



## 2020 Monthly Operating Review – May 2020

June 24<sup>th</sup>, 2020



<b>Executive Summary</b>
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**Financial Review**

**Full Year Financial Outlook**

**Governance Reporting**

**Appendix**

**Business Unit Analysis**

## Executive Summary

- 1. Sales Volumes & Revenues:** Overall sales revenues and volumes were behind Plan by \$5,586K for the Month due to lower demand from both Canadian and US customers as a result of the COVID-19 situation and related shutdowns. Sales were behind Plan across all extrusion plants. Terrebonne sales were also behind Plan due to the shutdown of Quebec customers since mid-March with start up activities commencing in mid-May. ECS external compound sales were ahead of Plan due to increased orders from new customers and new products
- 2. EBITDA:** EBITDA behind Plan by \$1,227K. EBITDA unfavorably impacted by lower sales volumes, unfavorable absorption impacts at Woodbridge, Laval, Delmont and Everett due to COVID-19 related shutdowns and reduced production levels. EBITDA also impacted by lower production yields and higher scrap rates at Woodbridge & Everett due to lower volumes and production inefficiencies. These unfavorable impacts to EBITDA were partially offset by a reduction in labor costs, lower manufacturing overhead costs (ie. Utilities, maintenance, supplies) and lower OPEX spending. EBITDA also favorably impacted by the Canada Emergency Wage Subsidy of \$400K
- 3. Vs Prior Year:** Overall sales revenues and volumes were behind Prior Year by \$5,303K for the Month due to lower demand from both Canadian and US customers as a result of the COVID-19 situation and related shutdowns. Sales were behind Prior Year at all extrusion plants and Terrebonne. ECS external compound sales were ahead of Prior Year due to continued sales from the launch of new business (Delcan, Fence Outlet, Nuform). EBITDA was behind the Prior Year by \$619K impacted by lower sales volumes and an unfavorable absorption impact due to reduced production levels. These were partially offset by lower labor costs, lower manufacturing overhead costs and lower OPEX spending. EBITDA also favorably impacted by the Canada Emergency Wage Subsidy of \$400K
- 4. TTM:** 2020 May TTM Revenue of \$150.0M and EBITDA of \$8.4M 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 June is currently ahead of Prior Year on a Month to Date basis by 8.3%. Extrusion sales orders are ahead of prior year orders by 2.7% while Patio Door sales orders are ahead by 43.7%. Woodbridge and Everett has seen stronger orders within the last several days bringing their Month to Date orders ahead of Prior Year levels by 19% and 21%, respectively. Laval's and Delmont's orders have softened over the last week and are behind Prior Year orders by 15% and 9%, respectively. Currently, June sales are tracking slightly behind Plan but ahead of prior year by 13%. Production volume is also tracking behind Plan and Prior Year for the month of June, but is continuing to ramp up to meet increased customer demand
6. **Material/Supplier Pricing:** The May CDI Resin Index was reduced by the expected 3cpp but was given back in the June CDI Resin Index recently published, bringing the price back to the start of the year levels. The producers are trying for an additional 3cpp increase in the July Resin Index due increased ethylene pricing and the tightening of the export market (demand increasing from China and India), but industry analysts believe this may settle at 2cpp
7. **Bank Covenants:** Excess Availability covenant for May-20 ahead of target but Fixed Cost Coverage Ratio (FCCR) below the target due to softness of EBITDA. Continue to closely monitor daily cash flows and H2 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. **COVID-19 Pandemic:** As a result of the global pandemic and impact on economies, the management team is intimately involved in cash collection efforts, communicating with customers concerning past due balances and forecasting the sales outlook. Plant calls being conducted daily to discuss production schedules, labor planning and any customer or supply issues. Daily cash flow reviews conducted to review and approve outflows. Production labor is adjusted accordingly based on production plans and sales order outlook. Approved for government sponsored relief programs (ie. Canada Emergency Wage Subsidy, work sharing programs) and working on increased operating loan liquidity through BDC

## Executive Summary (Continued)

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

## Key Wins and Losses – May 2020


### Key Wins

- None


### Key Losses

- None

# Key Initiatives Update


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

## Key Initiatives Update (Continued)


Initiative	Status	Recent Progress	Next Steps	Risks
2. Freight Savings		<ul style="list-style-type: none"> <li>• 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</li> <li>• 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</li> <li>• Truck Lane Negotiations: reviewing truck lanes from each of the plants, including ECS with shipments to Woodbridge, Laval and Delmont; approx. savings of \$367K</li> <li>• Leasing out ECS rail yard still under review</li> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• New rail routing pattern from CN to BNSF thru New Westminster, BC implemented in January</li> <li>• Truck lane reviews with each plant – need to discuss matching the rates with the current carriers</li> <li>• Reviewing Trimac proposal and agreement for leasing out rail storage space at ECS</li> <li>• Flatbed review: need to assess cost of modification of racks and potential additional savings</li> </ul>	<ul style="list-style-type: none"> <li>• New carriers for truck lanes may not be able to meet ENERGI's requirements and customer demands without additional charges</li> <li>• Additional delivery delays with new rail routes</li> </ul>



## Key Initiatives Update (Continued)

Initiative	Status	Recent Progress	Next Steps	Risks
3. Pricing Increases		<ul style="list-style-type: none"> <li>• 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</li> <li>• Extrusion PVC pricing increase based on material price increases sustained by the business</li> <li>• Discussions finalized with customers</li> </ul>	<ul style="list-style-type: none"> <li>• Running into some resistance from both patio door and extrusion customers</li> </ul>	<ul style="list-style-type: none"> <li>• Customer retention may be impacted</li> <li>• EBITDA impacts from not implementing increases built into the Plan</li> </ul>

## Key Initiatives Update (Continued)

Initiative	Status	Recent Progress	Next Steps	Risks
4. Information Technology & Systems Security		<ul style="list-style-type: none"> <li>• Account Management &amp; Security (R1) initiative completed – utilizing Azure Active Directory to centrally manage and enforce security settings</li> <li>• Business Continuity &amp; DR (R2) – implemented local and remote back-up strategy &amp; protocol for local site servers</li> <li>• Full DR test successfully completed for JDE ERP</li> <li>• Two-Factor Authentication (R5) – completed successfully</li> <li>• Implemented Mimecast to scan incoming emails and block suspicious addresses</li> <li>• Added “Warning” message to all incoming emails originating from outside ENERGI system</li> <li>• Cybersecurity Training &amp; Awareness (R3) – portal has been set up and training has been kicked off (complete)</li> </ul>	<ul style="list-style-type: none"> <li>• DR test on Syteline ERP (Terrebonne) to be scheduled once current Vanilla Project work is completed</li> <li>• DR test on ConcepMATICs ERP (Laval) to be scheduled</li> <li>• Vulnerability Mgmt (R4) – postponed to 2021</li> <li>• Hard Drive Encryption (R6) – postponed to 2021</li> <li>• Patch Mgmt (R7) – in process; dependent on Change Mgmt policies and procedures</li> <li>• Email Encryption (R8) – postponed to 2021</li> <li>• Mobile Device Mgmt (R9) – evaluating MS solution or SOTI</li> <li>• Removable Media (R10) &amp; Cloud-Based Apps (R11) – postponed to 2021</li> </ul>	<ul style="list-style-type: none"> <li>• Email Phishing Attacks:               <ul style="list-style-type: none"> <li>a) Ransomware email from external email account; shutdown Terrebonne for 3 days; able to restore from back-up</li> <li>b) Email impersonating CEO / CFO asking employee for banking information or payment</li> </ul> </li> </ul>

# Key Performance Indicators - Summary

## **Safety:**

- Two (2) recordable incidents in May 2020: (i) Laval – Worker sprained knee when extruder wheel he was pushing caught up in a floor crack (Lost time); (ii) Terrebonne – Worker sprained right ankle after stepping down from a loading platform onto a piece of wood that fell to the floor when another co-worker trimmed an oversized door support (Lost time)
- 2020 TRIR of 1.86 vs 2019 TRIR of 2.32; Total Recordable Cases – 4 for 2020 vs 16 for 2019 FY & 14 for 2018 FY
- Milestones achieved: 42 months incident free record at ECS and 12 months incident free record at Woodbridge

## **Quality:**

- Woodbridge – Claims from previous months but lower production pounds for denominator resulting in high value per lb produced
- Laval - 19 complaints in total largely related to non dimensional issues (e.g. packaging and handling etc.); Larger ones include 3 by Schlüter (\$6.5k); 2 by Fenêtres Concept (\$6.5k); 2 by Isothermic (\$1k); and 2 by Groupe Atlanta (\$1k)
- Everett– \$14K Cascade capstock - January production (packaging/dust issue/handling)

## **Delivery:**

- Deliveries impacted by Covid 19 due to reduced production levels causing longer lead times

## **Efficiencies:**

- Woodbridge yields impacted by Covid 19 due to several starts during the month, additional R&D trials reduced use of regrind
- ECS yields impacted by slow production in line with demand

## **Inventory:**

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

Key Performance Indicators – Plant Summary

KPI Measure		2020 Targets	Jan-20	Feb-20	Mar-20	Apr-20	May-20	YTD 2020
Health & Safety								
# Recordables (affects TRIR)	# in Month	0	1	0	0	1	2	4
Woodbridge		0	0	0	0	0	0	0
Laval		0	1	0	0	0	1	2
Terrebonne		0	0	0	0	1	1	2
Delmont		0	0	0	0	0	0	0
Everett		0	0	0	0	0	0	0
ECS		0	0	0	0	0	0	0
Quality Performance								
Returns as % of sales	# of Plants Green	6	3	5	4	4	4	4
Woodbridge		0.41%	0.38%	0.72%	0.42%	0.62%	0.67%	0.54%
Laval		0.72%	1.24%	0.40%	0.82%	0.00%	0.63%	0.66%
Terrebonne		0.55%	1.04%	0.41%	0.37%	0.10%	0.50%	0.49%
Delmont		0.30%	0.03%	0.21%	0.14%	0.03%	0.17%	0.11%
Everett		0.44%	0.68%	0.29%	0.37%	1.99%	1.28%	0.84%
ECS		0.30%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Delivery Performance								
% by line items	# of Plants Green	6	5	5	4	2	3	1
Woodbridge		98.1%	98.9%	99.3%	98.3%	93.6%	87.1%	95.4%
Laval		99.0%	99.9%	99.8%	98.4%	84.7%	87.3%	94.0%
Terrebonne		95.0%	99.4%	93.8%	83.7%	37.7%	82.5%	79.4%
Delmont		99.6%	98.8%	99.6%	99.6%	99.8%	99.7%	99.5%
Everett		99.2%	100.0%	99.5%	99.9%	100.0%	100.0%	99.9%
ECS		100.0%	100.0%	100.0%	100.0%	79.0%	100.0%	95.8%
% on time in full	# of Plants Green	6	5	4	5	2	3	1
Woodbridge		98.1%	98.9%	99.3%	98.3%	93.6%	87.1%	95.4%
Laval		95.0%	99.9%	99.8%	98.4%	84.7%	87.3%	94.0%
Terrebonne		95.0%	99.4%	93.8%	83.7%	37.7%	82.5%	79.4%
Delmont		99.3%	97.9%	98.8%	99.4%	99.6%	99.6%	99.0%
Everett		99.2%	100.0%	99.5%	99.9%	100.0%	100.0%	99.9%
ECS		100.0%	100.0%	100.0%	100.0%	79.0%	100.0%	95.8%
Costs								
Yield*	# of Plants Green	5	3	2	2	3	3	3
Woodbridge		88.0%	85.6%	85.4%	86.9%	84.1%	86.1%	85.9%
Laval		87.9%	89.0%	89.8%	89.5%	93.0%	89.2%	89.5%
Delmont		84.3%	86.1%	82.6%	84.1%	86.4%	84.9%	84.7%
Everett		87.4%	89.6%	89.2%	89.4%	86.0%	88.2%	88.6%
ECS		99.6%	99.5%	99.4%	99.5%	99.7%	99.5%	99.5%

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

KPI Measure		2020 Targets	Jan-20	Feb-20	Mar-20	Apr-20	May-20	YTD 2020
Costs								
Alt. Compound Consumption Ratio*		5	4	1	1	1	3	2
Woodbridge		20.0%	20.0%	16.0%	22.1%	12.5%	17.8%	19.0%
Laval		15.2%	21.5%	21.0%	14.4%	30.2%	18.0%	19.2%
Delmont		23.3%	20.3%	16.7%	18.3%	19.2%	26.4%	19.8%
Everett		20.0%	24.0%	13.2%	15.1%	14.3%	41.3%	20.0%
ECS		0.4%	0.5%	0.3%	0.3%	0.0%	0.3%	0.4%
Inventory								
Days - TTM*	# of Plants Green	5	4	4	4	4	4	
Woodbridge		77.8	69.6	69.1	68.2	68.7	70.5	
Laval		67.3	71.5	70.9	70.0	72.5	73.3	
Terrebonne		68.4	63.7	64.0	63.9	66.5	67.5	
Delmont		63.3	70.1	69.4	69.5	68.2	68.8	
Everett		104.3	92.2	91.6	88.4	89.4	90.5	
ECS		41.1	38.6	36.7	36.0	37.7	38.6	
Customer Service								
Customer Experience - NPS Improvement		20%	NA	NA	NA	NA	NA	NA
Customer Complaints - per MLBS ***	# of Plants Green	6	4	5	4	4	4	4
Woodbridge		3.2	4.0	5.4	3.8	3.9	9.4	5.3
Laval		17.7	16.8	11.5	18.2	68.1	20.2	27.0
Terrebonne		2.8	3.9	2.2	1.3	0.5	0.9	1.8
Delmont		2.9	1.1	2.8	2.7	0.7	2.4	2.0
Everett		10.0	3.9	6.0	4.8	7.0	0.0	4.3
ECS		0.3	0.1	0.1	0.0	0.0	0.0	0.1
Customer Retention		100%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Employees								
Employee Engagement		80%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%
Employee Retention		90%	99.4%	99.1%	99.8%	99.4%	99.5%	99.5%

# Consolidated Summary P&L – May 2020

\$'000	MTD		Var		YTD		Var	
	Act	Bud	\$	%	Act	Bud	\$	%
Units Produced ('000)	5,222	9,448	(4,226)	(44.7%)	32,094	41,915	(9,820)	(23.4%)
Units Shipped ('000)	6,548	9,636	(3,089)	(32.1%)	34,081	39,505	(5,424)	(13.7%)
Bookings (\$'000)	\$ 12,396	\$ 16,613	\$ (4,217)	(25.4%)	\$ 58,890	\$ 67,789	\$ (8,899)	(13.1%)
Backlog (\$'000)	\$ 12,165	\$ 9,122	\$ 3,043	33.4%	\$ 12,165	\$ 9,122	\$ 3,043	33.4%
Gross Revenue	\$ 10,773	\$ 16,646	\$ (5,873)	(35.3%)	\$ 56,318	\$ 66,922	\$ (10,603)	(15.8%)
Adj. to Gross Revenue	(562)	(849)	287	(33.8%)	(2,816)	(3,275)	459	(14.0%)
Net Revenue	10,211	15,797	(5,586)	(35.4%)	53,502	63,647	(10,144)	(15.9%)
Material	5,305	7,819	(2,514)	(32.1%)	26,541	31,385	(4,844)	(15.4%)
Labor	1,681	3,116	(1,435)	(46.0%)	11,958	14,953	(2,995)	(20.0%)
Other COGS	1,972	1,753	219	12.5%	7,704	6,265	1,439	23.0%
Total COGS	8,959	12,688	(3,730)	(29.4%)	46,203	52,603	(6,399)	(12.2%)
Gross Margin	1,253	3,109	(1,856)	(59.7%)	7,299	11,044	(3,745)	(33.9%)
Gross Margin %	12.3%	19.7%			13.6%	17.4%		
R&D	–	–	–	N/A	–	–	–	N/A
Sales & Marketing	240	534	(294)	(55.1%)	2,003	2,658	(654)	(24.6%)
Administrative	579	919	(340)	(37.0%)	3,818	4,506	(688)	(15.3%)
Other Opex	(13)	(18)	6	(30.4%)	82	(47)	128	(273.4%)
Total Opex	806	1,435	(629)	(43.8%)	5,903	7,117	(1,214)	(17.1%)
EBITDA	447	1,674	(1,227)	(73.3%)	1,396	3,927	(2,531)	(64.5%)
EBITDA %	4.4%	10.6%			2.6%	6.2%		
Net Income (Loss)	\$ (225)	\$ 360	\$ (585)	(162.4%)	\$ (5,460)	\$ (3,361)	\$ (2,099)	62.5%
Capex	\$ (233)	\$ (739)	\$ 506	(68.5%)	\$ (1,033)	\$ (3,232)	\$ 2,199	(68.0%)
<b>Opex Overview:</b>								
Payroll	\$ 470	\$ 819	\$ (349)	(42.6%)	\$ 3,467	\$ 4,139	\$ (673)	(16.3%)
Bonus	21	62	(40)	(65.7%)	221	308	(88)	(28.4%)
Commissions	12	21	(8)	(41.0%)	119	102	17	17.1%
Marketing	60	100	(39)	(39.4%)	318	466	(148)	(31.7%)
Benefits	–	–	–	N/A	–	–	–	N/A
Travel and entertainment	13	97	(84)	(86.6%)	186	472	(286)	(60.6%)
Rent and facilities	–	–	–	N/A	–	–	–	N/A
Insurance	17	29	(12)	(41.3%)	101	143	(43)	(29.8%)
Professional fees	37	56	(19)	(33.8%)	281	248	33	13.2%
Office Expenses	19	23	(4)	(16.7%)	89	103	(14)	(13.6%)
IT	127	164	(37)	(22.5%)	675	773	(98)	(12.6%)
Bad Debts	(0)	(0)	0	(28.2%)	61	(2)	63	(4185.2%)
FX	(37)	–	(37)	N/A	132	–	132	N/A
JV Loss (Income)	24	(18)	42	(230.6%)	(50)	(47)	(3)	7.3%
Other Expenses	42	84	(42)	(49.8%)	304	411	(106)	(25.9%)
Total Opex	\$ 806	\$ 1,435	\$ (629)	(43.8%)	\$ 5,903	\$ 7,117	\$ (1,214)	(17.1%)

## Management Discussion

### Net Revenue – MTD -\$5,586K:

- Extrusion external sales volume behind Budget by \$5.1 million with lower volumes across all plants driven by a mix of both Canadian and US customers impacted by the COVID-19 situation
- Patio Door gross sales were behind Budget by \$708K driven by decreased demand from AMI, Ostaco and Isothermic as a result of economic softness due to the COVID-19 situation. External compound sales were ahead of Budget by \$238K due to increased orders from new customers (Delcan and Fence Outlet) and new products (Nuform)
- Rebates & discounts were favorable by \$262K due to volume and customer mix
- Returns & allowances were in line with Budget
- Unfavorable F/X impact of approx. \$320K (actual rate of 1.3970 [or \$USD 0.7158] vs. Budget rate of 1.33 [or \$USD 0.7519])

### EBITDA – MTD -\$1,227K:

- Material COGS:** Decreased costs primarily driven by a reduced volume impact of \$2,625K and a favorable material price impact of approx. \$37K (resin, additives and TiO2) and lower inventory reserves of \$64K; partially offset by \$212K due to unfavorable yields & additional scrap at Woodbridge and Everett due to lower volumes and production inefficiencies
- Labor COGS:** Decrease in labor costs driven by lower production volumes and layoffs as a result of COVID-19 impacts and the benefit of the Canada Emergency Wage Subsidy (CEWS) of \$300K for the Ontario and Quebec plants
- Other COGS:** Increase of \$219K comprised of: an unfavorable absorption impact of \$838K as a result of selling more out of inventory than Plan and lower production; partially offset by lower freight costs of \$308K as a result of lower volumes and customer mix, lower utilities of \$188K as a result of reduced production levels and lower manufacturing o/h costs of \$123K (ie. Maintenance, net of lower tool & die recovery)
- Sales and Marketing:** Lower payroll costs due to lower headcount (Covid-19 layoffs) and benefit from the CEWS, lower marketing spend due to cost containment initiatives, lower product development costs due to timing and lower T&E costs
- Administrative:** Lower payroll costs due to COVID-19 reductions (layoffs, furloughs, reductions) and benefit from the CEWS, lower bonus accrual and lower spending due to cost containment initiatives
- Other Opex:** Favorable realized F/X re-valuation impact due to F/X revaluation of working capital balances (change in F/X from 1.3916 on April 30<sup>th</sup> to 1.3776 on May 31<sup>st</sup>) and reduced JV equity income due to lower volumes

