TWC ENTERPRISES LIMITED

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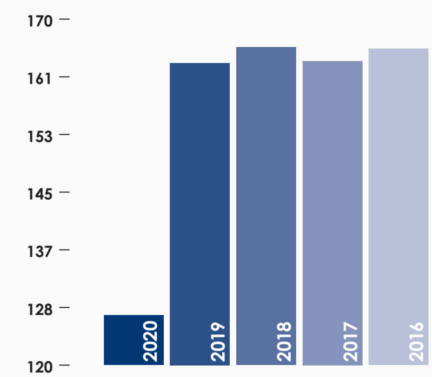
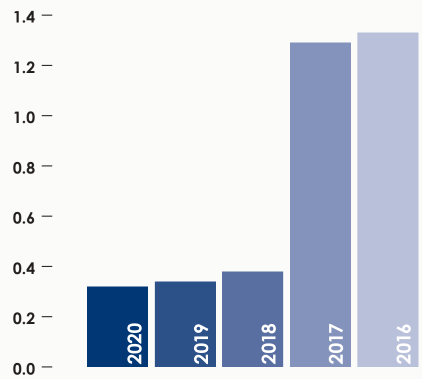
ANNUAL REPORT 2020

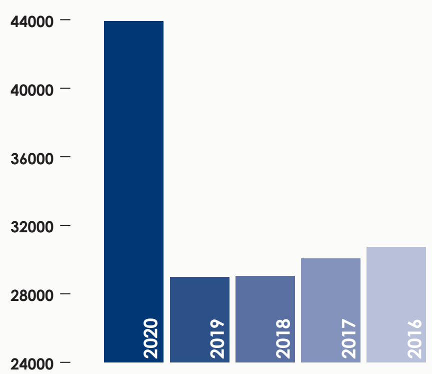
TWC ENTERPRISES LIMITED



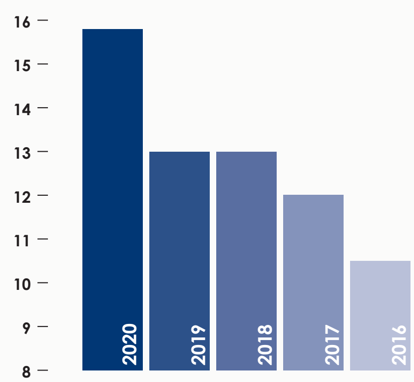
OPERATING REVENUE (millions of dollars)



GROSS BORROWINGS TO SHAREHOLDERS' EQUITY RATIO



NET OPERATING INCOME (millions of dollars)



CLOSING PRICE PER SHARE ON TSX ($)

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TWC is engaged in golf club operations under the trade-mark "ClubLink One Membership More Golf". ClubLink is Canada's largest owner, operator and manager of golf clubs with 48½, 18-hole equivalent championship and 3½, 18-hole equivalent academy courses (including one managed property) at 37 locations, primarily in Ontario, Quebec and Florida.

FRONT COVER PHOTO: GABE GALLUCCI
BACK COVER PHOTO: GARY YEE

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FINANCIAL HIGHLIGHTS

The following table summarizes the consolidated five year financial results of the Company:

For the Years Ended December 31	**2020**	2019	2018	2017	2016
OPERATIONS					
Operating revenue ($000)	**127,216**	163,641	165,941	163,950	165,722
Net operating income ($000)[1]	**43,911**	28,986	29,029	30,060	30,741
Operating margin (%)[1]	**25.2**	17.7	17.5	18.3	18.5
Net earnings (loss) from continuing operations ($000)	**971**	4,904	9,206	(28,303)	3,660
Net earnings from discontinued operations ($000)	**-**	-	216,983	30,321	14,094
Net earnings ($000)[1]	**971**	4,904	226,189	2,018	17,754
OPERATING DATA					
CLUBLINK ONE MEMBERSHIP MORE GOLF					
Canadian full privilege golf members	**14,705**	14,193	14,602	14,991	15,077
Championship rounds - Canada[2]	**1,223,000**	1,069,000	1,019,000	1,058,000	1,063,000
18-hole equivalent championship golf courses - Canada[2,3]	**39.5**	41.5	41.5	42.5	42.5
18-hole equivalent managed golf courses - Canada	**1.0**	1.0	1.0	-	-
Championship rounds - US[2]	**249,000**	331,000	334,000	340,000	373,000
18-hole equivalent championship golf courses - US[2,3]	**8.0**	11.0	11.0	11.0	11.0
COMMON SHARE DATA (000)					
Shares outstanding at year end	**25,017**	26,736	27,286	27,346	27,346
Weighted average shares outstanding	**25,981**	27,111	27,331	27,346	27,345
PER COMMON SHARE DATA ($)					
Basic and diluted earnings (loss) from continuing operations	**0.04**	0.18	0.34	(1.04)	0.13
Basic and diluted earnings from discontinued operations	**-**	-	7.94	1.11	0.52
Basic and diluted earnings	**0.04**	0.18	8.28	0.07	0.65
Eligible cash dividend	**0.08**	0.08	0.08	0.08	0.06
Eligible stock dividend	**-**	-	-	-	0.075
FINANCIAL POSITION					
Total assets ($000)	**632,382**	675,606	703,076	630,054	679,116
Gross borrowings including lease liabilities ($000)	**130,968**	148,947	167,365	301,893	318,531
Shareholders' equity ($000)	**414,369**	436,530	438,581	233,158	238,955
Gross borrowings to shareholders' equity ratio	**0.32**	0.34	0.38	1.29	1.33
Net book value per share[1]	**16.56**	16.33	16.07	8.53	8.74

(1) Net operating income, operating margin and net book value per share are not recognized measures under International Financial Reporting Standards ("IFRS"). Management believes that, in addition to net earnings, these measures are useful supplemental information to provide investors with an indication of the Company's performance. Investors should be cautioned, however, that these measures should not be construed as an alternative to net earnings determined in accordance with IFRS as an indicator of the Company's performance or to cash flows from operating, investing and financing activities, as a measure of liquidity and cash flows. TWC's method of calculating these measures is consistent from year to year, but may be different than those used by other companies (see "Management's Discussion and Analysis of Financial Condition and Results of Operations").
(2) Excluding academy courses.
(3) 18-hole equivalent championship golf courses operating during the year ended December 31.

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GOLF COURSE LOCATIONS (37)

National Capital Region (Ottawa) (4)
- Club de golf Hautes Plaines
- Eagle Creek Golf Club
- GreyHawk Golf Club
- Kanata Golf and Country Club

Montreal/Tremblant (3)
- Club de golf Islesmere
- Club de golf Rosemère (managed club)
- Le Maître de Mont-Tremblant

Muskoka (3)
- Grandview Golf Club
- Rocky Crest Golf Club
- The Lake Joseph Club

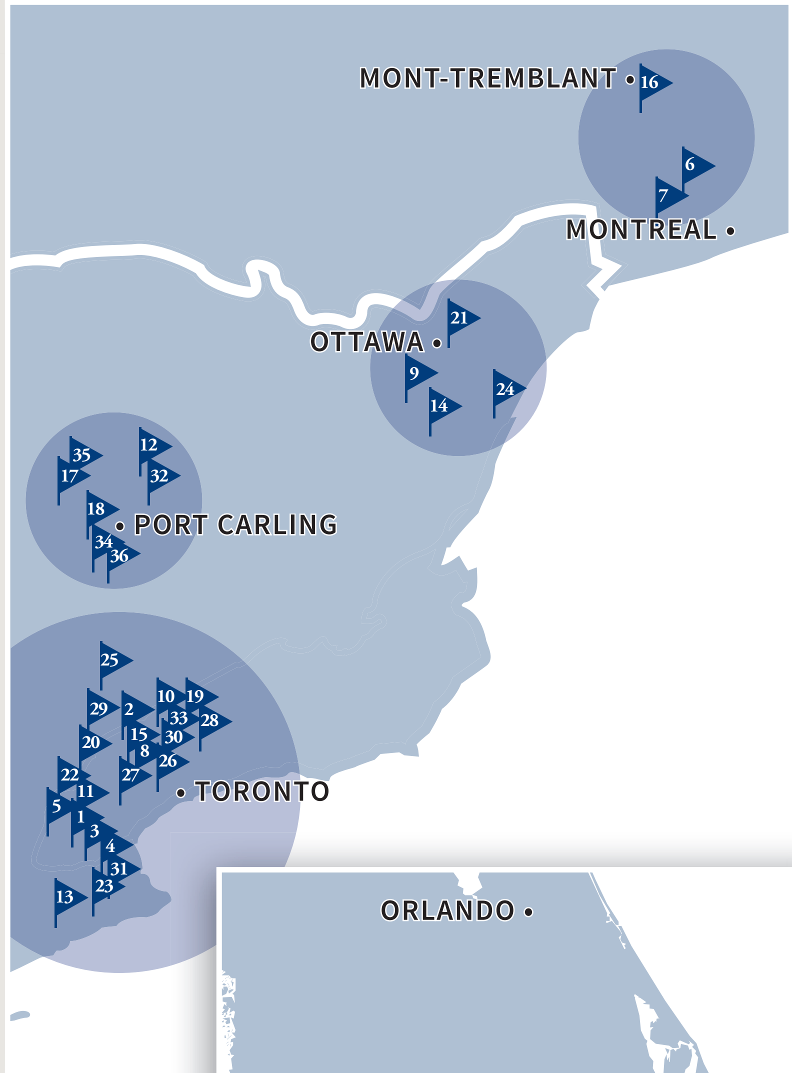
Northeast Greater Toronto Area (10)
- Bethesda Grange/Rolling Hills Golf Clubs
- Cherry Downs Golf and Country Club
- DiamondBack Golf Club
- Emerald Hills Golf Club
- King Valley Golf Club
- King's Riding Golf Club
- National Pines Golf Club
- Station Creek Golf Club
- The Club at Bond Head
- Wyndance Golf Club

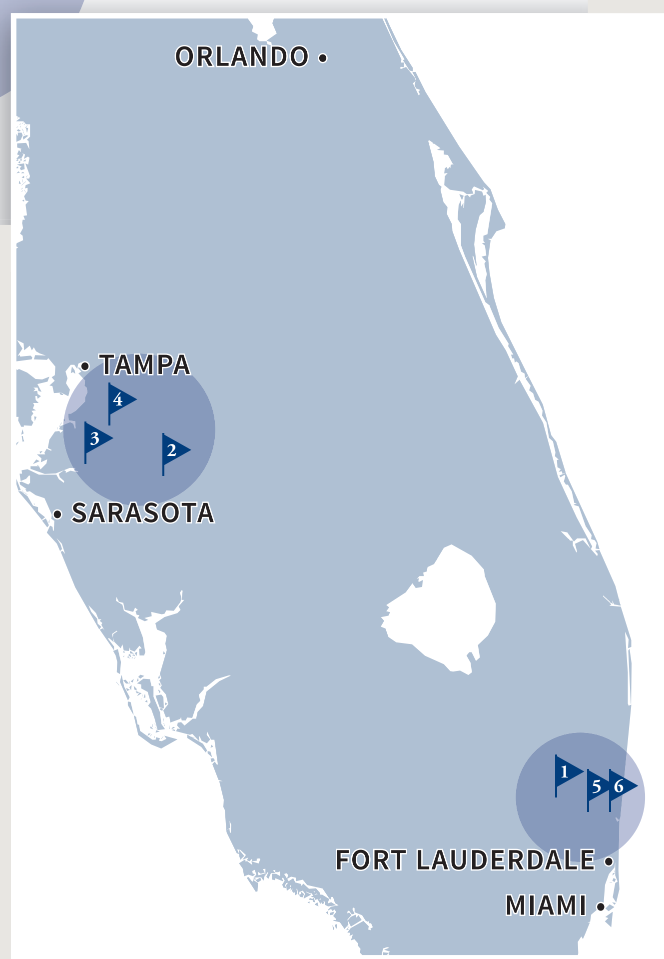
West Greater Toronto Area (11)
- Blue Springs Golf Club
- Caledon Woods Golf Club
- Eagle Ridge Golf Club
- Glen Abbey Golf Club
- Glencairn Golf Club
- Glendale Golf and Country Club
- Greystone Golf Club
- Heron Point Golf Links
- Hidden Lake Golf Club
- RattleSnake Point Golf Club
- The Country Club

Central Florida (3)
- Club Renaissance
- Sandpiper Golf Club
- Scepter Golf Course

Southeast Florida (3)
- Palm Aire Country Club (Oaks, Cypress)
- Palm Aire Country Club (Palms)
- TPC Eagle Trace

ONTARIO/QUEBEC REGION





FLORIDA REGION

GOLF CLUB AND RESORT PROPERTY LISTING (see map on page 3)

	Championship Golf Holes	Academy Golf Holes	Future Golf Holes	Current Rooms	Surplus Land in Acres
ONTARIO/QUEBEC REGION					
Prestige					
1. Greystone Golf Club, Milton, Ontario	18	–	–	–	–
2. King Valley Golf Club, The Township of King, Ontario	18	–	–	–	–
3. RattleSnake Point Golf Club, Milton, Ontario	36	9	–	–	–
Hybrid – Prestige					
4. Glen Abbey Golf Club, Oakville, Ontario	18	–	–	–	–
Platinum					
5. Blue Springs Golf Club, Acton, Ontario	18	9	–	–	–
6. Club de Golf Islesmere, Laval, Quebec (a)	27	–	–	–	–
7. Club de Golf Rosemère, Blainville, Quebec (b)	18	–	–	–	–
8. DiamondBack Golf Club, Richmond Hill, Ontario	18	–	–	–	–
9. Eagle Creek Golf Club, Dunrobin, Ontario	18	–	–	–	–
10. Emerald Hills Golf Club, Whitchurch-Stouffville, Ontario	27	–	–	–	–
11. Glencairn Golf Club, Milton, Ontario	27	–	–	–	–
12. Grandview Golf Club, Huntsville, Ontario	18	–	18	–	–
13. Heron Point Golf Links, Ancaster, Ontario	18	–	–	–	–
14. Kanata Golf & Country Club, Kanata, Ontario	18	–	–	–	–
15. King's Riding Golf Club, The Township of King, Ontario	18	–	–	–	–
16. Le Maître de Mont-Tremblant, Mont-Tremblant, Quebec	18	–	–	–	–
17. Rocky Crest Golf Club, Mactier, Ontario	18	–	18	–	–
18. The Lake Joseph Club, Port Carling, Ontario	18	9	–	–	–
19. Wyndance Golf Club, Uxbridge, Ontario	18	9	–	–	–
Gold					
20. Caledon Woods Golf Club, Bolton, Ontario	18	–	–	–	–
21. Club de Golf Hautes Plaines, Gatineau, Quebec	18	–	–	–	–
22. Georgetown Golf Club, Georgetown, Ontario	18	–	–	–	–
23. Glendale Golf and Country Club, Hamilton, Ontario	18	–	–	–	–
24. GreyHawk Golf Club, Ottawa, Ontario	36	–	–	–	–
25. National Pines Golf Club, Innisfil, Ontario (a)	18	–	–	–	–
26. Station Creek Golf Club, Whitchurch-Stouffville, Ontario	36	–	–	–	–
27. The Country Club, Woodbridge, Ontario (a)	36	9	–	–	–
Hybrid – Gold					
28. Cherry Downs Golf & Country Club, Pickering, Ontario	18	9	18	–	–
29. The Club at Bond Head, Bond Head, Ontario (a)	36	–	–	–	–
Hybrid – Silver					
30. Bethesda Grange, Whitchurch-Stouffville, Ontario	18	–	–	–	–
31. Hidden Lake Golf Club, Burlington, Ontario	36	–	–	–	–
Daily Fee					
32. Grandview Inn Course, Huntsville, Ontario	–	9	–	–	–
33. Rolling Hills Golf Club, Whitchurch-Stouffville, Ontario	36	–	–	–	–
Muskoka, Ontario Resorts					
34. The Lake Joseph Club, Port Carling, Ontario	–	–	–	25	–
35. Rocky Crest Resort/Lakeside at Rocky Crest, Mactier, Ontario (c)	–	–	–	84	–
36. Sherwood Inn, Port Carling, Ontario	–	–	–	49	–
FLORIDA REGION					
Hybrid – Prestige					
1. TPC Eagle Trace, Coral Springs, Florida	18	–	–	–	–
Hybrid – Platinum					
2. Club Renaissance, Sun City Center, Florida	18	–	–	–	–
Gold					
3. Scepter Golf Club, Sun City Center, Florida	27	–	–	–	–
Hybrid – Silver					
4. Sandpiper Golf Club, Sun City Center, Florida	27	–	–	–	–
Daily Fee					
5. Palm Aire Country Club (Oaks, Cypress), Pompano Beach, Florida	36	–	–	–	–
6. Palm Aire Country Club (Palms), Pompano Beach, Florida	18	–	–	–	–
OTHER					
Kings Point Golf Club, Sun City Center, Florida (d)	–	–	–	–	51
Caloosa Greens Golf Club, Sun City Center, Florida (d)	–	–	–	–	70
Highland Gate, Aurora, Ontario (50%)	–	–	–	–	101
Falcon Watch Golf Club, Sun City Center, Florida (d)	–	–	–	–	116
North Lakes Golf Club, Sun City Center, Florida (d)	–	–	–	–	170
King Haven, The Township of King, Ontario	–	–	–	–	278
Heron Bay Golf Club, Coral Springs, Florida (d)	–	–	–	–	240
Woodlands Country Club, Tamarac, Florida (d)	–	–	–	–	279
Total 18-hole Equivalent Courses, Rooms, Acres	48.5	3.5	3.0	158	1,305

Notes: (a) Operated by ClubLink under long-term leases.
(b) Property managed by ClubLink (formerly known as Club de Golf Le Fontainebleau)
(c) Rocky Crest Resort consists of 65 units and Lakeside at Rocky Crest consists of 19 units.
(d) These properties are closed.

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CHAIRMAN'S MESSAGE

K. (RAI) SAHI
Chairman, President and Chief Executive Officer

Fellow Shareholders:

This past year had its share of challenges, but also rewards.

With the start of the season coinciding with the impact of the COVID-19 pandemic, there were concerns about when we would be able to open and also how we would operate our golf course assets. The delay to the 2020 season imposed by the spring lockdowns allowed our operations staff to produce a series of operating protocols to ensure the safety of our staff, our members and our customers.

The feedback about these operating procedures from our members and our customers was extremely positive. Golf transformed into a very effective way for folks to stay in touch during the pandemic with their friends and family while ensuring proper safety and physical distancing protocols were followed.

Our Canadian golf rounds increased almost 15% in 2020, notwithstanding our golf courses were closed for a month and we operated two less properties.

We plan to operate in 2021 in a similar manner to 2020. We believe that there will continue to be a strong demand for golf this coming year, however there will be a minimal amount of group business such as weddings and banquets. Corporate events will still be significantly less than normal.

ClubLink continues to deliver a high-quality experience to our valued members at our Canadian golf operations due to the professionalism of our employees. We feel gratitude to our members for their support, and to our dedicated employees for whom we focus on creating a positive and engaging environment. Our members and employees have made us Canada's leading golf company.

I also offer a great deal of thanks to our directors for their wisdom and guidance, as well as to our valued shareholders for their support.

K. (Rai) Sahi
Chairman, President and Chief Executive Officer

PHOTO: PETE DI BARTOLOMEO

This management's discussion and analysis of financial condition and results of operations ("MD&A") should be read in conjunction with TWC Enterprises Limited's ("TWC" or the "Company", formerly ClubLink Enterprises Limited) audited consolidated financial statements and accompanying notes for the year ended December 31, 2020. This MD&A has been prepared as at March 5, 2021 and all amounts are in Canadian dollars unless otherwise indicated.

In this document, unless otherwise indicated, all financial data are prepared in accordance with International Financial Reporting Standards ("IFRS").

FORWARD-LOOKING STATEMENTS

Statements contained herein that are not based on historical or current fact, including without limitation, statements containing the words "anticipate", "believe","may", "continue", "estimate", "expects", "will" and words of similar expression, constitute "forward-looking statements". Such forward-looking statements involve known and unknown risks, uncertainties and other factors that may cause the actual results, events or developments to be materially different from any future results, events or developments expressed or implied by such forward-looking statements. Such factors include, among others, the following: general economic and business conditions, both nationally and in the regions in which the Company operates; changes in business strategy or development/acquisition plans; environmental exposures; financing risk; existing governmental regulations and changes in, or the failure to comply with, governmental regulations; liability and other claims asserted against the Company; and other factors including risks and uncertainties relating to the COVID-19 pandemic referred to in the Company's filings with Canadian securities regulators. Given these uncertainties, readers are cautioned not to place undue reliance on such forward-looking statements. The Company does not assume the obligation to update or revise any forward-looking statements.

