



2020 Monthly Operating Review – February 2020

March 18th, 2020



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Executive Summary

- 1. Sales Volumes & Revenues:** Overall sales revenues and volumes were ahead of Plan by \$368K for the Month due to higher demand from both Canadian and US customers as a result of some pent up demand from the prior year and improved weather conditions. Sales were ahead of Plan at Woodbridge, Laval and Everett but behind at Delmont. ECS external compound sales were ahead of Plan as a result of the launch of new products and new customers
- 2. EBITDA:** EBITDA ahead of Plan by \$404K. EBITDA favorably impacted by higher sales volumes & product mix, favorable material PPV at ECS due to favorable resin & additive pricing and lower OPEX spending. These favorable impacts were partially offset by lower production yields and higher scrap rates at Woodbridge & Everett due to launch activities (capstock trials and tool testing), unfavorable absorption impacts at Terrebonne (delay in Atis production) and Everett (selling more out of inventory), lower tool & die overhead recovery and higher labor costs at Everett due to overtime for launch activities and absenteeism
- 3. Vs Prior Year:** Overall sales revenues and volumes were ahead of Prior Year by \$678K for the Month due to higher demand from both Canadian and US customers. Sales were ahead of Prior Year at all extrusion plants driven by strong US demand (Schluter, PGT, Cascade, Coeur d'Alene, Western). ECS external compound sales and Terrebonne sales were ahead of Prior Year as a result of the launch of new business (Delcan, Fence Outlet, Atis). EBITDA was ahead of the Prior Year by \$363K impacted by higher sales volumes, favorable material PPV at ECS due to favorable resin & additive pricing and lower OPEX spending. This was offset by lower production yields, higher scrap rates & lower regrind usage at Woodbridge and lower tool & die overhead recovery as a result of customer approval delays
- 4. TTM:** 2020 February TTM Revenue of \$159.9M and EBITDA of \$10.1M vs the 2020 AOP Revenue of \$164.5M and EBITDA of \$13.5M (excluding bonus expense)

Executive Summary (Continued)

5. **Sales Order Flow:** Overall sales order flow outlook for March as at March 16th is currently ahead of the Prior Year on a Month to Date basis by 21%. Extrusion sales orders are ahead of prior year orders by 14.6% and Patio Door sales orders are ahead by 75.8%. Woodbridge, Laval and Delmont all have strong orders ahead of the prior year by 41%, 11% and 32%, respectively. Everett's orders have dropped recently and are behind prior year by 16%. ECS' order intake continues ahead of prior year due to an entire year's worth of orders placed by Fence Outlet (new customer). Terrebonne's orders have gained significant momentum tracking 78.5% ahead of the prior year with a backlog that has doubled to \$2.5M. Currently, March sales are tracking to Plan and ahead of prior year. Production volume is also tracking to Plan but forecasting to be slightly below due to expected slowdowns
6. **Material/Supplier Pricing:** The March CDI Resin Index is expected to remain flat to February based on consensus from both CDI and IHS Markit resources. Estimates are for a potential 1cpp-2cpp decrease during the April/May timeframe due the COVID-19 impact, declining ethylene pricing, declining export pricing and general market uncertainty. Additionally, low oil prices are hurting U.S. producers resulting in lower offshore demand in their export regions. Discussions have commenced with Westlake regarding contract pricing
7. **Bank Covenants:** Excess Availability covenant for Feb-20 in line with target but Fixed Cost Coverage Ratio (FCCR) below the target due to prior year softness of EBITDA. Continue to monitor Q1 2020 cash flow forecasts and impacts on Excess Availability and FCCR covenants and moderate spending accordingly. Cash conservation management in effect as a result of recent global events concerning COVID-19
8. **Terrebonne Plant Manager:** Martin Bureau commenced employment with ENERGI as the Plant Manager for the Terrebonne site on Monday March 16th. He is going through the onboarding process and working directly with plant personnel to become familiar with the operations, products and the ENERGI culture

Executive Summary (Continued)

	Description	Potential Impact	Plan to Address
Risks	2020 Recession (NA / Global)	<ul style="list-style-type: none"> Revenue and EBITDA loss Employee retention issues 	<ul style="list-style-type: none"> Continue to stay in touch with all major customers Develop production scheduling discipline to ensure not over or under producing and not creating backorders Cash conservation management
	COVID-19 Pandemic	<ul style="list-style-type: none"> Operations shutdown Employee lay-offs 	<ul style="list-style-type: none"> Infectious Disease Management Policy procedures communicated Daily call with Plant Managers to discuss status of customers, employees, supply chain Implementing work from home procedures, where applicable
	Terrebonne (Patio Doors)	<ul style="list-style-type: none"> Revenue and EBITDA loss Turnaround plan not achieved 	<ul style="list-style-type: none"> Maintain stability of leadership team – hired Plant Manager Focus on process flow improvements for production efficiency & labor Obtain new business and take market share – launch Atis business Focus on stabilizing customer service department
	Aggressive Competition and related pricing pressures	<ul style="list-style-type: none"> Customer losses Revenue and EBITDA loss Reduction in profitability vs Plan 	<ul style="list-style-type: none"> Continuing visiting major customers to solidify ENERGI's relationship as a strategic partner through "Huddle" meetings Close on and lock in potential new customers – contacting several non-ENERGI customers and presenting our capabilities/innovations Hired two West Coast sales account managers to support US growth
	Price Increase	<ul style="list-style-type: none"> Increase profitability Offset raw material increases 	<ul style="list-style-type: none"> Obtain price below \$0.7 million planned expectation Running into resistance from both PVC and Patio Door customers
Opportunities	External Compound Sales	<ul style="list-style-type: none"> Revenue and EBITDA growth Absorption of ECS overheads 	<ul style="list-style-type: none"> Quoting & launching non-fenestration compound opportunities Developing natural/green core compound for alt. materials initiative
	Operations Excellence Initiatives	<ul style="list-style-type: none"> Operational efficiencies Profitability improvements 	<ul style="list-style-type: none"> Woodbridge DB&A operations improvement process project in progress Delmont is focused on productivity, yield and scrap reduction initiatives Everett - improving throughput, productivity and regrind usage
	Supply Chain Initiatives	<ul style="list-style-type: none"> Improvement in profitability Offset raw material increases 	<ul style="list-style-type: none"> Traction on supply chain initiatives with incremental procurement savings achieved Reviewing alternative supply options for all resources Challenging price increases from all suppliers
	Pipeline Growth	<ul style="list-style-type: none"> Revenue and EBITDA growth Plant capacity utilization 	<ul style="list-style-type: none"> Sales prospecting efforts continue to grow the sales pipeline Completion and launch of Dark Cap opportunities in Everett Completion and launch of modular platform system in Woodbridge Onboarding three new US sales managers/ reps

Key Wins and Losses – February 2020


Key Wins

- None


Key Losses

- None


Key Initiatives Update

Initiative	Status	Recent Progress	Next Steps	Risks
1. Woodbridge Productivity Improvements		<ul style="list-style-type: none"> • 24 week project commenced on Jan. 6th with DB&A • Total cost of \$816K • Guaranteed Savings of \$1,670K in Direct Labor (12%), Indirect Labor (15%) and Material (24%) • ROI of 2.05:1 	<ul style="list-style-type: none"> • Scheduling: implement line schedule process to reduce variation on the floor vs. current process of listing all orders and allowing Operators and Supervisors to select • Tool Room: implement Productivity measure and process to improve performance based on requirements • Changeovers: standardize changeover process to eliminate excess start-up time while reducing scrap caused by current inconsistencies 	<ul style="list-style-type: none"> • Production planning inefficiencies • Labor planning inefficiencies • Additional scrap and material inefficiencies


Key Initiatives Update (Continued)

Initiative	Status	Recent Progress	Next Steps	Risks
2. Freight Savings		<ul style="list-style-type: none"> • Rail Project (ECS to Everett): revised current rail routing pattern from CN to BNSF thru Chicago to CN to BNSF thru New Westminster, BC interchange resulting in a savings of approx. \$350K • Assessing Phase 2 options – (i) new routing pattern to Langley, BC with a transloading to Trimac trucks; and (ii) new CN proposal on rail to Arlington, WA and avoids transloading; approx. incremental savings of \$140K • Truck Lane Negotiations: reviewing truck lanes from each of the plants, including ECS with shipments to Woodbridge, Laval and Delmont; approx. savings of \$367K • Leasing out ECS rail yard still under review • Review of flatbed truck vs. dry van: test conducted at Delmont to load a flatbed truck to PGT; savings are not as originally anticipated due to configuration of Delmont's racks 	<ul style="list-style-type: none"> • New rail routing pattern from CN to BNSF thru New Westminster, BC implemented in January • Truck lane reviews with each plant – need to discuss matching the rates with the current carriers • Reviewing Trimac proposal and agreement for leasing out rail storage space at ECS • Flatbed review: need to assess cost of modification of racks and potential additional savings 	<ul style="list-style-type: none"> • New carriers for truck lanes may not be able to meet ENERGI's requirements and customer demands without additional charges • Additional delivery delays with new rail routes

Key Initiatives Update (Continued)

Initiative	Status	Recent Progress	Next Steps	Risks
3. Pricing Increases		<ul style="list-style-type: none"> • Pricing increase activity for Terrebonne patio doors: initial incremental revenue estimate of \$700K from general price increase based on material price increases and increased price for customized door options • Extrusion PVC pricing increase based on material price increases sustained by the business • Discussions finalized with customers 	<ul style="list-style-type: none"> • Running into some resistance from both patio door and extrusion customers 	<ul style="list-style-type: none"> • Customer retention may be impacted • EBITDA impacts from not implementing increases built into the Plan

Key Initiatives Update (Continued)

Initiative	Status	Recent Progress	Next Steps	Risks
4. Information Technology & Systems Security		<ul style="list-style-type: none"> Account Management & Security (R1) initiative completed – utilizing Azure Active Directory to centrally manage and enforce security settings Business Continuity & DR (R2) – implemented local and remote back-up strategy & protocol for local site servers Full DR test successfully completed for JDE ERP Two-Factor Authentication (R5) – completed successfully Implemented Mimecast to scan incoming emails and block suspicious addresses Added “Warning” message to all incoming emails originating from outside ENERGI system Cybersecurity Training & Awareness (R3) – portal has been set up and training has been kicked off (complete) 	<ul style="list-style-type: none"> DR test on Syteline ERP (Terrebonne) to be scheduled once current Vanilla Project work is completed DR test on ConcepMATICs ERP (Laval) to be scheduled Vulnerability Mgmt (R4) – postponed to 2020 Hard Drive Encryption (R6) – postponed to 2020 Patch Mgmt (R7) – in process; dependent on Change Mgmt policies and procedures Email Encryption (R8) – postponed to 2020 Mobile Device Mgmt (R9) – evaluating MS solution or SOTI Removable Media (R10) & Cloud-Based Apps (R11) – postponed to 2020 	<ul style="list-style-type: none"> Email Phishing Attacks: <ul style="list-style-type: none"> a) Ransomware email from external email account; shutdown Terrebonne for 3 days; able to restore from back-up b) Email impersonating CEO asking employee for gift cards - \$4K loss incurred (Feb-19)

Key Performance Indicators - Summary

Safety:

- Zero recordable incidents in February
- 2020 TRIR of 2.12 vs 2019 TRIR of 2.32; Total Recordable Cases – 1 for 2020 vs 16 for 2019 FY & 14 for 2018 FY
- 38 months incident free record at ECS, 8 months incident free record at Woodbridge

Quality:

- Woodbridge – Returns from Vinyl Pro after warehouse cleanup. Returned material to be stocked for future sales.

Delivery:

- Terrebonne– some backorders due to defective insulated glass units
- Delmont – improvement from prior month. Some backorders with PGT capstock items due to spike in orders; 1,056 line items shipped with 13 backordered

Efficiencies:

- Woodbridge yields impacted by mix issues and difficult dies with prolonged starts added by Temp labor filling fulltime positions. Reduced mixed regrind use from overall quality concerns from Vinylbilt and Vinyl Pro regarding colour difference and variation for internal walls
- Delmont - 2 power outages on February 7th & 27th
- Everett yields impacted by production mix, Capstock requiring additional labour and absenteeism
- ECS slightly off due to higher production volumes generating more scrap

Inventory:

- Overall at budgeted levels with Laval and Delmont being slightly over as a result of some minor inventory builds

Key Performance Indicators – Plant Summary

KPI Measure		2020 Targets	Jan-20	Feb-20	YTD 2020	KPI Measure		2020 Targets	Jan-20	Feb-20	YTD 2020
Health & Safety											
# Recordables (affects TRIR)	# in Month	0	1	0	1	Costs					
Woodbridge		1	0	0	0	Alt. Compound Consumption Ratio*		5	4	1	2
Laval		0	1	0	1	Woodbridge		20.0%	20.0%	16.0%	18.2%
Terrebonne		0	0	0	0	Laval		15.2%	21.5%	21.0%	21.2%
Delmont		0	0	0	0	Delmont		23.3%	20.3%	16.7%	18.5%
Everett		0	0	0	0	Everett		20.0%	24.0%	13.2%	18.3%
ECS		0	0	0	0	ECS		0.4%	0.5%	0.3%	0.4%
Quality Performance						Inventory					
Returns as % of sales	# of Plants Green	6	3	5	2	Days - TTM*		# of Plants Green	5	4	4
Woodbridge		0.41%	0.38%	0.72%	0.54%	Woodbridge		77.8	69.6	69.1	
Laval		0.72%	1.24%	0.40%	0.77%	Laval		67.3	71.5	70.9	
Terrebonne		0.55%	1.04%	0.41%	0.69%	Terrebonne		68.4	63.7	64.0	
Delmont		0.30%	0.03%	0.21%	0.11%	Delmont		63.3	70.1	69.4	
Everett		0.44%	0.68%	0.29%	0.47%	Everett		104.3	92.2	91.6	
ECS		0.30%	0.00%	0.00%	0.00%	ECS		41.1	38.6	36.7	
Delivery Performance						Customer Service					
% by line items	# of Plants Green	6	5	5	5	Customer Experience - NPS Improvement		20%	NA	NA	NA
Woodbridge		98.1%	98.9%	99.3%	99.1%	Customer Complaints - per MLBS ***		# of Plants Green	6	4	5
Laval		99.0%	99.9%	99.8%	99.9%	Woodbridge		3.2	4.0	5.4	
Terrebonne		95.0%	99.4%	93.8%	96.6%	Laval		17.7	16.8	11.5	
Delmont		99.6%	98.8%	99.6%	99.2%	Terrebonne		2.8	3.9	2.2	
Everett		99.2%	100.0%	99.5%	99.8%	Delmont		2.9	1.1	2.8	
ECS		100.0%	100.0%	100.0%	100.0%	Everett		10.0	3.9	6.0	
						ECS		0.3	0.1	0.1	
% on time in full	# of Plants Green	6	5	4	5	Customer Retention		100%	100.0%	100.0%	100.0%
Woodbridge		98.1%	98.9%	99.3%	99.1%	Employees					
Laval		95.0%	99.9%	99.8%	99.9%	Employee Engagement		80%	75.0%	75.0%	75.0%
Terrebonne		95.0%	99.4%	93.8%	96.6%	Employee Retention		90%	99.4%	99.1%	99.3%
Delmont		99.3%	97.9%	98.8%	98.3%						
Everett		99.2%	100.0%	99.5%	99.8%						
ECS		100.0%	100.0%	100.0%	100.0%						
Costs											
Yield*	# of Plants Green	5	3	2	2						
Woodbridge		88.0%	85.6%	85.4%	85.5%						
Laval		87.9%	89.0%	89.8%	89.4%						
Delmont		84.3%	86.1%	82.6%	84.3%						
Everett		87.4%	89.6%	89.2%	89.4%						
ECS		99.6%	99.5%	99.4%	99.4%						

Notes: * Not measured at TB; ** Excluding TB; ***TB is # Concerns/100k Sales

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Consolidated Summary P&L – February 2020

\$'000	MTD		Var		YTD		Var	
	Act	Bud	\$	%	Act	Bud	\$	%
Units Produced ('000)	7,753	7,782	(29)	(0.4%)	15,847	15,281	565	3.7%
Units Shipped ('000)	6,982	6,915	67	1.0%	14,825	13,921	904	6.5%
Bookings (\$'000)	\$ 12,476	\$ 11,955	\$ 521	4.4%	\$ 25,958	\$ 23,526	\$ 2,432	10.3%
Backlog (\$'000)	\$ 10,369	\$ 9,101	\$ 1,268	13.9%	\$ 10,369	\$ 9,101	\$ 1,268	13.9%
Gross Revenue	\$ 12,069	\$ 11,610	\$ 459	4.0%	\$ 24,551	\$ 23,114	\$ 1,436	6.2%
Adj. to Gross Revenue	(607)	(516)	(91)	17.6%	(1,182)	(1,081)	(101)	9.4%
Net Revenue	11,463	11,094	368	3.3%	23,368	22,033	1,335	6.1%
Material	5,389	5,546	(158)	(2.8%)	11,363	10,936	426	3.9%
Labor	2,898	2,832	67	2.3%	5,911	5,783	128	2.2%
Other COGS	1,272	1,054	217	20.6%	2,666	2,164	502	23.2%
Total COGS	9,559	9,432	126	1.3%	19,939	18,884	1,056	5.6%
Gross Margin	1,904	1,662	242	14.6%	3,429	3,149	279	8.9%
Gross Margin %	16.6%	15.0%			14.7%	14.3%		
R&D	–	–	–	N/A	–	–	–	N/A
Sales & Marketing	470	569	(99)	(17.5%)	960	1,101	(141)	(12.8%)
Administrative	798	876	(78)	(8.9%)	1,746	1,796	(50)	(2.8%)
Other Opex	13	(2)	15	(762.5%)	18	(11)	29	(266.0%)
Total Opex	1,282	1,444	(162)	(11.2%)	2,724	2,886	(162)	(5.6%)
EBITDA	623	218	404	185.2%	704	263	441	167.7%
EBITDA %	5.4%	2.0%			3.0%	1.2%		
Net Income (Loss)	\$ (1,003)	\$ (1,087)	\$ 84	(7.8%)	\$ (2,511)	\$ (2,283)	\$ (228)	10.0%
Capex	\$ (219)	\$ (584)	\$ 365	(62.5%)	\$ (447)	\$ (1,169)	\$ 722	(61.8%)
Opex Overview:								
Payroll	\$ 734	\$ 789	\$ (55)	(7.0%)	\$ 1,566	\$ 1,669	\$ (102)	(6.1%)
Bonus	62	62	0	0.5%	124	123	1	0.8%
Commissions	17	18	(0)	(2.5%)	46	42	5	11.2%
Marketing	66	140	(74)	(52.6%)	120	211	(91)	(43.1%)
Benefits	–	–	–	N/A	–	–	–	N/A
Travel and entertainment	48	109	(61)	(56.0%)	117	198	(81)	(41.0%)
Rent and facilities	–	–	–	N/A	–	–	–	N/A
Insurance	22	28	(5)	(19.5%)	46	56	(10)	(18.3%)
Professional fees	80	46	35	75.8%	134	91	43	46.9%
Office Expenses	21	20	1	2.7%	43	39	4	11.2%
IT	138	154	(16)	(10.4%)	290	306	(15)	(5.0%)
Bad Debts	33	(0)	33	(11049.2%)	63	(1)	64	(10663.4%)
FX	29	–	29	N/A	64	–	64	N/A
JV Loss (Income)	(15)	(2)	(13)	673.8%	(46)	(11)	(36)	329.3%
Other Expenses	47	81	(34)	(42.0%)	156	164	(8)	(4.8%)
Total Opex	\$ 1,282	\$ 1,444	\$ (162)	(11.2%)	\$ 2,724	\$ 2,886	\$ (162)	(5.6%)

Management Discussion

Net Revenue – Feb MTD +\$368K:

- Extrusion external sales volume ahead of Budget with higher volumes out of Woodbridge by \$66K, Laval by \$295K and Everett by \$69K offset by lower volumes out of Delmont by \$169K; driven by a mix of both Canadian and US customers
- Patio Door gross sales were behind Budget by \$61K driven by decreased demand from Atis and AMI. External compound sales were ahead of Budget by \$38K due to increased orders from Declan and Fence Outlet (new customers)
- Rebates & discounts were unfavorable by \$59K to Budget due to volume and customer mix
- Returns & allowances were higher than Budget by \$32K due to higher returns out of Woodbridge and Laval as a result of dispute resolutions regarding non-conforming products
- Favorable product sales mix of \$214K from Woodbridge, Laval, Delmont and Everett
- Favorable F/X impact of \$7K (actual rate of 1.3286 [or \$USD 0.7527] vs. Budget rate of 1.33 [or \$USD 0.7519])

EBITDA – Feb MTD +\$404K:

- Material COGS:** Decreased costs primarily driven by a favorable material price impact of approx. \$380K (resin, additives and TiO2); partially offset by \$74K due to unfavorable yields & additional scrap at Woodbridge and Everett due to launch activities and lower yields at Delmont due to the impacts from 2 power outages in the month
- Labor COGS:** Increase in labor costs driven by higher overtime in Everett due to launch activities and higher absenteeism, additional headcount maintained in Laval (delay in retirement) to complete OBI project and additional temp labor in Woodbridge to fill vacancies due to vacations
- Other COGS:** Increase of \$217K comprised of: an unfavorable absorption impact of \$71K as a result of selling more out of inventory than Plan and a lower tool & die overhead recovery of \$128K in Woodbridge, Laval and Everett as a result of waiting for customer approvals
- Sales and Marketing:** Lower payroll costs due to lower headcount (new sales team members starting mid-Feb), lower marketing spend due to timing of customer events and cost containment initiatives and lower product development costs due to timing; partially offset by an increase to the bad debts reserve as a result of increased collection risks
- Administrative:** Lower T&E and IT costs due to cost containment and timing
- Other Opex:** Unfavorable realized F/X re-valuation impact of \$29K due to F/X revaluation of working capital balances (change in F/X from 1.3225 on January 31st, 2020 to 1.3395 on February 29th, 2020); partially offset by increased JV equity income

Consolidated Summary P&L (vs PY) – February 2020

\$'000	MTD		Var		YTD		Var	
	Act	PY-Act	\$	%	Act	PY-Act	\$	%
Units Produced ('000)	7,753	7,371	382	5.2%	15,847	15,157	690	4.5%
Units Shipped ('000)	6,982	6,590	392	6.0%	14,825	13,531	1,294	9.6%
Bookings (\$'000)	\$ 12,476	\$ 10,031	\$ 2,445	24.4%	\$ 25,958	\$ 21,889	\$ 4,069	18.6%
Backlog ('\$000)	\$ 10,369	\$ 8,356	\$ 2,013	24.1%	\$ 10,369	\$ 8,356	\$ 2,013	24.1%
Gross Revenue	\$ 12,069	\$ 11,249	\$ 820	7.3%	\$ 24,551	\$ 22,788	\$ 1,763	7.7%
Adj. to Gross Revenue	(607)	(464)	(142)	30.6%	(1,182)	(1,061)	(121)	11.4%
Net Revenue	11,463	10,785	678	6.3%	23,368	21,727	1,641	7.6%
Material	5,389	5,301	88	1.7%	11,363	10,505	858	8.2%
Labor	2,898	2,714	184	6.8%	5,911	5,641	269	4.8%
Other COGS	1,272	1,015	257	25.3%	2,666	2,324	342	14.7%
Total COGS	9,559	9,030	529	5.9%	19,939	18,470	1,469	8.0%
Gross Margin	1,904	1,755	149	8.5%	3,429	3,257	172	5.3%
Gross Margin %	16.6%	16.3%			14.7%	15.0%		
R&D	–	–	–	N/A	–	–	–	N/A
Sales & Marketing	470	603	(133)	(22.1%)	960	1,157	(197)	(17.0%)
Administrative	798	968	(169)	(17.5%)	1,746	2,005	(259)	(12.9%)
Other Opex	13	(75)	88	(117.6%)	18	(202)	220	(108.9%)
Total Opex	1,282	1,496	(214)	(14.3%)	2,724	2,960	(236)	(8.0%)
EBITDA	623	259	363	140.0%	704	296	408	137.7%
EBITDA %	5.4%	2.4%			3.0%	1.4%		
Net Income (Loss)	\$ (1,003)	\$ (271)	\$ (731)	269.4%	\$ (2,511)	\$ (1,158)	\$ (1,354)	117.0%
Capex	\$ (219)	\$ (531)	\$ 312	(58.8%)	\$ (447)	\$ (1,020)	\$ 573	(56.2%)
Opex Overview:								
Payroll	\$ 734	\$ 806	\$ (73)	(9.0%)	\$ 1,566	\$ 1,688	\$ (121)	(7.2%)
Bonus	62	113	(51)	(44.9%)	124	225	(100)	(44.6%)
Commissions	17	19	(2)	(8.2%)	46	38	9	23.1%
Marketing	66	180	(113)	(63.0%)	120	274	(154)	(56.3%)
Benefits	–	–	–	N/A	–	–	–	N/A
Travel and entertainment	48	128	(81)	(62.7%)	117	236	(119)	(50.5%)
Rent and facilities	–	–	–	N/A	–	–	–	N/A
Insurance	22	21	2	8.0%	46	49	(3)	(7.0%)
Professional fees	80	46	34	73.3%	134	91	43	46.8%
Office Expenses	21	26	(6)	(21.5%)	43	49	(5)	(11.2%)
IT	138	165	(27)	(16.6%)	290	331	(41)	(12.4%)
Bad Debts	33	(0)	33	(21492.6%)	63	16	47	298.0%
FX	29	(76)	105	(137.8%)	64	(198)	262	(132.5%)
JV Loss (Income)	(15)	1	(16)	(2267.3%)	(46)	(4)	(42)	972.5%
Other Expenses	47	67	(20)	(29.3%)	156	165	(9)	(5.7%)
Total Opex	\$ 1,282	\$ 1,496	\$ (214)	(14.3%)	\$ 2,724	\$ 2,960	\$ (236)	(8.0%)

Management Discussion

Net Revenue – Feb MTD +\$678K:

- Extrusion external sales volume ahead of Prior Year by 6.3% and \$596K due to higher demand from both Canadian and US customers; with higher sales out of Woodbridge by \$30K, Laval by \$298K, Delmont by \$127K and Everett by \$141K
- Patio Door gross sales were ahead of Prior Year by \$132K driven by increased demand from its Canadian customers. External compound sales were ahead of Prior Year by \$111K due to increased orders from Declan and Fence Outlet (new customers)
- Rebates & discounts were higher than Prior Year by \$129K due to sales and customer mix
- Returns & allowances were slightly higher than Prior Year by only \$15K
- Unfavorable F/X impact of \$40K on the monthly average rate (February 2020 rate of 1.3286 [or \$USD 0.7527] vs. February 2019 rate of 1.3206 [or \$USD 0.7572])

EBITDA – Feb MTD +\$363K:

- Material COGS:** Increased costs primarily driven by higher sales volume, unfavorable yields & additional scrap at Woodbridge and Everett due to launch activities and lower regrind usage; partially offset by favorable resin, impact modifier and stabilizer material prices at ECS
- Labor COGS:** Increase in labor costs driven by an increase in production volumes (5.2%); additional headcount maintained in Terrebonne for the launch of newly awarded business; higher overtime in Everett due to launch activities and higher absenteeism and the receipt of the Compwise (WSIB) rebate in Everett in the PY (CY received in Jan-20)
- Other COGS:** Increase of \$257K comprised of: higher freight costs of \$102K due to increased sales and customer mix and lower tool & die recovery of \$162K in Woodbridge & Everett as a result of waiting for customer approvals; partially offset by a slightly favorable absorption impact and lower overhead spending (utilities, factory supplies, maintenance)
- Sales and Marketing:** Lower payroll costs due to lower headcount (new sales team members starting mid-Feb), lower marketing spend due to timing of customer events and cost containment initiatives and lower product development costs due to timing; partially offset by an increase to the bad debts reserve as a result of increased collection risks
- Administrative:** Lower payroll costs and bonus due to headcount, lower bonus expense accrual and lower T&E costs due to cost containment
- Other Opex:** Unfavorable realized F/X re-valuation impact of \$29K due to F/X revaluation of working capital balances (change in F/X from 1.3225 on January 31st, 2020 to 1.3395 on February 29th, 2020); partially offset by increased JV equity income

February 2020 Net Sales Bridge

(In Thousands of US Dollars)

	Woodbridge	Laval	Delmont	Everett	ECS	Terrebonne	Group Office	Adj.	Total
Net Sales Budget, as reported (A)	\$ 2,696	\$ 1,888	\$ 3,209	\$ 1,756	\$ 5,058	\$ 1,276	\$ -	\$ (4,789)	\$ 11,094
Volume impact (external sales)	66	295	(169)	69	38	(61)	-	-	238
Volume impact (intercompany sales)	(76)	(83)	(8)	-	234	-	-	(67)	-
Rebates & discounts	(35)	(49)	1	38	-	(14)	-	-	(59)
Price / Mix impact	89	20	74	30	(14)	16	-	-	215
Returns & allowances	(16)	(23)	3	1	-	2	-	-	(32)
Other - F/X	2	2	0	0	1	1	-	1	7
Actual Net Sales (B)	\$ 2,727	\$ 2,050	\$ 3,110	\$ 1,893	\$ 5,317	\$ 1,220	\$ -	\$ (4,855)	\$ 11,463
Actual vs Budget, as reported Variance (B) - (A)	\$ 31	\$ 162	\$ (99)	\$ 138	\$ 259	\$ (56)	\$ -	\$ (66)	\$ 368
Actual vs Prior Year, as reported Variance	\$ (32)	\$ 129	\$ 149	\$ 112	\$ 211	\$ 93	\$ -	\$ 17	\$ 678
Actual YTD vs Budget YTD, as reported Variance	\$ 619	\$ 366	\$ 53	\$ (4)	\$ 1,385	\$ (198)	\$ -	\$ (886)	\$ 1,335
Actual YTD vs Prior Year YTD, as reported Variance	\$ 411	\$ 331	\$ 322	\$ (99)	\$ 701	\$ 47	\$ -	\$ (72)	\$ 1,641

February 2020 EBITDA Bridge

(In Thousands of US Dollars)

	Woodbridge	Laval	Delmont	Everett	ECS	Terrebonne	Group Office	Adj.	Total
EBITDA Budget, as reported (A)	\$ (206)	\$ 223	\$ 470	\$ 42	\$ (36)	\$ (132)	\$ (144)	\$ 0	\$ 218
Volume & Mix impact	55	76	19	116	(30)	(25)	(28)	-	183
Labor - DL/IDL FAV/(UNF)	(36)	(23)	15	(37)	-	4	-	-	(77)
Alt. Materials FAV/(UNF)	(44)	30	(33)	(27)	-	-	-	-	(74)
Other Materials - FAV/(UNF)	13	(9)	17	28	353	2	-	-	404
Absorption impact FAV/(UNF)	23	(10)	10	(47)	3	(50)	-	-	(71)
Overhead Spending FAV/(UNF)	(48)	14	-	(57)	65	(24)	(75)	-	(125)
Other	4	18	2	1	(27)	(6)	170	(0)	164
Actual EBITDA (B)	\$ (238)	\$ 320	\$ 500	\$ 19	\$ 328	\$ (230)	\$ (76)	\$ -	\$ 623
Actual vs Budget, as reported Variance (B) - (A)	\$ (32)	\$ 97	\$ 30	\$ (23)	\$ 364	\$ (99)	\$ 67	\$ (0)	\$ 404
Actual vs Prior Year, as reported Variance	\$ (230)	\$ 53	\$ 66	\$ (87)	\$ 378	\$ (30)	\$ 349	\$ (136)	\$ 363
Actual YTD vs Budget YTD, as reported Variance	\$ (6)	\$ 113	\$ 170	\$ (174)	\$ 570	\$ (178)	\$ (53)	\$ -	\$ 441
Actual YTD vs Prior Year YTD, as reported Variance	\$ (333)	\$ 22	\$ 138	\$ (60)	\$ 392	\$ (29)	\$ 415	\$ (136)	\$ 408

Strategic Plan Update – Summary of Alternative Materials Initiative

(In Thousands of US Dollars)

	Feb-20			YTD			Comments
	Actual	Budget	Variance FAV/(UNF)	Actual	Budget	Variance FAV/(UNF)	
Woodbridge - Scrap Variance ⁽¹⁾	\$ (32)	\$ (18)	\$ (15)	\$ (80)	\$ (37)	\$ (43)	Increased trials and testing for new dies
Woodbridge - Alt Materials Usage ⁽²⁾	\$ 68	\$ 98	\$ (29)	\$ 174	\$ 200	\$ (26)	Reduced mixed regrind usage from quality concerns
Woodbridge - Total	\$ 36	\$ 80	\$ (44)	\$ 94	\$ 163	\$ (69)	
Laval - Scrap Variance ⁽¹⁾	\$ 12	\$ -	\$ 12	\$ 28	\$ -	\$ 28	Favorable yields due to longer runs and product mix
Laval - Alt Materials Usage ⁽²⁾	\$ 61	\$ 43	\$ 18	\$ 111	\$ 81	\$ 31	Used off-spec material from Woodbridge and customer buy-back
Laval - Total	\$ 73	\$ 43	\$ 30	\$ 139	\$ 81	\$ 59	
Delmont - Scrap Variance ⁽¹⁾	\$ 26	\$ 45	\$ (19)	\$ 80	\$ 88	\$ (8)	Unfavorable yields due to two power outages in the month
Delmont - Alt Materials Usage ⁽²⁾	\$ 72	\$ 86	\$ (14)	\$ 140	\$ 164	\$ (24)	Lower regrind usage due to volumes and resource constraints
Delmont - Total	\$ 98	\$ 131	\$ (33)	\$ 220	\$ 252	\$ (32)	
Everett - Scrap Variance ⁽¹⁾	\$ 31	\$ 41	\$ (10)	\$ (17)	\$ 84	\$ (101)	Higher scrap due to increased capstock trials and mixed regrind
Everett - Alt Materials Usage ⁽²⁾	\$ 31	\$ 48	\$ (17)	\$ 82	\$ 98	\$ (16)	Lower regrind usage due to product mix
Everett - Total	\$ 62	\$ 89	\$ (27)	\$ 65	\$ 182	\$ (117)	
Total Scrap Variance ⁽¹⁾	\$ 37	\$ 69	\$ (31)	\$ 11	\$ 135	\$ (123)	
Total Alt Materials Usage ⁽²⁾	\$ 232	\$ 274	\$ (42)	\$ 507	\$ 543	\$ (36)	
Grand Total	\$ 269	\$ 343	\$ (74)	\$ 518	\$ 678	\$ (159)	

Notes:

(1) - Scrap Variance includes scrap variance vs. scrap included in Standard Costs from: (i) production scrap impacted by production yields, product mix and other factors (ie. Age of extruders, power outages, labor availability); (ii) raw material count variances and adjustments; and (iii) finished goods count variances and adjustments

(2) - Alt Materials Usage includes use of regrind material in the production process obtained from any one of the following sources: (i) alternative compound externally sourced; (ii) white window regrind from Zero Waster recycling program; and/or (iii) scrap not sold.

