important laws and regulations and maintains all important permits and licenses in connection with its operations.

GROWTH BY ACQUISITIONS

The Company plans to grow both organically and through acquisitions. Historically, the Company has grown through acquisitions and should reasonably and in large part rely on new acquisitions to pursue its growth. The ability to properly evaluate the fair value of the businesses being acquired, to properly devote the time and human resources required to successfully integrate their activities with those of the Company as well as the capability to realize synergies, improvements and the expected profit and to achieve anticipated returns constitute inherent risks related to acquisitions.

TARIFF PROTECTION

Dairy-producing industries are still partially protected from imports by tariff-rate quotas which permit a specific volume of imports at a reduced or zero tariff and impose significant tariffs for greater quantities of imports. There is no guarantee that political decisions or amendments to international trade agreements will not, at some point in the future, result in the removal of tariff protection in the dairy market, resulting in increased competition. The Company's performance will be dependent on its ability to continue to offer quality products at competitive prices.

INFORMATION SYSTEMS

The Company is increasingly dependent upon integrated information technology applications for its business. The main risks relate to confidentiality, data integrity and interruption of computer services. Therefore, any failure of these applications or communication networks or security failures with respect to data centres or networks may impede or slow down production, delay or taint certain decisions and result in financial losses for the Company. In addition, any unauthorised access to information systems or malicious use could compromise the Company's data integrity or result in disclosure or loss of data which may have adverse effects on the Company's activities and its results. Also, the Company is currently undertaking technology initiatives regarding a new ERP system. There is no guarantee that the implementation of the new ERP system will not disrupt or reduce the efficiency of the Company's operations.

DISCLOSURE CONTROLS AND PROCEDURES

The Chief Executive Officer (CEO) and the Chief Financial Officer (CFO) are responsible for establishing and maintaining disclosure controls and procedures. The Company's disclosure controls and procedures are designed to provide reasonable assurance that material information relating to the Company is made known to Management in a timely manner to allow the information required to be disclosed under securities legislation to be recorded, processed, summarized and reported within the time periods specified in securities legislation.

The CEO and the CFO, along with Management, after evaluating the effectiveness of the Company's disclosure controls and procedures as at March 31, 2016, have concluded that the Company's disclosure controls and procedures were effective.

INTERNAL CONTROLS OVER FINANCIAL REPORTING

The CEO and the CFO are responsible for establishing and maintaining internal control over financial reporting. The Company's internal control over financial reporting is designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with IFRS.

The CEO and the CFO, along with Management, after evaluating the effectiveness of the Company's internal control over financial reporting as at March 31, 2016, have concluded that the Company's internal control over financial reporting was effective.

The CEO and the CFO, along with Management, have concluded, after having conducted an evaluation and to the best of their knowledge that, as at March 31, 2016, no change in the Company's internal control over financial reporting occurred that could have materially affected or is reasonably likely to materially affect the Company's internal control over financial reporting.

SENSITIVITY ANALYSIS OF INTEREST RATE AND US CURRENCY FLUCTUATIONS

The debt subject to interest rate fluctuations was \$548.9 million as at March 31, 2016 and consisted of \$178.2 million of bank loans and \$370.7 million bank term loan facilities. A 1% change in the interest rate would lead to a change in net earnings of approximately \$3.8 million. Canadian and US currency fluctuations may affect earnings. Appreciation of the Canadian dollar compared to the US dollar would have a negative impact on earnings. Conversely, a decrease in the Canadian dollar would have a positive impact on earnings. During the fiscal year ended March 31, 2016, the average US dollar conversion was based on CDN\$1.00 for US\$0.762. A fluctuation of CDN\$0.01 would have resulted in a change of approximately \$2.6 million in net earnings, \$5.5 million in EBITDA and \$44.2 million in revenues.

QUARTERLY FINANCIAL INFORMATION

2016 QUARTERLY FINANCIAL INFORMATION - CONSOLIDATED STATEMENT OF EARNINGS

<i>(in millions of CDN dollars, except per share amounts)</i>	Q4	Q3	Q2	Q1	Fiscal 2016
Statement of earnings					
Revenues	2,734.0	2,901.0	2,792.1	2,564.4	10,991.5
Operating costs excluding depreciation, amortization, gain on disposal of a business, acquisition, restructuring and other costs	2,420.9	2,580.6	2,510.4	2,305.5	9,817.4
Earnings before interest, income taxes, depreciation, amortization, gain on disposal of a business, acquisition, restructuring and other costs	313.1	320.4	281.7	258.9	1,174.1
Margin	11.5%	11.0%	10.1%	10.1%	10.7%
Depreciation and amortization	54.8	50.1	48.3	45.4	198.6
Gain on disposal of a business	-	-	-	-	-
Acquisition costs	0.3	0.3	1.6	0.8	3.0
Restructuring and other costs	31.2	-	-	-	31.2
Interest on long-term debt	12.1	12.0	12.4	11.8	48.3
Other financial charges	3.1	7.4	6.7	4.9	22.1
Earnings before income taxes	211.6	250.6	212.7	196.0	870.9
Income taxes	70.4	75.4	64.1	59.6	269.5
Net earnings	141.2	175.2	148.6	136.4	601.4
Net margin	5.2%	6.0%	5.3%	5.3%	5.5%
Gain on disposal of a business	-	-	-	-	-
Acquisition costs (net of income taxes of \$0.6)	0.5	0.2	1.1	0.6	2.4
Restructuring and other costs (net of income taxes of \$8.1)	23.1	-	-	-	23.1
Adjusted net earnings ¹	164.8	175.4	149.7	137.0	626.9
Adjusted net earnings margin	6.0%	6.0%	5.4%	5.3%	5.7%
ATTRIBUTABLE TO:					
Shareholders of Saputo Inc.	165.0	174.7	149.0	137.9	626.6
Non-controlling interest	(0.2)	0.7	0.7	(0.9)	0.3
	164.8	175.4	149.7	137.0	626.9
Per Share					
Net earnings					
Basic	0.36	0.44	0.38	0.35	1.53
Diluted	0.36	0.44	0.37	0.34	1.51
Adjusted net earnings ¹					
Basic	0.42	0.45	0.38	0.35	1.60
Diluted	0.41	0.44	0.38	0.34	1.58

¹ Adjusted net earnings and adjusted earnings per share (basic and diluted) are non-IFRS measures. Refer to "Measurement of Results not in Accordance with International Financial Reporting Standards" on page 7 of this Management's Discussion and Analysis for the definition of these terms.

SELECTED FACTORS POSITIVELY (NEGATIVELY) AFFECTING EBITDA

(in millions of CDN dollars)

Fiscal year	2016			
	Q4	Q3	Q2	Q1
Market factors ^{1 2}	9	(4)	(37)	3
Inventory write-down	(5)	-	-	(13)
Foreign currency exchange ^{1 3}	15	29	27	15

¹ As compared to the same quarter of the last fiscal year.

² Market factors include the average block market per pound of cheese and its effect on the absorption of fixed costs and on the realization of inventories, the effect of the relationship between the average block market per pound of cheese and the cost of milk as raw material, the market pricing impact related to sales of dairy ingredients as well as the impact of the average butter market price related to dairy food product sales.

³ Foreign currency exchange includes effect on EBITDA of conversion of US dollars, Australian dollars and Argentinian pesos to Canadian dollars.

2015 QUARTERLY FINANCIAL INFORMATION – CONSOLIDATED STATEMENT OF EARNINGS

<i>(in millions of CDN dollars, except per share amounts)</i>	Q4	Q3	Q2	Q1	Fiscal 2015
Statement of earning					
Revenues	2,513.8	2,821.8	2,701.3	2,620.8	10,657.7
Operating costs excluding depreciation, amortization, gain on disposal of a business, acquisition and restructuring and other costs	2,281.8	2,543.1	2,419.2	2,351.9	9,596.0
Earnings before interest, income taxes, depreciation, amortization, gain on disposal of a business, acquisition, restructuring and other costs	232.0	278.7	282.1	268.9	1,061.7
Margin	9.2%	9.9%	10.4%	10.3%	10.0%
Depreciation and amortization	46.7	43.9	41.4	38.9	170.9
Gain on disposal of a business	(25.9)	-	-	-	(25.9)
Acquisition costs	0.7	-	-	-	0.7
Restructuring and other costs	(7.2)	-	-	-	(7.2)
Interest on long-term debt	12.1	13.6	13.7	14.6	54.0
Other financial charges	5.3	4.5	4.5	5.0	19.3
Earnings before income taxes	200.3	216.7	222.5	210.4	849.9
Income taxes	42.9	62.1	66.9	65.1	237.0
Net earnings	157.4	154.6	155.6	145.3	612.9
Net margin	6.3%	5.5%	5.8%	5.5%	5.8%
Gain on disposal of a business	(25.9)	-	-	-	(25.9)
Acquisition costs (net of income taxes of \$0.2)	0.5	-	-	-	0.5
Restructuring and other costs (net of income taxes of \$2.5)	(4.7)	-	-	-	(4.7)
Adjusted net earnings ¹	127.3	154.6	155.6	145.3	582.8
Adjusted net earnings margin	5.1%	5.5%	5.8%	5.5%	5.5%
ATTRIBUTABLE TO:					
Shareholders of Saputo Inc.	126.3	152.6	154.3	144.3	577.5
Non-controlling interest	1.0	2.0	1.3	1.0	5.3
	127.3	154.6	155.6	145.3	582.8
Per Share					
Net earnings					
Basic	0.40	0.39	0.39	0.37	1.55
Diluted	0.39	0.38	0.39	0.36	1.53
Adjusted net earnings ¹					
Basic	0.32	0.39	0.39	0.37	1.48
Diluted	0.32	0.38	0.39	0.36	1.46

¹ Adjusted net earnings and adjusted earnings per share (basic and diluted) are non-IFRS measures. Refer to "Measurement of Results not in Accordance with International Financial Reporting Standards" on page 7 of this Management's Discussion and Analysis for the definition of these terms.

INFORMATION BY SECTOR

Canada Sector

(in millions of CDN dollars)

Fiscal years	2016				2015			
	Q4	Q3	Q2	Q1	Q4	Q3	Q2	Q1
Revenues	932.8	992.7	958.5	917.5	909.6	1,005.4	971.7	949.1
EBITDA	108.5	107.5	99.4	98.1	82.3	102.1	106.8	113.3

The Canada Sector consists of the Dairy Division (Canada). In fiscal 2015, the Sector included both the Dairy Division (Canada) and the Bakery Division. The Bakery Division represented approximately 3% of the Sector's revenues, and was sold on February 2, 2015.

USA Sector

(in millions of CDN dollars)

Fiscal years	2016				2015			
	Q4	Q3	Q2	Q1	Q4	Q3	Q2	Q1
Revenues	1,449.3	1,574.9	1,459.2	1,303.3	1,248.1	1,394.5	1,345.1	1,291.9
EBITDA	191.0	190.1	172.7	171.7	141.0	139.5	136.6	117.8

Selected factors positively (negatively) affecting EBITDA

(in millions of CDN dollars)

Fiscal years	2016				2015			
	Q4	Q3	Q2	Q1	Q4	Q3	Q2	Q1
Market factors ^{1, 2}	9	(4)	(37)	3	(23)	(20)	10	(35)
US currency exchange ¹	15	25	27	15	15	10	6	8

¹ As compared to same quarter of previous fiscal year.

² Market factors include the average block market per pound of cheese and its effect on the absorption of fixed costs and on the realization of inventories, the effect on the relationship between the average block market per pound of cheese and the cost of milk as raw material, the market pricing impact related to sales of dairy ingredients, as well as the impact of the average butter market price related to dairy food product sales.

OTHER PERTINENT INFORMATION

(in US dollars, except for average exchange rate)

Fiscal year	2016				2015
	Q4	Q3	Q2	Q1	Q4
Average block market per pound of cheese	1.479	1.582	1.679	1.642	1.542
Closing block price per pound of cheese ¹	1.460	1.508	1.670	1.620	1.580
Average butter market price per pound	2.055	2.562	2.243	1.877	1.660
Closing butter market price per pound ²	1.955	2.080	2.510	1.918	1.785
Average whey market price per pound ³	0.247	0.226	0.309	0.430	0.458
Spread ⁴	0.128	0.152	0.120	0.078	0.061
US average exchange rate to Canadian dollar ⁵	1.371	1.333	1.309	1.229	1.244

¹ Closing block price is the price of a 40 pound block of cheddar traded on the Chicago Mercantile Exchange (CME) on the last business day of each quarter.

² Closing butter market price is the price of Grade AA Butter traded on the CME, on the last business day of each quarter.

³ Average whey powder market price is based on Dairy Market News published information.

⁴ Spread is the average block market per pound of cheese less the result of the average cost per hundredweight of Class III and/or Class 4b milk price divided by 10.

⁵ Based on Bank of Canada published information.

The USA Sector consists of the Cheese Division (USA) and the Dairy Foods Division (USA).

International Sector

(in millions of CDN dollars)

Fiscal years	2016				2015			
	Q4	Q3	Q2	Q1	Q4	Q3	Q2	Q1
Revenues	351.9	333.4	374.4	343.6	356.1	421.9	384.5	379.8
EBITDA	13.6	22.8	9.6	(10.9)	8.7	37.1	38.7	37.8

Selected factors positively (negatively) affecting EBITDA

(in millions of CDN dollars)

Fiscal years	2016				2015			
	Q4	Q3	Q2	Q1	Q4	Q3	Q2	Q1
Inventory write-down	(5)	-	-	(13)	(3)	(7)	-	-
Foreign currency exchange ¹	-	4	-	-	-	(5)	(4)	(4)

¹ As compared to same quarter of previous fiscal year.

The International Sector consists of the Dairy Division (Argentina), the Dairy Division (Australia) and the Dairy Ingredients Division. The Dairy Ingredients Division includes national and export ingredients sales from the North American divisions, as well as cheese exports from these same divisions.

SUMMARY OF FOURTH QUARTER RESULTS ENDED MARCH 31, 2016

Consolidated revenues for the quarter ended March 31, 2016 amounted to \$2.734 billion, an increase of \$220.2 million or 8.8% compared to \$2.514 billion for the same quarter last fiscal year.

In the Canada Sector, revenues increased by approximately \$23 million or 2.5% as compared to the corresponding quarter last fiscal year. The inclusion of revenues from the Woolwich Acquisition and a favourable product mix increased revenues during the quarter. Sales volumes of cheese and cream categories were higher, while traditional milk and butter categories experienced a decrease. The disposal of the Bakery Division in the fourth quarter of fiscal 2015 reduced revenues as compared to the same quarter last fiscal year.

The USA Sector revenues increased by approximately \$201 million or 16.1% as compared to the corresponding quarter last fiscal year. Higher sales volumes in both US divisions, as well as the inclusion of the Woolwich Acquisition, increased revenues. The fluctuation of the average block market per pound of cheese and the butter market in the fourth quarter of fiscal 2016, as compared to the corresponding quarter last fiscal year, decreased revenues by approximately \$14 million. The weakening of the Canadian dollar versus the US dollar increased revenues by approximately \$148 million.

Revenues from the International Sector decreased by approximately \$4 million or 1.1% as compared to the corresponding quarter last fiscal year. In the Dairy Division (Argentina), lower sales volumes and lower selling prices in the export market decreased revenues as compared to the same quarter last fiscal year. Additionally, the devaluation of the Argentinian peso versus the Canadian dollar had a negative impact on revenues as compared to the same quarter last fiscal year. The decrease was partially offset by higher selling prices and higher sales volumes in the domestic market. Revenues of the Dairy Division (Australia) increased due to the inclusion of the EDC Acquisition and higher sales volumes in both domestic and export markets, partially offset by the decline in the international cheese and dairy ingredient market prices. Dairy Ingredients Division revenues were lower in the fourth quarter of fiscal 2016, as compared to the same quarter last fiscal year due to depressed export market sales prices and lower sales volumes. The fluctuation of the Canadian dollar versus the foreign currencies used in the International Sector negatively impacted revenues by approximately \$33 million, as compared to the same quarter last fiscal year.

Consolidated earnings before interest, income taxes, depreciation, amortization, gain on disposal of a business, acquisition, restructuring and other costs (adjusted EBITDA¹) totalled \$313.1 million for the quarter ended March 31, 2016, an increase of \$81.1 million or 35.0% compared to the \$232.0 million for the same quarter last fiscal year.