# Consolidated Summary P&L (vs PY) – May 2020

\$'000	MTD		Var		YTD		Var	
	Act	PY-Act	\$	%	Act	PY-Act	\$	%
Units Produced ('000)	5,222	8,493	(3,271)	(38.5%)	32,094	39,764	(7,670)	(19.3%)
Units Shipped ('000)	6,548	9,414	(2,866)	(30.4%)	34,081	38,266	(4,185)	(10.9%)
Bookings (\$'000)	\$ 12,396	\$ 16,015	\$ (3,619)	(22.6%)	\$ 58,890	\$ 64,540	\$ (5,650)	(8.8%)
Backlog ('\$000)	\$ 12,165	\$ 9,716	\$ 2,448	25.2%	\$ 12,165	\$ 9,716	\$ 2,448	25.2%
Gross Revenue	\$ 10,773	\$ 16,301	\$ (5,528)	(33.9%)	\$ 56,318	\$ 64,868	\$ (8,550)	(13.2%)
Adj. to Gross Revenue	(562)	(787)	225	(28.6%)	(2,816)	(3,129)	313	(10.0%)
Net Revenue	10,211	15,515	(5,303)	(34.2%)	53,502	61,739	(8,237)	(13.3%)
Material	5,305	7,703	(2,398)	(31.1%)	26,541	30,193	(3,652)	(12.1%)
Labor	1,681	3,198	(1,517)	(47.4%)	11,958	14,592	(2,634)	(18.1%)
Other COGS	1,972	1,968	4	0.2%	7,704	6,942	762	11.0%
Total COGS	8,959	12,869	(3,911)	(30.4%)	46,203	51,727	(5,524)	(10.7%)
Gross Margin	1,253	2,645	(1,393)	(52.6%)	7,299	10,012	(2,714)	(27.1%)
Gross Margin %	12.3%	17.0%			13.6%	16.2%		
R&D	–	–	–	N/A	–	–	–	N/A
Sales & Marketing	240	586	(347)	(59.1%)	2,003	2,827	(824)	(29.1%)
Administrative	579	997	(418)	(41.9%)	3,818	4,843	(1,024)	(21.2%)
Other Opex	(13)	(3)	(9)	265.7%	82	(171)	253	(147.6%)
Total Opex	806	1,579	(773)	(49.0%)	5,903	7,498	(1,595)	(21.3%)
EBITDA	447	1,066	(619)	(58.1%)	1,396	2,514	(1,119)	(44.5%)
EBITDA %	4.4%	6.9%			2.6%	4.1%		
Net Income (Loss)	\$ (225)	\$ (169)	\$ (55)	32.8%	\$ (5,460)	\$ (2,849)	\$ (2,611)	91.7%
Capex	\$ (233)	\$ (519)	\$ 286	(55.1%)	\$ (1,033)	\$ (2,547)	\$ 1,514	(59.4%)
<b>Opex Overview:</b>								
Payroll	\$ 470	\$ 909	\$ (439)	(48.3%)	\$ 3,467	\$ 4,273	\$ (806)	(18.9%)
Bonus	21	111	(90)	(81.0%)	221	560	(339)	(60.6%)
Commissions	12	18	(6)	(31.8%)	119	90	30	33.0%
Marketing	60	110	(50)	(45.3%)	318	572	(254)	(44.4%)
Benefits	–	–	–	N/A	–	–	–	N/A
Travel and entertainment	13	66	(54)	(80.5%)	186	442	(256)	(57.9%)
Rent and facilities	–	–	–	N/A	–	–	–	N/A
Insurance	17	28	(11)	(38.6%)	101	128	(28)	(21.5%)
Professional fees	37	49	(12)	(25.3%)	281	248	33	13.3%
Office Expenses	19	33	(14)	(42.3%)	89	121	(32)	(26.6%)
IT	127	145	(18)	(12.6%)	675	769	(94)	(12.2%)
Bad Debts	(0)	42	(42)	(100.5%)	61	97	(36)	(37.1%)
FX	(37)	24	(61)	(251.6%)	132	(87)	219	(251.4%)
JV Loss (Income)	24	(28)	51	(186.4%)	(50)	(84)	34	(40.2%)
Other Expenses	42	70	(28)	(40.2%)	304	369	(65)	(17.6%)
Total Opex	\$ 806	\$ 1,579	\$ (773)	(49.0%)	\$ 5,903	\$ 7,498	\$ (1,595)	(21.3%)

## Management Discussion

### Net Revenue – MTD -\$5,303K:

- Extrusion external sales volume behind Prior Year by \$5.1 million and over 30% with lower volumes across all plants driven by a mix of both Canadian and US customers impacted by the COVID-19 situation
- Patio Door gross sales were behind Prior Year by \$467K driven by decreased demand from AMI, Ostaco and Quebec customers (closed until mid-May) as a result of economic softness due to the COVID-19 situation. External compound sales were ahead of Prior Year by \$416K due to new customers (Delcan and Fence Outlet) and new products (Nuform)
- Rebates & discounts were favorable by \$175K due to volume and customer mix
- Returns & allowances were favorable by \$34K versus Prior Year due to lower volumes
- Unfavorable F/X impact of approx. \$241K (actual rate of 1.3459 [or \$USD 0.7430] vs. Budget rate of 1.33 [or \$USD 0.7519])

### EBITDA – MTD -\$619K:

- Material COGS:** Decreased costs primarily driven by reduced volumes and lower inventory reserves of \$103K; offset by \$45K due to unfavorable yields & additional scrap at Woodbridge and Everett due to lower volumes and production inefficiencies and an unfavorable material price impact of approx. \$64K (resin, glass, aluminum)
- Labor COGS:** Decrease in labor costs driven by lower production volumes and layoffs as a result of COVID-19 impacts and the benefit of the Canada Emergency Wage Subsidy (CEWS) of \$300K for the Ontario and Quebec plants
- Other COGS:** Increase of \$4K comprised of: an unfavorable absorption impact of \$513K as a result of selling more out of inventory than Prior Year and lower production; partially offset by lower freight costs of \$368K as a result of lower volumes and customer mix and lower manufacturing o/h costs of \$141K (ie. Utilities, Maintenance, net of lower tool & die recovery)
- Sales and Marketing:** Lower payroll costs due to lower headcount (Covid-19 layoffs) and benefit from the CEWS, lower marketing spend due to cost containment initiatives, lower product development costs due to timing and lower T&E costs
- Administrative:** Lower payroll costs due to COVID-19 reductions (layoffs, furloughs, reductions) and benefit from the CEWS, a lower bonus accrual and lower spending due to cost containment initiatives
- Other Opex:** Favorable realized F/X re-valuation impact offset by reduced JV equity income

# May 2020 Net Sales Bridge

(In Thousands of US Dollars)

	Woodbridge	Laval	Delmont	Everett	ECS	Terrebonne	Group Office	Adj.	Total
Net Sales Budget, as reported <b>(A)</b>	\$ 3,990	\$ 3,413	\$ 3,380	\$ 2,495	\$ 6,318	\$ 2,053	\$ -	\$ (5,853)	\$ 15,797
Volume impact (external sales)	(1,852)	(1,300)	(731)	(1,235)	238	(708)	-	-	(5,588)
Volume impact (intercompany sales)	(110)	(134)	-	-	(3,084)	-	-	3,328	-
Rebates & discounts	69	116	21	55	-	1	-	-	262
Price / Mix impact	177	(11)	(90)	(28)	(57)	64	-	-	54
Returns & allowances	(2)	4	5	(5)	-	4	-	-	6
Other - F/X	(104)	(98)	0	0	(50)	(68)	-	(0)	(320)
<b>Actual Net Sales (B)</b>	<b>\$ 2,169</b>	<b>\$ 1,990</b>	<b>\$ 2,585</b>	<b>\$ 1,282</b>	<b>\$ 3,364</b>	<b>\$ 1,346</b>	<b>\$ -</b>	<b>\$ (2,525)</b>	<b>\$ 10,211</b>
Actual vs Budget, as reported Variance <b>(B) - (A)</b>	\$ (1,821)	\$ (1,423)	\$ (795)	\$ (1,213)	\$ (2,953)	\$ (707)	\$ -	\$ 3,328	\$ (5,586)
Actual vs Prior Year, as reported Variance	\$ (1,787)	\$ (1,176)	\$ (1,162)	\$ (1,024)	\$ (2,851)	\$ (396)	\$ -	\$ 3,094	\$ (5,303)
Actual YTD vs Budget YTD, as reported Variance	\$ (2,347)	\$ (3,139)	\$ (1,573)	\$ (1,872)	\$ (6,140)	\$ (2,129)	\$ -	\$ 7,055	\$ (10,144)
Actual YTD vs Prior Year YTD, as reported Variance	\$ (2,541)	\$ (2,707)	\$ (853)	\$ (1,913)	\$ (6,737)	\$ (1,088)	\$ -	\$ 7,603	\$ (8,237)

# May 2020 EBITDA Bridge

(In Thousands of US Dollars)

	Woodbridge	Laval	Delmont	Everett	ECS	Terrebonne	Group Office	Adj.	Total
EBITDA Budget, as reported <b>(A)</b>	\$ 125	\$ 646	\$ 559	\$ 92	\$ 60	\$ (45)	\$ 237	\$ -	\$ 1,674
Volume & Mix impact	(272)	(541)	(176)	(345)	(258)	(211)	(50)	-	<b>(1,853)</b>
Labor - DL/IDL FAV/(UNF)	368	159	97	46	16	50	(135)	-	<b>600</b>
Alt. Materials FAV/(UNF)	(84)	(19)	(44)	(65)	-	-	-	-	<b>(212)</b>
Other Materials - FAV/(UNF)	-	-	19	21	61	-	-	-	<b>101</b>
Absorption impact FAV/(UNF)	(377)	(103)	(315)	(33)	(30)	20	-	-	<b>(838)</b>
Overhead Spending FAV/(UNF)	59	81	41	20	126	21	(40)	-	<b>308</b>
Warranty (specific accrual)	-	-	-	-	-	-	-	-	<b>-</b>
Bonus accrual	-	-	-	-	-	-	76	-	<b>76</b>
Other	1	99	9	20	98	56	307	0	<b>590</b>
<b>Actual EBITDA (B)</b>	<b>\$ (180)</b>	<b>\$ 322</b>	<b>\$ 189</b>	<b>\$ (244)</b>	<b>\$ 73</b>	<b>\$ (110)</b>	<b>\$ 395</b>	<b>\$ 0</b>	<b>\$ 447</b>
Actual vs Budget, as reported Variance <b>(B) - (A)</b>	\$ (305)	\$ (324)	\$ (369)	\$ (336)	\$ 13	\$ (64)	\$ 158	\$ 0	<b>\$ (1,227)</b>
Actual vs Prior Year, as reported Variance	\$ (144)	\$ (181)	\$ (316)	\$ (247)	\$ (319)	\$ (9)	\$ 596	\$ 0	<b>\$ (619)</b>
Actual YTD vs Budget YTD, as reported Variance	\$ (472)	\$ (305)	\$ 333	\$ (869)	\$ 501	\$ (474)	\$ 1,133	\$ (1,152)	<b>\$ (1,304)</b>
Actual YTD vs Prior Year YTD, as reported Variance	\$ (842)	\$ (412)	\$ 451	\$ (491)	\$ 134	\$ (105)	\$ 2,054	\$ (1,288)	<b>\$ (499)</b>



# Strategic Plan Update – Summary of Alternative Materials Initiative

(In Thousands of US Dollars)

	May-20			YTD			Comments
	Actual	Budget	Variance FAV/(UNF)	Actual	Budget	Variance FAV/(UNF)	
Woodbridge - Scrap Variance <sup>(1)</sup>	\$ (8)	\$ (9)	\$ 1	\$ (229)	\$ (113)	\$ (115)	Plant shutdown and start up inefficiencies, changeovers Reduced mixed regrind usage and higher scrap sold
Woodbridge - Alt Materials Usage <sup>(2)</sup>	\$ 40	\$ 125	\$ (85)	\$ 329	\$ 547	\$ (219)	
<b>Woodbridge - Total</b>	<b>\$ 32</b>	<b>\$ 116</b>	<b>\$ (84)</b>	<b>\$ 100</b>	<b>\$ 434</b>	<b>\$ (334)</b>	
Laval - Scrap Variance <sup>(1)</sup>	\$ 5	\$ -	\$ 5	\$ 43	\$ -	\$ 43	Reduced production volumes
Laval - Alt Materials Usage <sup>(2)</sup>	\$ 32	\$ 55	\$ (23)	\$ 186	\$ 235	\$ (48)	
<b>Laval - Total</b>	<b>\$ 36</b>	<b>\$ 55</b>	<b>\$ (19)</b>	<b>\$ 229</b>	<b>\$ 235</b>	<b>\$ (6)</b>	
Delmont - Scrap Variance <sup>(1)</sup>	\$ 37	\$ 49	\$ (12)	\$ 297	\$ 218	\$ 79	Reduced production volumes
Delmont - Alt Materials Usage <sup>(2)</sup>	\$ 56	\$ 88	\$ (32)	\$ 306	\$ 427	\$ (121)	Lower regrind usage due to volumes and resource constraints
<b>Delmont - Total</b>	<b>\$ 93</b>	<b>\$ 137</b>	<b>\$ (44)</b>	<b>\$ 603</b>	<b>\$ 645</b>	<b>\$ (42)</b>	
Everett - Scrap Variance <sup>(1)</sup>	\$ 2	\$ 46	\$ (45)	\$ (66)	\$ 220	\$ (286)	Higher scrap due to increased capstock trials and testing
Everett - Alt Materials Usage <sup>(2)</sup>	\$ 31	\$ 52	\$ (20)	\$ 155	\$ 251	\$ (96)	Lower regrind usage due to reduced volumes
<b>Everett - Total</b>	<b>\$ 33</b>	<b>\$ 98</b>	<b>\$ (65)</b>	<b>\$ 89</b>	<b>\$ 471</b>	<b>\$ (382)</b>	
Total Scrap Variance <sup>(1)</sup>	\$ 35	\$ 86	\$ (51)	\$ 45	\$ 325	\$ (279)	
Total Alt Materials Usage <sup>(2)</sup>	\$ 159	\$ 320	\$ (161)	\$ 976	\$ 1,460	\$ (484)	
<b>Grand Total</b>	<b>\$ 194</b>	<b>\$ 406</b>	<b>\$ (212)</b>	<b>\$ 1,021</b>	<b>\$ 1,785</b>	<b>\$ (764)</b>	

**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.

# Strategic Plan Update – Summary of HCR Initiative

(In Thousands of US Dollars)

	Jan-20	Feb-20	Mar-20	Apr-20	May-20	YTD
Budget Production Volume (Lbs)	7,500	7,782	8,598	8,588	9,448	41,915
Actual Production Volume (Lbs)	8,094	7,753	7,725	3,301	5,222	32,094
Increased/(Decreased) Production - %	7.9%	-0.4%	-10.2%	-61.6%	-44.7%	-23.4%
<b>Direct Labor:</b>						
Budget Direct Labor	\$ 1,419	\$ 1,368	\$ 1,415	\$ 1,564	\$ 1,579	7,346
Deduct: Budget Direct Labor - Terrebonne	236	206	233	287	280	1,242
Budget Direct Labor - Extrusion & Compounding <b>(A)</b>	\$ 1,183	\$ 1,162	\$ 1,182	\$ 1,277	\$ 1,299	\$ 6,104
Budget Direct Labor (Flexed for Actual Volume) <b>(B)</b>	\$ 1,277	\$ 1,158	\$ 1,062	\$ 491	\$ 718	4,706
Actual Direct Labor	\$ 1,422	\$ 1,403	\$ 1,272	\$ 740	\$ 804	5,640
Deduct: Actual Direct Labor - Terrebonne	230	200	199	115	173	917
Actual Direct Labor - Extrusion & Compounding <b>(C)</b>	\$ 1,192	\$ 1,202	\$ 1,072	\$ 625	\$ 632	\$ 4,723
<b>Direct Labor Savings - Extrusion &amp; Compounding - FAV(UNF)</b>						
Actual vs. Budget [(A) - (C)]	\$ (9)	\$ (40)	\$ 110	\$ 652	\$ 668	\$ 1,381
Actual vs. Budget (Flexed for Actual Volume) [(B) - (C)]	\$ 85	\$ (44)	\$ (10)	\$ (134)	\$ 87	\$ (17)
<b>Indirect Labor:</b>						
Budget Indirect Labor	\$ 1,475	\$ 1,407	\$ 1,462	\$ 1,496	\$ 1,481	7,321
Deduct: Budget Indirect Labor - Terrebonne	100	87	96	99	95	477
Budget Indirect Labor - Extrusion & Compounding <b>(A)</b>	\$ 1,376	\$ 1,320	\$ 1,366	\$ 1,398	\$ 1,385	\$ 6,844
Budget Indirect Labor (Flexed for Actual Volume) <b>(B)</b>	\$ 1,397	\$ 1,319	\$ 1,338	\$ 1,226	\$ 1,261	\$ 6,523
Actual Indirect Labor	\$ 1,534	\$ 1,439	\$ 1,365	\$ 918	\$ 858	6,114
Deduct: Actual Indirect Labor - Terrebonne	101	88	85	68	54	396
Actual Indirect Labor - Extrusion & Compounding <b>(C)</b>	\$ 1,433	\$ 1,351	\$ 1,280	\$ 850	\$ 804	\$ 5,718
<b>Indirect Labor Savings - Extrusion &amp; Compounding - FAV(UNF)</b>						
Actual vs. Budget [(A) - (C)]	\$ (57)	\$ (31)	\$ 86	\$ 548	\$ 582	\$ 1,127
Actual vs. Budget (Flexed for Actual Volume) [(B) - (C)]	\$ (35)	\$ (32)	\$ 58	\$ 376	\$ 458	\$ 806
<b>SG&amp;A Labor - Consolidated:</b>						
Budget SG&A Labor	\$ 879	\$ 789	\$ 851	\$ 801	\$ 819	4,139
Actual SG&A Labor	\$ 833	\$ 734	\$ 814	\$ 617	\$ 470	3,467
SG&A Labor Savings - FAV(UNF)	\$ 47	\$ 55	\$ 37	\$ 185	\$ 349	\$ 673

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	Mar-20	Apr-20	May-20	YTD
Budget Production Volume (Lbs)	7,500	7,782	8,598	8,588	9,448	41,915
Budget Direct Labor - Consolidated	\$ 1,419	\$ 1,368	\$ 1,415	\$ 1,564	\$ 1,579	7,346
Deduct:						
Budget Direct Labor - Terrebonne	\$ 236	\$ 206	233	\$ 287	\$ 280	1,242
Budget Total Labor - Extrusion & Compounding	<u>\$ 1,183</u>	<u>\$ 1,162</u>	<u>\$ 1,182</u>	<u>\$ 1,277</u>	<u>\$ 1,299</u>	<u>\$ 6,104</u>
Budget Direct Labor \$ / Lb Manufactured	\$ 0.158	\$ 0.149	\$ 0.138	\$ 0.149	\$ 0.138	\$ 0.146
Actual Production Volume (Lbs)	8,094	7,753	7,725	3,301	5,222	32,094
Actual Direct Labor - Consolidated	\$ 1,422	\$ 1,403	\$ 1,272	\$ 740	\$ 804	5,640
Deduct:						
Actual Direct Labor - Terrebonne	\$ 230	\$ 200	199	\$ 115	\$ 173	917
<b>Actual Direct Labor - Extrusion &amp; Compounding</b>	<u><b>\$ 1,192</b></u>	<u><b>\$ 1,202</b></u>	<u><b>\$ 1,072</b></u>	<u><b>\$ 625</b></u>	<u><b>\$ 632</b></u>	<u><b>\$ 4,723</b></u>
<b>Actual Direct Labor \$/Lb Manufactured</b>	<u><b>\$ 0.147</b></u>	<u><b>\$ 0.155</b></u>	<u><b>\$ 0.139</b></u>	<u><b>\$ 0.189</b></u>	<u><b>\$ 0.121</b></u>	<u><b>\$ 0.147</b></u>
Budget Casual / Temp Direct Labor - Consolidated	\$ 70	\$ 67	\$ 83	\$ 152	\$ 176	548
Deduct:						
Budget Casual / Temp Direct Labor - Terrebonne	\$ 1	\$ 2	8	\$ 53	\$ 56	120
Budget Total Casual / Temp Labor - Extrusion & Compounding	<u>\$ 68</u>	<u>\$ 66</u>	<u>\$ 75</u>	<u>\$ 99</u>	<u>\$ 120</u>	<u>\$ 428</u>
Budget Casual / Temp Direct Labor \$ / Lb Manufactured	\$ 0.009	\$ 0.008	\$ 0.009	\$ 0.012	\$ 0.013	\$ 0.010
Actual Casual / Temp Direct Labor - Consolidated	\$ 115	\$ 94	\$ 111	\$ 14	\$ 34	368
Deduct:						
Actual Casual / Temp Direct Labor - Terrebonne	\$ 36	\$ 26	27	\$ 2	\$ 26	117
<b>Actual Casual / Temp Direct Labor - Extrusion &amp; Compounding</b>	<u><b>\$ 78</b></u>	<u><b>\$ 69</b></u>	<u><b>\$ 84</b></u>	<u><b>\$ 13</b></u>	<u><b>\$ 8</b></u>	<u><b>\$ 251</b></u>
<b>Actual Casual / Temp Direct Labor \$/Lb Manufactured</b>	<u><b>\$ 0.010</b></u>	<u><b>\$ 0.009</b></u>	<u><b>\$ 0.011</b></u>	<u><b>\$ 0.004</b></u>	<u><b>\$ 0.001</b></u>	<u><b>\$ 0.008</b></u>