The above list of important factors affecting forward-looking information is not exhaustive, and reference should be made to the other risks discussed in TWC's filings with Canadian securities regulatory authorities. TWC undertakes no obligation, except as required by law, to update publicly or otherwise any forward-looking information, whether as a result of new information, future events or otherwise, or the above list of factors affecting this information.

Given the impact of the changing circumstances surrounding the COVID-19 pandemic and the related response from the Company, governments (federal, provincial and municipal), regulatory authorities, businesses and customers, there is inherently more uncertainty associated with the Company's assumptions as compared to prior periods. These assumptions and related risks, many of which are confidential, include but are not limited to management expectations with respect to the factors above as well as general economic conditions, which includes the impact on the economy and financial markets of the COVID-19 pandemic and other health risks.

NON-IFRS MEASURES

The Company has prepared the financial information contained in this discussion and analysis in accordance with IFRS. Reference is also made to net operating income, operating margin, cash flow from operations, funds from operations and adjusted funds from operations. The calculations of these measures can be found embedded in the MD&A.

TWC uses non-IFRS measures as a benchmark measurement of our own operating results and as a benchmark relative to our competitors. We consider these non-IFRS measures to be a meaningful supplement to net earnings. We also believe these non-IFRS measures are commonly used by securities analysts, investors and other interested parties to evaluate our financial performance. These measures, which included direct operating expenses and net operating income do not have standardized meaning under IFRS. While these non-IFRS measures have been disclosed herein to permit a more complete comparative analysis of the Company's operating performance and debt servicing ability relative to other companies, readers are cautioned that these non-IFRS measures as reported by TWC may not be comparable in all instances to non-IFRS measures as reported by other companies.

The glossary of financial terms is as follows:

Direct operating expenses = expenses that are directly attributable to the Company's business units and are used by management in the assessment of their performance. These exclude expenses which are attributable to corporate decisions such as impairment.

Net operating income = operating revenue - direct operating expenses

Operating margin = net operating income/operating revenue

Operating property, plant and equipment expenditures = capital expenditures to maintain existing operations

Expansion property, plant and equipment expenditures = capital expenditures which expand existing operations

Net operating income is an important metric used by management in evaluating the Company's operating performance as it represents the revenue and expense items that can be directly attributable to the specific business unit's ongoing operations. It is not a measure of financial performance under IFRS and should not be considered as an alternative to measures of performance under IFRS. The most directly comparable measure specified under IFRS is net earnings.

BUSINESS STRATEGY AND CORPORATE OVERVIEW

TWC operates in the golf operations business segment. In addition, the corporate operations segment oversees the golf operations segment and considers investment opportunities. Effective July 31, 2018, the rail and port operating business segment was sold.

TWC's strategic objective is to grow long-term shareholder value by improving net operating income and operating margins of its underlying business as well as considering options to unlocking long-term value from its investment in land.

TWC is also involved with considering investment opportunities.

OVERVIEW OF BUSINESS SEGMENTS

Golf Club Operations Segment

TWC is engaged in golf club operations under the trademark "ClubLink One Membership More Golf" ("ClubLink"). ClubLink is Canada's largest owner, operator and manager of golf clubs with 48½, 18-hole equivalent championship and 3½, 18-hole equivalent academy courses, at 37 locations in two separate geographical Regions: (a) Ontario/Quebec (including one managed property) and (b) Florida.

ClubLink's golf clubs are strategically organized in clusters that are located in densely populated metropolitan areas and resort destinations frequented by those who live and work in these areas. By operating in Regions, ClubLink is able to offer golfers in their Region a wide variety of unique membership, daily fee, corporate event and resort opportunities. ClubLink is also able to obtain the benefit of operating synergies to maximize revenue and achieve economies of scale to reduce costs.

Revenue at all golf club properties is enhanced by cross-marketing, as the demographics of target markets for each are substantially similar. Revenue is further improved by corporate golf events, business meetings and social events that utilize golf capacity and related facilities at times that are not in high demand by ClubLink's members. Due to COVID-19, this supplemental revenue was minimal in 2020 and will again be significantly lower than normal in 2021.

Member and Hybrid Golf Club revenue is maximized by the sale of flexible personal and corporate memberships that offer reciprocal playing privileges at ClubLink golf clubs. In recent years, ClubLink has been focusing on providing enhanced value for its memberships as well as cultivating a family-type atmosphere at its golf clubs.

Daily fee golf club revenue is maximized through unique and innovative marketing programs in conjunction with dynamic pricing.

ClubLink also has annual membership programs, which are unique to each Region. These product offerings include Players Card and Players Club in the Ontario/Quebec Region; as well as the ClubLink Card in the Florida Region. While traditional full privilege golf members have been declining, ClubLink has been focusing on these supplemental categories to replace annual dues revenue.

(a) Ontario/Quebec

ClubLink's Ontario/Quebec Region is organized into two clusters: the major metropolitan areas of Southern Ontario and Muskoka, Ontario's premier resort area, extending from Hamilton to Huntsville to Pickering, with a particularly strong presence in the Greater Toronto Area; and Quebec/Eastern Ontario, extending from the National Capital Region to Montreal, including Mont-Tremblant, Quebec's premier resort area.

In 2021, ClubLink will be operating 25 Ontario/Quebec Region Member Golf Clubs in three categories as follows:

Prestige:	Greystone, King Valley, RattleSnake Point
Platinum:	Blue Springs, DiamondBack, Eagle Creek, Emerald Hills, Georgetown, Glencairn, Grandview, Heron Point, Islesmere, Kanata, King's Riding, Lake Joseph, Le Maître, Rocky Crest, Wyndance
Gold:	Caledon Woods, Country Club, Glendale, GreyHawk, Hautes Plaines, National Pines, Station Creek

In 2021, ClubLink will be managing one golf club on behalf of other owners as follows:

Club de Golf Le Fontainebleau was purchased by Club de Golf Rosemère on December 14, 2018 and changed its name to Club de Golf Rosemère. ClubLink retains a management fee arrangement of Fontainebleau.

Greenhills Golf Club was sold on February 4, 2020.

OVERVIEW OF BUSINESS SEGMENTS (continued)

Golf Club Operations Segment (continued)

(a) Ontario/Quebec (continued)

In 2021, ClubLink will be operating five Ontario/Quebec Region Hybrid Golf Clubs in three categories as follows:

Hybrid – Prestige: Glen Abbey

Hybrid – Gold: Cherry Downs, The Club at Bond Head

Hybrid – Silver: Bethesda Grange, Hidden Lake

Val des Lacs was closed for the 2020 operating season and was subsequently sold on July 13, 2020.

Hybrid Golf Clubs are available for daily fee (public) play, reciprocal access by other ClubLink Members and provide a home club for Members with reciprocal access to the ClubLink system.

In 2021, ClubLink will be operating two Ontario/Quebec Region Daily Fee Golf Clubs as follows:

Daily Fee: Grandview Inn, Rolling Hills

ClubLink has approximately 350 Players Card memberships. Players Card annual memberships allow golfers unlimited access to Rolling Hills during spring and fall shoulder seasons in addition to twilight golf during the summer season. A fixed number of rounds certificates are also included with each Players Card.

ClubLink has approximately 3,400 Players Club memberships. The Players Club memberships have varying degrees of access to ClubLink's daily fee golf clubs at different price points.

Players Card and Players Club member databases also provide ClubLink an opportunity to cultivate these relationships into a full privilege golf membership.

ClubLink owns sufficient land to develop an additional 18 holes at Cherry Downs Golf Club in Pickering, Grandview Golf Club in Muskoka and Rocky Crest Golf Club in Muskoka.

In 2021, ClubLink will be operating The Lake Joseph Club, Rocky Crest Resort and Sherwood Inn.

The Lake Joseph Club and Rocky Crest Resort operate seasonally from May to October while Sherwood Inn is available during the off season for group and weekend bookings.

ClubLink's remaining Muskoka land holdings, excluding golf course development sites, include zoned and serviced land that are capable of supporting a substantial number of resort rooms/villas, conference facilities and residential homes.

(b) United States

ClubLink's Florida Region includes eight 18-hole equivalent championship golf courses.

In 2021, ClubLink will be operating six Florida Region Golf Clubs as follows:

TPC Eagle Trace, Club Renaissance, Scepter, Sandpiper, Palm Aire (Cypress/Oaks), Palm Aire (Palms)

In 2019, Heron Bay Golf Club was closed.

In 2020, Woodlands Golf and Country Club was closed as part of the mandated closures from the COVID-19 pandemic. Due to years of declining performance, it was not re-opened.

Corporate Operations Segment

TWC's objective at the corporate level is to identify opportunities to generate incremental returns and cash flow. Historically, the nature of these investments included debt and equity instruments in both public and private organizations.

SIGNIFICANT EVENT

Operating Update - COVID-19 Pandemic

The Company recognizes the impact COVID-19 has on its properties along with its operations. All of the Company's properties were closed on March 20th. Renaissance and Scepter re-opened on April 15th and the rest of the Florida properties re-opened on May 2nd. Ontario properties re-opened on May 16th and Quebec properties re-opened on May 20th as governmental orders were lifted. Certain food and beverage operations were also mandated to be closed in the fall of 2020 due to government imposed lockdowns. This has and will continue to impact into 2021 certain revenue streams such as corporate events, banquets, weddings and food and beverage.

In March, ClubLink activated its Crisis Management Team which was mandated to maintain a safe environment for our members, customers and employees, coordinating efforts across our portfolio, standardizing communications and responding as circumstances demand.

With the guidance of public health authorities, and at the direction of various levels of government, ClubLink has implemented measures to help reduce the spread of COVID-19 including:

- temporarily eliminating services deemed to be risky;
- intensified cleaning, focusing staff efforts on cleaning high-touch point areas at all our properties using approved cleaning products;
- management offices are staffed but doors are locked;
- non critical maintenance work has been deferred;
- added additional hand sanitizers to help customers and employees maintain recommended practices for hand washing; and
- posted health and safety best practice reminders to increase awareness of the most current guidelines.

The Company modified property access to limit the number of people at large, reduce group gatherings and maintain physical distance between customers. As restrictions have been lifted and more services have been re-introduced, access to the property still requires an appointment (for example, pre-booked tee times). A "greeter" position was created and stationed at the entrance to each property, with the sole responsibility being to approve access to the property and educate incoming customers on current COVID-19 operating procedures and expectations.

The Company adopted a mandatory mask or face covering policy for all indoor public spaces at all properties including the corporate office. This includes all staff, customers and visitors entering the bathrooms, golf shops, halfway houses, bistros, and all other common areas. A COVID-19 screening questionnaire was also introduced for all members and guests prior to accessing a property. Ontario properties are following the mandatory COVID-19 screening of employees and visitors prior to entering the workplace, including outdoor workplaces.

It is expected that the above protocols will be in place for the 2021 operating season. The Company is actively monitoring the ongoing developments with regards to COVID-19 and are committed in ensuring a healthy and safe environment, adjusting our service model as necessary.

Operating Update

Out of an abundance of caution for the safety of our guests and employees, ClubLink will be limiting group events for 2021 to certain thresholds. Revenue from group events was minimal for 2020. While the decline in activity from group bookings resulted in decreased revenue, it enabled ClubLink to accommodate the overwhelming demand for tee times from members and customers.

As restricted dining has been allowed to resume, the Company has implemented safety measures to maintain physical distancing. It is expected that there will continue to be restrictions on food and beverage services for 2021. ClubLink did not host any Christmas parties and is monitoring whether it will accept any wedding or meeting business in 2021.

In order to mitigate the impact of these revenue shortfalls, ClubLink filed for the Canada Emergency Wage Subsidy.

Due to very strong demand for golf as an alternative to other activities which are not feasible during the pandemic, golf revenue has increased substantially in addition to increased membership sales since June 2020.

SUMMARY OF CANADIAN/US EXCHANGE RATES USED FOR TRANSLATION PURPOSES

The following exchange rates translate one US dollar into the Canadian dollar equivalent.

	2020	2019	2018
Balance Sheet, at December 31	**1.2732**	1.2988	1.3642
Statement of Earnings, average for the year	**1.3412**	1.3268	1.2961

SELECTED FINANCIAL INFORMATION

The table below sets forth selected financial data relating to the Company's fiscal years ended December 31, 2020, December 31, 2019 and December 31, 2018. This financial data is derived from the Company's audited consolidated financial statements, which are prepared in accordance with IFRS.

(thousands of Canadian dollars, except per share amounts)	**2020**	2019	2018	**% Change 2020/2019**	% Change 2019/2018
OPERATING REVENUE	**$ 127,216**	$ 163,641	$ 165,941	**(22.3%)**	**(1.4%)**
DIRECT OPERATING EXPENSES	**83,305**	134,655	136,912	**(38.1%)**	**(1.7%)**
NET OPERATING INCOME	**43,911**	28,986	29,029	**51.5%**	**(0.1%)**
Operating margin (%)	**34.5%**	17.7%	17.5%	**42.4%**	**1.1%**
Amortization of membership fees	**4,585**	5,146	6,697	**(10.9%)**	**(23.2%)**
Depreciation, amortization and lease expense	**(19,249)**	(20,119)	(20,534)	**(4.3%)**	**(2.0%)**
Interest, net and investment income	**(3,609)**	(4,923)	(11,447)	**(26.7%)**	**(57.0%)**
Other items	**(21,458)**	(1,644)	16,720	**1,205.2%**	**N/A**
Impairment expense	**-**	(352)	(7,865)	**(100.0%)**	**(97.8%)**
Income taxes	**(3,209)**	(2,190)	(3,394)	**46.5%**	**(35.5%)**
NET EARNINGS FROM CONTINUING OPERATIONS	**971**	4,904	9,206	**(80.2%)**	**(46.7%)**
NET EARNINGS FROM DISCONTINUED OPERATIONS	**-**	-	216,983	**-**	**N/A**
NET EARNINGS	**$ 971**	$ 4,904	$ 226,189	**(80.2%)**	**N/A**
BASIC AND DILUTED EARNINGS PER SHARE FROM CONTINUING OPERATIONS	**$ 0.04**	$ 0.18	$ 0.34	**(77.8%)**	**(47.1%)**
BASIC AND DILUTED EARNINGS PER SHARE FROM DISCONTINUED OPERATIONS	**-**	-	7.94	**-**	**N/A**
BASIC AND DILUTED EARNINGS PER SHARE	**$ 0.04**	$ 0.18	$ 8.28	**(77.8%)**	**N/A**
TOTAL ASSETS	**$ 632,382**	$ 675,606	$ 703,076	**(6.4%)**	**(3.9%)**
GROSS BORROWINGS INCLUDING LEASE LIABILITIES	**$ 130,968**	$ 148,947	$ 167,365	**(12.1%)**	**(11.0%)**
SHAREHOLDERS' EQUITY	**$ 414,369**	$ 436,530	$ 438,581	**(5.1%)**	**(0.5%)**

2020 CONSOLIDATED OPERATING HIGHLIGHTS

As a result of the COVID-19 pandemic, the Company closed all golf clubs in mid March in order to adhere to government restrictions and ensure the health and wellbeing of members and staff alike. This has and will continue to impact revenue streams that involve social gatherings such as corporate events, banquets, weddings and food and beverage. As government closure orders were lifted, Ontario courses were re-opened on May 16th, 2020 and Quebec courses were re-opened on May 20th, 2020, but social distancing requirements continue to prohibit certain revenue streams such as corporate events, banquets, weddings, meetings and other large gatherings. All Florida courses were re-opened by May 2nd. The Company will continue to adhere to guidance provided by governments and regulatory authorities.

Due to overwhelming demand for golf amongst the Company's members and customers, golf revenue increased 36.7% to $33,241,000 in 2020 from $24,312,000 in 2019 for the Canadian golf operations.

Consolidated operating revenue decreased 22.3% to $127,216,000 in 2020 from $163,641,000 in 2019 due to the decline in revenue from the impact of COVID-19. This decline is due to streams of revenue that have been lost due to regulations surrounding COVID-19. Group business has been minimal, including corporate events, weddings, banquets or resort stays, as social distancing measures remain in place.

Direct operating expenses decreased 38.1% to $83,305,000 in 2020 from $134,655,000 in 2019 due to the fact that certain revenue streams were reduced which all had costs associated with them. Certain cost saving measures have been enacted in order to help offset the revenue declines. Expenses also significantly declined during the spring of 2020 when the Company was not allowed to operate. Labour and employee benefits for the Canadian golf operations have decreased 48.4% to $30,340,000 in 2020 from $58,944,000 in 2019 as a result of these changes and the recording of the Canada Emergency Wage Subsidy.

Net operating income for the Canadian golf club operations segment increased to $46,213,000 in 2020 from income of $31,267,000 in 2019 despite the impact of COVID-19 on streams of revenue relating to group business.

Interest, net and investment income decreased 26.7% to an expense of $3,609,000 in 2020 from $4,923,000 in 2019 due to a decrease in borrowings and an increase in investment income from the Company's investment in Automotive Properties REIT.

Other items consist of the following loss (income) items:

(thousands of Canadian dollars)	**2020**	2019	2018
Foreign exchange loss (gain)	**$ (1,256)**	$ 6,944	$ (12,238)
Gain on property, plant and equipment	**(1,416)**	(525)	(6,630)
Unrealized loss (gain) on investment in marketable securities	**7,311**	(2,426)	3,175
Loss on sale of common shares in Carnival plc	**16,240**	-	-
Equity income from investments in joint ventures	**(115)**	(1,135)	-
Insurance proceeds	**-**	(2,141)	(1,145)
Other	**694**	927	118
Other items	**$ 21,458**	$ 1,644	$ (16,720)

The exchange rate used for translating US denominated assets has changed from 1.2988 at December 31, 2019 to 1.2732 at December 31, 2020. This has resulted in a foreign exchange gain of $1,256,000 in 2020 on the translation of the Company's US denominated financial instruments.

On July 13, 2020, ClubLink sold Club de Golf Val des Lacs for proceeds of $1,750,000, including a vendor take-back mortgage of $300,000. Net proceeds totalled $1,680,000 and ClubLink recorded a gain of $835,000 on the sale.

Net earnings decreased to $971,000 in 2020 from $4,904,000 in 2019 due to the loss on the sale of Carnival shares. Basic and diluted earnings per share decreased to 4 cents per share in 2020, compared to 18 cents in 2019.

RESULTS OF OPERATIONS BY BUSINESS SEGMENT

The results of operations by business segment should be read in conjunction with the segmented information contained in Note 19 of the audited consolidated financial statements for the year ended December 31, 2020.

The following is a summary of the results of operations for the past three fiscal years.

(thousands of Canadian dollars)	**2020**	2019	2018
Operating revenue by segment			
Canadian golf club operations	**$ 109,432**	$ 140,842	$ 143,820
US golf club operations	**17,784**	22,799	22,121
Operating revenue	**$ 127,216**	$ 163,641	$ 165,941
Net operating income by segment			
Canadian golf club operations	**$ 46,213**	$ 31,267	$ 32,390
US golf club operations	**567**	931	114
Corporate operations	**(2,869)**	(3,212)	(3,475)
Net operating income	**$ 43,911**	$ 28,986	$ 29,029

Review of Canadian Golf Club Operations for the Year Ended December 31, 2020

Summary of Canadian Golf Club Operations

(statistics)	**2020**	2019	% Change
18-hole equivalent championship golf courses	**39.5**	41.5	(4.8%)
18-hole equivalent managed golf courses	**1.0**	1.0	-
Championship golf rounds	**1,223,000**	1,069,000	14.4%

(thousands of Canadian dollars)	**2020**	2019	% Change
Operating revenue	**$ 109,432**	$ 140,842	(22.3%)
Direct operating expenses	**(63,219)**	(109,575)	(42.3%)
Net operating income	**46,213**	31,267	47.8%
Amortization of membership fees	**4,239**	4,793	(11.6%)
Depreciation and amortization	**(17,545)**	(18,288)	(4.1%)
Impairment	**-**	(352)	(100.0%)
Other items	**1,382**	1,682	(17.8%)
Segment earnings before interest and income taxes	**$ 34,289**	$ 19,102	79.5%

RESULTS OF OPERATIONS BY BUSINESS SEGMENT (continued)

Review of Canadian Golf Club Operations for the Year Ended December 31, 2020 (continued)

Canadian Golf Club Operating Revenue

Canadian golf club operating revenue is recorded as follows:

(thousands of Canadian dollars)	**2020**	2019	% Change
Annual dues	**$ 48,081**	$ 49,783	(3.4%)
Corporate events	**2,167**	11,036	(80.4%)
Golf	**33,241**	24,312	36.7%
Food and beverage	**14,642**	40,052	(63.4%)
Merchandise, rooms and other	**11,301**	15,659	(27.8%)
Total operating revenue	**$ 109,432**	$ 140,842	(22.3%)

Canadian Golf Club Direct Operating Expenses

Canadian golf club direct operating expenses are recorded as follows:

(thousands of Canadian dollars)	**2020**	2019	% Change
Cost of sales	**$ 10,188**	$ 20,509	(50.3%)
Labour and employee benefits	**30,400**	58,944	(48.4%)
Utilities	**5,714**	6,458	(11.5%)
Selling, general and administrative	**2,307**	3,635	(36.5%)
Property taxes	**2,099**	2,175	(3.5%)
Insurance	**1,791**	1,681	6.5%
Repairs and maintenance	**2,286**	3,257	(29.8%)
Fertilizers and pest control products	**1,258**	1,616	(22.2%)
Fuel and oil	**699**	1,033	(32.3%)
Other operating expenses	**6,477**	10,267	(36.9%)
Total direct operating expenses	**$ 63,219**	$ 109,575	(42.3%)

Direct operating expenses have decreased 42.3% to $63,219,000 from $109,575,000 due to the mandatory closures resulting from COVID-19 earlier this year and the reduced expenses related to revenue streams such as corporate events, banquets, weddings and food and beverage. The Company has also recorded the Canada Emergency Wage Subsidy as a reduction to labour and employee benefits expense..