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Strategic Plan Update – Summary of HCR Initiative

(In Thousands of US Dollars)

	Jan-20	Feb-20	YTD
Budget Production Volume (Lbs)	7,500	7,782	15,281
Actual Production Volume (Lbs)	8,094	7,753	15,847
Increased/(Decreased) Production - %	7.9%	-0.4%	3.7%
<u>Direct Labor:</u>			
Budget Direct Labor	\$ 1,419	\$ 1,368	\$ 2,787
Deduct: Budget Direct Labor - Terrebonne	236	206	442
Budget Direct Labor - Extrusion & Compounding (A)	\$ 1,183	\$ 1,162	\$ 2,346
Budget Direct Labor (Flexed for Actual Volume) (B)	\$ 1,277	\$ 1,158	\$ 2,432
Actual Direct Labor	\$ 1,422	\$ 1,403	\$ 2,824
Deduct: Actual Direct Labor - Terrebonne	230	200	430
Actual Direct Labor - Extrusion & Compounding (C)	\$ 1,192	\$ 1,202	\$ 2,394
Direct Labor Savings - Extrusion & Compounding - FAV(UNF)			
Actual vs. Budget [(A) - (C)]	\$ (9)	\$ (40)	\$ (49)
Actual vs. Budget (Flexed for Actual Volume) [(B) - (C)]	\$ 85	\$ (44)	\$ 38
<u>Indirect Labor:</u>			
Budget Indirect Labor	\$ 1,475	\$ 1,407	\$ 2,882
Deduct: Budget Indirect Labor - Terrebonne	100	87	187
Budget Indirect Labor - Extrusion & Compounding (A)	\$ 1,376	\$ 1,320	\$ 2,695
Budget Indirect Labor (Flexed for Actual Volume) (B)	\$ 1,397	\$ 1,319	\$ 2,715
Actual Indirect Labor	\$ 1,534	\$ 1,439	\$ 2,973
Deduct: Actual Indirect Labor - Terrebonne	101	88	189
Actual Indirect Labor - Extrusion & Compounding (C)	\$ 1,433	\$ 1,351	\$ 2,784
Indirect Labor Savings - Extrusion & Compounding - FAV(UNF)			
Actual vs. Budget [(A) - (C)]	\$ (57)	\$ (31)	\$ (89)
Actual vs. Budget (Flexed for Actual Volume) [(B) - (C)]	\$ (35)	\$ (32)	\$ (69)
<u>SG&A Labor - Consolidated:</u>			
Budget SG&A Labor	\$ 879	\$ 789	\$ 1,669
Actual SG&A Labor	\$ 833	\$ 734	\$ 1,566
SG&A Labor Savings - FAV(UNF)	\$ 47	\$ 55	\$ 102

Note: Direct Labor includes Full Time and Casual/Temp Labor

Strategic Plan Update – Summary of HCR Initiative (Cont'd)

(In Thousands of US Dollars)

	Jan-20	Feb-20	YTD
Budget Production Volume (Lbs)	7,500	7,782	15,281
Budget Direct Labor - Consolidated	\$ 1,419	\$ 1,368	\$ 2,787
Deduct:			
Budget Direct Labor - Terrebonne	\$ 236	\$ 206	\$ 442
Budget Total Labor - Extrusion & Compounding	<u>\$ 1,183</u>	<u>\$ 1,162</u>	<u>\$ 2,346</u>
Budget Direct Labor \$ / Lb Manufactured	\$ 0.158	\$ 0.149	\$ 0.153
Actual Production Volume (Lbs)	8,094	7,753	15,847
Actual Direct Labor - Consolidated	\$ 1,422	\$ 1,403	\$ 2,824
Deduct:			
Actual Direct Labor - Terrebonne	\$ 230	\$ 200	\$ 430
Actual Direct Labor - Extrusion & Compounding	<u>\$ 1,192</u>	<u>\$ 1,202</u>	<u>\$ 2,394</u>
Actual Direct Labor \$/Lb Manufactured	\$ 0.147	\$ 0.155	\$ 0.151
Budget Casual / Temp Direct Labor - Consolidated	\$ 70	\$ 67	\$ 137
Deduct:			
Budget Casual / Temp Direct Labor - Terrebonne	\$ 1	\$ 2	\$ 3
Budget Total Casual / Temp Labor - Extrusion & Compounding	<u>\$ 68</u>	<u>\$ 66</u>	<u>\$ 134</u>
Budget Casual / Temp Direct Labor \$ / Lb Manufactured	\$ 0.009	\$ 0.008	\$ 0.009
Actual Casual / Temp Direct Labor - Consolidated	\$ 115	\$ 94	\$ 209
Deduct:			
Actual Casual / Temp Direct Labor - Terrebonne	\$ 36	\$ 26	\$ 62
Actual Casual / Temp Direct Labor - Extrusion & Compounding	<u>\$ 78</u>	<u>\$ 69</u>	<u>\$ 147</u>
Actual Casual / Temp Direct Labor \$/Lb Manufactured	\$ 0.010	\$ 0.009	\$ 0.009

Executive Summary

Financial Review

Full Year Financial Outlook

Governance Reporting

Appendix

Business Unit Analysis

Revenue and EBITDA Bridge

\$'000	MTD		QTD		YTD	
	Net Revenue	EBITDA	Net Revenue	EBITDA	Net Revenue	EBITDA
Budget	\$ 11,094	\$ 218	\$ 22,033	\$ 263	\$ 22,033	\$ 263
<u>Net Revenue Delta</u>						
Volume	238	62	952	192	952	192
Pricing	—	—	—	—	—	—
Mix	214	214	361	269	361	269
Discounts	6	6	18	18	18	18
Returns	(32)	(32)	(65)	(65)	(65)	(65)
Rebates	(65)	(65)	(49)	(49)	(49)	(49)
F/X	7	(26)	118	(20)	118	(20)
Total Net Revenue Delta	368	159	1,335	344	1,335	344
<u>Cost Delta</u>						
Absorption		(71)		(190)		(190)
SG&A		191		209		209
Variances		253		306		306
Other		(128)		(228)		(228)
Total Cost Delta		245		97		97
Actual	\$ 11,463	\$ 623	\$ 23,368	\$ 704	\$ 23,368	\$ 704

Management Discussion - MTD

- Extrusion external sales volume favorable by 2.4% and \$261K and higher external compound sales of \$38K partially offset by lower Terrebonne sales of \$61K contributing to the favorable volume impact of \$238K
- Favorable product/customer sales mix of \$214K primarily from Woodbridge and Delmont
- Favorable F/X impact on sales of \$7K (actual rate of 1.3286 [or \$USD 0.7527] vs. Budget rate of 1.33 [or \$USD 0.7519]); Translation F/X impact on EBITDA is favorable by \$3K offset by an unfavorable realized balance sheet re-valuation impact of \$29K due to a change in the month-end rate from 1.3225 on January 31st, 2020 to 1.3395 on February 29th, 2020
- Favorable SG&A due to lower G&A labor costs of \$55K, lower OPEX spending (ie. T&E costs, marketing) of \$156K and favorable JV equity income of \$13K, partially offset by a higher bad debts reserve of \$33K
- Favorable variances of \$253K due to favorable resin material prices (net of higher TiO2, glass, steel and aluminum pricing) at ECS of \$380K and favorable inventory reserves of \$24K; partially offset by unfavorable yields, higher scrap costs and lower regrind usage at Woodbridge, Delmont & Everett of \$74K and higher labor costs of \$77K (higher overtime in Everett due to launch activities and higher absenteeism, additional headcount maintained in Laval (delay in retirement) to complete OBI project and additional temp labor in Woodbridge to fill vacancies due to vacations)
- Other costs higher than Budget due to lower tool & die overhead recovery of \$128K

Key Customers – Gross Sales and Gross Margin %: Consolidated

	Gross Sales (\$'000)															Gross Margin %																						
	MTD		Var		PY-MTD		Var		YTD		Var		PY-YTD		Var		MTD		Var		PY-MTD		Var		YTD		Var		PY-YTD		Var							
	Act	Bud	\$	%	Act	\$	%	Act	Bud	\$	%	Act	\$	%	Act	\$	%	Act	Bud	BPs	%	Act	BPs	%	Act	Bud	BPs	%	Act	BPs	%							
Customer:																																						
PGT Industries Inc	\$	2,079	\$	1,877	\$	201	10.7%	\$	1,698	\$	381	22.4%	\$	4,223	\$	3,784	\$	439	11.6%	\$	3,604	\$	619	17.2%	23.4%	21.1%	233	11.0%	17.0%	645	38%	22.1%	25.8%	(370)	(14.3%)	11.8%	1,025	86.5%
Eclipse Shutter Systems		1,015		1,015		-	0.0%		1,018		(2)	(0.2%)		2,403		2,183		220	10.1%		2,178		225	10.3%	2.0%	2.0%	—	0.0%	3.3%	(127)	(38%)	4.2%	3.7%	54	14.7%	4.7%	(46)	(9.9%)
Simonton		646		681		(35)	(5.2%)		681		(35)	(5.2%)		1,169		1,375		(205)	(14.9%)		1,375		(205)	(14.9%)	16.0%	21.0%	(499)	(23.8%)	(21.8%)	3,780	(174%)	12.1%	(0.2%)	1,233	#####	(19.6%)	3,166	(161.9%)
Atis		523		418		106	25.3%		409		114	27.9%		1,023		1,077		(54)	(5.0%)		1,064		(41)	(3.8%)	(23.5%)	17.0%	(4,043)	(238.4%)	6.3%	(2,979)	(471%)	(24.8%)	18.2%	(4,304)	(236.6%)	7.2%	(3,206)	(444.4%)
Quaker Window Products		403		355		48	13.6%		324		80	24.6%		1,041		869		173	19.9%		778		263	33.8%	5.4%	63.7%	(5,832)	(91.5%)	(2.3%)	773	(331%)	6.0%	40.4%	(3,431)	(85.0%)	0.3%	573	1800.3%
Polaris Technologies		350		470		(120)	(25.5%)		255		95	37.3%		910		940		(30)	(3.2%)		670		240	35.8%	23.1%	15.3%	777	50.8%	16.8%	629	37%	18.2%	12.9%	521	40.3%	17.4%	79	4.6%
All Weather		267		528		(261)	(49.5%)		420		(153)	(36.5%)		563		816		(253)	(31.0%)		606		(43)	(7.0%)	(0.4%)	64.2%	(6,467)	(100.7%)	6.2%	(664)	(107%)	0.7%	41.4%	(4,070)	(98.3%)	6.1%	(537)	(88.6%)
SOLARIS QUEBEC P & F INC.		336		274		63	22.9%		264		72	27.4%		776		591		185	31.2%		568		208	36.6%	23.6%	23.5%	8	0.3%	19.1%	448	23%	24.4%	22.1%	228	10.3%	12.8%	1,158	90.6%
Cascade		239		250		(11)	(4.5%)		319		(80)	(25.1%)		387		570		(182)	(32.0%)		646		(259)	(40.0%)	(1.7%)	(12.8%)	1,108	(86.5%)	9.6%	(1,137)	(118%)	(16.2%)	4.1%	(2,031)	(500.2%)	1.0%	(1,721)	(1790.4%)
A.M.I.		206		238		(32)	(13.5%)		167		39	23.7%		428		460		(32)	(7.0%)		388		40	10.3%	5.3%	7.9%	(257)	(32.5%)	10.9%	(560)	(51%)	3.8%	32.0%	(2,821)	(88.2%)	9.3%	(549)	(59.2%)
Windsor Window Co OEM		258		273		(16)	(5.8%)		260		(3)	(1.0%)		717		571		147	25.7%		537		181	33.7%	19.8%	52.5%	(3,270)	(62.3%)	0.0%	1,975	N/A	18.9%	46.8%	(2,792)	(59.7%)	0.0%	1,887	N/A
Coeur d'Alene		267		221		46	20.8%		197		70	35.7%		572		538		33	6.2%		479		92	19.3%	(5.0%)	7.0%	(1,198)	(171.1%)	(4.1%)	(91)	22%	(3.4%)	3.5%	(691)	(197.9%)	(5.5%)	209	(37.9%)
Vinyl-Pro Window Systems Inc		136		162		(26)	(16.1%)		161		(25)	(15.4%)		249		236		13	5.4%		232		17	7.3%	1.5%	74.8%	(7,328)	(98.0%)	4.9%	(346)	(70%)	(2.6%)	48.7%	(5,132)	(105.4%)	4.3%	(690)	(162.3%)
Dashwood Industries Inc		275		223		52	23.2%		251		24	9.5%		464		340		124	36.3%		383		81	21.1%	12.7%	46.6%	(3,382)	(72.6%)	22.3%	(958)	(43%)	13.9%	44.0%	(3,013)	(68.4%)	21.5%	(756)	(35.2%)
ATLANTIC WINDOWS		9		15		(7)	(44.0%)		13		(5)	(36.3%)		21		29		(9)	(29.3%)		15		6	38.7%	7.1%	(1.1%)	822	(746.1%)	14.4%	(724)	(50%)	13.9%	189.5%	#####	(92.7%)	10.5%	333	31.6%
Ostaco 2000		158		162		(4)	(2.5%)		245		(86)	(35.3%)		313		397		(84)	(21.1%)		514		(201)	(39.1%)	(1.8%)	17.6%	(1,943)	(110.2%)	11.8%	(1,358)	(115%)	(4.7%)	27.0%	(3,170)	(117.5%)	14.7%	(1,940)	(132.1%)
Sierra Pacific Windows		248		230		18	7.8%		166		82	49.4%		457		480		(23)	(4.8%)		447		10	2.2%	15.8%	9.2%	666	72.8%	1.1%	1,468	1284%	13.7%	10.5%	319	30.2%	(1.2%)	1,491	(1255.3%)
PORTES & FENETRES ABRITEK		96		91		5	5.6%		84		11	13.6%		155		203		(49)	(23.9%)		170		(15)	(9.1%)	4.1%	19.9%	(1,575)	(79.2%)	17.8%	(1,366)	(77%)	2.6%	35.0%	(3,239)	(92.6%)	16.8%	(1,418)	(84.6%)
Vinyl Profiles, LLC		191		157		34	22.0%		163		28	17.2%		478		375		103	27.4%		394		84	21.3%	20.4%	8.9%	1,147	128.2%	(4.3%)	2,469	(578%)	19.0%	13.6%	547	40.3%	3.4%	1,568	466.7%
SCHLUTER SYSTEMS L.P.		302		133		169	127.2%		127		175	137.1%		532		188		344	182.3%		181		351	194.6%	20.5%	25.0%	(449)	(18.0%)	11.7%	883	76%	20.9%	25.1%	(419)	(16.7%)	4.8%	1,607	332.4%
Other		4,065		3,835		229	6.0%		4,026		39	1.0%		7,668		7,091		578	8.1%		7,559		109	1.4%	24.9%	(4.1%)	2,896	(710.0%)	28.9%	(403)	(14%)	22.2%	12.1%	1,005	82.7%	26.1%	(388)	(14.9%)
Total Gross	\$	12,069	\$	11,610	\$	459	4.0%	\$	11,249	\$	820	7.3%	\$	24,551	\$	23,114	\$	1,436	6.2%	\$	22,788	\$	1,763	7.7%	15.8%	14.3%	146	10.2%	15.6%	17	1%	0.0%	16.5%	(1,647)	(100.0%)	16.6%	(1,661)	(100.0%)

Management Discussion

- PGT – Strong performance in January largely due to large Capstock orders.
- Eclipse– Slower month following a strong start to the year
- Improvement from Atis due to higher extrusion sales
- Pickup from Simonton compared to prior months, however, still behind budget
- Quaker and Solaris remain strong, driven by recent launches
- Large orders from Windsor during the month improving sales over budget.
- Polaris coming in lower vs budget possibly due to timing
- Allweather – Decline after strong 2019 due to inventory build up after new program launch however soft market conditions have impacted sales

Non-Top 20 Customers: Consolidated

<u>Customer</u>	MTD					YTD				
	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>Prior Year</u>	<u>Variance</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>Prior Year</u>	<u>Variance</u>
New Business	\$ 191	\$ 92	\$ 99	\$ 24	\$ 167	\$ 440	\$ 92	\$ 348	\$ 24	\$ 416
Compound	266	330	(64)	384	(118)	677	601	76	698	(21)
Lost	74	18	56	266	(192)	176	28	147	626	(451)
CAN	2,225	2,137	88	2,031	193	3,576	3,975	(399)	3,613	(36)
US	1,312	1,259	53	1,321	(9)	2,600	2,395	205	2,599	1
	<u>\$ 4,068</u>	<u>\$ 3,835</u>	<u>\$ 232</u>	<u>\$ 4,026</u>	<u>\$ 41</u>	<u>\$ 7,469</u>	<u>\$ 7,091</u>	<u>\$ 378</u>	<u>\$ 7,559</u>	<u>\$ (90)</u>

Management Discussion

- New ECS business from Delcan and Fence Outlet who buy on an ad-hoc basis hence unbudgeted. However still stronger than anticipated
- Other ECS customers performing lower in February after a strong January, however, still ahead YTD
- Lost business from Van Isle, Clera, Ventana, Wardco and KP accounting for majority of the shortfall from prior year
- Major contribution from Vaillancourt in Canada offset by lower than anticipated sales from Boulet due to a softer start to the year.
- Strong performance in the US from Western as well as Oran (timing)

Pipeline Roll-Forward

\$'000	Expected Contract Win Value	
	MTD	YTD
Opening Pipeline	\$ 64,119	\$ 60,978
Additions	—	11,867
Changes:		
Converted	—	(6,773)
Lost	(1,900)	(2,258)
Other	—	(1,595)
Total Net Changes	(1,900)	(10,626)
Closing Pipeline	\$ 62,219	\$ 62,219

Management Discussion

- Loss of Avanti opportunity for \$1,000K and 700Lbs due to incumbency
- Loss of Heartland opportunity for \$900K and 650Lbs due to incumbency

Pipeline Additions

\$ '000														
Customer Name	Plant	Rep. Name	Existing Customer (Y/N)	Description of Opportunity	Segment	Date of Inclusion into Pipeline	Expected Date of Award/Close	Probability of Winning Award	Competitor(s)	Period of Contract		Expected Total Contract Value	Estimated Annual Volume ('000s Lbs)	Comments
										Start	End			
												<div></div> <div>\$ - 0</div>		

Pipeline Conversion

\$ '000											
Customer Name	Rep. Name	Existing Customer (Y/N)	Description	Name of Winner(s) / Loser(s)	Date of Conversion	Period of Contract		Expected Total Contract Value	Estimated Annual Volume ('000s Lbs)	Reason Code(s)	Comment
						Start	End				
CONVERTED											
								\$	-	0	
LOST											
Avanti	US WEST	Y	FullProgram - Dark Cap	Veka	N/A	N/A	N/A	\$	(1,000)	(700)	4
Heartland	Charlie Irwin	N	FullProgram	Quanex	N/A	N/A	N/A	\$	(900)	(650)	4
								\$	(1,900)	(1,350)	
OTHER											
								\$	-	0	
Reason Code for Win											
1. Price		2. Service/Support		3. Relationship							
4. Incumbency		5. Product		6. No decision							
7. Other (Explain in comment field)											

Total Closing Pipeline – Current Extrusions and Patio Doors

\$ and units '000

Customer Name	Total Contract Value			1x Costs	Contract Timing			Sales Process Status							Comments
	\$	Units ('000s Lbs)			Start Date	End Date	Length (Yrs)	Initial Interaction (5%)	Pursuit (15%)	Designing (25%)	Proposal (40%)	Negotiation (60%)	Finalizing Agreement (90%)	Signed Contract (100%)	
Existing Customers															
Polaris	\$	4,000	2,500	\$	-	TBD	TBD	TBD							Ultra-Weld
AMI	\$	192	-	\$	-	TBD	TBD	TBD							Custom Patio Doors-fully Assembled
Gentek	\$	2,308	1,700	\$	1,095	TBD	TBD	TBD							Full Program. Still waiting on decision. Gentek strategy is to run Veka and ENERGI and allow ENERGI to cannibilize Veka programs.
Hometime	\$	200	100	\$	75	TBD	TBD	TBD							Customer still reviewing casement
Eclipse	\$	1,538	1,200	\$	-	TBD	TBD	TBD							Light weight internet Shutter
Simonton	\$	1,154	1,500	\$	-	TBD	TBD	TBD							Dual stucco wall Slider
Centennial	\$	115	75	\$	-	TBD	TBD	TBD							New Slider Frame
Simonton	\$	769	1,000	\$	-	TBD	TBD	TBD							New Multi slide/425 door
Futura	\$	77	50	\$	25	TBD	TBD	TBD							
Vinylpro	\$	385	300	\$	-	TBD	TBD	TBD							4 1/2" Casement
Seymour Windows	\$	1,429	1,000	\$	241	TBD	TBD	TBD							Working on new formulation and design
Westek	\$	77	50	\$	-	TBD	TBD	TBD							Multi-Track Door
Cascade	\$	16,500	15,000	\$	-	TBD	TBD	TBD							Launch Hung/Slidr other locations
All Weather	\$	3,077	3,700	\$	-	TBD	TBD	TBD							Convert supplier for remaining business
Magistral	\$	1,538	1,000	\$	-	TBD	TBD	TBD							4600 Series with some custom
ATI	\$	500	300	\$	450	TBD	TBD	TBD							West Coast Contemporary series (shared capital)
Gentek	\$	1,538	-	\$	-	TBD	TBD	TBD							Patio Door program
Dalmen	\$	192	125	\$	-	TBD	TBD	TBD							Opera lineal program from Soni Plastics
Entreprises AM	\$	577	350	\$	-	TBD	TBD	TBD							4600 Series
Euroclad Windows	\$	100	50	\$	-	TBD	TBD	TBD							Multi Track Door
Mason Windows	\$	192	160	\$	-	TBD	TBD	TBD							Contemporary Casement
Vaillancourt	\$	769	500	\$	-	TBD	TBD	TBD							Opera lineal
Durabuilt	\$	385	250	\$	-	TBD	TBD	TBD							4600 Series
All Weather	\$	192	50	\$	-	TBD	TBD	TBD							Orchestra
All Weather	\$	769	500	\$	-	TBD	TBD	TBD							4600 Series
TOTAL EXISTING CUSTOMERS	\$	38,573	\$	31,460	\$	1,886									

Legend

Complete

In process, on track

In process, delayed

In process, at risk

Total Closing Pipeline – New Extrusions and Patio Doors

\$ and units '000															
Customer Name	Total Contract Value			1x Costs	Contract Timing			Sales Process Status							Comments
	\$	Units ('000s Lbs)			Start Date	End Date	Length (Yrs)	Initial Interaction (5%)	Pursuit (15%)	Designing (25%)	Proposal (40%)	Negotiation (60%)	Finalizing Agreement (90%)	Signed Contract (100%)	
New Customers															
Gilkey	\$	600	370	\$	400	TBD	TBD	TBD							In final stages; seeking 5 year agreement
Fenetres Contemporaine	\$	58	\$	75	\$	-	TBD	TBD	TBD						Hybrid Casement
Reflec	\$	154	\$	200	\$	-	TBD	TBD	TBD						Patio Door Program
Del Windows	\$	731	\$	-	\$	-	TBD	TBD	TBD						Patio Door Program
Del Windows	\$	1,538	\$	1,000	\$	-	TBD	TBD	TBD						Woodbridge Platform
Atelier Jean Cyr	\$	38	\$	50	\$	-	TBD	TBD	TBD						Hybrid hung
Verdun	\$	769	500	\$	-	TBD	TBD	TBD							4600 Casement
Elite	\$	308	200	\$	-	TBD	TBD	TBD							In early discussions
Formtech	\$	231	100	\$	-	TBD	TBD	TBD							Tilt/Turn, 4600 Series
Hayfield Windows	\$	2,000	1,250	\$	-	TBD	TBD	TBD							Casement
Scheel	\$	308	175	\$	100	TBD	TBD	TBD							Prospect wants to switch away from PH Tech - dissatisfied
Minnkota Window	\$	1,500	850	\$	-	TBD	TBD	TBD							Casement SH/DH
Diamond	\$	1,000	700	\$	-	TBD	TBD	TBD							3 1/4" Program
Bonnecherry Valley	\$	115	75	\$	-	TBD	TBD	TBD							T/T, CA, Hung
Gilkey Windows	\$	500	3,600	\$	-	TBD	TBD	TBD							Patio Door
Gilkey Windows	\$	750	600	\$	-	TBD	TBD	TBD							DH
Amerimax	\$	350	-	\$	-	TBD	TBD	TBD							Opus PD
Thermovision	\$	115	75	\$	-	TBD	TBD	TBD							Hung/Slider Hybrid
Wasco	\$	400	225	\$	-	TBD	TBD	TBD							Casement/SH/DH (Rehau)
Yellow Dog	\$	3,750	3,000	\$	-	TBD	TBD	TBD							5000 Series
SI	\$	2,308	2,500	\$	-	TBD	TBD	TBD							Recut tools in Dark Cap
Moss Supply	\$	3,000	2,000	\$	-	TBD	TBD	TBD							Single Hung
Moss Supply	\$	500		\$	-	TBD	TBD	TBD							Patio Doors
Pollard Windows	\$	1,538		\$	-	TBD	TBD	TBD							Patio Doors
Maritime	\$	385	250	\$	-	TBD	TBD	TBD							Early discussions
Supreme	\$	500	375	\$	-	TBD	TBD	TBD							Strong relationship with Westech but concerned
TOTAL NEW CUSTOMERS	\$	23,446	\$	18,170	\$	500									
Total Extrusion and Patio Doors	\$	62,019	49,630	\$	2,386										
Legend															
									Complete						
									In process, on track						
									In process, delayed						
									In process, at risk						

Total Closing Pipeline – ENERGI Compound Solutions (ECS) External Sales

\$ and units '000															
Customer Name	Total Contract Value			1x Costs	Contract Timing			Sales Process Status							Comments
	\$	Units ('000s Lbs)			Start Date	End Date	Length (Yrs)	Initial Interaction (5%)	Pursuit (15%)	Designing (25%)	Proposal (40%)	Negotiation (60%)	Finalizing Agreement (90%)	Signed Contract (100%)	
<u>Existing Customers</u>															
TOTAL EXISTING CUSTOMERS	\$	-	-	\$	-										
<u>New Customers</u>															
Mor-X Plastics	\$	200	200	\$	-	TBD	TBD	TBD	<div><div></div><div></div></div>						Formulation approved
TOTAL NEW CUSTOMERS	\$	200	\$	200	\$	-									
Total External Compound Sales	\$	200	200	\$	-										
TOTAL SALES PIPELINE	\$	62,219	49,830	\$	2,386										
<u>Legend</u>															
<div><div></div>Complete</div> <div><div></div>In process, on track</div> <div><div></div>In process, delayed</div> <div><div></div>In process, at risk</div>															

YTD Opex Analysis

\$'000

	YTD			Explanation of Variance						Variance Impact		
	Act	Bud	Variance (B) / W	One-Time / Non-recurring	Timing	Change in Run-rate	Other/FX	Total Variance (B) / W	YoY Impact (B) / W	Annualized (B) / W		
Payroll	\$ 1,566	\$ 1,669	\$ (102)	\$ (112)	\$ -	\$ -	\$ 10	\$ (102)	\$ (121)	\$ -		
Bonus	\$ 124	\$ 123	\$ 1	\$ -	\$ -	\$ -	\$ 1	\$ 1	\$ (100)	\$ -		
Commissions	\$ 46	\$ 42	\$ 5	\$ 4	\$ -	\$ -	\$ 0	\$ 5	\$ 9	\$ -		
Marketing	\$ 120	\$ 211	\$ (91)	\$ (98)	\$ 6	\$ -	\$ 1	\$ (91)	\$ (154)	\$ -		
Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Travel and entertainment	\$ 117	\$ 198	\$ (81)	\$ (82)	\$ -	\$ -	\$ 1	\$ (81)	\$ (119)	\$ -		
Rent and facilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Insurance	\$ 46	\$ 56	\$ (10)	\$ -	\$ -	\$ (10)	\$ 0	\$ (10)	\$ (3)	\$ -		
Professional fees	\$ 134	\$ 91	\$ 43	\$ 27	\$ -	\$ 15	\$ 1	\$ 43	\$ 43	\$ -		
Office expense	\$ 43	\$ 39	\$ 4	\$ 4	\$ -	\$ -	\$ 0	\$ 4	\$ (5)	\$ -		
IT	\$ 290	\$ 306	\$ (15)	\$ (16)	\$ -	\$ (2)	\$ 2	\$ (15)	\$ (41)	\$ -		
Bad Debts	\$ 63	\$ (1)	\$ 64	\$ 63	\$ -	\$ -	\$ 1	\$ 64	\$ 47	\$ -		
FX	\$ 64	\$ -	\$ 64	\$ -	\$ -	\$ -	\$ 64	\$ 64	\$ 262	\$ -		
JV Loss (Income)	\$ (46)	\$ (11)	\$ (36)	\$ -	\$ -	\$ (36)	\$ 1	\$ (36)	\$ (42)	\$ -		
Other Expenses	\$ 156	\$ 164	\$ (8)	\$ (10)	\$ -	\$ -	\$ 2	\$ (8)	\$ (9)	\$ -		
Total Opex	\$ 2,724	\$ 2,886	\$ (162)	\$ (219)	\$ 6	\$ (33)	\$ 84	\$ (162)	\$ (236)	\$ -		

Management Discussion

- Lower payroll largely due to budgeted hire of 3 US Sales staff and Terrebonne Plant Manager offset by a unfavorable FX
- Marketing expenses lower due to cancellation of Platinum Trip
- Travel and entertainment budgeted for US Sales staff hired later in the period in addition to lower travel in general
- Higher professional fees on account of hiring fees for Plant manager at Terrebonne and financial cost analyst at Everett; Change in run rate attributed to new controller at Woodbridge and Payroll Consultant at Corporate
- Top up of Bad Debts provision to cover Ontario and Quebec exposures (Accord, Qualum)
- Other expenses lower due to lower costs from R&D consultant at ECS offset by Bank of America audit review fee

1x Costs

\$'000

	YTD			Explanation of Variance						Variance Impact	
	Variance			Change in			Total Variance			Total Change in Estimate	
	Act	AOP	B / (W)	Estimate	Timing	Other	B / (W)			B / (W)	
Banking	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Environmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Legal Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Fees	\$ (22)	\$ -	\$ 22	\$ -	\$ -	\$ 22	\$ 22	\$ 22	\$ 22	\$ -	\$ -
Project Panther	\$ 73	\$ -	\$ (73)	\$ -	\$ -	\$ (73)	\$ (73)	\$ (73)	\$ (73)	\$ -	\$ -
Project DB&A	\$ 322	\$ 324	\$ 2	\$ 2	\$ -	\$ -	\$ 2	\$ 2	\$ 2	\$ 2	\$ 2
Employee Restructuring Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total 1X Costs	\$ 373	\$ 324	\$ (49)	\$ 2	\$ -	\$ (51)	\$ (49)	\$ (49)	\$ (49)	\$ 2	\$ 2

Management Discussion

- Professional Fees include costs incurred for the following projects:
 - Freight and logistics initiative with Smart Ventures of \$4K;
 - Executive Coaching from Management Tools Inc. of \$11K;
 - OBI Projects with Practical Approach \$1K;
 - partially offset by a refund of WSIB NEER premium for Woodbridge \$34K and Laval Water Damage Claim refund of \$4K
- Woodbridge Productivity Improvement initiative with DB&A of \$322K;
- Project Panther costs of \$73K which include Beckway charges of \$54K and Merril Inc of \$19K (for VDR)

Balance Sheet

\$'000	Dec-19 Act	Nov-19 Act	Dec-19 Act	Jan-20 Act	Feb-20		Variance	
					Act	Bud	\$	%
Current Assets								
Cash and cash equivalents	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 0	15.3%
Short term investments	—	—	—	—	—	—	—	N/A
<i>Accounts receivable, gross</i>	9,246	14,538	9,246	11,246	11,636	9,975	1,661	16.7%
<i>Accounts receivable, reserves</i>	(561)	(534)	(561)	(582)	(608)	(472)	(136)	28.7%
Accounts receivable, net	8,685	14,004	8,685	10,663	11,029	9,503	1,526	16.1%
<i>Inventory, gross</i>	31,428	32,086	31,428	31,650	31,849	32,540	(692)	(2.1%)
<i>Inventory, reserves</i>	(2,031)	(1,840)	(2,031)	(1,994)	(1,982)	(1,876)	(106)	5.6%
Inventory, net	29,397	30,246	29,397	29,656	29,866	30,664	(798)	(2.6%)
Prepaid expenses and other current assets	3,221	3,405	3,221	3,193	3,186	3,447	(261)	(7.6%)
Other current assets	835	958	835	769	744	769	(25)	(3.2%)
Total Current Assets	42,141	48,617	42,141	44,284	44,828	44,385	443	1.0%
Non-Current Assets								
<i>Property, plant & equipment, gross</i>	73,423	71,977	73,423	73,055	72,779	73,819	(1,041)	(1.4%)
<i>Accumulated depreciation</i>	(27,272)	(26,136)	(27,272)	(27,815)	(28,391)	(28,340)	(51)	0.2%
Property, plant & equipment, net	46,151	45,842	46,151	45,240	44,387	45,479	(1,092)	(2.4%)
Deferred financing cost	399	407	399	381	365	362	3	0.8%
Deferred tax asset	2,987	2,940	2,987	2,695	2,665	1,344	1,321	98.3%
Other non-current assets	2,863	2,813	2,863	2,850	2,829	2,661	168	6.3%
Total Non-Current Assets	52,399	52,002	52,399	51,165	50,246	49,846	400	0.8%
Total Assets	\$ 94,540	\$ 100,618	\$ 94,540	\$ 95,450	\$ 95,074	\$ 94,231	\$ 843	0.9%
Current Liabilities								
Bank Debt	\$ 14,452	\$ 14,798	\$ 14,452	\$ 17,079	\$ 16,572	\$ 17,701	\$ (1,129)	(6.4%)
Current Portion - Long Term Debt	1,690	1,663	1,690	1,669	1,652	1,662	(10)	(0.6%)
Accounts payable	12,974	13,935	12,974	12,313	13,903	12,345	1,558	12.6%
Accrued liabilities	2,752	3,625	2,752	3,167	2,725	3,246	(521)	(16.1%)
Accrued compensation	2,007	3,591	2,007	2,754	3,054	3,572	(519)	(14.5%)
Income taxes payable	13	572	13	13	81	83	(2)	(2.6%)
Contingent consideration	—	1,301	—	—	—	—	—	N/A
Other current liabilities	111	84	111	107	100	157	(57)	(36.3%)
Total Current Liabilities	34,000	39,568	34,000	37,102	38,087	38,767	(680)	(1.8%)
Long-term liabilities								
Long-term debt less current maturities	10,799	10,753	10,799	10,519	10,266	10,329	(63)	(0.6%)
Deferred income taxes	9,799	9,716	9,799	9,479	9,427	9,456	(29)	(0.3%)
Other non-current liabilities	1,618	1,584	1,618	1,595	1,577	1,437	140	9.7%
Total Long-Term Liabilities	22,216	22,053	22,216	21,593	21,270	21,222	47	0.2%
Total Liabilities	56,216	61,622	56,216	58,695	59,357	59,989	(633)	(1.1%)
Commitments and contingencies	—	—	—	—	—	—	—	N/A
Shareholders' Equity								
Common stock	12,610	12,610	12,610	12,610	12,610	12,610	0	0.0%
Retained earnings	26,544	27,319	26,544	25,015	24,012	22,619	1,393	6.2%
Accumulated other comprehensive income	(830)	(933)	(830)	(870)	(904)	(987)	83	(8.4%)
Total Shareholders' Equity	38,324	38,997	38,324	36,754	35,718	34,242	1,476	4.3%
Total Liabilities and Shareholders' Equity	\$ 94,540	\$ 100,618	\$ 94,540	\$ 95,450	\$ 95,074	\$ 94,231	\$ 843	0.9%

Management Discussion

- Net A/R vs. Budget is up by \$1,526K (16.1%) due to higher sales vs budget (YTD sales up by 6%). This was offset by an unfavorable F/X impact of \$55K (actual rate of 1.3395 [or USD\$ 0.75] vs. the Budget rate of 1.33 [or USD\$ 0.76]) and an increase in reserves by \$136K vs Budget
- Inventory levels marginally lower (2.6% or \$798K) on account of higher sales as well as production slowdown in PD to remain aligned with order intake; unfavorable F/X impact of \$139K (actual rate of 1.3395 [or USD\$ 0.75] vs. the Budget rate of 1.33 [or USD\$ 0.76])
- Marginal decrease in Prepaid expenses vs Bud due timing of payments on expenditure of \$304K; offset by higher Non-inventory stock by \$43K
- Other current assets slightly lower vs Bud due to lower Input Tax credits receivable
- PPE marginally lower (1.4%) on account of lower Capex expenditure as well as an unfavorable F/X impact of \$146K (actual rate of 1.3395 [or USD\$ 0.75] vs. the Budget rate of 1.33 [or USD\$ 0.76])
- Variance in Deferred tax asset is due to the calculations and related adjustments for Deferred tax asset for YE 2019 still pending.
- Other non-current assets slightly higher by 6.3% or \$168K vs Bud due to a higher JV equity income in the month
- Decrease in exposure with Bank due to pay down of outstanding on Revolver and a favorable F/X impact of \$118K (actual rate of 1.3395 [or USD\$ 0.75] vs. the Budget rate of 1.33 [or USD\$ 0.76]) offset by increase in payables
- Decrease in Accrued Liabilities due to lower expense accruals vs Budget as well as timing of payments on some expenses
- Decrease in Accrued Compensation due to reduction in bonus accrual (\$783K). Offset by increase in payroll accrual due to timing

Cash Flow Statement

\$'000	MTD		Variance		PY-MTD		Variance		YTD		Variance		PY YTD		Variance									
	Act	Bud	\$	%	Act	\$	%		Act	Bud	\$	%	ACT	\$	%									
Cash flow from operations																								
Net Income (Loss)	\$	(1,003)	\$	(1,087)	\$	84	(7.8%)	\$	(271)	\$	(731)	269.4%	\$	(2,511)	\$	(2,283)	\$	(228)	10.0%	\$	(1,158)	\$	(1,354)	117.0%
Depreciation, amortization and other		805		776		30	3.8%		721		84	11.7%		1,620		1,546		74	4.8%		1,429		191	13.4%
Non-cash loss/expense (gain)		148		153		(5)	(3.0%)		(7)		156	(2108.5%)		551		(24)		576	(2354.7%)		(169)		720	(427.2%)
Deferred income tax		(52)		–		(52)	N/A		3		(56)	(1611.5%)		(372)		(343)		(29)	8.5%		147		(519)	(353.3%)
Change in operating assets and liabilities:																								
Accounts receivable		(365)		(344)		(21)	6.2%		(747)		382	(51.1%)		(2,343)		(818)		(1,526)	186.6%		(942)		(1,402)	148.9%
Inventory		(210)		1,291		(1,501)	(116.3%)		(1,552)		1,341	(86.5%)		(470)		(1,267)		798	(62.9%)		(4,334)		3,864	(89.2%)
Prepaid expenses and other current assets		31		239		(208)	(86.9%)		12		19	152.8%		125		(160)		286	(178.2%)		(52)		177	(342.9%)
Accounts payable		1,589		2,634		(1,045)	(39.7%)		594		996	167.6%		929		(629)		1,558	(247.6%)		(390)		1,319	(337.9%)
Accrued expenses		(141)		(18)		(123)	684.3%		(359)		218	(60.6%)		1,020		2,060		(1,040)	(50.5%)		314		707	225.4%
Accrued income taxes		68		63		5	8.8%		87		(19)	(21.8%)		68		70		(2)	(3.1%)		145		(77)	(53.0%)
Other changes in operating assets and liabilities		(7)		(1)		(6)	583.3%		(4)		(3)	86.5%		(11)		46		(57)	(124.5%)		(0)		(11)	138396.0%
Other cash flow from operations		–		–		–	N/A		–		–	N/A		–		–		–	N/A		–		–	N/A
Total Cash Flow from Operations	\$	864	\$	3,705	\$	(2,841)	(76.7%)	\$	(1,522)	\$	2,386	(156.7%)	\$	(1,394)	\$	(1,803)	\$	409	(22.7%)	\$	(5,009)	\$	3,615	(72.2%)
Cash flow from investing																								
Additions to property, plant and equipment	\$	(219)	\$	(584)	\$	365	(62.5%)	\$	(531)	\$	312	(58.8%)	\$	(447)	\$	(1,169)	\$	722	(61.8%)	\$	(1,020)	\$	573	(56.2%)
Earnout payments		–		–		–	N/A		–		–	N/A		–		–		–	N/A		–		–	N/A
Other cash flow from investing		–		–		–	N/A		–		–	N/A		–		–		–	N/A		–		–	N/A
Total Cash Flow from Investing	\$	(219)	\$	(584)	\$	365	(62.5%)	\$	(531)	\$	312	(58.8%)	\$	(447)	\$	(1,169)	\$	722	(61.8%)	\$	(1,020)	\$	573	(56.2%)
Cash flow from financing																								
Proceeds from the issuance (repayment) of short-term debt	\$	(507)	\$	(2,982)	\$	2,475	(83.0%)	\$	2,193	\$	(2,700)	(123.1%)	\$	2,119	\$	3,248	\$	(1,129)	(34.8%)	\$	6,310	\$	(4,191)	(66.4%)
Proceeds from the issuance of debt		(0)		–		(0)	N/A		0		(0)	(100.1%)		(0)		–		(0)	N/A		(0)		0	(99.3%)
Repayment of debt		(138)		(138)		1	(0.6%)		(139)		2	(1.2%)		(278)		(277)		(1)	0.4%		(278)		(0)	0.1%
Common stock cash dividends paid		–		–		–	N/A		–		–	N/A		–		–		–	N/A		–		–	N/A
Other cash flow from financing		–		–		–	N/A		–		–	N/A		–		–		–	N/A		–		–	N/A
Total Cash Flow from Financing	\$	(645)	\$	(3,121)	\$	2,476	(79.3%)	\$	2,054	\$	(2,698)	(131.4%)	\$	1,841	\$	2,971	\$	(1,130)	(38.0%)	\$	6,032	\$	(4,191)	(69.5%)
Effect of FX rates on cash and cash equivalents	\$	–	\$	–	\$	–	N/A	\$	–	\$	–	N/A	\$	–	\$	–	\$	–	N/A	\$	–	\$	–	N/A
Net change in cash	\$	(0)	\$	(0)	\$	(0)	9237%	\$	0	\$	(0)	(1337.1%)	\$	(0)	\$	(0)	\$	0	(90.7%)	\$	3	\$	(3)	(101.3%)
Beginning cash		3		3		0	16.1%		3		(0)	(5.8%)		3		3		0	0.0%		0		3	815681.2%
Change in cash		(0)		(0)		(0)	9237%		0		(0)	(1337.1%)		(0)		(0)		0	(90.7%)		3		(3)	(101.3%)
Ending cash	\$	3	\$	3	\$	0	15.4%	\$	3	\$	(0)	(6.4%)	\$	3	\$	3	\$	0	15.4%	\$	3	\$	(0)	(6.4%)