**Executive Summary**

**Financial Review**

**Full Year Financial Outlook**

**Governance Reporting**

**Appendix**

**Business Unit Analysis**

# 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	Bud	BPs	%	Act	BPs	%	Act	Bud	BPs	%	Act	BPs	%										
Customer:																																						
PGT Industries Inc	\$	1,425	\$	1,947	\$	(522)	(26.8%)	\$	2,099	\$	(674)	(32.1%)	\$	9,194	\$	9,666	\$	(471)	(4.9%)	\$	9,487	\$	(292)	(3.1%)	15.8%	23.1%	(736)	(31.8%)	15.2%	60	4%	21.5%	25.3%	(380)	(15.0%)	13.4%	808	60.5%
Eclipse Shutter Systems		445		1,276		(831)	(65.1%)		1,276		(831)	(65.1%)		4,661		5,797		(1,136)	(19.6%)		5,806		(1,145)	(19.7%)	(14.4%)	2.0%	(1,646)	(806.7%)	5.4%	(1,981)	(368%)	2.7%	3.5%	(84)	(23.8%)	4.9%	(222)	(45.4%)
Simonton		454		933		(479)	(51.3%)		933		(479)	(51.3%)		2,864		3,898		(1,034)	(26.5%)		3,898		(1,034)	(26.5%)	3.8%	20.1%	(1,627)	(80.9%)	(13.1%)	1,693	(129%)	6.1%	(2.1%)	824	(388.8%)	(17.0%)	2,310	(136.1%)
Atis		716		947		(231)	(24.4%)		936		(220)	(23.5%)		2,582		3,445		(863)	(25.1%)		3,397		(815)	(24.0%)	(8.9%)	13.6%	(2,245)	(165.3%)	5.4%	(1,430)	(263%)	(19.3%)	17.0%	(3,629)	(213.9%)	7.5%	(2,685)	(356.5%)
Quaker Window Products		331		538		(207)	(38.5%)		483		(152)	(31.4%)		2,312		2,272		40	1.8%		2,040		272	13.3%	2.8%	63.7%	(6,096)	(95.7%)	11.1%	(833)	(75%)	4.9%	35.7%	(3,074)	(86.1%)	4.7%	27	5.7%
Polaris Technologies		268		520		(252)	(48.5%)		561		(293)	(52.2%)		1,648		2,475		(827)	(33.4%)		2,070		(422)	(20.4%)	10.6%	15.6%	(495)	(31.8%)	22.2%	(1,163)	(52%)	15.8%	12.3%	349	28.3%	19.5%	(371)	(19.0%)
All Weather		165		649		(484)	(74.6%)		536		(371)	(69.3%)		1,172		2,222		(1,050)	(47.3%)		1,805		(633)	(35.1%)	(0.3%)	52.6%	(5,293)	(100.6%)	10.9%	(1,126)	(103%)	(0.9%)	38.5%	(3,946)	(102.4%)	8.1%	(904)	(111.4%)
SOLARIS QUEBEC P & F INC.		340		483		(143)	(29.6%)		457		(117)	(25.7%)		1,430		1,917		(487)	(25.4%)		1,828		(398)	(21.8%)	24.3%	24.5%	(17)	(0.7%)	14.9%	937	63%	24.4%	21.8%	259	11.9%	14.1%	1,029	73.0%
Cascade		92		356		(264)	(74.1%)		267		(174)	(65.4%)		948		1,732		(785)	(45.3%)		1,568		(620)	(39.6%)	(49.7%)	(13.7%)	(3,599)	263.1%	15.2%	(6,488)	(427%)	(33.0%)	2.8%	(3,584)	#####	6.6%	(3,967)	(598.9%)
A.M.I.		164		366		(203)	(55.4%)		296		(132)	(44.7%)		914		1,398		(484)	(34.6%)		1,253		(339)	(27.1%)	18.9%	7.9%	1,102	139.4%	14.2%	471	33%	7.3%	33.8%	(2,652)	(78.5%)	11.4%	(414)	(36.3%)
Windsor Window Co OEM		380		505		(125)	(24.8%)		485		(105)	(21.6%)		1,767		1,696		72	4.2%		1,635		132	8.1%	15.2%	57.9%	(4,278)	(73.8%)	0.0%	1,516	N/A	16.8%	42.3%	(2,554)	(60.3%)	0.0%	1,681	N/A
Coeur d'Alene		262		387		(126)	(32.4%)		345		(83)	(24.1%)		1,474		1,411		62	4.4%		1,257		217	17.3%	(5.6%)	7.5%	(1,305)	(174.0%)	15.2%	(2,076)	(136%)	(2.3%)	2.7%	(494)	(184.1%)	2.9%	(511)	(179.2%)
Vinyl-Pro Window Systems Inc		208		368		(160)	(43.4%)		359		(151)	(42.0%)		651		1,143		(492)	(43.0%)		1,118		(467)	(41.8%)	7.7%	74.8%	(6,707)	(89.7%)	3.8%	391	103%	(3.5%)	44.2%	(4,778)	(108.0%)	3.7%	(720)	(196.5%)
Dashwood Industries Inc		291		321		(30)	(9.3%)		297		(5)	(1.8%)		1,377		1,081		296	27.3%		1,120		257	23.0%	19.9%	45.4%	(2,547)	(56.2%)	23.0%	(308)	(13%)	13.2%	40.8%	(2,754)	(67.5%)	20.4%	(719)	(35.2%)
ATLANTIC WINDOWS		32		24		8	34.6%		46		(14)	(30.5%)		78		90		(12)	(13.3%)		76		1	1.9%	33.6%	(1.1%)	3,471	(3152.1%)	12.6%	2,101	167%	17.3%	185.1%	#####	(90.7%)	11.5%	584	50.9%
Ostaco 2000		157		224		(67)	(29.8%)		267		(110)	(41.2%)		733		947		(213)	(22.5%)		1,099		(365)	(33.2%)	8.4%	11.7%	(331)	(28.3%)	19.9%	(1,151)	(58%)	(1.8%)	26.1%	(2,791)	(106.8%)	17.4%	(1,923)	(110.2%)
Sierra Pacific Windows		242		255		(13)	(5.1%)		213		29	13.6%		1,236		1,240		(4)	(0.3%)		1,001		235	23.5%	4.9%	9.3%	(435)	(46.8%)	(1.3%)	624	(483%)	10.4%	10.0%	38	3.8%	(1.2%)	1,164	(962.4%)
PORTES & FENETRES ABRITEK		161		302		(140)	(46.5%)		358		(196)	(54.9%)		602		899		(297)	(33.0%)		966		(364)	(37.7%)	14.5%	26.0%	(1,152)	(44.3%)	21.3%	(681)	(32%)	8.2%	33.8%	(2,558)	(75.8%)	19.3%	(1,109)	(57.5%)
Vinyl Profiles, LLC		274		251		23	9.0%		260		14	5.4%		1,069		1,034		35	3.4%		1,077		(8)	(0.7%)	21.2%	9.3%	1,190	128.5%	13.0%	821	63%	20.6%	14.3%	633	44.4%	5.7%	1,484	258.6%
SCHLUTER SYSTEMS L.P.		203		308		(105)	(34.0%)		295		(92)	(31.1%)		1,341		893		448	50.1%		856		485	56.7%	23.2%	24.1%	(83)	(3.4%)	6.6%	1,661	250%	22.4%	25.1%	(263)	(10.5%)	5.6%	1,687	303.4%
Other		4,164		5,688		(1,524)	(26.8%)		5,534		(1,371)	(24.8%)		18,265		21,666		(3,401)	(15.7%)		21,512		(3,247)	(15.1%)	18.1%	8.5%	953	111.8%	28.2%	(1,011)	(36%)	21.6%	11.7%	983	83.9%	27.0%	(550)	(20.3%)
Total Gross	\$	10,773	\$	16,646	\$	(5,873)	(35.3%)	\$	16,301	\$	(5,528)	(33.9%)	\$	56,318	\$	66,922	\$	(10,603)	(15.8%)	\$	64,868	\$	(8,550)	(13.2%)	11.6%	18.7%	(705)	(37.7%)	16.2%	(460)	(28%)	13.7%	15.9%	(223)	(14.0%)	15.2%	(157)	(10.3%)

## Management Discussion

- Overall a slow month with most business showing soft sales due to Covid 19 impact.
- PGT – Softer month after Strong performance in Q1.
- Atis significantly behind budget due to shutdown of operations.
- Other large misses include Simonton, Eclipse, Polaris, Solaris and Vinyl-pro
- Soft month for Quaker, Windsor, Schluter and CDA however, still ahead of budget YTD
- Dashwood almost in line with monthly budget and continues to remain positive YTD

## Non-Top 20 Customers (YTD): Consolidated

<u>Customer</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>Prior Year</u>	<u>Variance</u>
Compound	2,767	2,251	516	2,189	578
Lost	351	105	246	1,701	(1,350)
CAN	8,895	12,103	(3,208)	10,440	(1,544)
US	6,251	7,207	(956)	7,182	(931)
	<u>18,265</u>	<u>21,666</u>	<u>(3,401)</u>	<u>21,512</u>	<u>(3,247)</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 also performing better vs budget
- Lost business from Van Isle, Clera, Ventana, Wardco and KP accounting for majority of the shortfall from prior year
- CAN: Isothermic, Boulet and Centennial having soft sales, offset by positive contributions from Kohltech, Lorendo and Northerm in Canada
- US: Soft sales by Lindsay, Regency, International Aluminum and Atrium contributing to the decline offset by positive sales from GDIC, CGI and Western

# Pipeline Roll-Forward

\$'000	Expected Contract Win Value	
	MTD	YTD
<b>Opening Pipeline</b>	<b>\$ 62,219</b>	<b>\$ 60,978</b>
Additions	—	12,114
Changes:		
Converted	—	(7,020)
Lost	—	(2,258)
Other	—	(1,595)
Total Net Changes	—	(10,873)
<b>Closing Pipeline</b>	<b>\$ 62,219</b>	<b>\$ 62,219</b>

## Management Discussion

# 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				
												0	0		



# 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											
								<div></div>			
								<div>\$- -</div>			
LOST											
								<div>\$- 0</div>			
OTHER											
								<div>\$- 0</div>			
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%)	
Existing Customers														
Polaris	\$	4,000	2,500	\$	-	TBD	TBD	TBD	<div></div>				<div></div>	Ultra-Weld
AMI	\$	192	-	\$	-	TBD	TBD	TBD					<div></div>	Custom Patio Doors-fully Assembled
Gentek	\$	2,308	1,700	\$	1,095	TBD	TBD	TBD					<div></div>	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					<div></div>	Customer still reviewing casement
Eclipse	\$	1,538	1,200	\$	-	TBD	TBD	TBD					<div></div>	Light weight internet Shutter
Simonton	\$	1,154	1,500	\$	-	TBD	TBD	TBD					<div></div>	Dual stucco wall Slider
Centennial	\$	115	75	\$	-	TBD	TBD	TBD					<div></div>	New Slider Frame
Simonton	\$	769	1,000	\$	-	TBD	TBD	TBD					<div></div>	New Multi slide/425 door
Futura	\$	77	50	\$	25	TBD	TBD	TBD					<div></div>	
Vinylpro	\$	385	300	\$	-	TBD	TBD	TBD					<div></div>	4 1/2" Casement
Seymour Windows	\$	1,429	1,000	\$	241	TBD	TBD	TBD	<div></div>				<div></div>	Working on new formulation and design
Westek	\$	77	50	\$	-	TBD	TBD	TBD					<div></div>	Multi-Track Door
Cascade	\$	16,500	15,000	\$	-	TBD	TBD	TBD					<div></div>	Launch Hung/Sldr other locations
All Weather	\$	3,077	3,700	\$	-	TBD	TBD	TBD					<div></div>	Convert supplier for remaining business
Magistral	\$	1,538	1,000	\$	-	TBD	TBD	TBD					<div></div>	4600 Series with some custom
ATI	\$	500	300	\$	450	TBD	TBD	TBD					<div></div>	West Coast Contemporary series (shared capital)
Gentek	\$	1,538	-	\$	-	TBD	TBD	TBD					<div></div>	Patio Door program
Dalmen	\$	192	125	\$	-	TBD	TBD	TBD					<div></div>	Opera lineal program from Soni Plastics
Entreprises AM	\$	577	350	\$	-	TBD	TBD	TBD					<div></div>	4600 Series
Euroclad Windows	\$	100	50	\$	-	TBD	TBD	TBD					<div></div>	Multi Track Door
Mason Windows	\$	192	160	\$	-	TBD	TBD	TBD					<div></div>	Contemporary Casement
Vaillancourt	\$	769	500	\$	-	TBD	TBD	TBD					<div></div>	Opera lineal
Durabuilt	\$	385	250	\$	-	TBD	TBD	TBD					<div></div>	4600 Series
All Weather	\$	192	50	\$	-	TBD	TBD	TBD					<div></div>	Orchestra
All Weather	\$	769	500	\$	-	TBD	TBD	TBD					<div></div>	4600 Series
TOTAL EXISTING CUSTOMERS														
\$	38,573	\$	31,460	\$	1,886									
Legend														
								<div></div>	Complete					
								<div></div>	In process, on track					
								<div></div>	In process, delayed					
								<div></div>	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															
Total Extrusion and Patio Doors															
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	\$ 3,467	\$ 4,139	\$ (673)	\$ (112)	\$ -	\$ (510)	\$ (50)		\$ (673)	\$ (806)	\$ -
Bonus	\$ 221	\$ 308	\$ (88)	\$ (45)	\$ -	\$ (40)	\$ (3)		\$ (88)	\$ (339)	\$ -
Commissions	\$ 119	\$ 102	\$ 17	\$ 17	\$ -	\$ 3	\$ (2)		\$ 17	\$ 30	\$ -
Marketing	\$ 318	\$ 466	\$ (148)	\$ (98)	\$ 11	\$ (52)	\$ (8)		\$ (148)	\$ (254)	\$ -
Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -
Travel and entertainment	\$ 186	\$ 472	\$ (286)	\$ (161)	\$ -	\$ (124)	\$ (2)		\$ (286)	\$ (256)	\$ -
Rent and facilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -
Business and Realty taxes	\$ 101	\$ 143	\$ (43)	\$ -	\$ -	\$ (43)	\$ 0		\$ (43)	\$ (28)	\$ -
Professional fees	\$ 281	\$ 248	\$ 33	\$ 12	\$ -	\$ 26	\$ (6)		\$ 33	\$ 33	\$ -
Office expense	\$ 89	\$ 103	\$ (14)	\$ (12)		\$ -	\$ (2)		\$ (14)	\$ (32)	\$ -
IT	\$ 675	\$ 773	\$ (98)	\$ (80)	\$ -	\$ (2)	\$ (16)		\$ (98)	\$ (94)	\$ -
Bad Debts	\$ 61	\$ (2)	\$ 63	\$ 62	\$ -	\$ -	\$ 1		\$ 63	\$ (36)	\$ -
FX	\$ 132	\$ -	\$ 132	\$ -	\$ -	\$ -	\$ 132		\$ 132	\$ 219	\$ -
JV Loss (Income)	\$ (50)	\$ (47)	\$ (3)	\$ -	\$ -	\$ (4)	\$ 0		\$ (3)	\$ 34	\$ -
Other Expenses	\$ 304	\$ 411	\$ (106)	\$ (100)		\$ -	\$ (6)		\$ (106)	\$ (65)	\$ -
<b>Total Opex</b>	<b>\$ 5,903</b>	<b>\$ 7,117</b>	<b>\$ (1,214)</b>	<b>\$ (517)</b>	<b>\$ 11</b>	<b>\$ (745)</b>	<b>\$ 37</b>		<b>\$ (1,214)</b>	<b>\$ (1,595)</b>	<b>\$ -</b>

## Management Discussion

- Lower payroll largely due layoffs and lower wages as a result of measures taken to manage the drop in business caused by Covid-19 as well as wage subsidies received in Canada.
- Lower bonus caused by change in estimate
- Marketing expenses lower due to cancellation of Platinum Trip and cut down of marketing expenses in general
- Travel and entertainment greatly reduced as a result of global travel restrictions caused by Covid-19
- Business and realty taxes lower vs estimate by \$43k
- 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
- Lower IT as a result of fee negotiation and free period for certain subscriptions.
- 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, lower expenditure on product development and lower expenditure in general to reduce costs 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	\$ 34	\$ -	\$ (34)	\$ -	\$ -	\$ 22	\$ 22	\$ -
Project Panther	\$ 132	\$ -	\$ (132)	\$ -	\$ -	\$ (73)	\$ (73)	\$ -
Project DB&A	\$ 400	\$ 486	\$ 86	\$ 2	\$ -	\$ -	\$ 2	\$ 2
Employee Restructuring Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ (62)	\$ -	\$ 62	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total 1X Costs</b>	<b>\$ 505</b>	<b>\$ 486</b>	<b>\$ (19)</b>	<b>\$ 2</b>	<b>\$ -</b>	<b>\$ (51)</b>	<b>\$ (49)</b>	<b>\$ 2</b>

## Management Discussion

- Professional Fees include costs incurred for the following projects:
  - Freight and logistics initiative with Smart Ventures of \$12K;
  - Executive Coaching from Management Tools Inc. of \$11K;
  - Consulting from Lewis Lee Consultants of \$9K
  - OBI Projects with Practical Approach \$2K;
- Woodbridge Productivity Improvement initiative with DB&A of \$400K;
- Project Panther costs of \$132K which include Beckway charges of \$108K and Merril Inc of \$24K (for VDR)
- Others include refund of WSIB NEER premium for Woodbridge \$34K, 2016 Title insurance refund of \$24K and Laval Water Damage Claim refund of \$4K

# Balance Sheet

\$'000	Dec-19	Feb-20	Mar-20	Apr-20	May-20		Variance	
	Act	Act	Act	Act	Act	Bud	\$	%
<b>Current Assets</b>								
Cash and cash equivalents	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 2	\$ 0	14.3%
Short term investments	—	—	—	—	—	—	—	N/A
<i>Accounts receivable, gross</i>	9,246	11,636	12,417	10,163	10,188	15,272	(5,084)	(33.3%)
<i>Accounts receivable, reserves</i>	(561)	(608)	(574)	(585)	(591)	(472)	(119)	25.2%
Accounts receivable, net	8,685	11,029	11,843	9,578	9,597	14,800	(5,202)	(35.2%)
<i>Inventory, gross</i>	31,428	31,849	31,231	29,262	26,251	28,618	(2,367)	(8.3%)
<i>Inventory, reserves</i>	(2,031)	(1,982)	(1,765)	(1,589)	(1,612)	(1,949)	336	(17.3%)
Inventory, net	29,397	29,866	29,466	27,673	24,639	26,670	(2,031)	(7.6%)
Prepaid expenses and other current assets	3,221	3,186	3,081	3,011	2,898	4,521	(1,623)	(35.9%)
Other current assets	835	744	1,155	946	1,272	836	436	52.2%
<b>Total Current Assets</b>	<b>42,141</b>	<b>44,828</b>	<b>45,549</b>	<b>41,210</b>	<b>38,409</b>	<b>46,829</b>	<b>(8,420)</b>	<b>(18.0%)</b>
<b>Non-Current Assets</b>								
<i>Property, plant &amp; equipment, gross</i>	73,423	72,779	70,904	71,689	72,300	75,686	(3,385)	(4.5%)
<i>Accumulated depreciation</i>	(27,272)	(28,391)	(28,185)	(29,261)	(30,198)	(30,693)	495	(1.6%)
Property, plant & equipment, net	46,151	44,387	42,719	42,428	42,103	44,993	(2,890)	(6.4%)
Deferred financing cost	399	365	339	330	319	321	(3)	(0.8%)
Deferred tax asset	4,942	4,575	4,363	4,430	4,468	1,344	3,125	232.5%
Other non-current assets	2,863	2,829	2,680	2,751	2,755	2,742	13	0.5%
<b>Total Non-Current Assets</b>	<b>54,354</b>	<b>52,156</b>	<b>50,101</b>	<b>49,939</b>	<b>49,645</b>	<b>49,400</b>	<b>245</b>	<b>0.5%</b>
<b>Total Assets</b>	<b>\$ 96,495</b>	<b>\$ 96,985</b>	<b>\$ 95,650</b>	<b>\$ 91,149</b>	<b>\$ 88,054</b>	<b>\$ 96,229</b>	<b>\$ (8,175)</b>	<b>(8.5%)</b>
<b>Current Liabilities</b>								
Bank Debt	\$ 14,452	\$ 16,572	\$ 13,221	\$ 6,552	\$ 5,539	\$ 20,353	\$ (14,814)	(72.8%)
Current Portion - Long Term Debt	1,690	1,652	1,578	1,602	1,615	1,662	(47)	(2.8%)
Accounts payable	12,674	13,603	18,599	21,714	19,198	13,357	5,841	43.7%
Accrued liabilities	2,752	2,725	2,773	2,580	3,088	3,393	(305)	(9.0%)
Accrued compensation	2,007	3,054	3,111	3,103	3,290	2,942	348	11.8%
Income taxes payable	(288)	(220)	(285)	(297)	(350)	369	(720)	(194.8%)
Contingent consideration	—	—	—	—	—	—	—	N/A
Other current liabilities	111	100	95	84	71	158	(87)	(55.3%)
<b>Total Current Liabilities</b>	<b>33,399</b>	<b>37,486</b>	<b>39,092</b>	<b>35,337</b>	<b>32,450</b>	<b>42,233</b>	<b>(9,783)</b>	<b>(23.2%)</b>
<b>Long-term liabilities</b>								
Long-term debt less current maturities	10,799	10,266	9,650	9,668	9,618	9,914	(296)	(3.0%)
Deferred income taxes	10,827	10,445	10,202	10,279	10,322	9,456	866	9.2%
Other non-current liabilities	1,618	1,577	1,492	1,520	1,536	1,461	75	5.1%
<b>Total Long-Term Liabilities</b>	<b>23,244</b>	<b>22,288</b>	<b>21,344</b>	<b>21,467</b>	<b>21,476</b>	<b>20,831</b>	<b>646</b>	<b>3.1%</b>
<b>Total Liabilities</b>	<b>56,643</b>	<b>59,774</b>	<b>60,436</b>	<b>56,804</b>	<b>53,926</b>	<b>63,064</b>	<b>(9,138)</b>	<b>(14.5%)</b>
<b>Commitments and contingencies</b>	—	—	—	—	—	—	—	N/A
<b>Shareholders' Equity</b>								
Common stock	12,610	12,610	12,610	12,610	12,610	12,610	0	0.0%
Retained earnings	28,058	25,585	23,752	22,861	22,637	21,542	1,095	5.1%
Accumulated other comprehensive income	(816)	(984)	(1,148)	(1,126)	(1,119)	(987)	(132)	13.4%
<b>Total Shareholders' Equity</b>	<b>39,852</b>	<b>37,211</b>	<b>35,214</b>	<b>34,345</b>	<b>34,127</b>	<b>33,165</b>	<b>963</b>	<b>2.9%</b>
<b>Total Liabilities and Shareholders' Equity</b>	<b>\$ 96,495</b>	<b>\$ 96,985</b>	<b>\$ 95,650</b>	<b>\$ 91,149</b>	<b>\$ 88,054</b>	<b>\$ 96,229</b>	<b>\$ (8,175)</b>	<b>(8.5%)</b>