The EBITDA of the Canada Sector increased by approximately \$26 million or 31.6% in comparison to the same quarter last fiscal year. The increase is due to lower ingredients costs, lower warehousing and logistical costs and decreased administrative expenses as a result of the allocation of shared expenses totalling \$8 million in the USA and International sectors. Also, a favourable product mix increased EBITDA as compared to the same quarter last fiscal year. The inclusion of the Woolwich Acquisition positively impacted EBITDA. This increase was offset by a lower international dairy ingredient market.

The EBITDA of the USA Sector increased by approximately \$50 million or 35.5% in comparison to the same quarter last fiscal year. In the Cheese Division (USA), higher sales volumes, a decrease in ingredients costs, as well as better efficiencies increased EBITDA as compared to the corresponding quarter last fiscal year. The Dairy Foods Division (USA) benefitted from increased sales volumes, a favourable product mix, lower warehousing and logistical costs, as well as decreased operational costs attributed to better cost control. The Sector benefitted from procurement efficiencies that had a positive impact on EBITDA. During the quarter, a variation in the average block market per pound of cheese versus the corresponding quarter last fiscal year had a favourable impact on the realization of inventories and an unfavourable impact on the absorption of fixed costs. The relationship between the average block market per pound of cheese and the cost of milk as raw material was favourable. These combined market factors, partially offset by lower dairy ingredient market and unfavourable margins associated with the higher commodity prices in the Dairy Foods Division (USA), increased EBITDA by approximately \$9 million, as compared to the same quarter last fiscal year. The weakening of the Canadian dollar versus the US dollar had a positive impact on EBITDA of approximately \$15 million.

The EBITDA of the International Sector increased by approximately \$5 million or 57.5% for the quarter ended March 31, 2016 in comparison to the same quarter last fiscal year. In the Dairy Division (Argentina), higher sales volumes combined with favourable market conditions increased EBITDA, as compared to the same quarter last fiscal year. In the Dairy Division (Australia), the decrease in market selling prices and the fact that the cost of milk as raw material did not follow this decrease negatively affected EBITDA. This EBITDA decrease was partially offset by higher volumes in both domestic and export markets. The inclusion of the operations of the EDC Acquisition positively impacted EBITDA. EBITDA of the Dairy Ingredients Division was comparable to the corresponding quarter last fiscal year. As a result of the decrease in market selling prices, inventory was written-down by approximately \$5 million. In the same quarter of last fiscal year, inventory was written-down by approximately \$3 million.

Depreciation and amortization for the quarter ended March 31, 2016 totalled \$54.8 million, an increase of \$8.1 million compared to \$46.7 million for the same quarter last fiscal year. This increase is mainly attributed to the fluctuation of the Canadian dollar versus foreign currencies, as well as additions to property, plant and equipment, increasing the depreciable base.

In the fourth quarter of fiscal 2016, the Company incurred **acquisition costs** relating to the business acquisitions totalling \$0.3 million (\$0.7 million in fiscal 2015), as well as **restructuring costs** in relation to plant closures in Canada totalling \$31.2 million (\$23.1 million after tax). In connection with these restructuring costs, the Company incurred \$5.5 million in severance costs and \$25.7 million in impairment charges to property, plant and equipment.

In the fourth quarter of fiscal 2015, the Company realized a **gain on disposal of a business** of \$25.9 million (\$25.9 million after tax) relating to the sale of the Bakery Division.

Net interest expense amounted to \$15.2 million compared to \$17.4 million for the corresponding period last fiscal year. The decrease is mainly attributed to a lower level of debt resulting from payments made during the quarter, as compared to the same quarter last fiscal year.

With respect to **income taxes**, the effective tax rate for the fourth quarter of fiscal 2016 was 33.3% compared to 21.4% for the same quarter last fiscal year. The increase of the fourth quarter effective tax rate is mainly due to increases of profit in higher tax rate jurisdictions as well as the non-taxable gain on disposal of a business in fiscal 2015. Also, last fiscal year had a positive tax adjustment following the closure of prior year's tax file. The income tax rate varies and could increase or decrease based on the amount of taxable income derived and from which source, any amendments to tax laws and income tax rates and changes in assumptions and estimates used for tax assets and liabilities by the Company and its affiliates.

¹ Adjusted EBITDA represents a non-IFRS measure. Refer to "Measurement of Results not in Accordance with International Financial Reporting Standards" on page 7 of this Management's Discussion and Analysis for the definition of this term.

Net earnings amounted to \$141.2 million for the quarter ended March 31, 2016, a decrease of \$16.2 million compared to the net earnings of \$157.4 million for the same quarter last fiscal year. This is due to the factors mentioned above.

Adjusted net earnings¹ amounted to \$164.8 million for the quarter ended March 31, 2016, an increase of \$37.5 million compared to the adjusted net earnings of \$127.3 million for the same quarter last fiscal year. This increase is due to the factors mentioned above, without considering acquisition, restructuring and other costs.

During the quarter, the Company added \$37.8 million in property, plant and equipment, issued shares for a cash consideration of \$25.3 million as part of the stock option plan and paid out \$53.0 million in dividends to its shareholders. For the same quarter, the Company generated net cash from operating activities of \$295.6 million, an increase of \$19.1 million as compared to the net cash generated from operating activities for the corresponding period last fiscal year.

QUARTERLY FINANCIAL INFORMATION

During fiscal 2016, quarterly changes in revenues and EBITDA as compared to fiscal 2015 were affected by the inclusion of revenue and EBITDA derived from the EDC Acquisition and Woolwich Acquisition on May 25, 2015 and October 5, 2015 respectively. Additionally, changes in operational costs, sales volumes variances, product mix, the average block and butter markets in the US and dairy ingredient market prices affected quarterly financial results.

In the Dairy Division (Canada) higher sales volumes, a better product mix, lower ingredients costs and lower warehousing and logistical costs were the main driver of the increase of EBITDA offset by increased competitive pressures and higher costs throughout the year. In the USA Sector, the lower average block and higher butter markets in fiscal 2016 compared to fiscal 2015 negatively affected revenues while their fluctuations during the quarter positively impacted inventory realization and other market factors. In the International Sector, cheese and dairy ingredient prices remained low in the fourth quarter resulting in downward pressure on margins. The net fluctuation of the Canadian dollar versus the US and Australian dollars in fiscal 2016 versus fiscal 2015 had a net positive impact on both revenues and EBITDA and was partially offset by the strengthening of the Canadian dollar versus the Argentinian Peso. The quarterly earnings directly reflect the effects of the previously mentioned items.

¹ Adjusted net earnings represents a non-IFRS measure. Refer to "Measurement of Results not in Accordance with International Financial Reporting Standards" on page 7 of this Management's Discussion and Analysis for the definition of this term.

ANALYSIS OF EARNINGS FOR THE YEAR ENDED MARCH 31, 2015 COMPARED TO MARCH 31, 2014

Consolidated revenues totalled \$10.658 billion, an increase of \$1.425 billion or 15.4%, compared to \$9.233 billion in fiscal 2014. Revenues in the USA Sector increased by approximately \$790 million. A higher average block market per pound of cheese of US\$1.97 compared to US\$1.88 in fiscal 2014, a higher average butter market of US\$2.12 compared to US\$1.62, as well as the weakening of the Canadian dollar increased revenues as compared to fiscal 2014. Revenues from the International Sector increased by approximately \$453 million. The inclusion of revenues from the Warrnambool Acquisition for the full year as compared to nine weeks in fiscal 2014, as well as increased selling prices in accordance with the cost of milk as raw material were partially offset by a decrease in selling prices in the international market and a decrease in sales volumes in the Dairy Division (Argentina). Revenues from the Canada Sector increased by approximately \$182 million in comparison to fiscal 2014. The inclusion of revenues from the Scotsburn Acquisition since April 14, 2014, in addition to increased sales volumes and higher selling prices in accordance with the increase in the cost of milk as raw material explain the increased revenues in this Sector. The disposal of the Bakery Division in the fourth quarter decreased revenues as compared to fiscal 2014.

Consolidated earnings before interest, income taxes, depreciation, amortization, gain on disposal of a business, acquisition, restructuring and other costs (Adjusted EBITDA¹) amounted to \$1.062 billion in fiscal 2015, an increase of \$41.4 million or 4.1% compared to \$1.020 billion for fiscal 2014. This amount is composed of increases in the USA and International sectors of \$65.1 million and \$29.2 million, respectively, and a decrease in the Canada Sector of \$52.9 million. Foreign exchange fluctuations added approximately \$26 million to EBITDA as compared to fiscal 2014.

The EBITDA of the USA Sector amounted to \$534.9 million, an increase of \$65.1 million, in comparison to \$469.8 million for fiscal 2014. Increased efficiencies and higher sales volumes drove this increase. The average block market per pound of cheese for fiscal 2015 was US\$1.97 as compared to US\$1.88 for fiscal 2014. This increase of the block market per pound of cheese for fiscal 2015 had a favourable impact on the absorption of fixed costs. The decrease in average block price throughout fiscal 2015, as opposed to the increasing trend during fiscal 2014 had a negative impact on the realization of inventories. The relationship between the average block market per pound of cheese and the cost of milk as raw material was less favourable as compared to fiscal 2014. Increased profitability associated with commodity prices in the Dairy Foods Division (USA) had a positive effect on EBITDA. The combination of these market factors decreased EBITDA by approximately \$68 million as compared to fiscal 2014. The weakening of the Canadian dollar versus the US dollar in fiscal 2015 added approximately \$39 million to the USA Sector EBITDA.

EBITDA for the Canada Sector totalled \$404.5 million in fiscal 2015, a decrease of \$52.9 million in comparison to \$457.4 million for fiscal 2014. Increased warehousing, logistical, administration, production and ingredients costs as well as an increasingly competitive environment had a negative impact on EBITDA. These were slightly offset by EBITDA generation through increased sales volumes as compared to fiscal 2014. The disposal of the Bakery Division in the fourth quarter also reduced EBITDA resulting from a slightly less than five-week contribution in the fourth quarter of fiscal 2015 as compared to a full fourth quarter of fiscal 2014.

EBITDA for the International Sector totalled \$122.3 million in fiscal 2015, an increase of \$29.1 million in comparison to \$93.2 million in fiscal 2014. The Sector benefitted from the contribution of the Warrnambool Acquisition for a full year in fiscal 2015 as compared to only nine weeks in fiscal 2014. EBITDA of the Dairy Division (Argentina) decreased as compared to fiscal 2014 due to declining international cheese and ingredient selling prices and the fact that the cost of milk as raw material did not follow this decrease. Included in the results of fiscal 2015 was an inventory write-down of \$9.5 million. The strengthening of the Canadian dollar in fiscal 2015 eroded approximately \$13 million to the International Sector's EBITDA.

The consolidated adjusted EBITDA margin decreased to 10.0% in fiscal 2015, as compared to 11.1% in fiscal 2014, resulting mainly from a lower EBITDA in the Canada Sector as compared to fiscal 2014.

¹ Adjusted EBITDA represents a non-IFRS measure. Refer to "Measurement of Results not in Accordance with International Financial Reporting Standards" on page 7 of this Management's Discussion and Analysis for the definition of this term.

Depreciation and amortization totalled \$170.9 million in fiscal 2015, an increase of \$24.3 million, compared to \$146.6 million in fiscal 2014. The increase is mainly due to the inclusion of the Warrnambool Acquisition for a full year as compared to nine weeks in fiscal 2014. The increase also reflects variations in the depreciable asset base and fluctuations in foreign exchange between the Canadian dollar and both the US dollar and Argentinian peso.

In fiscal 2015, the Company realized a **gain on disposal of a business** of \$25.9 million (\$25.9 million after tax) relating to the sale of the Bakery Division, which closed on February 2, 2015. Also, the Company incurred **acquisition costs** of approximately \$0.7 million (\$0.5 million after tax) related to the EDC Acquisition in Australia, announced on March 2, 2015 and completed on May 25, 2015. The Company also reversed in fiscal 2015 approximately \$7.2 million of restructuring costs (\$4.7 million after tax) accounted for in fiscal 2014, mainly due to the cancellation of a planned plant closure and lower than estimated other plant closure costs.

In fiscal 2014, the Company incurred **acquisition costs** of \$9.5 million (\$9.2 million after tax) relating to the Warrnambool Acquisition, which closed on February 12, 2014, and the acquisition of the fluid milk activities of Scotsburn Acquisition, completed on April 14, 2014. Also, **restructuring costs and other costs is mainly** in relation to plant closures in the United States and Canada totalling \$36.2 million (\$23.8 million after tax).

Net interest expense amounted to \$73.3 million in fiscal 2015, compared to \$69.1 million in fiscal 2014. The increase is mainly attributed to a full year of interest on additional debt to finance the Warrnambool Acquisition.

Income taxes totalled \$237.0 million in fiscal 2015, as compared to \$225.0 million in fiscal 2014, for an effective tax rate of 27.9% in fiscal 2015 as compared to 29.6% for fiscal 2014. The reduction of the current year effective tax rate is mainly due to the gain on disposal of a business that is not taxable and a positive tax adjustment following the closure of prior year's tax file. The income tax rate varies and could increase or decrease based on the amount of taxable income derived and from which source, any amendments to tax laws and income tax rates and changes in assumptions and estimates used for tax assets and liabilities by the Company and its affiliates.

Net earnings for fiscal 2015 totalled \$612.9 million, an increase of \$78.9 million or 14.8% compared to \$534.0 million in fiscal 2014. This increase is due to the factors mentioned above.

Adjusted net earnings¹ for fiscal 2015 totalled \$582.8 million, an increase of \$15.8 million or 2.8% compared to \$567.0 million in fiscal 2014. This increase is due to the factors mentioned above, without considering gain on disposal of a business, acquisition, restructuring and other costs.

¹ Adjusted net earnings represents a non-IFRS measure. Refer to "Measurement of Results not in Accordance with International Financial Reporting Standards" on page 7 of this Management's Discussion and Analysis for the definition of this term.

CONSOLIDATED FINANCIAL STATEMENTS

MANAGEMENT'S STATEMENT OF RESPONSIBILITY FOR FINANCIAL REPORTING

Management is responsible for the preparation and presentation of the consolidated financial statements and the financial information presented in this annual report. This responsibility includes the selection of accounting policies and practices and making judgments and estimates necessary to prepare the consolidated financial statements in accordance with International Financial Reporting Standards.

Management has also prepared the financial information presented elsewhere in this annual report and has ensured that it is consistent with the consolidated financial statements.

Management maintains systems of internal control designed to provide reasonable assurance that assets are safeguarded and that relevant and reliable financial information is being produced.

The Board of Directors is responsible for ensuring that Management fulfills its responsibilities for financial reporting and is responsible for reviewing and approving the consolidated financial statements. The Board of Directors carries out this responsibility principally through its Audit Committee, which is comprised solely of independent directors. The Audit Committee meets periodically with Management and the independent auditors to discuss internal controls, auditing matters and financial reporting issues. It also reviews the annual report, the consolidated financial statements and the independent auditors' report. The Audit Committee recommends the independent auditors for appointment by the shareholders. The independent auditors have unrestricted access to the Audit Committee. The consolidated financial statements have been audited by the independent auditors Deloitte LLP, whose report follows.

(signed) Lino A. Saputo, Jr.
Lino A. Saputo, Jr.
Chief Executive Officer
and Vice Chairman of the Board

(signed) Louis-Philippe Carrière
Louis-Philippe Carrière, FCPA, FCA
Chief Financial Officer
and Secretary

June 2, 2016

INDEPENDENT AUDITOR'S REPORT

To the shareholders of Saputo Inc.

We have audited the accompanying consolidated financial statements of Saputo Inc., which comprise the consolidated balance sheets as at March 31, 2016 and March 31, 2015, and the consolidated statements of earnings, consolidated statements of comprehensive income, consolidated statements of equity and consolidated statements of cash flows for the years then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with International Financial Reporting Standards, 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.

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audits. We conducted our audits in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained in our audits is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of Saputo Inc. as at March 31, 2016 and March 31, 2015, and its financial performance and its cash flows for the years then ended in accordance with International Financial Reporting Standards.