Gross margin on food and beverage sales decreased to 67.8% in 2020 compared to 70.7% in 2019 due to changes in revenue streams and a decline in higher margin group business.

Gross margin on merchandise sales increased to 31.0% in 2020 compared to 27.9% in 2019, due to a change in mix of merchandise sales in 2020.

RESULTS OF OPERATIONS BY BUSINESS SEGMENT (continued)

Review of Canadian Golf Club Operations for the Year Ended December 31, 2020 (continued)

Canadian Membership Fees

Full privilege golf members increased 3.6% to 14,705 on December 31, 2020 from 14,193 on December 31, 2019 despite the sale of Greenhills Golf Club and the associated 317 members of this property and the sale of Val des Lacs.

Changes in full privilege golf members and future membership fee instalments are as follows:

	2020		2019	
(thousands of Canadian dollars)	**Golf Members**	**Future Membership Fee Instalments**	Golf Members	Future Membership Fee Instalments
Balance, beginning of year	**14,193**	**$ 20,533**	14,602	$ 21,967
Sales to new members	**2,145**	**8,559**	1,008	4,057
Reinstated members	**322**	**494**	214	204
Transfer and upgrade fees from existing members	**-**	**744**	-	279
Resignations and terminations	**(1,638)**	**(3,577)**	(1,631)	(3,305)
Sale of Greenhills Golf Club	**(317)**	**(52)**	-	-
Instalments received in cash	**-**	**(2,322)**	-	(2,669)
Balance, end of year (Full Privilege)	**14,705**	**$ 24,379**	14,193	$ 20,533

Sales to new members are broken down into categories as follows:

	2020	2019	% Change
Corporate/Principal/Spousal	**907**	464	95.5%
Intermediate	**913**	369	147.4%
Junior	**131**	64	104.7%
Other	**194**	111	74.8%
Total	**2,145**	1,008	112.8%

Full privilege members are broken down into categories as follows:

	2020	2019	% Change
Corporate/Principal/Spousal	**6,941**	6,966	(0.4%)
Intermediate	**1,990**	1,353	47.1%
Junior	**320**	285	12.3%
Other	**5,454**	5,589	(2.4%)
Total	**14,705**	14,193	3.6%

The strong demand for golf as a reaction to the pandemic has resulted in ClubLink not accepting trial memberships on a temporary basis and has also resulted in membership caps implemented at certain Prestige and Platinum Golf Clubs.

RESULTS OF OPERATIONS BY BUSINESS SEGMENT (continued)

Review of Canadian Golf Club Operations for the Year Ended December 31, 2020 (continued)

Canadian Membership Fees (continued)

Membership fees are amortized over the estimated weighted average remaining membership by year joined. This is determined by subtracting the average age of members that joined in that year from 70 and dividing the result by 2. The amortization period is reviewed annually and any adjustments are made prospectively. Membership fee revenue recognized in 2020 decreased 11.6% to $4,239,000 from $4,793,000 in 2019. This decline is primarily the result of the members that joined in 2006 completing their amortization period in 2019. Subsequent to this amortization period, membership fees are recorded as revenue upon receipt. An allowance for future resignations is considered as part of this model.

Details on amortization period in years, amortization of membership fee revenue and Canadian Region members at year end is broken down by member join year as follows:

Member Join Year	**Amortization Period (yrs) 2020**	Amortization Period (yrs) 2019	**Amortization of Membership Fees ($000) 2020**	Amortization of Membership Fees ($000) 2019	**Members at year end 2020**	Members at year end 2019	% Change
1994-2005	**Cash**	Cash	**$ 162**	$ 210	**5,615**	6,149	(8.7%)
2006	**Cash**	1	**38**	817	**437**	458	(4.6%)
2007	**Cash**	Cash	**44**	53	**755**	800	(5.6%)
2008	**1**	2	**692**	700	**404**	441	(8.4%)
2009	**2**	3	**580**	587	**482**	533	(9.6%)
2010	**2**	3	**447**	444	**583**	616	(5.4%)
2011	**5**	6	**385**	376	**409**	442	(7.5%)
2012	**7**	8	**196**	195	**238**	266	(10.5%)
2013	**7**	8	**218**	220	**239**	268	(10.8%)
2014	**8**	9	**245**	248	**345**	407	(15.2%)
2015	**9**	10	**166**	180	**295**	344	(14.2%)
2016	**10**	11	**188**	214	**495**	589	(16.0%)
2017	**11**	12	**148**	173	**605**	735	(17.7%)
2018	**13**	14	**152**	177	**897**	1,137	(21.1%)
2019	**14**	15	**151**	199	**761**	1,008	(24.5%)
2020	**15**	-	**427**	-	**2,145**	-	N/A
Totals			**$ 4,239**	$ 4,793	**14,705**	14,193	3.6%

The following is an age analysis of ClubLink's Canadian Region golf members:

	2020	2019	% Change
Under 30 years	**2,204**	1,590	38.6%
31 - 40 years	**903**	846	6.7%
41 - 50 years	**1,629**	1,713	(4.9%)
51 - 60 years	**3,946**	4,166	(5.3%)
61 - 70 years	**3,769**	3,614	4.3%
71 and over	**1,842**	1,695	8.7%
Not available	**412**	569	(27.6%)
	14,705	14,193	3.6%

The average age of a Canadian full privilege golf member as at December 31, 2020 is 53.6 years as compared to 54.6 at December 31, 2019.

RESULTS OF OPERATIONS BY BUSINESS SEGMENT (continued)

Review of US Golf Club Operations for the Year Ended December 31, 2020

Summary of US Golf Club Operations

(statistics)	2020	2019	% Change
18-hole equivalent championship golf courses	**8.0**	11.0	(27.3%)
Championship golf rounds	**249,000**	331,000	(24.8%)

(thousands of dollars)	2020	2019	% Change
Operating revenue	**$ 13,317**	$ 17,177	(22.5%)
Direct operating expenses	**(12,868)**	(16,482)	(21.9%)
Net operating income	**449**	695	(35.4%)
Amortization of membership fees	**259**	266	(2.6%)
Depreciation and amortization	**(1,269)**	(1,379)	(8.0%)
Other items	**(121)**	(8)	N/A
Segment loss before interest and income taxes (US dollars)	**(682)**	(426)	(60.1%)
Exchange	**(274)**	(140)	(95.7%)
Segment loss before interest and income taxes (Cdn dollars)	**$ (956)**	$ (566)	(68.9%)

Net operating income for US Golf Club Operations has decreased 35.4% from 2019 due to the mandatory closures resulting from COVID-19 in spring of 2020.

Review of Corporate Items for the Year Ended December 31, 2020

Interest, Net and Investment Income

Interest, net and investment income decreased 26.7% to an expense of $3,609,000 for the year ended December 31, 2020 from $4,923,000 in 2019 due a decrease in borrowings and an increase in investment income from the Company's investment in Automotive Properties REIT.

Other Items

Other items consists of the following loss (income) items:

(thousands of Canadian dollars)	2020	2019	% Change
Gain on sale of property, plant and equipment	**$ (1,416)**	$ (525)	169.7%
Insurance proceeds	**-**	(2,141)	N/A
Foreign exchange loss (gain)	**(1,256)**	6,944	N/A
Unrealized loss (gain) on investment in marketable securities	**7,311**	(2,426)	N/A
Loss on sale of common shares in Carnival plc	**16,240**	-	N/A
Equity income from investments in joint ventures	**(115)**	(1,135)	(89.9%)
Other	**694**	927	(25.1%)
Other items	**$ 21,458**	$ 1,644	1,205.2%

CRITICAL ACCOUNTING ESTIMATES

The Company's discussion and analysis of financial condition and results of operations are based upon our consolidated financial statements, which have been prepared in accordance with IFRS.

The Company's significant accounting policies and accounting estimates under IFRS are contained in the consolidated financial statements (see Note 2 for description). Certain of these policies involve critical accounting estimates as they require us to make particularly subjective or complex judgments about matters that are inherently uncertain and because of the likelihood that materially different amounts could be reported under different conditions or using different assumptions. We have discussed the development, selection and application of our key accounting policies, and the critical accounting estimates and assumptions they involve, with the external auditors and the audit committee of the Board of Directors.

FINANCIAL CONDITION

The following is a summary consolidated balance sheet and analysis for the last two fiscal years

(thousands of Canadian dollars)	**2020**	2019	Net Change	Ref
Assets				
Cash and cash equivalents	**$ 57,217**	$ 66,042	$ (8,825)	1
Accounts receivable	**14,242**	8,451	5,791	
Mortgages and loans receivable	**24,999**	37,335	(12,336)	2
Inventories and prepaid expenses	**4,591**	5,219	(628)	
Other assets	**94,961**	109,188	(14,227)	3
Right-of-use assets	**11,359**	16,318	(4,959)	
Property, plant and equipment and intangibles	**425,013**	433,053	(8,040)	
	$ 632,382	$ 675,606	$ (43,224)	
Liabilities				
Accounts payable and accrued liabilities	**$ 20,717**	$ 22,088	$ (1,371)	
Lease liabilities	**12,359**	17,241	(4,882)	
Borrowings	**118,200**	131,143	(12,943)	4
Prepaid annual dues and deposits	**16,156**	13,314	2,842	
Deferred membership fees	**5,229**	7,362	(2,133)	
Deferred income tax liabilities	**45,352**	47,928	(2,576)	
	218,013	239,076	(21,063)	
Shareholders' Equity				
Share capital	**102,453**	109,490	(7,037)	5
Retained earnings	**307,830**	322,454	(14,624)	
Accumulated other comprehensive income	**4,086**	4,586	(500)	6
	414,369	436,530	(22,161)	
	$ 632,382	$ 675,606	$ (43,224)	

Please see reference notes on the following page.

FINANCIAL CONDITION (continued)

The following notes describe significant changes in the balance sheets presented on the previous page:

1. Cash has decreased by $8,825,000 due to the purchase of units of Automotive Properties REIT totalling $14,153,000.
2. Mortgages and loans receivable have decreased by $12,336,000 due to a reduction in the related party loan receivable of $13,679,000.
3. Other assets decreased by $14,227,000 primarily due to the sale of common shares in Carnival plc, offset by the purchase of 1,333,400 units of Automotive Properties REIT.
4. Borrowings have decreased $12,943,000 due to the changes as follows:

(thousands of dollars)	**2020**	2019	Change
Gross borrowings, beginning of year	**$ 131,706**	$ 166,499	$ (34,793)
Non-revolving borrowings payments	**(20,956)**	(18,618)	(7,603)
Non-revolving borrowings advances	**-**	5,265	-
Revolving borrowings	**8,089**	(20,689)	28,778
Unrealized foreign exchange	**(230)**	(751)	521
Gross borrowings, end of year	**118,609**	131,706	(13,097)
Deferred financing costs	**(409)**	(563)	154
Borrowings, end of year	**$ 118,200**	$ 131,143	$ (12,943)

5. Share capital has decreased by $7,037,000 due to the purchase of 1,718,178 shares for cancellation.
6. The Company has recorded a negative adjustment to its accumulated other comprehensive gain account of $500,000 due to a change in the Canadian/US exchange rate to 1.2732 at December 31, 2020 from 1.2988 at December 31, 2019. This change has a corresponding impact on the US dollar assets and liabilities of the Company.

FINANCIAL CONDITION (continued)

Shareholders' Equity

Consolidated shareholders' equity at December 31, 2020 totalled $414,369,000 or $16.56 per share, compared to $436,530,000 or $16.33 per share at December 31, 2019. The number of common shares outstanding decreased to 25,017,442 shares as at December 31, 2020 compared to 26,735,620 shares as at December 31, 2019 as reflected in the chart below.

The following is a summary of the common share activity:

(number of shares)	**2020**	2019
Balance, beginning of year	**26,735,620**	27,286,052
Shares cancelled through NCIB	**(1,718,178)**	(550,432)
Balance, end of year	**25,017,442**	26,735,620

During 2020, the Company purchased 1,718,178 shares for cancellation at a total price in the amount of $20,541,000.

The following is a summary of cash dividends declared in 2019 and 2020:

Date of declaration	Record date	Distribution date	Amount per share
March 6, 2019	March 15, 2019	March 29, 2019	0.02
May 2, 2019	May 31, 2019	June 14, 2019	0.02
August 1, 2019	August 30, 2019	September 13, 2019	0.02
November 4, 2019	November 29, 2019	December 13, 2019	0.02
March 9, 2020	March 13, 2020	March 31, 2020	0.02
April 29, 2020	May 29, 2020	June 15, 2020	0.02
August 6, 2020	August 31, 2020	September 15, 2020	0.02
November 2, 2020	November 30, 2020	December 15, 2020	0.02

LIQUIDITY AND CAPITAL RESOURCES

TWC's objective is to ensure that capital resources are readily available to meet obligations as they become due, to complete its approved capital expenditure program and to take advantage of attractive acquisitions as they arise. TWC's capital availability and demonstrated ability to execute transactions give it a competitive advantage in corporate development opportunities.

A summarized statement of cash flows is as follows:

(thousands of Canadian dollars)	**2020**	2019
Cash provided by operating activities before income taxes	**$ 39,194**	$ 24,732
Income taxes refunded (paid)	**(6,216)**	25,258
Cash provided by (used in) operating activities	**32,978**	49,990
Operating property, plant and equipment expenditures	**(6,046)**	(7,723)
Expansion property, plant and equipment expenditures	**(3,820)**	(1,803)
Proceeds on sale of property, plant and equipment	**4,517**	729
Mortgages and loans receivable	**12,357**	9,675
Revolving borrowings	**8,089**	(20,689)
Non-revolving borrowings – amortization payments	**(20,956)**	(18,618)
Lease liabilities	**(4,880)**	(5,105)
Dividends paid	**(2,091)**	(2,172)
Other long term assets	**597**	505
Joint venture acquisition	**-**	(9,236)
Common shares repurchased for cancellation	**(20,541)**	(7,138)
Investment in marketable securities	**(15,653)**	(59,973)
Proceeds on sale of common shares in Carnival plc	**5,825**	-
Other	**799**	393
Net change in cash during the year	**(8,825)**	(71,165)
Cash, beginning of year	**66,042**	137,207
Cash, end of year	**$ 57,217**	$ 66,042

LIQUIDITY AND CAPITAL RESOURCES (continued)

The analysis of TWC's liquidity is as follows:

(thousands of Canadian dollars)	**Availability on December 31, 2020** Maximum	Available	Availability on December 31, 2019 Maximum	Available
Cash and cash equivalents (CDN)	**$ 3,501**	**$ 3,501**	$ 18,258	$ 18,258
Cash and cash equivalents (USD)	**53,716**	**53,716**	47,784	47,784
Revolving line of credit (corporate)	**50,000**	**40,893**	50,000	48,982
Related party revolving line of credit	**50,000**	**50,000**	50,000	50,000
	$ 157,217	**$ 148,110**	$ 166,042	$ 165,024

As part of the White Pass transaction, sale proceeds were received in US funds. On the date of the sale, July 31, 2018, the exchange rate was 1.3017. On March 8, 2019, $90,000,000 US of the proceeds were converted to Canadian at a rate of 1.3430, resulting in a realized foreign exchange gain of $3,717,000. On April 24, 2019, a further $20,000,000 US of the proceeds were converted to Canadian at a rate of 1.3430, resulting in a further realized foreign exchange gain of $826,000, for a total of $4,543,000 between the two transactions. On November 16, 2020, a further $3,000,000 US of the proceeds were converted to Canadian at a rate of 1.3143, resulting in a further realized foreign exchange gain of $38,000.

Due to the large amount of US dollar cash on hand, the Company has deactivated the US golf revolving line of credit until such time as the Company may require the line again.

Funds will be used during 2021 for operating capital expenditures, expansion capital expenditures and to pay debt obligations as they become due.

Liquidity risk arises from general funding needs and in the management of assets, liabilities and optimal capital structure. TWC manages liquidity risk to maintain sufficient liquid financial resources to meet its commitments and obligations in the most cost-effective manner possible.

Based on TWC's financial position at December 31, 2020, and projected future earnings, management expects to be able to fund its working capital requirements, and meet its other obligations including debt repayments.

The following is an analysis of the Company's net borrowings and their characteristics on December 31, 2020 compared to December 31, 2019:

(thousands of Canadian dollars)	**Interest Rate 2020**	Interest Rate 2019	**Total Indebtedness 2020**	Total Indebtedness 2019	**Average Term to Maturity (Yrs) 2020**	Average Term to Maturity (Yrs) 2019
Non-revolving	**8.0%**	8.0%	**$ 10,324**	$ 11,098	**8.75**	9.75
Exchange	**-**	-	**2,820**	3,316	**-**	-
Subtotal US borrowings	**8.0%**	8.0%	**13,144**	14,414		
Revolving (corporate)	**2.9%**	4.1%	**8,089**	-	**1.75**	1.75
Non-revolving	**7.0%**	7.0%	**93,061**	112,027	**4.71**	5.58
Other	**5.0%**	5.0%	**4,315**	5,265	**2.41**	3.41
Subtotal CDN borrowings	**6.4%**	7.0%	**105,465**	117,292		
Gross borrowings	**6.6%**	7.1%	**118,609**	131, 706		
Lease liabilities	**6.1%**	6.2%	**12,359**	17,241		
Gross borrowings including lease liabilities			**$ 130,968**	$ 148,947		

None of the above non-revolving mortgages have any prepayment options without a corresponding yield maintenance payment.

LIQUIDITY AND CAPITAL RESOURCES (continued)

TWC has certain golf clubs that it operates, which are under lease arrangements. The following are the golf clubs under lease with expiration dates:

- The Club at Bond Head: December 31, 2021
- The Country Club: December 31, 2022
- National Pines Golf Club: November 15, 2024

In December 2017, the landlord of the Country Club provided the Company with a five year notice - as provided in the lease document. The lease now expires on December 31, 2022, rather than the original expiration of December 31, 2026.

In December 2018, the Company provided the landlord of The Club at Bond Head with a three year notice - as provided in the lease document. The lease now expires on December 31, 2021, rather than the original expiration date of December 31, 2029.

TWC's consolidated borrowings include revolving lines of credit and non-revolving mortgages. The following table illustrates future maturities and amortization payments of consolidated borrowings for the next five years and thereafter as at December 31, 2020:

(thousands of Canadian dollars)	Borrowings	Lease Liabilities	**Total**
2021	$ 22,427	$ 5,339	**$ 27,766**
2022	30,842	4,504	**35,346**
2023	21,565	1,180	**22,745**
2024	16,390	1,247	**17,637**
2025	10,706	10	**10,716**
2026 and thereafter	16,679	79	**16,758**
	$ 118,609	$ 12,359	**$ 130,968**

Operating Activities

Cash provided by operating activities were $32,978,000 in 2020 compared to cash used in operating activities of $49,990,000 in 2019 due to a tax refund received in 2019 in relation to the White Pass divestiture.