## Management Discussion

- Net A/R vs. Budget down by \$5,202k (35.2%) due to lower sales vs budget (May sales down by 35.4%). This was further impacted by an unfavorable F/X impact of \$261k (actual rate of 1.3776 [or USD\$ 0.726] vs. the Budget rate of 1.33 [or USD\$ 0.76])
- Inventory levels lower vs budget (7.6% or \$2,031k) on account of production slowdown inline with lower sales due to Covid-19 impact and an unfavorable F/X impact of \$580K (actual rate of 1.3776 [or USD\$ 0.726] vs. the Budget rate of 1.33 [or USD\$ 0.76])
- Decrease in Prepaid expenses by 35.9% or \$1,623k due timing of Insurance payments for 2020/21 by \$971k, timing on payment of expenditure as well as general decrease in expenditure of \$572K, lower Non-inventory stock by \$80K and an unfavorable F/X impact of \$76K (actual rate of 1.3776 [or USD\$ 0.726] vs. the Budget rate of 1.33 [or USD\$ 0.76])
- PPE lower 6.4% or \$2,890k on account of lower Capex expenditure due to delay/hold off strategy due to Covid-19 impact and an unfavorable F/X impact of \$670K (actual rate of 1.3776 [or USD\$ 0.726] vs. the Budget rate of 1.33 [or USD\$ 0.76])
- Deferred tax assets higher vs budget following review of 2019 year end balances by MNP.
- Decrease in exposure with Bank due to reduction in borrowing due to lower purchasing and lower expenditure and a favorable F/X impact of \$756k (actual rate of 1.3776 [or USD\$ 0.726] vs. the Budget rate of 1.33 [or USD\$ 0.76])
- Increase in Accounts Payables by 43.7% or \$5,841k due to lower payments offset by a favorable F/X impact of \$556K (actual rate of 1.3776 [or USD\$ 0.726] vs. the Budget rate of 1.33 [or USD\$ 0.76])
- Decrease in Accrued Liabilities by 9% or \$305k due to lower expense accruals vs Budget
- Increase in accrued compensation by 11.8% or \$348k on account of non payment of 2019 bonus

# 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)	\$	(225)	\$	360	\$	(585)	(162.4%)	\$	(169)	\$	(55)	32.8%	\$	(5,460)	\$	(3,361)	\$	(2,099)	62.5%	\$	(2,849)	\$	(2,611)	91.7%
Depreciation, amortization and other		745		808		(63)	(7.8%)		725		20	2.8%		3,904		3,934		(30)	(0.8%)		3,586		318	8.9%
Non-cash loss/expense (gain)		(97)		159		(257)	(161.1%)		36		(133)	(374.3%)		211		293		(82)	(28.1%)		6		205	3486.8%
Deferred income tax		43		–		43	N/A		(22)		66	(294.8%)		198		(1,117)		1,315	(117.7%)		37		160	430.2%
Change in operating assets and liabilities:																								
Accounts receivable		(20)		(2,076)		2,056	(99.0%)		(1,246)		1,226	(98.4%)		(912)		(6,115)		5,202	(85.1%)		(5,595)		4,683	(83.7%)
Inventory		3,034		(1,421)		4,455	(313.5%)		1,861		1,173	63.1%		4,758		2,727		2,031	74.5%		(388)		5,146	(1326.6%)
Prepaid expenses and other current assets		(214)		125		(338)	(271.4%)		(400)		186	(46.6%)		(114)		(1,301)		1,187	(91.2%)		(1,256)		1,141	(90.9%)
Accounts payable		(2,516)		(901)		(1,615)	179.2%		92		(2,608)	(2839.7%)		6,524		682		5,841	855.9%		(350)		6,874	(1962.8%)
Accrued expenses		695		264		431	163.2%		192		504	262.8%		1,619		1,576		43	2.7%		1,180		439	37.2%
Accrued income taxes		(53)		97		(150)	(154.9%)		60		(113)	(189.0%)		(63)		657		(720)	(109.5%)		32		(94)	(297.3%)
Other changes in operating assets and liabilities		(13)		0		(14)	(5125.3%)		7		(20)	(285.7%)		(41)		47		(87)	(187.6%)		35		(76)	(216.1%)
Other cash flow from operations		–		–		–	N/A		–		–	N/A		–		–		–	N/A		–		–	N/A
Total Cash Flow from Operations	\$	1,380	\$	(2,584)	\$	3,965	(153.4%)	\$	1,136	\$	245	21.5%	\$	10,623	\$	(1,977)	\$	12,601	(637.2%)	\$	(5,562)	\$	16,185	(291.0%)
Cash flow from investing																								
Additions to property, plant and equipment	\$	(233)	\$	(739)	\$	506	(68.5%)	\$	(519)	\$	286	(55.1%)	\$	(1,033)	\$	(3,232)	\$	2,199	(68.0%)	\$	(2,547)	\$	1,514	(59.4%)
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	\$	(233)	\$	(739)	\$	506	(68.5%)	\$	(519)	\$	286	(55.1%)	\$	(1,033)	\$	(3,232)	\$	2,199	(68.0%)	\$	(2,547)	\$	1,514	(59.4%)
Cash flow from financing																								
Proceeds from the issuance (repayment) of short-term debt	\$	(1,013)	\$	3,462	\$	(4,475)	(129.2%)	\$	(479)	\$	(533)	111.2%	\$	(8,913)	\$	5,901	\$	(14,814)	(251.0%)	\$	8,803	\$	(17,715)	(201.3%)
Proceeds from the issuance of debt		0		–		0	N/A		–		0	N/A		(0)		–		(0)	N/A		(0)		0	(98.3%)
Repayment of debt		(135)		(138)		4	(2.8%)		(137)		3	(1.9%)		(678)		(692)		15	(2.1%)		(691)		13	(1.9%)
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	\$	(1,147)	\$	3,324	\$	(4,471)	(134.5%)	\$	(617)	\$	(531)	86.0%	\$	(9,590)	\$	5,209	\$	(14,799)	(284.1%)	\$	8,112	\$	(17,702)	(218.2%)
Effect of FX rates on cash and cash equivalents	\$	–	\$	–	\$	–	N/A	\$	–	\$	–	N/A	\$	–	\$	–	\$	–	N/A	\$	–	\$	–	N/A
Net change in cash	\$	0	\$	(0)	\$	0	(219%)	\$	(0)	\$	0	(174.2%)	\$	(0)	\$	(0)	\$	0	(82.1%)	\$	3	\$	(3)	(102.6%)
Beginning cash		3		3		0	13.2%		3		(0)	(7.1%)		3		3		0	0.0%		0		3	815681.2%
Change in cash		0		(0)		0	(219%)		(0)		0	(174.2%)		(0)		(0)		0	(82.1%)		3		(3)	(102.6%)
Ending cash	\$	3	\$	2	\$	0	14.3%	\$	3	\$	(0)	(6.0%)	\$	3	\$	2	\$	0	14.3%	\$	3	\$	(0)	(6.0%)



# Covenant Analysis

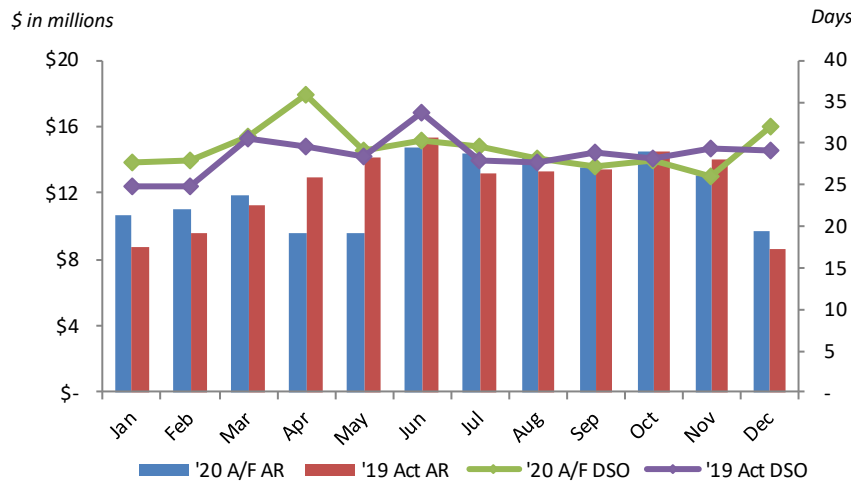
(US\$ '000s)	Act Dec-19	Act Jan-20	Act Feb-20	Act Mar-20	Act Apr-20	Act May-20	Bud Jun-20	Bud Jul-20	Bud Aug-20	Bud Sep-20	Bud Oct-20	Bud Nov-20	Bud Dec-20
<b>Excess Availability</b>													
Borrowing Base	27,369	23,561	24,678	23,368	23,124	22,657	29,285	29,048	26,611	26,386	28,202	27,706	26,542
Total Revolver Debt	14,452	17,079	16,572	13,221	6,552	5,539	21,853	21,252	19,511	18,925	19,283	18,346	18,075
<b>Excess Availability</b>	<b>12,917</b>	<b>6,482</b>	<b>8,106</b>	<b>10,147</b>	<b>16,572</b>	<b>17,118</b>	<b>7,432</b>	<b>7,796</b>	<b>7,100</b>	<b>7,461</b>	<b>8,919</b>	<b>9,360</b>	<b>8,467</b>
<b>EA % of Borrowing Base</b>	<b>47.2%</b>	<b>27.5%</b>	<b>32.8%</b>	<b>43.4%</b>	<b>71.7%</b>	<b>75.6%</b>	<b>25.4%</b>	<b>26.8%</b>	<b>26.7%</b>	<b>28.3%</b>	<b>31.6%</b>	<b>33.8%</b>	<b>31.9%</b>
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%
<b>Compliance</b>	<b>OK</b>	<b>OK</b>	<b>OK</b>	<b>OK</b>	<b>OK</b>	<b>OK</b>	<b>OK</b>	<b>OK</b>	<b>OK</b>	<b>OK</b>	<b>OK</b>	<b>OK</b>	<b>OK</b>
<b>FCCR Calculation</b>													
<b>TTM EBITDA</b>	<b>10,545</b>	<b>10,249</b>	<b>9,560</b>	<b>8,953</b>	<b>8,185</b>	<b>7,917</b>	<b>7,166</b>	<b>8,021</b>	<b>8,784</b>	<b>8,842</b>	<b>9,231</b>	<b>9,117</b>	<b>8,127</b>
Total Capex	672	228	219	237	116	233	739	556	556	556	288	288	288
IT separation Capex	-	-	-	-	-	-	-	-	-	-	-	-	-
Financed Capex	-	-	-	-	-	-	-	-	-	-	-	-	-
Capex, as calculated for FCCR	672	228	219	237	116	233	739	556	556	556	288	288	288
TTM Capex	6,807	6,546	6,234	5,911	5,579	5,293	5,228	5,022	5,192	5,248	5,013	4,687	4,302
Cash Taxes	650	1	-	-	8	-	-	-	-	-	-	-	-
TTM Cash Taxes	1,408	1,409	1,321	786	659	659	659	659	659	659	659	659	9
<b>Numerator</b>	<b>2,329</b>	<b>2,293</b>	<b>2,004</b>	<b>2,256</b>	<b>1,947</b>	<b>1,964</b>	<b>1,279</b>	<b>2,340</b>	<b>2,933</b>	<b>2,935</b>	<b>3,559</b>	<b>3,771</b>	<b>3,816</b>
Cash Interest on existing ABL	194	156	164	157	134	118	219	218	218	217	217	216	215
Cash Interest on additional debt	-	-	-	-	-	-	-	-	-	-	-	-	-
TTM Cash Interest	2,158	2,159	2,158	2,126	2,076	1,995	2,027	2,054	2,084	2,119	2,161	2,228	2,249
Principal Payments on additional debt	140	140	138	132	133	135	138	138	138	138	138	138	138
TTM Principal Payments	1,665	1,667	1,665	1,659	1,655	1,652	1,652	1,650	1,650	1,649	1,649	1,648	1,647
<b>Denominator</b>	<b>3,823</b>	<b>3,825</b>	<b>3,823</b>	<b>3,784</b>	<b>3,730</b>	<b>3,647</b>	<b>3,679</b>	<b>3,705</b>	<b>3,734</b>	<b>3,768</b>	<b>3,809</b>	<b>3,876</b>	<b>3,896</b>
<b>FCCR Ratio</b>	<b>0.6</b>	<b>0.6</b>	<b>0.5</b>	<b>0.6</b>	<b>0.5</b>	<b>0.5</b>	<b>0.3</b>	<b>0.6</b>	<b>0.8</b>	<b>0.8</b>	<b>0.9</b>	<b>1.0</b>	<b>1.0</b>
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
<b>Compliance</b>	<b>Breach</b>	<b>Breach</b>	<b>Breach</b>	<b>Breach</b>	<b>Breach</b>	<b>Breach</b>	<b>Breach</b>	<b>Breach</b>	<b>Breach</b>	<b>Breach</b>	<b>Breach</b>	<b>OK</b>	<b>OK</b>

# 13-Week Cash Flow Forecast

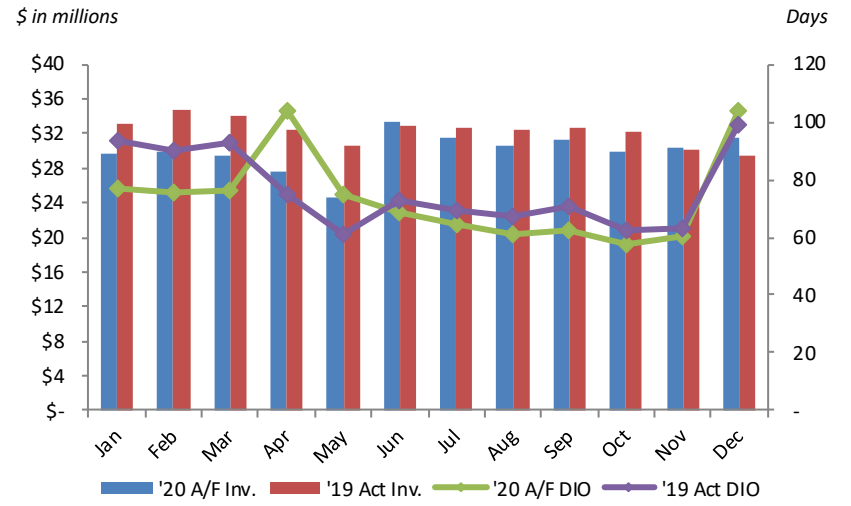
Date	05/29/20	06/05/20	06/12/20	06/19/20	06/26/20	07/03/20	07/10/20	07/17/20	07/24/20	07/31/20	08/07/20	08/14/20	08/21/20	08/28/20
<b>Cash Flow Roll-Up:</b>														
Total Inflows - Operational	1,540	1,682	1,662	1,890	2,006	2,006	2,439	2,706	2,754	2,717	2,623	2,188	1,975	1,963
Receipts from Customers based on AR	1,540	1,682	1,662	1,890	2,006	2,006	2,115	1,750	1,365	1,016	609	201	-	-
New Net External Sales	-	-	-	-	-	-	325	650	1,083	1,395	1,708	1,692	1,680	1,668
New Affiliate Sales	-	-	-	-	-	-	-	306	306	306	306	295	295	295
Total Outflows - Operational	(3,069)	(3,512)	(2,979)	(3,315)	(3,341)	(3,437)	(3,571)	(3,747)	(3,171)	(3,669)	(3,263)	(2,805)	(2,161)	(2,271)
Payments to Suppliers based on AP Agri	(1,746)	(1,831)	(2,116)	(1,782)	(1,579)	(1,453)	(1,200)	(1,200)	(865)	(718)	(718)	(718)	(718)	(211)
Materials	(181)	(219)	(217)	(217)	(317)	(254)	(1,191)	(1,191)	(1,191)	(897)	(843)	(843)	(843)	(843)
Conversion Costs	(392)	(433)	(380)	(405)	(354)	(473)	(328)	(430)	(325)	(532)	(874)	(749)	(297)	(519)
Other COGS	(117)	(187)	(124)	(124)	(124)	(166)	(105)	(105)	(105)	(158)	(100)	(100)	(100)	(149)
Selling Costs	(22)	(55)	(48)	(35)	(49)	(174)	(100)	(100)	(47)	(214)	(42)	(93)	(42)	(136)
General and Administrative	(83)	(257)	(84)	(171)	(86)	(359)	(87)	(162)	(79)	(341)	(71)	(147)	(71)	(324)
Intercompany Material Purchases	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capex	(122)	(124)	(123)	(123)	(123)	(101)	(101)	(101)	(101)	(101)	(156)	(156)	(90)	(90)
Taxes	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Management Fees	0	0	0	0	(250)	0	0	0	0	(250)	0	0	0	0
Resin rebate	0	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	0
Insurance	0	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	0
One Time Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Restructuring Charges	0	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	0
Material received but not invoiced	(406)	(406)	112	(459)	(459)	(459)	(459)	(459)	(459)	(459)	(459)	0	0	0
Projected Operational Cash Flow	(1,529)	(1,830)	(1,317)	(1,426)	(1,334)	(1,431)	(1,131)	(1,041)	(417)	(952)	(640)	(617)	(186)	(309)
Cash receipts more (less) than projection	262	442	1,288	1,495	0	0	0	0	0	0	0	0	0	0
Cash outflows less (more) than projection	293	1,181	375	(33)	0	0	0	0	0	0	0	0	0	0
(Adjustment)	0	0	571	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	0
(Adjustment)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Actual Operational Cash Flow	(973)	(207)	917	36	(1,334)	(1,431)	(1,131)	(1,041)	(417)	(952)	(640)	(617)	(186)	(309)
Bank interest	0	(113)	0	0	0	(174)	0	0	0	(9)	(167)	0	0	0
Bridge Loan Repayment	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Term Loan	0	(137)	0	0	0	(136)	0	0	0	(19)	(117)	0	0	0
Monitoring Fees	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Inflows/Outflows	411	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	0
Bank Fees	0	(1)	0	(9)	0	(3)	0	(10)	0	(3)	0	(4)	(6)	0
Total Financial Cash Flow	411	(250)	0	(9)	0	(313)	0	(10)	0	(31)	(284)	(4)	(6)	0
Total Cash Flow	(562)	(458)	917	27	(1,334)	(1,743)	(1,131)	(1,051)	(417)	(983)	(924)	(621)	(192)	(309)
Adjusted Loan Balance	14,160	14,584	14,546	13,651	14,985	15,406	15,522	15,538	14,753	14,633	14,706	14,727	14,119	14,128
Term Loan	11,235	11,290	11,202	11,218	11,218	11,082	11,082	11,082	11,082	11,063	10,946	10,946	10,946	10,946
Total Debt	25,396	25,874	25,748	24,869	26,203	26,487	26,604	26,620	25,835	25,695	25,652	25,673	25,065	25,074
Revolver Availability	8,497	8,221	8,137	9,054	6,065	5,645	5,528	5,512	5,516	5,636	5,563	5,542	5,496	5,487
Revolver Availability (with Cash on Hand)	16,955	16,737	17,496	17,554	14,565	12,821	11,690	10,639	9,441	8,458	7,535	6,914	6,068	5,759
Debt Per Loan Ledger	25,396	25,874	25,748	24,869	26,203	26,487	26,604	26,620	25,835	25,695	25,652	25,673	25,065	25,074

# Working Capital and Cash Conversion Cycle

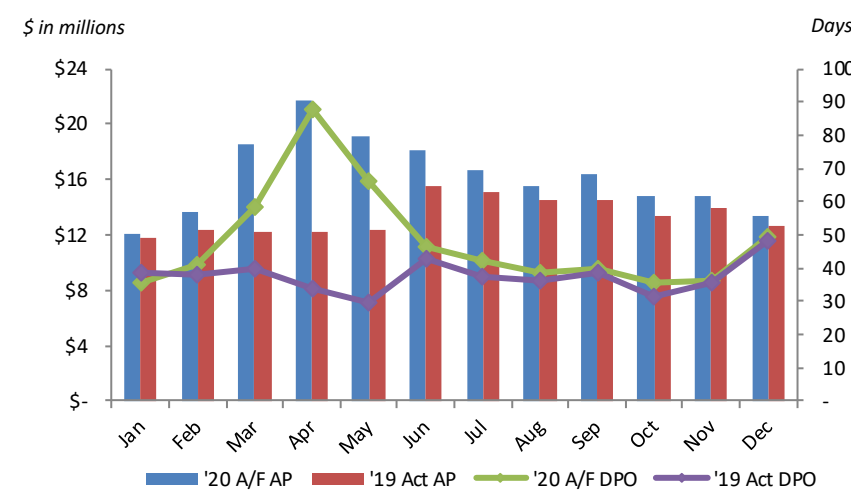
### Accounts Receivable



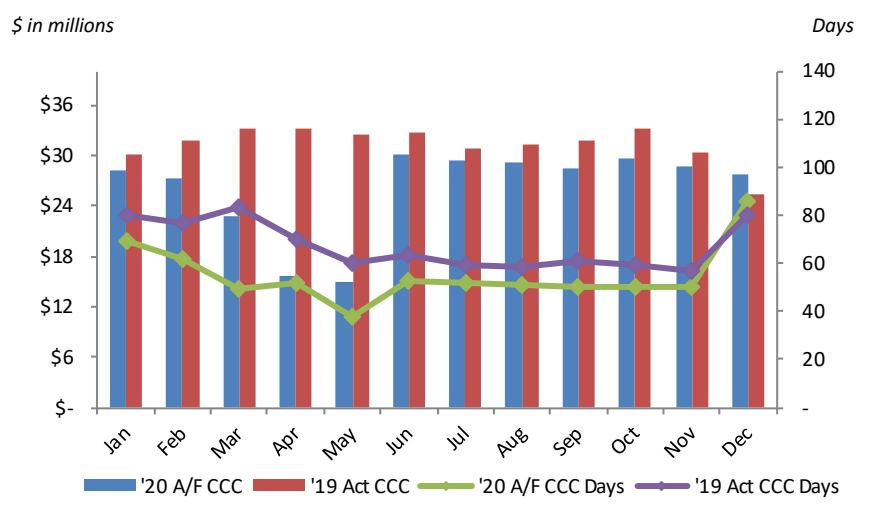
### Inventory



### Accounts Payable



### Cash Conversion Cycle



# AR and AP Aging Detail

\$'000

AR Aging				
Days	Mar-20	Apr-20	May-20	%
0-30	\$ 9,140	\$ 6,726	\$ 7,763	80.9%
30-60	2,019	2,108	975	10.2%
60-90	(65)	342	321	3.3%
>90	749	402	539	5.6%
<b>Total</b>	<b>\$ 11,843</b>	<b>\$ 9,578</b>	<b>\$ 9,597</b>	<b>100.0%</b>

AP Aging				
Days	Mar-20	Apr-20	May-20	%
0-30	\$ 12,052	\$ 11,133	\$ 6,706	34.9%
30-60	5,632	5,323	4,058	21.1%
60-90	908	4,700	6,290	32.8%
>90	7	557	2,143	11.2%
<b>Total</b>	<b>\$ 18,599</b>	<b>\$ 21,714</b>	<b>\$ 19,198</b>	<b>100.0%</b>

## Management Discussion

- DSO days decreased from 36 to 29 following receipt of delayed payments from April 30-60 bucket.
- Decrease in DPO days from 88 to 66 following payments made to clear overdue balances and bring certain essential accounts to current.