*(signed) Deloitte LLP*¹

June 2, 2016
Montréal, Québec

¹ CPA auditor, CA, public accountancy permit No. A116207

CONSOLIDATED STATEMENTS OF EARNINGS

(in millions of CDN dollars, except per share amounts)

Years ended March 31	2016	2015
Revenues	\$ 10,991.5	\$ 10,657.7
Operating costs excluding depreciation, amortization, gain on disposal of a business, acquisition, restructuring and other costs (Note 5)	9,817.4	9,596.0
Earnings before interest, income taxes, depreciation, amortization, gain on disposal of a business, acquisition, restructuring and other costs	1,174.1	1,061.7
Depreciation and amortization (Notes 6 and 7)	198.6	170.9
Gain on disposal of a business (Note 22)	-	(25.9)
Acquisition, restructuring and other costs (Note 22)	34.2	(6.5)
Interest on long-term debt	48.3	54.0
Other financial charges (Note 13)	22.1	19.3
Earnings before income taxes	870.9	849.9
Income taxes (Note 14)	269.5	237.0
Net earnings	\$ 601.4	\$ 612.9
Attributable to:		
Shareholders of Saputo Inc.	601.1	607.6
Non-controlling interest	0.3	5.3
	\$ 601.4	\$ 612.9
Earnings per share (Note 15)		
Net earnings		
Basic	\$ 1.53	\$ 1.55
Diluted	\$ 1.51	\$ 1.53

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

CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME

(in millions of CDN dollars)

Years ended March 31	2016	2015
Net earnings	\$ 601.4	\$ 612.9
Other comprehensive income (loss):		
<i>Items that may be reclassified to net earnings:</i>		
Exchange differences arising from foreign currency translation	56.9	373.4
Net unrealized gains (losses) on cash flow hedges ¹ (Note 20)	13.5	(3.0)
Reclassification of gains on cash flow hedges to net earnings ²	(8.5)	(4.0)
	61.9	366.4
<i>Items that will not be reclassified to net earnings:</i>		
Actuarial gains (losses) ³ (Note 17)	6.5	(21.0)
	6.5	(21.0)
Other comprehensive income (loss)	68.4	345.4
Total comprehensive income	\$ 669.8	\$ 958.3
Attributable to:		
Shareholders of Saputo Inc.	\$ 669.5	\$ 953.5
Non-controlling interest	0.3	4.8
	\$ 669.8	\$ 958.3

¹ Net of income taxes of \$7.7 (2015 - \$0.8).

² Net of income taxes of \$6.2 (2015 - \$1.6).

³ Net of income taxes of \$2.3 (2015 - \$8.1).

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

CONSOLIDATED STATEMENTS OF EQUITY

(in millions of CDN dollars, except common shares)

For the year ended March 31, 2016										
	Share capital		Reserves				Retained Earnings	Total	Non-Controlling Interest	Total Equity
	Common Shares	Amount	Foreign Currency Translation	Cash Flow Hedges	Stock Option Plan	Total Reserves				
Balance, beginning of year	392,225,049	\$ 765.8	\$ 556.7	\$ (5.0)	\$ 69.6	\$ 621.3	\$ 2,173.8	\$ 3,560.9	\$ 67.7	\$ 3,628.6
Net earnings	-	-	-	-	-	-	601.1	601.1	0.3	601.4
Other comprehensive income	-	-	56.9	5.0	-	61.9	6.5	68.4	-	68.4
Total comprehensive income								669.5	0.3	669.8
Dividends declared	-	-	-	-	-	-	(210.0)	(210.0)	-	(210.0)
Stock option plan (Note 12)	-	-	-	-	17.7	17.7	-	17.7	-	17.7
Shares issued under stock option plan	2,995,638	49.9	-	-	-	-	-	49.9	-	49.9
Amount transferred from reserves to share capital upon exercise of options	-	10.8	-	-	(10.8)	(10.8)	-	-	-	-
Excess tax benefit that results from the excess of the deductible amount over the compensation cost recognized	-	-	-	-	5.6	5.6	-	5.6	-	5.6
Shares repurchased and cancelled	(2,700,000)	(5.5)	-	-	-	-	(86.3)	(91.8)	-	(91.8)
Balance, end of year	392,520,687	\$ 821.0	\$ 613.6	\$ -	\$ 82.1	\$ 695.7	\$ 2,485.1	\$ 4,001.8	\$ 68.0	\$ 4,069.8

For the year ended March 31, 2015										
	Share capital		Reserves				Retained Earnings	Total	Non-Controlling Interest	Total Equity
	Common Shares	Amount	Foreign Currency Translation	Cash Flow Hedges	Stock Option Plan	Total Reserves				
Balance, beginning of year	390,137,824	\$ 703.1	\$ 183.3	\$ 1.5	\$ 57.5	\$ 242.3	\$ 1,830.9	\$ 2,776.3	\$ 62.9	\$ 2,839.2
Net earnings	-	-	-	-	-	-	607.6	607.6	5.3	612.9
Other comprehensive income	-	-	373.4	(6.5)	-	366.9	(21.0)	345.9	(0.5)	345.4
Total comprehensive income								953.5	4.8	958.3
Dividends declared	-	-	-	-	-	-	(197.7)	(197.7)	-	(197.7)
Stock option plan (Note 12)	-	-	-	-	18.7	18.7	-	18.7	-	18.7
Shares issued under stock option plan	3,590,625	54.0	-	-	-	-	-	54.0	-	54.0
Amount transferred from reserves to share capital upon exercise of options	-	11.5	-	-	(11.5)	(11.5)	-	-	-	-
Excess tax benefit that results from the excess of the deductible amount over the compensation cost recognized	-	-	-	-	4.9	4.9	-	4.9	-	4.9
Shares repurchased and cancelled	(1,503,400)	(2.8)	-	-	-	-	(46.0)	(48.8)	-	(48.8)
Balance, end of year	392,225,049	\$ 765.8	\$ 556.7	\$ (5.0)	\$ 69.6	\$ 621.3	\$ 2,173.8	\$ 3,560.9	\$ 67.7	\$ 3,628.6

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

CONSOLIDATED BALANCE SHEETS

(in millions of CDN dollars)

As at	March 31, 2016	March 31, 2015
ASSETS		
Current assets		
Cash and cash equivalents	\$ 164.3	\$ 72.6
Receivables	818.8	784.5
Inventories (Note 4)	1,077.1	1,006.0
Income taxes (Note 14)	4.7	1.1
Prepaid expenses and other assets	110.9	98.3
	2,175.8	1,962.5
Property, plant and equipment (Note 6)	2,086.0	2,073.1
Goodwill (Note 7)	2,194.1	2,125.0
Intangible assets (Note 7)	587.0	506.3
Other assets (Note 8)	106.5	115.8
Deferred income taxes (Note 14)	22.9	17.6
Total assets	\$ 7,172.3	\$ 6,800.3
LIABILITIES		
Current liabilities		
Bank loans (Note 9)	\$ 178.2	\$ 169.8
Accounts payable and accrued liabilities	896.6	898.1
Income taxes (Note 14)	37.1	58.4
Current portion of long-term debt (Note 10)	244.9	53.1
	1,356.8	1,179.4
Long-term debt (Note 10)	1,208.3	1,516.9
Other liabilities (Note 11)	61.8	70.2
Deferred income taxes (Note 14)	475.6	405.2
Total liabilities	\$ 3,102.5	\$ 3,171.7
EQUITY		
Share capital (Note 12)	821.0	765.8
Reserves	695.7	621.3
Retained earnings	2,485.1	2,173.8
Equity attributable to shareholders of Saputo Inc.	4,001.8	3,560.9
Non-controlling interest	68.0	67.7
Total equity	\$ 4,069.8	\$ 3,628.6
Total liabilities and equity	\$ 7,172.3	\$ 6,800.3

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

On behalf of the Board,

(signed) Emanuele (Lino) Saputo
Emanuele (Lino) Saputo, C.M., O.Q., D^r h.c.
Director

(signed) Tony Meti
Tony Meti
Director

CONSOLIDATED STATEMENTS OF CASH FLOWS

(in millions of CDN dollars)

Years ended March 31	2016	2015
Cash flows related to the following activities:		
Operating		
Net earnings	\$ 601.4	\$ 612.9
Adjustments for:		
Stock-based compensation	27.8	32.6
Interest and other financial charges	70.4	73.3
Income tax expense	269.5	237.0
Depreciation and amortization	198.6	170.9
(Gain) loss on disposal of property, plant and equipment	(1.2)	0.3
Gain on disposal of a business	-	(25.9)
Restructuring charges related to plant closures	31.2	(7.2)
Share of joint venture earnings	(6.7)	(7.7)
Under (Over)funding of employee plans in excess of costs	2.2	(1.8)
	1,193.2	1,084.4
Changes in non-cash operating working capital items	(45.8)	(14.5)
Cash generated from operating activities	1,147.4	1,069.9
Interest and other financial charges paid	(63.5)	(61.0)
Income taxes paid	(236.5)	(239.1)
Net cash generated from operating activities	847.4	769.8
Investing		
Business acquisitions	(214.9)	(65.0)
Additions to property, plant and equipment	(183.5)	(186.9)
Additions to intangible assets	(48.3)	-
Proceeds from disposal of a business	-	114.3
Proceeds on disposal of property, plant and equipment	5.5	2.1
Other	(0.5)	(30.9)
	(441.7)	(166.4)
Financing		
Bank loans	34.5	(150.4)
Proceeds from issuance of long-term debt	134.7	410.0
Repayment of long-term debt	(255.9)	(640.0)
Issuance of share capital	49.9	54.0
Repurchase of share capital	(91.8)	(48.8)
Dividends	(210.0)	(197.7)
	(338.6)	(572.9)
Increase in cash and cash equivalents	67.1	30.5
Cash and cash equivalents, beginning of year	72.6	39.4
Effect of exchange rate changes on cash and cash equivalents	24.6	2.7
Cash and cash equivalents, end of year	\$ 164.3	\$ 72.6

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

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Years ended March 31, 2016 and 2015

(Tabular amounts are in millions of CDN dollars except information on options, units and shares.)

NOTE 1 CORPORATE INFORMATION

Saputo Inc. (the Company) is a publicly traded company incorporated and domiciled in Canada. The Company's shares are listed on the Toronto Stock Exchange under the symbol "SAP." The Company produces, markets and distributes a wide array of dairy products from Canada, the United States, Argentina and Australia. The address of the Company's head office is 6869, Metropolitan Blvd. East, Montréal, Québec, Canada, H1P 1X8. The consolidated financial statements (financial statements) of the Company for the year ended March 31, 2016 comprise the financial results of the Company and its subsidiaries.

The financial statements for the year ended March 31, 2016 have been authorized for issuance by the Board of Directors on June 2, 2016.

NOTE 2 BASIS OF PRESENTATION

STATEMENT OF COMPLIANCE

The consolidated annual financial statements of the Company have been prepared in accordance with International Financial Reporting Standards (IFRS).

BASIS OF MEASUREMENT

The Company's financial statements have been prepared on a going concern basis and applied based on the historical cost principle except for certain assets and liabilities as described in the significant accounting policies section.

STOCK DIVIDEND

On August 5, 2014, the Board of Directors declared a stock dividend of one common share per each issued and outstanding common share, which had the same effect as a two-for-one stock split of the Company's outstanding common shares, paid on September 29, 2014 to shareholders of record as of the close of business on September 19, 2014. The Company's shares began trading on an ex-dividend basis (split basis) on September 30, 2014 and references to common shares, options and related information made herein have been retroactively adjusted to reflect the stock dividend.

FUNCTIONAL AND PRESENTATION CURRENCY

The Company's financial statements are presented in Canadian dollars, which is also the consolidated entity's functional currency. All financial information has been rounded to the nearest million unless stated otherwise.

NOTE 3 SIGNIFICANT ACCOUNTING POLICIES

CONSOLIDATED FINANCIAL STATEMENTS

The consolidated financial statements include the accounts of the Company and entities under its control. Control exists when an entity is exposed, or has rights, to variable returns from its involvement with investees and has the ability to affect those returns through its power over them. All intercompany transactions and balances have been eliminated. Investments over which the Company has effective control are consolidated. The operating results of acquired businesses, from their respective acquisition dates, are included in the consolidated statements of earnings.

CASH AND CASH EQUIVALENTS

Cash and cash equivalents consist primarily of cash and short-term investments having an initial maturity of three months or less at the time of acquisition.

INVENTORIES

Finished goods, raw materials and work in process are valued at the lower of cost and net realizable value, cost being determined under the first in, first out method. Borrowing costs are allocated to qualifying inventory where inventory takes a substantial period of time to reach finished goods status.

NOTE 3 SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment are stated at cost less accumulated depreciation and any impairment losses and are depreciated using the straight-line method over their estimated useful lives as described below:

Buildings	15 to 40 years
Furniture, machinery and equipment	3 to 20 years
Rolling stock	5 to 10 years based on estimated kilometers traveled

Where components of an item of building or furniture, machinery and equipment are individually significant, they are accounted for separately within the categories described above.

Assets held for sale are recorded at the lower of their carrying amount or fair value less costs to sell, and no depreciation is recorded. Assets under construction are not depreciated. Borrowing costs are capitalized to qualifying property, plant and equipment where the period of construction of those assets takes a substantial period of time to get ready for their intended use. Borrowing costs, if incurred, are added to the cost of those assets until such time as the assets are substantially ready for their intended use.

For the purposes of impairment testing, property, plant and equipment are tested at the cash-generating unit (CGU) level. Write-downs are included in "depreciation and amortization" presented on the consolidated statements of earnings.

GOODWILL AND INTANGIBLE ASSETS

Goodwill represents the excess of the consideration transferred in a given acquisition over the fair value of the identifiable net assets acquired and is initially recorded at that value. Goodwill is subsequently carried at cost less any impairment.

Intangible assets include trademarks, customer relationships and software that is not an integral part of the related hardware. Intangible assets are initially recorded at their transaction fair values. Indefinite life intangibles are subsequently carried at cost less any impairment losses. Definite life intangible assets are subsequently carried at cost less accumulated amortization and less impairment losses, if any. Goodwill and trademarks are not amortized as they are considered to be indefinite life intangible assets. However they are tested for impairment annually or more frequently if events or changes in circumstances indicate that the assets might be impaired.

When testing goodwill and indefinite life intangible assets, the carrying values of the CGU's or group of CGU's including goodwill are compared with their respective recoverable amounts (higher of fair value less costs of disposal and value in use) and an impairment loss, if any, is recognized for the excess. When testing for impairment, the carrying values (including the carrying value of the related CGU's or group of CGU's excluding goodwill) are also compared to their recoverable amounts.

Customer relationships and software are considered to be definite life intangible assets and are amortized using the straight-line method over their useful lives which vary from 5 to 15 years and are reviewed for indicators of impairment prior to each reporting period.

Refer to "Impairment Testing of Cash-Generating Units" in Note 7 for a discussion of the CGU levels at which goodwill and intangible assets are tested.

IMPAIRMENT OF OTHER LONG-LIVED ASSETS

Other long-lived assets are subject to an "indicators of impairment" test at each reporting period. In the event of an indication of impairment, the asset or group of assets (referred to as CGU's), for which identifiable cash flows that are largely independent of the cash inflows from other assets or group of assets exist, are tested for impairment. An impairment loss is recorded in net earnings when the carrying value exceeds the recoverable amount. The recoverable amount is defined as the greater of fair value less costs of disposal and value in use.

NOTE 3 SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

BUSINESS COMBINATIONS

The Company accounts for its business combinations using the acquisition method of accounting. Under this method, the Company allocates the purchase price to tangible and intangible assets acquired and liabilities assumed based on estimated fair values at the date of acquisition, with the excess of the purchase price amount allocated to goodwill.

Significant debt issuance costs directly related to the funding of business acquisitions are included in the carrying value of the debt and are amortized over the related debt term using the effective interest rate method. Acquisition costs are expensed as incurred.

NON-CONTROLLING INTEREST

Non-controlling interests represent equity interest in acquired subsidiaries by third parties. The non-controlling shareholders claim on net assets of the subsidiary is presented as a component within equity. Any share purchases from non-controlling interests after the Company obtains control of a division are treated as transactions with equity owners of the Company. Net earnings and each component of other comprehensive income are attributed to both the owners of the Company and to the non-controlling interest.

EMPLOYEE FUTURE BENEFITS

The cost of pension and other post-retirement benefits is actuarially determined annually on March 31 using the projected benefit method prorated based on years of service and using Management's best estimates of rates of compensation increases, retirement ages of employees and expected health care costs. Current service costs and interest on obligations offset by interest income on plan assets are expensed in the year. Actuarial gains or losses, the effect of an adjustment, if any, on the maximum amount recognized as an asset and the impact of the minimum funding requirements, are recorded in other comprehensive income (loss) and immediately recognized in retained earnings without subsequent reclassification to the consolidated statements of earnings. The net pension expenditure under defined contribution pension plans is generally equal to the contributions made by the employer.