Covenant Analysis

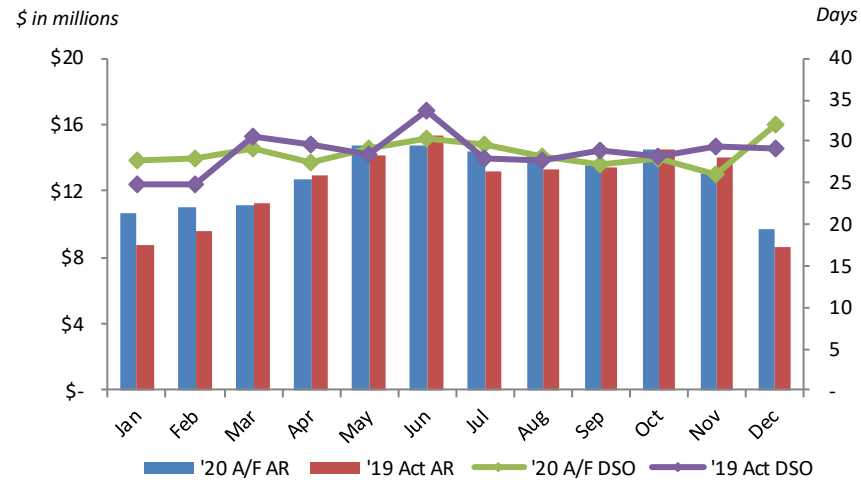
(US\$ '000s)	Act Dec-19	Act Jan-20	Act Feb-20	Bud Mar-20	Bud Apr-20	Bud May-20	Bud Jun-20	Bud Jul-20	Bud Aug-20	Bud Sep-20	Bud Oct-20	Bud Nov-20	Bud Dec-20
Excess Availability													
Borrowing Base	27,369	23,561	24,678	23,368	23,124	26,536	29,285	29,048	26,611	26,386	28,202	27,706	26,542
Total Revolver Debt	14,452	17,079	16,572	17,361	16,891	20,353	21,853	21,252	19,511	18,925	19,283	18,346	18,075
Excess Availability	12,917	6,482	8,106	6,007	6,233	6,183	7,432	7,796	7,100	7,461	8,919	9,360	8,467
EA % of Borrowing Base	47.2%	27.5%	32.8%	25.7%	27.0%	23.3%	25.4%	26.8%	26.7%	28.3%	31.6%	33.8%	31.9%
Minimum EA% (or <\$5.25M)	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%
Compliance	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK
FCCR Calculation													
TTM EBITDA	10,244	9,949	9,260	10,090	10,551	11,287	10,537	11,392	12,155	12,213	12,602	12,488	11,798
Total Capex	672	228	219	584	739	739	739	556	556	556	288	288	288
IT separation Capex	-	-	-	-	-	-	-	-	-	-	-	-	-
Financed Capex	-	-	-	-	-	-	-	-	-	-	-	-	-
Capex, as calculated for FCCR	672	228	219	584	739	739	739	556	556	556	288	288	288
TTM Capex	6,807	6,546	6,234	6,259	6,550	6,770	6,705	6,499	6,669	6,725	6,490	6,164	5,779
Cash Taxes	650	1	-	-	-	-	-	-	-	-	-	-	-
TTM Cash Taxes	1,408	1,409	1,321	786	651	651	651	651	651	651	651	651	1
Numerator	2,029	1,993	1,704	3,045	3,351	3,866	3,181	4,242	4,835	4,837	5,461	5,673	6,018
Cash Interest on existing ABL	194	156	164	221	220	220	219	218	218	217	217	216	215
Cash Interest on additional debt	-	-	-	-	-	-	-	-	-	-	-	-	-
TTM Cash Interest	2,158	2,159	2,158	2,189	2,226	2,248	2,280	2,307	2,336	2,371	2,413	2,481	2,502
Principal Payments on additional debt	140	140	138	138	138	138	138	138	138	138	138	138	138
TTM Principal Payments	1,665	1,667	1,665	1,666	1,667	1,668	1,668	1,666	1,666	1,665	1,664	1,664	1,663
Denominator	3,823	3,825	3,823	3,855	3,893	3,916	3,948	3,973	4,002	4,037	4,078	4,145	4,165
FCCR Ratio	0.5	0.5	0.4	0.8	0.9	1.0	0.8	1.1	1.2	1.2	1.3	1.4	1.4
Minimum FCC	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Compliance	Breach	Breach	Breach	Breach	Breach	OK	Breach	OK	OK	OK	OK	OK	OK

13-Week Cash Flow Forecast

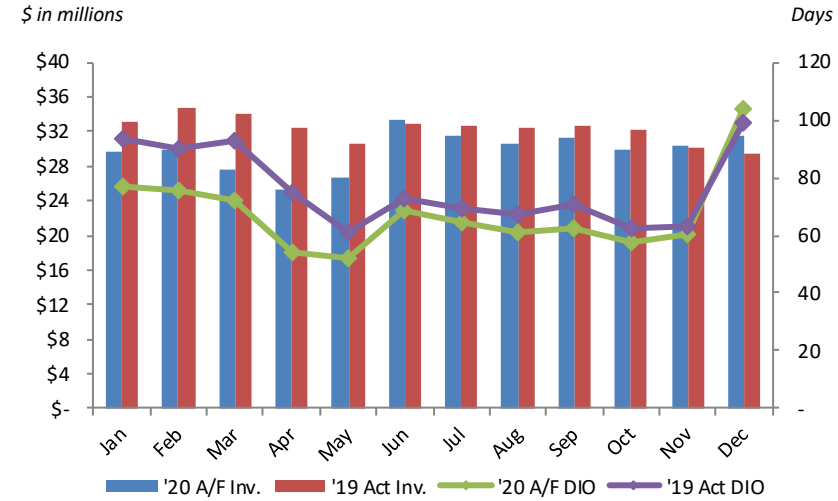
Date	03/06/20	03/13/20	03/20/20	03/27/20	04/03/20	04/10/20	04/17/20	04/24/20	05/01/20	05/08/20	05/15/20	05/22/20	05/29/20
Cash Flow Roll-Up:													
Total Inflows - Operational	4,406	4,491	4,818	4,457	4,582	4,280	4,150	3,823	3,147	3,315	3,439	3,753	3,921
Receipts from Customers based on AR	2,208	2,026	2,148	1,804	1,906	1,551	1,234	885	198	198	-	-	-
New Net External Sales	1,793	2,049	2,236	2,219	2,241	2,295	2,337	2,360	2,370	2,539	2,931	3,244	3,412
New Affiliate Sales	405	415	434	434	434	434	578	578	578	578	509	509	509
Total Outflows - Operational	(4,395)	(5,409)	(5,249)	(3,198)	(3,773)	(3,941)	(3,444)	(3,127)	(3,348)	(3,576)	(3,059)	(2,582)	(2,906)
Payments to Suppliers based on AP Aging	(1,357)	(1,454)	(1,235)	(478)	(576)	(745)	(1,061)	(837)	(765)	(541)	(220)	0	0
Materials	(1,834)	(1,594)	(532)	(1,660)	(1,961)	(1,717)	(1,717)	(665)	(1,341)	(1,492)	(1,884)	(1,321)	(1,884)
Conversion Costs	(774)	(230)	(330)	(260)	(772)	(358)	(420)	(539)	(940)	(285)	(598)	(703)	(608)
Other COGS	(20)	(135)	(21)	(146)	(27)	(146)	(57)	(125)	(96)	(171)	(171)	(171)	(171)
Selling Costs	(38)	(272)	(39)	(273)	(41)	(239)	(41)	(218)	(46)	(218)	(46)	(107)	(47)
General and Administrative	(66)	(375)	(67)	(325)	(69)	(284)	(69)	(230)	(83)	(376)	(83)	(168)	(83)
Intercompany Material Purchases	0	0	0	0	0	0	0	0	0	0	0	0	0
Capex	(15)	(14)	(15)	(15)	(39)	(39)	(39)	(36)	(36)	(36)	(36)	(91)	(91)
Taxes	0	0	0	0	0	0	0	0	0	0	0	0	0
Management Fees	(250)	0	0	0	(250)	0	0	0	0	0	0	0	0
Resin rebate	0	0	0	0	0	0	0	0	0	0	0	0	0
TSA Fees	0	0	0	0	0	0	0	0	0	0	0	0	0
Insurance	0	0	0	0	0	0	0	0	0	0	0	0	0
Performance Payment to Westlake	0	0	0	0	0	0	0	0	0	0	0	0	0
One Time Costs	(41)	(41)	(41)	(41)	(41)	(41)	(41)	(41)	(41)	(21)	(21)	(21)	(21)
Restructuring Charges	0	0	0	0	0	0	0	0	0	0	0	0	0
Bonus payment	0	0	0	0	0	0	0	0	0	0	0	0	0
Material received but not invoiced	0	(1,294)	(2,970)	0	0	(374)	0	(436)	0	(436)	0	0	0
Projected Operational Cash Flow	11	(918)	(431)	1,260	808	339	706	696	(201)	(261)	380	1,171	1,015
Cash receipts more (less) than projection	(1,512)	(2,121)	0	0	0	0	0	0	0	0	0	0	0
Cash outflows less (more) than projection	1,354	3,575	0	0	0	0	0	0	0	0	0	0	0
(Adjustment)	0	1,023	0	0	0	0	0	0	0	0	0	0	0
(Adjustment)	0	0	0	0	0	0	0	0	0	0	0	0	0
(Adjustment)	0	0	0	0	0	0	0	0	0	0	0	0	0
Actual Operational Cash Flow	(147)	1,559	(431)	1,260	808	339	706	696	(201)	(261)	380	1,171	1,015
Bank interest	(142)	0	0	0	(175)	0	0	0	(173)	0	0	0	0
Bridge Loan Repayment	0	0	0	0	0	0	0	0	0	0	0	0	0
Term Loan	(138)	0	0	0	(138)	0	0	0	(138)	0	0	0	0
Monitoring Fees	(297)	0	0	0	0	0	0	0	0	0	0	0	0
Other Inflows/Outflows	0	0	0	0	0	0	0	0	0	0	0	0	0
Transaction Expense	0	0	0	0	0	0	0	0	0	0	0	0	0
Bank Fees	(2)	0	(10)	0	(3)	0	(9)	0	(3)	0	(10)	0	0
Total Financial Cash Flow	(580)	0	(10)	0	(316)	0	(9)	0	(314)	0	(10)	0	0
Total Cash Flow	(727)	1,559	(441)	1,260	493	339	697	696	(515)	(261)	370	1,171	1,015
Adjusted Loan Balance	16,508	18,188	17,366	16,106	15,613	15,274	14,577	13,881	14,396	14,658	14,287	13,116	12,101
Term Loan	11,772	11,400	11,870	11,870	11,732	11,732	11,732	11,732	11,593	11,593	11,593	11,593	11,593
Total Debt	28,279	29,588	29,236	27,976	27,345	27,006	26,309	25,613	25,989	26,251	25,881	24,709	23,694
Revolver Availability	8,212	5,998	7,105	8,363	8,856	9,195	9,892	7,646	7,131	6,870	7,240	8,226	9,241
Friday Cash Receipts	0	0	0	0	0	0	0	0	0	0	0	0	0
Debt Per Loan Ledger	28,279	29,588	29,236	27,976	27,345	27,006	26,309	25,613	25,989	26,251	25,881	24,709	23,694

Working Capital and Cash Conversion Cycle

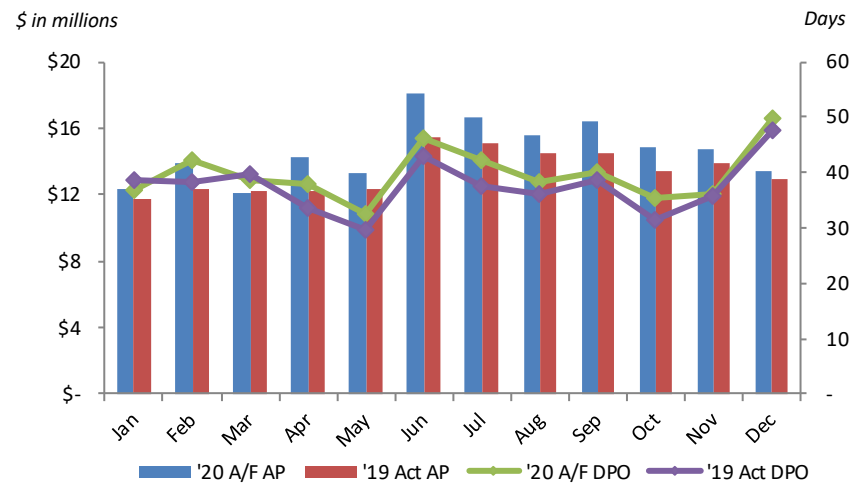
Accounts Receivable



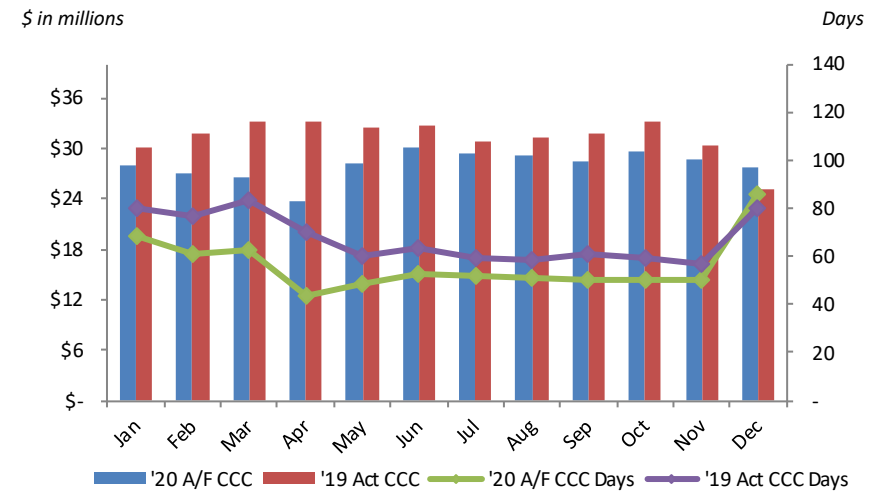
Inventory



Accounts Payable



Cash Conversion Cycle



AR and AP Aging Detail

\$'000

AR Aging				
Days	Dec-19	Jan-20	Feb-20	%
0-30	\$ 5,843	\$ 7,694	\$ 8,898	80.7%
30-60	1,966	2,042	1,296	11.8%
60-90	314	314	336	3.0%
>90	562	613	499	4.5%
Total	\$ 8,685	\$ 10,663	\$ 11,029	100.0%

AP Aging				
Days	Dec-19	Jan-20	Feb-20	%
0-30	\$ 8,469	\$ 10,859	\$ 11,558	83.1%
30-60	3,779	1,252	2,301	16.6%
60-90	684	198	43	0.3%
>90	42	4	1	0.0%
Total	\$ 12,974	\$ 12,313	\$ 13,903	100.0%

Management Discussion

- DSO days remain at 28 showing consistent turnover in the receivables cycle
- Increase in DPO days from 37 to 42 due to timing of some large payments and managing working capital requirements efficiently

Executive Summary

Financial Review

Full Year Financial Outlook

Governance Reporting

Appendix

Business Unit Analysis

Full Year Outlook Consolidated P&L Summary

\$'000	FY		Var		PY	Var	
	Fsct	Bud	\$	%	Act	\$	%
Units Produced ('000)	99,608	99,042	565	0.6%	97,151	2,456	2.5%
Units Shipped ('000)	100,330	99,426	904	0.9%	96,500	3,829	4.0%
Bookings (\$'000)	\$ 175,728	\$ 173,296	\$ 2,432	1.4%	\$ 162,586	\$ 13,142	8.1%
Backlog (\$'000)	\$ 8,450	\$ 8,450	\$ –	0.0%	\$ 8,430	\$ 20	0.2%
Gross Revenue	\$ 174,999	\$ 173,563	\$ 1,436	0.8%	\$ 166,852	\$ 8,148	4.9%
Adj. to Gross Revenue	(9,110)	(9,009)	(101)	1.1%	(8,598)	(512)	6.0%
Net Revenue	165,889	164,554	1,335	0.8%	158,254	7,635	4.8%
Material	81,554	81,128	426	0.5%	77,754	3,800	4.9%
Labor	35,580	35,452	128	0.4%	35,294	286	0.8%
Other COGS	19,035	18,534	502	2.7%	18,932	103	0.5%
Total COGS	136,169	135,114	1,056	0.8%	131,980	4,189	3.2%
Gross Margin	29,720	29,440	279	0.9%	26,274	3,446	13.1%
Gross Margin %	17.9%	17.9%			16.6%		
R&D	–	–	–	N/A	–	–	N/A
Sales & Marketing	6,364	6,505	(141)	(2.2%)	6,659	(296)	(4.4%)
Administrative	10,963	11,012	(50)	(0.5%)	10,335	627	6.1%
Other Opex	(84)	(112)	29	(25.6%)	(291)	207	(71.3%)
Total Opex	17,243	17,405	(162)	(0.9%)	16,704	539	3.2%
EBITDA	12,477	12,036	441	3.7%	9,570	2,907	30.4%
EBITDA %	7.5%	7.3%			6.0%		
Net Income (Loss)	\$ (3,725)	\$ (3,497)	\$ (228)	6.5%	\$ (3,485)	\$ (240)	6.9%
Capex	\$ (5,779)	\$ (6,501)	\$ 722	(11.1%)	\$ (6,807)	\$ 1,028	(15.1%)
Opex Overview:							
Payroll	\$ 10,083	\$ 10,185	\$ (102)	(1.0%)	\$ 9,929	\$ 154	1.6%
Bonus	741	740	1	0.1%	62	679	1091.5%
Commissions	278	273	5	1.7%	247	31	12.4%
Marketing	1,008	1,098	(91)	(8.3%)	1,596	(588)	(36.9%)
Benefits	–	–	–	N/A	–	–	N/A
Travel and entertainment	1,064	1,145	(81)	(7.1%)	1,069	(5)	(0.5%)
Rent and facilities	–	–	–	N/A	–	–	N/A
Insurance	322	333	(10)	(3.1%)	317	6	1.8%
Professional fees	634	591	43	7.2%	671	(37)	(5.5%)
Office Expenses	266	261	4	1.7%	256	10	3.8%
IT	1,866	1,881	(15)	(0.8%)	1,860	6	0.3%
Bad Debts	60	(4)	64	(1777.2%)	174	(113)	(65.2%)
FX	64	–	64	N/A	(145)	209	(144.3%)
JV Loss (Income)	(148)	(112)	(36)	31.6%	(146)	(2)	1.4%
Other Expenses	1,005	1,013	(8)	(0.8%)	814	191	23.4%
Total Opex	\$ 17,243	\$ 17,405	\$ (162)	(0.9%)	\$ 16,704	\$ 539	3.2%

Full Year Outlook Key Customers – ENERGI Consolidated

	Gross Sales (\$'000)									Gross Margin %										
	FY		FY		Var		PY		Var		FY	FY	Var		PY	Var				
	Act	Bud			\$	%	Act		\$	%	Act	Bud	BPs	%	Act	BPs	%			
Customer:																				
PGT Industries Inc	\$	23,011	\$	22,572	\$	439	1.9%	\$	21,951	\$	1,060			21.7%	25.1%	(336)	(13.4%)	15.6%	611	39.2%
Eclipse Shutter Systems		13,935		13,715		220	1.6%		13,334		601			2.4%	3.4%	(99)	(29.0%)	3.8%	(137)	(36.1%)
Simonton		9,295		9,500		(205)	(2.2%)		9,562		(267)			19.2%	2.6%	1,652	627.0%	(15.4%)	3,454	(224.5%)
Atis		10,734		10,787		(54)	(0.5%)		9,467		1,267			9.1%	18.1%	(893)	(49.5%)	8.6%	49	5.7%
Quaker Window Products		6,266		6,093		173	2.8%		5,858		408			54.1%	44.6%	955	21.4%	9.1%	4,503	494.6%
Polaris Technologies		5,945		5,975		(30)	(0.5%)		5,042		903			14.9%	12.9%	197	15.2%	20.8%	(592)	(28.5%)
All Weather		5,003		5,256		(253)	(4.8%)		4,545		457			49.6%	44.4%	518	11.7%	9.9%	3,971	402.7%
SOLARIS QUEBEC P & F INC.		4,658		4,474		185	4.1%		4,265		393			24.5%	22.2%	222	10.0%	16.2%	824	50.8%
Cascade		4,014		4,197		(182)	(4.3%)		3,716		298			(15.4%)	1.6%	(1,707)	(1035.1%)	8.8%	(2,421)	(275.3%)
A.M.I.		4,195		4,227		(32)	(0.8%)		3,628		568			7.5%	27.1%	(1,963)	(72.4%)	12.6%	(516)	(40.8%)
Windsor Window Co OEM		4,099		3,952		147	3.7%		4,303		(204)			51.3%	49.0%	226	4.6%	0.0%	5,128	N/A
Coeur d'Alene		3,789		3,755		33	0.9%		3,684		104			5.8%	4.2%	160	38.0%	5.4%	45	8.5%
Vinyl-Pro Window Systems Inc		3,622		3,609		13	0.4%		3,328		294			69.5%	53.4%	1,601	30.0%	5.9%	6,353	1072.2%
Dashwood Industries Inc		3,686		3,562		124	3.5%		3,445		240			41.0%	45.0%	(398)	(8.8%)	18.8%	2,223	118.4%
ATLANTIC WINDOWS		263		271		(9)	(3.2%)		245		17			0.1%	147.4%	(14,736)	(99.9%)	12.3%	(1,224)	(99.3%)
Ostaco 2000		2,905		2,989		(84)	(2.8%)		3,019		(114)			15.6%	25.7%	(1,009)	(39.3%)	15.4%	15	0.9%
Sierra Pacific Windows		2,863		2,886		(23)	(0.8%)		2,861		2			9.6%	10.1%	(54)	(5.4%)	0.5%	909	1917.4%
PORTES & FENETRES ABRITEK		2,841		2,890		(49)	(1.7%)		3,175		(334)			23.7%	33.3%	(960)	(28.8%)	16.0%	775	48.5%
Vinyl Profiles, LLC		2,850		2,748		103	3.7%		2,797		53			10.7%	12.9%	(219)	(17.0%)	3.8%	696	185.7%
SCHLUTER SYSTEMS L.P.		2,744		2,400		344	14.3%		2,664		80			21.7%	24.7%	(298)	(12.0%)	6.3%	1,548	246.9%
Other		58,282		57,704		578	1.0%		55,961		2,321			9.2%	11.5%	(223)	(19.4%)	28.1%	(1,884)	(67.1%)
Total Gross	\$	174,999	\$	173,563	\$	1,436	0.8%	\$	166,852	\$	8,148			17.1%	17.1%	2	0.1%	15.7%	134	8.5%

Management Discussion

- PGT – Strong performance YTD largely due to large Capstock orders.
- Eclipse– Strong sales in January as they look to fill up new warehouse in Mexico.
- Simonton– lower orders continuing from Q4 2019
- Strong sales from Quaker and Solaris fueled by recent launches
- Large orders from Windsor improving sales over budget.

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Governance Reporting

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Business Unit Analysis

Management Governance Report

Disclosure Committee:

- Members include: CEO, CFO, VP Sales, VP Manufacturing & VP Supply Chain
- Meeting held on March 6th, 2020
- Financial results were reviewed and found to be complete and accurate in all material respects
- CEO & CFO reviewed Board presentation separately and found to be complete

Anonymous Hotline:

- None

Modification of Delegation of Authority:

- No changes recommended at this time

Management Governance Report (Continued)

A)	Requests for waivers or out-of-the-ordinary course approvals under the Internal Control and Corporate Governance Matrix, Code of Ethics or any internal control:	None
B)	Any conflicts of interest or the appearance of any such conflict or potential conflict:	None
C)	Any actual or apparent weakness or inadequacy in the Company's policies of internal controls and financial reporting:	None
D)	Any reports or complaints regarding accounting, internal accounting controls or auditing matters.	None

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Squeeze Report

Monthly P&L

Monthly EBITDA to Net Income Bridge

Cost of Goods Sold Variance Analysis

Monthly Cost of Goods Sold by Component

Monthly Balance Sheet

Balance Sheet – Year on Year Comparison

Monthly Cash Flow

Trended Monthly Bookings

Trended Monthly Backlog

EBITDA and EBITDA-CapEx

Y-o-Y% EBITDA change

Capital Expenditures

Headcount Trending by Month

Headcount Hires and Attrition

Liquidity Forecast

Business Unit Analysis

Squeeze Report

Monthly operating report (\$'000)

		Fully-diluted ownership		Fund		Invested	Realized	Unrealized	Total Value	MOI	
Investment date	3/31/2016	OpenGate Equity	94.8%	OCGP I	\$	26,000	\$	–	\$	46,435	0.6x
Operational data as of	2/28/2020	MGMT	5.3%	OCGP II		–		–		–	NA
Valuation details last updated:	9/30/2019	Other Equity	0.0%	OCGP III		–		–		–	NA
		Total	100.0%	Total	\$	26,000	\$	–	\$	46,435	0.6x

Operations											
Net Revenue						Adj. EBITDA				Net Debt	
	Act	Bud	Variance	PY	Variance	Act	Bud	Variance	PY	Variance	
This Month	\$ 11,463	\$ 11,094	3.3%	\$ 10,785	6.3%	\$ 623	\$ 218	185.2%	\$ 259	140.0%	\$ 28,487
Quarter to Date	\$ 23,368	\$ 22,033	6.1%	\$ 21,727	7.6%	\$ 704	\$ 263	167.7%	\$ 296	137.7%	\$ 29,689
Year to Date	\$ 23,368	\$ 22,033	6.1%	\$ 21,727	7.6%	\$ 704	\$ 263	167.7%	\$ 296	137.7%	\$ 30,308

LTM Trends (\$'000s)	3/31/19	4/30/19	5/31/19	6/30/19	7/31/19	8/31/19	9/30/19	10/31/19	11/30/19	12/31/19	1/31/20	2/28/20	LTM
Units Produced ('000)	8,389	7,725	8,493	8,905	8,339	9,076	8,551	9,067	8,304	5,147	8,094	7,753	97,841
Units Shipped ('000)	7,230	8,092	9,414	8,083	9,001	8,865	8,508	9,699	8,621	5,458	7,842	6,982	97,794
Net Revenue	\$ 11,404	\$ 13,094	\$ 15,515	\$ 13,593	\$ 14,669	\$ 14,926	\$ 13,879	\$ 15,932	\$ 14,307	\$ 9,209	\$ 11,905	\$ 11,463	\$ 159,895
Gross Margin	1,910	2,201	2,645	2,773	2,217	2,502	2,638	2,711	2,633	788	1,525	1,904	26,446
Gross Margin %	16.7%	16.8%	17.0%	20.4%	15.1%	16.8%	19.0%	17.0%	18.4%	8.6%	12.8%	16.6%	16.5%
SG&A	1,438	1,520	1,579	1,394	1,531	1,553	1,630	1,569	934	595	1,443	1,282	16,468
Reported EBITDA	472	680	1,066	1,379	687	949	1,008	1,142	1,699	192	82	623	9,978
Rep. EBITDA %	4.1%	5.2%	6.9%	10.1%	4.7%	6.4%	7.3%	7.2%	11.9%	2.1%	0.7%	5.4%	6.2%
Adj. EBITDA	472	680	1,066	1,379	687	949	1,008	1,142	1,699	192	82	623	9,978
Adj. EBITDA %	4.1%	5.2%	6.9%	10.1%	4.7%	6.4%	7.3%	7.2%	11.9%	2.1%	0.7%	5.4%	6.2%
Capex	\$ (560)	\$ (448)	\$ (519)	\$ (805)	\$ (761)	\$ (386)	\$ (500)	\$ (522)	\$ (614)	\$ (672)	\$ (228)	\$ (219)	\$ (6,234)

Accounts Receivable, Net	\$ 11,214	\$ 12,944	\$ 14,190	\$ 15,313	\$ 13,196	\$ 13,308	\$ 13,414	\$ 14,460	\$ 14,004	\$ 8,685	\$ 10,663	\$ 11,029	\$ 11,029
Inventory, Net	34,150	32,557	30,697	32,887	32,705	32,363	32,765	32,143	30,246	29,397	29,656	29,866	29,866
Accounts Payable	12,200	12,267	12,359	15,487	15,146	14,498	14,476	13,366	13,935	12,974	12,313	13,903	13,903
CCC	\$ 33,165	\$ 33,234	\$ 32,527	\$ 32,713	\$ 30,755	\$ 31,172	\$ 31,703	\$ 33,238	\$ 30,315	\$ 25,108	\$ 28,006	\$ 26,992	\$ 26,992
DSO	30.5	29.7	28.4	33.8	27.9	27.6	29.0	28.1	29.4	29.2	27.8	27.9	25.2
DSI	92.8	74.6	61.3	72.6	69.1	67.2	70.8	62.5	63.4	99.0	77.2	75.6	68.2
DPO	39.8	33.8	29.8	42.9	37.7	36.2	38.6	31.3	35.8	47.8	36.8	42.2	38.0
C2C	83.5	70.5	59.9	63.4	59.3	58.7	61.2	59.3	57.0	80.4	68.2	61.3	55.3
Bank revolver	\$ 18,750	\$ 19,505	\$ 19,025	\$ 17,818	\$ 17,338	\$ 16,897	\$ 16,663	\$ 17,396	\$ 14,798	\$ 14,452	\$ 17,079	\$ 16,572	\$ 16,572
Unclassified external debt / OID	13,318	13,257	13,058	13,270	13,079	12,825	12,727	12,662	12,417	12,490	12,188	11,918	11,918
OpenGate debt	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Debt Outstanding	32,068	32,761	32,084	31,088	30,418	29,721	29,390	30,057	27,215	26,942	29,267	28,490	28,490
Cash and equivalents	3	3	3	3	3	3	3	3	3	3	3	3	3
Total Net Debt	\$ 32,065	\$ 32,758	\$ 32,080	\$ 31,085	\$ 30,415	\$ 29,718	\$ 29,387	\$ 30,055	\$ 27,212	\$ 26,939	\$ 29,264	\$ 28,487	\$ 28,487
Beginning Cash Balance	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3
Add / (Less): Operating Cash Flow	(1,520)	(168)	1,136	2,150	1,381	966	873	(71)	3,350	1,157	(2,258)	864	7,860
Add / (Less): Investing Cash Flow	(560)	(448)	(519)	(805)	(761)	(386)	(500)	(522)	(614)	(672)	(228)	(219)	(6,234)
Add / (Less): Financing Cash Flow	2,080	616	(617)	(1,345)	(620)	(580)	(373)	593	(2,737)	(485)	2,486	(645)	(1,626)
Effect of FX rates / Other	–	–	–	–	–	–	–	–	–	–	–	–	–
Ending Cash Balance	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3

Long-term trend, budget, IC comparison													
Calendar year ending				Actual		LTM Actual		IC Model			Variance to IC		
Summary Financials	12/31/2015	12/31/2016	12/31/2017	12/31/2018	2/28/2020			12/31/2016	12/31/2017	12/31/2018	LTM v 2017 IC	%	2018 FC v IC
Total Net Revenue	\$ –	\$ 170,742	\$ 158,254	\$ 165,889	\$ 159,895								
EBITDA, Reported	–	12,278	9,570	12,477	9,978								
EBITDA, Reported %	N/A	7.2%	6.0%	7.5%	6.2%								
EBITDA, Adjusted	–	12,278	9,570	12,477	9,978								
EBITDA, Adjusted %	N/A	7.2%	6.0%	7.5%	6.2%								
Accounts Receivable, Net	–	11,660	8,685	9,720	11,029								
Inventory, Net	–	27,470	29,397	31,503	29,866								
Accounts Payable	–	7,504	12,974	13,386	13,903								
CCC	–	31,626	25,108	27,837	26,992								
Net Debt	\$ –	\$ 3,014	\$ 26,939	\$ 28,679	\$ 28,487								

Monthly P&L

\$'000	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	FY	FY	Var		PY	Var	
	Act	Act	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Bud	\$	%	Act	\$	%
Units Produced ('000)	8,094	7,753	8,598	8,588	9,448	8,893	8,670	8,857	8,529	8,984	8,235	4,959	99,608	99,042	565	0.6%	97,151	2,456	2.5%
Units Shipped ('000)	7,842	6,982	7,440	8,508	9,636	8,899	9,223	9,241	8,678	9,501	8,852	5,527	100,330	99,426	904	0.9%	96,500	3,829	4.0%
Bookings (\$'000)	\$ 13,481	\$ 12,476	\$ 12,479	\$ 15,172	\$ 16,613	\$ 15,411	\$ 16,267	\$ 16,318	\$ 16,225	\$ 16,533	\$ 15,847	\$ 8,906	\$ 175,728	\$ 173,296	\$ 2,432	1.4%	\$ 162,586	\$ 13,142	8.1%
Backlog ('\$000)	\$ 9,606	\$ 10,369	\$ 9,007	\$ 9,302	\$ 9,122	\$ 9,292	\$ 9,541	\$ 8,966	\$ 9,471	\$ 8,878	\$ 9,485	\$ 8,450	\$ 8,450	\$ 8,450	\$ –	0.0%	\$ 8,430	\$ 20	0.2%
Gross Revenue	\$ 12,481	\$ 12,069	\$ 12,439	\$ 14,722	\$ 16,646	\$ 15,456	\$ 15,906	\$ 16,377	\$ 15,889	\$ 17,108	\$ 16,018	\$ 9,886	\$ 174,999	\$ 173,563	\$ 1,436	0.8%	\$ 166,852	\$ 8,148	4.9%
Adj. to Gross Revenue	(576)	(607)	(586)	(759)	(849)	(811)	(811)	(864)	(920)	(976)	(885)	(467)	(9,110)	(9,009)	(101)	1.1%	(8,598)	(512)	6.0%
Net Revenue	11,905	11,463	11,853	13,964	15,797	14,646	15,095	15,513	14,969	16,133	15,132	9,419	165,889	164,554	1,335	0.8%	158,254	7,635	4.8%
Material	5,974	5,389	5,871	6,758	7,819	7,157	7,434	7,624	7,593	8,109	7,650	4,175	81,554	81,128	426	0.5%	77,754	3,800	4.9%
Labor	3,012	2,898	2,937	3,117	3,116	2,980	2,957	3,017	2,983	3,007	2,826	2,730	35,580	35,452	128	0.4%	35,294	286	0.8%
Other COGS	1,395	1,272	954	1,394	1,753	1,614	1,787	1,938	1,740	1,886	1,855	1,448	19,035	18,534	502	2.7%	18,932	103	0.5%
Total COGS	10,381	9,559	9,762	11,269	12,688	11,751	12,179	12,580	12,315	13,002	12,331	8,352	136,169	135,114	1,056	0.8%	131,980	4,189	3.2%
Gross Margin	1,525	1,904	2,091	2,695	3,109	2,894	2,916	2,933	2,653	3,131	2,801	1,067	29,720	29,440	279	0.9%	26,274	3,446	13.1%
Gross Margin %	12.8%	16.6%	17.6%	19.3%	19.7%	19.8%	19.3%	18.9%	17.7%	19.4%	18.5%	11.3%	17.9%	17.9%			16.6%		
R&D	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	N/A	–	–	N/A
Sales & Marketing	490	470	510	513	534	544	551	531	571	532	579	538	6,364	6,505	(141)	(2.2%)	6,659	(296)	(4.4%)
Administrative	948	798	903	888	919	952	943	934	924	922	906	925	10,963	11,012	(50)	(0.5%)	10,335	627	6.1%
Other Opex	5	13	(6)	(12)	(18)	(4)	(8)	(6)	(5)	(21)	(14)	(8)	(84)	(112)	29	(25.6%)	(291)	207	(71.3%)
Total Opex	1,443	1,282	1,406	1,390	1,435	1,492	1,485	1,459	1,491	1,433	1,472	1,455	17,243	17,405	(162)	(0.9%)	16,704	539	3.2%
EBITDA	82	623	685	1,305	1,674	1,402	1,431	1,474	1,163	1,697	1,330	(388)	12,477	12,036	441	3.7%	9,570	2,907	30.4%
EBITDA %	0.7%	5.4%	5.8%	9.3%	10.6%	9.6%	9.5%	9.5%	7.8%	10.5%	8.8%	(4.1%)	7.5%	7.3%			6.0%		
Net Income (Loss)	\$ (1,509)	\$ (1,003)	\$ (1,382)	\$ (56)	\$ 360	\$ 153	\$ 184	\$ 251	\$ (17)	\$ 456	\$ 167	\$ (1,330)	\$ (3,725)	\$ (3,497)	\$ (228)	6.5%	\$ (3,485)	\$ (240)	6.9%
Capex	\$ (228)	\$ (219)	\$ (584)	\$ (739)	\$ (739)	\$ (739)	\$ (556)	\$ (556)	\$ (556)	\$ (288)	\$ (288)	\$ (288)	\$ (5,779)	\$ (6,501)	\$ 722	(11.1%)	\$ (6,807)	\$ 1,028	(15.1%)
Opex Overview:																			
Payroll	\$ 833	\$ 734	\$ 851	\$ 801	\$ 819	\$ 866	\$ 897	\$ 840	\$ 859	\$ 862	\$ 829	\$ 894	\$ 10,083	\$ 10,185	\$ (102)	(1.0%)	\$ 9,929	\$ 154	1.6%
Bonus	62	62	62	62	62	62	62	62	62	62	62	62	741	740	1	0.1%	62	679	1091.5%
Commissions	29	17	18	21	21	27	24	28	28	24	20	20	278	273	5	1.7%	247	31	12.4%
Marketing	53	66	65	90	100	86	82	80	101	77	129	78	1,008	1,098	(91)	(8.3%)	1,596	(588)	(36.9%)
Benefits	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	N/A	–	–	N/A
Travel and entertainment	69	48	89	89	97	89	92	97	105	90	109	91	1,064	1,145	(81)	(7.1%)	1,069	(5)	(0.5%)
Rent and facilities	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	N/A	–	–	N/A
Insurance	24	22	29	29	29	31	29	28	28	28	23	22	322	333	(10)	(3.1%)	317	6	1.8%
Professional fees	54	80	46	55	56	57	48	48	48	48	48	46	634	591	43	7.2%	671	(37)	(5.5%)
Office Expenses	23	21	21	21	23	22	22	23	24	23	23	20	266	261	4	1.7%	256	10	3.8%
IT	153	138	151	152	164	175	156	157	157	156	157	151	1,866	1,881	(15)	(0.8%)	1,860	6	0.3%
Bad Debts	31	33	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	60	(4)	64	(1777.2%)	174	(113)	(65.2%)
FX	36	29	–	–	–	–	–	–	–	–	–	–	64	–	64	N/A	(145)	209	(144.3%)
JV Loss (Income)	(31)	(15)	(6)	(12)	(18)	(4)	(8)	(6)	(5)	(21)	(14)	(8)	(148)	(112)	(36)	31.6%	(146)	(2)	1.4%
Other Expenses	109	47	81	82	84	83	83	102	84	84	84	81	1,005	1,013	(8)	(0.8%)	814	191	23.4%
Total Opex	\$ 1,443	\$ 1,282	\$ 1,406	\$ 1,390	\$ 1,435	\$ 1,492	\$ 1,485	\$ 1,459	\$ 1,491	\$ 1,433	\$ 1,472	\$ 1,455	\$ 17,243	\$ 17,405	\$ (162)	(0.9%)	\$ 16,704	\$ 539	3.2%

Monthly EBITDA to Net Income (Loss) Bridge

\$'000	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	FY	FY	Var		PY	Var	
	Act	Act	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Bud	\$	%	Act	\$	%
EBITDA - as reported	\$ 82	\$ 623	\$ 685	\$ 1,305	\$ 1,674	\$ 1,402	\$ 1,431	\$ 1,474	\$ 1,163	\$ 1,697	\$ 1,330	\$ (388)	\$ 12,477	\$12,036	\$ 441	3.7%	\$ 9,570	\$ 2,907	30.4%
Depreciation and amortization	(814)	(805)	(778)	(802)	(808)	(815)	(822)	(828)	(831)	(831)	(837)	(842)	(9,813)	(9,739)	(74)	0.8%	(9,017)	(796)	8.8%
Interest and amortization	(156)	(164)	(221)	(220)	(220)	(219)	(218)	(218)	(217)	(217)	(216)	(215)	(2,502)	(2,622)	119	(4.6%)	(2,158)	(344)	15.9%
Other financial income/expense	(367)	(311)	–	–	–	–	–	–	–	–	–	–	(679)	–	(679)	N/A	1,044	(1,722)	(165.0%)
Monitoring fees (including expenses)	(83)	(73)	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(989)	(1,000)	11	(1.1%)	(1,073)	84	(7.8%)
Restructuring costs	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	N/A	46	(46)	(100.0%)
Non-recurring items	(170)	(203)	(162)	(162)	(105)	(63)	–	–	–	–	–	–	(865)	(816)	(49)	6.0%	(1,249)	383	(30.7%)
Taxes	–	(68)	(822)	(93)	(97)	(68)	(124)	(94)	(49)	(111)	(27)	199	(1,354)	(1,357)	2	(0.2%)	(647)	(707)	109.2%
GAAP Net Income (Loss)	\$ (1,509)	\$ (1,003)	\$ (1,382)	\$ (56)	\$ 360	\$ 153	\$ 184	\$ 251	\$ (17)	\$ 456	\$ 167	\$ (1,330)	\$ (3,725)	\$ (3,497)	\$ (228)	6.5%	\$ (3,485)	\$ (240)	6.9%

Management Discussion

- Other financial income/expense relates to unrealized F/X (gain)/loss on \$USD debt held by Canadian entity; YTD F/X gain attributable to the change in the month-end rate from 1.3225 [USD\$0.76] on January 31, 2020 to 1.3395 [USD\$0.75] on February 29, 2020
- Non-recurring in February for Project Consultancy costs (ie. Beckway, DBA and Merrill)
- Tax accrual of \$68K in the US on account of Profit in the US entity for February; Canadian deferred tax asset has not been increased since 2018 year end adjustments