Investing Activities

Cash used in investing activities was $14,774,000 in 2020 compared to cash used in investing activities of $77,501,000 in 2019 due to the sale of the shares in Carnival plc in 2020 and the purchase of marketable securities in 2019.

Property, plant and equipment expenditures are broken down as follows:

(thousands of Canadian dollars)	**2020**	2019
Operating property, plant and equipment expenditures		
Canadian golf club operations		
Golf carts	**$ 1,538**	$ 1,115
Turf improvements	**1,729**	1,601
Turf equipment	**725**	1,167
Facilities, administrative and other	**1,972**	2,592
US golf club operations		
Golf carts	**-**	1,047
Turf improvements	**47**	111
Turf equipment	**-**	27
Other	**35**	63
	$ 6,046	$ 7,723

LIQUIDITY AND CAPITAL RESOURCES (continued)

Financing Activities

Financing activities repayments were $28,082,000 in 2020 compared to repayments of $44,107,000 in 2019 due to a difference in revolving borrowings in the amount of $28,778,000 resulting from other cash activities of the business.

The Company was approved by the Toronto Stock Exchange for a normal course issuer bid to purchase up to 1,366,000 of its common shares which expired on September 19, 2019. From September 20, 2018 to December 31, 2018, the Company repurchased for cancellation 31,087 common shares for a total purchase price of $392,380 or $12.62 per common share, including commissions. From January 1, 2019 to September 19, 2019, the Company repurchased for cancellation 530,332 common shares for a total purchase price of $6,867,799 or $12.95 per common share, including commissions.

The Company was approved by the Toronto Stock Exchange for a normal course issuer bid to purchase up to 1,338,000 of its common shares which expired on September 19, 2020. From September 20, 2019 to December 31, 2019, the Company repurchased for cancellation 20,100 common shares for a total purchase price of $270,126 or $13.44 per share, including commissions. From January 1, 2020 to September 19, 2020 the Company repurchased for cancellation 1,307,778 common shares for a total purchase price of $15,150,616 or $11.59 per share, including commissions.

The Company was approved by the Toronto Stock Exchange for a normal course issuer bid to purchase up to 1,271,000 of its common shares which will expire on September 19, 2021. From September 20, 2020 to December 31, 2020 the Company repurchased for cancellation 410,400 common shares for a total purchase price of $5,389,859 or $13.13 per share, including commissions.

In recording the repurchase and cancellation of shares, share capital is reduced by the weighted average issue price of the outstanding common shares with the differential to the purchase price being credited or charged to retained earnings.

During 2020, TWC declared and paid four quarterly dividends of 2 cents per common share for a total of 8 cents per common share or $2,091,000 (2019 - $2,172,000) for the year.

OFF-BALANCE SHEET FINANCING AND GUARANTEES

From time to time, TWC enters into agreements to provide financial or performance assurances to third parties of which letters of credit of $1,018,000 (2019 - $1,018,000) and unsecured surety bonds of $1,602,000 (2019 - $1,602,000) were outstanding as at December 31, 2020.

In the normal course of operations, the Company executes agreements that provide for indemnification and guarantees to third parties in transactions such as business dispositions, business acquisitions, sales of assets, sales of services, securitization agreements and underwriting and agency agreements.

TWC does not engage in any other off-balance sheet financing.

RELATED PARTY TRANSACTIONS

The immediate parent and controlling party of the Company is Paros Enterprises Limited ("Paros") and its parents – S.N.A. Management Limited. These companies are privately-owned companies whose shareholder is the Chairman, President and Chief Executive Officer of the Company – K. (Rai) Sahi.

K. (Rai) Sahi, the Chairman, President and Chief Executive Officer of the Company is also the controlling shareholder of Morguard Corporation ("Morguard").

The Company has provided an unsecured revolving demand credit facility to Morguard in the amount of $50,000,000 with no fixed maturity date. Morguard has provided an unsecured revolving demand credit facility to TWC in the amount of $50,000,000 with no fixed maturity date. These facilities bear interest on a basis which is consistent with the entity's borrowing costs.

Summarized information regarding these facilities is as follows:

	For the year ended	
(thousands of Canadian dollars)	**December 31, 2020**	December 31, 2019
Loan receivable from Morguard	**20,000**	33,679
Net interest receivable	**45**	304
Net interest earned	**452**	1,489

The Company has provided an unsecured revolving demand credit facility to Paros in the amount of $5,000,000, with no fixed maturity date. Paros has provided an unsecured revolving demand credit facility to TWC in the amount of $5,000,000 with no fixed maturity date. These facilities bear interest at prime plus 1%. During 2020 and 2019, there were no advances or repayments under this facility.

The purpose of these credit facilities is to allow each of the above entities to manage its financing activities in the most effective manner.

The Company has provided an unsecured revolving demand credit facility to an investment in joint venture in the amount of $3,000,000, with no fixed maturity date. This facility bears interest at prime plus 1.25%. As at December 31, 2020, the amount receivable on this facility was $800,000 (December 31, 2019 - $870,000). Interest receivable at December 31, 2020 was $4,000 (December 31, 2019 - $4,000), and interest earned amounted to $66,000 for the year ended December 31, 2020 (December 31, 2019 - $25,000).

The Company receives managerial and consulting services from Morguard. The Company paid a management fee of $695,000 for the year ended December 31, 2020 (December 31, 2019 - $695,000), under a contractual agreement, which is included in operating expenses. Morguard also provides back-office services to ClubLink US Corporation. The Company paid a management fee of US$460,000 (CDN$617,000) for the year ended December 31, 2020 (December 31, 2019 - US$460,000; CDN$610,000) under a contractual agreement, which is included in direct operating expenses.

During 2020, the Company earned $264,000 (2019 - $630,000) in operating revenue (primarily food and beverage and corporate events) from related parties controlled by the Chairman, President and Chief Executive Officer of the Company.

A total of US$53,000 of rental revenue was earned by TWC for the year ended December 31, 2020 (December 31, 2019 - US$53,000) from Morguard relating to a shared office facility in Florida.

All related party transactions were made in the ordinary course of business and on substantially the same terms including interest rates and security as for comparable transactions with parties of a similar standing.

ENVIRONMENTAL AND HEALTH AND SAFETY OBLIGATIONS

The Company's operations and properties are subject to extensive federal, provincial, territorial, state, municipal and local environmental laws and requirements in both Canada and the United States, relating to, among other things, air emissions, the management of contaminants including hazardous materials and waste, discharges to waters and the remediation of environmental impacts. The Company believes it has identified and provided for the expenditures relating to known environmental matters, including compliance issues and the assessment and remediation of the environmental condition of its properties, whether currently or previously owned, or other properties where it may have environmental matters. The Company's total costs and liabilities cannot be predicted with certainty due to, among other things, the various issues described above, changing environmental laws, requirements and the potential necessity to conduct additional investigations.

TWC continually demonstrates its commitment to ensuring the health and safety of anyone affected by its operations and to responsibly manage the impact of its operations on the environment. In implementing its policies, TWC employs the benefits of strong environment, health and safety ("EH&S") management systems to a wide range of stakeholders in Canada and the United States. Stakeholders include all employees and the communities where TWC operates, along with customers, investors, partners, and service providers. This commitment extends throughout the entire Company at every level, starting with the Board of Directors.

The EH&S committee of the Company's Board of Directors meets on a regular basis to review and oversee TWC's policies and programs as well as to review the EH&S performance of each business unit. The committee also oversees the Company's compliance with applicable EH&S laws and regulations and monitors trends, issues and events which could have a significant impact on the Company.

TWC continually monitors changes in both EH&S technologies and regulations both directly and through its involvement with various industry associations.

TWC believes that safe operations are essential for a productive and engaged workforce. TWC is committed to workplace incident prevention and makes expenditures towards the necessary human and financial resources and site-specific systems to ensure compliance with its health and safety policies. Any injuries that may occur are investigated to determine root cause and to establish and put in place necessary controls, with the goal of preventing recurrence.

FINANCIAL INSTRUMENTS

TWC has a number of financial instruments which are described in Note 21 to the audited consolidated financial statements for the year ended December 31, 2020.

Risks associated with these financial instruments and information on their fair values are also disclosed in Note 21.

SUMMARY OF FINANCIAL RESULTS BY QUARTER

The table below sets forth selected financial data for the most recent eight quarters ending December 31, 2020. The financial data is derived from the Company's unaudited interim financial statements, which are prepared in accordance with IFRS as follows:

(thousands of Canadian dollars, except per share amounts)	**2020** Dec. 31	**2020** Sep. 30	**2020** Jun. 30	**2020** Mar. 31	2019 Dec. 31	2019 Sep. 30	2019 Jun. 30	2019 Mar. 31
Total assets	**$ 632,382**	**$ 651,987**	**$ 655,406**	**$ 688,101**	$ 675,606	$ 698,543	$ 714,319	$ 727,366
Operating revenue	**30,157**	**55,293**	**21,696**	**20,070**	29,145	65,260	46,202	23,034
Net operating income	**10,768**	**30,990**	**533**	**1,620**	4,885	15,176	5,348	3,577
Operating margin (%)	**35.7**	**56.0**	**2.5**	**8.1**	16.8	23.3	11.6	15.5
Net earnings (loss)	**8,359**	**22,427**	**2,605**	**(32,420)**	4,859	7,322	(3,291)	(3,986)
Basic earnings (loss) per share	**0.33**	**0.87**	**0.10**	**(1.22)**	0.18	0.27	(0.12)	(0.15)
Eligible cash dividends per share	**0.02**	**0.02**	**0.02**	**0.02**	0.02	0.02	0.02	0.02

FOURTH QUARTER RESULTS

For the Fourth Quarter ended December 31, (thousands of Canadian dollars, except per share amounts)	**2020**	2019
Operating revenue	**$ 30,157**	$ 29,145
Cost of sales and operating expenses	**(19,389)**	(24,260)
Net operating income	**10,768**	4,885
Operating margin (%)	**35.7%**	16.8%
Amortization of membership fees	**1,033**	1,113
Depreciation, amortization and lease expense	**(4,688)**	(4,942)
Interest, net and investment income	**(761)**	(797)
Impairment	**-**	(352)
Other items	**3,286**	5,950
Income tax provision	**(1,279)**	(998)
Net earnings	**$ 8,359**	$ 4,859
Weighted average shares outstanding (000)	**25,175**	26,761
Basic and diluted earnings per share	**$ 0.33**	$ 0.18

The following exchange rates translate one US dollar into the Canadian dollar equivalent:		
Statement of earnings, average for the fourth quarter	**1.3030**	1.3200

The revenue and net operating income earned in the fourth quarter relate to the activities of the Canadian and US golf operations as certain golf clubs remain open in the fall and annual dues revenue is recognized throughout the year. Costs for the end of season maintenance and operating expenses negatively impact net operating income in the fourth quarter.

The increase in net operating income from the fourth quarter of 2019 is a result of the strong demand for golf in the fall of 2020 in addition to the unseasonably warm weather in Central Canada in November leading to an increase in rounds and golf revenue. As required by IFRS, ClubLink recognizes its annual dues revenue on a straight-line basis throughout the year based on when its properties are open and services are provided. As a result of COVID-19, annual dues revenue was not recognized during the spring course closures. This methodology shifted annual dues revenue from the second quarter to the third and fourth quarter.

An impairment charge of $352,000 was recorded in the fourth quarter of 2019 primarily to property, plant and equipment in relation to Greenhills Golf Club which was sold on January 31, 2020.

SEASONALITY

The quarterly earnings performance of the Company reflects the highly seasonal nature of the business segments. The majority of revenue and earnings from the Canadian golf operations occur or have occurred during the second and third quarters of the year. Accordingly, the quarterly reported net earnings of the Company will fluctuate with those of the underlying business segments.

RISKS AND UNCERTAINTIES

TWC manages a number of risks in each of its business segments in order to achieve an acceptable level of risk without hindering its ability to maximize returns. Management has procedures to identify and manage significant operational and financial risks.

In addition to the risks described elsewhere in this MD&A, this section describes the principal risks that could have a material and adverse effect on the Company's financial condition, results of operations, cash flows or business, as well as cause actual results to differ materially from expectations expressed in or implied by forward-looking statements. The risks described below are not the only risks that could affect the Company. Additional risks and uncertainties not currently known or that are currently deemed to be immaterial may also materially and adversely affect TWC's financial condition, results of operations, cash flows or business.

COVID-19 and Other Pandemic or Epidemic Diseases

The outbreak of the novel strain of coronavirus, specifically identified as "COVID-19", has resulted in governments worldwide enacting emergency measures to contain the spread of the virus. Outbreaks, or the threat of outbreaks of viruses or other contagions or epidemic or pandemic diseases, including the recent COVID-19 outbreak, may lead to prolonged voluntary or mandatory building closures, business closures, government restrictions on travel and gatherings, quarantines, self-isolation and physical distancing. The impact of these measures may lead to a general shutdown of economic activity and disrupt workforce and business operations both in Canada and the World. Such occurrences, including the outbreak of COVID-19, could have a material adverse effect on debt and capital markets, and the ability to provide certain services to golf members if social distancing regulations remain in place. The duration and impact of the COVID-19 pandemic is unknown at this time, as is the efficacy of the government and central bank interventions. The pace of recovery following such occurrences cannot be accurately predicted, nor can the impact on the Company's asset valuations, cash flows, results of operations and the Company's ability to obtain additional financing or re-financing and ability to make dividend payments to shareholders.

Specifically, such enhanced risks associated with COVID-19 include, but are not limited to:
- the negative impact on Canadian and global debt and equity capital markets, including both pricing and availability;
- ability to access capital markets at a reasonable cost;
- the trading price of the Company's shares;
- uncertainty associated with the costs and availability of resources required to provide the appropriate/required levels of service to our members and maintenance of our courses;
- a material reduction in annual dues revenue and related collections due to associated financial hardship and non-essential business orders governing the closure of certain businesses;
- a material increase in resignations potentially caused by both the resulting economic crisis and the inability of businesses to operate;
- uncertainty with property valuations resulting from the impact of a potential decline in revenue;
- issues delivering services due to illness, Company or government imposed isolation programs, restrictions on the movement of personnel, closures and supply chain disruptions;
- uncertainty associated with costs, delays and availability of resources required to complete major course maintenance and capital projects on time and budget;
- the impact of additional legislation, regulation and other government interventions in response to the COVID-19 pandemic;

The foregoing is not an exhaustive list of all risk factors.

Developments regarding the COVID-19 pandemic have resulted in a substantive shift in management's focus towards ensuring the continued safety of our employees, compliance with guidelines and requirements issued by various health authorities and government organizations, and continuity of other critical business operations. We remain focused on delivering our key business operations in a responsible manner.

Economic & Business Risk

A decline in the economic environment and its impact on disposable income in areas where TWC operates may have an adverse effect on operating revenue. The Company's business segments are dependent upon discretionary spending by consumers and corporations which in turn is impacted by general economic conditions.

An extended recession could materially affect revenue and financial performance as discretionary spending declines.

The ability to attract and retain full privilege golf members and the number of rounds played at member, hybrid and daily fee golf clubs have historically been dependent upon (i) discretionary spending by consumers and corporations, which may be affected by general economic conditions in the markets that it operates, and (ii) the popularity of golf as a leisure activity. There is no certainty that current levels of participation will be sustained or increase in the future. A decrease in the overall number of golfers, their rates of participation and consumer or corporate spending on golf, individually or collectively, could have a material adverse effect on the Company's business, financial condition and results of operations. Given that a substantial portion of the Company's golf activities are carried out in Southern Ontario, the results of operations will depend heavily on the financial condition of this market.

RISKS AND UNCERTAINTIES (continued)

Economic & Business Risk (continued)

A decline in the economic environment and its impact on disposable income in areas where TWC's clusters are located may have an adverse effect on the Company's golf club operations revenue. The Company believes this is mitigated and that revenue from member clubs would remain relatively constant since a member is committed to pay annual dues and consume a food and beverage minimum to maintain their membership. While the sale of new memberships may decline in such circumstances, almost all Member Golf Clubs have a membership base that generates sufficient operating revenue to sustain profitable operations at that property.

Corporate event bookings, which represent a material portion of the Company's golf revenue, are susceptible to major changes in the economic environment.

Foreign Currency Risk

TWC operates both in Canada and the United States and reports its earnings in Canadian dollars. Certain TWC borrowings have a base currency of US dollars as well. Fluctuations in exchange rates could affect the cost of capital or the contribution from operations in the United States, and the value of the Company's investments in the United States.

Availability of Credit/Liquidity

No assurance can be given that borrowings will be available to the Company or its subsidiaries to replace existing credit facilities on terms acceptable to the Company, if at all. Failure to renew or replace credit facilities as they mature would require TWC to obtain alternative sources of capital, which may include the sale of assets or the issuance of equity at prices that may be dilutive to current shareholders.

Renewal Risk

TWC is exposed to renewal risk on its maturing borrowings. This is mitigated due to a total of 90% (December 31, 2019 – 96%) of TWC's consolidated borrowings is fully amortizing over the remaining term to maturity and only 10% (December 31, 2019 – 4%) of TWC's borrowings is subject to this risk.

Interest Rate Risk

TWC is exposed to market risk related to interest rate fluctuations. However, the majority of TWC's borrowings has fixed interest rates over its remaining term to maturity, with only 10% (December 31, 2019 – 4%) of its debt subject to this risk.

Risks Associated with Information Systems

Golf club operations rely on information systems in its business to obtain, rapidly process and analyze data to manage:
- its tee sheet and reservation system;
- its member database;
- the accurate billing of receivables and collections from members;
- the accurate accounting for and payment to vendors; and
- the processing of financial data.

Results of operations could be adversely affected if these systems are interrupted, damaged by unforeseen events or fail for any extended period of time, including due to the action of third parties.

Competition

The competitive environment in all business segments is evolving. There have been significant additions to alternative products in the golf club, resort and tourism sectors in Ontario. While the Company has certain competitive advantages which management believes will offset, in part, the impact of this increased competition, it has been affected by these developments.

The Company faces strong competition in the Florida golf marketplace from golf clubs that have been reducing their golf fees to maintain market share. TWC believes its pricing is competitive and is striving to differentiate their product by ensuring a quality golfing experience.

Key Management

The Company's success depends upon the continued contribution of key management, some of whom have unique talents and experience and would be difficult to replace quickly. The loss or interruption of the services of a key executive could have a material adverse effect on our business during the transitional period that would be required to restructure the organization or for a successor to assume the responsibilities of the key management position.

RISKS AND UNCERTAINTIES (continued)

Litigation

The Company and certain of its subsidiaries are defendants in a number of legal actions. Although the outcome of these claims cannot be determined, in the opinion of management, the resolution of these matters is not expected to have a material adverse effect on the Company's financial position or results of operations.

Laws Concerning Employees

The Canadian golf operations are subject to minimum wage and employment laws governing such matters as rate of pay, benefits, working conditions, overtime and tip credits. The Company believes it is in compliance with these laws and regulations. A significant number of employees are paid at rates which are at or slightly higher than the minimum wage level and accordingly, further increases in the minimum wage could increase the Company's labour costs.

Regulatory Environment

TWC and its subsidiaries are subject to regulation by numerous agencies involving minimum wage, the serving of alcohol and adherence to environmental constraints. Changes in these regulations, and their application, can impact the cost and efficiency of each business segment.

Loss of Reputation

"ClubLink One Membership More Golf" currently enjoys a recognizable brand name in its operating market. Damage to this brand could have a negative impact on the affairs of the Company. If the Company does not meet or exceed customer expectations, this brand could suffer. We have endeavoured to reduce this risk by ongoing employee training and a company-wide focus on customer service excellence.

Environment

TWC's golf courses are managed with a high level of environmental awareness. In addition, TWC's turf management team is highly knowledgeable and receives extensive training regarding the proper use of pesticides and chemicals required to promote healthy golf course conditions and compliance with applicable regulations. However, certain risks are associated with the use of these materials and the overall effect a golf course has on the surrounding habitat, including nearby waterways.

Phase 1 environmental assessments are completed prior to the acquisition of any property. Once the property is acquired, environment assessment programs ensure continued compliance with all laws and regulations governing environment and related matters.

The Company believes that it has adopted appropriate practices and procedures and maintains adequate insurance to address environmental contingencies. As part of our environmental policies, TWC monitors, controls and manages environmental issues by way of measures for waste prevention, minimization and recycling of any waste products. A committee of the Board of Directors has been established to ensure appropriate policies and standards are maintained for environmental stewardship.