REVENUE RECOGNITION

The Company recognizes revenue when the title and risk of loss are transferred to customers, price is determinable, collection is reasonably assured and when persuasive evidence of an arrangement exists. Revenues are recorded net of sales incentives including volume rebates, shelving or slotting fees and advertising rebates.

FOREIGN CURRENCY TRANSLATION

The Company's functional currency is the Canadian dollar. Accordingly, the balance sheet accounts of foreign operations are translated into Canadian dollars using the exchange rates at the balance sheet dates and statements of earnings accounts are translated into Canadian dollars using the average monthly exchange rates in effect during the periods. The foreign currency translation adjustment (CTA) reserve presented in the consolidated statements of comprehensive income and the consolidated statements of equity, represents accumulated foreign currency gains (losses) on the Company's net investments in companies operating outside Canada. The change in the unrealized gains (losses) on translation of the financial statements of foreign operations for the periods presented resulted mainly from the fluctuation in value of the Canadian dollar as compared to the US dollar.

Foreign currency accounts of the Company and its subsidiaries are translated using the exchange rates at the balance sheet dates for monetary assets and liabilities, and at the prevailing exchange rates at the time of transactions for income and expenses. Non-monetary items are translated at the historical exchange rates. Gains or losses resulting from this translation are included in operating costs.

NOTE 3 SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

STOCK-BASED COMPENSATION

The Company offers an equity settled stock option plan to certain employees within the organization pursuant to which options are granted over a five-year vesting period with a ten-year expiration term. The fair value of each instalment of an award is determined separately and recognized over the vesting period. When stock options are exercised, any consideration paid by employees and the related compensation expense recorded as a stock option plan reserve are credited to share capital.

The Company allocates deferred share units (DSU) to eligible Directors of the Company which are based on the market value of the Company's common shares. DSUs are granted on a quarterly basis, vest upon award and entitle Directors to receive a cash payment for the value of the DSUs they hold following cessation of functions as a Director of the Company. The Company recognizes an expense in its consolidated statements of earnings and a liability in its consolidated balance sheets for each grant. The liability and related expense is subsequently re-measured at each reporting period.

The Company offers performance share units (PSU) to senior management which are based on the market value of the Company's common shares. The PSU plan is non-dilutive and is settled in cash. These awards are considered cash-settled share-based payment awards. A liability is recognized for the employment service received and is measured initially, on the grant date, at the fair value of the liability. The liability is then subsequently remeasured at each reporting period with any change in value recorded in net earnings. The compensation expense is recognized over the three-year performance cycle.

RESEARCH AND DEVELOPMENT TAX CREDITS

The Company benefits from research and development tax credits related to operating costs and property, plant and equipment. These credits are accounted for either as a reduction of operating costs or property, plant and equipment.

INCOME TAXES

Income tax expense represents the sum of current and deferred income tax and is recognized in the consolidated statements of earnings with the exception of items that are recognized in the consolidated statements of comprehensive income or directly in equity.

Current income taxes are determined in relation to taxable earnings for the year and incorporate any adjustments to current taxes payable in respect of previous years.

The Company follows the liability method of accounting for income taxes. Under this method, deferred income tax assets and liabilities are determined based on temporary differences between the carrying amount of an asset or liability in the consolidated balance sheets and its tax basis. They are measured using the enacted or substantively enacted tax rates that are expected to apply when the asset is realized or the liability is settled. A deferred income tax asset is recognized to the extent that it is probable that taxable profit will be available against which the deductible temporary difference can be used.

NOTE 3 SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

FINANCIAL INSTRUMENTS

Financial assets and liabilities are initially measured at fair value. Subsequently, financial instruments classified as financial assets available for sale, held for trading and derivative financial instruments, part of a hedging relationship or not, continue to be measured at fair value on the balance sheet at each reporting date, whereas other financial instruments are measured at amortized cost using the effective interest method.

The Company has made the following classifications:

- Cash and cash equivalents are classified as financial assets held for trading and are measured at fair value.
- Receivables are classified as loans and receivables and are measured at amortized cost.
- Other assets that meet the definition of a financial asset are classified as loans and receivables and are initially measured at fair value and subsequently at amortized cost.
- Bank loans, accounts payable and accrued liabilities, other liabilities and long-term debt are classified as other liabilities and are measured at amortized cost, with the exception of the liability related to DSUs and PSUs which is measured at the fair value of common shares on the balance sheet dates.

Certain derivative instruments are utilized by the Company to manage exposure to variations in interest rate payments and to manage foreign exchange rate risks, including foreign exchange forward contracts, currency swaps and interest rate swaps. Derivatives are initially recognized at fair value at the date the derivative contracts, currency swaps are entered into and are subsequently remeasured to their fair value at the end of each reporting period. The resulting gain or loss is immediately recognized in net earnings unless the derivative is designated as a hedging instrument.

HEDGING

The Company designates certain financial instruments as cash flow hedges. At the inception of the hedging relationship, the Company formally documents its risk management objective, strategy, term, nature of risk being hedged and identifies both the hedged item and hedging instrument.

Variations in the fair value of cash flow hedges representing gains or losses on the effective portion are recorded in other comprehensive income until the hedged item affects net earnings. Variations in the fair value of cash flow hedges representing gains or losses on the ineffective portion are recognized in net earnings.

The Company formally assesses at inception and quarterly thereafter, the effectiveness of the hedging instruments ability to offset variations in the cash flow risks associated with the hedged item. Where a hedging relationship is no longer effective, hedge accounting is discontinued and any subsequent change in the fair value of the hedging instrument is recognized in net earnings.

JOINT VENTURES

Joint ventures are accounted for using the equity method and represent those entities in which the Company exercises joint control over and for which it is exposed to variable returns from its involvement in the arrangement. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

NOTE 3 SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

FAIR VALUE HIERARCHY

All financial instruments measured at fair value are categorized into one of three hierarchy levels, described below, for disclosure purposes. Fair value is defined as 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.

Each level reflects the inputs used to measure the fair values of assets and liabilities:

- Level 1 –Inputs are unadjusted quoted prices of identical instruments in active markets.
- Level 2 –Inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3 –One or more significant inputs used in a valuation technique are not based on observable market data in determining fair values of the instruments.

Determination of fair value and the resulting hierarchy requires the use of observable market data whenever available. The classification of a financial instrument in the hierarchy is based upon the lowest level of input that is significant to the measurement of fair value.

USE OF ESTIMATES AND JUDGEMENTS IN THE APPLICATION OF ACCOUNTING POLICIES

The preparation of the Company's financial statements requires Management to make certain judgements and estimates about transactions and carrying values that are fulfilled at a future date. Judgements and estimates are subject to fluctuations due to changes in internal and/or external factors and are continuously monitored by Management. A discussion of the judgements and estimates that could have a material effect on the financial statements is provided below.

SIGNIFICANT ESTIMATES AND JUDGEMENTS

Income Taxes

The Company is subject to income taxes in numerous jurisdictions. Significant judgement is required in determining the consolidated provision for income taxes. During the ordinary course of business, there are many transactions and calculations for which the ultimate tax determination is uncertain. The Company recognizes liabilities for anticipated tax audit issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters differs from the amounts that were initially recorded, such differences will impact the results for the reporting period and the respective current income tax and deferred income tax provisions in the reporting period in which such determination is made.

Deferred Income Taxes

The Company follows the liability method of accounting for deferred income taxes. Deferred income tax assets and liabilities are measured using enacted or substantively enacted income tax rates expected to apply to taxable income in the years in which temporary differences are expected to be recovered or settled. As a result, a projection of taxable income is required for those years, as well as an assumption of the ultimate recovery or settlement period for temporary differences. The projection of future taxable income is based on Management's best estimates and may vary from actual taxable income. On an annual basis, the Company assesses its need to establish a valuation allowance for its deferred income tax assets. Canadian, US and international tax rules and regulations are subject to interpretation and require judgement on the part of the Company that may be challenged by taxation authorities. The Company believes that it has adequately provided for deferred tax obligations that may result from current facts and circumstances. Temporary differences and income tax rates could change due to fiscal budget changes and/or changes in income tax laws.

NOTE 3 SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

Goodwill, Intangible Assets and Business Combinations

Goodwill, trademarks and customer relationships have principally arisen as a result of business combinations. The acquisition method, which also requires significant estimates and judgements, is used to account for these business combinations. As part of the allocation process in a business combination, estimated fair values are assigned to the net assets acquired, including trademarks and customer relationships. These estimates are based on forecasts of future cash flows, estimates of economic fluctuations and an estimated discount rate. The excess of the purchase price over the estimated fair value of the net assets acquired is then assigned to goodwill. In the event that actual net assets fair values are different from estimates, the amounts allocated to the net assets, and specifically to trademarks and customer relationships, could differ from what is currently reported. This would then have a pervasive impact on the carrying value of goodwill. Differences in estimated fair values would also have an impact on the amortization of definite life intangibles.

Property, Plant and Equipment

Critical judgement is necessary in the selection and application of accounting policies and useful lives as well as the determination of which components are significant and how they are allocated. Management has determined that the use of the straight-line method of amortization is the most appropriate as its facilities are operating at a similar output potential on a year to year basis, which indicates that production is constant (please refer to the estimated useful lives table for further details on the useful lives of productive assets). It is Management's best estimate that the useful lives and policies adopted adequately reflect the flow of resources and the economic benefits required and derived in the use and servicing of these long-lived productive assets.

Impairment of Assets

Significant estimates and judgements are required in testing goodwill, intangible assets and other long-lived assets for impairment. Management uses estimates or exercises judgement in assessing indicators of impairment, defining a CGU, forecasting future cash flows and in determining other key assumptions such as discount rates and earnings multipliers used for assessing fair value (less costs of disposal) or value in use. Estimates made for goodwill and intangible assets can be found in Note 7. Other long-lived assets are tested only when indicators of impairment are present.

Employee Future Benefits

The Company is the sponsor to both defined benefit and defined contribution plans, which provide pension and other post-employment benefits to its employees. Several estimates and assumptions are required with regards to the determination of the defined benefit expense and its related obligation, such as the discount rate used in determining the carrying value of the obligation and the interest income on plan assets, the expected health care cost trend rate, the expected mortality rate, etc. Actual results will normally differ from expectations. These gains or losses are presented in the consolidated statements of comprehensive income.

EFFECT OF NEW ACCOUNTING STANDARDS, INTERPRETATIONS AND AMENDMENTS NOT YET IMPLEMENTED

The International Accounting Standards Board (IASB) made revisions as part of its continuing improvements project. Below is a summary of the relevant standards affected and a discussion of the amendments.

IAS 19, Employee Benefits

IAS 19 has been amended to clarify that in determining the discount rate for post-employment benefit obligations, the currency of the liability is of importance and not the country in which it arises. Furthermore, where there is no deep market in high-quality corporate bonds in that currency, government bonds in the relevant currency should be used.

This amendment is effective for annual reporting periods beginning on or after January 1, 2016. Management is currently evaluating the impact of the adoption of this amendment but is not expecting it to have a significant impact on the Company's financial statements.

NOTE 3 SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

IAS 7, Statement of Cash Flows

In January 2016, the IASB amended IAS 7 to require further disclosures enabling users of the financial statement to evaluate changes in liabilities arising from financing activities. To achieve this objective, the IASB requires that the following changes in liabilities arising from financing activities are disclosed: (i) changes from financing cash flows; (ii) changes arising from obtaining or losing control of subsidiaries or other businesses; (iii) the effect of changes in foreign exchange rates; (iv) changes in fair values; and (v) other changes.

This amendment is effective for the annual periods beginning on or after January 1, 2017. Management is currently evaluating the impact of these disclosure requirements.

IFRS 9, Financial Instruments

The IASB issued IFRS 9 in November 2009 with the long-term goal of replacing IAS 39, Financial Instruments: Recognition and Measurement. Several amendments have been made to this standard since that date including amendments made in July and August 2014 relating to the classification of financial assets and the use of a single impairment model for all financial instruments.

These amendments, along with the adoption of the standard, are effective for annual reporting periods beginning on or after January 1, 2018. Management is currently evaluating the impact of the adoption of this standard, including amendments.

IFRS 15, Revenue from Contracts with Customers

The IASB issued IFRS 15, Revenue from Contracts with Customers with its goal to provide a single comprehensive model for entities to use in accounting for revenue arising from contracts with customers. This new standard will supersede current revenue recognition guidance in IAS 18, Revenue, IAS 11, Construction Contracts and IFRIC 13, Customer Loyalty Programmes.

The objective of this standard is to provide a five-step approach to revenue recognition that includes identifying contracts with customers, identifying performance obligations, determining transaction prices, allocating transaction prices to performance obligations and recognizing revenue when performance obligations are satisfied. In certain instances, transfer of assets that are not related to the entity's ordinary activities will also be required to follow some of the recognition and measurement requirements of the new model. The standard also expands current disclosure requirements.

On April 12, 2016, the IASB amended IFRS 15 to comprise clarifications of the guidance on identifying performance obligations, accounting for licences of intellectual property and the principal versus agent assessment (gross versus net revenue presentation).

With regards to identifying performance obligations, the amendments clarify how to determine when promises in a contract are 'distinct' goods or services and, therefore, should be accounted for separately. The amendments to licensing guidance clarify when revenue from a licence of intellectual property should be recognised 'over time' and when it should be recognised at a 'point in time'. With regards to the principal versus agent assessment, the amendments clarify that the principal in an arrangement controls a good or service before it is transferred to a customer.

This standard and related amendments are effective for annual reporting periods beginning on or after January 1, 2018. Management is currently assessing the impact of the adoption of this standard.

IFRS 16, Leases

On January 13, 2016, the IASB published a new standard, IFRS 16, Leases. The new standard will eliminate the distinction between operating and finance leases and will bring most leases on the balance sheet for lessees. For lessors, the accounting remains mostly unchanged and the distinction between operating and finance leases is retained.

This standard is effective for annual reporting periods beginning on or after January 1, 2019. Management is currently assessing the impact of the adoption of this standard.

NOTE 3 SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

IFRS 10, Consolidated Financial Statements & IAS 28, Investments in Associates

The IASB previously issued a narrow-scope amendment to IFRS 10, Consolidated Financial Statements and IAS 28, Investments in Associates and Joint Ventures to address an acknowledged inconsistency between the requirements in IFRS 10 and those in IAS 28 when dealing with the sale or contribution of assets between an investor and its associate or joint venture. The original amendments required a full gain or loss to be recognized where a transaction involved a business or that a partial gain or loss be recognized when a transaction involved assets that did not constitute a business.

The original effective date for this amendment was for annual reporting periods beginning on or after January 1, 2016 however, on December 21, 2015, the IASB decided to postpone this change until the completion of a broader review by the IASB which may result in the simplification of accounting for such transactions and other aspects of accounting for associates and joint ventures.

EFFECT OF NEW ACCOUNTING STANDARDS, INTERPRETATIONS AND AMENDMENTS ADOPTED DURING THE YEAR

The following standards were adopted by the Company on April 1, 2015:

IFRS 2, Share-based Payment

The IASB has amended the definitions of market and vesting conditions and added definitions for performance and service conditions. Vesting conditions are now defined as either service conditions or performance conditions. The amendments also clarify certain other requirements for performance, service, market and non-vesting conditions.

This amendment did not impact the Company's financial statements for the year ended March 31, 2016.

IFRS 3, Business Combinations

The IASB amended IFRS 3 to clarify that contingent consideration in a business combination, whether an asset or liability, should continue to be measured at fair value at each reporting date regardless of whether the contingent consideration is considered a financial instrument within the scope of IFRS 9 or IAS 39 and regardless of whether it is considered a non-financial asset or liability (changes in fair value shall be included in net earnings).

This amendment did not impact the Company's financial statements for the year ended March 31, 2016.

IFRS 8, Operating Segments

The IASB amended IFRS 8 to require an entity to disclose the judgements in applying the aggregation criteria. The standard now requires a brief description of the operating segments that have been aggregated in the present manner and the economic indicators that have been assessed in determining that the aggregated operating segments share similar economic characteristics.

The adoption of this amendment has not materially impacted the Company's financial statements with the exception of additional disclosures found in Note 23.

IFRS 8 has also been amended to clarify that an entity only needs to present a reconciliation between the total reporting segment's assets to the entities' total assets if this information is usually provided to the chief operating decision maker.