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**Business Unit Analysis**

# Full Year Outlook Consolidated P&L Summary

\$'000	FY		Var		PY	Var	
	Fsct	Bud	\$	%	Act	\$	%
Units Produced ('000)	73,412	99,042	(25,630)	(25.9%)	97,151	(23,739)	(24.4%)
Units Shipped ('000)	77,524	99,426	(21,902)	(22.0%)	96,500	(18,976)	(19.7%)
Bookings (\$'000)	\$ 135,332	\$ 173,296	\$ (37,964)	(21.9%)	\$ 162,586	\$ (27,253)	(16.8%)
Backlog ('\$000)	\$ 6,760	\$ 8,450	\$ (1,690)	(20.0%)	\$ 8,430	\$ (1,670)	(19.8%)
Gross Revenue	\$ 133,723	\$ 173,563	\$ (39,840)	(23.0%)	\$ 166,852	\$ (33,129)	(19.9%)
Adj. to Gross Revenue	(6,982)	(9,009)	2,027	(22.5%)	(8,598)	1,616	(18.8%)
Net Revenue	126,741	164,554	(37,813)	(23.0%)	158,254	(31,513)	(19.9%)
Material	62,958	81,128	(18,169)	(22.4%)	77,754	(14,796)	(19.0%)
Labor	28,290	35,452	(7,163)	(20.2%)	35,294	(7,004)	(19.8%)
Other COGS	18,026	18,534	(507)	(2.7%)	18,632	(606)	(3.3%)
Total COGS	109,274	135,114	(25,839)	(19.1%)	131,680	(22,406)	(17.0%)
Gross Margin	17,467	29,440	(11,973)	(40.7%)	26,574	(9,107)	(34.3%)
Gross Margin %	13.8%	17.9%			16.8%		
R&D	—	—	—	N/A	—	—	N/A
Sales & Marketing	4,509	6,505	(1,995)	(30.7%)	6,659	(2,150)	(32.3%)
Administrative	9,004	11,012	(2,008)	(18.2%)	10,335	(1,331)	(12.9%)
Other Opex	32	(112)	144	(128.5%)	(291)	323	(111.0%)
Total Opex	13,545	17,405	(3,859)	(22.2%)	16,704	(3,159)	(18.9%)
EBITDA	3,922	12,036	(8,114)	(67.4%)	9,870	(5,949)	(60.3%)
EBITDA %	3.1%	7.3%			6.2%		
Net Income (Loss)	\$ (11,011)	\$ (3,497)	\$ (7,513)	214.8%	\$ (1,971)	\$ (9,040)	458.7%
Capex	\$ 3,300	\$ 6,501	\$ (3,201)	(49.2%)	\$ 6,807	\$ (3,507)	(51.5%)
Opex Overview:							
Payroll	\$ 8,435	\$ 10,185	\$ (1,750)	(17.2%)	\$ 9,929	\$ (1,494)	(15.0%)
Bonus	372	740	(368)	(49.8%)	62	310	497.7%
Commissions	243	273	(30)	(11.1%)	247	(4)	(1.7%)
Marketing	634	1,098	(464)	(42.2%)	1,596	(962)	(60.3%)
Benefits	—	—	—	N/A	—	—	N/A
Travel and entertainment	332	1,145	(813)	(71.0%)	1,069	(737)	(69.0%)
Rent and facilities	—	—	—	N/A	—	—	N/A
Insurance	290	333	(43)	(12.9%)	317	(27)	(8.4%)
Professional fees	595	591	4	0.7%	671	(76)	(11.3%)
Office Expenses	168	261	(93)	(35.6%)	256	(88)	(34.3%)
IT	1,690	1,881	(191)	(10.2%)	1,860	(170)	(9.1%)
Bad Debts	59	(4)	63	(1743.8%)	174	(114)	(65.9%)
FX	132	—	132	N/A	(145)	277	(190.9%)
JV Loss (Income)	(100)	(112)	12	(11.0%)	(146)	46	(31.4%)
Other Expenses	695	1,013	(318)	(31.4%)	814	(119)	(14.6%)
Total Opex	\$ 13,545	\$ 17,405	\$ (3,859)	(22.2%)	\$ 16,704	\$ (3,158)	(18.9%)

# Full Year Outlook Cash Flow Forecast

(\$000)

Date 05/01/20 05/29/20 07/03/20 07/31/20 08/28/20 10/02/20 10/30/20 12/04/20 01/01/21

## Cash Flow Roll-Up:

Projected Operational Cash Flow	(2,649)	(1,369)	(550)	(456)	(410)	(361)	347	(900)	(490)
Cash receipts more (less) than projection	577	0	0	0	0	0	0	0	0
Cash outflows less (more) than projection	2,528	0	0	0	0	0	0	0	0
(Adjustment)	0	0	0	0	0	0	0	0	0
(Adjustment)	0	0	0	0	0	0	0	0	0
(Adjustment)	0	0	0	0	0	0	0	0	0
Actual Operational Cash Flow	457	(1,369)	(550)	(456)	(410)	(361)	347	(900)	(490)

Bank interest	(113)	0	(174)	(9)	0	(162)	(8)	(154)	(164)
Bridge Loan Repayment	0	0	0	0	0	0	0	0	0
Term Loan	(133)	0	(132)	(19)	0	(132)	(19)	(132)	(132)
Monitoring Fees	0	0	0	0	0	0	0	0	0
Other Inflows/Outflows	0	0	0	0	0	0	0	0	0
Transaction Expense	0	0	0	0	0	0	0	0	0
Bank Fees	(6)	0	(3)	(3)	0	(3)	(3)	(3)	(3)

Total Financial Cash Flow	(253)	0	(309)	(31)	0	(297)	(30)	(289)	(299)
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Total Cash Flow	204	(1,369)	(859)	(487)	(410)	(658)	317	(1,189)	(789)
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Total Borrowing Base	25,325	20,587	22,414	20,911	21,449	22,750	26,461	27,787	28,920
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Adjusted Loan Balance	19,634	14,320	15,792	14,848	14,651	16,351	16,492	19,146	20,057
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Term Loan	11,114	11,050	10,785	10,766	10,653	10,388	10,369	10,123	9,990
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Total Debt	30,748	25,371	26,577	25,614	25,304	26,739	26,861	29,269	30,048
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Revolver Availability	5,691	6,266	6,622	6,063	6,798	6,399	9,969	8,641	8,862
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# Management Governance Report

## **Disclosure Committee:**

- Members include: CEO, CFO & VP Manufacturing
- Meeting held on June 5<sup>th</sup>, 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	5/31/2020	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	\$ 10,211	\$ 15,797	-35.4%	\$ 15,515	-34.2%	\$ 447	\$ 1,674	-73.3%	\$ 1,066	-58.1%	\$ 16,769
Quarter to Date	\$ 18,202	\$ 29,761	-38.8%	\$ 28,609	-36.4%	\$ 72	\$ 2,979	-97.6%	\$ 1,746	-95.9%	\$ 31,926
Year to Date	\$ 53,502	\$ 63,647	-15.9%	\$ 61,739	-13.3%	\$ 1,396	\$ 3,927	-64.5%	\$ 2,514	-44.5%	\$ 32,080

LTM Trends (\$'000s)	6/30/19	7/31/19	8/31/19	9/30/19	10/31/19	11/30/19	12/31/19	1/31/20	2/29/20	3/31/20	4/30/20	5/31/20	LTM
Units Produced ('000)	8,905	8,339	9,076	8,551	9,067	8,304	5,147	8,094	7,753	7,725	3,301	5,222	89,482
Units Shipped ('000)	8,083	9,001	8,865	8,508	9,699	8,621	5,458	7,842	6,982	7,690	5,019	6,548	92,316
Net Revenue	\$ 13,593	\$ 14,669	\$ 14,926	\$ 13,879	\$ 15,932	\$ 14,307	\$ 9,209	\$ 11,905	\$ 11,463	\$ 11,932	\$ 7,990	\$ 10,211	\$ 150,017
Gross Margin	2,773	2,217	2,502	2,638	2,711	2,633	1,088	1,525	1,904	2,043	575	1,253	23,861
Gross Margin %	20.4%	15.1%	16.8%	19.0%	17.0%	18.4%	11.8%	12.8%	16.6%	17.1%	7.2%	12.3%	15.9%
SG&A	1,394	1,531	1,553	1,630	1,569	934	595	1,443	1,282	1,424	949	806	15,109
Reported EBITDA	1,379	687	949	1,008	1,142	1,699	493	82	623	619	(374)	447	8,752
Rep. EBITDA %	10.1%	4.7%	6.4%	7.3%	7.2%	11.9%	5.3%	0.7%	5.4%	5.2%	(4.7%)	4.4%	5.8%
Adj. EBITDA	1,379	687	949	1,008	1,142	1,699	493	82	623	619	(374)	447	8,752
Adj. EBITDA %	10.1%	4.7%	6.4%	7.3%	7.2%	11.9%	5.3%	0.7%	5.4%	5.2%	(4.7%)	4.4%	5.8%
Capex	\$ (805)	\$ (761)	\$ (386)	\$ (500)	\$ (522)	\$ (614)	\$ (672)	\$ (228)	\$ (219)	\$ (237)	\$ (116)	\$ (233)	\$ (5,293)

Accounts Receivable, Net	\$ 15,313	\$ 13,196	\$ 13,308	\$ 13,414	\$ 14,460	\$ 14,004	\$ 8,685	\$ 10,663	\$ 11,029	\$ 11,843	\$ 9,578	\$ 9,597	\$ 9,597
Inventory, Net	32,887	32,705	32,363	32,765	32,143	30,246	29,397	29,656	29,866	29,466	27,673	24,639	24,639
Accounts Payable	15,487	15,146	14,498	14,476	13,366	13,935	12,674	12,013	13,603	18,599	21,714	19,198	19,198
CCC	\$ 32,713	\$ 30,755	\$ 31,172	\$ 31,703	\$ 33,238	\$ 30,315	\$ 25,408	\$ 28,306	\$ 27,292	\$ 22,711	\$ 15,536	\$ 15,038	\$ 15,038
DSO	33.8	27.9	27.6	29.0	28.1	29.4	29.2	27.8	27.9	30.8	36.0	29.1	23.4
DSI	72.6	69.1	67.2	70.8	62.5	63.4	99.0	77.2	75.6	76.6	103.9	74.8	59.9
DPO	42.9	37.7	36.2	38.6	31.3	35.8	48.4	35.9	41.3	58.3	87.8	66.4	55.5
C2C	63.4	59.3	58.7	61.2	59.3	57.0	79.8	69.1	62.2	49.0	52.0	37.5	27.8
Bank revolver	\$ 17,818	\$ 17,338	\$ 16,897	\$ 16,663	\$ 17,396	\$ 14,798	\$ 14,452	\$ 17,079	\$ 16,572	\$ 13,221	\$ 6,552	\$ 5,539	\$ 5,539
Unclassified external debt / OID	13,270	13,079	12,825	12,727	12,662	12,417	12,490	12,188	11,918	11,228	11,270	11,232	11,232
OpenGate debt	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Debt Outstanding	31,088	30,418	29,721	29,390	30,057	27,215	26,942	29,267	28,490	24,448	17,822	16,772	16,772
Cash and equivalents	3	3	3	3	3	3	3	3	3	3	3	3	3
Total Net Debt	\$ 31,085	\$ 30,415	\$ 29,718	\$ 29,387	\$ 30,055	\$ 27,212	\$ 26,939	\$ 29,264	\$ 28,487	\$ 24,446	\$ 17,819	\$ 16,769	\$ 16,769
Beginning Cash Balance	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3
Add / (Less): Operating Cash Flow	2,150	1,381	966	873	(71)	3,350	3,098	(2,258)	864	3,720	6,918	1,380	22,372
Add / (Less): Investing Cash Flow	(805)	(761)	(386)	(500)	(522)	(614)	(672)	(228)	(219)	(237)	(116)	(233)	(5,293)
Add / (Less): Financing Cash Flow	(1,345)	(620)	(580)	(373)	593	(2,737)	(485)	2,486	(645)	(3,483)	(6,802)	(1,147)	(15,138)
Effect of FX rates / Other	–	–	–	–	–	–	–	–	–	–	–	–	–
Ending Cash Balance	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 1,944	\$ 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	12/31/2016	12/31/2017	12/31/2018	12/31/2019	5/31/2020			12/31/2016	12/31/2017	12/31/2018	LTM v 2018 IC	%	2019 FC v IC	%
Total Net Revenue	\$ 170,742	\$ 172,416	\$ 170,574	\$ 158,254	\$ 150,017									
EBITDA, Reported	12,278	11,315	10,180	9,870	8,752									
EBITDA, Reported %	7.2%	6.6%	6.0%	6.2%	5.8%									
EBITDA, Adjusted	12,278	11,315	10,180	9,870	8,752									
EBITDA, Adjusted %	7.2%	6.6%	6.0%	6.2%	5.8%									
Accounts Receivable, Net	11,660	11,846	8,594	8,685	9,597									
Inventory, Net	27,470	29,714	30,309	29,397	24,639									
Accounts Payable	7,504	13,088	12,709	12,674	19,198									
CCC	31,626	28,473	26,194	25,408	15,038									
Net Debt	\$ 3,014	\$ 18,697	\$ 23,857	\$ 26,939	\$ 16,769									

# 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	Act	Act	Act	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Bud	\$	%	Act	\$	%
Units Produced ('000)	8,094	7,753	7,725	3,301	5,222	8,893	8,670	8,857	8,529	8,984	8,235	4,959	89,222	99,042	(9,820)	(9.9%)	97,151	(7,929)	(8.2%)
Units Shipped ('000)	7,842	6,982	7,690	5,019	6,548	8,899	9,223	9,241	8,678	9,501	8,852	5,527	94,002	99,426	(5,424)	(5.5%)	96,500	(2,498)	(2.6%)
Bookings (\$'000)	\$ 13,481	\$ 12,476	\$ 12,818	\$ 7,719	\$ 12,396	\$ 15,411	\$ 16,267	\$ 16,318	\$ 16,225	\$ 16,533	\$ 15,847	\$ 8,906	\$ 164,397	\$ 173,296	\$ (8,899)	(5.1%)	\$ 162,586	\$ 1,811	1.1%
Backlog ('\$000)	\$ 9,606	\$ 10,369	\$ 10,608	\$ 10,199	\$ 12,165	\$ 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	\$ 12,608	\$ 8,386	\$ 10,773	\$ 15,456	\$ 15,906	\$ 16,377	\$ 15,889	\$ 17,108	\$ 16,018	\$ 9,886	\$ 162,960	\$ 173,563	\$ (10,603)	(6.1%)	\$ 166,852	\$ (3,892)	(2.3%)
Adj. to Gross Revenue	(576)	(607)	(676)	(396)	(562)	(811)	(811)	(864)	(920)	(976)	(885)	(467)	(8,550)	(9,009)	459	(5.1%)	(8,598)	48	(0.6%)
Net Revenue	11,905	11,463	11,932	7,990	10,211	14,646	15,095	15,513	14,969	16,133	15,132	9,419	154,409	164,554	(10,144)	(6.2%)	158,254	(3,844)	(2.4%)
Material	5,974	5,389	5,614	4,259	5,305	7,157	7,434	7,624	7,593	8,109	7,650	4,175	76,284	81,128	(4,844)	(6.0%)	77,754	(1,470)	(1.9%)
Labor	3,012	2,898	2,654	1,712	1,681	2,980	2,957	3,017	2,983	3,007	2,826	2,730	32,457	35,452	(2,995)	(8.4%)	35,294	(2,836)	(8.0%)
Other COGS	1,395	1,272	1,621	1,445	1,972	1,614	1,787	1,938	1,740	1,886	1,855	1,448	19,973	18,534	1,439	7.8%	18,632	1,341	7.2%
Total COGS	10,381	9,559	9,889	7,416	8,959	11,751	12,179	12,580	12,315	13,002	12,331	8,352	128,714	135,114	(6,399)	(4.7%)	131,680	(2,965)	(2.3%)
Gross Margin	1,525	1,904	2,043	575	1,253	2,894	2,916	2,933	2,653	3,131	2,801	1,067	25,695	29,440	(3,745)	(12.7%)	26,574	(879)	(3.3%)
Gross Margin %	12.8%	16.6%	17.1%	7.2%	12.3%	19.8%	19.3%	18.9%	17.7%	19.4%	18.5%	11.3%	16.6%	17.9%			16.8%		
R&D	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	N/A	–	–	N/A
Sales & Marketing	490	470	512	291	240	544	551	531	571	532	579	538	5,850	6,505	(654)	(10.1%)	6,659	(809)	(12.2%)
Administrative	948	798	757	736	579	952	943	934	924	922	906	925	10,324	11,012	(688)	(6.2%)	10,335	(11)	(0.1%)
Other Opex	5	13	154	(78)	(13)	(4)	(8)	(6)	(5)	(21)	(14)	(8)	16	(112)	128	(114.4%)	(291)	307	(105.5%)
Total Opex	1,443	1,282	1,424	949	806	1,492	1,485	1,459	1,491	1,433	1,472	1,455	16,191	17,405	(1,214)	(7.0%)	16,704	(513)	(3.1%)
EBITDA	82	623	619	(374)	447	1,402	1,431	1,474	1,163	1,697	1,330	(388)	9,504	12,036	(2,531)	(21.0%)	9,870	(366)	(3.7%)
EBITDA %	0.7%	5.4%	5.2%	(4.7%)	4.4%	9.6%	9.5%	9.5%	7.8%	10.5%	8.8%	(4.1%)	6.2%	7.3%			6.2%		
Net Income (Loss)	\$ (1,509)	\$ (1,003)	\$ (1,834)	\$ (890)	\$ (225)	\$ 153	\$ 184	\$ 251	\$ (17)	\$ 456	\$ 167	\$ (1,330)	\$ (5,596)	\$ (3,497)	\$ (2,099)	60.0%	\$ (1,971)	\$ (3,625)	183.9%
Capex	\$ (228)	\$ (219)	\$ (237)	\$ (116)	\$ (233)	\$ (739)	\$ (556)	\$ (556)	\$ (556)	\$ (288)	\$ (288)	\$ (288)	\$ (4,302)	\$ (6,501)	\$ 2,199	(33.8%)	\$ (6,807)	\$ 2,505	(36.8%)
Opex Overview:																			
Payroll	\$ 833	\$ 734	\$ 814	\$ 617	\$ 470	\$ 866	\$ 897	\$ 840	\$ 859	\$ 862	\$ 829	\$ 894	\$ 9,513	\$ 10,185	\$ (673)	(6.6%)	\$ 9,929	\$ (416)	(4.2%)
Bonus	62	62	15	60	21	62	62	62	62	62	62	62	652	740	(88)	(11.8%)	62	590	948.9%
Commissions	29	17	36	25	12	27	24	28	28	24	20	20	291	273	17	6.4%	247	44	17.6%
Marketing	53	66	70	68	60	86	82	80	101	77	129	78	951	1,098	(148)	(13.4%)	1,596	(645)	(40.4%)
Benefits	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	N/A	–	–	N/A
Travel and entertainment	69	48	48	8	13	89	92	97	105	90	109	91	859	1,145	(286)	(25.0%)	1,069	(210)	(19.7%)
Rent and facilities	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	N/A	–	–	N/A
Insurance	24	22	19	19	17	31	29	28	28	28	23	22	290	333	(43)	(12.9%)	317	(27)	(8.4%)
Professional fees	54	80	57	52	37	57	48	48	48	48	48	46	624	591	33	5.5%	671	(47)	(7.1%)
Office Expenses	23	21	18	9	19	22	22	23	24	23	23	20	247	261	(14)	(5.4%)	256	(9)	(3.4%)
IT	153	138	124	133	127	175	156	157	157	156	157	151	1,784	1,881	(98)	(5.2%)	1,860	(77)	(4.1%)
Bad Debts	31	33	(0)	(2)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	59	(4)	63	(1743.8%)	174	(114)	(65.9%)
FX	36	29	161	(57)	(37)	–	–	–	–	–	–	–	132	–	132	N/A	(145)	277	(190.9%)
JV Loss (Income)	(31)	(15)	(7)	(21)	24	(4)	(8)	(6)	(5)	(21)	(14)	(8)	(116)	(112)	(3)	3.0%	(146)	30	(20.6%)
Other Expenses	109	47	69	38	42	83	83	102	84	84	84	81	906	1,013	(106)	(10.5%)	814	92	11.3%
Total Opex	\$ 1,443	\$ 1,282	\$ 1,424	\$ 949	\$ 806	\$ 1,492	\$ 1,485	\$ 1,459	\$ 1,491	\$ 1,433	\$ 1,472	\$ 1,455	\$ 16,191	\$ 17,405	\$ (1,214)	(7.0%)	\$ 16,704	\$ (513)	(3.1%)