Cost of Goods Sold Variance Analysis

\$'000	MTD	QTD	YTD
Material	5,546	10,936	10,936
Labor	2,832	5,783	5,783
Other COGS	1,054	2,164	2,164
COGS Budget	\$ 9,432	\$ 18,884	\$ 18,884
Variances:			
Volume	172	812	812
Price	(380)	(522)	(522)
Other	50	136	136
Material	(158)	426	426
Volume	(10)	52	52
Price	—	—	—
Other	77	76	76
Labor	67	128	128
Volume	71	237	237
Price	—	—	—
Other	146	264	264
Other COGS	217	502	502
COGS Actual	\$ 9,559	\$ 19,939	\$ 19,939

Management Discussion - MTD

- **Material COGS:** Decrease of \$158K due to favorable resin material and additives pricing of \$380K and favorable inventory reserves (LCM / E&O) of \$24K; offset by a higher volume impact of \$172K (Sales volumes (lbs) higher by 1.0%) and unfavorable yields lower regrind usage at Woodbridge, Delmont & Everett of \$74K (net of improved yields at Laval)
- **Labor COGS:** Higher costs as a result of an unfavorable labor utilization & efficiency impact of \$77K due to higher overtime in Everett due to launch activities and higher absenteeism, additional headcount maintained in Laval (delay in retirement) to complete OBI project and additional temp labor in Woodbridge to fill vacancies due to vacations; partially offset by a lower production volume impact of \$10K
- **Other COGS:** Increase of \$217K due to an unfavorable absorption impact of \$71K, higher freight costs of \$48K (volume impact of \$25K) as a result of higher sales volume & mix, lower tool & die overhead recovery of \$128K and lower overhead spending (ie. Utilities, supplies, maintenance) of \$30K

Monthly Cost of Goods Sold by Component

\$'000	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	FY	FY	Var		PY	Var	
	Act	Act	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Bud	\$	%	Act	\$	%
Material																			
Material costs at standard	\$ 6,109	\$ 5,654	\$ 5,722	\$ 6,689	\$ 7,666	\$ 6,920	\$ 7,268	\$ 7,424	\$ 7,357	\$ 7,959	\$ 7,548	\$ 4,078	\$ 80,393	\$ 79,561	\$ 832	1.0%	\$ 76,642	\$ 3,752	4.9%
Materials FX loss / (gain)	0	1	0	0	0	0	(0)	0	0	0	—	—	1	0	1	189.6%	1	(0)	(15.8%)
Purchase price variance	(85)	(182)	257	222	332	342	326	342	316	307	231	119	2,527	3,099	(573)	(18.5%)	2,184	343	15.7%
Supplier resin rebate	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	N/A	—	—	N/A
Freight In	45	53	45	47	50	49	51	53	54	54	54	40	595	585	10	1.7%	546	49	9.0%
Scrap costs	(158)	(206)	(243)	(294)	(327)	(253)	(315)	(297)	(238)	(317)	(285)	(137)	(3,068)	(3,263)	194	(6.0%)	(2,628)	(441)	16.8%
Consumables	63	70	90	94	98	98	104	103	104	106	103	74	1,106	1,144	(38)	(3.3%)	1,009	97	9.6%
Total Material COGS	\$ 5,974	\$ 5,389	\$ 5,871	\$ 6,758	\$ 7,819	\$ 7,157	\$ 7,434	\$ 7,624	\$ 7,593	\$ 8,109	\$ 7,650	\$ 4,175	\$ 81,554	\$ 81,128	\$ 426	0.5%	\$ 77,754	\$ 3,800	4.9%
Labor																			
Direct labor	\$ 1,007	\$ 983	\$ 1,031	\$ 1,148	\$ 1,137	\$ 1,093	\$ 1,052	\$ 1,082	\$ 1,082	\$ 1,086	\$ 1,018	\$ 952	\$ 12,670	\$ 12,677	\$ (7)	(0.1%)	\$ 12,838	\$ (168)	(1.3%)
Direct labor - bonus	29	28	28	28	28	28	28	28	28	28	28	28	335	333	1	0.4%	116	218	187.4%
Direct labor - overtime	103	147	102	124	141	113	135	158	144	141	103	101	1,512	1,489	23	1.6%	1,376	136	9.9%
Direct labor - benefits	304	243	262	271	279	269	262	279	276	272	258	250	3,226	3,203	23	0.7%	3,074	152	4.9%
Direct labor - wcb benefits	7	30	20	21	21	21	21	21	22	22	20	20	247	250	(2)	(0.9%)	47	200	421.3%
Direct labor - other	(1)	0	5	1	1	1	1	1	1	1	1	1	11	13	(3)	(18.8%)	(9)	20	(217.4%)
Indirect labor	1,534	1,439	1,460	1,495	1,479	1,426	1,428	1,418	1,402	1,428	1,369	1,350	17,228	17,135	93	0.5%	17,711	(482)	(2.7%)
Indirect labor – bonus	29	28	28	28	28	28	28	28	28	28	28	28	335	333	1	0.4%	116	218	187.4%
Sub-contractor costs	—	—	2	1	1	1	2	2	1	2	2	1	15	18	(3)	(15.5%)	24	(8)	(34.8%)
Total Labor COGS	\$ 3,012	\$ 2,898	\$ 2,937	\$ 3,117	\$ 3,116	\$ 2,980	\$ 2,957	\$ 3,017	\$ 2,983	\$ 3,007	\$ 2,826	\$ 2,730	\$ 35,580	\$ 35,452	\$ 128	0.4%	\$ 35,294	\$ 286	0.8%
Other																			
Repairs and maintenance	\$ 118	\$ 221	\$ 62	\$ 54	\$ 57	\$ 68	\$ 59	\$ 62	\$ 43	\$ 60	\$ 35	\$ 25	\$ 864	\$ 645	\$ 218	33.8%	\$ 666	\$ 197	29.6%
Absorption	(235)	(461)	(690)	(259)	(12)	(156)	32	162	86	169	218	144	(1,002)	(1,260)	258	(20.5%)	(605)	(396)	65.5%
Freight out	669	643	617	677	712	700	715	713	677	710	660	465	7,958	7,792	166	2.1%	8,290	(333)	(4.0%)
Rent / facilities	143	207	195	195	193	222	220	222	222	191	196	199	2,404	2,467	(63)	(2.6%)	1,981	423	21.4%
Utilities	505	451	586	532	576	579	554	570	497	552	546	448	6,395	6,491	(96)	(1.5%)	6,194	201	3.2%
Other cost of sales	195	211	183	194	228	202	208	211	215	204	200	167	2,417	2,399	18	0.8%	2,406	11	0.4%
Total Other COGS	\$ 1,395	\$ 1,272	\$ 954	\$ 1,394	\$ 1,753	\$ 1,614	\$ 1,787	\$ 1,938	\$ 1,740	\$ 1,886	\$ 1,855	\$ 1,448	\$ 19,035	\$ 18,534	\$ 502	2.7%	\$ 18,932	\$ 103	0.5%

Management Discussion

Material COGS: Increase of \$426K due to higher volume impact of \$812K (Sales volumes (lbs) higher by 6.5%), favorable resin material prices and supplier rebates offset by higher additive pricing & higher glass pricing of \$522K and favorable inventory reserves of \$24K; offset by unfavorable yields lower regrind usage at Woodbridge, Delmont & Everett of \$160K

Labor COGS: Higher costs due to volume impact of \$52K (production volume lbs higher by 3.7%), unfavorable utilization & inefficiencies impact of \$80K due to additional headcount maintained in Terrebonne for the launch of newly awarded business, higher overtime in Everett due to launch activities and higher absenteeism, additional headcount maintained in Laval (delay in retirement) to complete OBI project and additional temp labor in Woodbridge to fill vacancies due to vacations; partially offset by lower headcount and temp labor in Delmont and an unfavorable F/X impact of \$30K; partially offset by the receipt of the Compwise (WSIB) rebate in Everett of \$34K (Jan-20)

Other COGS: Increase of \$502K due to an unfavorable absorption impact of \$237K, higher freight costs of \$137K (volume impact of \$72K) as a result of higher sales volume & mix, lower tool & die overhead recovery of \$173K, an unfavorable F/X impact of \$18K and lower overhead spending (ie. Utilities, supplies, maintenance) of \$17K

Monthly Balance Sheet

	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	FY	FY	Var	
\$'000	Act	Act	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Bud	\$	%
Current Assets																
Cash and cash equivalents	\$ 3	\$ 3	\$ 3	\$ 3	\$ 2	\$ 2	\$ 2	\$ 2	\$ 2	\$ 2	\$ 3	\$ 3	\$ 3	\$ 3	\$ (0)	(10.3%)
Short term investments	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	N/A
<i>Accounts receivable, gross</i>	11,246	11,636	11,620	13,196	15,272	15,273	14,845	14,607	14,032	14,975	13,562	10,192	10,192	9,246	946	10.2%
<i>Accounts receivable, reserves</i>	(582)	(608)	(472)	(472)	(472)	(472)	(472)	(472)	(472)	(472)	(472)	(472)	(472)	(561)	89	(15.8%)
Accounts receivable, net	10,663	11,029	11,148	12,724	14,800	14,801	14,373	14,135	13,560	14,503	13,090	9,720	9,720	8,685	1,035	11.9%
<i>Inventory, gross</i>	31,650	31,849	29,532	27,170	28,618	35,363	33,552	32,594	33,338	32,029	32,537	33,567	33,567	31,428	2,139	6.8%
<i>Inventory, reserves</i>	(1,994)	(1,982)	(1,998)	(1,921)	(1,949)	(1,973)	(1,988)	(2,005)	(2,022)	(2,041)	(2,054)	(2,064)	(2,064)	(2,031)	(33)	1.6%
Inventory, net	29,656	29,866	27,633	25,248	26,670	33,389	31,565	30,589	31,317	29,988	30,483	31,503	31,503	29,397	2,106	7.2%
Prepaid expenses and other current assets	3,193	3,186	3,470	4,792	4,521	4,224	4,134	3,856	3,568	3,562	3,284	3,037	3,037	3,221	(184)	(5.7%)
Other current assets	769	744	704	690	836	894	945	889	1,330	1,507	1,711	755	755	835	(81)	(9.7%)
Total Current Assets	44,284	44,828	42,958	43,457	46,829	53,310	51,019	49,471	49,777	49,561	48,571	45,017	45,017	42,141	2,876	6.8%
Non-Current Assets																
<i>Property, plant & equipment, gross</i>	73,055	72,779	74,548	75,131	75,686	76,848	77,297	77,638	78,583	78,859	79,112	79,520	79,520	73,423	6,096	8.3%
<i>Accumulated depreciation</i>	(27,815)	(28,391)	(29,119)	(29,902)	(30,693)	(31,489)	(32,293)	(33,103)	(33,915)	(34,728)	(35,546)	(36,370)	(36,370)	(27,272)	(9,098)	33.4%
Property, plant & equipment, net	45,240	44,387	45,429	45,228	44,993	45,359	45,004	44,535	44,668	44,132	43,566	43,150	43,150	46,151	(3,002)	(6.5%)
Deferred financing cost	381	365	348	335	321	308	294	280	267	253	240	226	226	399	(173)	(43.3%)
Deferred tax asset	2,695	2,665	1,344	1,344	1,344	1,344	1,344	1,344	1,344	1,344	1,344	1,344	1,344	2,987	(1,643)	(55.0%)
Other non-current assets	2,850	2,829	2,690	2,714	2,742	2,758	2,762	2,784	2,779	2,795	3,200	3,256	3,256	2,863	393	13.7%
Total Non-Current Assets	51,165	50,246	49,812	49,621	49,400	49,769	49,404	48,943	49,057	48,523	48,349	47,975	47,975	52,399	(4,424)	(8.4%)
Total Assets	\$ 95,450	\$ 95,074	\$ 92,769	\$ 93,077	\$ 96,229	\$ 103,079	\$ 100,423	\$ 98,414	\$ 98,835	\$ 98,085	\$ 96,920	\$ 92,992	\$ 92,992	\$ 94,540	\$ (1,548)	(1.6%)
Current Liabilities																
Bank Debt	\$ 17,079	\$ 16,572	\$ 17,361	\$ 16,891	\$ 20,353	\$ 21,853	\$ 21,252	\$ 19,511	\$ 18,925	\$ 19,283	\$ 18,346	\$ 18,075	\$ 18,075	\$ 14,452	\$ 3,623	25.1%
Current Portion - Long Term Debt	1,669	1,652	1,662	1,662	1,662	1,662	1,662	1,662	1,662	1,662	1,662	1,662	1,662	1,690	(29)	(1.7%)
Accounts payable	12,313	13,903	12,144	14,258	13,357	18,075	16,667	15,584	16,386	14,838	14,790	13,386	13,386	12,974	411	3.2%
Accrued liabilities	3,167	2,725	3,454	3,357	3,393	3,664	3,316	3,489	3,585	3,578	3,296	2,923	2,923	2,752	171	6.2%
Accrued compensation	2,754	3,054	3,859	2,714	2,942	3,213	2,737	3,166	3,375	3,387	3,483	3,266	3,266	2,007	1,259	62.8%
Income taxes payable	13	81	179	272	369	438	562	655	704	815	842	643	643	13	630	4813.9%
Contingent consideration	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	N/A
Other current liabilities	107	100	158	158	158	157	158	157	156	156	156	156	156	111	45	40.2%
Total Current Liabilities	37,102	38,087	38,816	39,311	42,233	49,061	46,352	44,224	44,793	43,718	42,575	40,111	40,111	34,000	6,111	18.0%
Long-term liabilities																
Long-term debt less current maturities	10,519	10,266	10,191	10,052	9,914	9,775	9,637	9,498	9,360	9,221	9,083	8,944	8,944	10,799	(1,855)	(17.2%)
Deferred income taxes	9,479	9,427	9,456	9,456	9,456	9,456	9,456	9,456	9,456	9,456	9,456	9,456	9,456	9,799	(343)	(3.5%)
Other non-current liabilities	1,595	1,577	1,446	1,454	1,461	1,468	1,476	1,483	1,491	1,498	1,448	1,453	1,453	1,618	(165)	(10.2%)
Total Long-Term Liabilities	21,593	21,270	21,093	20,962	20,831	20,700	20,569	20,437	20,306	20,175	19,987	19,853	19,853	22,216	(2,363)	(10.6%)
Total Liabilities	58,695	59,357	59,909	60,273	63,064	69,761	66,921	64,661	65,099	63,893	62,562	59,964	59,964	56,216	3,748	6.7%
Commitments and contingencies																
Shareholders' Equity																
Common stock	12,610	12,610	12,610	12,610	12,610	12,610	12,610	12,610	12,610	12,610	12,610	12,610	12,610	12,610	(0)	(0.0%)
Retained earnings	25,015	24,012	21,237	21,182	21,542	21,695	21,879	22,130	22,113	22,569	22,735	21,406	21,406	26,544	(5,138)	(19.4%)
Accumulated other comprehensive income	(870)	(904)	(987)	(987)	(987)	(987)	(987)	(987)	(987)	(987)	(987)	(987)	(987)	(830)	(157)	18.9%
Total Shareholders' Equity	36,754	35,718	32,860	32,804	33,165	33,318	33,502	33,753	33,736	34,191	34,358	33,028	33,028	38,324	(5,295)	(13.8%)
Total Liabilities and Shareholders' Equity	\$ 95,450	\$ 95,074	\$ 92,769	\$ 93,077	\$ 96,229	\$ 103,079	\$ 100,423	\$ 98,414	\$ 98,835	\$ 98,085	\$ 96,920	\$ 92,992	\$ 92,992	\$ 94,540	\$ (1,548)	(1.6%)

Balance Sheet – Year on Year Comparison

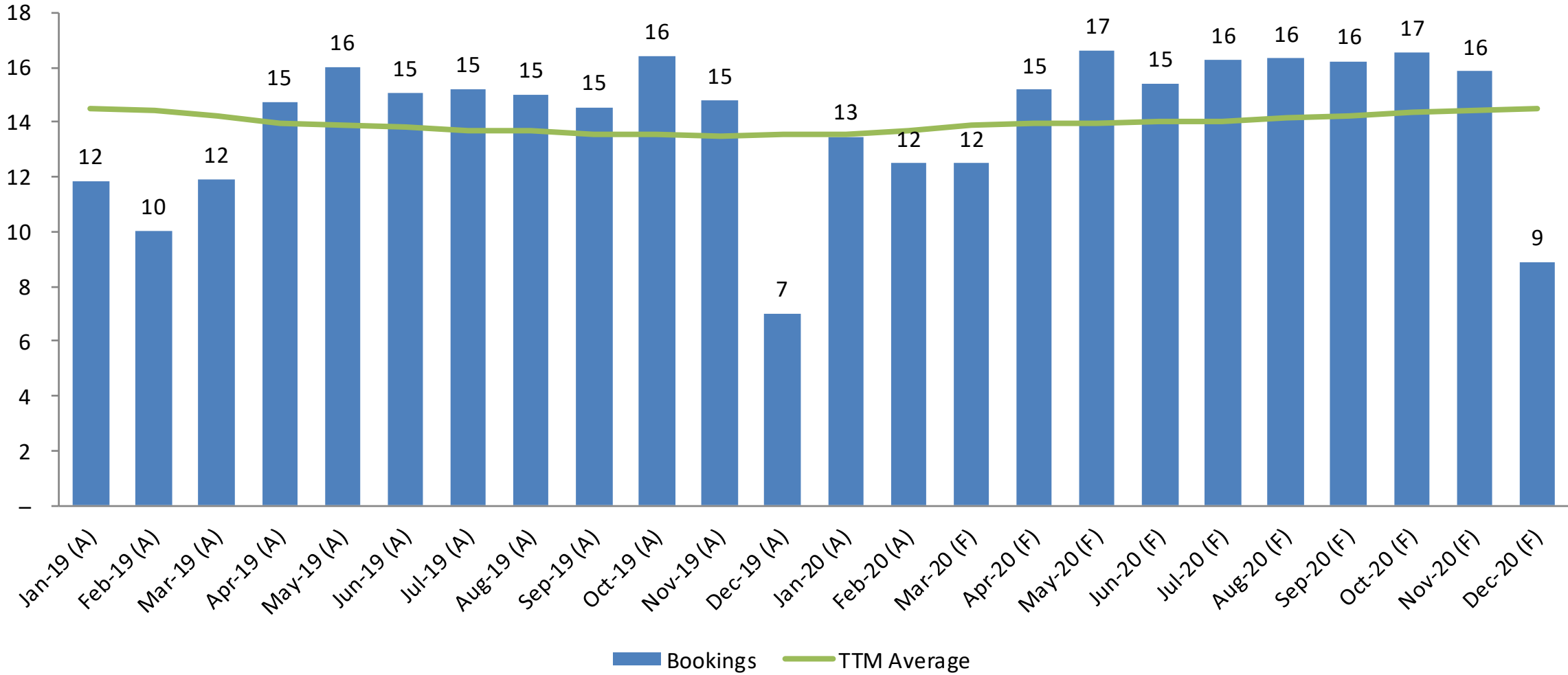
\$'000	YTD		Variance	
	CY	PY	\$	%
<u>Current Assets</u>				
Cash and cash equivalents	\$ 3	\$ 3	\$ (0)	(6.4%)
Short term investments	–	–	–	N/A
<i>Accounts receivable, gross</i>	11,636	9,929	1,707	17.2%
<i>Accounts receivable, reserves</i>	(608)	(393)	(215)	54.7%
Accounts receivable, net	11,029	9,536	1,493	15.7%
<i>Inventory, gross</i>	31,849	36,157	(4,308)	(11.9%)
<i>Inventory, reserves</i>	(1,982)	(1,514)	(468)	30.9%
Inventory, net	29,866	34,642	(4,776)	(13.8%)
Prepaid expenses and other current assets	3,186	3,030	156	5.2%
Other current assets	744	864	(120)	(13.9%)
Total Current Assets	44,828	48,076	(3,247)	(6.8%)
<u>Non-Current Assets</u>				
<i>Property, plant & equipment, gross</i>	72,779	67,249	5,530	8.2%
<i>Accumulated depreciation</i>	(28,391)	(19,488)	(8,904)	45.7%
Property, plant & equipment, net	44,387	47,761	(3,374)	(7.1%)
Deferred financing cost	365	533	(168)	(31.5%)
Deferred tax asset	2,665	2,963	(298)	(10.1%)
Other non-current assets	2,829	2,690	139	5.2%
Total Non-Current Assets	50,246	53,947	(3,701)	(6.9%)
Total Assets	\$ 95,074	\$ 102,023	\$ (6,948)	(6.8%)
<u>Current Liabilities</u>				
Bank Debt	\$ 16,572	\$ 16,533	\$ 39	0.2%
Current Portion - Long Term Debt	1,652	1,665	(12)	(0.7%)
Accounts payable	13,903	12,319	1,584	12.9%
Accrued liabilities	2,725	3,378	(653)	(19.3%)
Accrued compensation	3,054	2,800	253	9.1%
Income taxes payable	81	(102)	183	(179.9%)
Contingent consideration	–	1,301	(1,301)	(100.0%)
Other current liabilities	100	97	3	3.4%
Total Current Liabilities	38,087	37,990	96	0.3%
<u>Long-term liabilities</u>				
Long-term debt less current maturities	10,266	12,114	(1,848)	(15.3%)
Deferred income taxes	9,427	9,757	(330)	(3.4%)
Other non-current liabilities	1,577	1,530	47	3.1%
Total Long-Term Liabilities	21,270	23,400	(2,131)	(9.1%)
Total Liabilities	59,357	61,391	(2,034)	(3.3%)
Commitments and contingencies	–	–	–	N/A
<u>Shareholders' Equity</u>				
Common stock	12,610	12,610	–	0.0%
Retained earnings	24,012	28,871	(4,859)	(16.8%)
Accumulated other comprehensive income	(904)	(850)	(54)	6.4%
Total Shareholders' Equity	35,718	40,632	(4,914)	(12.1%)
Total Liabilities and Shareholders' Equity	\$ 95,074	\$ 102,023	\$ (6,948)	(6.8%)

Monthly Cash Flow

	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	FY	FY	Var		PY	Var	
\$'000	Act	Act	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Bud	\$	%	Act	\$	%
Cash flow from operations																			
Net Income (Loss)	\$ (1,509)	\$ (1,003)	\$ (1,382)	\$ (56)	\$ 360	\$ 153	\$ 184	\$ 251	\$ (17)	\$ 456	\$ 167	\$ (1,330)	\$ (3,725)	\$ (3,497)	\$ (228)	6.5%	\$ (3,485)	\$ (240)	6.9%
Depreciation, amortization and other	814	805	778	802	808	815	822	828	831	831	837	842	9,813	9,739	74	0.8%	9,017	796	8.8%
Non-cash loss/expense (gain)	403	148	(1,293)	136	159	(438)	106	196	(381)	(2)	(425)	(176)	(1,566)	(999)	(567)	56.7%	(215)	(1,351)	627.9%
Deferred income tax	(320)	(52)	29	–	–	–	–	–	–	–	–	–	(343)	(343)	–	0.0%	189	(532)	(281.2%)
Change in operating assets and liabilities:																N/A			
Accounts receivable	(1,978)	(365)	(119)	(1,576)	(2,076)	(1)	428	238	575	(942)	1,413	3,370	(1,035)	(1,035)	–	0.0%	(91)	(944)	1038.8%
Inventory	(259)	(210)	2,233	2,385	(1,421)	(6,720)	1,825	976	(728)	1,329	(495)	(1,019)	(2,106)	(2,106)	–	0.0%	912	(3,018)	(330.9%)
Prepaid expenses and other current assets	94	31	(243)	(1,308)	125	240	39	334	(154)	(171)	74	1,203	264	264	–	0.0%	(214)	478	(223.8%)
Accounts payable	(661)	1,589	(1,759)	2,113	(901)	4,718	(1,408)	(1,083)	802	(1,548)	(48)	(1,404)	411	411	–	0.0%	265	146	55.3%
Accrued expenses	1,162	(141)	1,534	(1,242)	264	542	(824)	602	306	4	(186)	(590)	1,430	1,430	–	0.0%	(1,106)	2,536	(229.3%)
Accrued income taxes	–	68	98	93	97	68	124	94	49	111	27	(199)	630	630	–	0.0%	260	371	142.8%
Other changes in operating assets and liabilities	(4)	(7)	58	(1)	0	(0)	0	(0)	(1)	–	–	–	45	45	–	0.0%	(1,287)	1,331	(103.5%)
Other cash flow from operations	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	N/A	–	–	N/A
Total Cash Flow from Operations	\$ (2,258)	\$ 864	\$ (66)	\$ 1,347	\$ (2,584)	\$ (622)	\$ 1,295	\$ 2,435	\$ 1,281	\$ 68	\$ 1,363	\$ 697	\$ 3,819	\$ 4,539	\$ (721)	(15.9%)	\$ 4,246	\$ (427)	(10.1%)
Cash flow from investing																			
Additions to property, plant and equipment	\$ (228)	\$ (219)	\$ (584)	\$ (739)	\$ (739)	\$ (739)	\$ (556)	\$ (556)	\$ (556)	\$ (288)	\$ (288)	\$ (288)	\$ (5,779)	\$ (6,501)	\$ 722	(11.1%)	\$ (6,807)	\$ 1,028	(15.1%)
Earnout payments	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	N/A	–	–	N/A
Other cash flow from investing	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	N/A	–	–	N/A
Total Cash Flow from Investing	\$ (228)	\$ (219)	\$ (584)	\$ (739)	\$ (739)	\$ (739)	\$ (556)	\$ (556)	\$ (556)	\$ (288)	\$ (288)	\$ (288)	\$ (5,779)	\$ (6,501)	\$ 722	(11.1%)	\$ (6,807)	\$ 1,028	(15.1%)
Cash flow from financing																			
Proceeds from the issuance (repayment) of short-term debt	\$ 2,626	\$ (507)	\$ 789	\$ (469)	\$ 3,462	\$ 1,500	\$ (601)	\$ (1,740)	\$ (587)	\$ 358	\$ (937)	\$ (271)	\$ 3,623	\$ 3,623	\$ -	0.0%	\$ 4,230	\$ (607)	(14.3%)
Proceeds from the issuance of debt	(0)	(0)	0	0	0	0	0	0	0	0	0	0	0	–	0	N/A	(0)	0	(103.3%)
Repayment of debt	(140)	(138)	(138)	(138)	(138)	(138)	(138)	(138)	(138)	(138)	(138)	(138)	(1,663)	(1,662)	(1)	0.1%	(1,665)	2	(0.1%)
Common stock cash dividends paid	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	N/A	–	–	N/A
Other cash flow from financing	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	N/A	–	–	N/A
Total Cash Flow from Financing	\$ 2,486	\$ (645)	\$ 650	\$ (608)	\$ 3,324	\$ 1,361	\$ (740)	\$ (1,879)	\$ (725)	\$ 219	\$ (1,075)	\$ (409)	\$ 1,960	\$ 1,961	\$ (1)	(0.1%)	\$ 2,565	\$ (605)	(23.6%)
Effect of FX rates on cash and cash equivalents	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	N/A	\$ –	\$ -	N/A
Net change in cash	\$ (0)	\$ (0)	\$ (0)	\$ 0	\$ (0)	\$ 0	\$ 0	\$ 0	\$ (0)	\$ (0)	\$ 0	\$ (0)	\$ (0)	\$ (0)	\$ 0	(0.0%)	\$ 3	\$ (3)	(110.3%)
Beginning cash	3	3	3	3	3	2	2	2	2	2	2	3	3	3	0	0.0%	0	\$ 3	815681.2%
Change in cash	(0)	(0)	(0)	0	(0)	0	0	0	(0)	(0)	0	(0)	(0)	(0)	0	(0.0%)	3	\$ (3)	(110.3%)
Ending cash	\$ 3	\$ 3	\$ 3	\$ 3	\$ 2	\$ 2	\$ 2	\$ 2	\$ 2	\$ 2	\$ 3	\$ 3	\$ 3	\$ 3	\$ (0)	(0.0%)	\$ 3	\$ (0)	(10.3%)

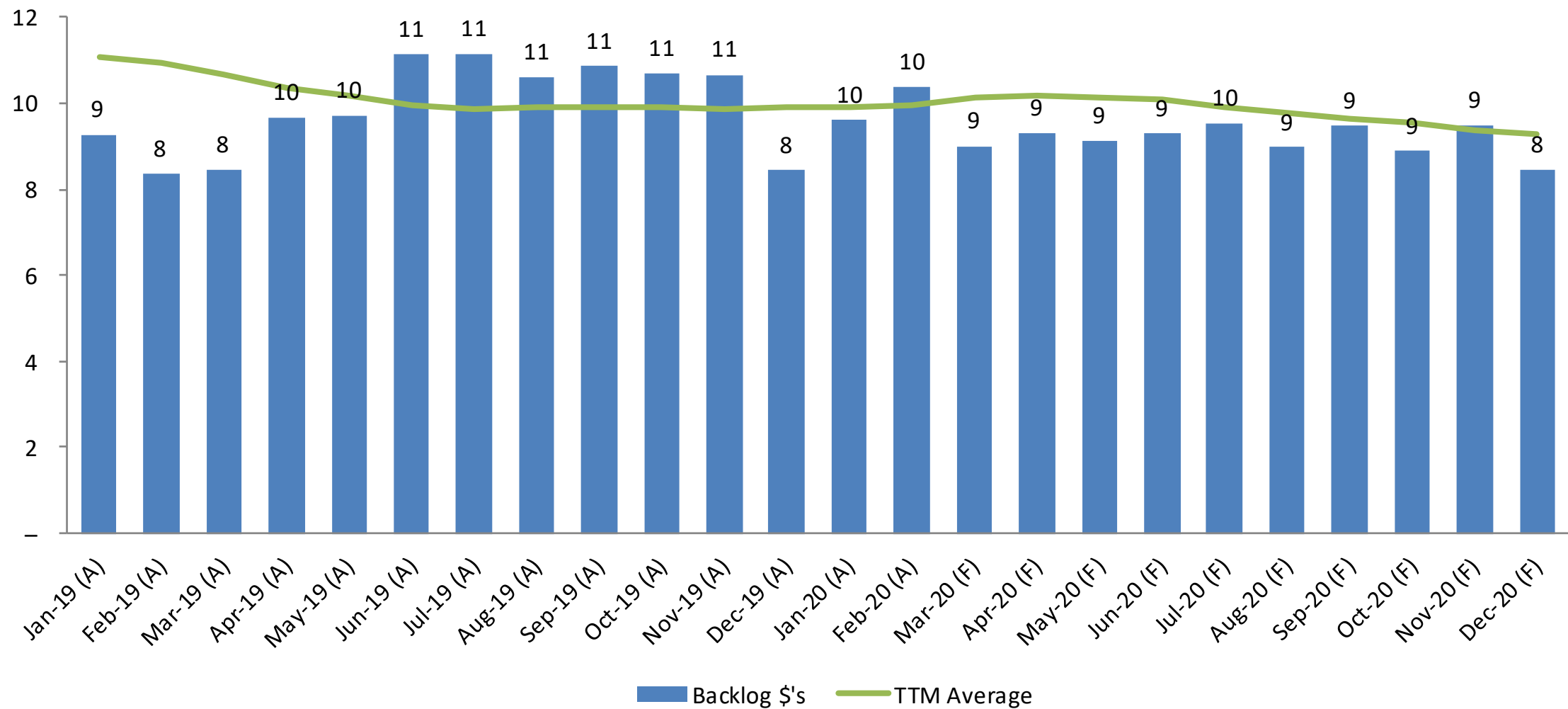
Trended Monthly Bookings

\$ in millions



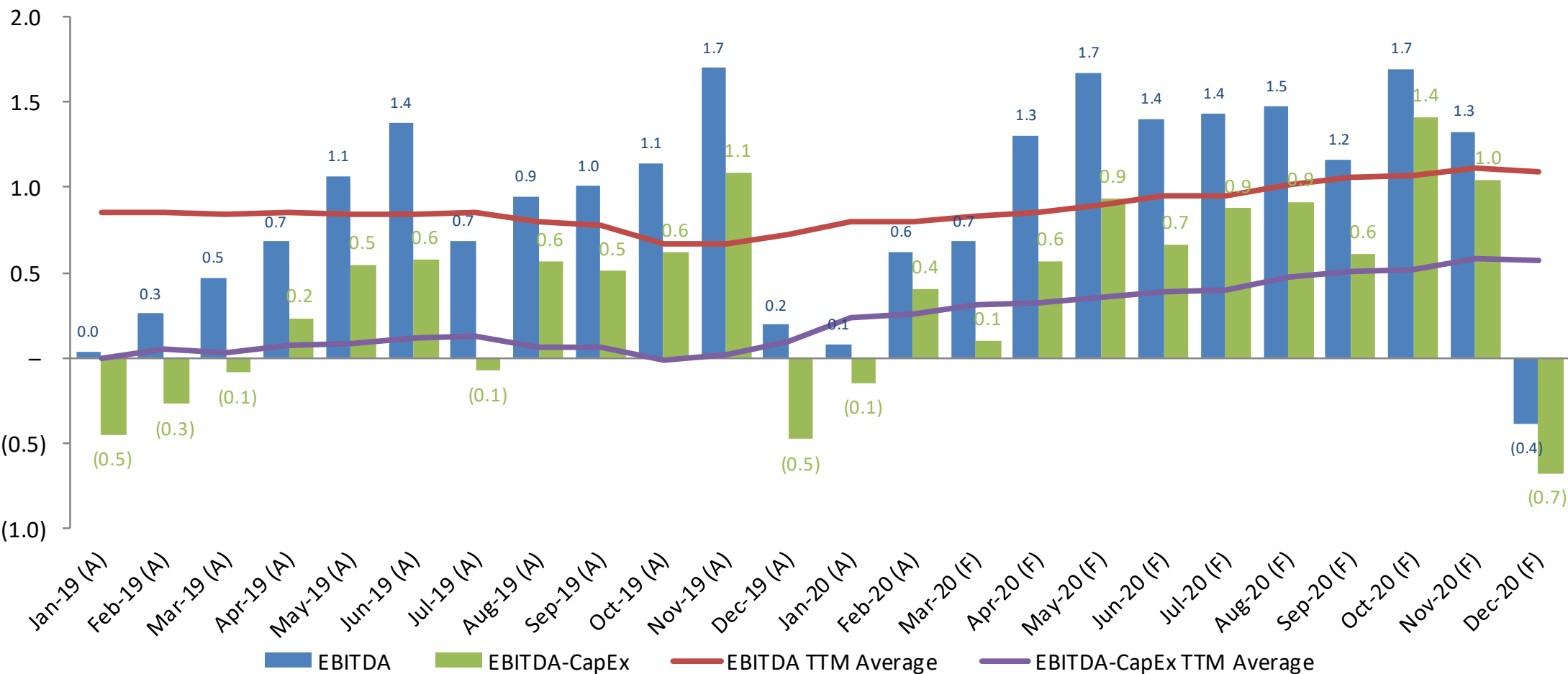
Trended Monthly Backlog

\$ in millions

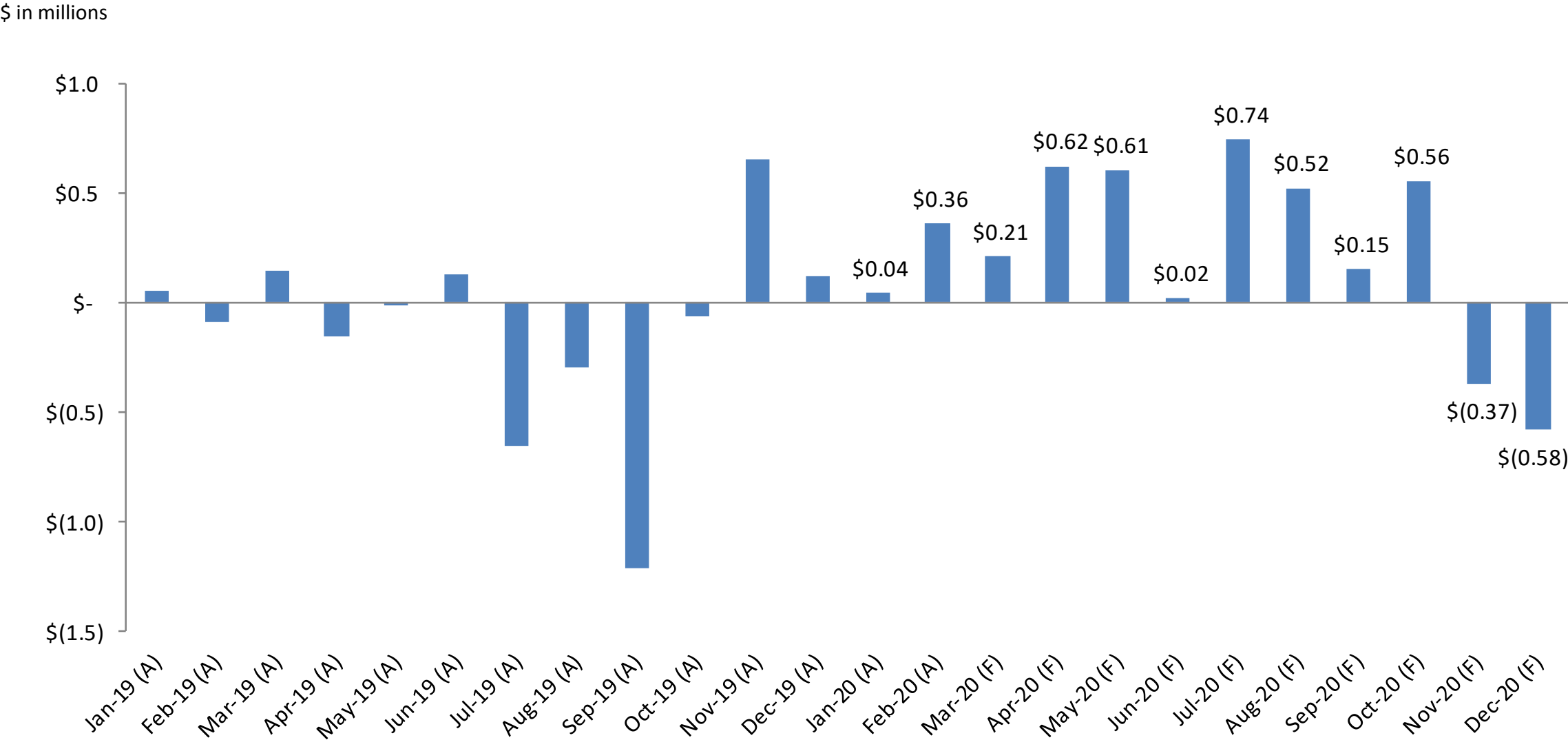


EBITDA and EBITDA-CapEx

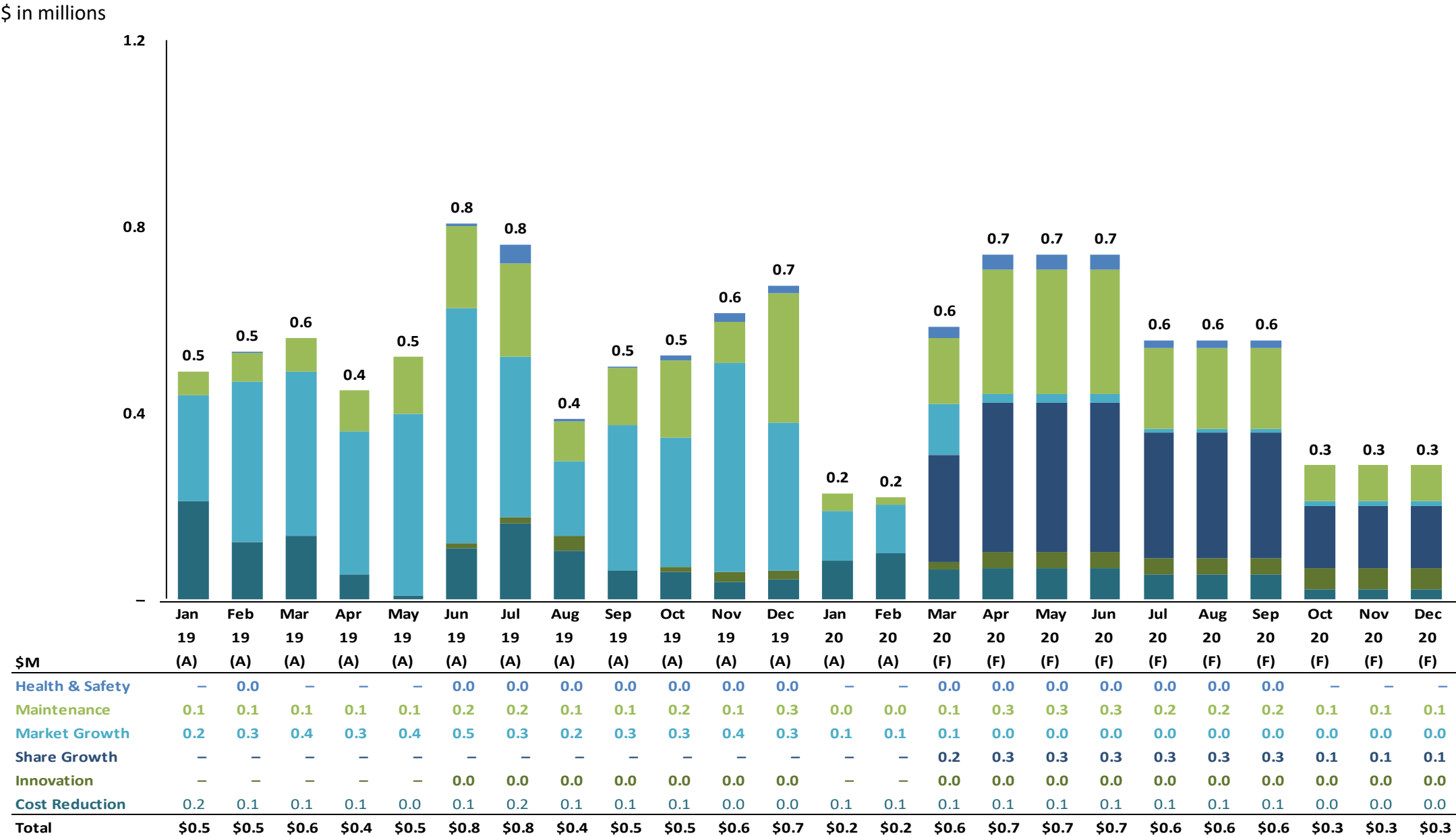
\$ in millions



Y-o-Y \$ EBITDA Change



Capital Expenditures



Headcount Trending by Month

Month	Direct Labor	Indirect Labor - Hourly	Indirect Labor - Salary	Delivery & Dist.	Research & Development	Sales & Marketing	Administrative	Other	Total Permanent	Agency FTE & Temps	Total Headcount	Bud Headcount	Difference to Bud
2020 January (A)	311	154	81	34	11	22	59	–	672	65	737	735	2
2020 February (A)	309	155	82	34	11	25	58	–	674	60	734	735	(1)
2020 March (F)	340	153	83	36	11	25	63	–	711	34	745	745	–
2020 April (F)	345	153	83	37	11	25	63	–	717	61	778	778	–
2020 May (F)	349	153	83	37	11	25	63	–	721	66	787	787	–
2020 June (F)	349	153	83	37	11	25	63	–	721	59	780	780	–
2020 July (F)	345	153	83	37	11	25	63	–	717	66	783	783	–
2020 August (F)	345	153	83	37	11	25	63	–	717	63	780	780	–
2020 September (F)	345	153	83	37	11	25	63	–	717	60	777	777	–
2020 October (F)	340	153	83	36	11	25	63	–	711	64	775	775	–
2020 November (F)	332	153	83	36	11	25	63	–	703	47	750	750	–
2020 December (F)	332	153	83	36	11	25	63	–	703	32	735	735	–
Final Headcount	332	153	83	36	11	25	63	–	703	32	735	735	–