This amendment did not impact the Company's financial statements for the year ended March 31, 2016 as this information is already disclosed by the Company in Note 23.

IFRS 13, Fair Value

The IASB amended the basis for conclusion in IFRS 13 to clarify that the issuance of IFRS 13 (and related amendments to IAS 39, Financial Instruments: Recognition and Measurement) does not require discounting of short-term receivables and payables if they are not significant.

This amendment did not impact the Company's financial statements for the year ended March 31, 2016.

NOTE 3 SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

IAS 19, Employee Benefits

IAS 19 has been amended to clarify that employee (or third party) contributions that are independent of the number of years of service can be deducted from the service cost in the period that the service is rendered and not necessarily allocated over periods of service. Other contributions made by employees (or third parties) are to be attributed to the periods of service using the plan's contribution formula or on a straight line basis.

This amendment did not impact the Company's financial statements for the year ended March 31, 2016.

IAS 24, Related Party Transactions

IAS 24 clarifies that a management entity providing key management personnel services to a reporting entity is also considered a related party of the reporting entity. Therefore the amounts paid by the reporting entity in relation to those services must also be included in the amounts disclosed in the related party transactions note. Disclosures of the components of the services provided are not required.

This amendment did not impact the Company's financial statements for the year ended March 31, 2016.

IAS 40, Investment Property

The IASB amended this standard to clarify that this standard and IFRS 3, Business Combinations are not mutually exclusive and the application of both standards may be required in the event of an asset acquisition. An entity will need to determine whether the asset acquired meets the definition of investment property while also determining whether the transaction constitutes a business acquisition under IFRS 3.

This amendment did not impact the Company's financial statements for the year ended March 31, 2016.

NOTE 4 INVENTORIES

	March 31, 2016	March 31, 2015
Finished goods	\$ 702.6	\$ 692.2
Raw materials, work in progress and supplies	374.5	313.8
Total	\$ 1,077.1	\$ 1,006.0

The amount of inventories recognized as an expense in operating costs for the year ended March 31, 2016 is \$8,849.2 million (\$8,662.4 million for the year ended March 31, 2015).

During fiscal 2016, a write-down of \$17.6 million (\$9.5 million at March 31, 2015) was included as an expense in "Operating costs excluding depreciation, amortization, gain on disposal of a business, acquisition, restructuring and other costs" under the caption "Changes in inventories of finished goods and work in process" presented in Note 5.

NOTE 5 OPERATING COSTS EXCLUDING DEPRECIATION, AMORTIZATION, GAIN ON DISPOSAL OF A BUSINESS, ACQUISITION, RESTRUCTURING AND OTHER COSTS

	2016	2015
Changes in inventories of finished goods and work in process	\$ 15.9	\$ (62.4)
Raw materials and consumables used	7,715.5	7,749.9
Foreign exchange gain	(3.3)	(15.2)
Employee benefits expense	1,201.7	1,069.1
Selling costs	287.2	292.3
Other general and administrative costs	600.4	562.3
Total	\$ 9,817.4	\$ 9,596.0

NOTE 6 PROPERTY, PLANT AND EQUIPMENT

	For the year ended March 31, 2016					
	Land	Buildings	Furniture, machinery and equipment	Rolling stock	Held for sale	Total
Cost						
As at March 31, 2015	\$ 65.7	\$ 756.6	\$ 2,295.0	\$ 16.5	\$ 12.5	\$ 3,146.3
Business acquisitions (Note 16)	1.0	13.9	18.4	-	-	33.3
Additions	0.2	41.1	140.5	1.7	-	183.5
Disposals	-	(1.1)	(18.2)	(0.9)	(12.5)	(32.7)
Transfers ¹	0.5	3.9	-	-	-	4.4
Foreign currency adjustments	0.8	4.0	2.3	0.2	-	7.3
As at March 31, 2016	\$ 68.2	\$ 818.4	\$ 2,438.0	\$ 17.5	\$ -	\$ 3,342.1
Accumulated depreciation						
As at March 31, 2015	-	215.7	842.9	5.6	9.0	1,073.2
Depreciation	-	33.7	146.2	1.7	-	181.6
Disposals	-	(1.1)	(17.5)	(0.8)	(9.0)	(28.4)
Impairment	-	6.4	17.7	1.6	-	25.7
Foreign currency adjustments	-	1.6	2.4	-	-	4.0
As at March 31, 2016	\$ -	\$ 256.3	\$ 991.7	\$ 8.1	\$ -	\$ 1,256.1
Net book value at March 31, 2016	\$ 68.2	\$ 562.1	\$ 1,446.3	\$ 9.4	\$ -	\$ 2,086.0

¹ Transfers from other assets to property, plant and equipment following the acquisition of the everyday cheese business of Lion-Dairy & Drinks Pty Ltd (EDC Acquisition).

	For the year ended March 31, 2015					
	Land	Buildings	Furniture, machinery and equipment	Rolling stock	Held for sale	Total
Cost						
As at March 31, 2014	\$ 61.3	\$ 700.7	\$ 2,127.3	\$ 13.4	\$ 7.8	\$ 2,910.5
Business acquisition (Note 16)	0.5	6.7	8.4	2.8	-	18.4
Business disposal (Note 22)	(0.3)	(22.6)	(105.1)	(0.5)	-	(128.5)
Additions	2.2	49.1	134.2	1.4	-	186.9
Disposals	(0.3)	(15.0)	(33.4)	(0.2)	(0.9)	(49.8)
Transfers	(0.7)	(4.9)	-	-	5.6	-
Foreign currency adjustments	3.0	42.6	163.6	(0.4)	-	208.8
As at March 31, 2015	\$ 65.7	\$ 756.6	\$ 2,295.0	\$ 16.5	\$ 12.5	\$ 3,146.3
Accumulated depreciation						
As at March 31, 2014	-	202.3	770.2	2.4	6.9	981.8
Business disposal (Note 22)	-	(9.0)	(65.6)	(0.3)	-	(74.9)
Depreciation	-	30.0	124.3	1.7	-	156.0
Disposals	-	(13.6)	(32.8)	(0.1)	(0.9)	(47.4)
Transfers	-	(3.0)	-	-	3.0	-
Reversal of impairment	-	(0.2)	(2.3)	-	-	(2.5)
Foreign currency adjustments	-	9.2	49.1	1.9	-	60.2
As at March 31, 2015	\$ -	\$ 215.7	\$ 842.9	\$ 5.6	\$ 9.0	\$ 1,073.2
Net book value at March 31, 2015	\$ 65.7	\$ 540.9	\$ 1,452.1	\$ 10.9	\$ 3.5	\$ 2,073.1

The net book value of property, plant and equipment under construction amounts to 84.5 million as at March 31, 2016 (\$61.9 million as at March 31, 2015), and consists mainly of machinery and equipment.

There are no assets held for sale as of March 31, 2016 (assets held for sale relate to land, building and equipment in Canada in fiscal 2015). In fiscal 2015, these assets were recorded at lower of carrying value and fair value less costs to sell. Certain prior year's figures have been reclassified to conform to the current year's presentation.

NOTE 7 GOODWILL AND INTANGIBLE ASSETS

The Company reports its operations under three geographic sectors. The Canada Sector consists of Dairy Division (Canada). The USA Sector includes Cheese Division (USA) and Dairy Foods Division (USA). Finally, the International Sector combines Dairy Division (Argentina), Dairy Division (Australia) and the Dairy Ingredients Division. The Dairy Ingredients Division includes national and export ingredient sales and cheese export sales from the North American divisions.

	For the year ended March 31, 2016				
	Indefinite Life		Definite Life		
	Goodwill	Trademarks	Customer relationships ¹	Software ²	Total Intangible Assets
Cost					
As at March 31, 2015	\$ 2,125.0	\$ 317.9	\$ 240.2	\$ -	\$ 558.1
Business acquisitions (Note 16)	30.5	31.4	11.1	-	42.5
Additions	-	-	-	48.3	48.3
Foreign currency adjustments	38.6	2.6	4.5	0.3	7.4
As at March 31, 2016	\$ 2,194.1	\$ 351.9	\$ 255.8	\$ 48.6	\$ 656.3
Accumulated Amortization					
As at March 31, 2015	-	-	51.8	-	51.8
Amortization	-	-	17.0	-	17.0
Foreign currency adjustments	-	-	0.5	-	0.5
As at March 31, 2016	\$ -	\$ -	\$ 69.3	\$ -	\$ 69.3
Net book value at March 31, 2016	\$ 2,194.1	\$ 351.9	\$ 186.5	\$ 48.6	\$ 587.0

	For the year ended March 31, 2015				
	Indefinite Life		Definite Life		
	Goodwill	Trademarks	Customer relationships ¹	Software ²	Total Intangible Assets
Cost					
As at March 31, 2014	\$ 1,954.7	\$ 302.2	\$ 216.0	\$ -	\$ 518.2
Business acquisition (Note 16)	30.4	9.6	5.4	-	15.0
Business disposal (Note 22)	(44.4)	(2.2)	-	-	(2.2)
Foreign currency adjustments	184.3	8.3	18.8	-	27.1
As at March 31, 2015	\$ 2,125.0	\$ 317.9	\$ 240.2	\$ -	\$ 558.1
Accumulated Amortization					
As at March 31, 2014	-	-	33.4	-	33.4
Amortization	-	-	14.9	-	14.9
Foreign currency adjustments	-	-	3.5	-	3.5
As at March 31, 2015	\$ -	\$ -	\$ 51.8	\$ -	\$ 51.8
Net book value at March 31, 2015	\$ 2,125.0	\$ 317.9	\$ 188.4	\$ -	\$ 506.3

¹ Customer relationships are amortized straight-line over a period of 15 years.

² None of the additions were internally generated.

Certain prior year's figures have been reclassified to conform to the current year's presentation.

IMPAIRMENT TESTING OF CASH-GENERATING UNITS

Goodwill

In determining whether goodwill is impaired, the Company is required to estimate the recoverable amount of CGUs or groups of CGUs to which goodwill is allocated. Management considers the sectors below to be CGUs or groups of CGUs as they represent the lowest levels at which goodwill is monitored for internal management purposes.

NOTE 7 GOODWILL AND INTANGIBLE ASSETS (CONT'D)

Goodwill has been allocated to each CGU or group of CGUs as follows:

Allocation of goodwill	March 31, 2016	March 31, 2015
Canada	\$ 323.2	\$ 293.7
USA		
Cheese Division (USA)	1,015.7	986.6
Dairy Foods Division (USA)	594.9	583.2
International		
Dairy Division (Australia)	221.9	222.8
Dairy Division (Argentina)	9.6	9.7
Dairy Ingredients Division	28.8	29.0
	\$ 2,194.1	\$ 2,125.0

Recoverable amounts for Dairy Division (Canada), Cheese Division (USA), Dairy Foods Division (USA) and Dairy Ingredients Division have been estimated using an earnings multiplier valuation model (fair value less costs of disposal). The key assumptions used in these models consist mainly of earnings multipliers for market comparables that are applied to the results of each CGU or group of CGUs tested.

Recoverable amounts for Dairy Division (Australia) and Dairy Division (Argentina) have been estimated using a discounted cash flow (value in use) model based on the following key assumptions:

- **Cash flows:** Cash flow forecasts for a given CGU are based on earnings before interest, income taxes, depreciation and amortization and are adjusted for a terminal growth rate and income tax rates. The cash flow forecast does not exceed a period of five years with a terminal value calculated as a perpetuity in the final year.
- **Terminal growth rate:** Management uses a terminal growth rate to adjust its forecasted cash flows based on expected increases in inflation and revenue for the CGU.
- **Discount rate:** Cash flows are discounted using pre-tax discount rates.

The Company performed its annual impairment test and in all cases the recoverable amounts exceeded their respective carrying values including goodwill.

Trademarks

Trademarks are included in the following CGU or group of CGUs:

Allocation of trademarks	March 31, 2016	March 31, 2015
Neilson - Dairy Division (Canada)	\$ 223.2	\$ 223.2
Other	128.7	94.7
	\$ 351.9	\$ 317.9

For purposes of trademarks impairment testing, recoverable amounts of the CGU or group of CGUs to which they belong have been estimated using discounted cash flows (value in use) based on the following key assumptions:

- **Cash flows:** Cash flow forecasts for a given trademark are based on earnings before interest, income taxes, depreciation and amortization and are adjusted for a terminal growth rate and income tax rates. The cash flow forecast does not exceed a period of five years with a terminal value calculated as a perpetuity in the final year.
- **Terminal growth rate:** Management uses a terminal growth rate to adjust its forecasted cash flows based on expected increases in inflation and revenue for the products under trademark.
- **Discount rate:** Cash flows are discounted using pre-tax discount rates.

The Company tested its trademarks for impairment using value in use (discounted cash flows) to establish recoverable amounts. The recoverable amounts for each trademark and other intangibles not subject to amortization were then compared to their carrying values. In all circumstances, the recoverable amounts exceeded carrying values and therefore no impairment losses were necessary. For definite life intangibles subject to amortization, no indicators of impairment were present for fiscal 2016.

NOTE 8 OTHER ASSETS

	March 31, 2016	March 31, 2015
Taxes receivable	\$ 6.9	\$ 9.3
Joint ventures	48.8	42.7
Other	50.8	63.8
	\$ 106.5	\$ 115.8

The Company has two joint ventures in Australia, for which it holds a 50% and 49% interest, respectively. In both joint ventures, the terms of the contract require unanimous consent of all parties in order to direct the significant operations of the ventures. The joint ventures have a June 30th year end and are accounted for under the equity method. The Company recognized \$6.7 million in net earnings, representing its share of earnings in the joint ventures for the year ended March 31, 2016 (\$7.7 million for the year ended March 31, 2015).

NOTE 9 BANK LOANS

The Company has available bank credit facilities providing for unsecured bank loans as follows:

Credit Facilities	Maturity	Available for use		Amount drawn	
		Canadian Currency Equivalent	Base Currency	March 31, 2016	March 31, 2015
North America-USA	December 2019 ¹	259.7	200.0 USD	\$ -	\$ 6.3
North America-Canada	December 2019 ¹	389.6	300.0 USD	-	0.6
Argentina	Yearly ²	119.5	92.0 USD	50.0	40.5
Argentina	Yearly ³	95.1	1,070.0 ARS	13.7	73.4
Australia	Yearly ⁴	99.6	100.0 AUD	84.6	23.7
Australia	Yearly ⁵	64.9	50.0 USD	29.9	25.3
		1,028.4		\$ 178.2	\$ 169.8

¹ Bears monthly interest at rates ranging from lender's prime rates plus a maximum of 1% or LIBOR or banker's acceptance rate plus 0.85% up to a maximum of 2% depending on the Company credit ratings.

² Bear monthly interest at local rate and can be drawn in USD.

³ Bear monthly interest at local rate and can be drawn in ARS.

⁴ Bear monthly interest at Australian Bank Bill Rate plus 0.85%.

⁵ Bear monthly interest at LIBOR plus 0.75%.

NOTE 10 LONG-TERM DEBT

	March 31, 2016	March 31, 2015
Unsecured bank term loan facilities		
Obtained October 2013 and due in December 2019 (\$500 million) ¹	\$ 212.5	\$ 300.0
Obtained December 2012 and due in December 2019 (\$850 million) ²	600.0	750.0
Obtained May 2015 and due in May 2018 (AUD\$140 million) ³	120.7	-
Unsecured senior notes ⁴		
5.82%, issued in June 2009 and due in June 2016	220.0	220.0
2.65%, issued in November 2014 and due in November 2019	300.0	300.0
	\$ 1,453.2	\$ 1,570.0
Current portion	244.9	53.1
	\$ 1,208.3	\$ 1,516.9
Principal repayments are as follows:		
Less than 1 year	\$ 244.9	\$ 53.1
1-2 years	24.9	432.5
2-3 years	70.9	212.5
3-4 years	1,112.5	212.5
4-5 years	-	659.4
More than 5 years	-	-
	\$ 1,453.2	\$ 1,570.0

¹ Bears monthly interest at rates ranging from lender's prime plus a maximum of 1%, or bankers' acceptance rates plus 0.85% up to a maximum of 2%, depending on the Company credit ratings.

² Bear monthly interest at rates ranging from lender's prime plus a maximum of 1% or LIBOR or bankers' acceptance rates plus 0.85% up to a maximum of 2%, depending on the Company credit ratings. Effective February 4, 2013, the Company entered into an interest rate swap to fix its rate. As at March 31, 2016, interest rate on \$562.5 million of the facility was fixed at 1.58% plus applicable spread (\$700.0 million as at March 31, 2015).