Weather and Climate Change

Extraordinary weather conditions brought about by climate change involving extended dry or wet periods or exceptional hot or cold temperatures could impact the condition of golf courses and the demand for golf. Severe weather conditions include hurricanes, micro-bursts, flooding and droughts. Management believes that its geographically diverse operations may serve to reduce the impact of severe weather conditions.

Hospitality Industry

The Company is susceptible to a downturn in the hospitality industry due to the fact that it operates resorts and also hosts large corporate outings at all of its properties. This includes the potential for cancellations due to concerns about the Coronavirus. The Company has cancellation policies to help mitigate lost revenue in this regard.

Real Estate

TWC is subject to risks inherent in the acquisition, development, ownership and financing of real estate in general and the operations, rehabilitation and development of golf courses and recreational real estate in particular, such as the risk of depreciation in the value of land and federal, provincial and municipal governmental regulations, including environmental, sewer, water, zoning and similar regulations. It is possible that enactment of new laws, changes in the interpretation or enforcement of applicable laws, rules and regulations or the decision of any authority to change or refuse a change to current zoning classification may have an adverse effect on the value of these golf facilities and related real estate.

RISKS AND UNCERTAINTIES (continued)

Exchange of Confidential Information

This risk involves the utilization of members' confidential information, particularly in direct marketing. The potential dissemination of such information to the wrong individuals could cause significant damage to our relationship with our members and customers and could result in legal action. Various initiatives, such as a corporate privacy policy, have been implemented which seek to minimize the possibility that this may occur.

TWC is also involved in payment card industry ("PCI") compliance, a rigorous set of standards leveraging the latest security technology, such as encryption, to ensure the protection of customer credit card information. These capabilities are being introduced and implemented by TWC in accordance with the ongoing PCI certification program.

Income and Commodity Tax Amounts

The operations of TWC are relatively complex and related tax interpretations, regulations and legislation that pertain to TWC's activities are subject to continual change. The Company collects and pays income and commodity taxes to various taxation authorities.

The audit and review activities of the Internal Revenue Services and Canada Revenue Agency and other jurisdictions' tax authorities affect the ultimate determination of the actual amounts of commodity taxes payable or receivable, income tax liabilities and income tax expense. Therefore, there can be no assurance that taxes will be payable as anticipated and/or that the amount and timing of receipt of use of the tax-related assets will be as currently expected.

Risk of Loss Not Covered by Insurance

The Company generally maintains insurance policies related to our business, including casualty, general liability and other policies covering our business operations, employees and assets; however, TWC would be required to bear all losses that are not adequately covered by insurance, as well as any insurance deductibles. In the event of a substantial property loss, the insurance coverage may not be sufficient to pay the full current market value or current replacement cost of the property. In the event of an uninsured loss, the Company could lose some or all of its capital investment, cash flow and anticipated profits related to one or more properties. Assurance cannot be provided that the Company will not incur losses in excess of insurance coverage or that insurance can be obtained in the future at acceptable levels and reasonable cost. Due to the cost involved, the Company has chosen not to purchase catastrophic wind (hurricane) insurance for its southeast Florida golf clubs.

Integration of Acquisitions

Integration activities include the review and alignment of accounting policies, employee transfers and moves, information systems, optimization of service offerings and establishment of control over new operations. Such activities may not be conducted efficiently and effectively, negatively impacting service levels, competitive position and expected financial results.

TWC has a team that performs the integration function. This team applies an integration model, based on experiences from numerous previous integrations, which enhances and accelerates the standardization of TWC's business processes and strives to preserve the unique qualities of acquired operations. The integration process begins with strategic, pre-closing analysis and planning, and continues after closing with the execution of a plan. Integrated operations are re-evaluated and assessed regularly, based on timely feedback received from the integration team.

Land Leases

TWC has certain golf clubs that it operates, which are under lease arrangements. The following are the golf clubs under lease with expiration dates:

- The Club at Bond Head: December 31, 2021
- The Country Club: December 31, 2022
- National Pines Golf Club: November 15, 2024

Unless the terms of our leases are extended, the properties, together with any improvements that we have made, will revert to the property owners upon expiration of the lease terms. As the terms of our leases expire, we may not be able to renew these leases or find alternative locations that meet our needs on favourable terms, or at all. If we are unable to renew our expiring leases, our business and financial results could be materially adversely affected. The leases also provide that the landlord may increase the rent over the term of the lease, as well as obligate us to pay a variety of costs such as cost of insurance, taxes, maintenance and utilities. Breaching the terms of a lease may result in the Company incurring substantial penalties, including, among others, paying all amounts due to the landlord for the balance of the lease term. In the event that a significant number of our leases are terminated on that basis, our business and financial results could be materially adversely affected.

RISKS AND UNCERTAINTIES (continued)

Data, Security and Privacy Breaches

Information security risks have increased in recent years because of the proliferation of new technologies and the increased sophistication of perpetrators of cyber-attacks. Cyber incidents can result from deliberate attacks or unintentional events. Cyber threats in particular vary in technique and sources, are persistent, frequently change and are increasingly more targeted and difficult to detect and prevent. Cyber attacks and security breaches could include unauthorized attempts to access, disable, improperly modify or degrade the Company's information systems and networks, the introduction of computer viruses and other malicious codes, and fraudulent "phishing" emails that seek to misappropriate data and information or install malware onto users' computers. They could result in important remediation costs, increased cyber security costs, lost revenues due to a disruption of activities, litigation and reputational harm affecting customer and investor confidence, which could materially adversely affect our business and financial results.

The Company collects and maintains proprietary and confidential information related to the business and affairs, including our members, suppliers and employees. We store and process such internal data both at onsite facilities and at third-party owned facilities. Any fraudulent, malicious or accidental breach of data security could result in unintentional disclosure of, or unauthorized access to members, suppliers, employees or other confidential or sensitive data or information, which could potentially result in additional costs to the Company to enhance security or to respond to occurrences, violations of privacy or other laws or regulations, penalties or litigation. In addition, media or other reports of perceived security vulnerabilities of the Company's systems, even if no breach has been attempted or has occurred, could adversely impact the Company's brand and reputation and materially impact its business and financial results.

While the Company has dedicated resources and utilizes third party technology products and services to help protect the Company's information technology systems and infrastructure as well as its proprietary and confidential information against security breaches and cyber-incidents, such measures may not be adequate or effective to prevent, identify or mitigate attacks by hackers or breaches caused by employee error, malfeasance or other disruptions, which could be in excess of any available insurance, and could materially adversely affect its business and financial results.

DISCLOSURE CONTROLS AND PROCEDURES

TWC's Chairman, President and Chief Executive Officer ("CEO") and its Chief Financial Officer ("CFO") are responsible for establishing and maintaining the Company's disclosure controls and procedures. Our disclosure controls are designed to provide reasonable assurance that information required to be disclosed by TWC is recorded, processed, summarized and reported within the time periods specified under Canadian securities laws, and include controls and procedures that are designed to ensure that information is accumulated and communicated to management, including the CEO and CFO, to allow timely decisions regarding required disclosure. The CEO and CFO, after evaluating the effectiveness of the Company's disclosure controls and procedures as at December 31, 2020, have concluded that the Company's disclosure controls are adequate and effective to ensure that material information relating to the Company and its subsidiaries would have been known to them.

MANAGEMENT'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING

The Company's management is responsible for establishing and maintaining adequate internal control over financial reporting.

The Company's internal control over financial reporting includes those policies and procedures that: (i) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of TWC's assets; (ii) provide reasonable assurance that transactions are recorded appropriately to permit preparation of financial statements in accordance with generally accepted accounting principles, and that our receipts and expenditures are being made only in accordance with authorization of our management and directors; and (iii) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use or disposition of our assets that could have a material effect on the financial statements.

Based on their evaluation, the CEO and CFO have concluded that, as at December 31, 2020, the Company's internal control over financial reporting is effective in providing reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes is in accordance with International Financial Reporting Standards as issued by the International Accounting Standards Board.

There were no changes in internal control over financial reporting that occurred during the Company's most recent year that have materially affected, or are reasonably likely to materially affect, the Company's internal control over financial reporting.

OUTLOOK

Golf Club Operations

The outbreak of the novel strain of coronavirus, specifically identified as "COVID-19", has resulted in governments worldwide enacting emergency measures to contain the spread of the virus which may lead to prolonged voluntary or mandatory building closures, business closures, government restrictions on travel and gatherings, quarantines, self-isolation and physical distancing. As a result, the Company temporarily closed all golf clubs in order to adhere to these restrictions and ensure the health and wellbeing of members and staff alike. This has and will continue to impact revenue streams such as corporate events, banquets, meetings, resort and greens fee as golf clubs have reopened but social distancing requirements still prohibit certain services. The Company will continue to adhere to guidance provided by governments and regulatory authorities. As required by the IFRS, ClubLink recognizes its annual dues revenue on a straight-line basis throughout the year based on when its properties are open and the service is provided.

Management expects that 2021 will be similar to 2020 with a strong demand for golf as a response to COVID-19 in addition to limited group business, if any.

Highland Gate Development

TWC has been pursuing the development of its Highland Gate property in Aurora, Ontario as part of a joint venture with Geranium Homes.

The development plan contains 158 single family detached homes, a seven storey multi-unit residential building with 114 units, a 10-metre landscaped buffer between existing rear yards and adjacent new streets, 7.6 kilometres of off-street trails resulting in a total pedestrian network consisting of 10.2 kilometres, and building a major new 21-acre park in the first phase of the development.

In 2019, there were five closings of this first phase along with build-out of two model homes. Approximately one-half of the remaining homes are subject to firm contracts which close in either 2021 or 2022.

Glen Abbey Development

TWC previously announced a long-term plan to transform Glen Abbey Golf Club and dedicate more than half (approximately 124 acres) of the privately-owned site to the public as permanent, publicly accessible green space by filing three development applications on November 10, 2016 with the Town of Oakville. The mixed-use development will deliver approximately 107,000 sf office and 69,000 sf retail space, along with a housing development consisting of 3,222 units compatible with the current character of the Oakville community and consistent with the provincial directive to focus growth within Oakville's built boundary.

ClubLink's three development applications, Official Plan and zoning by-law amendments and the Draft Plan of Subdivision, were deemed complete on November 10, 2016, the date they were received by the Town. Each of these applications have been appealed to the Local Planning Appeal Tribunal ("LPAT").

The 20 week LPAT hearing for this file has now been scheduled for August 9, 2021.

The development application process at Glen Abbey may take several years to conclude and accordingly the property will be operated as a golf course by the Company for the immediate future.

Kanata Development

ClubLink has been working with two local developers on development options at Kanata Golf and Country Club in Ottawa. A development application was submitted to the City of Ottawa on October 8, 2019 and deemed complete on October 17, 2019. On October 25, 2019, the City of Ottawa filed a Superior Court application in order to have ClubLink comply with an agreement compelling a certain amount of open space known as the 40% Agreement. On February 19, 2021, ClubLink was notified that the Superior Court upheld the City's application. ClubLink and its partners are considering options of appeal. A LPAT hearing has been scheduled for this file on January 17, 2022.

US Golf Club Operations

ClubLink is working with a local Florida developer to explore development options at Woodlands Country Club in Tamarac, Florida.

ADDITIONAL INFORMATION

Additional information concerning the Company, as well as the Company's Annual Information Form is available on SEDAR (www.sedar.com) and the investor relations section of the Company's website (www.twcenterprises.ca).

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

The consolidated financial statements and management's discussion and analysis of operations contained in this MD&A are the responsibility of the Company's management. To fulfill this responsibility, the Company maintains a system of internal controls to ensure that its reporting practices and accounting and administrative procedures are appropriate and provide assurance that relevant and reliable financial information is produced. The consolidated financial statements have been prepared in conformity with International Financial Reporting Standards and, where appropriate, reflect estimates based on management's best judgment in the circumstances. The financial information presented throughout this MD&A is consistent with the information contained in the consolidated financial statements.

Deloitte LLP, the independent auditor appointed by the shareholders, have audited the consolidated financial statements in accordance with Canadian generally accepted auditing standards to enable them to express to the shareholders their opinion on the consolidated financial statements. Their independent auditor's report is set out on the following page.

The consolidated financial statements have been further examined by the Board of Directors and by its Audit Committee, which meets regularly with the auditors and management to review the activities of each. The Audit Committee, which is comprised of three independent directors, who are not officers of the Company, reports to the Board of Directors.

K. (Rai) Sahi
Chairman, President and Chief Executive Officer
March 5, 2021

Andrew Tamlin
Chief Financial Officer

INDEPENDENT AUDITOR'S REPORT

To the Shareholders and the Board of Directors of TWC Enterprises Limited

Opinion

We have audited the consolidated financial statements of TWC Enterprises Limited (the "Company"), which comprise the consolidated statements of financial position as at December 31, 2020 and 2019, and the consolidated statements of earnings and comprehensive earnings, consolidated statements of changes in shareholders' equity and consolidated statements of cash flows for the years then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company as at December 31, 2020 and 2019, and its financial performance and its cash flows for the years then ended in accordance with International Financial Reporting Standards ("IFRS").

Basis for Opinion

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

Key Audit Matter

A key audit matter is a matter that, in our professional judgment, was of most significance in our audit of the financial statements for the year ended December 31, 2020. This matter was addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on this matter.

Property, Plant and Equipment – Assessment of Indicators of Impairment

Refer to Notes 2 and 7 to the financial statements

Key Audit Matter Description

The Company reviews property, plant and equipment for indicators of impairment at each reporting date or whenever events or changes in circumstances indicate that the carrying amount of an asset or group of assets may not be recoverable. As at March 31, 2020, management assessed internal and external factors, which included considerations related to the potential impact of the COVID-19 pandemic, and concluded that there were no events or changes in circumstances that indicated a potential impairment.

Auditing the Company's assessment of whether an indicator of impairment existed as at March 31, 2020 required increased auditor attention due to the judgments made by management when determining whether events or changes in circumstances could indicate a potential impairment.

How the Key Audit Matter Was Addressed in the Audit

Our audit procedures related to the assessment of whether an indicator of impairment existed in property, plant and equipment included the following, among others:

- Evaluated the Company's identification of triggering events and evaluated the Company's projected operating performance by comparing the key assumptions to historical results and considerations to recent events including the impact of the COVID-19 pandemic using internal and external information.
- Evaluated the responses as to factors considered and evaluated whether the Company omitted any significant internal or external factors in their assessment.

Other Information

Management is responsible for the other information. The other information comprises:

- Management's Discussion and Analysis of Financial Condition and Results of Operations; and
- The information, other than the financial statements and our auditor's report thereon, in the Annual Report.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We obtained Management's Discussion and Analysis prior to the date of this auditor's report. If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in this auditor's report. We have nothing to report in this regard.

The Annual Report is expected to be made available to us after the date of the auditor's report. If, based on the work we will perform on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact to those charged with governance.

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this independent auditor's report is Terng Chen.

Deloitte LLP

Chartered Professional Accountants
Licensed Public Accountants
Toronto, Ontario
March 5, 2021

(thousands of Canadian dollars)	Notes	**December 31, 2020**	December 31, 2019
ASSETS			
Current			
Cash and cash equivalents		**$ 57,217**	$ 66,042
Accounts receivable	21	**14,242**	8,451
Mortgages and loans receivable	3, 21	**21,314**	35,119
Inventories and prepaid expenses	4	**4,591**	5,219
Other assets	5	**69,847**	85,103
		167,211	199,934
Mortgages and loans receivable	3, 21	**3,685**	2,216
Other assets	5	**25,114**	24,085
Right-of-use assets	6	**11,359**	16,318
Property, plant and equipment	7	**410,404**	417,306
Intangible assets	8	**14,609**	15,747
Total assets		**$ 632,382**	$675,606
LIABILITIES AND SHAREHOLDERS' EQUITY			
Current			
Accounts payable and accrued liabilities	9	**$ 20,717**	$ 22,088
Lease liabilities	10	**5,339**	5,034
Borrowings	11	**22,427**	20,921
Prepaid annual dues and deposits		**16,156**	13,314
		64,639	61,357
Lease liabilities	10	**7,020**	12,207
Borrowings	11	**95,773**	110,222
Deferred membership fees	12	**5,229**	7,362
Deferred income tax liabilities	14	**45,352**	47,928
Total liabilities		**218,013**	239,076
Share capital	15	**102,453**	109,490
Retained earnings		**307,830**	322,454
Accumulated other comprehensive income		**4,086**	4,586
Total shareholders' equity		**414,369**	436,530
Total liabilities and shareholders' equity		**$ 632,382**	$675,606

See Accompanying Notes

On behalf of the Board of Directors

K. (Rai) Sahi
Chairman, President and Chief Executive Officer

Donald Turple
Director

TWC Enterprises Limited
Consolidated Statements of Earnings and Comprehensive Earnings

For the years ended December 31, 2020 and 2019

(thousands of Canadian dollars, except per share amounts)	Notes	**2020**	2019
REVENUE			
Operating revenue		**$ 127,216**	$ 163,641
Amortization of membership fees	12	**4,585**	5,146
	13	**131,801**	168,787
EXPENSES			
Cost of sales		**11,236**	22,414
Labour and employee benefits		**39,358**	70,475
Utilities		**7,049**	8,118
Selling, general and administrative		**3,906**	5,454
Property taxes		**3,401**	3,450
Repairs and maintenance		**3,184**	4,241
Insurance		**2,970**	2,724
Fertilizers and pest control products		**1,911**	2,378
Fuel and oil		**908**	1,357
Other operating expenses		**9,382**	14,044
Depreciation of right-of-use assets	6	**5,154**	5,174
Depreciation of property, plant and equipment	7	**12,971**	13,880
Amortization of intangible assets	8	**1,124**	1,065
Interest, net and investment income	16	**3,609**	4,923
Impairment	7	**-**	352
Other items	17	**21,458**	1,644
		127,621	161,693
Earnings before income taxes		**4,180**	7,094
Income tax expense (recovery)	14		
Current		**5,779**	4,210
Deferred		**(2,570)**	(2,020)
		3,209	2,190
Net earnings		**971**	4,904
Unrealized foreign exchange loss in respect of foreign operations		**(500)**	(943)
Total comprehensive earnings		**$ 471**	$ 3,961
Weighted average shares outstanding (000)	15	**25,981**	27,111
Earnings per share - basic and diluted	15	**$ 0.04**	$ 0.18

See Accompanying Notes

For the years ended December 31, 2020 and 2019

(thousands of Canadian dollars, except common shares)	Notes	Common Shares	Share Capital	Retained Earnings	Accumulated Other Comprehensive Income	Total Shareholders' Equity
Balance, January 1, 2019		**27,286,052**	**$ 111,744**	**$ 321,308**	**$ 5,529**	**$ 438,581**
Activity during 2019						
Adoption of IFRS 16		-	-	3,298	-	3,298
Comprehensive earnings (loss)		-	-	4,904	(943)	3,961
Cash dividend	15B	-	-	(2,172)	-	(2,172)
Shares cancelled subject to normal course issuer bid	15C	(550,432)	(2,254)	(4,884)	-	(7,138)
Balance, December 31, 2019		**26,735,620**	**109,490**	**322,454**	**4,586**	**436,530**
Activity during 2020						
Comprehensive earnings (loss)		-	-	971	(500)	471
Cash dividend	15B	-	-	(2,091)	-	(2,091)
Shares cancelled subject to normal course issuer bid	15C	(1,718,178)	(7,037)	(13,504)	-	(20,541)
Balance, December 31, 2020		**25,017,442**	**$ 102,453**	**$ 307,830**	**$ 4,086**	**$ 414,369**

See Accompanying Notes

TWC Enterprises Limited
Consolidated Statements of Cash Flows

For the years ended December 31, 2020 and 2019

(thousands of Canadian dollars)	Notes	**2020**	2019
OPERATING ACTIVITIES			
Net earnings		**$ 971**	$ 4,904
Items not affecting cash:			
Amortization of membership fees	12	**(4,585)**	(5,146)
Depreciation of property, plant and equipment	7	**12,971**	13,880
Depreciation of right-of-use assets	6	**5,154**	5,174
Amortization of intangible assets	8	**1,124**	1,065
Interest, net	16	**3,609**	4,923
Unrealized foreign exchange loss (gain)	17	**(1,256)**	2,810
Unrealized loss (gain) on investment in marketable securities	17	**7,311**	(2,426)
Loss on sale of common shares in Carnival plc	17	**16,240**	-
Gain on sale of property, plant and equipment	7	**(1,416)**	(525)
Equity income from investments in joint ventures	5	**(115)**	(1,135)
Impairment	7	**-**	352
Income tax provision		**3,209**	2,190
Collection of membership fee instalments	12	**2,501**	2,844
Interest paid		**(3,517)**	(4,828)
Income taxes refunded (paid)		**(6,216)**	25,258
Accounts receivable		**(5,857)**	(2,186)
Inventories and prepaid expenses		**628**	(304)
Accounts payable and accrued liabilities		**(620)**	2,386
Prepaid annual dues and deposits		**2,842**	754
Cash and cash equivalents provided by operating activities		**32,978**	49,990
INVESTING ACTIVITIES			
Operating property, plant and equipment expenditures	7	**(6,046)**	(7,723)
Expansion property, plant and equipment expenditures	7	**(3,820)**	(1,803)
Proceeds on sale of common shares in Carnival plc	5	**5,825**	-
Proceeds on sale of property, plant and equipment	7	**4,517**	729
Right-of-use assets	6	**(194)**	-
Joint venture acquisition	5	**-**	(9,236)
Investment in marketable securities		**(15,653)**	(59,973)
Other long-term assets		**597**	505
Cash used in investing activities		**(14,774)**	(77,501)
FINANCING ACTIVITIES			
Deferred financing costs		**(60)**	(60)
Revolving borrowings		**8,089**	(20,689)
Non-revolving borrowings - amortization payments		**(20,956)**	(18,618)
Lease liabilities		**(4,880)**	(5,105)
Mortgages and loans receivable		**12,357**	9,675
Shares repurchased for cancellation	15	**(20,541)**	(7,138)
Dividends paid	15	**(2,091)**	(2,172)
Cash used in financing activities		**(28,082)**	(44,107)
Net effect of currency translation adjustment on cash and cash equivalents		**1,053**	453
Net decrease in cash and cash equivalents during the year		**(8,825)**	(71,165)
Cash and cash equivalents, beginning of year		**66,042**	137,207
Cash and cash equivalents, end of year		**$ 57,217**	$ 66,042

See Accompanying Notes

1. NATURE OF OPERATIONS

TWC Enterprises Limited (the "Company" or "TWC") was formed under the laws of Canada. The Company's executive office is located at 15675 Dufferin Street, King City, Ontario L7B 1K5. TWC is a publicly traded company on the Toronto Stock Exchange ("TSX") under the symbol "TWC."