Management Discussion

- Delmont: Hiring of 8 to cover 10 lost due to termination/resignation
- Everett: 4 new hires to cover 4 exits
- Laval: 4 new hires
- Terrebonne: 5 lost to resignations and leave
- Corporate – Hiring of David Kline and Grant Muller to add to the US Sales team

Headcount Hires and Attrition

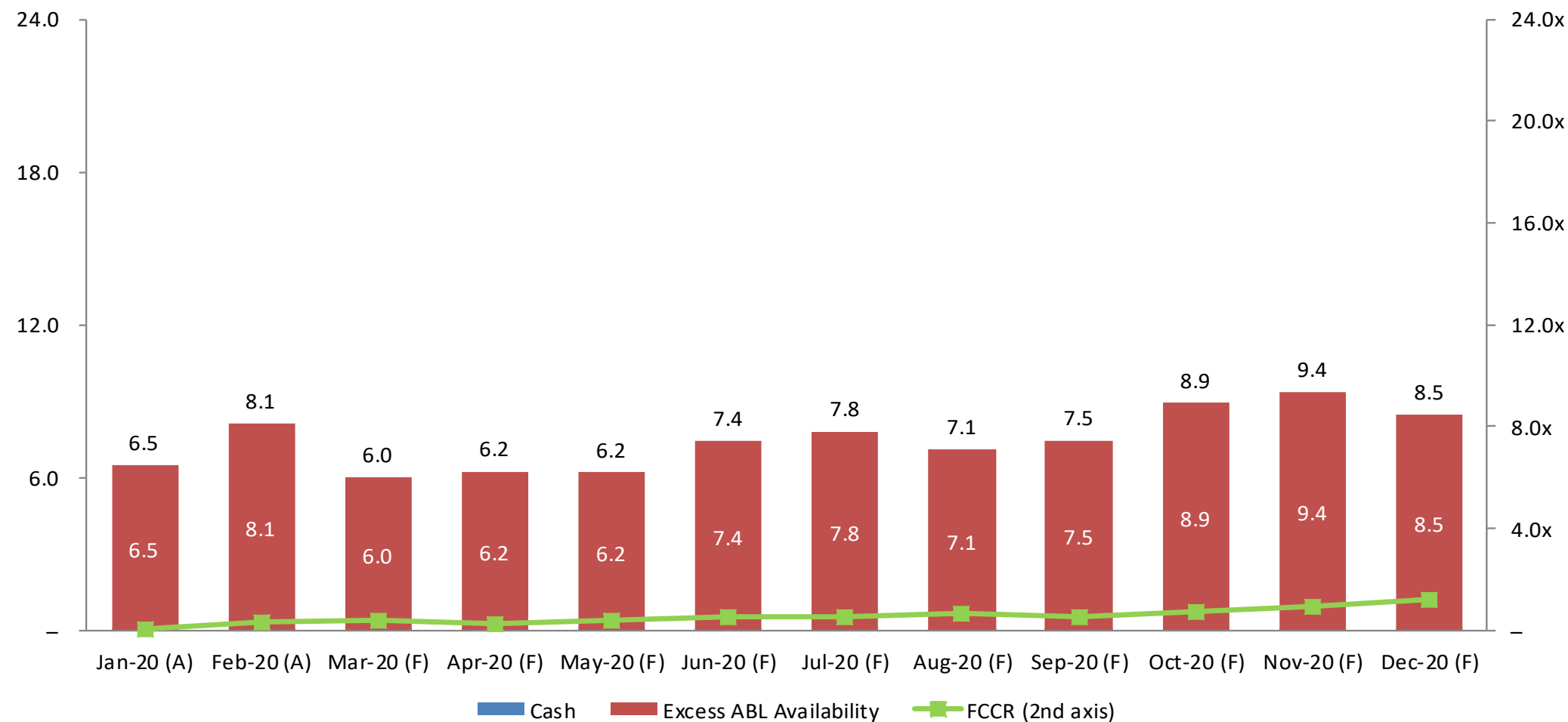
Functional Area	Start of Month	Hires	Transfers	Involuntary		End of Month	Rfc Headcount	Difference to Rfc
				Term	Voluntary Term			
Direct Labor	311	7	1	(5)	(5)	309	336	27
Indirect Labor - Hourly	154	3	(1)	(1)	–	155	153	(2)
Indirect Labor - Salary	81	–	1	–	–	82	83	1
Delivery & Dist.	34	–	–	–	–	34	36	2
Research & Development	11	–	–	–	–	11	11	-
Sales & Marketing	22	2	1	–	–	25	25	-
Administrative	59	–	–	–	(1)	58	63	5
Other	-			–	–	-	-	-
Agency FTE & Temps	65	7	(1)	(7)	(4)	60	28	(32)
Total	737	19	1	(13)	(10)	734	735	1

Management Discussion

- Minor movement over all during the month with a net decrease of 3 employees due to attrition exceeding hires.

Liquidity Forecast

\$ in millions



Executive Summary

Financial Review

Full Year Financial Outlook

Governance Reporting

Appendix

Business Unit Analysis

Woodbridge

Laval

Delmont

Everett

Terrebonne

Concord

Corporate

Plant Capacity Utilization

Woodbridge Summary P&L

\$'000	MTD		Var		YTD		Var	
	Act	Bud	\$	%	Act	Bud	\$	%
Units Produced ('000)	2,209	2,408	(199)	(8.3%)	4,909	4,920	(11)	(0.2%)
Units Shipped ('000)	2,043	2,073	(30)	(1.5%)	4,564	4,246	318	7.5%
Bookings (\$'000)	\$ 2,961	\$ 2,550	\$ 411	16.1%	\$ 5,977	\$ 5,218	\$ 759	14.5%
Backlog (\$'000)	\$ 2,015	\$ 2,090	\$ (76)	(3.6%)	\$ 2,015	\$ 2,090	\$ (76)	(3.6%)
Gross Revenue	\$ 2,916	\$ 2,834	\$ 82	2.9%	\$ 6,465	\$ 5,812	\$ 652	11.2%
Adj. to Gross Revenue	(189)	(138)	(51)	37.2%	(335)	(301)	(33)	11.1%
Net Revenue	2,727	2,696	31	1.1%	6,130	5,511	619	11.2%
Material	1,779	1,746	33	1.9%	4,022	3,611	411	11.4%
Labor	759	751	8	1.0%	1,614	1,541	73	4.7%
Other COGS	99	74	25	33.2%	277	110	167	152.2%
Total COGS	2,637	2,571	66	2.6%	5,912	5,262	650	12.4%
Gross Margin	90	125	(35)	(28.2%)	217	249	(32)	(12.7%)
Gross Margin %	3.3%	4.7%			3.5%	4.5%		
R&D	—	—	—	N/A	—	—	—	N/A
Sales & Marketing	30	18	12	69.6%	52	37	15	40.1%
Administrative	325	315	10	3.1%	663	637	26	4.0%
Other Opex	(27)	(2)	(25)	1268.5%	(77)	(11)	(66)	614.6%
Total Opex	328	331	(3)	(0.9%)	638	663	(26)	(3.9%)
EBITDA	(238)	(206)	(32)	15.7%	(420)	(414)	(6)	1.4%
EBITDA %	(8.7%)	(7.6%)			(6.9%)	(7.5%)		
Net Income (Loss)	\$ (494)	\$ (444)	\$ (50)	11.3%	\$ (924)	\$ (890)	\$ (34)	3.8%
Capex	\$ (82)	\$ (229)	\$ 147	(64.2%)	\$ (184)	\$ (524)	\$ 340	(64.9%)
Opex Overview:								
Payroll	\$ 48	\$ 53	\$ (5)	(10.1%)	\$ 111	\$ 114	\$ (3)	(2.4%)
Bonus	—	—	—	N/A	—	—	—	N/A
Commissions	—	—	—	N/A	—	—	—	N/A
Marketing	18	6	12	178.6%	28	13	15	116.9%
Benefits	—	—	—	N/A	—	—	—	N/A
Travel and entertainment	1	1	1	126.4%	2	1	1	75.9%
Rent and facilities	—	—	—	N/A	—	—	—	N/A
Insurance	3	3	1	28.2%	6	5	1	21.1%
Professional fees	16	1	15	2375.2%	22	1	21	1609.2%
Utilities, repair, maintenance, and	1	3	(1)	(48.5%)	5	5	0	0.9%
Corporate OH Fees	268	267	1	0.4%	540	534	6	1.1%
Bad Debts	(0)	(0)	0	(77.4%)	(0)	(1)	0	(57.8%)
FX	(12)	—	(12)	N/A	(31)	—	(31)	N/A
JV Loss (Income)	(15)	(2)	(13)	673.8%	(46)	(11)	(36)	329.3%
Other Expenses	—	0	(0)	(100.0%)	—	1	(1)	(100.0%)
Total Opex	\$ 328	\$ 331	\$ (3)	(0.9%)	\$ 638	\$ 663	\$ (26)	(3.9%)

Management Discussion

Net Revenue – Feb-20: +\$31K:

- Sales volume down 1.5% or -\$39k due to increased demand from Oran, PGT, Quaker, Allsco, Kohltech & Seymour; offset by lower than expected levels with All Weather (budget set similar to PY; PY launched new slider program & built inventory)
- Unfavorable rebates/accruals \$37k primarily due to increased sales volume with Allsco, Kohltech, Seymour, PGT & Quaker)
- Unfavorable returns \$16k primarily driven by VinylPro returns (cracking/punch issues)
- Favorable product/customer mix of \$121k primarily driven by higher ASP from Oran, Quaker, PGT and Kohltech
- Favorable F/X of \$2k (actual rate of 1.3286 [or \$USD 0.7527] vs. 1.33 [or \$USD 0.7519])

EBITDA – Feb-20: (\$32K):

- Material COGS:** Increased costs by \$33k primarily driven by lower yields \$20k (85.4% vs 88.4%), lower regrind usage \$23k (16.04% vs 20.06%) and product mix \$15k; offset by lower sales volumes \$25k.
- Labor COGS:** Increased costs by \$8k additional headcount (1 QC and 2 temps (Material handler & regrind operator)) & timing of vacation accruals vs vacation taken.
- Other COGS:** Increased costs by \$25k driven by; lower T&D recovery \$78k (PM adj \$26k & waiting for customer approvals); offset by additional JV OH recovery \$14k (1 additional line charges), increased net absorption \$6k, and decreased utilities \$35k (PM over accrual and lower production volumes)
- Sales and Marketing:** Increased \$12k driven by royalties for the Door Sill Program.
- Administrative:** Increased costs by \$10k primarily driven by additional consulting fees (controller temp replacement).
- Other Opex:** Decreased in costs of \$25k driven by favorable F/X revaluation of working capital balances \$12k and higher JV Equity Income \$13k (lower material costs; offset by 1 additional line charges)

Key Customers – Gross Sales and Gross Margin %: Woodbridge

	Gross Sales (\$'000)														Gross Margin %													
	MTD		Var		PY-MTD	Var		YTD		Var		PY-YTD	Var		MTD		Var		PY-MTD	Var		YTD		Var		PY-YTD	Var	
	Act	Bud	\$	%	Act	\$	%	Act	Bud	\$	%	Act	\$	%	Act	Bud	BPs	%	Act	BPs	%	Act	Bud	BPs	%	Act	BPs	%
Customer:																												
Royal Vinylbilt Limited	\$ 660	\$ 714	\$ (55)	(7.7%)	\$ 724	\$ (64)	(8.8%)	\$ 1,607	\$ 1,535	\$ 71	4.6%	\$ 1,531	\$ 76	4.9%	104.5%	13.0%	9,147	703.6%	10.4%	9,406	903.5%	104.5%	13.0%	9,147	703.6%	10.4%	9,406	903.5%
Quaker Window Products	394	355	39	11.0%	324	71	21.8%	1,019	869	150	17.3%	778	241	31.0%	57.4%	10.2%	4,717	462.5%	11.0%	4,635	420.5%	57.4%	10.2%	4,717	462.5%	10.9%	4,652	428.6%
Vinyl-Pro Window Systems Inc	136	162	(26)	(16.1%)	161	(25)	(15.4%)	249	236	13	5.4%	232	17	7.3%	89.1%	7.8%	8,133	1042.7%	8.2%	8,096	990.1%	89.1%	7.8%	8,133	1042.7%	8.2%	8,096	990.1%
All Weather Windows Ltd.	195	445	(250)	(56.2%)	338	(143)	(42.3%)	387	635	(249)	(39.2%)	426	(40)	(9.3%)	172.3%	19.0%	15,329	806.8%	18.7%	15,357	820.3%	172.3%	19.0%	15,329	806.8%	19.2%	15,305	795.2%
Windsor Window Co OEM	256	273	(17)	(6.3%)	260	(4)	(1.6%)	766	571	196	34.3%	537	230	42.8%	56.0%	22.5%	3,349	148.8%	18.3%	3,769	205.9%	56.0%	22.5%	3,349	148.8%	20.7%	3,533	171.1%
Dashwood Industries Inc	201	171	30	17.6%	166	35	21.1%	296	239	57	23.8%	231	66	28.5%	54.0%	16.0%	3,800	237.5%	17.8%	3,616	202.8%	54.0%	16.0%	3,800	237.5%	17.8%	3,616	202.8%
Energi Terrebonne	75	146	(70)	(48.3%)	104	(28)	(27.3%)	234	314	(80)	(25.5%)	219	14	6.6%	173.1%	(2.0%)	17,513	(8756.6%)	(6.3%)	17,941	(2856.2%)	173.1%	(2.0%)	17,513	(8756.6%)	(6.3%)	17,941	(2856.2%)
Vinylbilt Windows & Doors Corp	66	83	(17)	(20.7%)	123	(57)	(46.2%)	235	199	36	18.2%	282	(47)	(16.6%)	87.1%	(15.0%)	10,208	(680.5%)	(17.2%)	10,430	(605.7%)	87.1%	(15.0%)	10,208	(680.5%)	(17.5%)	10,455	(598.3%)
Allsco Windows & Doors Corp	138	90	48	52.8%	82	56	67.9%	186	235	(49)	(21.0%)	206	(20)	(9.9%)	44.0%	(15.0%)	5,902	(393.5%)	(17.3%)	6,136	(353.8%)	44.0%	(15.0%)	5,902	(393.5%)	(17.7%)	6,170	(349.1%)
PGT Industries Inc	164	77	86	111.3%	79	85	107.7%	337	184	153	83.0%	184	153	83.0%	18.8%	5.0%	1,375	275.1%	5.0%	1,375	275.1%	18.8%	5.0%	1,375	275.1%	5.0%	1,375	275.1%
Ostaco 2000 Windoors Inc.	46	58	(12)	(20.4%)	77	(31)	(40.1%)	133	195	(62)	(31.9%)	253	(120)	(47.5%)	85.7%	5.0%	8,074	1614.7%	13.8%	7,189	519.1%	85.7%	5.0%	8,074	1614.7%	13.8%	7,189	519.1%
Oran Ltd. (Barbados)	92	–	92	N/A	–	92	N/A	92	–	92	N/A	–	92	N/A	0.0%	#DIV/0!	–	#DIV/0!	#DIV/0!	NA	#DIV/0!	0.0%	#DIV/0!	–	#DIV/0!	#DIV/0!	NA	#DIV/0!
Centennial Windows Ltd	61	33	28	84.9%	39	22	56.3%	108	33	75	226.4%	39	69	176.0%	22.7%	33.0%	(1,028)	(31.2%)	39.6%	(1,684)	(42.6%)	22.7%	33.0%	(1,028)	(31.2%)	39.6%	(1,684)	(42.6%)
Seymour Windows Ltd	33	6	26	409.1%	10	22	214.5%	59	32	27	85.8%	50	9	17.5%	12.4%	19.6%	(719)	(36.7%)	19.6%	(719)	(36.7%)	12.4%	19.6%	(719)	(36.7%)	19.6%	(719)	(36.7%)
Kohltech International Ltd	94	39	55	140.2%	32	62	196.2%	140	74	66	89.7%	43	98	229.3%	27.1%	10.0%	1,714	171.4%	10.0%	1,714	171.4%	27.1%	10.0%	1,714	171.4%	10.0%	1,714	171.4%
Mason Windows Ltd	20	30	(10)	(34.4%)	34	(14)	(41.6%)	29	59	(30)	(50.9%)	65	(36)	(55.0%)	120.0%	8.0%	11,203	1400.3%	7.5%	11,250	1494.7%	120.0%	8.0%	11,203	1400.3%	7.5%	11,252	1499.2%
Integral Windows Systems	–	8	(8)	(100.0%)	9	(9)	(100.0%)	27	33	(6)	(19.2%)	36	(9)	(25.1%)	#DIV/0!	8.0%	–	#VALUE!	0.0%	NA	N/A	#DIV/0!	8.0%	–	#VALUE!	6.8%	NA	#VALUE!
Marlboro Windows	–	6	(6)	(100.0%)	5	(5)	(100.0%)	33	41	(8)	(19.4%)	37	(4)	(11.3%)	#DIV/0!	6.0%	–	#VALUE!	6.0%	NA	#VALUE!	#DIV/0!	6.0%	–	#VALUE!	6.0%	NA	#VALUE!
Hunter Douglas - Colorado - Ship T	–	–	-	N/A	–	-	N/A	–	–	-	N/A	–	-	N/A	#DIV/0!	#DIV/0!	–	#DIV/0!	#DIV/0!	NA	#DIV/0!	#DIV/0!	#DIV/0!	–	#DIV/0!	#DIV/0!	NA	#DIV/0!
Great Lakes Window Inc	–	4	(4)	(100.0%)	5	(5)	(100.0%)	3	53	(50)	(93.5%)	59	(55)	(94.1%)	#DIV/0!	8.0%	–	#VALUE!	8.0%	NA	#VALUE!	#DIV/0!	8.0%	–	#VALUE!	8.0%	NA	#VALUE!
Other	286	132	154	116.6%	344	(57)	(16.7%)	525	274	251	91.4%	899	(374)	(41.6%)	(673.9%)	(141.7%)	(53,223)	375.6%	17.7%	(69,167)	(3897.7%)	(673.9%)	(141.7%)	(53,223)	375.6%	10.0%	(68,390)	(6855.0%)
Total Gross	\$ 2,916	\$ 2,834	\$ 82	2.9%	\$ 2,913	\$ 2	0.1%	\$ 6,465	\$ 5,812	\$ 652	11.2%	\$ 6,107	\$ 358	5.9%	3.1%	4.4%	(134)	(30.2%)	11.1%	(797)	(72.1%)	11.1%	12.3%	(125)	(10.1%)	0.7%	1,037	1514.5%

Management Discussion

- Strong demand from Oran, PGT and Kohltech
- Continued momentum from January for Quaker and Windsor
- Royal Vinylbilt – lower February after a strong January
- Improvement in Allsco sales (timing).
- Allweather – Decline after strong 2019 due to inventory build up after new program launch however soft market conditions have impacted sales

Key Performance Indicators - Woodbridge

ENERGI Woodbridge KPI Report	2020 Targets	Jan-20	Feb-20	YTD 2020
Health & Safety				
<i>Recordable Incidents</i>	1	0	0	0
<i>TRIR (Total Recordable Incident Rate)</i>	<1	0.49	0.49	0.49
Quality Performance				
<i>Customer Complaints - per MLBS</i>	3.2	4.0	5.4	4.7
<i>Return as % of sales</i>	0.41%	0.38%	0.72%	0.54%
Delivery Performance				
<i>% on time in full</i>	98.06%	98.86%	99.28%	99.07%
<i>% by line items</i>	98.06%	98.86%	99.28%	99.07%
Costs				
<i>Yield</i>	88.0%	85.64%	85.38%	85.52%
<i>Alt/Regrind Compound Consumption Ratio</i>	20.0%	20.04%	16.04%	18.24%
<i>Direct Labour \$/lb produced</i>	\$0.180	\$ 0.183	\$ 0.200	\$ 0.191
<i>Indirect Labour (incl D&D) \$/lb produced</i>	\$0.218	\$ 0.231	\$ 0.256	\$ 0.242
Inventory				
<i>Days - TTM (Trailing 12 Months)</i>	77.8	70	69	70

Comments

Quality: returns from end-of-year Vinyl Pro warehouse clean-up, to be restocked for future sales.

Costs: Yield: Mix issue with considerable mix of difficult dies with prolonged starts

Alt/Regrind: reduced mixed regrind use following quality concerns from Vinylbilt and Vinyl Pro regarding color difference and variation for internal walls

Labour: 2 forklift driver roles backfilled with temps coverage for forklift driver that departed in September 2019 - ongoing QC manual inspection for lines running 100% regrind in Quadrant 1

Full Year Woodbridge P&L Summary

\$'000	FY		Var		PY	Var	
	Fcst	Bud	\$	%		\$	%
Units Produced ('000)	31,868	31,879	(11)	(0.0%)	31,325	543	1.7%
Units Shipped ('000)	31,731	31,414	318	1.0%	30,618	1,114	3.6%
Bookings (\$'000)	\$ 40,492	\$ 39,734	\$ 759	1.9%	\$ 50,018	\$ (9,526)	(19.0%)
Backlog ('000)	\$ 1,873	\$ 1,873	\$ –	0.0%	\$ 3,634	\$ (1,761)	(48.5%)
Gross Revenue	\$ 44,144	\$ 43,492	\$ 652	1.5%	\$ 43,467	\$ 676	1.6%
Adj. to Gross Revenue	(2,558)	(2,524)	(33)	1.3%	(2,352)	(206)	8.8%
Net Revenue	41,586	40,967	619	1.5%	41,116	470	1.1%
Material	26,710	26,300	411	1.6%	26,670	40	0.1%
Labor	9,631	9,558	73	0.8%	9,592	38	0.4%
Other COGS	2,290	2,123	167	7.9%	2,000	290	14.5%
Total COGS	38,631	37,980	650	1.7%	38,262	368	1.0%
Gross Margin	2,955	2,987	(32)	(1.1%)	2,853	102	3.6%
Gross Margin %	7.1%	7.3%			6.9%		
R&D	–	–	–	N/A	–	–	N/A
Sales & Marketing	242	227	15	6.6%	207	35	16.9%
Administrative	3,864	3,838	26	0.7%	3,830	33	0.9%
Other Opex	(179)	(112)	(66)	59.0%	(105)	(74)	70.9%
Total Opex	3,927	3,953	(26)	(0.6%)	3,933	(6)	(0.1%)
EBITDA	(972)	(966)	(6)	0.6%	(1,080)	108	(10.0%)
EBITDA %	(2.3%)	(2.4%)			(2.6%)		
Net Income (Loss)	\$ (3,853)	\$ (3,819)	\$ (34)	0.9%	\$ (3,933)	\$ 80	(2.0%)
Capex	\$ (184)	\$ (1,365)	\$ 1,181	(86.5%)	\$ (2,083)	\$ 1,899	(91.2%)
Opex Overview:							
Payroll	\$ 688	\$ 690	\$ (3)	(0.4%)	\$ 642	\$ 46	7.1%
Bonus	–	–	–	N/A	–	–	N/A
Commissions	–	–	–	N/A	–	–	N/A
Marketing	94	78	15	19.3%	66	27	41.3%
Benefits	–	–	–	N/A	–	–	N/A
Travel and entertainment	9	8	1	12.6%	17	(8)	(48.9%)
Rent and facilities	–	–	–	N/A	–	–	N/A
Insurance	40	38	1	2.8%	42	(3)	(6.6%)
Professional fees	31	10	21	216.5%	32	(2)	(4.8%)
Utilities, repair, maintenance, and security	31	31	0	0.1%	34	(3)	(9.0%)
Corporate OH Fees	3,213	3,207	6	0.2%	3,218	(5)	(0.2%)
Bad Debts	(3)	(4)	0	(9.6%)	0	(4)	(1382.4%)
FX	(31)	–	(31)	N/A	41	(72)	(174.7%)
JV Loss (Income)	(148)	(112)	(36)	31.6%	(146)	(2)	1.4%
Other Expenses	6	7	(1)	(13.5%)	(11)	17	(153.3%)
Total Opex	\$ 3,927	\$ 3,953	\$ (26)	(0.6%)	\$ 3,936	\$ (9)	(0.2%)

Key Customers – Full Year Woodbridge

	Gross Sales (\$'000)									Gross Margin %									
	FY		FY		Var		PY		Var		FY	FY	Var		PY	Var			
	Fcst	Bud	\$	%	Act	\$	%			Fcst	Bud	BPs	%	Act	BPs	%			
Customer:																			
Royal Vinylbilt Limited	\$	9,718	\$	9,647	\$	71	0.7%	\$	9,266	\$	452	4.9%	20.1%	13.0%	714	54.9%	7.9%	1,223	154.6%
Quaker Window Products		6,243		6,093		150	2.5%		5,858		385	6.6%	14.3%	10.2%	407	39.9%	8.5%	575	67.5%
Vinyl-Pro Window Systems Inc		3,622		3,609		13	0.4%		3,328		294	8.8%	11.4%	7.8%	357	45.8%	17.2%	(578)	(33.7%)
All Weather Windows Ltd.		3,715		3,964		(249)	(6.3%)		3,090		625	20.2%	27.8%	19.0%	878	46.2%	(20.5%)	4,823	(235.8%)
Windsor Window Co OEM		4,148		3,952		196	5.0%		4,303		(155)	(3.6%)	23.5%	22.5%	102	4.5%	5.7%	1,784	314.3%
Dashwood Industries Inc		2,689		2,632		57	2.2%		2,450		239	9.8%	19.4%	16.0%	343	21.4%	19.0%	46	2.4%
Energi Terrebonne		2,176		2,256		(80)	(3.5%)		1,687		489	29.0%	4.5%	(2.0%)	649	(324.6%)	15.3%	(1,084)	(70.7%)
Vinylbilt Windows & Doors Corp		2,002		1,966		36	1.8%		2,048		(46)	(2.2%)	(8.8%)	(15.0%)	621	(41.4%)	11.3%	(2,014)	(177.5%)
Allsco Windows & Doors Corp		1,636		1,685		(49)	(2.9%)		1,431		205	14.3%	(8.6%)	(15.0%)	640	(42.7%)	3.9%	(1,255)	(317.8%)
PGT Industries Inc		1,343		1,190		153	12.8%		1,201		142	11.8%	12.6%	5.0%	763	152.7%	(8.8%)	2,142	(243.9%)
Ostaco 2000 Windoors Inc.		1,066		1,128		(62)	(5.5%)		1,251		(185)	(14.8%)	8.2%	5.0%	316	63.2%	6.3%	191	30.5%
Oran Ltd. (Barbados)		592		500		92	18.3%		448		143	31.9%	6.6%	8.0%	(140)	(17.6%)	13.4%	(681)	(50.8%)
Centennial Windows Ltd		564		489		75	15.3%		494		69	14.0%	30.5%	33.0%	(247)	(7.5%)	16.4%	1,417	86.7%
Seymour Windows Ltd		516		489		27	5.6%		634		(118)	(18.6%)	18.5%	19.6%	(113)	(5.8%)	17.1%	137	8.0%
Kohltech International Ltd		517		451		66	14.7%		86		431	499.8%	16.3%	10.0%	626	62.6%	32.2%	(1,596)	(49.5%)
Mason Windows Ltd		330		360		(30)	(8.4%)		368		(38)	(10.4%)	15.5%	8.0%	750	93.7%	37.1%	(2,157)	(58.2%)
Integral Windows Systems		294		301		(6)	(2.1%)		400		(106)	(26.4%)	9.8%	8.0%	183	22.8%	8.0%	183	22.8%
Marlboro Windows		293		301		(8)	(2.6%)		317		(24)	(7.6%)	9.1%	6.0%	308	51.4%	8.0%	108	13.5%
Hunter Douglas - Colorado - Ship T		250		250		-	0.0%		117		133	113.2%	18.0%	18.0%	—	0.0%	8.0%	1,000	125.0%
Great Lakes Window Inc		200		250		(50)	(20.0%)		246		(46)	(18.8%)	8.4%	8.0%	41	5.1%	7.0%	137	19.5%
Other		2,231		1,980		251	12.7%		4,444		(2,213)	(49.8%)	(151.0%)	(127.3%)	(2,368)	18.6%	(20.7%)	(13,028)	629.6%
Total Gross	\$	44,144	\$	43,492	\$	652	1.5%	\$	43,467	\$	676	1.6%	11.8%	6.7%	510	76.3%	6.6%	522	79.5%

Laval Summary P&L

\$'000

	MTD		Var		YTD		Var	
	Act	Bud	\$	%	Act	Bud	\$	%
Units Produced ('000)	1,566	1,473	93	6.3%	2,814	2,742	72	2.6%
Units Shipped ('000)	1,202	1,110	92	8.3%	2,356	2,192	164	7.5%
Bookings (\$'000)	\$ 2,154	\$ 2,256	\$ (102)	(4.5%)	\$ 4,670	\$ 4,323	\$ 347	8.0%
Backlog (\$'000)	\$ 3,059	\$ 2,952	\$ 107	3.6%	\$ 3,059	\$ 2,952	\$ 107	3.6%
Gross Revenue	\$ 2,250	\$ 2,016	\$ 234	11.6%	\$ 4,368	\$ 3,896	\$ 472	12.1%
Adj. to Gross Revenue	(199)	(128)	(72)	56.4%	(388)	(282)	(106)	37.7%
Net Revenue	2,050	1,888	162	8.6%	3,980	3,614	366	10.1%
Material	929	880	49	5.6%	1,866	1,729	137	7.9%
Labor	478	442	36	8.0%	961	898	63	7.0%
Other COGS	2	3	(1)	(45.4%)	129	67	61	91.3%
Total COGS	1,409	1,326	83	6.3%	2,955	2,694	261	9.7%
Gross Margin	642	562	79	14.1%	1,025	920	105	11.4%
Gross Margin %	31.3%	29.8%			25.8%	25.5%		
R&D	–	–	–	N/A	–	–	–	N/A
Sales & Marketing	83	95	(11)	(11.9%)	209	210	(1)	(0.4%)
Administrative	240	245	(5)	(2.0%)	487	492	(4)	(0.9%)
Other Opex	(2)	–	(2)	N/A	(3)	–	(3)	N/A
Total Opex	322	339	(18)	(5.2%)	693	701	(8)	(1.2%)
EBITDA	320	223	97	43.4%	332	219	113	51.8%
EBITDA %	15.6%	11.8%			8.3%	6.1%		
Net Income (Loss)	\$ 207	\$ 113	\$ 94	83.2%	\$ 103	\$ 0	\$ 103	123224.9%
Capex	\$ (88)	\$ (152)	\$ 64	(41.9%)	\$ (99)	\$ (311)	\$ 212	(68.1%)
Opex Overview:								
Payroll	\$ 98	\$ 101	\$ (3)	(3.0%)	\$ 216	\$ 208	\$ 8	3.8%
Bonus	–	–	–	N/A	–	–	–	N/A
Commissions	–	–	–	N/A	–	–	–	N/A
Marketing	16	16	1	4.7%	44	49	(5)	(10.5%)
Benefits	–	–	–	N/A	–	–	–	N/A
Travel and entertainment	5	3	2	67.5%	8	7	1	17.8%
Rent and facilities	–	–	–	N/A	–	–	–	N/A
Insurance	2	5	(2)	(53.1%)	5	9	(5)	(51.0%)
Professional fees	5	6	(1)	(11.7%)	9	12	(3)	(24.3%)
Utilities, repair, maintenance, and	6	6	1	9.2%	9	11	(1)	(13.5%)
Corporate OH Fees	177	176	1	0.5%	356	353	3	0.9%
Bad Debts	–	–	–	N/A	–	–	–	N/A
FX	(2)	–	(2)	N/A	(3)	–	(3)	N/A
JV Loss (Income)	–	–	–	N/A	–	–	–	N/A
Other Expenses	12	27	(14)	(53.9%)	50	53	(3)	(6.3%)
Total Opex	\$ 322	\$ 339	\$ (18)	(5.2%)	\$ 693	\$ 701	\$ (8)	(1.2%)

Management Discussion

Net Revenue – Feb-20: +\$162K:

- Sales volume up 8.3% or \$157k due to increased demand from Schluter, ATIS and Solaris; offset by decreased demand from Boulet (timing – changing ERP System) and Terrebonne.
- Unfavorable rebates and discounts \$39k driven by higher demand from Schluter and ATIS.
- Favorable mix impact of \$43k primarily driven by Schluter and products for resale
- Favorable F/X of \$2k (actual rate of 1.3286 [or \$USD 0.7527] vs. 1.33 [or \$USD 0.7519])

EBITDA – Feb-20: +\$97K:

- Material COGS:** Increase in costs by \$49k primarily driven by increased volume \$73k; offset by improved yields \$24k (89.8% vs 87.9%)
- Labor COGS:** Increase in costs by \$35k driven by higher volumes (6.3%) with small output jobs running and 1 headcount for trainer (budget assumed trainer retired)
- Other COGS:** In line with budget
- Sales and Marketing:** Decrease in cost by \$11k driven by lower product development costs (timing).
- Administrative:** In line with budget.
- Other Opex:** In line with budget.