³ Bears monthly interest at Australian Bank Bill rate plus 0.85%.

⁴ Interest payments are semi-annual.

The term loans obtained in October 2013 and December 2012 were amended in October 2015 to eliminate the obligations of the Company to make quarterly repayments of principal prior to maturity.

Bank term loan facilities were obtained on May 25, 2015, in order to fund the EDC Acquisition (Note 16). The facilities require quarterly repayments of AUD\$6.3 million that began on September 30, 2015.

On November 14, 2014, Saputo Inc. filed a short form base shelf prospectus qualifying an offering of unsecured senior notes under a medium term note program for distribution to the public over a 25-month period and issued a first series on November 26, 2014.

NOTE 11 OTHER LIABILITIES

	March 31, 2016	March 31, 2015
Employee benefits (Note 17)	\$ 31.2	\$ 37.7
Derivative financial liabilities (Note 20)	-	7.9
Performance share unit liabilities and related fringe benefits	20.2	14.9
Other	10.4	9.7
	\$ 61.8	\$ 70.2

NOTE 12 SHARE CAPITAL

AUTHORIZED

The authorized share capital of the Company consists of an unlimited number of common and preferred shares. The common shares are voting and participating. The preferred shares may be issued in one or more series, the terms and privileges of each series to be determined at the time of their issuance.

	March 31, 2016	March 31, 2015
ISSUED		
392,520,687 common shares (392,225,049 common shares in 2015)	\$ 821.0	\$ 765.8

2,995,638 common shares (3,590,625 in 2015) were issued during the year ended March 31, 2016 for an amount of \$49.9 million (\$54.0 million in 2015) pursuant to the share option plan. For the year ended March 31, 2016, the amount transferred from stock option plan reserve was \$10.8 million (\$11.5 million in 2015).

Pursuant to the normal course issuer bid which began on November 17, 2014, and expired on November 16, 2015, the Company was authorized to repurchase for cancellation up to 19,532,686 of its common shares. Under the normal course issuer bid that became effective on November 17, 2015, and expiring on November 16, 2016, the Company is authorized to repurchase, for cancellation purposes, up to 19,547,976 of its common shares. During the year ended March 31, 2016, the Company repurchased 2,700,000 common shares, at prices ranging from \$29.56 to \$36.62 per share, relating to the normal course issuer bids. The excess of the purchase price over the carrying value of the shares in the amount of \$86.3 million was charged to retained earnings.

STOCK DIVIDEND

On August 5, 2014, the Board of Directors declared a stock dividend of one common share per each issued and outstanding common share, which had the same effect as a two-for-one stock split of the Company's outstanding common shares. The dividend on the common shares was paid on September 29, 2014 to shareholders of record as of the close of business on September 19, 2014. The additional common shares were issued on September 29, 2014. The total number of common shares issued presented above reflects retroactively the impact of the two-for-one stock split.

SHARE OPTION PLAN

The Company has an equity settled share option plan to allow for the purchase of common shares by key employees and officers of the Company. The total number of common shares which may be issued pursuant to this plan as at March 31, 2016 cannot exceed 29,285,383 common shares. As at March 31, 2016, 12,381,559 common shares are issuable under this plan in addition to the 16,903,824 common shares underlying options outstanding. Options granted prior to July 31, 2007 may be exercised at a price equal to the closing quoted value of the common shares on the day preceding the grant date. Options granted thereafter may be exercised at a price not less than the weighted average market price for the five trading days immediately preceding the date of grant. The options vest at 20% per year and expire ten years from the grant date.

NOTE 12 SHARE CAPITAL (CONT'D)

Options issued and outstanding as at year end are as follows:

Granting period	Exercise price	March 31, 2016		March 31, 2015	
		Number of options	Number of exercisable options	Number of options	Number of exercisable options
2006	\$ 9.04	-	-	8,088	8,088
2007	\$ 8.18	-	-	479,498	479,498
2008	\$ 11.55	435,208	435,208	699,650	699,650
2009	\$ 13.91	668,138	668,138	847,189	847,189
2010	\$ 10.70	1,012,588	1,012,588	1,277,517	1,277,517
2011	\$ 14.66	1,157,511	1,157,511	1,724,819	1,167,445
2012	\$ 21.61	1,332,346	927,154	1,710,493	870,233
2013	\$ 21.48	2,560,580	1,265,506	2,977,347	948,185
2014	\$ 25.55	3,012,835	993,423	3,442,002	590,358
2015	\$ 27.74	3,567,457	597,373	3,914,866	39,486
2016	\$ 35.08	3,157,161	-	-	-
		16,903,824	7,056,901	17,081,469	6,927,649

Changes in the number of outstanding options are as follows:

	2016		2015	
	Number of options	Weighted average exercise price	Number of options	Weighted average exercise price
Balance, beginning of year	17,081,469	\$ 21.09	16,896,962	\$ 18.26
Options granted	3,280,395	\$ 35.08	4,125,652	\$ 27.74
Options exercised	(2,995,638)	\$ 16.66	(3,590,625)	\$ 15.04
Options cancelled	(462,402)	\$ 27.75	(350,520)	\$ 24.53
Balance, end of year	16,903,824	\$ 24.41	17,081,469	\$ 21.09

The exercise price of the options granted in fiscal 2016 is \$35.08, which corresponds to the weighted average market price for the five trading days immediately preceding the date of grant (\$27.74 in fiscal 2015).

The weighted average fair value of options granted in fiscal 2016 was estimated at \$6.02 per option (\$5.46 in fiscal 2015), using the Black Scholes option pricing model with the following assumptions:

	March 31, 2016	March 31, 2015
Weighted average:		
Risk-free interest rate	0.80%	1.71%
Expected life of options	5.3 years	5.3 years
Volatility	21.19%	23.43%
Dividend rate	1.53%	1.82%

A compensation expense of \$17.7 million (\$15.1 million net of taxes) relating to stock options was recorded in the statement of earnings for the year ended March 31, 2016 and \$17.8 million (\$15.0 million net of taxes) was recorded for the year ended March 31, 2015.

Options to purchase 4,218,934 common shares at a price of \$41.40 per share were granted on April 1, 2016.

NOTE 12 SHARE CAPITAL (CONT'D)

DEFERRED SHARE UNIT PLAN FOR DIRECTORS

In accordance with the DSU plan, all eligible Directors of the Company are allocated annually a fixed amount of DSUs which are granted on a quarterly basis. Additionally, Directors receive quarterly remuneration either in cash or in DSUs, at the choice of each Director. If a Director elects to receive DSUs, the number of DSUs varies as it is based on the market value of the Company's common shares. When they cease to be a Director of the Company, a cash payment equal to the market value of the accumulated DSUs will be disbursed. The liability relating to these units is adjusted by taking the number of units outstanding multiplied by the market value of common shares at the Company's year-end. The Company includes the cost of the DSU plan in "Operating costs excluding depreciation, amortization, gain on disposal of a business, acquisition, restructuring and other costs".

	2016		2015	
	Units	Liability	Units	Liability
Balance, beginning of year	418,757	\$ 15.2	443,448	\$ 12.9
Annual grant	34,780	1.2	38,400	1.3
Board compensation	19,922	0.6	20,599	0.7
Payment to directors	(98,503)	(3.2)	(83,690)	(2.3)
Variation due to change in stock price	-	2.5	-	2.6
Balance, end of year	374,956	\$ 16.3	418,757	\$ 15.2

The Company enters into equity forward contracts in order to mitigate the compensation costs associated with its DSU plan. As at March 31, 2016, the Company had equity forward contracts on 320,000 Saputo Inc. common shares (440,000 as of March 31, 2015) with a notional value of \$11.7 million (\$16.1 million as of March 31, 2015). The net compensation expense related to the DSU plan was \$3.1 million for the year ended March 31, 2016 (\$2.0 million for March 31, 2015), including the effect of the equity forward contracts.

PERFORMANCE SHARE UNIT PLAN

The Company offers senior management a performance share unit (PSU) plan to form part of long-term incentive compensation, together with other plans discussed within this report. The PSU plan is non-dilutive and is settled in cash only. Under the PSU plan, each performance cycle shall consist of three fiscal years of the Company. At the time of the grant of a PSU, the Company determines the performance criteria which must be met. Following completion of a three-year performance cycle, the PSUs for which the performance criteria have been achieved will vest and the value that will be paid out is the price of the common shares at such time, multiplied by the number of PSUs for which the performance criteria have been achieved. The amount potentially payable to eligible employees is recognized as a payable and is revised at each reporting period. The expense is included in employee benefits under the "Operating costs excluding depreciation, amortization, gain on disposal of a business, acquisition, restructuring and other costs" caption.

	2016		2015	
	Units	Liability	Units	Liability
Balance, beginning of year	560,996	\$ 14.9	272,256	\$ 5.7
Annual grant	280,930	6.9	333,720	7.3
Cancelled	(16,734)	(0.5)	(10,386)	(0.3)
Payment	(119,471)	(3.8)	(34,594)	(1.2)
Variation due to change in stock price	-	5.9	-	3.4
Balance, end of year	705,721	\$ 23.4	560,996	\$ 14.9

On April 1, 2016, 255,975 PSUs were granted at a price of \$41.40 per unit (\$35.08 in 2015).

The Company enters into equity forward contracts in order to mitigate the compensation costs associated with its PSU plan. As at March 31, 2016, the Company had equity forward contracts on 700,000 Saputo Inc. common shares (600,000 as of March 31, 2015) with a notional value of \$25.4 million (\$22.1 million as of March 31, 2015). The net compensation expense related to PSUs was \$7.5 million for the year ended March 31, 2016 (\$7.8 million for the year ended March 31, 2015), including the effect of the equity forward contracts.

NOTE 13 OTHER FINANCIAL CHARGES

	2016	2015
Finance costs	\$ 27.5	\$ 19.9
Finance income	(5.4)	(0.6)
	\$ 22.1	\$ 19.3

NOTE 14 INCOME TAXES

Income tax expense is comprised of the following:

	2016	2015
Current tax expense	\$ 227.2	\$ 207.7
Deferred tax expense	42.3	29.3
Income tax expense	\$ 269.5	\$ 237.0

RECONCILIATION OF THE EFFECTIVE TAX RATE

The effective income tax rate was 30.9% in 2016 (27.9% in 2015). The Company's income tax expense differs from the one calculated by applying Canadian statutory rates for the following reasons:

	2016	2015
Earnings before tax	\$ 870.9	\$ 849.9
Income taxes, calculated using Canadian statutory income tax rates of 26.3% (26.1% in 2015)	229.3	221.8
Adjustments resulting from the following:		
Effect of tax rates for foreign subsidiaries and other deductions	63.2	51.2
Changes in tax laws and rates	(2.1)	0.4
Benefit arising from investment in subsidiaries	(14.3)	(17.7)
Manufacturing and processing deduction	(14.1)	(7.6)
Stock-based compensation	2.9	2.7
Disposal of a business	-	(10.9)
Tax losses for which no deferred income tax assets was recognized	3.5	3.3
Adjustments in respect of prior years	(3.7)	(4.4)
Other	4.8	(1.8)
Income tax expense	\$ 269.5	\$ 237.0

During the year, as a result of an increase in the Canadian corporation tax rate, the statutory tax rate has increased by approximately 0.2%.

INCOME TAX RECOGNIZED IN OTHER COMPREHENSIVE INCOME

Income tax on items recognized in other comprehensive income in 2016 and 2015 were as follows:

	2016	2015
Deferred tax benefit (expense) on actuarial losses (gains) on employee benefit obligations	\$ (2.3)	\$ 8.1
Deferred tax benefit (expense) on cash flow hedge losses (gains)	(1.5)	2.4
Total income tax recognized in other comprehensive income	\$ (3.8)	\$ 10.5

INCOME TAX RECOGNIZED IN EQUITY

Income tax on items recognized in equity in 2016 and 2015 were as follows:

	2016	2015
Excess tax benefit that results from the excess of the deductible amount over the stock-based compensation recognized in net earnings	\$ 5.6	\$ 4.9
Total income tax recognized in equity	\$ 5.6	\$ 4.9

NOTE 14 INCOME TAXES (CONT'D)

CURRENT TAX ASSETS AND LIABILITIES

	2016		2015	
Current tax assets	\$	4.7	\$	1.1
Current tax liabilities		(37.1)		(58.4)
Current tax liabilities (net)	\$	(32.4)	\$	(57.3)

DEFERRED TAX BALANCES

	2016		2015	
Deferred tax assets	\$	22.9	\$	17.6
Deferred tax liabilities		(475.6)		(405.2)
Deferred tax liabilities (net)	\$	(452.7)	\$	(387.6)

DEFERRED TAX ASSETS AND LIABILITIES

The movement of deferred tax assets and liabilities are shown below:

	For the year ended March 31, 2016									
	Deferred tax asset				Deferred tax liabilities					
	Accounts payable and accrued liabilities	Income tax losses	Net assets of pension plans	Total	Inventories	Property, plant and equipment	Other	Long-term debt	Total	
Balance, beginning of the year	\$ 43.6	\$ -	\$ 12.0	\$ 55.6	\$ 17.6	\$ 300.6	\$ 125.0	\$ -	\$ 443.2	
Charged/credited to net earnings	8.3	7.9	(2.3)	13.9	(5.9)	17.3	44.8	-	56.2	
Charged/credited to other comprehensive income or equity	-	-	(2.3)	(2.3)	-	-	1.5	-	1.5	
Acquisitions	1.2	1.6	-	2.8	-	3.3	4.7	-	8.0	
Translation and other	(2.7)	(2.3)	-	(5.0)	0.1	5.8	2.9	-	8.8	
Balance, end of the year	\$ 50.4	\$ 7.2	\$ 7.4	\$ 65.0	\$ 11.8	\$ 327.0	\$ 178.9	\$ -	\$ 517.7	

	For the year ended March 31, 2015									
	Deferred tax asset				Deferred tax liabilities					
	Accounts payable and accrued liabilities	Income tax losses	Net assets of pension plans	Total	Inventories	Property, plant and equipment	Other	Long-term debt	Total	
Balance, beginning of the year	\$ 44.9	\$ 4.8	\$ 7.5	\$ 57.2	\$ 45.0	\$ 257.9	\$ 87.4	\$ 2.5	\$ 392.8	
Charged/credited to net earnings	(3.5)	(4.8)	(4.0)	(12.3)	(30.1)	18.1	31.5	(2.5)	17.0	
Charged/credited to other comprehensive income or equity	-	-	8.1	8.1	-	-	(2.4)	-	(2.4)	
Acquisitions	-	-	-	-	-	(0.7)	-	-	(0.7)	
Translation and other	2.2	-	0.4	2.6	2.7	25.3	8.5	-	36.5	
Balance, end of the year	\$ 43.6	\$ -	\$ 12.0	\$ 55.6	\$ 17.6	\$ 300.6	\$ 125.0	\$ -	\$ 443.2	

NOTE 15 EARNINGS PER SHARE

	2016	2015
Net earnings attributable to shareholders of Saputo Inc.	\$ 601.1	\$ 607.6
Weighted average number of common shares outstanding	392,579,171	391,101,412
Dilutive options	5,192,621	6,159,277
Weighted average diluted number of common shares outstanding	397,771,792	397,260,689
Basic earnings per share	\$ 1.53	\$ 1.55
Diluted earnings per share	\$ 1.51	\$ 1.53

Basic and diluted earnings per share have been adjusted to reflect the two-for-one stock split discussed in Note 12. When calculating diluted earnings per share for the year ended March 31, 2016, 3,157,161 (no options for the year ended March 31, 2015) were excluded from the calculation because their exercise price is higher than the average market value for the year.

Shares purchased under the normal course issuer bid were excluded from the calculation of earnings per share as of the date of purchase.

NOTE 16 BUSINESS ACQUISITIONS

Woolwich Dairy

On October 5, 2015, the Company acquired a 100% ownership interest, on a debt-free basis, in the companies forming Woolwich Dairy (Woolwich). Woolwich generates annual revenues of approximately \$70.0 million and employs approximately 190 people.

Woolwich produces, distributes, markets and sells goat cheese in Canada and the USA. Woolwich operations are comprised of three manufacturing facilities (in Québec and in Ontario, Canada and in Wisconsin, USA), as well as a distribution center (in Ontario, Canada). Woolwich is a leading manufacturer of branded and private label goat cheese for the North American market. Its brands include *Woolwich Dairy*, *Chevrai* and *Wholesome Goat*.