# 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	Act	Act	Act	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Bud	\$	%	Act	\$	%
<b>EBITDA - as reported</b>	\$ 82	\$ 623	\$ 619	\$ (374)	\$ 447	\$ 1,402	\$ 1,431	\$ 1,474	\$ 1,163	\$ 1,697	\$ 1,330	\$ (388)	\$ 9,504	\$12,036	\$ (2,531)	(21.0%)	\$ 9,870	\$ (366)	(3.7%)
Depreciation and amortization	(814)	(805)	(788)	(751)	(745)	(815)	(822)	(828)	(831)	(831)	(837)	(842)	(9,708)	(9,739)	30	(0.3%)	(9,017)	(692)	7.7%
Interest and amortization	(156)	(164)	(157)	(134)	(118)	(219)	(218)	(218)	(217)	(217)	(216)	(215)	(2,249)	(2,622)	372	(14.2%)	(2,158)	(91)	4.2%
Other financial income/expense	(367)	(311)	(1,371)	450	222	–	–	–	–	–	–	–	(1,377)	–	(1,377)	N/A	1,044	(2,421)	(232.0%)
Monitoring fees (including expenses)	(83)	(73)	(78)	(82)	(81)	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(981)	(1,000)	19	(1.9%)	(1,073)	92	(8.6%)
Restructuring costs	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	N/A	46	(46)	(100.0%)
Non-recurring items	(170)	(203)	(124)	(3)	(4)	(63)	–	–	–	–	–	–	(568)	(816)	248	(30.4%)	(1,249)	681	(54.5%)
Taxes	–	(68)	65	4	55	(68)	(124)	(94)	(49)	(111)	(27)	199	(218)	(1,357)	1,139	(84.0%)	566	(784)	(138.4%)
<b>GAAP Net Income (Loss)</b>	<b>\$ (1,509)</b>	<b>\$ (1,003)</b>	<b>\$ (1,834)</b>	<b>\$ (890)</b>	<b>\$ (225)</b>	<b>\$ 153</b>	<b>\$ 184</b>	<b>\$ 251</b>	<b>\$ (17)</b>	<b>\$ 456</b>	<b>\$ 167</b>	<b>\$ (1,330)</b>	<b>\$ (5,596)</b>	<b>\$ (3,497)</b>	<b>\$ (2,099)</b>	<b>60.0%</b>	<b>\$ (1,971)</b>	<b>\$ (3,625)</b>	<b>183.9%</b>

## 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 1.3916 [USD\$0.71] on April 30, 2020 to 1.3776 [USD\$0.73] on May 31, 2020
- Non-recurring in May for Consultancy costs 4K
- Tax accrual release of \$55K in the US on account of loss in the US entity for May; Canadian deferred tax asset has not been increased since 2018 year end adjustments

# 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	Act	Act	Act	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Bud	\$	%	Act	\$	%
<b>Material</b>																			
Material costs at standard	\$ 6,109	\$ 5,654	\$ 5,711	\$ 4,131	\$ 5,134	\$ 6,920	\$ 7,268	\$ 7,424	\$ 7,357	\$ 7,959	\$ 7,548	\$ 4,078	\$ 75,292	\$ 79,561	\$ (4,269)	(5.4%)	\$ 76,642	\$ (1,349)	(1.8%)
Materials FX loss / (gain)	0	1	(1)	0	0	0	(0)	0	0	0	—	—	0	0	0	8.2%	1	(1)	(68.5%)
Purchase price variance	(85)	(182)	26	76	248	342	326	342	316	307	231	119	2,067	3,099	(1,033)	(33.3%)	2,184	(117)	(5.4%)
Supplier resin rebate	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	N/A	—	—	N/A
Freight In	45	53	33	34	23	49	51	53	54	54	54	40	542	585	(43)	(7.3%)	546	(3)	(0.6%)
Scrap costs	(158)	(206)	(241)	(26)	(152)	(253)	(315)	(297)	(238)	(317)	(285)	(137)	(2,624)	(3,263)	638	(19.6%)	(2,628)	3	(0.1%)
Consumables	63	70	86	44	52	98	104	103	104	106	103	74	1,006	1,144	(138)	(12.1%)	1,009	(3)	(0.3%)
<b>Total Material COGS</b>	<b>\$ 5,974</b>	<b>\$ 5,389</b>	<b>\$ 5,614</b>	<b>\$ 4,259</b>	<b>\$ 5,305</b>	<b>\$ 7,157</b>	<b>\$ 7,434</b>	<b>\$ 7,624</b>	<b>\$ 7,593</b>	<b>\$ 8,109</b>	<b>\$ 7,650</b>	<b>\$ 4,175</b>	<b>\$ 76,284</b>	<b>\$ 81,128</b>	<b>\$ (4,844)</b>	<b>(6.0%)</b>	<b>\$ 77,754</b>	<b>\$ (1,470)</b>	<b>(1.9%)</b>
<b>Labor</b>																			
Direct labor	\$ 1,007	\$ 983	\$ 920	\$ 486	\$ 710	\$ 1,093	\$ 1,052	\$ 1,082	\$ 1,082	\$ 1,086	\$ 1,018	\$ 952	\$ 11,470	\$ 12,677	\$ (1,207)	(9.5%)	\$ 12,838	\$ (1,369)	(10.7%)
Direct labor - bonus	29	28	9	27	10	28	28	28	28	28	28	28	297	333	(36)	(10.8%)	116	181	155.5%
Direct labor - overtime	103	147	90	26	30	113	135	158	144	141	103	101	1,292	1,489	(197)	(13.2%)	1,376	(84)	(6.1%)
Direct labor - benefits	304	243	241	219	48	269	262	279	276	272	258	250	2,922	3,203	(282)	(8.8%)	3,074	(152)	(5.0%)
Direct labor - wcb benefits	7	30	21	8	16	21	21	21	22	22	20	20	229	250	(20)	(8.2%)	47	182	383.4%
Direct labor - other	(1)	0	(0)	(0)	(0)	1	1	1	1	1	1	1	3	13	(10)	(74.7%)	(9)	13	(136.6%)
Indirect labor	1,534	1,439	1,365	918	858	1,426	1,428	1,418	1,402	1,428	1,369	1,350	15,935	17,135	(1,200)	(7.0%)	17,711	(1,775)	(10.0%)
Indirect labor – bonus	29	28	9	27	10	28	28	28	28	28	28	28	297	333	(36)	(10.8%)	116	181	155.5%
Sub-contractor costs	—	—	—	—	—	1	2	2	1	2	2	1	11	18	(8)	(41.2%)	24	(13)	(54.7%)
<b>Total Labor COGS</b>	<b>\$ 3,012</b>	<b>\$ 2,898</b>	<b>\$ 2,654</b>	<b>\$ 1,712</b>	<b>\$ 1,681</b>	<b>\$ 2,980</b>	<b>\$ 2,957</b>	<b>\$ 3,017</b>	<b>\$ 2,983</b>	<b>\$ 3,007</b>	<b>\$ 2,826</b>	<b>\$ 2,730</b>	<b>\$ 32,457</b>	<b>\$ 35,452</b>	<b>\$ (2,995)</b>	<b>(8.4%)</b>	<b>\$ 35,294</b>	<b>\$ (2,836)</b>	<b>(8.0%)</b>
<b>Other</b>																			
Repairs and maintenance	\$ 118	\$ 221	\$ 99	\$ 76	\$ 101	\$ 68	\$ 59	\$ 62	\$ 43	\$ 60	\$ 35	\$ 25	\$ 967	\$ 645	\$ 322	49.9%	\$ 666	\$ 301	45.2%
Absorption	(235)	(461)	(20)	348	705	(156)	32	162	86	169	218	144	992	(1,260)	2,251	(178.7%)	(605)	1,597	(263.8%)
Freight out	669	643	608	337	405	700	715	713	677	710	660	465	7,301	7,792	(490)	(6.3%)	7,990	(689)	(8.6%)
Rent / facilities	143	207	197	247	218	222	220	222	222	191	196	199	2,483	2,467	16	0.7%	1,981	502	25.3%
Utilities	505	451	542	299	388	579	554	570	497	552	546	448	5,929	6,491	(561)	(8.7%)	6,194	(264)	(4.3%)
Other cost of sales	195	211	195	138	155	202	208	211	215	204	200	167	2,300	2,399	(98)	(4.1%)	2,406	(106)	(4.4%)
<b>Total Other COGS</b>	<b>\$ 1,395</b>	<b>\$ 1,272</b>	<b>\$ 1,621</b>	<b>\$ 1,445</b>	<b>\$ 1,972</b>	<b>\$ 1,614</b>	<b>\$ 1,787</b>	<b>\$ 1,938</b>	<b>\$ 1,740</b>	<b>\$ 1,886</b>	<b>\$ 1,855</b>	<b>\$ 1,448</b>	<b>\$ 19,973</b>	<b>\$ 18,534</b>	<b>\$ 1,439</b>	<b>7.8%</b>	<b>\$ 18,632</b>	<b>\$ 1,341</b>	<b>7.2%</b>

## Management Discussion

**Material COGS:** Decrease of \$4,844K due to lower volume impact of \$4,650K (Sales volumes (lbs) lower by 13.7%), favorable resin material prices and supplier rebates offset by higher additive pricing & higher glass pricing of \$648K and favorable inventory reserves of \$249K; offset by unfavorable yields lower regrind usage at Woodbridge, Delmont & Everett of \$703K

**Labor COGS:** Lower costs due to a volume impact of \$2,507K (production volume lbs lower by 23.7%), the receipt of the Canada Emergency Wage Subsidy of \$300K for the Quebec and Ontario plants (May-20), the suspension of the Company match for RRSP/401K contributions of \$82K, a reduction to the bonus accrual of \$72K and the receipt of the Compwise (WSIB) rebate in Everett of \$34K (Jan-20)

**Other COGS:** Increase of \$1,439K due to an unfavorable absorption impact of \$2,436K and lower tool & die overhead recovery of \$539K; partially offset by lower freight costs of \$519K lower sales volume & mix, lower utilities of \$561K as a result of reduced production levels and lower overhead spending (ie. supplies, maintenance, rentals) of \$456K

# 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	Act	Act	Act	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Bud	\$	%
<b>Current Assets</b>																
Cash and cash equivalents	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 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	12,417	10,163	10,188	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)	(574)	(585)	(591)	(472)	(472)	(472)	(472)	(472)	(472)	(472)	(472)	(561)	89	(15.8%)
Accounts receivable, net	10,663	11,029	11,843	9,578	9,597	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	31,231	29,262	26,251	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)	(1,765)	(1,589)	(1,612)	(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	29,466	27,673	24,639	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	3,081	3,011	2,898	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	1,155	946	1,272	894	945	889	1,330	1,507	1,711	755	755	835	(81)	(9.7%)
<b>Total Current Assets</b>	<b>44,284</b>	<b>44,828</b>	<b>45,549</b>	<b>41,210</b>	<b>38,409</b>	<b>53,310</b>	<b>51,019</b>	<b>49,471</b>	<b>49,777</b>	<b>49,561</b>	<b>48,571</b>	<b>45,017</b>	<b>45,017</b>	<b>42,141</b>	<b>2,876</b>	<b>6.8%</b>
<b>Non-Current Assets</b>																
<i>Property, plant &amp; equipment, gross</i>	73,055	72,779	70,904	71,689	72,300	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)	(28,185)	(29,261)	(30,198)	(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	42,719	42,428	42,103	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	339	330	319	308	294	280	267	253	240	226	226	399	(173)	(43.3%)
Deferred tax asset	4,625	4,575	4,363	4,430	4,468	1,344	1,344	1,344	1,344	1,344	1,344	1,344	1,344	4,942	(3,598)	(72.8%)
Other non-current assets	2,850	2,829	2,680	2,751	2,755	2,758	2,762	2,784	2,779	2,795	3,200	3,256	3,256	2,863	393	13.7%
<b>Total Non-Current Assets</b>	<b>53,096</b>	<b>52,156</b>	<b>50,101</b>	<b>49,939</b>	<b>49,645</b>	<b>49,769</b>	<b>49,404</b>	<b>48,943</b>	<b>49,057</b>	<b>48,523</b>	<b>48,349</b>	<b>47,975</b>	<b>47,975</b>	<b>54,354</b>	<b>(6,379)</b>	<b>(11.7%)</b>
<b>Total Assets</b>	<b>\$ 97,380</b>	<b>\$ 96,985</b>	<b>\$ 95,650</b>	<b>\$ 91,149</b>	<b>\$ 88,054</b>	<b>\$ 103,079</b>	<b>\$ 100,423</b>	<b>\$ 98,414</b>	<b>\$ 98,835</b>	<b>\$ 98,085</b>	<b>\$ 96,920</b>	<b>\$ 92,992</b>	<b>\$ 92,992</b>	<b>\$ 96,495</b>	<b>\$ (3,503)</b>	<b>(3.6%)</b>
<b>Current Liabilities</b>																
Bank Debt	\$ 17,079	\$ 16,572	\$ 13,221	\$ 6,552	\$ 5,539	\$ 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	1,578	1,602	1,615	1,662	1,662	1,662	1,662	1,662	1,662	1,662	1,662	1,690	(29)	(1.7%)
Accounts payable	12,013	13,603	18,599	21,714	19,198	18,075	16,667	15,584	16,386	14,838	14,790	13,386	13,386	12,674	711	5.6%
Accrued liabilities	3,167	2,725	2,773	2,725	3,088	3,674	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	3,111	3,103	3,290	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	(288)	(220)	(285)	(297)	(350)	438	562	655	704	815	842	643	643	(288)	931	(323.6%)
Contingent consideration	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	N/A
Other current liabilities	107	100	95	84	71	157	158	157	156	156	156	156	156	111	45	40.2%
<b>Total Current Liabilities</b>	<b>36,501</b>	<b>37,486</b>	<b>39,092</b>	<b>35,337</b>	<b>32,450</b>	<b>49,061</b>	<b>46,352</b>	<b>44,224</b>	<b>44,793</b>	<b>43,718</b>	<b>42,575</b>	<b>40,111</b>	<b>40,111</b>	<b>33,399</b>	<b>6,712</b>	<b>20.1%</b>
<b>Long-term liabilities</b>																
Long-term debt less current maturities	10,519	10,266	9,650	9,668	9,618	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	10,502	10,445	10,202	10,279	10,322	9,456	9,456	9,456	9,456	9,456	9,456	9,456	9,456	10,827	(1,371)	(12.7%)
Other non-current liabilities	1,595	1,577	1,492	1,520	1,536	1,468	1,476	1,483	1,491	1,498	1,448	1,453	1,453	1,618	(165)	(10.2%)
<b>Total Long-Term Liabilities</b>	<b>22,616</b>	<b>22,288</b>	<b>21,344</b>	<b>21,467</b>	<b>21,476</b>	<b>20,700</b>	<b>20,569</b>	<b>20,437</b>	<b>20,306</b>	<b>20,175</b>	<b>19,987</b>	<b>19,853</b>	<b>19,853</b>	<b>23,244</b>	<b>(3,391)</b>	<b>(14.6%)</b>
<b>Total Liabilities</b>	<b>59,117</b>	<b>59,774</b>	<b>60,436</b>	<b>56,804</b>	<b>53,926</b>	<b>69,761</b>	<b>66,921</b>	<b>64,661</b>	<b>65,099</b>	<b>63,893</b>	<b>62,562</b>	<b>59,964</b>	<b>59,964</b>	<b>56,643</b>	<b>3,320</b>	<b>5.9%</b>
<b>Commitments and contingencies</b>																
—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Shareholders' Equity</b>																
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	26,588	25,585	23,752	22,861	22,637	21,695	21,879	22,130	22,113	22,569	22,735	21,406	21,406	28,058	(6,652)	(23.7%)
Accumulated other comprehensive income	(934)	(984)	(1,148)	(1,126)	(1,119)	(987)	(987)	(987)	(987)	(987)	(987)	(987)	(987)	(816)	(171)	21.0%
<b>Total Shareholders' Equity</b>	<b>38,263</b>	<b>37,211</b>	<b>35,214</b>	<b>34,345</b>	<b>34,127</b>	<b>33,318</b>	<b>33,502</b>	<b>33,753</b>	<b>33,736</b>	<b>34,191</b>	<b>34,358</b>	<b>33,028</b>	<b>33,028</b>	<b>39,852</b>	<b>(6,823)</b>	<b>(17.1%)</b>
<b>Total Liabilities and Shareholders' Equity</b>	<b>\$ 97,380</b>	<b>\$ 96,985</b>	<b>\$ 95,650</b>	<b>\$ 91,149</b>	<b>\$ 88,054</b>	<b>\$ 103,079</b>	<b>\$ 100,423</b>	<b>\$ 98,414</b>	<b>\$ 98,835</b>	<b>\$ 98,085</b>	<b>\$ 96,920</b>	<b>\$ 92,992</b>	<b>\$ 92,992</b>	<b>\$ 96,495</b>	<b>\$ (3,503)</b>	<b>(3.6%)</b>



# Balance Sheet – Year on Year Comparison

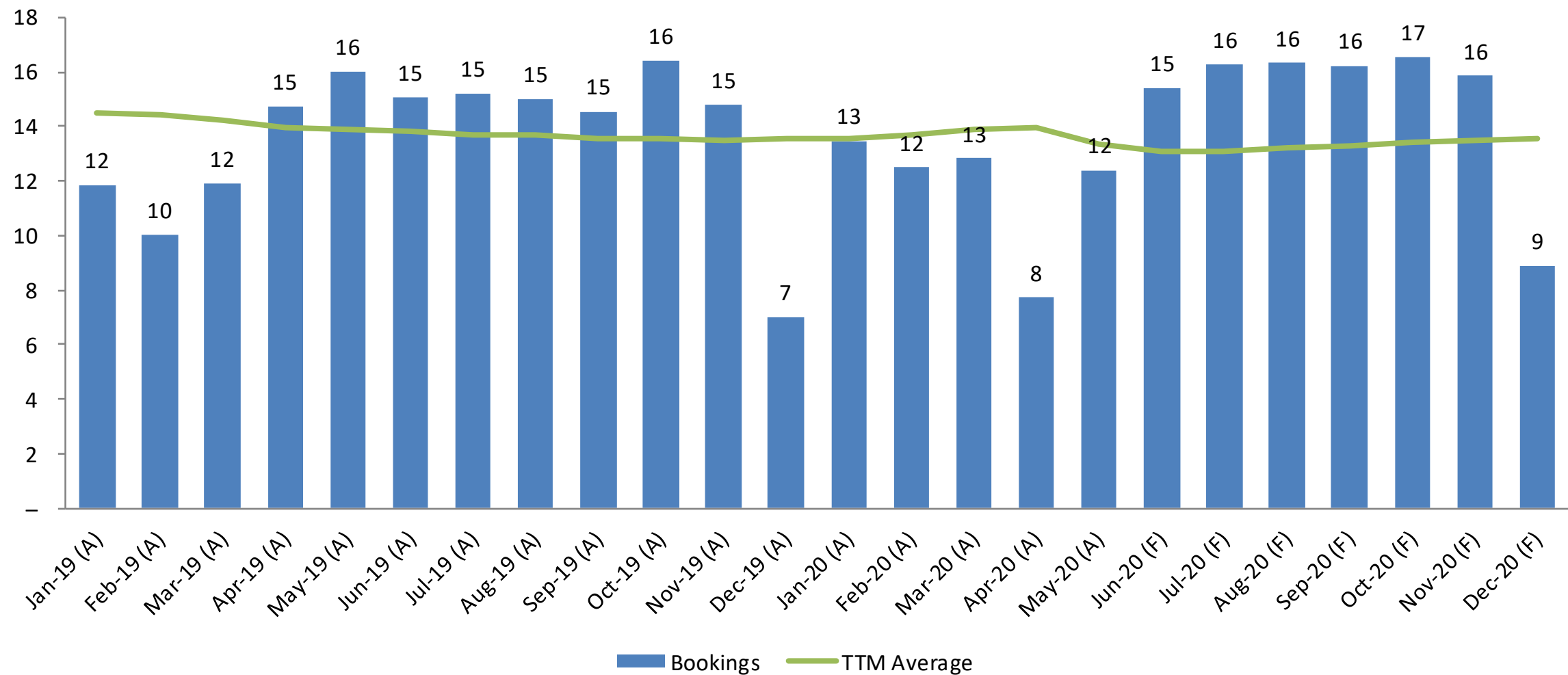
\$'000	YTD		Variance	
	CY	PY	\$	%
<b><u>Current Assets</u></b>				
Cash and cash equivalents	\$ 3	\$ 3	\$ (0)	(6.0%)
Short term investments	–	–	–	N/A
<i>Accounts receivable, gross</i>	10,188	14,654	(4,466)	(30.5%)
<i>Accounts receivable, reserves</i>	(591)	(465)	(126)	27.2%
Accounts receivable, net	9,597	14,190	(4,592)	(32.4%)
<i>Inventory, gross</i>	26,251	32,304	(6,053)	(18.7%)
<i>Inventory, reserves</i>	(1,612)	(1,608)	(5)	0.3%
Inventory, net	24,639	30,697	(6,058)	(19.7%)
Prepaid expenses and other current assets	2,898	4,233	(1,334)	(31.5%)
Other current assets	1,272	865	407	47.0%
<b>Total Current Assets</b>	<b>38,409</b>	<b>49,987</b>	<b>(11,578)</b>	<b>(23.2%)</b>
<b><u>Non-Current Assets</u></b>				
<i>Property, plant &amp; equipment, gross</i>	72,300	67,826	4,475	6.6%
<i>Accumulated depreciation</i>	(30,198)	(21,300)	(8,897)	41.8%
Property, plant & equipment, net	42,103	46,525	(4,422)	(9.5%)
Deferred financing cost	319	484	(165)	(34.1%)
Deferred tax asset	4,468	2,901	1,568	54.0%
Other non-current assets	2,755	2,698	57	2.1%
<b>Total Non-Current Assets</b>	<b>49,645</b>	<b>52,607</b>	<b>(2,963)</b>	<b>(5.6%)</b>
<b>Total Assets</b>	<b>\$ 88,054</b>	<b>\$ 102,595</b>	<b>\$ (14,541)</b>	<b>(14.2%)</b>
<b><u>Current Liabilities</u></b>				
Bank Debt	\$ 5,539	\$ 19,025	\$ (13,486)	(70.9%)
Current Portion - Long Term Debt	1,615	1,640	(25)	(1.5%)
Accounts payable	19,198	12,359	6,839	55.3%
Accrued liabilities	3,088	3,556	(468)	(13.2%)
Accrued compensation	3,290	3,488	(199)	(5.7%)
Income taxes payable	(350)	(215)	(136)	63.2%
Contingent consideration	–	1,301	(1,301)	(100.0%)
Other current liabilities	71	132	(61)	(46.6%)
<b>Total Current Liabilities</b>	<b>32,450</b>	<b>41,287</b>	<b>(8,837)</b>	<b>(21.4%)</b>
<b><u>Long-term liabilities</u></b>				
Long-term debt less current maturities	9,618	11,418	(1,801)	(15.8%)
Deferred income taxes	10,322	9,647	675	7.0%
Other non-current liabilities	1,536	1,497	40	2.7%
<b>Total Long-Term Liabilities</b>	<b>21,476</b>	<b>22,562</b>	<b>(1,085)</b>	<b>(4.8%)</b>
<b>Total Liabilities</b>	<b>53,926</b>	<b>63,849</b>	<b>(9,923)</b>	<b>(15.5%)</b>
<b>Commitments and contingencies</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>N/A</b>
<b><u>Shareholders' Equity</u></b>				
Common stock	12,610	12,610	–	0.0%
Retained earnings	22,637	27,180	(4,544)	(16.7%)
Accumulated other comprehensive income	(1,119)	(1,045)	(75)	7.1%
<b>Total Shareholders' Equity</b>	<b>34,127</b>	<b>38,746</b>	<b>(4,618)</b>	<b>(11.9%)</b>
<b>Total Liabilities and Shareholders' Equity</b>	<b>\$ 88,054</b>	<b>\$ 102,595</b>	<b>\$ (14,541)</b>	<b>(14.2%)</b>