TWC is engaged in golf club operations under the trademark "ClubLink One Membership More Golf." TWC is Canada's largest owner, operator and manager of golf clubs with 48½, 18-hole equivalent championship and 3½, 18-hole equivalent academy courses at 37 locations in Ontario, Quebec and Florida (including one managed property).

The golf club operations located in the United States have a functional currency in United States ("US") dollars, which are translated into Canadian dollars for reporting purposes in these consolidated financial statements.

2. BASIS OF PRESENTATION

(A) Statement of compliance

The consolidated financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS") as issued by the International Accounting Standards Board (IASB).

These financial statements were authorized for issuance by the Board of Directors on March 5, 2021.

(B) Functional and presentation currency

These consolidated financial statements are presented in Canadian dollars, which is also the Company's functional currency.

(C) Significant accounting judgments and estimates

The preparation of financial statements that conform with IFRS requires management to make judgments and estimates and form assumptions that affect the amounts reported in the consolidated financial statements and accompanying notes. The following section discusses the accounting estimates, judgments and assumptions that the Company has made and how they affect the amounts reported in the consolidated financial statements.

Judgment is commonly used in determining whether a balance or transaction should be recognized in the financial statements and estimates and assumptions are more commonly used in determining the measurement of recognized transactions and balances. However, judgments and estimates are often interrelated.

On an ongoing basis, management evaluates its judgments and estimates in relation to assets, liabilities, revenue and expenses. Management uses historical experience and various other factors it believes to be reasonable under the given circumstances as the basis for its judgments and estimates. Actual outcomes may differ from management's judgments and estimates.

Amortization of membership fees

One of the more critical accounting estimates used by TWC is the weighted average remaining life of memberships sold by join year, which is used to recognize membership fee revenue. The membership fee revenue is amortized over the weighted average remaining membership life by year joined. The amortization period is reviewed annually and any adjustments are made prospectively. Subsequent to this amortization period, membership fees are recorded as revenue upon receipt. These amortization periods should decline each year by one year as each group gets one year older, producing a relatively uniform revenue stream from membership fees over the average remaining life of memberships sold by join year. However, these average ages may not decline on a consistent basis if a disproportionate amount of older or younger members decide to resign at any particular time. This could result in a deferral or acceleration of membership fee revenue, the amount of which would be dependent on the variability of the change in average ages. To date, there have been no significant variances in the average ages.

Property, plant and equipment

Property, plant and equipment are depreciated over their useful lives on a straight-line basis. The Company assesses on an annual basis the useful life and residual value of these assets, which are used in the calculation of depreciation expense. The useful lives assigned are disclosed in the list of accounting policies. Due to the relatively large proportion of these assets to total assets, the selection of the method of depreciation and the length of depreciation period could have a material impact on depreciation expense and net book value of property, plant and equipment.

When determining whether an asset is property, plant and equipment or an investment property, the original intent of the acquisition is considered in order to conclude as to which category is used.

2. BASIS OF PRESENTATION (continued)

(C) Significant accounting judgments and estimates (continued)

Intangible assets

Intangible assets includes amounts assigned to the membership base from past business combinations of member golf courses. These are amortized over a thirty year time frame. Inherent in this useful life is the estimate of the weighted average life of a member which is fifteen years, as well as the practice of our current members referring colleagues and family members as new ClubLink members. As part of the thirty year useful life amortization period, it is estimated that the average member (which typically has a fifteen year average life) will refer one other member for a combined thirty year useful life.

Impairment

Property, plant and equipment and intangible assets are reviewed for impairment at each reporting date or whenever events or changes in the circumstances indicate that the carrying amount of an asset may not be recoverable. Estimates are made in the assessment of any impairment calculation, which are described more fully in the accounting policy note.

The impairment process begins with the identification of the appropriate asset or cash-generating unit for purposes of impairment testing. Identification and measurement of any impairments are based on the asset's recoverable amount, which is the higher of its fair value less costs to sell and its value in use. Value in use is generally based on an estimate of discounted future cash flows. Judgment is required in determining the appropriate discount rate. Assumptions must also be made about future sales, margins and market conditions over the long-term life of the assets or cash-generating unit.

The Company cannot predict if an event that triggers impairment will occur, when it will occur or how it will affect reported asset amounts. Although estimates are reasonable and consistent with current conditions, internal planning and expected future operations, such estimates are subject to significant uncertainties and judgments. As a result, it is reasonably possible that the amounts reported for asset impairments could be different if different assumptions were used or if market and other conditions were to change. The changes could result in non-cash charges that could materially affect the Company's consolidated financial statements.

Income taxes

TWC records income taxes using the balance sheet liability method of accounting. Under this method, deferred income tax assets and liabilities are determined according to differences between the carrying amounts and tax bases of the assets and liabilities. Management uses judgment and estimates in determining the appropriate rates and amounts to record for deferred income taxes, giving consideration to timing and probability. Previously recorded tax assets and liabilities are remeasured using tax rates in effect when these differences are expected to reverse in accordance with enacted laws or those substantively enacted as at the date of the consolidated financial statements.

The Company operates in several tax jurisdictions. As a result, its income is subject to various rates of taxation. The complexity of tax regulations require assessments of uncertainties and judgments in estimating the taxes the Company will ultimately pay. While the Company believes that its positions and filings are appropriate and supportable, certain matters are periodically challenged by tax authorities. The final taxes paid are dependent upon many factors, including negotiations with taxing authorities in various jurisdictions and resolution of disputes arising from federal, provincial, state and local tax audits. The resolution of these uncertainties and the associated final taxes may result in adjustments to the Company's tax assets and tax liabilities and have a corresponding impact to net earnings.

Contingencies

The Company is exposed to possible losses and gains related to environmental matters and other various claims and lawsuits pending for and against it in the ordinary course of business. Prediction of the outcome of such uncertain events (i.e., being virtually certain, probable, remote or undeterminable), determination of whether recognition or disclosure in the consolidated financial statements is required and estimation of potential financial effects are matters for judgment. Where no amounts are recognized, such amounts are contingent and disclosure may be appropriate. While the amount disclosed in the consolidated financial statements may not be material, the potential for large liabilities exists and therefore these estimates could have a material impact on the Company's consolidated financial statements.

2. BASIS OF PRESENTATION (continued)

(D) Accounting policies

The following are the Company's accounting policies under IFRS:

Scope of consolidation

The consolidated financial statements of TWC, as the parent company, include the accounts of all entities that are controlled directly or indirectly by the Company. This includes the following wholly-owned major operating subsidiaries: ClubLink Corporation ULC and ClubLink US LLC and their respective subsidiaries. Control is achieved when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Intercompany transactions between subsidiaries are eliminated on consolidation.

Accounts receivable

Amounts are recorded at fair value less an allowance for doubtful accounts. In assessing the allowance, consideration is given to the financial solvency of specific customers and performing an evaluation of the remaining receivables according to their default risk primarily based on the age of the receivable and historical loss experience. Account balances are written off against the allowance after all collection efforts have been exhausted and the likelihood of recovery is considered remote. Recoveries are credited back to the allowance account.

Inventories

Inventories are stated at the lower of cost and net realizable value and consist of food, beverages and merchandise. Cost of sales represents the amount of inventories expensed during the year. Cost of sales are determined on a weighted-average basis.

2. BASIS OF PRESENTATION (continued)

(D) Accounting policies (continued)

Property, plant and equipment

Property, plant and equipment ("PP&E") is recorded at cost less impairment and accumulated depreciation.

PP&E include land and improvements thereto, buildings and related equipment. Operating PP&E, including assets under finance lease, are depreciated on a straight-line basis over their estimated useful lives as follows:

Land	Not depreciated
Buildings and land improvements	25 - 60 years
Bunkers, cart paths and irrigation	20 years
Equipment	5 - 30 years

PP&E include properties under construction or held for future development. TWC capitalizes all direct costs relating to the development and construction of these properties. TWC also capitalizes interest and direct project development and management costs during construction of qualifying assets.

Intangible assets

Purchased intangible assets with finite useful lives are recorded at acquisition cost and amortized on a straight-line basis over their estimated useful life. All of TWC's intangible assets have estimable useful lives and are therefore subject to amortization.

Intangible assets are amortized on a straight-line basis as follows:

Membership base	30 years
Brand	30 years
Below market rent terms	over the length of the lease

Business combinations

The Company accounts for all business combinations using the acquisition method. As at the date of acquisition, the purchase price is allocated to the fair values of the assets acquired and liabilities assumed. If applicable, goodwill represents the excess of the cost of acquired net assets over the fair values assigned to the tangible and intangible assets acquired and to the fair value of liabilities assumed.

Impairment of long-lived assets

The Company reviews long-lived assets such as property, plant and equipment and acquired intangible assets, for impairment at each reporting date or whenever events or changes in circumstances indicate that the carrying amount of an asset or group of assets may not be recoverable.

The Company assesses recoverability of these assets by comparing their carrying amount to the recoverable amount, which is the higher of value in use and fair value less costs to sell. Where the carrying amount of an asset or a group of assets exceeds its recoverable amount, the asset is considered to be impaired, and is written down to its recoverable amount. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs to sell, recent market transactions are taken into account, if available. If no such transactions can be identified, an appropriate valuation model is used.

For assets excluding goodwill, an assessment is made at each reporting date as to whether there is any indication that previously recognized impairment losses may no longer exist or may have decreased. If such indication exists, the Company estimates the asset's or group of assets' recoverable amount. A previously recognized impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognized. The reversal is limited so the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognized for the asset in prior years.

Accounts payable, borrowings and other liabilities

Trade payables and other non-derivative financial liabilities are recognized initially at fair value and in the case of borrowings include attributable transaction costs.

2. BASIS OF PRESENTATION (continued)

(D) Accounting policies (continued)

Deferred income taxes

The Company uses the balance sheet liability method of accounting for deferred income taxes. Temporary differences arising from the difference between the tax base of an asset or liability and its carrying amount on the consolidated balance sheets and unutilized tax losses are used to calculate deferred income tax liabilities or assets. Deferred income tax liabilities and assets are calculated using the substantively enacted tax rates and laws that are expected to be in effect in the periods that the temporary differences are expected to reverse. The effect of changes in tax rates is included in earnings in the period, which includes the substantive enactment.

Foreign currency translation

(a) Functional currency and currency translation account

The functional currency of TWC and its subsidiaries is the local currency. The assets and liabilities of TWC's foreign operations where the functional currency is not the Canadian dollar are translated using the rate of exchange at the balance sheet date, whereas revenue and expenses are translated using average exchange rates during the respective periods. The resulting foreign currency translation adjustments are included in accumulated other comprehensive earnings or loss. The accumulated balance of the foreign currency translation reserve reflects the differences since January 1, 2010, the transition date to IFRS. When a foreign operation is disposed of, the foreign currency translation adjustment applicable to that entity is recognized in the consolidated statement of earnings.

(b) Local currency transactions

Transactions in foreign currencies are translated to the respective functional currencies of the entity at the applicable exchange rate on the date of each transaction. Monetary assets and liabilities that are denominated in foreign currencies other than the functional local currency are translated at the year-end closing rate with the resulting gains and losses reflected in the consolidated statement of earnings.

(c) Cash flow statement

Operating, investing and financing cash flows are translated using average exchange rates during the respective periods. The effects on cash due to fluctuations in exchange rates are shown in a separate line in the consolidated statement of cash flows.

Financial instruments

Financial assets must be classified and measured based on three categories: amortized cost, fair value through other comprehensive income ("FVTOCI") and fair value through profit or loss ("FVTPL"). Financial liabilities are classified and measured based on two categories: amortized cost and FVTPL. Initially, all financial assets and financial liabilities are recorded in the consolidated balance sheets at fair value. After initial recognition, the effective interest related to financial assets and liabilities measured at amortized cost and the gain or loss arising from the change in the fair value of financial assets or liabilities classified as FVTPL are included in net income for the year in which they arise. At each consolidated balance sheet date, financial assets measured at amortized cost or at FVTOCI, except for investment in equity instruments, require an impairment analysis using the expected credit loss model ("ECL model") to determine the expected credit losses using judgment determined on a probability weighting basis.

The following is a summary of the accounting model the Company applies to each of its significant categories of financial instruments:

Balance Sheet Classification	Financial Instrument Designation
Cash and cash equivalents	Amortized cost
Accounts receivable	Amortized cost
Investments	FVTPL
Mortgages and loans receivable	Amortized cost
Accounts payable and accrued liabilities	Amortized cost
Borrowings	Amortized cost

2. BASIS OF PRESENTATION (continued)

(D) Accounting policies (continued)

Financial instruments (continued)

Transaction costs related to the Company's borrowings are netted against the related liability and are expensed using the effective interest method.

The fair value of financial instruments that are not quoted in an active market is determined by applying various valuation techniques with maximum use of observable market inputs. The valuation techniques used are discounted cash flows, option pricing models, valuations with reference to recent transactions in the same instrument and valuation with reference to other financial instruments that are substantially the same.

An item may only be designated in a hedging relationship if changes in fair value of the hedging item are expected to offset virtually all changes in fair value of the hedged item attributable to the hedged risk. This offsetting must be expected at inception of the hedge and throughout the hedging period.

The Company formally documents all relationships between hedging instruments and hedged items, as well as its risk management objectives and strategy for undertaking various hedging transactions. The Company also documents and assesses, both at hedge inception and on an ongoing basis, whether the derivative financial instruments that are used in hedging transactions are highly effective in offsetting expected changes in the hedged items.

Gains and losses on derivative financial instruments that are not designated in a hedging relationship and gains and losses related to the "ineffective" portion of effective hedges are recognized in other operating income and expenses.

Hedge accounting is discontinued prospectively if the hedging instrument or hedged item is terminated or sold, or if it is determined that the hedging instrument is no longer effective.

Share capital

Repurchased common shares are recorded at acquisition cost and are presented as a deduction from shareholders' equity. On retirement of treasury shares, any excess over the calculated average issue price is charged to retained earnings.

Revenue recognition

Golf club operations revenue includes annual dues (recognized on a daily basis as earned) and sales to members and customers of green fees, cart rentals, food and beverage, merchandise and room rentals, which are all recognized when the service is provided. The Company recognizes its annual dues revenue on a straight-line basis throughout the year based on when its properties are open and services are provided. Membership fee revenue is amortized over the estimated weighted average remaining membership life by year joined. Subsequent to this amortization period, membership fees are recorded as revenue upon receipt.

Non-monetary transactions

The Company records non-monetary transactions at the fair value of the assets or services exchanged unless the exchange transaction lacks commercial substance or the fair value of neither the asset or service received nor the asset or service given up is reliably measurable.

The Company has recorded $462,000 (2019 – $875,000) of operating revenue relating to non-monetary transactions.

Lease payments

The Company is a lessee of property, plant and equipment, mainly leased golf clubs, under leases that do not transfer the substantive risks and rewards of ownership.

At the commencement date of a lease, a lessee will recognize a liability to make lease payments and an asset representing the right-of-use to use the underlying asset during the lease term. Lessees will be required to separately recognize the interest expense on the lease liability and the depreciation expense on the right-of-use asset.

2. BASIS OF PRESENTATION (continued)

(D) Accounting policies (continued)

Earnings per share

Basic earnings per share is calculated by dividing net earnings by the weighted average number of common shares outstanding during the year. Diluted earnings per share is calculated using the treasury stock method.

Joint ventures

A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint arrangement. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control.

Investments in joint ventures are accounted for using the equity method. Under the equity method, the investment in a joint venture is initially recognized at cost. The carrying amount of the investment is adjusted to recognize changes in the Company's share of net assets of the joint venture since the acquisition date. The consolidated statement of income reflects the Company's share of the results of operations of the joint venture. Any change in other comprehensive income of the joint venture is presented as part of the Company's consolidated statement of comprehensive earnings.

When the Company's share of losses of a joint venture exceeds the Company's interest in that joint venture, the Company discontinues recognizing its share of further losses. Additional losses are recognized only to the extent that the Company has incurred legal or constructive obligations or made payments on behalf of the joint venture.

When the Company transacts with a joint venture, profits and losses resulting from the transactions are recognized in the Company's consolidated financial statements only to the extent of interests in the joint venture that are not related to the Company.

Subsidies

As per IAS 20, Government Grants, the Company recognizes government assistance, in the form of grants or forgivable loans, when there is reasonable assurance that the Company will be able to comply with the conditions attached to the assistance and that the assistance will be received. Government assistance that compensates the Company for expenses incurred is recognized in the Consolidated Statements of Earnings and Comprehensive Earnings, as a reduction of the related expense, in the periods in which the expenses are recognized.

On April 11, 2020, the Government of Canada passed the Canada Emergency Wage Subsidy ("CEWS") to support employers experiencing certain revenue declines as a result of the COVID-19 pandemic. The Company applied for CEWS for the period from March 15, 2020 to December 31, 2020. For the year ended December 31, 2020, the Company recognized a recovery of labour and employee benefits expense of $11,948,000. As at December 31, 2020, the Company has an amount receivable related to CEWS of $9,045,000 included in accounts receivable on the Consolidated Balance Sheets. This amount was received subsequent to year end.

3. MORTGAGES AND LOANS RECEIVABLE

Mortgages and loans receivable consist of the following:

(thousands of Canadian dollars)	**2020**	2019
Former officer loan	**$ -**	$ 1,258
Vendor take-back mortgages	**4,199**	1,528
Related party receivable (Note 18)	**20,800**	34,549
	24,999	37,335
Less: current portion	**21,314**	35,119
	$ 3,685	$ 2,216

The vendor take-back mortgages have maturity dates to June 2023 and have an average fixed interest rate of 5.95% (2019 – 5.41%).

4. INVENTORIES AND PREPAID EXPENSES

Inventories and prepaid expenses consist of the following:

(thousands of Canadian dollars)	**2020**	2019
Merchandise and supplies	**$ 3,036**	$ 3,099
Food and beverage	**610**	902
Other	**945**	1,218
	$ 4,591	$ 5,219

5. OTHER ASSETS

Other assets consist of the following:

(thousands of Canadian dollars)	**2020**	2019
Investment in joint ventures	**$ 22,996**	$ 23,492
Common shares in Carnival plc	**-**	22,066
Investment in Automotive Properties REIT (6,521,657 units; December 31, 2019 - 5,188,257 units)	**69,847**	63,037
Investment in other marketable securities	**1,531**	-
Other	**587**	593
	94,961	109,188
Less: current portion	**69,847**	85,103
	$ 25,114	$ 24,085

On March 17, 2020, TWC sold its interest in Carnival plc for $5,825,000. This sale resulted in a loss of $16,240,000 reflected in other items.