The transaction enabled the Company to increase its presence in the specialty cheese category in North America.

The purchase price was allocated to the identifiable assets acquired and liabilities assumed based on the fair values presented below:

		2016
		Woolwich Dairy
Assets acquired	Cash	\$ 0.8
	Receivables	6.0
	Inventories	16.7
	Prepaid expenses and other assets	0.2
	Property, plant and equipment	25.0
	Goodwill	30.5
	Intangible Assets	17.4
	Deferred income taxes	1.0
Liabilities assumed	Bank loans	(0.1)
	Accounts payable and accrued liabilities	(7.7)
	Deferred income taxes	(7.3)
Net assets acquired and total consideration paid		\$ 82.5

Recognized goodwill reflects the value assigned to expected future synergies and an assembled workforce within the Dairy Division (Canada) and Cheese Division (USA) CGUs.

NOTE 16 BUSINESS ACQUISITIONS (CONT'D)

Everyday Cheese Business of Lion-Dairy & Drinks Pty Ltd

On May 25, 2015, Warrnambool Cheese and Butter Factory Company Holdings Limited (WCB) (Dairy Division (Australia)) completed the EDC Acquisition based in Victoria, Australia. The EDC Acquisition generates annual sales of approximately \$156.0 million and employs approximately 170 people.

The EDC Acquisition operations include cutting and wrapping, distribution, sales & marketing and intellectual property associated with the *COON*, *Cracker Barrel* (trademark used under licence), *Mil Lek* and *Fred Walker* brands.

The transaction enabled WCB to increase its presence in consumer branded everyday cheese products segment in Australia with strong market positions in this segment.

The purchase price was allocated to the identifiable assets acquired and liabilities assumed based on the fair values presented below:

		2016
Everyday Cheese Business of Lion-Dairy & Drinks Pty Ltd.		
Assets acquired	Inventories	\$ 92.4
	Receivables	9.2
	Property, plant and equipment	8.3
	Intangible Assets	25.1
	Deferred income taxes	1.1
Liabilities assumed	Accounts payable and accrued liabilities	(3.7)
Net assets acquired and total consideration paid		\$ 132.4

Recognized goodwill reflects the value assigned to expected future synergies and an assembled workforce within the International Sector.

Scotsburn Co-Operative Services Limited

On April 14, 2014, the Company acquired the fluid milk activities of Scotsburn Co-Operative Services Limited based in Atlantic Canada. Its operations consist of manufacturing, selling, marketing, distributing and merchandising of products such as fluid milk, cream, sour cream, ice cream mix and cottage cheese, mainly under the *Scotsburn* (trademark used under licence) brand. The final allocation of the purchase price is presented below.

		2015
Scotsburn Co-Operative Services Limited		
Assets acquired	Inventories	\$ 5.1
	Prepaid expenses and other assets	0.8
	Property, plant and equipment	22.5
	Goodwill	24.6
	Intangible Assets	15.0
Liabilities assumed	Accounts payable and accrued liabilities	(2.0)
	Deferred income taxes	(1.0)
Net assets acquired and total consideration paid		\$ 65.0

Goodwill reflects the value assigned to expected future synergies and an assembled workforce within the Canada Sector.

NOTE 17 EMPLOYEE POST-EMPLOYMENT BENEFITS PLANS

The Company sponsors various post-employment benefit plans. These include pension plans, both defined contribution and defined benefit plans, and other post-employment benefits. Post-employment benefit plans are classified as either defined contribution plans or defined benefit plans.

Defined Contribution Plans

The Company offers and participates in defined contribution pension plans of which 98% of its active employees are members. The net pension expense under these types of plans is generally equal to the contributions made by the employer and constitutes an expense for the year in which they are due. For fiscal 2016, the defined contribution expenses for the Company amounted to \$42.2 million compared to \$37.1 million for fiscal 2015.

Defined Benefit Plans

The Company participates in defined benefit pension plans in which the remaining active employees are members. Under the terms of the defined benefit pension plans, pensions are based on years of service and the retirement benefits are equal to 2% of the average eligible earnings of the last employment years multiplied by years of credited service.

The registered pension plans must comply with statutory funding requirements in the province or state in which they are registered. Funding valuations are required on an annual or triennial basis, depending on the jurisdiction, and employer contributions must include amortization payments for any deficit, over a period of 5 to 15 years. Contribution holidays are allowed and subject to certain thresholds. Other non-registered pension plans and benefits other than pension are not subject to any minimum funding requirements.

The cost of these pension benefits earned by employees is actuarially determined using the projected benefits method prorated on services and using a discount rate based on high quality corporate bonds and Management's assumptions bearing on, among other things, rates of compensation increase and retirement age of employees. All of these estimates and assessments are formulated with the help of external consultants. The plan assets and benefit obligations were valued as at March 31 with the assistance of the Company's external actuaries. The Company also offers complementary retirement benefits programs, such as health insurance, life insurance and dental plans to eligible employees and retired employees. The Company expects to contribute approximately \$3.5 million to its defined benefit plans in 2017. The Company's net liability for post-employment benefit plans comprises the following:

	March 31, 2016	March 31, 2015
Present value of funded obligation	\$ 62.6	\$ 74.5
Fair value of assets	57.1	63.5
Present value of net obligations for funded plans	5.5	11.0
Present value of unfunded obligations	25.0	25.1
Present value of net obligations	30.5	36.1
Asset ceiling test	0.7	1.6
Accrued pension/benefit cost as at March 31	31.2	37.7
Employee benefit amounts on the balance sheet as net liability	\$ 31.2	\$ 37.7

NOTE 17 EMPLOYEE POST-EMPLOYMENT BENEFITS PLANS (CONT'D)

The changes in the present value of the defined benefit obligations are as follows:

	March 31, 2016	March 31, 2015
Defined benefit obligation, beginning of year	\$ 99.6	\$ 282.8
Current service costs	6.2	7.1
Contribution by plan participants	-	0.7
Interest cost	3.4	10.0
Actuarial losses (gains) from change in experience	(0.1)	5.7
Actuarial losses (gains) from change in economic assumptions	(11.3)	32.7
Actuarial losses (gains) from change in demographic assumptions	-	1.2
Business disposal, net of acquisition	-	(162.4)
Effects of settlement ¹	(8.2)	(66.9)
Exchange differences	0.5	1.9
Benefits paid	(2.5)	(13.2)
Defined benefit obligation, end of year	\$ 87.6	\$ 99.6

The changes in the fair value of plan assets are as follows:

	March 31, 2016	March 31, 2015
Fair value of plan assets, beginning of year	\$ 63.5	\$ 254.4
Interest income on plan assets	2.1	9.0
Return on plan assets, excluding interest income	(3.4)	7.1
Administration costs	(0.4)	(0.6)
Contributions by employer	4.8	11.3
Contributions by participants	-	0.6
Effects of settlement ¹	(7.4)	(67.4)
Business disposal, net of acquisition	-	(138.8)
Exchange differences	0.4	1.1
Benefits paid	(2.5)	(13.2)
Fair value of plan assets, end of year	\$ 57.1	\$ 63.5

¹ Annuities were purchased to release the plan from its liability with regards to retirees.

NOTE 17 EMPLOYEE POST-EMPLOYMENT BENEFITS PLANS (CONT'D)

Actual return on plans assets amounted to a loss of \$1.7 million in fiscal 2016 compared to a gain of \$15.4 million in fiscal year 2015.

The fair value of plan assets, which do not include assets of the Company, consist of the following:

	March 31, 2016	March 31, 2015
Bonds	55%	57%
Equity instruments	40%	38%
Cash and short-term investments	5%	5%
	100%	100%

The expenses recognized below are included in "Operating costs excluding depreciation, amortization, gain on disposal of a business, acquisition, restructuring, and other costs" within employee benefits expense (refer to Note 5) and are detailed as follows:

	March 31, 2016	March 31, 2015
Employer current service cost	\$ 6.2	\$ 7.1
Effect of settlement	(0.8)	0.4
Administration costs	0.4	0.6
interest costs	3.3	10.1
Interest on effect of asset ceiling	-	0.2
Interest income on plan assets	(2.1)	(8.9)
Defined benefits plans expense	\$ 7.0	\$ 9.5

The Company recognizes actuarial gains and losses in the period in which they occur, for all its defined benefit plans. These actuarial gains and losses are recognized in other comprehensive income and are presented below:

	March 31, 2016	March 31, 2015
Net gains (losses) during the year	\$ 7.9	\$ (32.5)
Effect of the asset ceiling test	0.9	3.4
Amount recognized in other comprehensive income	\$ 8.8	\$ (29.1)

NOTE 17 EMPLOYEE POST-EMPLOYMENT BENEFITS PLANS (CONT'D)

Weighted average assumptions used in computing the benefit obligations at the balance sheet date are as follows:

	March 31, 2016	March 31, 2015
Discount rate	4.10%	3.44%
Duration of the obligation	18.40	17.00
Future salary increases	3.00%	3.00%

The impact of an increase and a decrease of 1% on the discount rate would be \$12.8 million and \$15.6 million respectively. Also, an increase or a decrease of 1% on the future salary assumptions would be approximately \$4.0 million on the obligation and a 10% increase in life expectancy would represent approximately \$1.4 million.

Weighted average assumptions used in computing the net periodic pension cost for the year are as follows:

	March 31, 2016	March 31, 2015
Discount rate	3.44%	4.25%
Future salary increases	3.00%	3.00%

For measurement purposes, a 3.5% to 7.0% annual rate of increase was used for health, life insurance and dental plan costs for the fiscal years 2016 and 2015.

Assumed medical cost trend rates have an effect on the amounts recognized in profit or loss. A one percentage point change in the assumed medical cost trend rates would have marginal impact on cost and obligations.

NOTE 18 COMMITMENTS AND CONTINGENCIES

LEASES

The Company carries on some of its operations in leased premises and has also entered into lease agreements for equipment and rolling stock. The minimum annual lease payments required for the next fiscal years are as follows:

Less than 1 year	\$	30.5
1-2 years		22.8
2-3 years		18.8
3-4 years		14.9
4-5 years		11.9
More than 5 years		32.1
	\$	131.0

The Company guarantees to certain lessors a portion of the residual value of certain leased assets with respect to operations which mature until 2017. If the market value of leased assets, at the end of the respective operating lease term, is inferior to the guaranteed residual value, the Company is obligated to indemnify the lessors, specific to certain conditions, for the shortfall up to a maximum value. The Company believes that the potential indemnification will not have a significant effect on the financial statements.

CLAIMS

The Company is a defendant to certain claims arising from the normal course of its business. The Company is also a defendant in certain claims and/or assessments from tax authorities in various jurisdictions. The Company believes that the final resolution of these claims and/or assessments will not have a material adverse effect on its earnings or financial position.

INDEMNIFICATIONS

The Company from time to time offers indemnifications to third parties in the normal course of its business, in connection with business or asset acquisitions or disposals. These indemnification provisions may be in connection with breach of representations and warranties, and for future claims for certain liabilities, including liabilities related to tax and environmental matters. The terms of these indemnification provisions vary in duration. At March 31, 2016, given that the nature and amount of such indemnifications depend on future events, the Company is unable to reasonably estimate its maximum potential liability under these agreements. The Company has not made any significant indemnification payments in the past, and as at March 31, 2016 and March 31, 2015, the Company has not recorded any significant liabilities associated with these indemnifications.

NOTE 19 RELATED PARTY TRANSACTIONS

The Company receives and provides goods and services which consist of rent, travel, publicity, lodging and management services from and to companies subject to control or significant influence through ownership by its principal shareholder. These transactions, which are not significant to the Company's financial position or financial results, are made in the normal course of business and have been recorded at the fair value, consistent with market values for similar transactions.

Transactions with key management personnel (short-term employee benefits, post-employment benefits, stock-based compensation and payments under the DSU plan) are also considered related party transactions. Management defines key management personnel as named executive officers: the CEO, CFO and the three most highly compensated executive officers of the Company whom are among those persons having responsibility and authority for controlling, overseeing and planning the activities of the Company, as well as the Company's Directors.

Transactions with related parties are as follows:

	2016		2015	
Entities subject to control or significant influence through ownership by its principal shareholder	\$	4.6	\$	4.3
Key management personnel				
Directors		2.6		2.8
Named Executive Officers		20.3		16.7
	\$	27.5	\$	23.8

Dairy products and other services provided by the Company were the following:

	2016		2015	
Entities subject to control or significant influence through ownership by its principal shareholder	\$	0.3	\$	0.4

Outstanding receivables and accounts payable and accrued liabilities for the transactions above are the following:

	Receivables		Accounts payable and accrued liabilities		
	March 31, 2016	March 31, 2015	March 31, 2016	March 31, 2015	
Entities subject to control or significant influence through ownership by its principal shareholder	\$	0.1	\$	0.1	
Key management personnel					
Directors	-	-	16.3	15.2	
Named executive officers	-	-	28.7	25.2	
	\$	0.1	\$	45.1	
				\$	40.5

The amounts payable to the Directors consist entirely of balances payable under the Company's DSU plan. Refer to Note 12 for further details. The amounts payable to named executive officers consist of short-term employee benefits, share-based awards and post-retirement benefits.

KEY MANAGEMENT PERSONNEL COMPENSATION

The compensation expense for transactions with the Company's key management personnel, including annual fees of the executive Chairman, consists of the following:

	2016		2015	
Directors				
Cash-settled payments	\$	0.8	\$	0.8
Stock-based compensation		1.8		2.0
	\$	2.6	\$	2.8
Named executive officers				
Short-term employee benefits		13.2		8.9
Post-employment benefits		2.1		1.8
Stock-based compensation		5.0		6.0
	\$	20.3	\$	16.7
Total compensation	\$	22.9	\$	19.5

NOTE 19 RELATED PARTY TRANSACTIONS (CONT'D)

SUBSIDIARIES

The Company's subsidiaries are wholly owned with the exception of WCB (Note 16) for which a 12.08% non-controlling interest exists. The following information summarizes the Company's significant subsidiaries which produce a wide array of dairy products including cheese, fluid milk, extended shelf-life milk and cream products, cultured products and dairy ingredients:

	Percentage Owned	Location
Saputo Cheese USA Inc.	100.00%	USA
Saputo Dairy Products Canada G.P.	100.00%	Canada
Saputo Dairy Foods USA, LLC	100.00%	USA
Warrnambool Cheese and Butter Factory Company Holdings Limited	87.92%	Australia
Molfino Hermanos S.A.	100.00%	Argentina

NOTE 20 FINANCIAL INSTRUMENTS

In the normal course of business, the Company uses various financial instruments which by their nature involve risk, including credit risk, liquidity risk, interest rate risk, foreign exchange risk and price risk (including commodity price risk). These financial instruments are subject to normal credit conditions, financial controls and risk management and monitoring strategies.

Occasionally, the Company may enter into derivative financial instrument transactions in order to mitigate or hedge risks in accordance with risk management strategies. The Company does not enter into these arrangements for speculative purposes.

CREDIT RISK

Financial instruments that potentially subject the Company to concentrations of credit risk consist of cash equivalents and receivables.

Cash equivalents consist mainly of short-term investments. The Company has deposited these cash equivalents in reputable financial institutions.

The Company also offers credit to its customers in the normal course of business for trade receivables. Credit valuations are performed on a regular basis and reported results take into account allowances for potential bad debts.

Due to its large and diverse customer base and its geographic diversity, the Company has low exposure to credit risk concentration with respect to customer's receivables. There are no receivables from any individual customer that exceeded 10% of the total balance of receivables as at March 31, 2016 and March 31, 2015. However, one customer that represented more than 10% of total consolidated sales for the year ended March 31, 2016, with 10.6% (one customer with 10.2% in 2015).

Allowance for doubtful accounts and past due receivables are reviewed by Management at each balance sheet date. The Company updates its estimate of the allowance for doubtful accounts based on the evaluation of the recoverability of receivable balances from each customer taking into account historic collection trends of past due accounts. Receivables are written off once determined not to be collectible.

On average, the Company will generally have 10% of receivables that are due beyond normal terms, but are not impaired. The carrying amount of receivables is reduced by an allowance account and the amount of the loss is recognized in the statement of earnings within operating costs. Subsequent recoveries of amounts previously written off are credited against operating costs in the statement of earnings. However, Management does not believe that these allowances are significant.