Key Customers – Gross Sales and Gross Margin %: Laval

	MTD		Var		PY-MTD		Var		YTD		Var		PY-YTD		Var		MTD		Var		PY-MTD		Var		YTD		Var		PY-YTD		Var							
	Act	Bud	Var		Act	Var		Act	Bud	Var		Act	Var		Act	Var		Act	Bud	BPs		Act	BPs		Act	Bud	BPs		Act	BPs								
			\$	%		\$	%			\$	%		\$	%		\$	%			\$	%		\$	%			\$	%		\$	%	\$	%					
Customer:																																						
SOLARIS QUEBEC P & F INC.	\$	336	\$	274	\$	63	22.9%	\$	264	\$	72	27.4%	\$	776	\$	591	\$	185	31.2%	\$	568	\$	208	36.6%	23.6%	23.5%	8	0.3%	23.1%	42	1.8%	23.6%	23.5%	8	0.3%	23.3%	26	1.1%
ATLANTIC WINDOWS		210		204		6	3.0%		206		4	2.1%		365		354		11	3.1%		356		9	2.6%	15.5%	14.0%	148	10.6%	13.8%	168	12.2%	15.5%	14.0%	148	10.6%	14.6%	92	6.3%
SCHLUTER SYSTEMS L.P.		302		133		169	127.2%		127		175	137.1%		532		188		344	182.3%		181		351	194.6%	20.5%	25.0%	(449)	(18.0%)	24.6%	(412)	(16.7%)	20.5%	25.0%	(449)	(18.0%)	24.2%	(365)	(15.1%)
PTES & FEN ISOTHERMIC INC		85		95		(10)	(10.4%)		89		(4)	(4.6%)		127		188		(62)	(32.7%)		176		(50)	(28.1%)	22.8%	21.8%	101	4.6%	21.5%	133	6.2%	22.8%	21.8%	101	4.6%	22.4%	38	1.7%
LAFLAMME PORTES		111		76		34	44.8%		78		33	41.7%		216		197		20	10.0%		200		16	8.2%	(11.3%)	(13.3%)	201	(15.1%)	(13.1%)	181	(13.8%)	(11.3%)	(13.3%)	201	(15.1%)	(13.2%)	188	(14.2%)
PORTES & FENETRES ABRITEK		35		30		5	18.2%		27		8	27.9%		47		85		(38)	(44.8%)		78		(31)	(40.0%)	21.7%	31.1%	(939)	(30.2%)	30.7%	(893)	(29.1%)	21.7%	31.1%	(939)	(30.2%)	29.1%	(732)	(25.2%)
ATIS PORTES & FENETRES		128		34		94	276.5%		35		93	263.4%		255		191		64	33.5%		197		58	29.6%	(17.5%)	(21.5%)	401	(18.6%)	(21.2%)	369	(17.4%)	(17.5%)	(21.5%)	401	(18.6%)	(17.7%)	21	(1.2%)
EXTREME ENTRANCE SYSTEMS		99		92		7	7.5%		87		12	14.3%		207		163		44	27.1%		153		54	35.5%	14.7%	16.2%	(145)	(8.9%)	15.9%	(121)	(7.6%)	14.7%	16.2%	(145)	(8.9%)	15.3%	(59)	(3.8%)
LES FENETRES CONCEPT.		67		81		(13)	(16.4%)		80		(13)	(15.9%)		126		132		(6)	(4.9%)		131		(5)	(4.0%)	13.6%	15.5%	(195)	(12.6%)	15.3%	(173)	(11.3%)	13.6%	15.5%	(195)	(12.6%)	14.7%	(112)	(7.7%)
FENERGIC INC		101		90		11	12.1%		88		13	14.6%		251		171		81	47.4%		166		85	51.2%	19.1%	24.2%	(508)	(21.0%)	23.9%	(472)	(19.8%)	19.1%	24.2%	(508)	(21.0%)	18.7%	46	2.4%
P & C EDDY BOULET INC		35		138		(103)	(74.4%)		145		(110)	(75.7%)		89		190		(101)	(53.0%)		200		(110)	(55.3%)	13.1%	23.1%	(993)	(43.1%)	22.7%	(959)	(42.2%)	13.1%	23.1%	(993)	(43.1%)	20.4%	(732)	(35.8%)
KENTO WINDOWS & DOORS		35		5		30	566.9%		5		30	575.9%		68		54		14	26.1%		53		15	28.6%	31.2%	27.3%	392	14.4%	26.9%	432	16.1%	31.2%	27.3%	392	14.4%	29.7%	150	5.0%
FUTURA MANUFACTURIER		0		4		(4)	(92.8%)		4		(4)	(92.1%)		13		4		9	215.5%		4		9	245.6%	(92.2%)	12.2%	(10,437)	(855.3%)	12.0%	(10,420)	(866.6%)	(92.2%)	12.2%	(10,437)	(855.3%)	5.6%	(9,777)	(1747.2%)
VAILLANCOURT INC.		52		–		52	N/A		–		52	N/A		88		26		62	242.2%		21		67	327.4%	19.9%	#DIV/0!	–	#DIV/0!	#DIV/0!	NA	#DIV/0!	19.9%	#DIV/0!	–	#DIV/0!	23.7%	(372)	(15.7%)
FENESTRA PURCHASING - GOLDEN		30		41		(11)	(26.7%)		45		(15)	(33.8%)		70		79		(9)	(11.9%)		87		(18)	(20.0%)	(9.9%)	0.6%	(1,050)	(1819.3%)	0.6%	(1,049)	(1844.9%)	(9.9%)	0.6%	(1,050)	(1819.3%)	(1.3%)	(861)	656.9%
FENÊTRES PRÉSIDENT		–		–		–	N/A		–		–	N/A		–		–		–	N/A		–		–	N/A	#DIV/0!	#DIV/0!	–	#DIV/0!	#DIV/0!	NA	#DIV/0!	#DIV/0!	#DIV/0!	–	#DIV/0!	#DIV/0!	NA	#DIV/0!
PRODUITS DALMEN PRODUCTS		24		17		7	38.2%		24		(0)	(0.0%)		40		24		16	67.8%		33		7	21.6%	19.4%	21.0%	(167)	(7.9%)	20.7%	(136)	(6.5%)	19.4%	21.0%	(167)	(7.9%)	22.1%	(270)	(12.2%)
ENTREPRISES DOCO INC.		15		22		(8)	(34.5%)		27		(12)	(45.7%)		48		36		12	33.6%		43		5	11.0%	28.4%	25.0%	342	13.7%	24.6%	379	15.4%	28.4%	25.0%	342	13.7%	24.7%	373	15.1%
G R THERIAULT		2		12		(10)	(86.2%)		12		(10)	(86.7%)		6		12		(6)	(51.4%)		12		(6)	(53.2%)	10.2%	25.0%	(1,479)	(59.1%)	24.7%	(1,443)	(58.5%)	10.2%	25.0%	(1,479)	(59.1%)	24.5%	(1,428)	(58.3%)
LAS ENTERPRISES		45		72		(27)	(37.5%)		77		(32)	(42.0%)		73		117		(45)	(37.9%)		127		(54)	(42.4%)	39.6%	49.6%	(994)	(20.1%)	48.8%	(921)	(18.9%)	39.6%	49.6%	(994)	(20.1%)	50.1%	(1,049)	(20.9%)
Other		537		595		(58)	(9.7%)		610		(73)	(12.0%)		970		1,093		(123)	(11.2%)		1,135		(165)	(14.5%)	71.3%	49.2%	2,209	44.9%	5.1%	6,621	1303.9%	71.3%	49.2%	2,209	44.9%	3.8%	6,753	1792.8%
Total Gross	\$	2,250	\$	2,016	\$	234	11.6%	\$	2,033	\$	217	10.7%	\$	4,368	\$	3,896	\$	472	12.1%	\$	3,921	\$	447	11.4%	28.5%	27.9%	61	2.2%	29.8%	(134)	(4.5%)	28.5%	27.9%	61	2.2%	28.2%	35	1.3%

Management Discussion

- Continued Strong performance despite soft market conditions, contributed by Solaris, Schluter, Extreme, Energenic and Atis as a result of new launches and some catch-up
- Abritek lower due to product mix as well as stock up towards the end of 2019.
- Slower start to Isothermic, possibly due to timing
- Lower sales to Boulet and Las due to timing as well as reduction in price to remain competitive.

Key Performance Indicators - Laval

ENERGI Laval Extrusion KPI Report	2020 Targets	Jan-20	Feb-20	YTD 2020
Health & Safety				
<i>Recordable Incidents</i>	0	1	0	1
<i>TRIR (Total Recordable Incident Rate)</i>	<1	2.41	1.62	3.3
Quality Performance				
<i>Customer Complaints - per MLBS</i>	17.7	16.8	11.5	14.2
<i>Return as % of sales</i>	0.72%	1.24%	0.40%	0.77%
Delivery Performance				
<i>% on time in full</i>	95.00%	99.94%	99.78%	99.86%
<i>% by line items</i>	99.00%	99.94%	99.78%	99.86%
Costs				
<i>Yield</i>	87.87%	89.03%	89.77%	89.44%
<i>Alt/Regrind Compound Consumption Ratio</i>	15.20%	21.47%	21.05%	21.23%
<i>Direct Labour \$/lb produced</i>	\$0.192	\$ 0.219	\$0.187	\$ 0.201
<i>Indirect Labour (incl D&D) \$/lb produced</i>	\$0.216	\$ 0.285	\$0.218	\$ 0.248
Inventory				
<i>Days - TTM (Trailing 12 Months)</i>	67.3	72	71	71

Comments:

Costs: IL Labour: Low out put jobs.

Inventory: Slightly higher as a result of minor inventory builds

Full Year Laval P&L Summary

\$'000	FY		Var		PY		Var	
	Fcst	Bud	\$	%	Fcst	\$	%	
Units Produced ('000)	19,023	18,951	72	0.4%	19,150	(128)	(0.7%)	
Units Shipped ('000)	19,380	19,217	164	0.9%	18,815	565	3.0%	
Bookings (\$'000)	\$ 36,474	\$ 36,128	\$ 347	1.0%	\$ 36,193	\$ 281	0.8%	
Backlog ('\$000)	\$ 2,398	\$ 2,398	\$ –	0.0%	\$ 2,942	\$ (545)	(18.5%)	
Gross Revenue	\$ 35,053	\$ 34,581	\$ 472	1.4%	\$ 34,485	\$ 568	1.6%	
Adj. to Gross Revenue	(2,912)	(2,806)	(106)	3.8%	(2,943)	30	(1.0%)	
Net Revenue	32,141	31,775	366	1.2%	31,542	599	1.9%	
Material	14,913	14,776	137	0.9%	14,634	279	1.9%	
Labor	5,879	5,817	63	1.1%	5,843	36	0.6%	
Other COGS	2,198	2,137	61	2.9%	1,926	273	14.2%	
Total COGS	22,990	22,730	261	1.1%	22,402	588	2.6%	
Gross Margin	9,151	9,046	105	1.2%	9,140	11	0.1%	
Gross Margin %	28.5%	28.5%			29.0%			
R&D	–	–	–	N/A	–	–	N/A	
Sales & Marketing	1,516	1,517	(1)	(0.1%)	1,754	(238)	(13.6%)	
Administrative	2,962	2,967	(4)	(0.1%)	2,978	(15)	(0.5%)	
Other Opex	(3)	–	(3)	N/A	(7)	4	(54.3%)	
Total Opex	4,475	4,484	(8)	(0.2%)	4,725	(249)	(5.3%)	
EBITDA	4,676	4,562	113	2.5%	4,415	260	5.9%	
EBITDA %	14.5%	14.4%			14.0%			
Net Income (Loss)	\$ 3,240	\$ 3,136	\$ 103	3.3%	\$ 3,095	\$ 144	4.7%	
Capex	\$ (99)	\$ (1,235)	\$ 1,136	(92.0%)	\$ (1,030)	\$ 931	(90.4%)	
Opex Overview:								
Payroll	\$ 1,304	\$ 1,296	\$ 8	0.6%	\$ 1,262	\$ 42	3.3%	
Bonus	–	–	–	N/A	–	–	N/A	
Commissions	–	–	–	N/A	–	–	N/A	
Marketing	519	524	(5)	(1.0%)	770	(251)	(32.6%)	
Benefits	–	–	–	N/A	–	–	N/A	
Travel and entertainment	40	39	1	3.0%	50	(9)	(18.8%)	
Rent and facilities	–	–	–	N/A	–	–	N/A	
Insurance	51	56	(5)	(8.5%)	53	(2)	(3.6%)	
Professional fees	69	72	(3)	(4.1%)	92	(23)	(25.1%)	
Utilities, repair, maintenance, and security	59	60	(1)	(2.4%)	68	(9)	(13.6%)	
Corporate OH Fees	2,120	2,117	3	0.2%	2,125	(5)	(0.2%)	
Bad Debts	–	–	–	N/A	3	(3)	(100.0%)	
FX	(3)	–	(3)	N/A	(7)	4	(54.3%)	
JV Loss (Income)	–	–	–	N/A	–	–	N/A	
Other Expenses	315	319	(3)	(1.0%)	312	4	1.2%	
Total Opex	\$ 4,475	\$ 4,484	\$ (8)	(0.2%)	\$ 4,728	\$ (252)	(5.3%)	

Key Customers – Full Year Laval

	Gross Sales (\$'000)									Gross Margin %										
	FY		FY		Var		PY		Var		FY		FY		Var		PY		Var	
	Fcst	Bud	\$	%	Act	\$	%			Fcst	Bud	BPs	%	Act	BPs	%				
Customer:																				
SOLARIS QUEBEC P & F INC.	\$	4,658	\$	4,474	\$	185	4.1%	\$	4,265	\$	393	9.2%	24.5%	24.4%	4	0.2%	24.0%	44	1.8%	
ATLANTIC WINDOWS		3,244		3,233		11	0.3%		3,352		(108)	(3.2%)	14.7%	14.8%	(6)	(0.4%)	14.5%	22	1.5%	
SCHLUTER SYSTEMS L.P.		2,744		2,400		344	14.3%		2,664		80	3.0%	22.6%	23.3%	(72)	(3.1%)	21.6%	95	4.4%	
PTES & FEN ISOTHERMIC INC		2,081		2,142		(62)	(2.9%)		2,064		16	0.8%	22.4%	22.3%	8	0.4%	22.0%	36	1.7%	
LAFLAMME PORTES		2,087		2,068		20	1.0%		1,959		128	6.6%	(13.2%)	(13.4%)	20	(1.5%)	(13.2%)	(1)	0.0%	
PORTES & FENETRES ABRITEK		1,766		1,805		(38)	(2.1%)		1,629		137	8.4%	30.6%	30.9%	(26)	(0.8%)	30.4%	25	0.8%	
ATIS PORTES & FENETRES		1,643		1,579		64	4.1%		1,713		(70)	(4.1%)	(17.1%)	(17.2%)	8	(0.5%)	(16.9%)	(20)	1.2%	
EXTREME ENTRANCE SYSTEMS		1,548		1,504		44	2.9%		1,491		57	3.8%	15.8%	15.8%	2	0.1%	15.7%	11	0.7%	
LES FENETRES CONCEPT.		1,244		1,250		(6)	(0.5%)		1,163		81	6.9%	15.9%	15.9%	(4)	(0.2%)	15.7%	16	1.0%	
FENERGIC INC		1,154		1,074		81	7.5%		1,074		80	7.5%	15.6%	16.2%	(62)	(3.8%)	16.2%	(62)	(3.8%)	
P & C EDDY BOULET INC		881		981		(101)	(10.3%)		1,041		(160)	(15.4%)	23.7%	23.7%	6	0.2%	23.5%	21	0.9%	
KENTO WINDOWS & DOORS		728		714		14	2.0%		644		84	13.0%	33.2%	33.0%	13	0.4%	32.8%	33	1.0%	
FUTURA MANUFACTURIER		502		492		9	1.9%		393		109	27.8%	7.6%	7.3%	32	4.4%	7.4%	19	2.6%	
VAILLANCOURT INC.		551		489		62	12.7%		473		78	16.4%	25.8%	26.4%	(56)	(2.1%)	25.9%	(15)	(0.6%)	
FENESTRA PURCHASING - GOLDEN		442		451		(9)	(2.1%)		621		(179)	(28.9%)	(3.0%)	(1.8%)	(118)	65.5%	(1.6%)	(135)	82.3%	
FENÊTRES PRÉSIDENT		451		451		-	0.0%		—		451	N/A	23.6%	23.6%	—	0.0%	#DIV/0!	NA	#DIV/0!	
PRODUITS DALMEN PRODUCTS		438		421		16	3.8%		499		(61)	(12.3%)	17.8%	17.6%	15	0.9%	17.5%	28	1.6%	
ENTREPRISES DOCO INC.		418		406		12	3.0%		419		(1)	(0.3%)	22.8%	22.9%	(8)	(0.4%)	22.6%	23	1.0%	
G R THERIAULT		400		406		(6)	(1.5%)		412		(12)	(2.8%)	23.4%	23.8%	(43)	(1.8%)	23.9%	(47)	(2.0%)	
LAS ENTERPRISES		355		400		(45)	(11.1%)		360		(5)	(1.3%)	49.8%	51.3%	(147)	(2.9%)	49.6%	23	0.5%	
Other		7,719		7,841		(123)	(1.6%)		8,248		(530)	(6.4%)	60.9%	59.1%	179	3.0%	2.7%	5,827	2194.5%	
Total Gross	\$	35,053	\$	34,581	\$	472	1.4%	\$	34,485	\$	568	1.6%	26.4%	26.5%	(6)	(0.2%)	26.5%	(8)	(0.3%)	

Delmont Summary P&L

\$'000	MTD		Var		YTD		Var	
	Act	Bud	\$	%	Act	Bud	\$	%
Units Produced ('000)	1,814	1,800	14	0.8%	3,572	3,400	172	5.1%
Units Shipped ('000)	1,767	1,860	(93)	(5.0%)	3,699	3,734	(35)	(0.9%)
Bookings (\$'000)	\$ 2,525	\$ 3,209	\$ (683)	(21.3%)	\$ 6,287	\$ 6,442	\$ (155)	(2.4%)
Backlog (\$'000)	\$ 1,198	\$ 1,568	\$ (370)	(23.6%)	\$ 1,198	\$ 1,568	\$ (370)	(23.6%)
Gross Revenue	\$ 3,205	\$ 3,308	\$ (103)	(3.1%)	\$ 6,688	\$ 6,640	\$ 48	0.7%
Adj. to Gross Revenue	(95)	(99)	4	(4.1%)	(193)	(198)	4	(2.2%)
Net Revenue	3,110	3,209	(99)	(3.1%)	6,495	6,442	53	0.8%
Material	1,463	1,561	(98)	(6.3%)	3,116	3,144	(28)	(0.9%)
Labor	643	655	(12)	(1.8%)	1,285	1,311	(26)	(2.0%)
Other COGS	269	286	(17)	(5.9%)	640	695	(56)	(8.0%)
Total COGS	2,374	2,501	(127)	(5.1%)	5,040	5,150	(110)	(2.1%)
Gross Margin	736	707	28	4.0%	1,455	1,292	163	12.6%
Gross Margin %	23.7%	22.0%			22.4%	20.1%		
R&D	—	—	—	N/A	—	—	—	N/A
Sales & Marketing	10	14	(5)	(32.0%)	20	28	(8)	(29.4%)
Administrative	226	223	3	1.2%	447	447	0	0.1%
Other Opex	—	—	—	N/A	—	—	—	N/A
Total Opex	235	237	(2)	(0.8%)	467	475	(8)	(1.6%)
EBITDA	500	470	30	6.4%	988	817	170	20.9%
EBITDA %	16.1%	14.7%			15.2%	12.7%		
Net Income (Loss)	\$ 334	\$ 317	\$ 17	5.4%	\$ 655	\$ 513	\$ 142	27.7%
Capex	\$ (41)	\$ (103)	\$ 62	(60.2%)	\$ (80)	\$ (270)	\$ 190	(70.4%)
Opex Overview:								
Payroll	\$ 60	\$ 61	\$ (1)	(1.5%)	\$ 119	\$ 122	\$ (3)	(2.7%)
Bonus	—	—	—	N/A	—	—	—	N/A
Commissions	—	—	—	N/A	—	—	—	N/A
Marketing	—	—	—	N/A	—	—	—	N/A
Benefits	—	—	—	N/A	—	—	—	N/A
Travel and entertainment	0	—	0	N/A	0	—	0	N/A
Rent and facilities	—	—	—	N/A	—	—	—	N/A
Insurance	—	—	—	N/A	—	—	—	N/A
Professional fees	—	—	—	N/A	—	—	—	N/A
Utilities, repair, maintenance, an	3	3	0	7.1%	7	6	1	10.4%
Corporate OH Fees	167	166	1	0.7%	332	332	0	0.1%
Bad Debts	—	—	—	N/A	—	—	—	N/A
FX	—	—	—	N/A	—	—	—	N/A
JV Loss (Income)	—	—	—	N/A	—	—	—	N/A
Other Expenses	5	8	(3)	(33.3%)	10	15	(6)	(37.2%)
Total Opex	\$ 235	\$ 237	\$ (2)	(0.8%)	\$ 467	\$ 475	\$ (8)	(1.6%)

Management Discussion

Net Revenue – Feb-20: (\$99K)

- Sales volume down 5.0% or \$161k driven by decreased demand from Polaris and Atrium; offset by increased demand from PGT.
- Returns in line with budget
- Rebates in line with budget
- Favorable mix impact of \$63k or \$0.04/lb primarily driven by PGT product mix (more capstock)

EBITDA – Feb-20: +\$30K

- Material COGS:** Decrease in costs by \$98k primarily driven by decreased sales volumes \$78k, product mix \$49k & reversal of E&O/LCM inventory reserves \$7k; offset by lower yields \$22k (82.6% vs 84.0% - 2 power outages) and lower alt material/regrind usage \$14k (less Alt material available)
- Labor COGS:** Decrease in cost by \$12K driven by lower headcount (4); offset by increase in casual labor.
- Other COGS:** Decrease in cost by \$17k driven by favorable net absorption of \$10k and lower freight costs.
- Sales and Marketing:** In line with budget.
- Administrative:** In line with budget

Key Customers – Gross Sales and Gross Margin %: Delmont

	Gross Sales (\$'000)														Gross Margin %																	
	MTD		Var		PY-MTD		Var		YTD		Var		PY-YTD		Var		MTD		Var		PY-MTD		Var		YTD		Var		PY-YTD		Var	
	Act	Bud	\$	%	Act	\$	%	Act	Bud	\$	%	Act	\$	%	Act	Bud	BP	%	Act	BP	%	Act	Bud	BP	%	Act	Bud	BP	%	Act	BP	%
Customer:																																
PGT Industries Inc	\$ 1,914	\$ 1,800	\$ 114	6.3%	\$ 1,619	\$ 295	18.2%	\$ 3,885	\$ 3,600	\$ 285	7.9%	\$ 3,420	\$ 465	13.6%	23.0%	20.3%	265	13.0%	19.4%	356	18.3%	23.0%	20.3%	265	13.0%	20.6%	234	11.4%				
Polaris Technologies	350	470	(120)	(25.5%)	255	95	37.3%	910	940	(30)	(3.2%)	670	240	35.8%	23.1%	15.3%	777	50.8%	14.3%	875	61.2%	23.1%	15.3%	777	50.8%	14.1%	897	63.7%				
Comfort View Products	128	180	(52)	(28.9%)	168	(40)	(23.8%)	257	360	(103)	(28.6%)	294	(37)	(12.6%)	21.9%	19.4%	255	13.1%	20.6%	133	6.5%	21.9%	19.4%	255	13.1%	21.8%	9	0.4%				
Sierra Pacific Windows	248	230	18	7.8%	166	82	49.4%	457	480	(23)	(4.8%)	447	10	2.2%	15.8%	9.2%	666	72.8%	3.3%	1,257	386.3%	15.8%	9.2%	666	72.8%	8.2%	759	92.2%				
Atrium Windows & Doors	49	120	(71)	(59.2%)	133	(84)	(63.2%)	169	240	(71)	(29.6%)	256	(87)	(34.0%)	31.8%	39.3%	(754)	(19.2%)	39.8%	(798)	(20.1%)	31.8%	39.3%	(754)	(19.2%)	39.1%	(729)	(18.7%)				
Regency Plus, Inc.	160	175	(15)	(8.6%)	151	9	6.0%	248	330	(82)	(24.8%)	304	(56)	(18.4%)	26.3%	22.2%	418	18.9%	17.6%	872	49.5%	26.3%	22.2%	418	18.9%	20.3%	602	29.6%				
Brunswick Bowling And Billiards	83	140	(57)	(40.7%)	162	(79)	(48.8%)	252	265	(13)	(4.9%)	274	(22)	(8.0%)	44.9%	41.0%	397	9.7%	38.0%	697	18.3%	44.9%	41.0%	397	9.7%	41.3%	362	8.8%				
Qubicaamf Worlwide LCC	49	75	(26)	(34.7%)	51	(2)	(3.9%)	113	145	(32)	(22.1%)	121	(8)	(6.6%)	40.0%	41.7%	(175)	(4.2%)	51.6%	(1,160)	(22.5%)	40.0%	41.7%	(175)	(4.2%)	39.5%	51	1.3%				
NewSouth Window Solutions, LLC	55	–	55	N/A	74	(19)	(25.7%)	73	50	23	46.0%	130	(57)	(43.8%)	37.2%	#DIV/0! –		#VALUE!	38.3%	(114)	(3.0%)	37.2%	#DIV/0! –		#DIV/0!	39.9%	(277)	(6.9%)				
Great Day Improvement, LLC	86	35	51	145.7%	25	61	244.0%	151	55	96	174.5%	31	120	387.1%	40.7%	28.8%	1,188	41.2%	35.3%	543	15.4%	40.7%	28.8%	1,188	41.2%	30.7%	999	32.5%				
Yoders Window & Siding	–	–	-	N/A	51	(51)	(100.0%)	50	65	(15)	(23.1%)	104	(54)	(51.9%)	#DIV/0!	#DIV/0! –		#VALUE!	41.0%	NA	#VALUE!	#DIV/0!	#DIV/0! –		#DIV/0!	34.5%	NA	#VALUE!				
Fairway Building Products	–	–	-	N/A	39	(39)	(100.0%)	–	–	-	N/A	39	(39)	(100.0%)	#DIV/0!	#DIV/0! –		#VALUE!	23.4%	NA	#VALUE!	#DIV/0!	#DIV/0! –		#DIV/0!	22.8%	NA	#VALUE!				
Graber Manufacturing Llc	–	–	-	N/A	–	-	N/A	–	–	-	N/A	–	-	N/A	#DIV/0!	#DIV/0! –		#VALUE!	#DIV/0!	NA	#DIV/0!	#DIV/0!	#DIV/0! –		#DIV/0!	#DIV/0!	NA	#DIV/0!				
Columbia Industries, Inc.	–	39	(39)	(100.0%)	53	(53)	(100.0%)	–	39	(39)	(100.0%)	53	(53)	(100.0%)	#DIV/0!	6.3% –		#VALUE!	39.0%	NA	#VALUE!	#DIV/0!	6.3% –		#VALUE!	39.0%	NA	#VALUE!				
Jeld-Wen Windows & Doors	3	–	3	N/A	–	3	N/A	3	2	1	50.0%	2	1	50.0%	18.1%	#DIV/0! –		#VALUE!	#DIV/0!	NA	#DIV/0!	18.1% ▲	#DIV/0! –	▲	#DIV/0!	14.6%	354	24.3%				
Constant Distribution LLC	–	–	-	N/A	–	-	N/A	–	–	-	N/A	7	(7)	(100.0%)	#DIV/0!	#DIV/0! –		#VALUE!	#DIV/0!	NA	#DIV/0!	#DIV/0! ▲	#DIV/0! –	▲	#DIV/0!	(36.6%)	NA	▲ #VALUE!				
CGI	47	5	42	840.0%	3	44	1466.7%	55	10	45	450.0%	7	48	685.7%	(54.5%)	17.9%	(7,238)	(405.3%)	13.9%	(6,838)	(493.2%)	(54.5%)	17.9%	(7,238)	(405.3%)	(30.5%)	(2,401)	78.7%				
East Central Indiana Vinyl MFG, LLc	4	14	(10)	(71.4%)	14	(10)	(71.4%)	4	14	(10)	(71.4%)	14	(10)	(71.4%)	69.0%	7.8%	6,117	785.9%	50.2%	1,875	37.4%	69.0% ▲	7.8%	6,117	785.9%	50.2%	1,875	37.4%				
Lakeland Polymers, LLC	1	–	1	N/A	–	1	N/A	1	–	1	N/A	–	1	N/A	(185.3%)	#DIV/0! –		#VALUE!	#DIV/0!	NA	#DIV/0!	(185.3%) ▲	#DIV/0! –	▲	#DIV/0!	(328.3%)	14,300	(43.6%)				
JP Industrial Products Inc	–	–	-	N/A	–	-	N/A	–	–	-	N/A	–	-	N/A	#DIV/0!	#DIV/0! –		#VALUE!	#DIV/0!	NA	#DIV/0!	#DIV/0!	#DIV/0! –	▲	#DIV/0!	#DIV/0!	NA	▲ #DIV/0!				
Other	28	25	3	12.1%	82	(54)	(66.0%)	60	45	15	34.2%	137	(77)	(55.9%)	7.6%	10.1%	(249)	(24.7%)	10.1%	(253)	(25.0%)	7.6%	10.1%	(249)	(24.7%)	6.8%	81	12.0%				
Total Gross	\$ 3,205	\$ 3,308	\$ (103)	(3.1%)	\$ 3,046	\$ 159	5.2%	\$ 6,688	\$ 6,640	\$ 48	0.7%	\$ 6,310	\$ 378	6.0%	22.9%	21.4%	156	7.3%	21.7%	129	5.9%	22.9%	21.4%	156	7.3%	21.3%	168	7.9%				

Management Discussion

- Strong Capstock order continues from PGT.
- Slow month from Polaris following a strong couple of months due to timing.
- Improvement in Sierra and Newsouth after a slow January
- Great Day continues strong momentum from January.
- Slow start to the year affecting Comfort View and Regency.

Key Performance Indicators - Delmont

ENERGI Delmont Extrusion KPI Report	2020 Targets	Jan-20	Feb-20	YTD 2020
Health & Safety				
<i>Recordable Incidents</i>	0	0	0	0
<i>TRIR (Total Recordable Incident Rate)</i>	<1	3.7	3.7	3.7
Quality Performance				
<i>Customer Complaints - per MLBS</i>	2.9	1.1	2.8	1.95
<i>Return as % of sales</i>	0.30%	0.03%	0.21%	0.11%
Delivery Performance				
<i>% on time in full</i>	99.25%	97.86%	98.77%	98.32%
<i>% by line items</i>	99.60%	98.84%	99.61%	99.23%
Costs				
<i>Yield</i>	84.3%	86.11%	82.63%	84.31%
<i>Alt/Regrind Compound Consumption Ratio</i>	23.3%	20.3%	16.7%	18.46%
<i>Direct Labour \$/lb produced</i>	\$0.186	\$0.180	\$0.180	\$ 0.180
<i>Indirect Labour (incl D&D) \$/lb produced</i>	\$0.183	\$0.185	\$0.174	\$ 0.180
Inventory				
<i>Days - TTM (Trailing 12 Months)</i>	63.3	70.1	69.4	70.1

Comments:

Delivery: improvement from prior month. Some backorders with PGT capstock items due to spike in orders; 1,056 line items shipped with 13 backordered 2 CC in January - 1 PGT (bow) - 1 SP (shape). 4242 sku's shipped with 49 backordered.

Costs: 2 power outages on February 7th & 27th

Inventory: Inventory slightly over as a result of some minor inventory builds

Full Year Delmont P&L Summary

\$'000	FY		Var		PY		Var	
	Fcst	Bud	\$	%	Fcst	\$	%	
Units Produced ('000)	22,007	21,835	172	0.8%	20,887	1,121	5.4%	
Units Shipped ('000)	22,463	22,498	(35)	(0.2%)	21,990	473	2.2%	
Bookings (\$'000)	\$ 38,727	\$ 38,882	\$ (155)	(0.4%)	\$ 37,091	\$ 1,635	4.4%	
Backlog (\$'000)	\$ 1,568	\$ 1,568	\$ –	0.0%	\$ 1,244	\$ 324	26.1%	
Gross Revenue	\$ 40,138	\$ 40,090	\$ 48	0.1%	\$ 39,413	\$ 726	1.8%	
Adj. to Gross Revenue	(1,204)	(1,208)	4	(0.4%)	(1,153)	(51)	4.4%	
Net Revenue	38,935	38,882	53	0.1%	38,260	675	1.8%	
Material	18,917	18,946	(28)	(0.1%)	18,877	40	0.2%	
Labor	8,044	8,070	(26)	(0.3%)	7,545	498	6.6%	
Other COGS	3,430	3,486	(56)	(1.6%)	3,819	(389)	(10.2%)	
Total COGS	30,392	30,502	(110)	(0.4%)	30,242	149	0.5%	
Gross Margin	8,543	8,380	163	1.9%	8,017	526	6.6%	
Gross Margin %	21.9%	21.6%			21.0%			
R&D	–	–	–	N/A	–	–	N/A	
Sales & Marketing	161	169	(8)	(4.9%)	128	33	26.2%	
Administrative	2,686	2,685	0	0.0%	2,640	46	1.7%	
Other Opex	–	–	–	N/A	–	–	N/A	
Total Opex	2,847	2,855	(8)	(0.3%)	2,767	80	2.9%	
EBITDA	5,696	5,526	170	3.1%	5,250	446	8.5%	
EBITDA %	14.6%	14.2%			13.7%			
Net Income (Loss)	\$ 3,752	\$ 3,610	\$ 142	3.9%	\$ 3,341	\$ 411	12.3%	
Capex	\$ (80)	\$ (1,171)	\$ 1,091	(93.2%)	\$ (996)	\$ 916	(92.0%)	
Opex Overview:								
Payroll	\$ 733	\$ 736	\$ (3)	(0.4%)	\$ 667	\$ 66	9.8%	
Bonus	–	–	–	N/A	–	–	N/A	
Commissions	–	–	–	N/A	–	–	N/A	
Marketing	–	–	–	N/A	0	(0)	(100.0%)	
Benefits	–	–	–	N/A	–	–	N/A	
Travel and entertainment	0	0	0	469.6%	1	(1)	(68.7%)	
Rent and facilities	–	–	–	N/A	–	–	N/A	
Insurance	–	–	–	N/A	–	–	N/A	
Professional fees	–	–	–	N/A	–	–	N/A	
Utilities, repair, maintenance, and security	38	37	1	1.7%	39	(1)	(2.4%)	
Corporate OH Fees	1,991	1,990	0	0.0%	1,989	2	0.1%	
Bad Debts	–	–	–	N/A	3	(3)	(100.0%)	
FX	–	–	–	N/A	–	–	N/A	
JV Loss (Income)	–	–	–	N/A	–	–	N/A	
Other Expenses	85	91	(6)	(6.2%)	71	14	19.8%	
Total Opex	\$ 2,847	\$ 2,855	\$ (8)	(0.3%)	\$ 2,770	\$ 77	2.8%	

Key Customers – Full Year Delmont

	Gross Sales (\$'000)									Gross Margin %									
	FY		FY		Var		PY		Var		FY	FY	Var		PY	Var			
	Fcst	Bud	\$	%	Fcst	\$	%	Fcst	\$	%	Fcst	Bud	BPs	%	Fcst	BPs	%		
Customer:																			
PGT Industries Inc	\$	21,667	\$	21,382	\$	285	1.3%	\$	20,750	\$	917	4.4%	21.0%	20.5%	47	2.3%	19.4%	160	8.3%
Polaris Technologies		5,945		5,975		(30)	(0.5%)		5,042		903	17.9%	15.3%	14.5%	73	5.0%	14.7%	59	4.0%
Comfort View Products		1,997		2,100		(103)	(4.9%)		2,209		(212)	(9.6%)	20.3%	20.0%	33	1.6%	17.7%	264	14.9%
Sierra Pacific Windows		2,863		2,886		(23)	(0.8%)		2,861		2	0.1%	9.8%	8.7%	103	11.8%	7.2%	255	35.4%
Atrium Windows & Doors		1,428		1,499		(71)	(4.7%)		1,432		(4)	(0.3%)	37.3%	37.8%	(58)	(1.5%)	37.8%	(57)	(1.5%)
Regency Plus, Inc.		2,158		2,240		(82)	(3.7%)		1,940		218	11.2%	20.8%	20.8%	(3)	(0.1%)	20.8%	(0)	(0.0%)
Brunswick Bowling And Billiards		1,575		1,588		(13)	(0.8%)		1,793		(218)	(12.2%)	44.1%	42.2%	191	4.5%	40.8%	327	8.0%
Qubicaamf Worlwide LCC		866		898		(32)	(3.6%)		1,009		(143)	(14.2%)	42.4%	41.6%	81	1.9%	43.6%	(117)	(2.7%)
NewSouth Window Solutions, LLC		423		400		23	5.8%		571		(148)	(25.9%)	38.1%	41.1%	(298)	(7.3%)	39.6%	(148)	(3.7%)
Great Day Improvement, LLC		419		323		96	29.7%		415		4	1.0%	37.5%	36.6%	94	2.6%	33.0%	455	13.8%
Yoders Window & Siding		251		266		(15)	(5.6%)		304		(53)	(17.4%)	43.6%	38.2%	539	14.1%	33.8%	979	29.0%
Fairway Building Products		–		–		-	N/A		60		(60)	(100.0%)	#DIV/0!	#DIV/0! –		#DIV/0!	22.8%	NA	#VALUE!
Graber Manufacturing Llc		–		–		-	N/A		–		-	N/A	#DIV/0!	#DIV/0! –		#DIV/0!	#DIV/0!	NA	#DIV/0!
Columbia Industries, Inc.		39		78		(39)	(50.0%)		122		(83)	(68.0%)	111.8%	45.0%	6,683	148.6%	25.3%	8,649	341.7%
Jeld-Wen Windows & Doors		22		21		1	4.8%		32		(10)	(31.3%)	19.4%	21.2%	(184)	(8.7%)	16.6%	280	16.9%
Constant Distribution LLC		–		–		-	N/A		7		(7)	(100.0%)	#DIV/0!	#DIV/0! –		#DIV/0!	(36.6%)	NA	#VALUE!
CGI		160		115		45	39.1%		97		63	64.9%	(13.4%)	9.3%	(2,268)	(244.3%)	6.0%	(1,942)	(322.4%)
East Central Indiana Vinyl MFG, LL		8		18		(10)	(55.6%)		37		(29)	(78.4%)	154.8%	64.5%	9,024	139.9%	50.7%	10,408	205.4%
Lakeland Polymers, LLC		22		21		1	4.8%		27		(5)	(18.5%)	(78.8%)	(87.6%)	874	(10.0%)	(97.4%)	1,856	(19.1%)
JP Industrial Products Inc		–		–		-	N/A		–		-	N/A	#DIV/0!	#DIV/0! –		#DIV/0!	#DIV/0!	NA	#DIV/0!
Other		295		280		15	5.5%		705		(409)	(58.1%)	9.3%	10.5%	(121)	(11.5%)	4.8%	448	92.7%
Total Gross	\$	40,138	\$	40,090	\$	48	0.1%	\$	39,413	\$	726	1.8%	21.6%	21.2%	43	2.0%	20.3%	124	6.1%

Everett Summary P&L

	MTD		Var		YTD		Var	
	Act	Bud	\$	%	Act	Bud	\$	%
Units Produced ('000)	1,320	1,326	(6)	(0.5%)	2,510	2,697	(188)	(7.0%)
Units Shipped ('000)	1,138	1,097	41	3.7%	2,168	2,227	(59)	(2.7%)
Bookings (\$'000)	\$ 1,752	\$ 1,937	\$ (184)	(9.5%)	\$ 3,706	\$ 3,824	\$ (118)	(3.1%)
Backlog ('\$000)	\$ 1,331	\$ 1,231	\$ 100	8.1%	\$ 1,331	\$ 1,231	\$ 100	8.1%
Gross Revenue	\$ 1,943	\$ 1,845	\$ 98	5.3%	\$ 3,622	\$ 3,676	\$ (55)	(1.5%)
Adj. to Gross Revenue	(50)	(89)	39	(44.2%)	(129)	(180)	51	(28.5%)
Net Revenue	1,893	1,756	138	7.8%	3,493	3,497	(4)	(0.1%)
Material	869	856	13	1.5%	1,780	1,736	44	2.5%
Labor	526	490	36	7.4%	1,022	981	41	4.1%
Other COGS	200	87	113	129.5%	234	154	80	51.9%
Total COGS	1,595	1,433	162	11.3%	3,036	2,871	164	5.7%
Gross Margin	298	322	(24)	(7.4%)	457	625	(168)	(26.9%)
Gross Margin %	15.8%	18.4%			13.1%	17.9%		
R&D	—	—	—	N/A	—	—	—	N/A
Sales & Marketing	32	21	10	48.5%	54	50	4	8.3%
Administrative	246	259	(13)	(5.0%)	509	510	(2)	(0.4%)
Other Opex	2	—	2	N/A	4	—	4	N/A
Total Opex	279	280	(1)	(0.4%)	566	560	6	1.1%
EBITDA	19	42	(23)	(54.2%)	(109)	65	(174)	(267.7%)
EBITDA %	1.0%	2.4%			(3.1%)	1.9%		
Net Income (Loss)	\$ (129)	\$ (104)	\$ (25)	24.4%	\$ (406)	\$ (227)	\$ (179)	79.0%
Capex	\$ (8)	\$ (270)	\$ 262	(97.0%)	\$ (56)	\$ (405)	\$ 349	(86.2%)
Opex Overview:								
Payroll	\$ 59	\$ 64	\$ (5)	(8.0%)	\$ 128	\$ 129	\$ (1)	(0.6%)
Bonus	—	—	—	N/A	—	—	—	N/A
Commissions	—	—	—	N/A	—	—	—	N/A
Marketing	18	9	9	106.4%	24	24	0	1.1%
Benefits	—	—	—	N/A	—	—	—	N/A
Travel and entertainment	0	4	(4)	(99.5%)	0	4	(4)	(96.5%)
Rent and facilities	—	—	—	N/A	—	—	—	N/A
Insurance	11	13	(2)	(16.3%)	23	26	(3)	(11.6%)
Professional fees	—	—	—	N/A	10	—	10	N/A
Utilities, repair, maintenance, an	1	—	1	N/A	2	—	2	N/A
Corporate OH Fees	177	179	(2)	(1.1%)	355	356	(2)	(0.5%)
Bad Debts	0	—	0	N/A	0	—	0	N/A
FX	2	—	2	N/A	4	—	4	N/A
JV Loss (Income)	—	—	—	N/A	—	—	—	N/A
Other Expenses	11	11	(0)	(1.2%)	21	21	(0)	(1.0%)
Total Opex	\$ 279	\$ 280	\$ (1)	(0.4%)	\$ 566	\$ 560	\$ 6	1.1%

Management Discussion

Net Revenue – Feb-20: +\$138K

- Sales volume up 3.7% or \$66k driven by increased volume from Western, Hometime, CDA and Cascade; offset by decreased volume from Westeck and Simonton
- Returns & accruals unfavorable by \$2k
- Rebates favorable by \$41k primarily driven by Simonton rebate adjustment on 2019 rebate paid.
- Higher ASP by \$29k primarily driven by Western capstock sales

EBITDA – Feb-20: (\$23K)

- Material COGS:** Increase in costs by \$13k driven by increased sales volume \$32k, production scrap \$23k (increase in mixed regrind and capstock launch cost); offset by decrease in LCM inventory reserves \$10k and product mix \$32k
- Labor COGS:** Increase in cost by \$36k driven by higher overtime for capstock launch and absenteeism
- Other COGS:** Increase in cost by \$113k driven by decreased net absorption of \$47k, lower tool & die recovery \$29k, steel inventory adjustment \$12k, increased maintenance expenses \$14k (chiller repairs & heater bands) and increased freight \$8k (sales volume)
- Sales and Marketing:** Increase in costs by \$10k driven by samples costs (timing)
- Administrative:** Decrease in costs by \$13k primarily driven by fringe benefit true up.
- Other Opex:** In line with plan.