The Company's investment in joint ventures consist of the following:

(thousands of Canadian dollars)	**2020**	2019
Balance, beginning of year	**$ 23,492**	$ 7,834
Acquisition	**-**	14,501
Equity income	**115**	1,135
Recognized deferred profit	**-**	22
Return of capital on investments	**(611)**	-
Balance, end of year	**$ 22,996**	$ 23,492

On August 16, 2019, TWC purchased a 50% interest in a real estate management company and various real estate housing investments with ownership percentages ranging from 11.67% to 23.33% for $14,501,000. This purchase price was broken down into a cash outlay of $9,236,000 and promissory notes in the amount of $5,265,000. Included in this acquisition was an 11.67% interest in the Highland Gate project, bringing TWC's total interest to be 61.67%. Notwithstanding this fact, TWC does not control this project due to the fact that the Company can only nominate one of the two directors for this asset, and decisions need to be unanimous. Therefore, Highland Gate is jointly controlled and is accounted for as a joint venture.

Control of the real estate management company and the various real estate housing investments is shared with TWC's partners and are considered to be joint ventures which are to be accounted for using the equity accounting method. The real estate management company manages the real estate housing investments acquired.

5. OTHER ASSETS (continued)

Summarized financial information for the real estate management company and the real estate housing investments at 100% and TWC's ownership interest is provided below:

(thousands of Canadian dollars)	Highland Gate	Real Estate Management Company	Real Estate Housing Investments	**2020** **Total**	2019 Total
Current assets	$ 2,686	$ 2,747	$ 2,033	**$ 7,466**	$ 4,429
Related party	-	189	11	**200**	(200)
Land and other long-term assets	72,729	634	39,407	**112,770**	112,251
Secured project debt	(31,677)	-	(9,756)	**(41,433)**	(46,648)
Loan from TWC	-	(800)	-	**(800)**	(870)
Liabilities	(11,086)	(1,000)	(7,330)	**(19,416)**	(10,909)
Net assets at 100%	32,652	1,770	24,365	**58,787**	58,053
Net assets at Company's share	20,135	885	3,262	**24,282**	24,167
Return of capital on investments	(631)	-	20	**(611)**	-
Deferred profit	(675)	-	-	**(675)**	(675)
Net assets attributable to TWC	$ 18,829	$ 885	$ 3,282	**$ 22,996**	$ 23,492
Net assets attributable to partners	$ 13,823	$ 885	$ 21,083	**$ 35,791**	$ 34,561
Equity income (loss)	$ (2)	$ 115	$ 2	**$ 115**	$ 1,135

6. RIGHT-OF-USE ASSETS

Right-of-use assets consists of the following:

(thousands of Canadian dollars)	Land and Buildings	Equipment	**Total**
At January 1, 2019	$ -	$ -	**$ -**
Adoption of IFRS 16	21,372	531	**21,903**
Depreciation	(5,010)	(164)	**(5,174)**
Impairment	(402)	-	**(402)**
Foreign exchange	-	(9)	**(9)**
At December 31, 2019	15,960	358	**16,318**
Additions	-	194	**194**
Depreciation	(4,944)	(210)	**(5,154)**
Foreign exchange	-	1	**1**
At December 31, 2020	$ 11,016	$ 343	**$ 11,359**

7. PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment consist of the following:

(thousands of Canadian dollars)	Land	Buildings and Land Improvements	Bunkers, Cart Paths and Irrigation	Equipment	**Total**
Cost					
At January 1, 2019	$ 292,199	$ 159,177	$ 104,397	$ 89,547	**$ 645,320**
Additions	1,104	1,469	2,032	4,921	**9,526**
Impairment	-	(2,815)	(1,071)	(1,382)	**(5,268)**
Disposals	(323)	-	-	(3,223)	**(3,546)**
Foreign exchange difference	(547)	(488)	(414)	(434)	**(1,883)**
At December 31, 2019	292,433	157,343	104,944	89,429	**644,149**
Additions	617	4,048	1,659	3,542	**9,866**
Disposals	(2,395)	(1,561)	(691)	(3,560)	**(8,207)**
Foreign exchange difference	(212)	(192)	(168)	(135)	**(707)**
At December 31, 2020	$ 290,443	$ 159,638	$ 105,744	$ 89,276	**$ 645,101**
Accumulated Depreciation					
At January 1, 2019	$ -	$ 75,763	$ 75,397	$ 70,397	**$ 221,557**
Depreciation	-	4,657	4,711	4,512	**13,880**
Impairment	-	(2,642)	(1,022)	(1,264)	**(4,928)**
Disposals	-	-	-	(3,025)	**(3,025)**
Foreign exchange difference	-	(147)	(192)	(302)	**(641)**
At December 31, 2019	-	77,631	78,894	70,318	**226,843**
Depreciation	-	5,101	4,234	3,636	**12,971**
Disposals	-	(487)	(642)	(3,678)	**(4,807)**
Foreign exchange difference	-	(79)	(109)	(122)	**(310)**
At December 31, 2020	$ -	$ 82,166	$ 82,377	$ 70,154	**$ 234,697**
Net book value at December 31, 2019	$ 292,433	$ 79,712	$ 26,050	$ 19,111	**$ 417,306**
Net book value at December 31, 2020	$ 290,443	$ 77,472	$ 23,367	$ 19,122	**$ 410,404**

Certain property, plant and equipment have been assigned as collateral for borrowings (Note 11).

As at December 31, 2020, ClubLink had equipment under lease with a net book value of $20,000 (2019 – $1,168,000).

On October 13, 2017, the clubhouse at Le Maître de Mont-Tremblant sustained a significant fire event. In 2020, $3,462,000 was spent on the reconstruction of the clubhouse which was operational in October 2020.

On February 4, 2020, ClubLink sold Greenhills Golf Club and recorded an impairment charge in the amount of $352,000 in the 2019 financial statements in relation to this transaction, of which $340,000 was recorded to property, plant and equipment.

On May 21, 2020, ClubLink sold Harwood, a property held for future development, for proceeds of $2,650,000 including a $2,400,000 vendor take-back mortgage. Net proceeds totalled $2,517,000 and ClubLink recorded a gain of $503,000 on the sale.

On July 13, 2020, ClubLink sold Club de Golf Val des Lacs for proceeds of $1,750,000 including a $300,000 vendor take-back mortgage. Net proceeds totalled $1,680,000 and ClubLink recorded a gain of $835,000 on the sale.

Proceeds collected on the sale of various pieces of miscellaneous equipment amounted to $320,000 (2019 - $729,000).

Net gain on property, plant and equipment consists of the following:

(thousands of Canadian dollars)	**2020**	2019
Gain on sale of Harwood	**$ (503)**	$ -
Gain on sale of Val des Lacs	**(835)**	-
Gain on disposal of miscellaneous equipment	**(78)**	(525)
	$ (1,416)	$ (525)

8. INTANGIBLE ASSETS

Intangible assets consist of the following:

(thousands of Canadian dollars)	Membership base	Brand	Other	**Total Intangible Assets**
Cost				
At January 1, 2019	$ 12,272	$ 13,477	$ 2,447	**$ 28,196**
Foreign exchange difference	(101)	-	(10)	**(111)**
At December 31, 2019	12,171	13,477	2,437	**28,085**
Foreign exchange difference	(40)	-	(4)	**(44)**
At December 31, 2020	$ 12,131	$ 13,477	$ 2,433	**$ 28,041**
Accumulated amortization				
At January 1, 2019	$ 4,689	$ 4,590	$ 2,052	**$ 11,331**
Amortization	453	458	154	**1,065**
Foreign exchange difference	(47)	-	(11)	**(58)**
At December 31, 2019	5,095	5,048	2,195	**12,338**
Amortization	518	485	121	**1,124**
Foreign exchange difference	(26)	-	(4)	**(30)**
At December 31, 2020	$ 5,587	$ 5,533	$ 2,312	**$ 13,432**
Net book value at December 31, 2019	$ 7,076	$ 8,429	$ 242	**$ 15,747**
Net book value at December 31, 2020	$ 6,544	$ 7,944	$ 121	**$ 14,609**

9. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Accounts payable and accrued liabilities consist of the following:

(thousands of Canadian dollars)	**2020**	2019
Trade payables	**$ 2,680**	$ 3,481
Accrued payroll costs	**2,619**	3,213
Accrued interest	**625**	747
Income taxes payable	**4,885**	4,072
Accrued liabilities and other	**9,908**	10,575
	$ 20,717	$ 22,088

10. LEASE LIABILITIES

The following table represents the change in the balance of the Company's lease liabilities:

(thousands of Canadian dollars)	Land and Buildings	Equipment	**Total**
At January 1, 2019	$ -	$ 866	**$ 866**
Adoption of IFRS 16	21,372	531	**21,903**
Interest expense	1,042	63	**1,105**
Lease payments	(5,471)	(739)	**(6,210)**
Impairment	(412)	-	**(412)**
Foreign exchange	-	(11)	**(11)**
At December 31, 2019	16,531	710	**17,241**
Additions	-	194	**194**
Interest expense	847	48	**895**
Lease payments	(5,503)	(472)	**(5,975)**
Foreign exchange	-	4	**4**
At December 31, 2020	11,875	484	**12,359**
Less: current portion	5,059	280	**5,339**
	$ 6,816	$ 204	**$ 7,020**

Future minimum payments of lease liabilities are as follows:

(thousands of Canadian dollars)	Lease Liabilities	Interest	**Total Minimum Lease Payments**
2021	$ 5,339	$ 582	**$ 5,921**
2022	4,504	279	**4,783**
2023	1,180	114	**1,294**
2024	1,247	41	**1,288**
2025	10	5	**15**
2026 and thereafter	79	16	**95**
	$ 12,359	$ 1,037	**$ 13,396**

The above lease liabilities have a weighted average interest rate of 6.1% (2019 - 6.2%).

Land Lease Rent

TWC has certain golf clubs that it operates, which are under lease arrangements. The following are the golf clubs under lease with expiration dates:

- The Club at Bond Head: December 31, 2021
- The Country Club: December 31, 2022
- National Pines Golf Club: November 15, 2024

In December 2017, the landlord of the Country Club provided the Company with a five year notice - as provided in the lease document. The lease now expires on December 31, 2022, rather than the original expiration of December 31, 2026.

In December 2018, the Company provided the landlord of The Club at Bond Head with a three year notice - as provided in the lease document. The lease now expires on December 31, 2021, rather than the original expiration date of December 31, 2029.

During 2020, the Company paid $4,000 (2019 - $5,000) in percentage rent in addition to the land lease commitments described above.

11. BORROWINGS

Borrowings consist of the following:

(thousands of Canadian dollars)	2020	2019
Secured revolving operating line of credit to a maximum of $50,000,000 due September 11, 2022 (a)	**$ 8,089**	$ -
Mortgages with blended monthly payments of principal and interest		
8.345% Mortgages due July 1, 2022	**4,110**	6,440
7.550% Mortgage due July 1, 2022	**488**	768
7.416% Mortgages due September 1, 2023	**9,056**	11,918
7.268% Mortgage due July 1, 2024	**4,482**	5,539
8.060% Mortgage due July 1, 2024	**24,155**	29,826
6.194% Mortgage due March 1, 2026	**25,383**	29,352
6.315% Mortgage due December 1, 2027	**25,387**	28,184
8.000% Mortgage due October 1, 2029 (US $10,324,000; 2019 - US $11,098,000)	**13,144**	14,414
Other - maturing from August 16, 2022 to August 16, 2024 (Note 5)	**4,315**	5,265
	118,609	131,706
Gross borrowings	**118,609**	131,706
Less: deferred financing costs	**409**	563
Borrowings	**118,200**	131,143
Less: current portion	**22,427**	20,921
	$ 95,773	$ 110,222

Note a: As at December 31, 2020, there are $1,018,000 (2019 – $1,018,000) in letters of credit issued, representing unavailable funds reserved for government withdrawals, and there is availability of $40,893,000 (2019 – $48,982,000) under this facility. This is a revolving operating line of credit with a two-year term and provisions for annual one-year extensions. This facility bears interest at bankers' acceptance rates plus 1.60% or 2.16% (2019 – 3.74%).

Borrowings are collateralized by certain property, plant and equipment assets (Note 7).

Minimum principal debt repayments for the next five years and thereafter are as follows:

(thousands of Canadian dollars)	Total Borrowings
2021	**$ 22,427**
2022	**30,842**
2023	**21,565**
2024	**16,390**
2025	**10,706**
2026 and thereafter	**16,679**
	$118,609

12. DEFERRED MEMBERSHIP FEES

Deferred membership fees consist of the following:

(thousands of Canadian dollars)	2020	2019
Unamortized membership fees (Note 12A)	**$ 30,479**	$ 28,726
Future membership fee instalments (Note 12B)	**(25,250)**	(21,364)
Deferred membership fees	**$ 5,229**	$ 7,362

12. DEFERRED MEMBERSHIP FEES (continued)

Unamortized membership fees represents the portion of collected or committed membership fees that have not been booked as revenue.

Future membership fee instalments represents the amount of uncollected committed membership fee instalments. The Company forgives future instalments upon resignation of a member.

The net deferred membership fees represents the excess of membership fees collected over membership fee revenue recognized.

(A) Changes in unamortized membership fees are as follows:

(thousands of Canadian dollars)	**2020**	2019
Balance, beginning of year	**$ 28,726**	$ 32,597
Sales to new members	**8,751**	4,147
Transfer and reinstatement fees	**1,333**	551
Resignations and terminations	**(3,626)**	(3,360)
Amortization of membership fees to revenue	**(4,585)**	(5,146)
Sale of Greenhills Golf Club	**(104)**	-
Exchange difference	**(16)**	(63)
Balance, end of year	**$ 30,479**	$ 28,726

(B) Changes in future membership fee instalments are as follows:

(thousands of Canadian dollars)	**2020**	2019
Balance, beginning of year	**$ 21,364**	$ 22,915
Sales to new members	**8,751**	4,147
Transfer and reinstatement fees	**1,333**	551
Resignations and terminations	**(3,626)**	(3,360)
Instalments received in cash	**(2,501)**	(2,844)
Sale of Greenhills Golf Club	**(52)**	-
Exchange difference	**(19)**	(45)
Balance, end of year	**$ 25,250**	$ 21,364

13. REVENUE

Revenue consists of the following:

	Year ended December 31, 2020			Year ended December 31, 2019		
(thousands of Canadian dollars)	Canadian Golf Club Operations	US Golf Club Operations	**Total**	Canadian Golf Club Operations	US Golf Club Operations	**Total**
Annual dues	$ 48,081	$ 6,215	**$ 54,296**	$ 49,783	$ 6,629	**$ 56,412**
Golf	33,241	9,432	**42,673**	24,312	11,694	**36,006**
Corporate events	2,167	160	**2,327**	11,036	493	**11,529**
Membership fees	4,239	346	**4,585**	4,793	353	**5,146**
Food and beverage	14,642	1,428	**16,070**	40,052	2,938	**42,990**
Merchandise	7,941	603	**8,544**	12,172	1,019	**13,191**
Rooms and other	3,360	(54)	**3,306**	3,487	26	**3,513**
	$ 113,671	$ 18,130	**$ 131,801**	$ 145,635	$ 23,152	**$168,787**

14. INCOME TAXES

(A) Income tax provision

The provision for income taxes differs from the expected amount calculated by applying the Canadian combined federal and provincial corporate income tax rates to earnings before income taxes. The major components of these differences are explained as follows:

(thousands of Canadian dollars)	**2020**	2019
Earnings before income taxes	**$ 4,180**	**$ 7,094**
Expected corporate tax rate	**26.50%**	**26.50%**
Calculated income tax provision	**1,108**	**1,880**
Difference in statutory tax rates	**26**	**19**
Capital items	**2,473**	**(321)**
Foreign exchange	**(61)**	**344**
Permanent differences	**59**	**60**
Unbenefitted operating losses	**339**	**245**
Other	**(735)**	**(37)**
Total tax expense	**$ 3,209**	**$ 2,190**

The tax rate used for the 2020 and 2019 reconciliations above is the corporate rate of 26.50% payable by corporate entities in Ontario, Canada.

(B) Deferred income tax liabilities

The tax effects of temporary differences that give rise to the deferred income tax assets and liabilities are summarized as below:

(thousands of Canadian dollars)	Capital/ Intangible Assets and Other	Other Capital Items	Foreign Exchange	**Total**
Balance, January 1, 2019	$ 44,578	$ 2,250	$ 1,949	**$ 48,777**
Recognized in earnings	215	-	(2,235)	**(2,020)**
Adoption of IFRS 16	1,189	-	-	**1,189**
Recognized in equity through comprehensive earnings	(18)	-	-	**(18)**
As at December 31, 2019	45,964	2,250	(286)	**47,928**
Recognized in earnings	(2,431)	-	(139)	**(2,570)**
Recognized in equity through comprehensive earnings	(6)	-	-	**(6)**
As at December 31, 2020	$ 43,527	$ 2,250	$ (425)	**$ 45,352**

There are no unused tax losses on which the deferred tax assets have been recognized as at December 31, 2020 (2019 - nil).

15. SHARE CAPITAL

(A) Authorized and issued share capital

The authorized share capital is an unlimited number of common shares and preferred shares. As at December 31, 2020, there are 25,017,442 common shares outstanding (December 31, 2019 - 26,735,620). As at December 31, 2020, no preferred shares have been issued. Please refer to the consolidated statements of changes in shareholders' equity for details.

(B) Dividends

During 2019, TWC declared and paid four quarterly cash dividends of 2 cents per common share for a total of 8 cents per common share or $2,172,000 for the year.

During 2020, TWC declared and paid four quarterly cash dividends of 2 cents per common share for a total of 8 cents per common share or $2,091,000 for the year.

(C) Shares repurchased and cancelled

The Company was approved by the Toronto Stock Exchange for a normal course issuer bid to purchase up to 1,366,000 of its common shares which expired on September 19, 2019. From September 20, 2018 to December 31, 2018, the Company repurchased for cancellation 31,087 common shares for a total purchase price of $392,380 or $12.62 per common share, including commissions. From January 1, 2019 to September 19, 2019, the Company repurchased for cancellation 530,332 common shares for a total purchase price of $6,867,799 or $12.95 per common share, including commissions.

The Company was approved by the Toronto Stock Exchange for a normal course issuer bid to purchase up to 1,338,000 of its common shares which expired on September 19, 2020. From September 20, 2019 to December 31, 2019, the Company repurchased for cancellation 20,100 common shares for a total purchase price of $270,126 or $13.44 per share, including commissions. From January 1, 2020 to September 19, 2020 the Company repurchased for cancellation 1,307,778 common shares for a total purchase price of $15,150,616 or $11.59 per share, including commissions.

The Company was approved by the Toronto Stock Exchange for a normal course issuer bid to purchase up to 1,271,000 of its common shares which will expire on September 19, 2021. From September 20, 2020 to December 31, 2020 the Company repurchased for cancellation 410,400 common shares for a total purchase price of $5,389,859 or $13.13 per share, including commissions.

In recording the repurchase and cancellation of shares, share capital is reduced by the weighted average issue price of the outstanding common shares with the differential to the purchase price being credited or charged to retained earnings.

(D) Earnings per share

Diluted earnings per share is the same as basic earnings per share.

16. INTEREST, NET AND INVESTMENT INCOME

Interest, net and investment income consists of the following:

(thousands of Canadian dollars)	**2020**	2019
Revolving lines of credit	**$ 80**	$ 127
Non-revolving mortgages	**8,465**	9,836
Lease liabilities (Note 10)	**895**	1,105
Line of credit to related party	**(452)**	(1,489)
Amortization of deferred financing costs	**214**	237
Other	**262**	102
Interest revenue and investment income	**(5,855)**	(4,995)
	$ 3,609	$ 4,923

17. OTHER ITEMS

Other items consist of the following loss (income) items:

(thousands of Canadian dollars)	**2020**	2019
Gain on sale of property, plant and equipment	**$ (1,416)**	$ (525)
Insurance proceeds	**-**	(2,141)
Foreign exchange loss (gain)	**(1,256)**	6,944
Unrealized loss (gain) on investment in marketable securities	**7,311**	(2,426)
Loss on sale of common shares in Carnival plc	**16,240**	-
Equity income from investments in joint ventures (Note 5)	**(115)**	(1,135)
Other	**694**	927
	$ 21,458	$ 1,644

The exchange rate used for translating US denominated assets has changed from 1.2988 at December 31, 2019 to 1.2732 at December 31, 2020. This has resulted in a foreign exchange gain of $1,256,000 for the year ended December 31, 2020 on the translation of the Company's US denominated financial instruments.