LIQUIDITY RISK

Liquidity risk is the risk that the Company will not be able to meet its financial obligations as they fall due. The Company manages liquidity risk through the management of its capital structure and financial leverage, as outlined in Note 21 relating to capital disclosures. It also manages liquidity risk by continuously monitoring actual and projected cash flows. The Board of Directors reviews and approves the Company's operating and capital budgets, as well as any material transactions out of the normal course of business.

NOTE 20 FINANCIAL INSTRUMENTS (CONT'D)

INTEREST RATE RISK

The Company is exposed to interest rate risks through its financial obligations that bear variable interest rates.

Bank loans bear interest at fluctuating rates and thereby expose the Company to interest rate risk on cash flows associated to interest payments. The senior notes bear interest at fixed rates and, as a result, no interest rate risk exists on these cash flows.

The bank term loan bears interest at variable rates and thereby exposes the Company to interest rate risk on cash flows associated to interest payments. As a result of such interest rate risk, the Company entered into interest rate swap agreements on February 4, 2013 for the initial term of the bank term loan facility, ending in December 2016, in which the Company agreed to exchange variable interest payments for fixed rate payments at specified intervals. In fiscal 2015, the bank term loans were extended to December 2019. The swap term will remain unchanged and the hedge is expected to continue to be effective for the remainder of its term, on \$562.5 million. The effective fixed interest rate is 1.58% (plus applicable spread). Refer to Note 10 for further details on the unsecured bank term loan facility. The Company has designated these interest rate swaps as cash flow hedges of interest rate risk in accordance with its risk management strategy.

On March 31, 2016, the cash flow hedges of interest rate risk were assessed to be highly effective and accordingly, an unrealized gain of \$3.8 million (net of tax of \$1.2 million) was recorded in other comprehensive income. These cash flow hedges were also deemed to be highly effective on March 31, 2015 and an unrealized loss of \$3.9 million (net of tax of \$1.3 million) was recorded in other comprehensive income (and an associated asset) as a result. The amounts recorded in the statement of comprehensive income are transferred to the statement of net earnings to offset interest on long-term debt when the interest expense is recorded in net earnings.

During the fiscal year, the Company entered into interest rate lock agreements to fix the interest rate related to future debt obligations in order to mitigate future market interest rate movements. The Company has designated these interest rate locks as cash flow hedges of interest rate risk and subsequent to the debt being issued, the amount in other comprehensive income would be reclassified to interest income when the interest is recorded in net earnings.

On March 31, 2016, the cash flow hedges of interest rate lock were assessed to be highly effective and accordingly, an unrealized loss of \$2.5 million (net of tax of \$0.9 million) was recorded in other comprehensive income.

For the fiscal year ended March 31, 2016, the interest expense on long-term debt totalled \$48.3 million (\$54.0 million in fiscal 2015). The interest accrued on March 31, 2016 was \$6.5 million (\$6.2 million at March 31, 2015).

As at March 31, 2016, the net amount exposed to short-term rates fluctuations was approximately \$384.6 million. Based on this exposure, an assumed 1% increase in the interest rate would have an unfavourable impact of approximately \$2.7 million on net earnings with an equal but opposite effect for an assumed 1% decrease.

FOREIGN EXCHANGE RISK

The Company operates internationally and is exposed to foreign exchange risk resulting from various foreign currency transactions. Foreign exchange transaction risk arises primarily from future commercial transactions that are denominated in a currency that is not the functional currency of the Company's business unit that is party to the transaction. In fiscal 2016, the Company entered into forward exchange contracts to sell US dollars and buy Australian dollars in order to mitigate market fluctuations in the US/AUD exchange rates for forecasted sales transactions. As at March 31, 2016, the cash flow hedges were highly effective and accordingly, the Company recognized an unrealized gain of \$3.2 million (net of tax of \$1.4 million) in other comprehensive income. An amount of \$2.3 million was reclassified to net earnings during fiscal 2016 related to these forward exchange contracts. In fiscal 2015, the Company did not have any outstanding foreign currency contracts as at the balance sheet and an amount of \$4.0 million was reclassified to net earnings.

The Company is mainly exposed to US dollar fluctuations. The following table details the Company's sensitivity to a 1% weakening of the Canadian dollar against the US dollar on net earnings and comprehensive income. For a 1% appreciation of the Canadian dollar against the US dollar, there would be an equal and opposite impact on net earnings and comprehensive income.

	2016		2015	
Change in net earnings	\$	3.4	\$	2.6
Change in comprehensive income	\$	29.1	\$	32.0

NOTE 20 FINANCIAL INSTRUMENTS (CONT'D)

COMMODITY PRICE RISK

In certain instances, the Company enters into futures contracts to hedge against fluctuations in the price of commodities. Outstanding contracts as at the balance sheet date had a negative fair value of approximately \$4.1 million (positive fair value of approximately \$1.0 million at March 31, 2015).

The Company applies hedge accounting for certain of these transactions. On March 31, 2016, these hedges (designated as cash flow hedges) were assessed to be highly effective and accordingly, an unrealized gain of \$9.0 million (net of tax of \$6.0 million) is recorded in other comprehensive income. The gain recorded in the statement of comprehensive income are transferred to the statement of net earnings when the related inventory is ultimately sold. On March 31, 2015, these hedges (designated as cash flow hedges) were assessed to be highly effective and accordingly, an unrealized gain of \$0.9 million (net of tax of \$0.6 million) is recorded in other comprehensive income.

FAIR VALUE OF FINANCIAL INSTRUMENTS

The Company has determined that the fair value of its financial assets and financial liabilities with short-term maturities approximates their carrying value. These financial instruments include cash and cash equivalents, receivables, bank loans, accounts payable and accrued liabilities. The table below shows the fair value and the carrying value of other financial instruments as at March 31, 2016 and March 31, 2015. Since estimates are used to determine fair value, they must not be interpreted as being realizable in the event of a settlement of the instruments.

	March 31, 2016		March 31, 2015	
	Fair value	Carrying value	Fair value	Carrying value
Cash flow hedges				
Interest rate derivatives (Level 2)	\$ (6.2)	\$ (6.2)	\$ (7.9)	\$ (7.9)
Commodity derivatives (Level 2)	(1.6)	(1.6)	1.4	1.4
Foreign exchange derivatives (Level 2)	7.9	7.9	-	-
Derivatives not designated in a formal hedging relationship				
Commodity derivatives (Level 2)	\$ (2.5)	\$ (2.5)	\$ (0.4)	\$ (0.4)
Long-term debt (Level 3)	1,461.5	1,453.2	1,592.6	1,570.0

The following table summarizes the financial instruments measured at fair value in the consolidated balance sheet as at March 31, 2016 and March 31, 2015, classified using the fair value hierarchy described in Note 3.

March 31, 2016	Level 1	Level 2	Level 3	Total
Cash and cash equivalents	\$ 164.3	\$ -	\$ -	\$ 164.3
Interest rate swaps	-	(6.2)	-	(6.2)
Commodity futures contracts	-	(4.1)	-	(4.1)
Foreign exchange contracts	-	7.9	-	7.9
	\$ 164.3	\$ (2.4)	\$ -	\$ 161.9
March 31, 2015	Level 1	Level 2	Level 3	Total
Cash and cash equivalents	\$ 72.6	\$ -	\$ -	\$ 72.6
Interest rate swaps	-	(7.9)	-	(7.9)
Commodity futures contracts	-	1.0	-	1.0
	\$ 72.6	\$ (6.9)	\$ -	\$ 65.7

Fair values of other assets, long-term debt and derivative financial instruments are determined using discounted cash flow models based on market inputs prevailing at the balance sheet date and are also obtained from financial institutions. Where applicable, these models use market-based observable inputs including interest-rate-yield curves, volatility of certain prices or rates and credit spreads. If market based observable inputs are not available, judgement is used to develop assumptions used to determine fair values. The fair value estimates are significantly affected by assumptions including the amount and timing of estimated future cash flows and discount rates. The Company's derivatives transactions are accounted for on a fair value basis.

NOTE 21 CAPITAL DISCLOSURES

The Company's objective in managing capital is to ensure sufficient liquidity to pursue its growth strategies and undertake selective acquisitions, while at the same time taking a conservative approach towards financial leverage and management of financial risk. An additional objective includes a target for long-term leverage of 2.0 times net debt to earnings before interest, income taxes, depreciation, amortization, gain on disposal of a business, acquisition, restructuring and other costs. From time to time, the Company may deviate from its long-term leverage target to pursue acquisitions and other strategic opportunities. Should such a scenario arise, the Company expects to deleverage over a reasonable period of time in order to seek to maintain its investment grade ratings. Also, the Company seeks to provide an adequate return to its shareholders. The Company believes that the purchases of its own shares may, under appropriate circumstances, be a responsible use of its capital.

The Company's capital is composed of net debt and equity. Net debt consists of long-term debt and bank loans, net of cash and cash equivalents. The Company's primary use of capital is to finance acquisitions.

The primary measure used by the Company to monitor its financial leverage is its ratio of net debt to earnings before interest, income taxes, depreciation, amortization, gain on disposal of a business, acquisition, restructuring and other costs. The net debt-to-earnings before interest, income taxes, depreciation, amortization, gain on disposal of a business, acquisition, restructuring and other costs ratios as at March 31, 2016 and March 31, 2015 are as follows:

	2016	2015
Bank loans	\$ 178.2	\$ 169.8
Long-term debt, including current portion	1,453.2	1,570.0
Cash and cash equivalents	(164.3)	(72.6)
Net debt	\$ 1,467.1	\$ 1,667.2
Earnings before interest, income taxes, depreciation, amortization, gain on disposal of a business, acquisition, restructuring and other costs	\$ 1,174.1	\$ 1,061.7
Net debt-to-earnings before interest, income taxes, depreciation, amortization, gain on disposal of a business, acquisition, restructuring and other costs	1.25	1.57

The Company has existing credit facilities which require a quarterly review of financial ratios and the Company is not in violation of any such ratio covenants as at March 31, 2016.

The Company is not subject to capital requirements imposed by a regulator.

NOTE 22 GAIN ON DISPOSAL OF A BUSINESS, ACQUISITION, RESTRUCTURING AND OTHER COSTS

Gain on disposal of a business, acquisition, restructuring and other costs are summarized as follows:

	2016	2015
Restructuring and other costs (cost reversal)	\$ 31.2	\$ (7.2)
Acquisition costs	3.0	0.7
Gain on disposal of a business	-	(25.9)
Total	\$ 34.2	\$ (32.4)

Restructuring and other costs (cost reversal)

In fiscal 2016, the Company announced the closures of three facilities. The closures are scheduled for June 2016, August 2016 and December 2017.

Costs associated with the closures recorded in fiscal 2016 and reversal of costs in fiscal 2015 regarding restructuring activities are summarized in the table below:

	2016	2015
Write down of non-current assets	\$ 25.7	\$ (4.5)
Severance	5.5	(1.1)
Other	-	(1.6)
Total costs (reversal)	\$ 31.2	\$ (7.2)

The write down of non-current assets consists of impairment charges to property, plant and equipment to bring them to the lower of carrying value and recoverable amount. The total after tax costs for fiscal 2016 are \$18.9 million.

The restructuring costs recorded in fiscal 2016 represent estimated expenses required to restructure these operations. Liabilities related to severance expenditures have been grouped within current and non-current liabilities on the balance sheet.

Reversal of costs in fiscal 2015 are due to the cancellation of a planned plant closure and lower than anticipated closure costs. Amounts due to the cancellation of the plant closure were reversed back to property, plant and equipment. The total after tax effect is \$4.2 million.

Acquisition costs

In fiscal 2016, the Company incurred acquisition costs of \$3.0 million (\$2.4 million after tax) in relation to the business acquisitions (\$0.7 million or \$0.5 million after tax in fiscal 2015).

Gain on disposal of a business

On February 2, 2015, the Company sold Saputo Bakery Inc., its Bakery Division which was classified within the Canada Sector, to Canada Bread Company, Limited, a subsidiary of Grupo Bimbo S.A.B. de C.V. for a selling price of \$114.3 million on a debt-free basis. The Company recorded a gain of \$25.9 million on disposal. The Bakery Division's revenues (approximately \$107.0 million) represented approximately 1% of Saputo's consolidated revenues.

NOTE 23 SEGMENTED INFORMATION

The Company reports under three geographic sectors. The Canada Sector consists of Dairy Division (Canada). The USA Sector aggregates the Cheese Division (USA) and the Dairy Foods Division (USA). Finally, the International Sector aggregates the Dairy Division (Argentina), the Dairy Ingredients Division and the Dairy Division (Australia). The Dairy Ingredients Division includes national and export ingredients sales from the North American divisions, as well as cheese exports from these same divisions.

These reportable sectors are managed separately as each sector represents a strategic business unit that offers different products and serves different markets. The Company measures geographic and sector performance based on earnings before interest, income taxes, depreciation, amortization, gain on disposal of a business, acquisition, restructuring and other costs.

Management has aggregated the Cheese Division (USA) and the Dairy Foods Division (USA) due to similarities in long-term average return and correlated market factors driving pricing strategies that affect the operations of both divisions. The divisions within the International Sector have been combined due to similarities in global market factors and production processes.

The accounting policies of the sectors are the same as those described in Note 3 relating to significant accounting policies.

Information on reportable sectors

Years ended March 31		
	2016	2015
Revenues		
Canada	\$ 3,801.5	\$ 3,835.8
USA	5,786.7	5,279.6
International	1,403.3	1,542.3
	\$ 10,991.5	\$ 10,657.7
Earnings before interest, income taxes, depreciation, amortization, gain on disposal of a business, acquisition, restructuring and other costs		
Canada	\$ 413.5	\$ 404.5
USA	725.5	534.9
International	35.1	122.3
	\$ 1,174.1	\$ 1,061.7
Depreciation and amortization		
Canada	\$ 55.1	\$ 59.5
USA	120.0	92.7
International	23.5	18.7
	\$ 198.6	\$ 170.9
Gain on disposal of a business	-	(25.9)
Acquisition, restructuring and other costs	34.2	(6.5)
Financial charges, net	70.4	73.3
Earnings before income taxes	870.9	849.9
Income taxes	269.5	237.0
Net earnings	\$ 601.4	\$ 612.9

NOTE 23 SEGMENTED INFORMATION (CONT'D)

Geographic information

	March 31, 2016	March 31, 2015
Total Assets		
Canada	\$ 1,955.6	\$ 1,810.1
USA	4,046.7	3,875.7
International	1,170.0	1,114.5
	\$ 7,172.3	\$ 6,800.3
Net book value of property, plant and equipment		
Canada	\$ 585.1	\$ 579.5
USA	1,248.1	1,227.8
International	252.8	265.8
	\$ 2,086.0	\$ 2,073.1
Total liabilities		
Canada	\$ 1,758.2	\$ 2,009.0
USA	704.2	675.2
International	640.1	487.5
	\$ 3,102.5	\$ 3,171.7

NOTE 24 DIVIDENDS

During the year ended March 31, 2016, the Company paid dividends totalling \$210.0 million, or \$0.54 per share (\$197.7 million, or \$0.52 per share for the year ended March 31, 2015).

EXHIBIT TO THE CONSOLIDATED FINANCIAL STATEMENTS (UNAUDITED)

Calculation of Earnings Coverage Ratio

The following table sets forth the earnings coverage ratio for the 12-month period ended March 31, 2016:

Earnings coverage ratio	13.36 times
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The earnings coverage ratio is equal to net earnings (before interest on long-term debt and other financial charges and incomes taxes) for the applicable period divided by interest on long-term debt and other financial charges for the applicable period.

Head Office

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Annual Meeting of Shareholders

Tuesday, August 2, 2016, at 10 a.m.
Laval Room, Hotel Sheraton Laval
2440 Autoroute des Laurentides
Laval, QC Canada H7T 1X5

Investor Relations

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Stock Exchange

Toronto Stock Exchange
Symbol: SAP

Transfer Agent

Computershare Trust Company of Canada
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Montréal, QC Canada H3A 3S8
Telephone: 514-982-7888

External Auditors

Deloitte LLP, Montréal, QC, Canada

Dividend Policy

Saputo Inc. declares quarterly cash dividends on common shares at \$0.135 per share, representing a yearly dividend of \$0.54 per share. The balance of the Company's earnings is reinvested to finance the growth of its business.

The Board of Directors reviews the Company's dividend policy from time to time, but at least once annually, based on financial condition, financial performance, capital requirements and such other factors as are deemed relevant by the Board in its sole discretion.



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