Key Customers – Gross Sales and Gross Margin %: Everett

	Gross Sales (\$'000)														Gross Margin %																	
	MTD		Var		PY-MTD		Var		YTD		Var		PY-YTD		Var		MTD		Var		PY-MTD		Var		YTD		Var		PY-YTD		Var	
	Act	Bud	\$	%	Act	\$	%	Act	Bud	\$	%	Act	\$	%	Act	Bud	BPs	%	Act	BPs	%	Act	Bud	BPs	%	Act	Bud	BPs	%			
Customer:																																
Simonton	\$ 646	\$ 681	\$ (35)	(5.2%)	\$ 681	\$ (35)	(5.2%)	\$ 1,169	\$ 1,375	\$ (205)	(14.9%)	\$ 1,375	\$ (205)	(14.9%)	16.0%	21.0%	(499)	(23.8%)	21.0%	(499)	(23.8%)	16.0%	21.0%	(499)	(23.8%)	18.3%	(226)	(12.4%)				
Cascade	239	200	39	19.6%	163	76	46.6%	387	400	(13)	(3.2%)	348	39	11.3%	(1.7%)	(16.0%)	1,432	(89.2%)	(9.7%)	799	(82.2%)	(1.7%)	(16.0%)	1,432	(89.2%)	(19.9%)	1,821	(91.3%)				
Coeur d'Alene	267	221	46	20.8%	197	70	35.7%	572	538	33	6.2%	479	92	19.3%	(5.0%)	7.0%	(1,198)	(171.1%)	2.9%	(788)	(271.6%)	(5.0%)	7.0%	(1,198)	(171.1%)	0.3%	(530)	(1638.1%)				
Westeck	114	156	(42)	(27.0%)	156	(42)	(27.0%)	232	298	(66)	(22.2%)	298	(66)	(22.2%)	23.3%	21.5%	178	8.3%	21.5%	178	8.3%	23.3%	21.5%	178	8.3%	22.5%	77	3.4%				
All Weather	80	82	(2)	(2.6%)	82	(2)	(3.0%)	191	179	12	6.7%	179	12	6.5%	(11.8%)	4.4%	(1,621)	(367.7%)	4.4%	(1,621)	(367.7%)	(11.8%)	4.4%	(1,621)	(367.7%)	(2.8%)	(905)	328.8%				
KGW	47	97	(50)	(51.6%)	90	(43)	(47.6%)	192	205	(12)	(6.0%)	189	3	1.8%	25.1%	29.2%	(401)	(13.8%)	29.2%	(401)	(13.8%)	25.1%	29.2%	(401)	(13.8%)	33.4%	(821)	(24.6%)				
Lindsay	31	42	(11)	(26.0%)	38	(7)	(19.3%)	97	117	(20)	(17.4%)	108	(11)	(10.0%)	13.4%	7.3%	611	83.7%	7.3%	611	83.7%	13.4%	7.3%	611	83.7%	12.9%	50	3.9%				
Whisper Walls	69	60	9	14.8%	55	14	24.6%	88	106	(18)	(16.9%)	97	(10)	(9.8%)	44.0%	44.0%	2	0.0%	44.0%	2	0.0%	44.0%	44.0%	2	0.0%	48.7%	(470)	(9.6%)				
Western	148	41	107	261.0%	31	117	375.8%	221	41	181	440.9%	31	190	612.8%	38.3%	31.7%	656	20.7%	46.2%	(796)	(17.2%)	38.3%	31.7%	656	20.7%	31.6%	661	20.9%				
Northern - Yukon	86	57	30	52.3%	57	30	52.3%	124	57	67	119.1%	57	67	119.1%	44.8%	37.5%	731	19.5%	37.5%	731	19.5%	44.8%	37.5%	731	19.5%	38.4%	640	16.7%				
West Coast Designed	39	39	(0)	(0.5%)	36	3	7.6%	39	86	(47)	(54.9%)	79	(41)	(51.3%)	32.2%	38.2%	(609)	(15.9%)	38.2%	(609)	(15.9%)	32.2%	38.2%	(609)	(15.9%)	45.0%	(1,288)	(28.6%)				
Coastal	–	58	(58)	(100.0%)	53	(53)	(100.0%)	79	58	20	34.8%	54	25	N/A	#DIV/0!	31.3%	–	#VALUE!	31.3%	NA	#VALUE!	#DIV/0!	31.3%	–	#VALUE!	29.7%	NA	#VALUE!				
Modern	40	–	40	N/A	(1)	41	(3291.8%)	40	32	7	22.8%	32	7	22.8%	19.2%	#DIV/0!	–	#DIV/0!	177.8%	(15,864)	(89.2%)	19.2%	#DIV/0!	–	#DIV/0!	10.8%	839	77.7%				
Hometime	80	–	80	N/A	–	80	N/A	80	–	80	N/A	–	80	N/A	20.2%	#DIV/0!	–	#DIV/0!	#DIV/0!	NA	#DIV/0!	20.2%	#DIV/0!	–	#DIV/0!	(18.9%)	3,913	(207.0%)				
Avanti	12	27	(15)	(54.6%)	23	(11)	(47.0%)	25	39	(14)	(35.8%)	34	(8)	(25.0%)	41.1%	36.8%	428	11.6%	36.8%	428	11.6%	41.1%	36.8%	428	11.6%	39.9%	114	2.9%				
RMA	31	–	31	N/A	–	31	N/A	31	–	31	N/A	–	31	N/A	37.6%	#DIV/0!	–	#DIV/0!	#DIV/0!	NA	#DIV/0!	37.6%	#DIV/0!	–	#DIV/0!	#DIV/0!	NA	#DIV/0!				
Intl - Yellow Dog	–	–	-	N/A	–	-	N/A	–	–	-	N/A	–	-	N/A	#DIV/0!	#DIV/0!	–	#DIV/0!	#DIV/0!	NA	#DIV/0!	#DIV/0!	#DIV/0!	–	#DIV/0!	#DIV/0!	NA	#DIV/0!				
La Cantina	–	5	(5)	(100.0%)	4	(4)	(100.0%)	8	15	(7)	(47.1%)	14	(6)	(42.6%)	#DIV/0!	36.6%	–	#VALUE!	36.6%	NA	#VALUE!	#DIV/0!	36.6%	–	#VALUE!	42.1%	NA	#VALUE!				
R&R	1	27	(26)	(97.5%)	24	(23)	(97.2%)	1	27	(26)	(97.5%)	24	(23)	(97.2%)	35.3%	51.1%	(1,581)	(30.9%)	51.1%	(1,581)	(30.9%)	35.3%	51.1%	(1,581)	(30.9%)	54.3%	(1,902)	(35.0%)				
Danjo	–	–	-	N/A	–	-	N/A	3	–	3	N/A	–	3	N/A	#DIV/0!	#DIV/0!	–	#DIV/0!	#DIV/0!	NA	#DIV/0!	#DIV/0!	#DIV/0!	–	#DIV/0!	#DIV/0!	NA	#DIV/0!				
Other	13	53	(39)	(74.6%)	84	(70)	(84.0%)	43	104	(61)	(58.5%)	273	(230)	(84.2%)	20.0%	15.8%	414	26.1%	71.9%	(5,194)	(72.2%)	20.0%	15.8%	414	26.1%	2.7%	1,728	639.5%				
Total Gross	\$ 1,943	\$ 1,845	\$ 98	5.3%	\$ 1,774	\$ 169	9.5%	\$ 3,622	\$ 3,676	\$ (55)	(1.5%)	\$ 3,671	\$ (49)	(1.3%)	15.4%	17.5%	(212)	(12.1%)	20.6%	(521)	(25.3%)	15.4%	17.5%	(212)	(12.1%)	13.3%	201	15.1%				

Management Discussion

- Strong month from Cascade, CDA and Western due to Capstock
- Slow start from Simonton and Westeck but looking to pick up.
- Hometime showing improved sales due to early buying (timing).
- Decline in KGW, Coastal and R&R due to timing

Key Performance Indicators - Everett

ENERGI Everett Extrusion KPI Report	2020 Targets	Jan-20	Feb-20	YTD 2020
Health & Safety				
<i>Recordable Incidents</i>	1	0	0	0
<i>TRIR (Total Recordable Incident Rate)</i>	<1	3.24	3.24	2.24
Quality Performance				
<i>Customer Complaints - per MLBS</i>	10.0	3.9	6.00	4.9
<i>Return as % of sales</i>	0.44%	0.68%	0.29%	0.47%
Delivery Performance				
<i>% on time in full</i>	99.20%	100.00%	99.53%	99.77%
<i>% by line items</i>	99.20%	100.00%	99.53%	99.77%
Costs				
<i>Yield</i>	87.4%	89.6%	89%	89.4%
<i>Alt/Regrind Compound Consumption Ratio</i>	20.0%	24.0%	13%	18.3%
<i>Direct Labour \$/lb produced</i>	\$0.195	\$ 0.204	\$ 0.208	\$ 0.206
<i>Indirect Labour (incl D&D) \$/lb produced</i>	\$0.185	\$ 0.212	\$ 0.191	\$ 0.201
Inventory				
<i>Days - TTM (Trailing 12 Months)</i>	104.3	92.2	92	92.9

Comments

Cost: Alt/Regrind: Production mix

Labour: (Direct) Capstock and absenteeism. (Indirect) Lower production volume and tooling labour.

Full Year Everett P&L Summary

\$'000	FY		Var		PY	Var	
	Fcst	Bud	\$	%	Act	\$	%
Units Produced ('000)	15,814	16,002	(188)	(1.2%)	15,729	85	0.5%
Units Shipped ('000)	15,863	15,922	(59)	(0.4%)	15,371	492	3.2%
Bookings (\$'000)	\$ 26,529	\$ 26,647	\$ (118)	(0.4%)	\$ 24,880	\$ 1,649	6.6%
Backlog ('\$000)	\$ 1,195	\$ 1,195	\$ –	0.0%	\$ 1,245	\$ (50)	(4.0%)
Gross Revenue	\$ 26,481	\$ 26,536	\$ (55)	(0.2%)	\$ 24,943	\$ 1,538	6.2%
Adj. to Gross Revenue	(1,191)	(1,242)	51	(4.1%)	(1,100)	(91)	8.3%
Net Revenue	25,290	25,294	(4)	(0.0%)	23,843	1,447	6.1%
Material	12,810	12,766	44	0.3%	12,371	439	3.5%
Labor	6,118	6,078	41	0.7%	6,177	(59)	(0.9%)
Other COGS	2,591	2,511	80	3.2%	2,505	86	3.4%
Total COGS	21,519	21,355	164	0.8%	21,053	466	2.2%
Gross Margin	3,771	3,939	(168)	(4.3%)	2,790	981	35.1%
Gross Margin %	14.9%	15.6%			11.7%		
R&D	–	–	–	N/A	–	–	N/A
Sales & Marketing	253	249	4	1.7%	315	(62)	(19.8%)
Administrative	3,035	3,037	(2)	(0.1%)	2,977	59	2.0%
Other Opex	4	–	4	N/A	(6)	10	(170.8%)
Total Opex	3,292	3,286	6	0.2%	3,286	6	0.2%
EBITDA	479	653	(174)	(26.7%)	(496)	975	(196.6%)
EBITDA %	1.9%	2.6%			(2.1%)		
Net Income (Loss)	\$ (1,516)	\$ (1,337)	\$ (179)	13.4%	\$ (1,952)	\$ 437	(22.4%)
Capex	\$ (56)	\$ (752)	\$ 696	(92.6%)	\$ (2,170)	\$ 2,114	(97.4%)
<u>Opex Overview:</u>							
Payroll	\$ 772	\$ 773	\$ (1)	(0.1%)	\$ 686	\$ 86	12.6%
Bonus	–	–	–	N/A	–	–	N/A
Commissions	–	–	–	N/A	–	–	N/A
Marketing	95	95	0	0.3%	165	(71)	(42.7%)
Benefits	–	–	–	N/A	–	–	N/A
Travel and entertainment	12	16	(4)	(24.1%)	6	6	109.5%
Rent and facilities	–	–	–	N/A	–	–	N/A
Insurance	146	149	(3)	(2.0%)	152	(6)	(4.3%)
Professional fees	10	–	10	N/A	17	(7)	(41.1%)
Utilities, repair, maintenance, and security	2	–	2	N/A	5	(3)	(61.6%)
Corporate OH Fees	2,130	2,131	(2)	(0.1%)	2,130	(1)	(0.0%)
Bad Debts	0	–	0	N/A	3	(3)	(99.1%)
FX	4	–	4	N/A	(6)	10	(170.8%)
JV Loss (Income)	–	–	–	N/A	–	–	N/A
Other Expenses	122	122	(0)	(0.2%)	130	(9)	(6.7%)
Total Opex	\$ 3,292	\$ 3,286	\$ 6	0.2%	\$ 3,289	\$ 3	0.1%

Key Customers – Full Year Everett

	Gross Sales (\$'000)									Gross Margin %									
	FY		FY		Var		PY		Var		FY	FY		Var		PY	Var		
	Fcst	Bud	\$	%	Act	\$	%	Fcst	Bud	BPs	%	Act	BPs	%					
Customer:																			
Simonton	\$	9,295	\$	9,500	\$	(205)	(2.2%)	\$	9,562	\$	(267)	(2.8%)	19.6%	20.9%	(128)	(6.1%)	11.7%	788	67.2%
Cascade		4,133		4,146		(13)	(0.3%)		2,073		2,060	99.3%	(14.7%)	(14.6%)	(8)	0.5%	(28.4%)	1,371	(48.2%)
Coeur d'Alene		3,789		3,755		33	0.9%		3,684		104	2.8%	5.8%	7.7%	(192)	(24.9%)	0.1%	567	5150.3%
Westeck		1,534		1,600		(66)	(4.1%)		1,643		(109)	(6.6%)	24.4%	24.0%	37	1.5%	23.6%	76	3.2%
All Weather		1,289		1,277		12	0.9%		1,455		(166)	(11.4%)	(4.1%)	(2.5%)	(164)	66.5%	(5.5%)	140	(25.5%)
KGW		995		1,007		(12)	(1.2%)		955		40	4.2%	31.3%	31.7%	(39)	(1.2%)	31.8%	(46)	(1.5%)
Lindsay		983		1,003		(20)	(2.0%)		907		76	8.4%	12.7%	12.6%	15	1.2%	13.2%	(45)	(3.5%)
Whisper Walls		782		800		(18)	(2.2%)		677		105	15.5%	47.9%	47.7%	17	0.4%	48.7%	(76)	(1.6%)
Western		873		693		181	26.1%		511		363	71.0%	36.5%	33.9%	261	7.7%	32.9%	366	11.1%
Northerm - Yukon		567		500		67	13.5%		657		(90)	(13.7%)	40.5%	39.4%	111	2.8%	40.1%	34	0.8%
West Coast Designed		353		400		(47)	(11.7%)		379		(26)	(6.8%)	41.3%	42.9%	(158)	(3.7%)	41.2%	17	0.4%
Coastal		347		326		20	6.2%		316		31	9.9%	32.2%	32.8%	(55)	(1.7%)	44.1%	(1,184)	(26.9%)
Modern		233		226		7	3.3%		256		(23)	(8.9%)	22.7%	22.7%	(0)	(0.0%)	21.3%	143	6.7%
Hometime		268		188		80	42.9%		169		99	59.0%	28.2%	33.1%	(487)	(14.7%)	27.3%	94	3.5%
Avanti		162		176		(14)	(8.0%)		98		64	66.1%	34.1%	34.3%	(24)	(0.7%)	33.8%	31	0.9%
RMA		185		154		31	20.1%		72		113	156.0%	44.2%	45.7%	(147)	(3.2%)	50.4%	(621)	(12.3%)
Intl - Yellow Dog		150		150		-	0.0%		115		35	30.0%	2.6%	2.6%	—	0.0%	2.1%	47	22.2%
La Cantina		111		118		(7)	(6.0%)		80		31	38.2%	39.1%	39.3%	(14)	(0.4%)	41.3%	(218)	(5.3%)
R&R		64		90		(26)	(29.2%)		110		(46)	(42.1%)	52.6%	51.8%	74	1.4%	55.7%	(309)	(5.6%)
Danjo		86		83		3	3.5%		65		21	31.9%	46.0%	47.6%	(160)	(3.4%)	44.7%	130	2.9%
Other		283		344		(61)	(17.7%)		1,160		(877)	(75.6%)	36.5%	33.1%	339	10.3%	14.8%	2,165	146.3%
Total Gross	\$	26,481	\$	26,536	\$	(55)	(0.2%)	\$	24,943	\$	1,538	6.2%	14.6%	15.3%	(69)	(4.5%)	11.2%	340	30.4%

Terrebonne Summary P&L

\$'000	MTD		Var		YTD		Var	
	Act	Bud	\$	%	Act	Bud	\$	%
Units Produced ('000)	–	–	–	N/A	–	–	–	N/A
Units Shipped ('000)	–	–	–	N/A	–	–	–	N/A
Bookings (\$'000)	\$ 1,577	\$ 1,352	\$ 225	16.7%	\$ 2,963	\$ 2,607	\$ 356	13.6%
Backlog (\$'000)	\$ 1,575	\$ 1,078	\$ 497	46.1%	\$ 1,575	\$ 1,078	\$ 497	46.1%
Gross Revenue	\$ 1,294	\$ 1,338	\$ (45)	(3.3%)	\$ 2,400	\$ 2,581	\$ (181)	(7.0%)
Adj. to Gross Revenue	(74)	(63)	(11)	17.4%	(138)	(121)	(17)	14.0%
Net Revenue	1,220	1,276	(56)	(4.4%)	2,263	2,461	(198)	(8.0%)
Material	782	821	(39)	(4.7%)	1,419	1,584	(165)	(10.4%)
Labor	288	294	(6)	(1.9%)	619	630	(11)	(1.8%)
Other COGS	159	78	81	103.6%	272	102	170	165.6%
Total COGS	1,230	1,193	37	3.1%	2,310	2,317	(7)	(0.3%)
Gross Margin	(10)	83	(92)	(111.7%)	(47)	144	(191)	(132.8%)
Gross Margin %	(0.8%)	6.5%			(2.1%)	5.8%		
R&D	–	–	–	N/A	–	–	–	N/A
Sales & Marketing	30	31	(2)	(5.0%)	59	66	(8)	(11.5%)
Administrative	200	183	17	9.5%	391	374	18	4.7%
Other Opex	(9)	–	(9)	N/A	(23)	–	(23)	N/A
Total Opex	221	214	6	3.0%	427	440	(13)	(2.9%)
EBITDA	(230)	(132)	(99)	74.9%	(474)	(296)	(178)	60.2%
EBITDA %	(18.9%)	(10.3%)			(21.0%)	(12.0%)		
Net Income (Loss)	\$ (239)	\$ (143)	\$ (96)	66.8%	\$ (492)	\$ (319)	\$ (173)	54.4%
Capex	\$ –	\$ (18)	\$ 18	(100.0%)	\$ (28)	\$ (108)	\$ 80	(74.2%)
Opex Overview:								
Payroll	\$ 70	\$ 81	\$ (11)	(13.5%)	\$ 146	\$ 175	\$ (28)	(16.2%)
Bonus	–	–	–	N/A	–	–	–	N/A
Commissions	–	–	–	N/A	–	–	–	N/A
Marketing	5	2	3	132.1%	8	4	4	93.2%
Benefits	–	–	–	N/A	–	–	–	N/A
Travel and entertainment	0	0	(0)	(88.2%)	1	1	0	27.1%
Rent and facilities	–	–	–	N/A	–	–	–	N/A
Insurance	–	–	–	N/A	–	–	–	N/A
Professional fees	28	3	26	1018.9%	31	5	26	536.9%
Utilities, repair, maintenance, an	4	4	(0)	(11.6%)	8	8	(0)	(0.9%)
Corporate OH Fees	121	119	2	1.3%	243	238	6	2.4%
Bad Debts	–	–	–	N/A	–	–	–	N/A
FX	(9)	–	(9)	N/A	(23)	–	(23)	N/A
JV Loss (Income)	–	–	–	N/A	–	–	–	N/A
Other Expenses	3	5	(2)	(45.9%)	12	10	3	27.3%
Total Opex	\$ 221	\$ 214	\$ 6	3.0%	\$ 427	\$ 440	\$ (13)	(2.9%)

Management Discussion

Net Revenue – Feb-20: (\$56)K

- Sales volume decreased \$65k due to decreased demand from ATIS, and AMI; offset by increased demand from Golden Windows
- Unfavorable rebates/returns of \$15k primarily driven by new ATIS rebate \$14k.
- Favorable ASP of \$21k due to customer/product mix
- Favorable F/X of \$1k (actual rate of 1.3286 [or \$USD 0.7527] vs. 1.33 [or \$USD 0.7519])

EBITDA – Feb-20: (\$99K)

- Material COGS:** Decrease in costs by \$39K primarily driven by sales volume decrease \$42k and favorable usage \$10k; offset by increased incoming freight costs related to the Overture move \$13k
- Labor COGS:** Decrease in costs by \$6k due to lower production volumes \$14k
- Other COGS:** Increase in cost by \$81k driven by unfavorable net absorption \$50k (lower production volumes). Plan was to start building the 500 ATIS doors (delayed waiting for customer approval of sample doors). Increase in costs related to the Overture move from Woodbridge \$25k (maintenance, travel & equipment)
- Sales and Marketing:** In line with budget.
- Administrative:** Increase in costs by \$17k driven by recruitment fees for Plant Manager and CSR Supervisor.
- Other Opex:** Decrease in cost by \$9k driven by favorable F/X revaluation of working capital balances.

Key Customers – Gross Sales and Gross Margin %: Terrebonne

	Gross Sales (\$'000)														Gross Margin %																	
	MTD		Var		PY-MTD		Var		YTD		Var		PY-YTD		Var		MTD		Var		PY-MTD		Var		YTD		Var		PY-YTD		Var	
	Act	Bud	\$	%	Act	\$	%	Act	Bud	\$	%	Act	\$	%	Act	\$	%	Act	Bud	BPs	%	Act	BPs	%	Act	Bud	BPs	%	Act	BPs	%	
Customer:																																
A.M.I.	\$ 206	\$ 238	\$ (32)	(13.5%)	\$ 167	\$ 39	23.7%	\$ 428	\$ 460	\$ (32)	(7.0%)	\$ 388	\$ 40	10.3%	5.3%	7.9%	(257)	(32.5%)	0.9%	440	467.5%	5.3%	7.9%	(257)	(32.5%)	(6.3%)	1,166	(184.4%)				
ATIS PORTES & FENETRES	81	134	(53)	(39.3%)	2	79	3360.0%	131	255	(124)	(48.7%)	3	128	4931.6%	(47.9%)	(22.3%)	(2,557)	114.5%	(1569.6%)	152,168	(96.9%)	(47.9%)	(22.3%)	(2,557)	114.5%	(307.0%)	25,912	(84.4%)				
GOLDEN WINDOWS	179	131	48	36.9%	131	48	36.7%	354	253	101	39.9%	276	78	28.3%	(25.1%)	5.3%	(3,038)	(574.4%)	9.9%	(3,500)	(353.2%)	(25.1%)	5.3%	(3,038)	(574.4%)	5.8%	(3,088)	(533.4%)				
OSTACO 2000 WINDOORS INC	113	105	8	7.7%	168	(55)	(32.9%)	181	202	(21)	(10.5%)	261	(80)	(30.7%)	4.8%	(10.2%)	1,503	(147.6%)	(27.5%)	3,231	(117.6%)	4.8%	(10.2%)	1,503	(147.6%)	(15.5%)	2,038	(131.2%)				
PORTES & FENETRES ABRITEK	61	61	(0)	(0.5%)	57	4	6.7%	108	118	(10)	(8.8%)	92	16	17.3%	(6.0%)	14.4%	(2,044)	(141.8%)	21.0%	(2,699)	(128.7%)	(6.0%)	14.4%	(2,044)	(141.8%)	9.9%	(1,589)	(161.0%)				
DASHWOOD INDUSTRIES INC	74	52	22	41.3%	85	(11)	(13.0%)	168	101	67	65.9%	153	15	9.9%	14.0%	(8.8%)	2,279	(259.1%)	(6.3%)	2,031	(321.7%)	14.0%	(8.8%)	2,279	(259.1%)	(8.7%)	2,272	(260.4%)				
P & F ISOTHERMIC INC	27	48	(21)	(43.0%)	30	(3)	(8.8%)	34	93	(59)	(63.2%)	80	(46)	(57.5%)	(22.0%)	(9.2%)	(1,276)	138.8%	(44.7%)	2,274	(50.9%)	(22.0%)	(9.2%)	(1,276)	138.8%	(32.5%)	1,058	(32.5%)				
VAILLANCOURT INC.	100	48	52	108.9%	60	40	67.1%	174	93	81	87.3%	180	(6)	(3.5%)	(3.3%)	7.0%	(1,023)	(147.0%)	6.0%	(932)	(154.2%)	(3.3%)	7.0%	(1,023)	(147.0%)	4.3%	(762)	(175.3%)				
EXTREME WINDOW AND	15	28	(13)	(45.4%)	27	(12)	(43.2%)	47	55	(8)	(14.0%)	39	9	22.2%	(9.5%)	(8.3%)	(121)	14.6%	(7.0%)	(255)	36.5%	(9.5%)	(8.3%)	(121)	14.6%	(4.2%)	(535)	127.9%				
Fenêtres Concept	39	25	15	58.3%	26	14	53.9%	64	48	16	32.4%	37	26	70.4%	(4.9%)	29.6%	(3,457)	(116.6%)	(29.3%)	2,438	(83.2%)	(4.9%)	29.6%	(3,457)	(116.6%)	37.4%	(4,236)	(113.2%)				
YKK AP VINYL	41	20	21	101.7%	12	29	250.1%	57	39	18	45.8%	59	(2)	(2.8%)	6.4%	41.9%	(3,549)	(84.7%)	118.2%	(11,179)	(94.6%)	6.4%	41.9%	(3,549)	(84.7%)	39.2%	(3,283)	(83.7%)				
CANADIAN VINYLTEK WINDOWS C	–	20	(20)	(100.0%)	41	(41)	(100.0%)	32	38	(6)	(15.2%)	89	(57)	(64.0%)	#DIV/0!	(15.9%)	–	#VALUE!	(11.0%)	NA	#VALUE!	#DIV/0!	(15.9%)	–	#VALUE!	(10.3%)	NA	#VALUE!				
MASON WINDOWS LTD	6	20	(13)	(67.9%)	39	(33)	(84.0%)	8	38	(30)	(78.0%)	58	(49)	(85.6%)	(51.0%)	8.3%	(5,937)	(712.3%)	10.5%	(6,157)	(584.1%)	(51.0%)	8.3%	(5,937)	(712.3%)	1.6%	(5,262)	(3319.2%)				
CEN	13	20	(6)	(33.0%)	47	(34)	(71.9%)	30	38	(8)	(21.1%)	59	(29)	(49.1%)	(2.1%)	20.8%	(2,288)	(110.0%)	5.6%	(771)	(137.0%)	(2.1%)	20.8%	(2,288)	(110.0%)	16.7%	(1,874)	(112.5%)				
TRI-STATE WINDOW FACTORY	36	17	19	108.9%	12	24	202.3%	48	34	15	43.6%	38	10	26.7%	31.2%	20.3%	1,096	54.1%	29.4%	183	6.2%	31.2%	20.3%	1,096	54.1%	5.7%	2,549	445.1%				
ATLANTIC WINDOWS	9	15	(7)	(44.0%)	13	(5)	(36.3%)	21	29	(9)	(29.3%)	15	6	38.7%	7.1%	(1.1%)	822	(746.1%)	(0.7%)	777	(1192.1%)	7.1%	(1.1%)	822	(746.1%)	(4.7%)	1,185	(250.2%)				
LORENDO INC.	3	13	(10)	(73.9%)	15	(12)	(77.6%)	18	25	(7)	(29.1%)	28	(10)	(35.5%)	(35.8%)	(2.0%)	(3,383)	1674.8%	4.0%	(3,990)	(985.3%)	(35.8%)	(2.0%)	(3,383)	1674.8%	(17.4%)	(1,840)	105.4%				
MAR	8	13	(6)	(42.6%)	20	(12)	(61.7%)	21	25	(4)	(15.8%)	24	(2)	(10.4%)	(125.2%)	7.0%	(13,220)	(1878.5%)	13.3%	(13,851)	(1037.6%)	(125.2%)	7.0%	(13,220)	(1878.5%)	6.8%	(13,193)	(1950.4%)				
FENERGIC INC	31	9	22	255.3%	17	14	82.7%	53	17	37	217.1%	23	31	135.3%	(3.7%)	(1.0%)	(268)	270.9%	(5.5%)	179	(32.7%)	(3.7%)	(1.0%)	(268)	270.9%	(13.4%)	976	(72.7%)				
FMC	6	8	(2)	(25.6%)	18	(12)	(65.0%)	16	16	0	0.6%	38	(21)	(56.7%)	(1.3%)	111.7%	(11,297)	(101.1%)	4.4%	(562)	(128.7%)	(1.3%)	111.7%	(11,297)	(101.1%)	5.8%	(705)	(121.6%)				
Other	244	313	(69)	(22.1%)	259	(16)	(6.1%)	407	604	(197)	(32.6%)	461	(54)	(11.6%)	27.6%	3377.7%	(335,009)	(99.2%)	27.0%	64	2.4%	27.6%	3377.7%	(335,009)	(99.2%)	20.3%	731	35.9%				
Total Gross	\$ 1,294	\$ 1,338	\$ (45)	(3.3%)	\$ 1,247	\$ 47	3.8%	\$ 2,400	\$ 2,581	\$ (181)	(7.0%)	\$ 2,399	\$ 1	0.0%	(0.7%)	6.2%	(692)	(112.1%)	0.9%	(167)	(180.3%)	0.0%	0.0%	–	N/A	9.0%	(903)	(100.0%)				

Management Discussion

- Improvement from prior month, however, still short vs budget. Major impact due to Atis, and Isothermic.
- Improved sales to Golden due to additional painted lineals.
- Good pickup from Dashwood and Vaillancourt which continues to show growth

Key Performance Indicators - Terrebonne

ENERGI Terrebonne Patio Door KPI Report	2020 Targets	Jan-20	Feb-20	YTD 2020
Health & Safety				
<i>Recordable Incidents</i>	0	0	0	0
<i>TRIR (Total Recordable Incident Rate)</i>	<1	3.8	3.7	3.8
Quality Performance				
<i>Customer Complaints - per MLBS</i>	2.8	3.9	2.2	3
<i>Return as % of sales</i>	0.55%	1.04%	0.41%	0.69%
Delivery Performance				
<i>% on time in full</i>	95.00%	99.37%	93.75%	96.56%
<i>% by line items</i>	95.00%	99.37%	93.75%	96.56%
Costs				
<i>Direct Labour \$/FPV</i>	\$0.156	\$ 0.210	\$0.169	\$ 0.189
<i>Indirect Labour (incl D&D) \$/FPV</i>	\$0.055	\$ 0.092	\$0.074	\$ 0.083
Inventory				
<i>Days - TTM (Trailing 12 Months)</i>	68.4	64	64.0	64

Comments:

Delivery: some backorders due to defective insulated glass units

Labour: impacted by terminations, layoffs and resignations

Full Year Terrebonne P&L Summary

\$'000	FY		Var		PY	Var	
	Fcst	Bud	\$	%	Act	\$	%
Units Produced ('000)	—	—	—	N/A	—	—	N/A
Units Shipped ('000)	—	—	—	N/A	—	—	N/A
Bookings (\$'000)	\$ 24,845	\$ 24,489	\$ 356	1.5%	\$ 20,510	\$ 4,335	21.1%
Backlog (\$'000)	\$ 1,294	\$ 1,294	\$ —	0.0%	\$ 1,050	\$ 244	23.2%
Gross Revenue	\$ 24,800	\$ 24,981	\$ (181)	(0.7%)	\$ 20,539	\$ 4,261	20.7%
Adj. to Gross Revenue	(1,246)	(1,229)	(17)	1.4%	(1,035)	(211)	20.4%
Net Revenue	23,554	23,752	(198)	(0.8%)	19,505	4,049	20.8%
Material	14,577	14,743	(165)	(1.1%)	12,383	2,194	17.7%
Labor	4,489	4,500	(11)	(0.3%)	4,136	352	8.5%
Other COGS	2,088	1,918	170	8.8%	2,093	(6)	(0.3%)
Total COGS	21,153	21,161	(7)	(0.0%)	18,613	2,541	13.6%
Gross Margin	2,401	2,592	(191)	(7.4%)	892	1,509	169.2%
Gross Margin %	10.2%	10.9%			4.6%		
R&D	—	—	—	N/A	—	—	N/A
Sales & Marketing	425	433	(8)	(1.8%)	417	8	2.0%
Administrative	2,390	2,372	18	0.7%	2,310	79	3.4%
Other Opex	(23)	—	(23)	N/A	34	(56)	(167.2%)
Total Opex	2,792	2,805	(13)	(0.4%)	2,761	32	1.1%
EBITDA	(391)	(213)	(178)	83.7%	(1,869)	1,477	(79.1%)
EBITDA %	(1.7%)	(0.9%)			(9.6%)		
Net Income (Loss)	\$ (538)	\$ (365)	\$ (173)	47.6%	\$ (1,959)	\$ 1,421	(72.5%)
Capex	\$ (28)	\$ (287)	\$ 259	(90.2%)	\$ (141)	\$ 113	(80.2%)
Opex Overview:							
Payroll	\$ 1,065	\$ 1,093	\$ (28)	(2.6%)	\$ 998	\$ 67	6.7%
Bonus	—	—	—	N/A	—	—	N/A
Commissions	—	—	—	N/A	—	—	N/A
Marketing	27	23	4	15.5%	59	(32)	(54.4%)
Benefits	—	—	—	N/A	—	—	N/A
Travel and entertainment	8	8	0	3.0%	10	(2)	(18.3%)
Rent and facilities	—	—	—	N/A	—	—	N/A
Insurance	—	—	—	N/A	—	—	N/A
Professional fees	95	69	26	38.1%	66	29	43.8%
Utilities, repair, maintenance, and security	73	73	(0)	(0.1%)	55	18	32.5%
Corporate OH Fees	1,465	1,459	6	0.4%	1,463	2	0.1%
Bad Debts	—	—	—	N/A	3	(3)	(100.0%)
FX	(23)	—	(23)	N/A	34	(56)	(167.2%)
JV Loss (Income)	—	—	—	N/A	—	—	N/A
Other Expenses	82	79	3	3.3%	75	7	8.8%
Total Opex	\$ 2,792	\$ 2,805	\$ (13)	(0.4%)	\$ 2,764	\$ 29	1.0%

Key Customers – Full Year Terrebonne

	Gross Sales (\$'000)									Gross Margin %									
	FY		FY		Var		PY		Var		FY	FY	Var		PY	Var			
	Fcst	Bud	\$	%	Act	\$	%	Fcst	Bud	BPs	%	Act	BPs	%					
Customer:																			
A.M.I.	\$	4,195	\$	4,227	\$	(32)	(0.8%)	\$	3,628	\$	568	15.7%	7.4%	7.9%	(49)	(6.2%)	10.2%	(279)	(27.3%)
ATIS PORTES & FENETRES		3,365		3,489		(124)	(3.6%)		252		3,113	1234.2%	(16.3%)	(15.2%)	(109)	7.2%	(161.1%)	14,476	(89.9%)
GOLDEN WINDOWS		2,427		2,326		101	4.3%		2,132		294	13.8%	(0.1%)	5.3%	(540)	(102.1%)	7.1%	(724)	(101.6%)
OSTACO 2000 WINDOORS INC		1,839		1,861		(21)	(1.1%)		1,769		71	4.0%	(9.2%)	(10.2%)	103	(10.1%)	(7.1%)	(206)	29.1%
PORTES & FENETRES ABRITEK		1,075		1,085		(10)	(1.0%)		1,545		(470)	(30.4%)	12.2%	14.4%	(218)	(15.1%)	10.5%	178	17.0%
DASHWOOD INDUSTRIES INC		997		930		67	7.2%		996		1	0.1%	(3.7%)	(8.8%)	507	(57.6%)	(0.4%)	(336)	934.4%
P & F ISOTHERMIC INC		794		853		(59)	(6.9%)		943		(149)	(15.8%)	(10.7%)	(9.2%)	(146)	15.9%	5.9%	(1,656)	(280.5%)
VAILLANCOURT INC.		934		853		81	9.5%		937		(3)	(0.3%)	3.1%	7.0%	(381)	(54.8%)	9.6%	(647)	(67.3%)
EXTREME WINDOW AND		496		504		(8)	(1.5%)		462		34	7.4%	(7.4%)	(8.3%)	90	(10.9%)	(3.9%)	(350)	89.3%
Fenêtres Concept		457		442		16	3.5%		487		(29)	(6.1%)	23.9%	29.6%	(577)	(19.5%)	32.3%	(839)	(26.0%)
YKK AP VINYL		379		361		18	5.0%		371		7	2.0%	34.2%	41.9%	(764)	(18.2%)	49.9%	(1,568)	(31.4%)
CANADIAN VINYLTEK WINDOWS C		343		349		(6)	(1.6%)		387		(44)	(11.3%)	(8.0%)	(15.9%)	784	(49.4%)	(10.8%)	281	(25.9%)
MASON WINDOWS LTD		319		349		(30)	(8.5%)		344		(25)	(7.2%)	5.8%	8.3%	(253)	(30.4%)	12.0%	(616)	(51.5%)
CEN		341		349		(8)	(2.3%)		381		(40)	(10.6%)	18.6%	20.8%	(222)	(10.7%)	22.0%	(339)	(15.4%)
TRI-STATE WINDOW FACTORY		324		309		15	4.7%		411		(87)	(21.1%)	22.1%	20.3%	187	9.2%	16.5%	566	34.4%
ATLANTIC WINDOWS		263		271		(9)	(3.2%)		245		17	7.1%	0.3%	(1.1%)	139	(125.9%)	1.2%	(93)	(76.4%)
LORENDO INC.		225		233		(7)	(3.2%)		206		19	9.2%	(0.9%)	(2.0%)	112	(55.3%)	(2.1%)	117	(56.4%)
MAR		229		233		(4)	(1.7%)		243		(14)	(5.8%)	(1.0%)	7.0%	(799)	(113.6%)	13.5%	(1,449)	(107.1%)
FENERGIC INC		192		155		37	23.6%		152		40	26.3%	(0.5%)	(1.0%)	53	(53.2%)	6.5%	(695)	(107.2%)
FMC		149		149		0	0.1%		369		(220)	(59.6%)	150.2%	163.9%	(1,371)	(8.4%)	5.9%	14,434	2446.2%
Other		5,457		5,654		(197)	(3.5%)		4,280		1,177	27.5%	34.8%	196.4%	(16,160)	(82.3%)	1.4%	3,344	2413.5%
Total Gross	\$	24,800	\$	24,981	\$	(181)	(0.7%)	\$	20,539	\$	4,261	20.7%	9.6%	10.4%	(81)	(7.7%)	4.3%	527	121.5%