On March 17, 2020, TWC sold its interest in Carnival plc for $5,825,000. This sale resulted in a loss of $16,240,000 reflected above.

18. RELATED PARTY TRANSACTIONS

The immediate parent and controlling party of the Company is Paros Enterprises Limited ("Paros") and its parents – S.N.A. Management Limited. These companies are privately-owned companies whose shareholder is the Chairman, President and Chief Executive Officer of the Company – K. (Rai) Sahi.

K. (Rai) Sahi, the Chairman, President and Chief Executive Officer of the Company is also the controlling shareholder of Morguard Corporation ("Morguard").

The Company has provided an unsecured revolving demand credit facility to Morguard in the amount of $50,000,000 with no fixed maturity date. Morguard has provided an unsecured revolving demand credit facility to TWC in the amount of $50,000,000 with no fixed maturity date. These facilities bear interest on a basis which is consistent with the entity's borrowing costs.

Summarized information regarding these facilities is as follows:

	For the year ended	
(thousands of Canadian dollars)	**December 31, 2020**	December 31, 2019
Loan receivable from Morguard	**20,000**	33,679
Net interest receivable	**45**	304
Net interest earned	**452**	1,489

The Company has provided an unsecured revolving demand credit facility to Paros in the amount of $5,000,000, with no fixed maturity date. Paros has provided an unsecured revolving demand credit facility to TWC in the amount of $5,000,000 with no fixed maturity date. These facilities bear interest at prime plus 1%. During 2020 and 2019, there were no advances or repayments under this facility.

The purpose of these credit facilities is to allow each of the above entities to manage its financing activities in the most effective manner.

The Company has provided an unsecured revolving demand credit facility to an investment in joint venture in the amount of $3,000,000, with no fixed maturity date. This facility bears interest at prime plus 1.25%. As at December 31, 2020, the amount receivable on this facility was $800,000 (December 31, 2019 - $870,000). Interest receivable at December 31, 2020 was $4,000 (December 31, 2019 - $4,000), and interest earned amounted to $66,000 for the year ended December 31, 2020 (December 31, 2019 - $25,000).

The Company receives managerial and consulting services from Morguard. The Company paid a management fee of $695,000 for the year ended December 31, 2020 (December 31, 2019 - $695,000), under a contractual agreement, which is included in operating expenses. Morguard also provides back-office services to ClubLink US Corporation. The Company paid a management fee of US$460,000 (CDN$617,000) for the year ended December 31, 2020 (December 31, 2019 - US$460,000; CDN$610,000) under a contractual agreement, which is included in direct operating expenses.

During 2020, the Company earned $264,000 (2019 - $630,000) in operating revenue (primarily food and beverage and corporate events) from related parties controlled by the Chairman, President and Chief Executive Officer of the Company.

A total of US$53,000 of rental revenue was earned by TWC for the year ended December 31, 2020 (December 31, 2019 - US$53,000) from Morguard relating to a shared office facility in Florida.

All related party transactions were made in the ordinary course of business and on substantially the same terms including interest rates and security as for comparable transactions with parties of a similar standing.

19. SEGMENTED INFORMATION

TWC's reportable segments are strategic business units that offer different services and/or products. The Company's operating segments have been determined based on reports reviewed that are used to make strategic decisions by the President and CEO, the Company's chief operating decision maker.

TWC is engaged in golf club operations under the trademark "ClubLink One Membership More Golf". TWC is Canada's largest owner, operator and manager of golf clubs with 48½, 18-hole equivalent championship and 3½, 18-hole equivalent academy courses (including one managed property), at 37 locations in two separate geographic Regions: (a) Canada and (b) United States.

TWC's golf clubs are strategically organized in clusters that are located in densely populated metropolitan areas and resort destinations frequented by those who live and work in these areas. By operating in regions, TWC is able to offer golfers a wide variety of unique membership, corporate event and resort opportunities. TWC is also able to obtain the benefit of operating synergies to maximize revenue and achieve economies of scale to reduce costs.

The accounting policies of the segments are the same as those described in the summary of significant accounting policies. Any inter-segment transfers are recorded at cost.

Geographical information is not separately presented as the industry segments operate in separate and distinct geographical segments on their own.

	For the Year Ended December 31, 2020			
(thousands of Canadian dollars)	Canadian Golf Club Operations	US Golf Club Operations	Corporate Operations	**Total**
Operating revenue	$ 109,432	$ 17,784	$ -	**$ 127,216**
Direct operating expenses	(63,219)	(17,217)	(2,869)	**(83,305)**
Net operating income (loss)	46,213	567	(2,869)	**43,911**
Amortization of membership fees	4,239	346	-	**4,585**
Depreciation and amortization	(17,545)	(1,704)	-	**(19,249)**
Other items	1,382	(165)	(22,675)	**(21,458)**
Segment earnings (loss) before interest and income taxes	$ 34,289	$ (956)	$ (25,544)	**7,789**
Interest, net (unallocated)				**(3,609)**
Provision for income taxes (unallocated)				**(3,209)**
Net earnings				**$ 971**
Capital expenditures	$ 9,784	$ 82	$ -	**$ 9,866**

19. SEGMENTED INFORMATION (continued)

	For the Year Ended December 31, 2019			
(thousands of Canadian dollars)	Canadian Golf Club Operations	US Golf Club Operations	Corporate Operations	**Total**
Operating revenue	$ 140,842	$ 22,799	$ -	**$ 163,641**
Direct operating expenses	(109,575)	(21,868)	(3,212)	**(134,655)**
Net operating income (loss)	31,267	931	(3,212)	**28,986**
Amortization of membership fees	4,793	353	-	**5,146**
Depreciation and amortization	(18,288)	(1,831)	-	**(20,119)**
Impairment	(352)	-	-	**(352)**
Other items	1,682	(19)	(3,307)	**(1,644)**
Segment earnings (loss) before interest and income taxes	$ 19,102	$ (566)	$ (6,519)	**12,017**
Interest, net (unallocated)				**(4,923)**
Provision for income taxes (unallocated)				**(2,190)**
Net earnings				**$ 4,904**
Capital expenditures	$ 8,278	$ 1,248	$ -	**$ 9,526**

	December 31, 2020			
(thousands of Canadian dollars)	Canadian Golf Club Operations	US Golf Club Operations	Corporate Operations	**Total**
Segment assets	$ 459,558	$ 29,188	$ 143,636	**$ 632,382**
Segment liabilities	$ 169,764	$ 7,950	$ 40,299	**$ 218,013**

	December 31, 2019			
(thousands of Canadian dollars)	Canadian Golf Club Operations	US Golf Club Operations	Corporate Operations	**Total**
Segment assets	$ 461,947	$ 27,612	$ 186,047	**$ 675,606**
Segment liabilities	$ 192,135	$ 9,005	$ 37,936	**$ 239,076**

20. CAPITAL MANAGEMENT

TWC's objective is to ensure that capital resources are readily available to meet obligations as they become due, to complete its approved capital expenditure program and to take advantage of attractive acquisitions as these opportunities arise.

Certain secured debt obligations of the Company have restrictive covenants that require maintenance of certain financial ratios. These covenants include debt service ratios, borrowings to adjusted equity/asset ratios and a minimum total equity requirement. For all of 2020 and 2019, the Company was in compliance with these borrowings covenants.

TWC monitors capital on the basis of the net borrowings-to-adjusted equity ratio. This ratio is calculated as net borrowings divided by adjusted equity. Net borrowings is calculated as gross borrowings less cash. Adjusted equity is comprised of all components of shareholders' equity (i.e., share capital, retained earnings and accumulated other comprehensive gain or loss) and deferred membership fees less a related statutory tax provision.

The Company sets its capital structure in proportion to risk. It manages its capital structure and makes adjustments to it in light of changes in economic conditions and the risk characteristics of the underlying assets. In order to maintain or adjust the capital structure, the Company may adjust the amount of dividends paid to shareholders, purchase and cancel shares pursuant to issuer bids, issue new shares, or sell assets to reduce borrowings.

TWC's objective is to maintain a net borrowings-to-adjusted equity ratio of less than 2.50, in order to maintain access to financing at a reasonable cost. The net borrowings-to-adjusted equity ratios at December 31, 2020 and December 31, 2019, are as follows:

(thousands of Canadian dollars)	**2020**	2019
Gross borrowings	**$ 118,609**	$ 131,706
Cash and cash equivalents	**(57,217)**	(66,042)
Net borrowings (A)	**$ 61,392**	$ 65,664
Share capital	**$ 102,453**	$ 109,490
Retained earnings	**307,830**	322,454
Accumulated other comprehensive gain	**4,086**	4,586
Deferred membership fees	**5,229**	7,362
Less: tax provision at statutory income tax rates	**(1,386)**	(1,951)
Adjusted equity (B)	**$ 418,212**	$ 441,941
Net borrowings-to-adjusted equity ratio (A/B)	**0.15**	0.15

TWC has a revolving credit arrangement, which is used to fund operations. This allows the flexibility to manage its highly seasonal cash inflows and regular year round disbursements while providing appropriate returns to the shareholders. Cash flows considered surplus to the long-term needs of the business segment are generally utilized in corporate operations.

TWC may access financing from related party companies such as Morguard and Paros, as needed.

21. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT

Categories of financial assets and liabilities

Pursuant to IFRS, financial instruments are classified into one of the following three categories: amortized cost, FVTOCI, FVTPL. The carrying values of the Company's financial instruments on the consolidated balance sheets are classified into the following categories:

(thousands of Canadian dollars)	**2020**	2019
Assets - Amortized cost (1)	**$ 96,458**	$111,828
Assets - FVTPL - Carnival plc shares and Automotive Properties REIT units	**69,847**	85,103
Liabilities - Amortized cost (2)	**151,276**	170,472

(1) Includes cash and cash equivalents, accounts receivable and mortgages and loans receivable.
(2) Includes accounts payable and accrued liabilities and borrowings.

A portion of the accounts receivable balance has been pledged in conjunction with the assignment of certain property, plant and equipment as collateral for borrowings.

Fair values

The Company has determined, using considerable judgment, the estimated fair values of its financial instruments based on the valuation methodologies which are described below. The fair values of TWC's financial instruments approximate their carrying values for financial statement purposes.

The methods and assumptions used to estimate the fair value of each type of financial instrument are as follows:

The fair values of cash and cash equivalents, accounts receivable, accounts payable and accrued liabilities, and revolving lines of credit approximate their carrying values given their short-term maturities.

The carrying value of mortgages and loans receivable is assumed to approximate fair value as they bear interest at current market rates.

The fair value of non-revolving borrowings was estimated based on the discounted cash flows of the borrowings at the Company's estimated incremental interest rates for borrowings of the same remaining maturities.

Financial instruments recorded at fair value on the consolidated balance sheet are classified using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. The fair value hierarchy has the following levels:

Level 1 – valuation based on quoted prices (unadjusted) observed in active markets for identical assets or liabilities.

Level 2 – valuation techniques based on inputs that are quoted prices of similar instruments in active markets; inputs other than quoted prices used in a valuation model that are observable for that instrument; and inputs that are derived principally from or corroborated by observable market data by correlation or other means.

Level 3 – valuation techniques with inputs not based on observable market inputs.

21. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT (continued)

Risks arising from financial instruments and risk management

The Company's activities expose it to a variety of financial risks: market risk (including foreign exchange and interest rate risks), credit risk and liquidity risk. The Company's overall risk management program focuses on the unpredictability of financial markets and seeks to minimize potential adverse effects on the Company's financial performance.

Risk management is the responsibility of the corporate finance department whose function is to identify, evaluate and, where appropriate, hedge financial risks. The Company's overall risk management program focuses on establishing policies to identify and analyze the risks faced by the Company, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Company's activities. The Company aims to develop a disciplined control environment in which all employees understand their roles and obligations. Risks are monitored and are regularly discussed with the board of directors.

Foreign exchange risk

As discussed in Note 1, the United States golf club operations have a reporting currency in US dollars. Therefore, fluctuations in the US dollar exchange rate will impact the earnings of TWC.

For the year ended December 31, 2020, if the Canadian dollar had weakened (strengthened) 10% against the US dollar, all other variables held constant, the after tax earnings would have increased (declined) by $106,000 (2019 - $68,000).

Interest rate risk

The following debt instruments have variable interest rates:

(thousands of Canadian dollars)	**2020**	2019
Revolving line of credit - corporate (December 31, 2020 - BA's plus 160 basis points or 2.16%; prime plus 47.5 basis points or 2.93%) December 31, 2019 - BA's plus 160 basis points or 3.74%; prime plus 47.5 basis points or 4.43%)	**$ 8,089**	$ -
Operating line of credit from related party (cost of funds plus 10 basis points)	**-**	-
	$ 8,089	$ -

For the year ended December 31, 2020, an increase (decrease) of 100 basis points of each the Canadian and US variable interest rate borrowings would have increased (decreased) interest expense by $16,000 (2019 - $41,000).

The objective of the Company's interest rate management activities is to minimize the volatility of the Company's earnings.

21. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT (continued)

Credit risk

Credit risk arises from cash held with banks and financial institutions, as well as credit exposure to trade accounts receivable and mortgages and loans receivable. The maximum exposure to credit risk is equal to the carrying value of the financial assets.

The objective of managing credit risk is to prevent losses in financial assets. It is TWC's experience that the credit worthiness of its member accounts receivable balances is very good because it has the ability to suspend the playing and charging privileges of members who have overdue accounts in order to manage credit risk exposure to its members.

Further, the Company collects deposits on group functions such as corporate events, banquets and resort stays to help reduce this risk.

The credit risk associated with mortgages and loans receivable is considered minimal as they are adequately secured. Collateral for mortgages and loans receivable include a charge on the underlying asset for vendor take-back mortgages and loans and the underlying security for share purchase loans.

The carrying amount of accounts receivable is reduced through the use of an allowance account and the amount of the loss is recognized in the statement of earnings within operating expenses. When a receivable balance is considered uncollectible, it is written off against the allowance for doubtful accounts receivable. Subsequent recoveries of amounts previously written off are credited to the allowance account.

The following table describes the changes in the allowance for doubtful accounts receivable:

(thousands of Canadian dollars)	**2020**	2019
Balance, beginning of year	**$ 125**	$ 275
Increase (decrease) in allowance through bad debt expense	**42**	(61)
Bad debt write-offs	**(65)**	(89)
Balance, end of year	**$ 102**	$ 125

The following table sets forth details of the age of receivables that are not overdue, as well as an analysis of overdue amounts and related allowance for doubtful accounts:

(thousands of Canadian dollars)	**2020**	2019
Accounts receivable		
Current - including accruals	**$ 13,210**	$ 7,025
Past due for more than one day but not more than 60 days	**244**	222
Past due for more than 60 days	**890**	1,329
Less: allowance for doubtful accounts	**(102)**	(125)
Subtotal	**14,242**	8,451
Mortgages and loans receivable		
Current	**24,999**	37,335
Past due	**-**	-
Less: allowance for doubtful accounts	**-**	-
Subtotal	**24,999**	37,335
Total loans and receivables	**$ 39,241**	$ 45,786

21. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT (continued)

Liquidity risk

Liquidity risk arises through excess of financial obligations over available financial assets due at any point in time. The Company's objective in managing liquidity risk is to maintain sufficient readily available cash reserves in order to meet its liquidity requirements at any point in time. The Company achieves this by maintaining sufficient cash and through the availability of funding from committed credit facilities.

The Company and its subsidiaries are subject to risks associated with borrowings, including the possibility that existing mortgages may not be refinanced or may not be refinanced on as favorable terms or with interest rates as favourable as those of the existing facilities. The Company and its subsidiaries reduce these risks by its continued efforts to stagger and to extend the maturity profile of its borrowings, enhance the value of its real estate properties and foster excellent relations with its lenders.

The Company believes that cash on hand, future free cash flows generated by operations and availability under its revolving operating facility will be adequate to meet its financial obligations.

The Company has financial liabilities with varying contractual maturity dates. Total financial liabilities at December 31, 2020, based on contractual undiscounted payments are as follows:

(thousands of Canadian dollars)	2021	2022	2023	2024	2025	2026 and beyond	**Total**
Accounts payable and accrued liabilities	$ 20,717	$ -	$ -	$ -	$ -	$ -	**$20,717**
Revolving lines of credit	-	8,089	-	-	-	-	**8,089**
Non-revolving mortgages - principal	21,428	21,702	20,461	15,229	10,706	16,679	**106,205**
Non revolving mortgages - interest	6,815	5,214	3,695	2,353	1,547	1,706	**21,330**
Lease liabilities - principal	5,339	4,504	1,180	1,247	10	79	**12,359**
Lease liabilities - interest	582	279	114	41	5	16	**1,037**
Other	999	1,051	1,104	1,161	-	-	**4,315**
	$ 55,880	$ 40,839	$ 26,554	$ 20,031	$ 12,268	$ 18,480	**$174,052**

Total financial liabilities at December 31, 2019, based on contractual undiscounted payments are as follows:

(thousands of Canadian dollars)	2020	2021	2022	2023	2024	2025 and beyond	**Total**
Accounts payable and accrued liabilities	$ 22,088	$ -	$ -	$ -	$ -	$ -	**$22,088**
Revolving lines of credit	-	-	-	-	-	-	**-**
Non-revolving mortgages - principal	19,971	21,449	21,725	20,487	15,256	27,553	**126,441**
Non revolving mortgages - interest	8,342	6,835	5,233	3,712	2,368	3,288	**29,778**
Lease liabilities - principal	5,034	5,297	4,458	1,129	1,234	89	**17,241**
Lease liabilities - interest	888	574	273	112	41	21	**1,909**
Other	950	999	1,051	1,104	1,161	-	**5,265**
	$ 57,273	$ 35,154	$ 32,740	$ 26,544	$ 20,060	$ 30,951	**$202,722**

COVID-19 Pandemic

As a result of the COVID-19 pandemic, the Company closed golf clubs in mid-March in order to adhere to government restrictions. All of the Company's properties were open again in stages, the latest being May 20, 2020. The impact of the pandemic has been to change the revenue mix of the operations. Golf revenue and member demand for golf has increased substantially, whereas any group type revenue has declined accordingly.

It is possible that future government restrictions may disrupt the Company's operations, although in general, there was no evidence of any substantive spread of the virus through golf activities in 2020.

It is also possible that a prolonged global economic recession could have a negative impact on the ability for members to pay for a premium golf experience.

22. CONTINGENCIES

As at December 31, 2019 and December 31, 2020, TWC has $1,018,000 outstanding in letters of credit against its corporate credit facility.

As at December 31, 2020, TWC has $2,000,000 outstanding in letters of credit issued in its name with a Morguard credit facility.

From time to time, TWC and certain of its subsidiaries, employees, officers and/or directors are defendants in a number of legal actions arising in the ordinary course of operations. In the opinion of management, it is expected that the ultimate resolution of such pending legal proceedings will not have a material effect on TWC's consolidated financial position.

In the normal course of operations, the Company executes agreements that provide for indemnification and guarantees to third parties in transactions such as business dispositions, business acquisitions, sales of assets and sales of services.

23. SUBSEQUENT EVENT

On March 3, 2021, the Company declared a 2 cents per common share cash dividend, payable March 31, 2021 to shareholders of record on March 15, 2021.

TWC ENTERPRISES LIMITED

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CORPORATE DIRECTORY

BOARD OF DIRECTORS

FRASER BERRILL (c)
PATRICK S. BRIGHAM (b, c)
PAUL CAMPBELL (b, c)
SAMUEL J.B. POLLOCK (a, b)
ANGELA SAHI (a)
K. (RAI) SAHI
DONALD TURPLE (a)
JACK D. WINBERG (b, c)

(a) Audit Committee
(b) Corporate Governance and Compensation Committee
(c) Environmental, Health and Safety Committee

OFFICERS

TWC ENTERPRISES LIMITED

K. (RAI) SAHI
Chairman, President and Chief Executive Officer

ANDREW TAMLIN
Chief Financial Officer

JOHN A. FINLAYSON
Chief Operations Officer, Canadian Golf Operations
Vice President, Florida Golf Operations

JAMIE KING
Vice President, Sales, Canadian Golf Operations

BRENT MILLER
Vice President, Corporate Operations and Member Services, Canadian Golf Operations

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