# 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	Act	Act	Act	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Bud	\$	%	Act	\$	%
<b>Cash flow from operations</b>																			
Net Income (Loss)	\$ (1,509)	\$ (1,003)	\$ (1,834)	\$ (890)	\$ (225)	\$ 153	\$ 184	\$ 251	\$ (17)	\$ 456	\$ 167	\$ (1,330)	\$ (5,596)	\$ (3,497)	\$ (2,099)	60.0%	\$ (1,971)	\$ (3,625)	183.9%
Depreciation, amortization and other	814	805	788	751	745	815	822	828	831	831	837	842	9,708	9,739	(30)	(0.3%)	9,017	692	7.7%
Non-cash loss/expense (gain)	408	153	(6)	(248)	(97)	(438)	106	196	(381)	(2)	(425)	(176)	(909)	(826)	(82)	10.0%	(215)	(694)	322.4%
Deferred income tax	(325)	(57)	460	77	43	(866)	–	–	–	–	–	–	(669)	(1,117)	449	(40.2%)	1,217	(1,886)	(154.9%)
<b>Change in operating assets and liabilities:</b>																N/A			
Accounts receivable	(1,978)	(365)	(814)	2,265	(20)	(5,203)	428	238	575	(942)	1,413	3,370	(1,035)	(1,035)	–	0.0%	(91)	(944)	1038.8%
Inventory	(259)	(210)	400	1,794	3,034	(8,751)	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	(306)	279	(214)	(947)	39	334	(154)	(171)	74	1,203	264	264	–	0.0%	(214)	478	(223.8%)
Accounts payable	(661)	1,589	4,996	3,115	(2,516)	(1,123)	(1,408)	(1,083)	802	(1,548)	(48)	(1,404)	711	711	–	0.0%	(35)	747	(2110.1%)
Accrued expenses	1,162	(141)	105	(202)	695	499	(824)	602	306	4	(186)	(590)	1,430	1,430	–	0.0%	(1,106)	2,536	(229.3%)
Accrued income taxes	–	68	(65)	(12)	(53)	788	124	94	49	111	27	(199)	931	931	–	0.0%	(41)	972	(2357.2%)
Other changes in operating assets and liabilities	(4)	(7)	(5)	(11)	(13)	87	0	(0)	(1)	–	–	–	45	45	–	0.0%	(1,287)	1,331	(103.5%)
Other cash flow from operations	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	N/A	–	–	N/A
<b>Total Cash Flow from Operations</b>	<b>\$ (2,258)</b>	<b>\$ 864</b>	<b>\$ 3,720</b>	<b>\$ 6,918</b>	<b>\$ 1,380</b>	<b>\$ (14,986)</b>	<b>\$ 1,295</b>	<b>\$ 2,435</b>	<b>\$ 1,281</b>	<b>\$ 68</b>	<b>\$ 1,363</b>	<b>\$ 697</b>	<b>\$ 2,776</b>	<b>\$ 4,539</b>	<b>\$ (1,763)</b>	<b>(38.8%)</b>	<b>\$ 6,187</b>	<b>\$ (3,411)</b>	<b>(55.1%)</b>
<b>Cash flow from investing</b>																			
Additions to property, plant and equipment	\$ (228)	\$ (219)	\$ (237)	\$ (116)	\$ (233)	\$ (739)	\$ (556)	\$ (556)	\$ (556)	\$ (288)	\$ (288)	\$ (288)	\$ (4,302)	\$ (6,501)	\$ 2,199	(33.8%)	\$ (6,807)	\$ 2,505	(36.8%)
Earnout payments	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	N/A	–	–	N/A
Other cash flow from investing	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	N/A	–	–	N/A
<b>Total Cash Flow from Investing</b>	<b>\$ (228)</b>	<b>\$ (219)</b>	<b>\$ (237)</b>	<b>\$ (116)</b>	<b>\$ (233)</b>	<b>\$ (739)</b>	<b>\$ (556)</b>	<b>\$ (556)</b>	<b>\$ (556)</b>	<b>\$ (288)</b>	<b>\$ (288)</b>	<b>\$ (288)</b>	<b>\$ (4,302)</b>	<b>\$ (6,501)</b>	<b>\$ 2,199</b>	<b>(33.8%)</b>	<b>\$ (6,807)</b>	<b>\$ 2,505</b>	<b>(36.8%)</b>
<b>Cash flow from financing</b>																			
Proceeds from the issuance (repayment) of short-term debt	\$ 2,626	\$ (507)	\$ (3,351)	\$ (6,669)	\$ (1,013)	\$ 16,313	\$ (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	(450)	(0)	0	0	0	0	0	(450)	–	(450)	N/A	(0)	(450)	535686.9%
Repayment of debt	(140)	(138)	(132)	(133)	(135)	(138)	(138)	(138)	(138)	(138)	(138)	(138)	(1,647)	(1,662)	15	(0.9%)	(1,665)	18	(1.1%)
Common stock cash dividends paid	–	–	–	–	–	(0)	–	–	–	–	–	–	(0)	–	(0)	N/A	–	(0)	N/A
Other cash flow from financing	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	N/A	–	–	N/A
<b>Total Cash Flow from Financing</b>	<b>\$ 2,486</b>	<b>\$ (645)</b>	<b>\$ (3,483)</b>	<b>\$ (6,802)</b>	<b>\$ (1,147)</b>	<b>\$ 15,725</b>	<b>\$ (740)</b>	<b>\$ (1,879)</b>	<b>\$ (725)</b>	<b>\$ 219</b>	<b>\$ (1,075)</b>	<b>\$ (409)</b>	<b>\$ 1,526</b>	<b>\$ 1,961</b>	<b>\$ (435)</b>	<b>(22.2%)</b>	<b>\$ 2,565</b>	<b>\$ (1,039)</b>	<b>(40.5%)</b>
<b>Effect of FX rates on cash and cash equivalents</b>	<b>\$ –</b>	<b>\$ –</b>	<b>\$ –</b>	<b>\$ –</b>	<b>\$ –</b>	<b>\$ –</b>	<b>\$ –</b>	<b>\$ –</b>	<b>\$ –</b>	<b>\$ –</b>	<b>\$ –</b>	<b>\$ –</b>	<b>\$ –</b>	<b>\$ –</b>	<b>\$ –</b>	<b>N/A</b>	<b>\$ –</b>	<b>\$ -</b>	<b>N/A</b>
<b>Net change in cash</b>	<b>\$ (0)</b>	<b>\$ (0)</b>	<b>\$ (0)</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ (0)</b>	<b>\$ (0)</b>	<b>\$ 0</b>	<b>\$ (0)</b>	<b>\$ (0)</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ (0)</b>	<b>\$ (0)</b>	<b>\$ (0)</b>	<b>0.1%</b>	<b>\$ 1,944</b>	<b>\$ (1,944)</b>	<b>(100.0%)</b>
Beginning cash	3	3	3	3	3	3	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)	0.1%	1,944	\$ (1,944)	(100.0%)
<b>Ending cash</b>	<b>\$ 3</b>	<b>\$ 3</b>	<b>\$ 3</b>	<b>\$ 3</b>	<b>\$ 3</b>	<b>\$ 2</b>	<b>\$ 2</b>	<b>\$ 2</b>	<b>\$ 2</b>	<b>\$ 2</b>	<b>\$ 3</b>	<b>\$ 3</b>	<b>\$ 3</b>	<b>\$ 3</b>	<b>\$ (0)</b>	<b>(0.0%)</b>	<b>\$ 1,944</b>	<b>\$ (1,941)</b>	<b>(99.9%)</b>