ECS Summary P&L

\$'000	MTD		Var		YTD		Var	
	Act	Bud	\$	%	Act	Bud	\$	%
Units Produced ('000)	7,667	7,196	470	6.5%	15,847	14,047	1,800	12.8%
Units Shipped ('000)	7,640	7,196	444	6.2%	15,952	14,047	1,905	13.6%
Bookings (\$'000)	\$ 1,506	\$ 652	\$ 855	131.1%	\$ 2,355	\$ 1,111	\$ 1,244	111.9%
Backlog (\$'000)	\$ 1,192	\$ 182	\$ 1,010	554.2%	\$ 1,192	\$ 182	\$ 1,010	554.2%
<i>External Revenue</i>	\$ 630	\$ 606	\$ 25	4.0%	\$ 1,552	\$ 1,187	\$ 364	30.7%
<i>Affiliate Revenue</i>	\$ 4,687	\$ 4,453	\$ 234	5.3%	\$ 9,715	\$ 8,694	\$ 1,021	11.7%
Gross Revenue	\$ 5,317	\$ 5,058	\$ 259	5.1%	\$ 11,266	\$ 9,881	\$ 1,385	14.0%
Adj. to Gross Revenue	(0)	—	(0)	N/A	(0)	—	(0)	N/A
Net Revenue	5,317	5,058	259	5.1%	11,266	9,881	1,385	14.0%
Material	4,193	4,270	(77)	(1.8%)	9,077	8,248	829	10.1%
Labor	148	144	4	2.9%	298	310	(12)	(3.9%)
Other COGS	451	508	(58)	(11.4%)	930	998	(68)	(6.8%)
Total COGS	4,791	4,922	(131)	(2.7%)	10,305	9,556	749	7.8%
Gross Margin	526	136	390	285.6%	961	325	636	195.4%
Gross Margin %	9.9%	2.7%			8.5%	3.3%		
R&D	—	—	—	N/A	—	—	—	N/A
Sales & Marketing	17	25	(8)	(31.4%)	37	51	(14)	(27.8%)
Administrative	142	148	(6)	(3.8%)	288	300	(12)	(4.2%)
Other Opex	39	—	39	N/A	93	—	93	N/A
Total Opex	198	173	25	14.7%	417	351	66	18.8%
EBITDA	328	(36)	364	(1005.5%)	544	(26)	570	(2225.7%)
EBITDA %	6.2%	(0.7%)			4.8%	(0.3%)		
Net Income (Loss)	\$ 266	\$ (100)	\$ 366	(365.7%)	\$ 424	\$ (149)	\$ 573	(384.2%)
Capex	\$ —	\$ (65)	\$ 65	(100.0%)	\$ —	\$ (129)	\$ 129	(100.0%)
Opex Overview:								
Payroll	\$ 40	\$ 42	\$ (2)	(4.5%)	\$ 84	\$ 90	\$ (6)	(7.1%)
Bonus	—	—	—	N/A	—	—	—	N/A
Commissions	6	3	3	125.9%	13	5	8	155.2%
Marketing	—	—	—	N/A	—	—	—	N/A
Benefits	—	—	—	N/A	—	—	—	N/A
Travel and entertainment	3	4	(1)	(28.5%)	4	5	(1)	(23.0%)
Rent and facilities	—	—	—	N/A	—	—	—	N/A
Insurance	6	8	(2)	(20.3%)	12	16	(4)	(23.1%)
Professional fees	—	—	—	N/A	0	—	0	N/A
Utilities, repair, maintenance, an	1	1	(0)	(19.6%)	2	2	0	10.5%
Corporate OH Fees	103	104	(0)	(0.2%)	208	208	1	0.3%
Bad Debts	—	—	—	N/A	—	—	—	N/A
FX	39	—	39	N/A	93	—	93	N/A
JV Loss (Income)	—	—	—	N/A	—	—	—	N/A
Other Expenses	0	12	(12)	(97.0%)	1	26	(25)	(95.3%)
Total Opex	\$ 198	\$ 173	\$ 25	14.7%	\$ 417	\$ 351	\$ 66	18.8%

Management Discussion

Net Revenue – Feb-20: +\$259K

- Sales volume up 6.2% or \$312k driven by increased demand from affiliate customers 6.2% or \$262k (Everett -16.5% or \$135k; Delmont +18.4% or \$219k; Woodbridge +9.4% or \$141k & Laval 3.9% or \$37k); and increased external customers demand 6.2% or \$50k (increases from Delcan and Fence Outlet)
- Unfavorable price/mix of \$56K primarily driven customer/product mix (Woodbridge/Everett).
- Favorable F/X of \$3k (actual rate of 1.3286 [or \$USD 0.7527] vs. 1.33 [or \$USD 0.7519])

EBITDA – Feb-20: +\$364K

- Material COGS:** Decrease in costs by \$77k primarily driven by lower material costs (resin \$105k, additives \$175k, TiO2 \$13k); favorable RM count adjustments \$41k (filler Superflex – emptied silo #3) and reversal of LCM inventory reserve \$5k; offset by increased sales volume \$263k
- Labor COGS:** Increase in cost by \$4k driven by forklift training.
- Other COGS:** Decrease in cost by \$58k primarily driven by lower utilities \$23k (global rate adj); lower freight expenses \$31k (lower volumes to Everett & lower rates CP vs CN & Pentagon to Delmont) and lower overall spend in maintenance/other costs (timing) \$13k; offset by repairs to the trackmobile \$9k
- Sales and Marketing:** Decreased in cost by \$8k driven by lower R&D consultant fees
- Administrative:** Decrease in cost by \$6k driven by vacation utilization.
- Other Opex:** Increase in cost by \$39k driven by unfavorable F/X revaluation of working capital balances

Key Customers – Gross Sales and Gross Margin %: ECS

	Gross Sales (\$'000)														Gross Margin %																							
	MTD		Var		PY-MTD		Var		YTD		Var		PY-YTD		Var		MTD		Var		PY-MTD		Var		YTD		Var		PY-YTD		Var							
	Act	Bud	\$	%	Act	\$	%	Act	Bud	\$	%	Act	\$	%	Act	\$	%	Act	Bud	BPs	%	Act	BPs	%	Act	Bud	BPs	%	Act	BPs	%							
Customer:																																						
Vinyl Profiles, LLC	\$	191	\$	157	\$	34	22.0%	\$	161	\$	30	18.6%	\$	478	\$	375	\$	103	27.4%	\$	387	\$	91	23.5%	18.1%	8.9%	917	102.5%	20.5%	(238)	(11.6%)	40.2%	10.6%	2,958	278.3%	40.4%	(18)	(0.5%)
Nuform Building Technologies Inc		97		132		(35)	(26.4%)		136		(39)	(28.7%)		232		197		35	17.5%		204		28	13.7%	26.7%	13.2%	1,348	102.2%	27.9%	(127)	(4.6%)	13.6%	11.1%	251	22.6%	14.4%	(75)	(5.2%)
The Vinyl Company Inc.		85		121		(36)	(29.9%)		135		(50)	(37.0%)		173		208		(35)	(16.6%)		232		(59)	(25.4%)	11.4%	11.7%	(36)	(3.1%)	17.8%	(641)	(36.1%)	15.3%	11.7%	357	30.5%	17.4%	(213)	(12.2%)
Vinylume Products Inc		32		33		(1)	(2.4%)		33		(1)	(3.0%)		97		99		(2)	(2.0%)		101		(4)	(4.0%)	21.5%	11.9%	968	81.7%	21.2%	33	1.5%	21.9%	11.9%	1,002	84.5%	26.3%	(444)	(16.9%)
Accord Plastics Corp.		11		62		(51)	(82.3%)		60		(49)	(81.7%)		59		112		(53)	(47.4%)		112		(53)	(47.3%)	18.8%	6.6%	1,217	184.8%	16.7%	208	12.5%	18.2%	6.6%	1,160	176.2%	19.7%	(149)	(7.6%)
Window Seal Limited		2		–		2	N/A		–		2	N/A		2		–		2	N/A		–		2	N/A	#DIV/0!	#VALUE!	–	#VALUE!	#DIV/0!	NA	#DIV/0!	#DIV/0!	#DIV/0!	–	#DIV/0!	0.0%	NA	N/A
New Customers (L.B. Plastics)		–		–		-	N/A		–		-	N/A		–		–		-	N/A		–		-	N/A	#DIV/0!	#VALUE!	–	#VALUE!	#VALUE!	NA	#VALUE!	0.0%	0.0%	–	N/A	0.0%	-	N/A
Prasad Plastics Limited	\$	13		0		13	3542.4%		–		13	N/A		29		0		29	8025.4%		–		29	N/A	18.8%	14.4%	434	30.1%	#DIV/0!	NA	#DIV/0!	#DIV/0!	0.6%	–	#VALUE!	0.0%	NA	N/A
Superior Extrusions Ltd		–		–		-	N/A		–		-	N/A		12		–		12	N/A		–		12	N/A	33.3%	#VALUE!	–	#VALUE!	#DIV/0!	NA	#DIV/0!	#DIV/0!	#DIV/0!	–	#DIV/0!	#DIV/0!	NA	#DIV/0!
Vytron Corporation		–		–		-	N/A		–		-	N/A		–		–		-	N/A		–		-	N/A	#DIV/0!	#VALUE!	–	#VALUE!	#VALUE!	NA	#VALUE!	0.0%	0.0%	–	N/A	4.2%	(417)	(100.0%)
Plastibec Ltee		–		–		-	N/A		–		-	N/A		5		3		2	78.5%		3		2	66.7%	60.0%	#VALUE!	–	#VALUE!	#VALUE!	NA	#VALUE!	#DIV/0!	#DIV/0!	–	#DIV/0!	28.6%	NA	#VALUE!
Vinyl Profiles (2011)		–		9		(9)	(100.0%)		9		(9)	(100.0%)		13		9		4	42.5%		9		4	44.4%	23.1%	13.8%	923	66.6%	22.2%	85	3.8%	0.0%	#DIV/0!	–	#DIV/0!	#DIV/0!	NA	#DIV/0!
Fence Outlet MDC, LLC		102		44		58	129.5%		24		78	325.0%		205		89		116	130.6%		24		181	754.2%	22.3%	(9.1%)	3,144	(345.2%)	25.0%	(267)	(10.7%)	#DIV/0!	#DIV/0!	–	#DIV/0!	150.0%	NA	#VALUE!
INFINITY EXTRUSIONS INC.		–		–		-	N/A		–		-	N/A		–		–		-	N/A		–		-	N/A	#DIV/0!	#VALUE!	–	#VALUE!	#DIV/0!	NA	#DIV/0!	#DIV/0!	#DIV/0!	–	#DIV/0!	33.3%	NA	#VALUE!
Resin Technology, LLC		–		–		-	N/A		44		(44)	(100.0%)		–		–		-	N/A		44		(44)	(100.0%)	#DIV/0!	#VALUE!	–	#VALUE!	0.0%	NA	N/A	#DIV/0!	#DIV/0!	–	#DIV/0!	11.2%	NA	#VALUE!
Delcan Manufacturing Ltd		90		47		43	89.9%		–		90	N/A		236		95		141	148.9%		–		236	N/A	15.1%	58.6%	(4,358)	(74.3%)	0.0%	1,507	N/A	16.7%	12.3%	437	35.5%	#DIV/0!	NA	#DIV/0!
Mor-X Plastics		–		–		-	N/A		–		-	N/A		–		–		-	N/A		–		-	N/A	#VALUE!	0.0%	–	N/A	0.0%	NA	N/A	#DIV/0!	#DIV/0!	–	#DIV/0!	#DIV/0!	NA	#DIV/0!
0		–		–		-	N/A		–		-	N/A		–		–		-	N/A		–		-	N/A	#DIV/0!	0.0%	–	N/A	0.0%	NA	N/A	#DIV/0!	#DIV/0!	–	#DIV/0!	#DIV/0!	NA	#DIV/0!
		–		–		-	N/A		–		-	N/A		–		–		-	N/A		–		-	N/A	#DIV/0!	0.0%	–	N/A	0.0%	NA	N/A	#DIV/0!	#DIV/0!	–	#DIV/0!	#DIV/0!	NA	#DIV/0!
		–		–		-	N/A		–		-	N/A		–		–		-	N/A		–		-	N/A	#DIV/0!	0.0%	–	N/A	0.0%	NA	N/A	#DIV/0!	#DIV/0!	–	#DIV/0!	#DIV/0!	NA	#DIV/0!
Other		4,885		4,609		276	6.0%		4,488		397	8.9%		10,203		9,069		1,134	12.5%		9,433		770	8.2%	8.1%	1.7%	641	370.6%	(1.8%)	994	(551.1%)	8.1%	1.7%	641	370.6%	1.5%	666	450.5%
Total Gross	\$	5,317	\$	5,058	\$	259	5.1%	\$	5,090	\$	227	4.5%	\$	11,266	\$	9,881	\$	1,385	14.0%	\$	10,549	\$	717	6.8%	9.9%	2.7%	719	266.9%	0.8%	912	1189.7%	9.9%	2.7%	719	266.9%	3.5%	643	185.6%

Management Discussion

- Vinyl Profiles – Improved buying in 2020 after a slower 2019.
- Nuform purchases lower in the month due to timing
- New customers Fence outlet and Delcan also increased purchases at the start of the new year

ECS Material Cost Summary

US \$'000

Sales

Total Sales - Non-Patio & Doors - S'000

Total Sales - Non-Patio & Doors - Lbs

FX Rate

Materials - ASP

ADDITIVE

ADDITIVE (IMPACT MODIFIER)

ADDITIVE (PROCESSING AID)

FILLER

LUBRICANT

PIGMENT - C

PIGMENT - G

PIGMENT - HC

PIGMENT - PC

PKG

PLASTICIZER

RESIN

STABILIZER

TIO2

Material Other

Materials - \$'000

ADDITIVE

ADDITIVE (IMPACT MODIFIER)

ADDITIVE (PROCESSING AID)

FILLER

LUBRICANT

PIGMENT - C

PIGMENT - G

PIGMENT - HC

PIGMENT - PC

PKG

PLASTICIZER

RESIN

STABILIZER

TIO2

Scrap

BOM Scrap (not in P&L and 2020 AOP)

PIP Savings

Kronos Rebates (\$0.01)

Resin Rebate & Discount

Amortization Timing

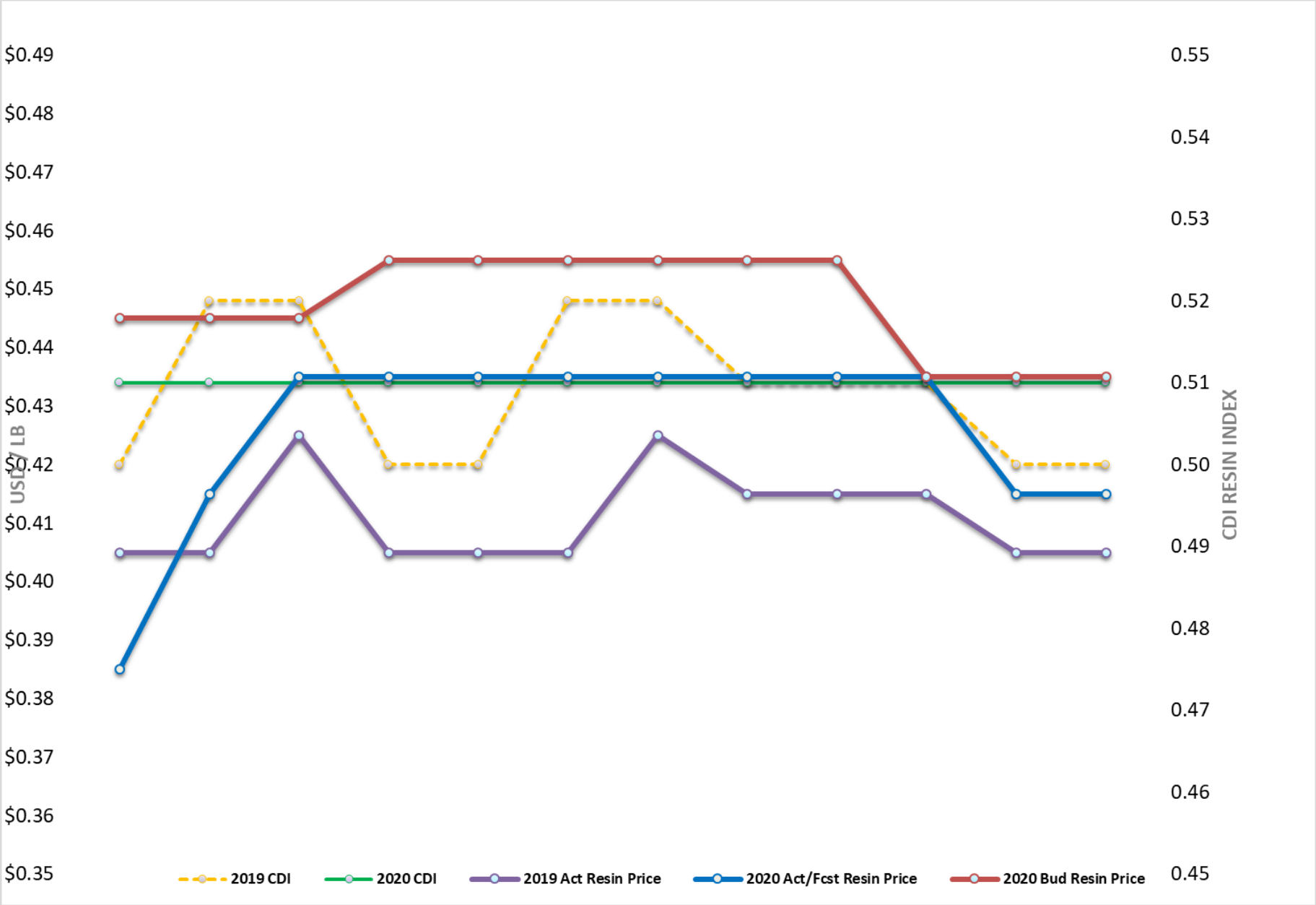
Packaging

Material Other

Total Material Costs

	Jan-20 Act	Feb-20 Act	Jan-20 AOP	Feb-20 AOP	Jan-20 Actual-AOP	Feb-20 Actual-AOP
Total Sales - Non-Patio & Doors - S'000	\$ 5,949	\$ 5,357	\$ 4,822	\$ 5,058	\$ 1,126	\$ 299
Total Sales - Non-Patio & Doors - Lbs	8,312	7,640	6,851	7,196	1,461	444
FX Rate	1.3087	1.3187	1.3300	1.3300		
<u>Materials - ASP</u>						
ADDITIVE	3.5384	3.6683	3.6884	3.6884	\$ (0.1500)	\$ (0.0201)
ADDITIVE (IMPACT MODIFIER)	1.4343	1.4132	1.5225	1.5225	\$ (0.0881)	\$ (0.1092)
ADDITIVE (PROCESSING AID)	1.4125	1.3944	1.5565	1.5565	\$ (0.1440)	\$ (0.1621)
FILLER	0.2127	0.1975	0.2201	0.2201	\$ (0.0074)	\$ (0.0226)
LUBRICANT	0.9194	0.9178	0.9292	0.9292	\$ (0.0098)	\$ (0.0114)
PIGMENT - C		2.8123	2.9529	2.9529	\$ (2.9529)	\$ (0.1406)
PIGMENT - G	2.8499	2.9810	2.7900	2.7900	\$ 0.0599	\$ 0.1910
PIGMENT - HC	5.8537	5.5659	5.8923	5.8923	\$ (0.0386)	\$ (0.3264)
PIGMENT - PC	5.5906	5.2257	7.2745	7.2745	\$ (1.6839)	\$ (2.0489)
PKG			7.9177	7.9177	\$ (7.9177)	\$ (7.9177)
PLASTICIZER	0.8086	0.8119	0.8755	0.8755	\$ (0.0670)	\$ (0.0636)
RESIN	0.3852	0.4151	0.4100	0.4100	\$ (0.0248)	\$ 0.0051
STABILIZER	3.1442	3.1485	3.4121	3.4121	\$ (0.2680)	\$ (0.2637)
TIO2	1.3897	1.3893	1.3900	1.3900	\$ (0.0003)	\$ (0.0007)
Material Other	-				\$ -	\$ -
<u>Materials - \$'000</u>						
ADDITIVE	\$ 156	\$ 110	\$ 105	\$ 110	\$ 52	\$ 0
ADDITIVE (IMPACT MODIFIER)	\$ 445	\$ 411	\$ 381	\$ 400	\$ 63	\$ 11
ADDITIVE (PROCESSING AID)	\$ 75	\$ 64	\$ 67	\$ 70	\$ 8	\$ (6)
FILLER	\$ 108	\$ 64	\$ 88	\$ 92	\$ 20	\$ (28)
LUBRICANT	\$ 167	\$ 158	\$ 142	\$ 149	\$ 25	\$ 9
PIGMENT - C	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PIGMENT - G	\$ 48	\$ 69	\$ 64	\$ 67	\$ (16)	\$ 2
PIGMENT - HC	\$ 75	\$ 34	\$ 46	\$ 49	\$ 29	\$ (14)
PIGMENT - PC	\$ 17	\$ 13	\$ 9	\$ 9	\$ 8	\$ 4
PKG	\$ -	\$ -			\$ -	\$ -
PLASTICIZER	\$ 35	\$ 18	\$ 22	\$ 23	\$ 13	\$ (5)
RESIN	\$ 2,469	\$ 2,510	\$ 2,190	\$ 2,301	\$ 278	\$ 210
STABILIZER	\$ 326	\$ 309	\$ 281	\$ 295	\$ 45	\$ 13
TIO2	\$ 863	\$ 800	\$ 691	\$ 726	\$ 172	\$ 74
Scrap	\$ 28	\$ 30	\$ 24	\$ 29	\$ 4	\$ 2
BOM Scrap (not in P&L and 2020 AOP)					\$ -	\$ -
PIP Savings	\$ (7)	\$ (4)			\$ (7)	\$ (4)
Kronos Rebates (\$0.01)	\$ (5)	\$ (5)	\$ (5)	\$ (5)	\$ 0	\$ 0
Resin Rebate & Discount	\$ (91)	\$ (81)	\$ (71)	\$ (74)	\$ (21)	\$ (7)
Amortization Timing	\$ 235	\$ (218)	\$ (105)	\$ (7)	\$ 340	\$ (211)
Packaging	\$ 8	\$ 13	\$ 37	\$ 34	\$ (29)	\$ (22)
Material Other	\$ (71)	\$ (67)	\$ 11	\$ 1	\$ (82)	\$ (68)
Total Material Costs	\$ 4,880	\$ 4,229	\$ 3,978	\$ 4,270	\$ 902	\$ (41)

Historical Resin Price Chart



Key Performance Indicators - ECS

ENERGI Compound Solutions	2020 Targets	Jan-20	Feb-20	YTD 2020
Health & Safety				
Recordable(effects TRIR)	0	0	0	0
Near Misses	2	0	0	0
Environmental				
Recordable(effects TRIR)	0	0	0	0
Near Misses	2	0	0	0
Quality Performance				
Concerns per million Good Lbs	0.3	0.1	0.1	0.1
Return as % of sales (%)	0.3%	0.0%	0.0%	0.0%
Delivery Performance				
% on time	100%	100%	100%	100%
Material Cost				
Yield	100%	99%	99%	99%
Production Scrap	1.00%	0.5%	0.6%	0.57%
Total Material Usage Variance	2.00%	1.8%	-2.5%	-0.33%
Direct Labour \$/lb produced	0.009	0.007	0.009	0.008
Indirect Labour (incl D&D) \$/lb produced	0.014	0.017	0.017	0.017
Inventory				
Days - TTM (Trailing 12 Months)	41	39	37	38
Freight				
Freight \$ as % of net sales	3.9%	3.2%	3.3%	3.2%

COMMENTS:

Yield: ECS slightly off due to higher production volumes generating more scrap

Labour: Timing and forklift training, however, in line against monthly target

Full Year ECS P&L Summary

\$'000		FY		Var		PY		Var	
		Fcst	Bud	\$	%	Act	\$	%	
Units Produced ('000)		98,159	96,359	1,800	1.9%	94,835	3,325	3.5%	
Units Shipped ('000)		98,265	96,359	1,905	2.0%	94,874	3,391	3.6%	
Bookings (\$'000)		\$ 8,661	\$ 7,417	\$ 1,244	16.8%	\$ 8,361	\$ 300	3.6%	
Backlog ('\$000)		\$ 122	\$ 122	\$ –	0.0%	\$ 370	\$ (248)	(67.0%)	
External Revenue		\$ 8,648	\$ 8,623	\$ 25	0.3%	\$ 8,282	\$ 365	4.4%	
Affiliate Revenue		\$ 60,782	\$ 60,547	\$ 234	0.4%	\$ 59,476	\$ 1,305	2.2%	
Gross Revenue		\$ 69,429	\$ 68,044	\$ 1,385	2.0%	\$ 67,758	\$ 1,671	2.5%	
Adj. to Gross Revenue		(0)	–	(0)	N/A	1	(1)	(133.6%)	
Net Revenue		69,429	68,044	1,385	2.0%	67,759	1,670	2.5%	
Material		58,587	57,758	829	1.4%	53,610	4,977	9.3%	
Labor		1,928	1,940	(12)	(0.6%)	1,766	162	9.2%	
Other COGS		6,140	6,208	(68)	(1.1%)	5,475	666	12.2%	
Total COGS		66,655	65,906	749	1.1%	60,851	5,805	9.5%	
Gross Margin		2,773	2,138	636	29.7%	6,909	(4,135)	(59.9%)	
Gross Margin %		4.0%	3.1%			10.2%			
R&D		–	–	–	N/A	–	–	N/A	
Sales & Marketing		289	303	(14)	(4.6%)	154	135	87.3%	
Administrative		1,792	1,805	(12)	(0.7%)	1,747	46	2.6%	
Other Opex		93	–	93	N/A	(242)	335	(138.2%)	
Total Opex		2,174	2,108	66	3.1%	1,658	516	31.1%	
EBITDA		599	30	570	1906.0%	5,250	(4,651)	(88.6%)	
EBITDA %		0.9%	0.0%			7.7%			
Net Income (Loss)		\$ (161)	\$ (734)	\$ 573	(78.1%)	\$ 4,567	\$ (4,729)	(103.5%)	
Capex		\$ –	\$ (601)	\$ 601	(100.0%)	\$ (347)	\$ 347	(100.0%)	
Opex Overview:									
Payroll		\$ 538	\$ 544	\$ (6)	(1.2%)	\$ 546	\$ (9)	(1.6%)	
Bonus		–	–	–	N/A	–	–	N/A	
Commissions		40	32	8	25.2%	4	36	879.1%	
Marketing		1	1	–	0.0%	–	1	N/A	
Benefits		–	–	–	N/A	–	–	N/A	
Travel and entertainment		28	29	(1)	(3.7%)	16	12	72.9%	
Rent and facilities		–	–	–	N/A	–	–	N/A	
Insurance		86	89	(4)	(4.1%)	69	17	24.6%	
Professional fees		1	1	0	18.9%	2	(0)	(14.5%)	
Utilities, repair, maintenance, and security		15	14	0	1.3%	12	3	23.3%	
Corporate OH Fees		1,252	1,251	1	0.1%	1,246	5	0.4%	
Bad Debts		–	–	–	N/A	3	(3)	(100.0%)	
FX		93	–	93	N/A	(242)	335	(138.2%)	
JV Loss (Income)		–	–	–	N/A	–	–	N/A	
Other Expenses		121	146	(25)	(16.9%)	6	116	2081.6%	
Total Opex		\$ 2,174	\$ 2,108	\$ 66	3.1%	\$ 1,661	\$ 513	30.9%	

Key Customers – Full Year ECS

	Gross Sales (\$'000)									Gross Margin %									
	FY		FY		Var		PY		Var		FY	FY	Var		PY	Var			
	Fcst	Bud	\$	%	Act	\$	%	Fcst	Bud	BPs	%	Act	BPs	%					
Customer:																			
Vinyl Profiles, LLC	\$	2,850	\$	2,748	\$	103	3.7%	\$	2,756	\$	94	3.4%	20.1%	16.5%	359	21.8%	20.0%	7	0.4%
Nuform Building Technologies Inc		1,522		1,488		35	2.3%		1,838		(316)	(17.2%)	8.5%	7.4%	109	14.8%	27.3%	(1,878)	(68.9%)
The Vinyl Company Inc.		1,263		1,297		(35)	(2.7%)		1,399		(136)	(9.7%)	12.0%	11.8%	18	1.5%	14.5%	(247)	(17.1%)
Vinylume Products Inc		581		583		(2)	(0.3%)		642		(61)	(9.5%)	13.8%	12.1%	162	13.4%	24.1%	(1,038)	(43.0%)
Accord Plastics Corp.		562		615		(53)	(8.6%)		591		(29)	(4.9%)	8.1%	6.7%	135	20.1%	18.2%	(1,015)	(55.7%)
Window Seal Limited		61		59		2	3.4%		102		(41)	(40.0%)	8.0%	9.7%	(169)	(17.4%)	14.7%	(666)	(45.3%)
New Customers (L.B. Plastics)		–		–		-	N/A		–		-	N/A	0.0%	0.0%	–	N/A	#DIV/0!	NA	#DIV/0!
Prasad Plastics Limited		43		14		29	202.4%		55		(12)	(22.2%)	9.8%	2.9%	690	238.0%	18.2%	(838)	(46.1%)
Superior Extrusions Ltd		53		41		12	29.4%		44		9	19.9%	#DIV/0!	#DIV/0! –		#DIV/0!	27.3%	NA	#VALUE!
Vytron Corporation		15		15		-	0.0%		33		(18)	(54.1%)	1.5%	1.9%	(39)	(19.9%)	32.8%	(3,127)	(95.3%)
Plastibec Ltee		10		8		2	27.0%		6		4	72.3%	11.8%	7.3%	448	61.0%	66.7%	(5,484)	(82.3%)
Vinyl Profiles (2011)		79		76		4	5.1%		94		(15)	(15.5%)	17.9%	15.5%	233	15.0%	24.5%	(661)	(27.0%)
Fence Outlet MDC, LLC		650		533		116	21.8%		90		559	618.1%	83.8%	(274.2%)	35,804	(130.6%)	11.1%	7,277	658.2%
INFINITY EXTRUSIONS INC.		43		43		-	0.0%		125		(82)	(65.8%)	26.7%	34.0%	(723)	(21.3%)	15.2%	1,155	76.0%
Resin Technology, LLC		174		174		-	0.0%		442		(267)	(60.5%)	0.0%	0.0%	–	N/A	38.9%	(3,892)	(100.0%)
Delcan Manufacturing Ltd		710		569		141	24.8%		31		679	2170.2%	13.6%	12.4%	115	9.3%	0.0%	1,357	N/A
Mor-X Plastics		20		20		-	0.0%		–		20	N/A	18.9%	18.9%	–	0.0%	0.0%	1,886	N/A
0		–		–		-	N/A		–		-	N/A	#DIV/0!	#DIV/0! –		#DIV/0!	0.0%	NA	N/A
0		–		–		-	N/A		–		-	N/A	#DIV/0!	#DIV/0! –		#DIV/0!	0.0%	NA	N/A
0		–		–		-	N/A		–		-	N/A	#DIV/0!	#DIV/0! –		#DIV/0!	0.0%	NA	N/A
Other		63,643		62,508		1,134	1.8%		59,510		4,133	6.9%	2.9%	2.2%	74	33.8%	8.6%	(564)	(65.7%)
Total Gross	\$	69,429	\$	68,044	\$	1,385	2.0%	\$	67,758	\$	1,671	2.5%	4.2%	3.2%	96	30.1%	10.2%	(603)	(59.2%)

Corporate Office Summary P&L

\$'000	MTD		Var		YTD		Var	
	Act	Bud	\$	%	Act	Bud	\$	%
Units Produced ('000)	–	–	–	N/A	–	–	–	N/A
Units Shipped ('000)	–	–	–	N/A	–	–	–	N/A
Bookings (\$'000)	\$ –	\$ –	\$ –	N/A	\$ –	\$ –	\$ –	N/A
Backlog (\$'000)	\$ –	\$ –	\$ –	N/A	\$ –	\$ –	\$ –	N/A
Gross Revenue	\$ –	\$ –	\$ –	N/A	\$ –	\$ –	\$ –	N/A
Adj. to Gross Revenue	–	–	–	N/A	–	–	–	N/A
Net Revenue	–	–	–	N/A	–	–	–	N/A
Material	229	201	28	13.7%	341	256	85	33.3%
Labor	56	56	0	0.4%	113	112	1	0.8%
Other COGS	92	17	75	431.4%	185	38	147	388.1%
Total COGS	378	275	103	37.4%	639	406	233	57.5%
Gross Margin	(378)	(275)	(103)	37.4%	(639)	(406)	(233)	57.5%
Gross Margin %		N/A				N/A		
R&D	–	–	–	N/A	–	–	–	N/A
Sales & Marketing	268	365	(97)	(26.6%)	530	659	(129)	(19.6%)
Administrative	(581)	(497)	(84)	16.9%	(1,038)	(964)	(75)	7.8%
Other Opex	11	–	11	N/A	24	–	24	N/A
Total Opex	(301)	(131)	(170)	129.7%	(484)	(304)	(180)	59.2%
EBITDA	(76)	(144)	67	(46.9%)	(155)	(102)	(53)	52.5%
EBITDA %		N/A				N/A		
Net Income (Loss)	\$ (636)	\$ (726)	\$ 90	(12.4%)	\$ (1,193)	\$ (1,212)	\$ 19	(1.6%)
Capex	\$ –	\$ (106)	\$ 106	(100.0%)	\$ –	\$ (159)	\$ 159	(100.0%)
Opex Overview:								
Payroll	\$ 359	\$ 387	\$ (28)	(7.3%)	\$ 763	\$ 832	\$ (69)	(8.2%)
Bonus	62	62	0	0.5%	124	123	1	0.8%
Commissions	11	15	(4)	(24.6%)	33	36	(3)	(9.4%)
Marketing	10	108	(98)	(90.8%)	16	121	(105)	(86.5%)
Benefits	–	–	–	N/A	–	–	–	N/A
Travel and entertainment	38	96	(59)	(60.8%)	102	180	(79)	(43.6%)
Rent and facilities	–	–	–	N/A	–	–	–	N/A
Insurance	–	–	–	N/A	–	–	–	N/A
Professional fees	31	37	(6)	(15.1%)	62	73	(11)	(15.5%)
Office Expense	4	4	0	6.4%	10	7	3	43.1%
IT	114	132	(18)	(13.5%)	247	265	(18)	(6.8%)
Bad Debts	33	–	33	N/A	64	–	64	N/A
FX	11	–	11	N/A	24	–	24	N/A
JV Loss (Income)	–	–	–	N/A	–	–	–	N/A
Other Expenses	(975)	(971)	(3)	0.3%	(1,929)	(1,942)	13	(0.7%)
Total Opex	\$ (301)	\$ (131)	\$ (170)	129.7%	\$ (484)	\$ (304)	\$ (180)	59.2%

Management Discussion

EBITDA – February 2020: +\$67K

- **Material COGS:** Intercompany profit elimination marginally higher than budget
- **Labor COGS:** In line
- **Other COGS:** Freight Savings budgeted (\$75K), captured by plants
- **Sales & Marketing:** lower by \$97K largely due cancellation of the Platinum Trip (\$97K). Wages and commissions also lower by \$20K due to timing of hiring of US sales staff which also impacted Travel and Entertainment which are lower by \$8K. This was offset by Bad Debt provision of 33K
- **Administrative:** lower by \$84K on account of lower travel (\$50K) partly due to weather, current conditions as well as cancellation of the Platinum trip. IT expense also lower by \$18K on account of delay in start of certain subscriptions and maintenance contracts due to negotiations.
- **Other Opex:** represents FX Loss on CAD/US Cash Transactions
- **Capex:** Expenditure on IT projects postponed

Full Year Corporate Office P&L Summary

\$'000	FY		Var		PY	Var	
	Fsct	Bud	\$	%	Act	\$	%
Units Produced ('000)	–	–	–	N/A	–	–	N/A
Units Shipped ('000)	–	–	–	N/A	–	–	N/A
Bookings (\$'000)	\$ –	\$ –	\$ –	N/A	\$ –	\$ –	N/A
Backlog (\$'000)	\$ –	\$ –	\$ –	N/A	\$ –	\$ –	N/A
Gross Revenue	\$ –	\$ –	\$ –	N/A	\$ –	\$ –	N/A
Adj. to Gross Revenue	–	–	–	N/A	0	(0)	(100.0%)
Net Revenue	–	–	–	N/A	0	(0)	(100.0%)
Material	86	0	85	28471.7%	70	16	22.1%
Labor	(509)	(510)	1	(0.2%)	559	(1,068)	(191.0%)
Other COGS	298	151	147	97.8%	1,191	(893)	(75.0%)
Total COGS	(126)	(359)	233	(65.0%)	1,820	(1,946)	(106.9%)
Gross Margin	126	359	(233)	(65.0%)	(1,820)	1,946	(106.9%)
Gross Margin %	N/A	N/A			#####		
R&D	–	–	–	N/A	–	–	N/A
Sales & Marketing	3,478	3,607	(129)	(3.6%)	3,685	(207)	(5.6%)
Administrative	(5,766)	(5,691)	(75)	1.3%	(5,591)	(175)	3.1%
Other Opex	24	–	24	N/A	35	(11)	(31.8%)
Total Opex	(2,265)	(2,085)	(180)	8.6%	(1,871)	(393)	21.0%
EBITDA	2,390	2,444	(53)	(2.2%)	51	2,339	4572.5%
EBITDA %	N/A	N/A			#####		
Net Income (Loss)	\$ (3,970)	\$ (3,989)	\$ 19	(0.5%)	\$ (5,181)	\$ 1,211	(23.4%)
Capex	\$ –	\$ (2,706)	\$ 2,706	(100.0%)	\$ (41)	\$ 41	(100.0%)
Opex Overview:							
Payroll	\$ 4,985	\$ 5,053	\$ (69)	(1.4%)	\$ 5,128	\$ (144)	(2.8%)
Bonus	741	740	1	0.1%	616	125	20.2%
Commissions	238	241	(3)	(1.4%)	243	(5)	(2.1%)
Marketing	272	377	(105)	(27.8%)	535	(263)	(49.1%)
Benefits	–	–	–	N/A	–	–	N/A
Travel and entertainment	966	1,044	(79)	(7.5%)	969	(3)	(0.4%)
Rent and facilities	–	–	–	N/A	–	–	N/A
Insurance	–	–	–	N/A	2	(2)	(100.0%)
Professional fees	428	439	(11)	(2.6%)	462	(35)	(7.5%)
Office Expense	49	46	3	6.7%	44	5	12.5%
IT	1,587	1,604	(18)	(1.1%)	1,587	(1)	(0.1%)
Bad Debts	64	–	64	N/A	176	(113)	(63.9%)
FX	24	–	24	N/A	35	(11)	(31.8%)
JV Loss (Income)	–	–	–	N/A	–	–	N/A
Other Expenses	(11,617)	(11,630)	13	(0.1%)	(11,667)	50	(0.4%)
Total Opex	\$ (2,265)	\$ (2,085)	\$ (180)	8.6%	\$ (1,869)	\$ (395)	21.2%

Plant Capacity Utilization

ENERGI Everett Monthly Capacity Utilization

	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
*based on current plant speed and product mix												
Good lbs Produced(L)(lbs	1,190,137	1,319,667	-	-	-	-	-	-	-	-	-	-
Monthly capacity utilization(L/K)%(No seasonal adjustment)	49%	55%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

ENERGI Delmont Monthly Capacity Utilization

	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
*based on current plant speed and product mix												
Good lbs Produced(L)(lbs	1,758,218	1,814,266	-	-	-	-	-	-	-	-	-	-
Monthly capacity utilization(L/K)%(No seasonal adjustment)	56%	57%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

ENERGI Woodbridge Monthly Capacity Utilization

	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
*based on current plant speed and product mix												
Good lbs Produced(L)(lbs	2,700,166	2,208,783	-	-	-	-	-	-	-	-	-	-
Monthly capacity utilization(L/K)%(No seasonal adjustment)	52%	43%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

ENERGI Laval Capacity Utilization

	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
*based on current plant speed and product mix												
Good lbs Produced(L)(lbs	1,248,042	1,565,564	-	-	-	-	-	-	-	-	-	-
Monthly capacity utilization(L/K)%	34%	42%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

ECS Capacity utilization

	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
Total available capacity lbs/month (A)*	19,841,580											
Actual Good Lbs produced(B)	8,180,256	7,666,521	-	-	-	-	-	-	-	-	-	-
Monthly Capacity utilization %(B/A)%	41%	39%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Terrebonne Capacity Utilization

	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
Available Shift Capacity(based on Two 10Hr shifts)(\$)(000)	\$6,000											
Actual Finished Production Value (000)(\$CAD)	\$ 1,448	\$ 1,719	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capacity utilization based on NO seasonal adjustment and two 10hr shifts	24%	29%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%