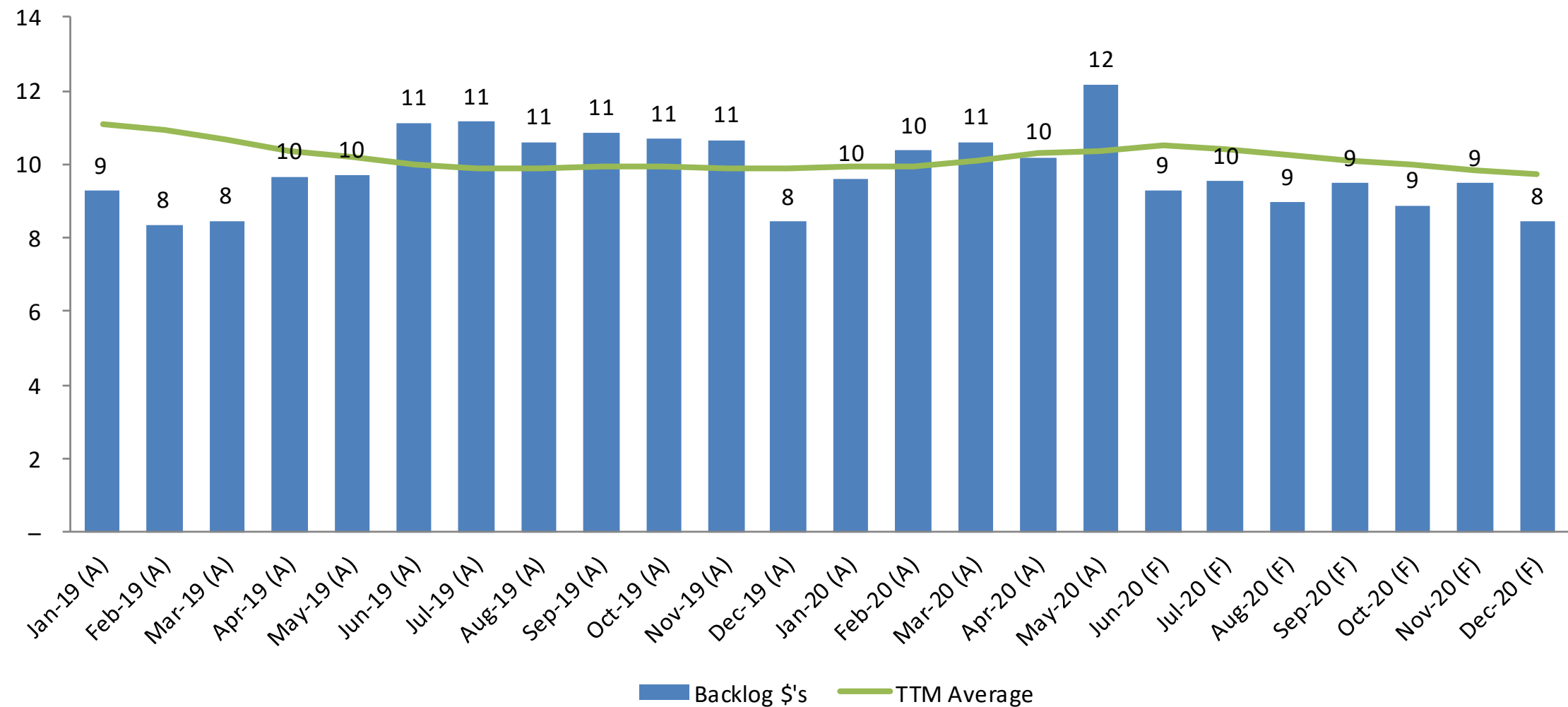
# Trended Monthly Bookings

\$ in millions

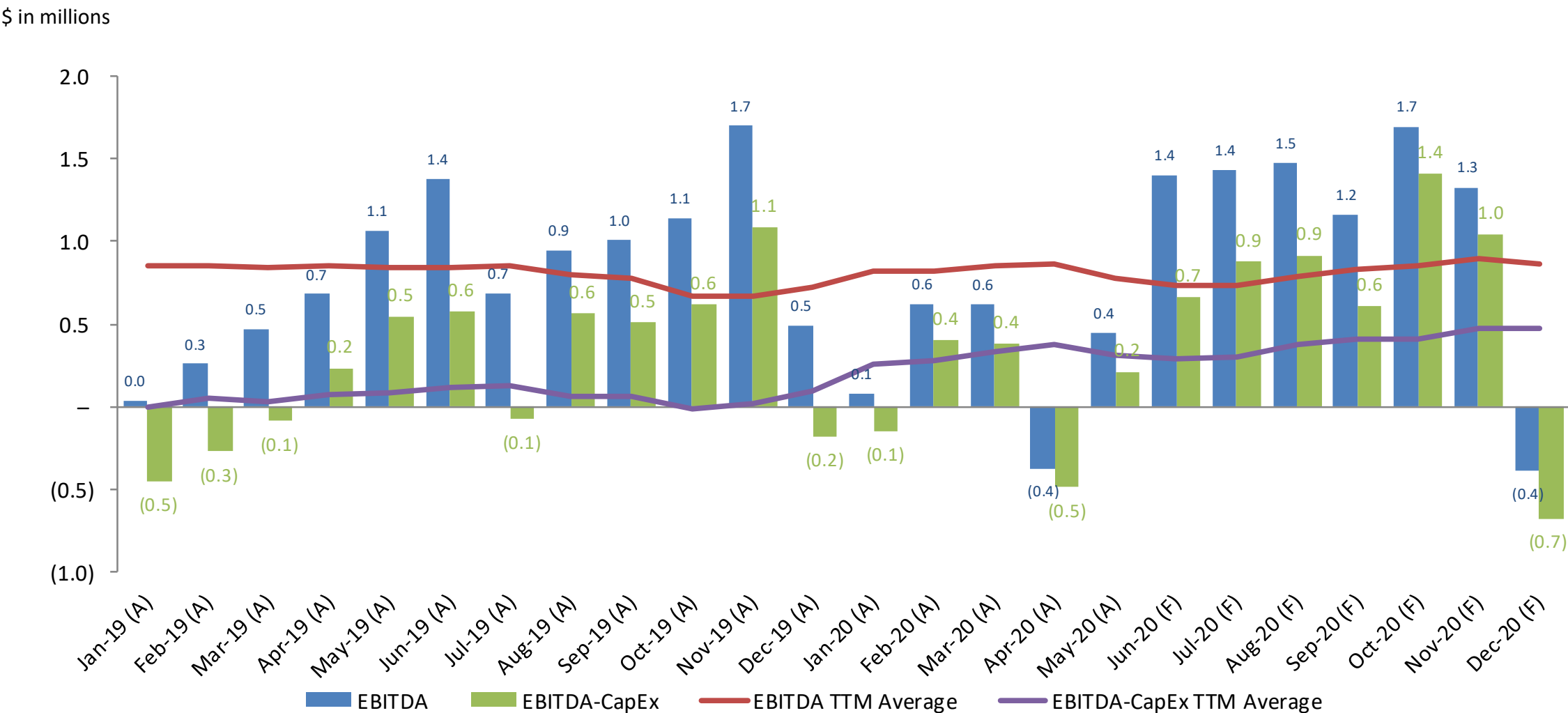


# Trended Monthly Backlog

\$ in millions

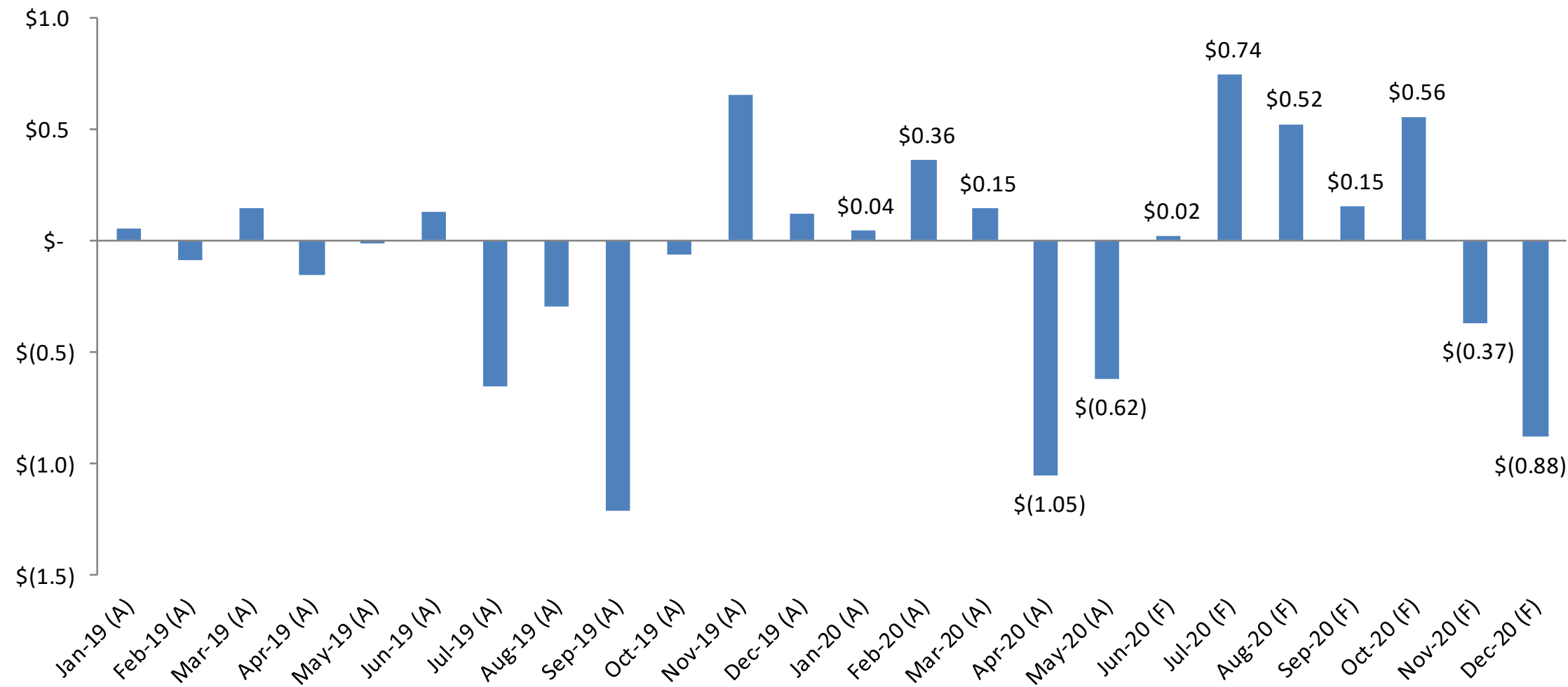


# EBITDA and EBITDA-CapEx

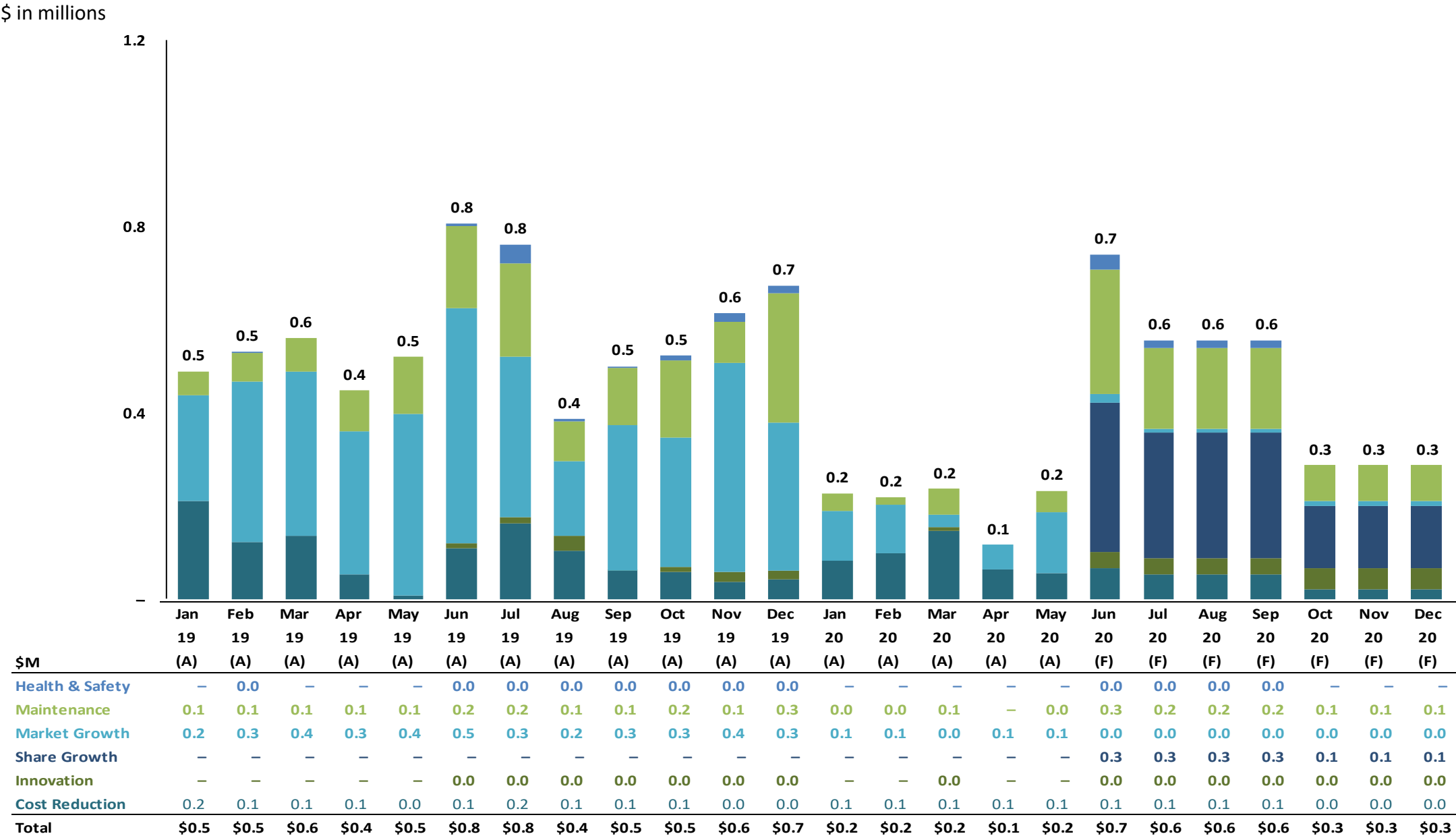


# Y-o-Y \$ EBITDA Change

\$ in millions



# 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 (A)	221	121	57	33	7	18	51	–	508	45	553	745	(192)
2020 April (A)	183	73	49	30	3	14	46	–	398	10	408	778	(370)
2020 May (A)	239	97	73	30	6	19	52	–	516	24	540	787	(247)
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	–
<b>Final Headcount</b>	<b>332</b>	<b>153</b>	<b>83</b>	<b>36</b>	<b>11</b>	<b>25</b>	<b>63</b>	–	<b>703</b>	<b>32</b>	<b>735</b>	<b>735</b>	–

## Management Discussion

- USA – Gordon Case, Jeffery William, Charlie Irwin and Bob Gillespie on layoff
- Ontario – Bob Campbell, Liviu Leuve, Mohammed Benguella on layoff. Diana on leave
- Quebec – Diane Loisel and Luc Vaudry still on lay off



# Headcount Hires and Attrition

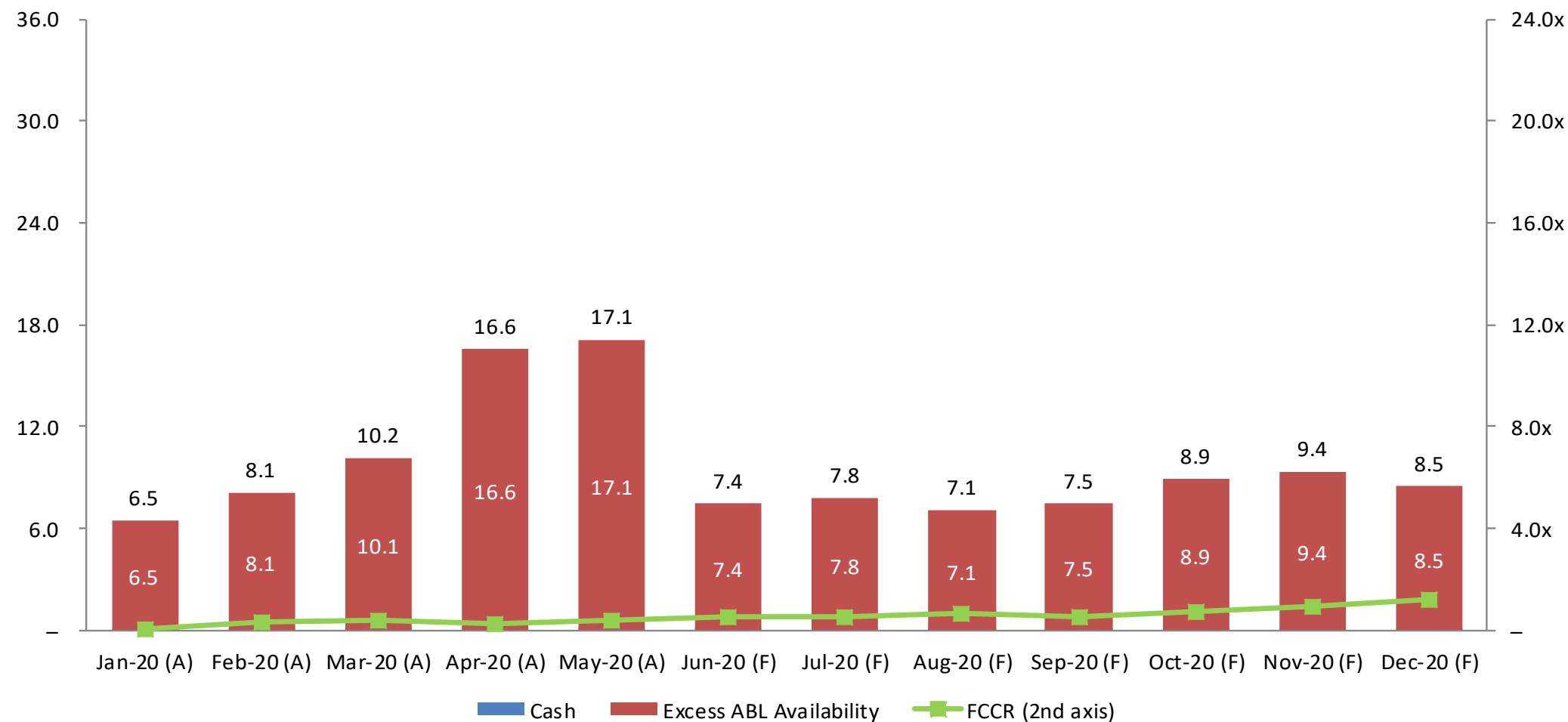
Functional Area	Start of Month	Hires	Transfers	Involuntary		End of Month	Rfc Headcount	Difference to Rfc
				Term	Voluntary Term			
Direct Labor	183	2	55	–	(1)	239	349	110
Indirect Labor - Hourly	73	–	24	–	–	97	153	56
Indirect Labor - Salary	49	–	24	–	–	73	83	10
Delivery & Dist.	30	–	–	–	–	30	37	7
Research & Development	3 –		3 –		–	6	11	5
Sales & Marketing	14	–	6	–	(1)	19	25	6
Administrative	46	1	6	–	(1)	52	63	11
Other	-	–	–	–	–	-	-	-
Agency FTE & Temps	10	17	1	(4)	–	24	66	42
<b>Total</b>	<b>408</b>	<b>20</b>	<b>119</b>	<b>(4)</b>	<b>(3)</b>	<b>540</b>	<b>787</b>	<b>247</b>

## Management Discussion

- Woodbridge – called back 7 people plus hired 1 temp
- Concord – called back 30 people plus resignation of zankhana gandhi
- Delmont – layoff and reduction of temps – 10 people
- Laval- called back 58 people and hired 1 administrative
- Terrebonne – called back 28 people and hired 16 temps

# 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)	1,288	3,069	(1,781)	(58.0%)	9,416	13,485	(4,069)	(30.2%)
Units Shipped ('000)	1,602	3,026	(1,424)	(47.1%)	10,073	12,039	(1,966)	(16.3%)
Bookings (\$'000)	\$ 3,105	\$ 3,941	\$ (836)	(21.2%)	\$ 13,518	\$ 15,221	\$ (1,703)	(11.2%)
Backlog (\$'000)	\$ 2,468	\$ 2,324	\$ 144	6.2%	\$ 2,468	\$ 2,324	\$ 144	6.2%
Gross Revenue	\$ 2,322	\$ 4,218	\$ (1,897)	(45.0%)	\$ 14,125	\$ 16,540	\$ (2,415)	(14.6%)
Adj. to Gross Revenue	(153)	(229)	75	(33.0%)	(786)	(854)	68	(8.0%)
Net Revenue	2,169	3,990	(1,821)	(45.6%)	13,338	15,685	(2,347)	(15.0%)
Material	1,339	2,507	(1,168)	(46.6%)	8,689	10,155	(1,467)	(14.4%)
Labor	264	862	(598)	(69.4%)	2,981	4,002	(1,021)	(25.5%)
Other COGS	425	175	250	142.5%	1,387	338	1,049	309.8%
Total COGS	2,028	3,544	(1,516)	(42.8%)	13,057	14,495	(1,438)	(9.9%)
Gross Margin	141	446	(305)	(68.4%)	282	1,190	(908)	(76.3%)
Gross Margin %	6.5%	11.2%			2.1%	7.6%		
R&D	—	—	—	N/A	—	—	—	N/A
Sales & Marketing	4	19	(15)	(81.3%)	89	94	(5)	(5.6%)
Administrative	280	320	(40)	(12.5%)	1,564	1,597	(32)	(2.0%)
Other Opex	37	(18)	55	(301.9%)	(141)	(47)	(94)	200.6%
Total Opex	321	321	(0)	(0.0%)	1,512	1,644	(132)	(8.0%)
EBITDA	(180)	125	(305)	(244.1%)	(1,231)	(454)	(777)	171.1%
EBITDA %	(8.3%)	3.1%			(9.2%)	(2.9%)		
Net Income (Loss)	\$ (408)	\$ (113)	\$ (295)	261.6%	\$ (2,419)	\$ (1,643)	\$ (776)	47.3%
Capex	\$ (48)	\$ (335)	\$ 287	(85.8%)	\$ (335)	\$ (1,212)	\$ 878	(72.4%)
<b>Opex Overview:</b>								
Payroll	\$ 22	\$ 57	\$ (35)	(61.5%)	\$ 231	\$ 287	\$ (55)	(19.3%)
Bonus	—	—	—	N/A	—	—	—	N/A
Commissions	—	—	—	N/A	—	—	—	N/A
Marketing	1	7	(5)	(83.0%)	42	33	10	30.6%
Benefits	—	—	—	N/A	—	—	—	N/A
Travel and entertainment	3	1	2	291.1%	6	3	3	100.9%
Rent and facilities	—	—	—	N/A	—	—	—	N/A
Insurance	3	4	(1)	(17.6%)	15	15	0	1.7%
Professional fees	—	1	(1)	(100.0%)	47	4	43	1167.4%
Utilities, repair, maintenance, an	1	3	(2)	(62.7%)	8	13	(5)	(35.5%)
Corporate OH Fees	254	267	(13)	(4.8%)	1,305	1,336	(31)	(2.3%)
Bad Debts	(0)	(0)	0	(24.8%)	(2)	(2)	(1)	59.7%
FX	13	—	13	N/A	(91)	—	(91)	N/A
JV Loss (Income)	24	(18)	42	(230.6%)	(50)	(47)	(3)	7.3%
Other Expenses	0	1	(1)	(78.8%)	0	3	(2)	(94.6%)
Total Opex	\$ 321	\$ 321	\$ (0)	(0.0%)	\$ 1,512	\$ 1,644	\$ (132)	(8.0%)

## Management Discussion

### Net Revenue – May-20: (\$1,821K):

- Sales volume down 47.1% or \$1,878k due to significant drop in demand across all customers with the exception of Ostaco, Centennial and Hunter Douglas
- Favorable rebates/accruals \$16k driven by lower sales volume
- Increase in returns \$16k primarily from Ostaco (weatherstrip dents)
- Favorable product/customer mix of \$227k mainly driven by lower sales volumes to the JV (lower margin); offset by Quaker pricing adjustments
- Unfavorable F/X of \$138k (actual rate of 1.397 [or \$USD 0.7158] vs. 1.33 [or \$USD 0.7519])

### EBITDA – May-20: (\$305K):

- Material COGS:** Decreased costs by \$1,168k primarily driven by decreased sales volume \$1,180k, Favorable product mix \$21k, favorable yield/MUV by \$15k (favorable count adjustment \$70k offset by lower yield, regrind usage and scrap \$55k) and net decrease in LCM inventory reserves \$9k. Offset by unfavorable PPV by \$25k, higher finished goods scrap by \$29k (JV dies V796/797 and Ostaco weatherstrip dents)
- Labor COGS:** Decreased costs by \$598k. Headcount down significantly due to production slowdown and interruptions due to Covid 19 in addition to wage subsidy of \$194k
- Other COGS:** Increased costs by \$250k driven by lower absorption \$256k and lower T&D recovery \$120k (less tools being cut driven by Covid-19). Offset by lower utilities \$13k, lower maintenance by \$18k (lower production volume) and lower factory expenses \$7k, lower freight by \$68k (lower volume), lower warehouse expenses \$19k (exited disco warehouse)
- Sales and Marketing:** Decreased \$15k driven by lower wages (layoffs) and wage subsidy and no royalty for Fenestra Sill program
- Administrative:** Decreased costs by \$40k primarily driven by lower wages and wage subsidy
- Other Opex:** Increase in costs by \$55k due to unfavorable F/X revaluation of working capital balances by \$13k and equity loss from JV by \$42K (Loss of \$24k vs budgeted income of \$18k)

# 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	\$	315	\$	897	\$	(583)	(64.9%)	\$	895	\$	(581)	(64.9%)	\$	3,192	\$	4,077	\$	(885)	(21.7%)	\$	4,073	\$	(881)	(21.6%)	0.3%	13.0%	(1,275)	(98.1%)	10.4%	(1,016)	(97.6%)	(5.4%)	13.0%	(1,839)	(141.4%)	10.4%	(1,580)	(151.7%)
Quaker Window Products		331		538		(207)	(38.5%)		483		(152)	(31.4%)		2,312		2,272		40	1.8%		2,040		272	13.3%	2.8%	10.2%	(745)	(73.0%)	10.8%	(809)	(74.6%)	5.6%	10.2%	(457)	(44.8%)	10.9%	(524)	(48.2%)
Vinyl-Pro Window Systems Inc		208		368		(160)	(43.4%)		359		(151)	(42.0%)		651		1,143		(492)	(43.0%)		1,118		(467)	(41.8%)	7.7%	7.8%	(9)	(1.2%)	8.2%	(47)	(5.8%)	(3.8%)	7.8%	(1,157)	(148.3%)	8.2%	(1,194)	(146.1%)
All Weather Windows Ltd.		106		471		(365)	(77.5%)		360		(254)	(70.6%)		804		1,673		(868)	(51.9%)		1,261		(457)	(36.2%)	4.4%	19.0%	(1,455)	(76.6%)	18.3%	(1,384)	(75.7%)	5.5%	19.0%	(1,347)	(70.9%)	18.8%	(1,331)	(70.6%)
Windsor Window Co OEM		380		505		(125)	(24.8%)		485		(105)	(21.6%)		1,767		1,696		72	4.2%		1,635		132	8.1%	15.2%	22.5%	(734)	(32.6%)	22.5%	(736)	(32.7%)	18.2%	22.5%	(433)	(19.3%)	21.1%	(294)	(13.9%)
Dashwood Industries Inc		164		240		(76)	(31.8%)		230		(66)	(28.8%)		866		774		92	11.9%		743		122	16.5%	12.5%	16.0%	(351)	(21.9%)	17.8%	(535)	(30.0%)	10.6%	16.0%	(544)	(34.0%)	17.8%	(728)	(40.8%)
Energi Terrebonne		64		194		(130)	(67.0%)		136		(72)	(52.8%)		460		921		(460)	(50.0%)		646		(185)	(28.7%)	(11.1%)	(2.0%)	(911)	455.3%	(6.3%)	(482)	76.8%	(18.0%)	(2.0%)	(1,600)	800.0%	(6.3%)	(1,172)	186.6%
Vinylbilt Windows & Doors Corp		129		149		(19)	(12.9%)		210		(81)	(38.4%)		552		516		36	7.0%		733		(181)	(24.7%)	(18.9%)	(15.0%)	(387)	25.8%	(17.6%)	(126)	7.2%	(24.8%)	(15.0%)	(982)	65.4%	(17.5%)	(730)	41.7%
Allsco Windows & Doors Corp		79		172		(93)	(54.2%)		153		(74)	(48.5%)		463		653		(190)	(29.1%)		577		(113)	(19.7%)	(10.1%)	(15.0%)	494	(32.9%)	(17.5%)	747	(42.6%)	(24.5%)	(15.0%)	(953)	63.6%	(17.7%)	(687)	38.9%
PGT Industries Inc		48		97		(49)	(50.7%)		97		(49)	(50.8%)		575		491		85	17.3%		493		83	16.8%	21.8%	5.0%	1,677	335.3%	5.0%	1,677	335.3%	30.5%	5.0%	2,546	509.2%	5.0%	2,546	509.2%
Ostaco 2000 Windoors Inc.		88		62		26	41.0%		82		6	7.6%		339		332		7	2.1%		431		(93)	(21.5%)	(1.9%)	5.0%	(689)	(137.8%)	13.8%	(1,574)	(113.6%)	(8.9%)	5.0%	(1,389)	(277.9%)	8.6%	(1,745)	(203.9%)
Oran Ltd. (Barbados)		56		69		(13)	(18.4%)		70		(14)	(19.6%)		149		146		3	1.8%		147		1	0.8%	(1.7%)	8.0%	(969)	(121.2%)	8.0%	(969)	(121.2%)	14.4%	8.0%	644	80.5%	8.0%	644	80.5%
Centennial Windows Ltd		43		25		18	71.1%		30		14	46.8%		151		200		(49)	(24.4%)		234		(83)	(35.3%)	23.1%	33.0%	(989)	(30.0%)	39.6%	(1,645)	(41.6%)	27.5%	33.0%	(550)	(16.7%)	39.6%	(1,206)	(30.5%)
Seymour Windows Ltd		20		48		(27)	(57.5%)		76		(56)	(73.3%)		179		158		21	13.4%		252		(73)	(29.0%)	(7.3%)	19.6%	(2,691)	(137.4%)	19.6%	(2,691)	(137.4%)	4.7%	19.6%	(1,485)	(75.8%)	19.6%	(1,485)	(75.8%)
Kohltech International Ltd		–		21		(21)	(100.0%)		7		(7)	(100.0%)		153		94		59	62.3%		31		123	400.4%	#DIV/0!	10.0%	–	#VALUE!	10.0%	NA	#VALUE!	(1.2%)	10.0%	(1,125)	(112.5%)	10.0%	(1,125)	(112.5%)
Mason Windows Ltd		35		36		(1)	(1.8%)		40		(4)	(11.1%)		115		154		(39)	(25.5%)		172		(57)	(33.1%)	0.7%	8.0%	(729)	(91.1%)	7.4%	(668)	(90.4%)	(4.8%)	8.0%	(1,277)	(159.6%)	7.5%	(1,224)	(163.9%)
Integral Windows Systems		14		32		(18)	(55.4%)		35		(21)	(58.9%)		85		118		(33)	(27.8%)		128		(43)	(33.4%)	19.6%	8.0%	1,162	145.2%	8.0%	1,162	145.2%	2.4%	8.0%	(561)	(70.2%)	7.2%	(485)	(67.0%)
Marlboro Windows		34		48		(14)	(28.5%)		44		(10)	(22.1%)		67		177		(110)	(62.0%)		162		(95)	(58.6%)	28.1%	6.0%	2,213	368.8%	6.0%	2,213	368.8%	17.6%	6.0%	1,162	193.7%	6.0%	1,162	193.7%
Hunter Douglas - Colorado - Ship T		38		–		38	N/A		–		38	N/A		63		–		63	N/A		–		63	N/A	47.9%	#DIV/0!	–	#DIV/0!	#DIV/0!	NA	#DIV/0!	64.0%	#DIV/0!	–	#DIV/0!	#DIV/0!	NA	#DIV/0!
Great Lakes Window Inc		13		23		(10)	(45.0%)		25		(13)	(50.5%)		45		91		(46)	(50.5%)		100		(55)	(55.2%)	43.5%	8.0%	3,552	443.9%	8.0%	3,552	443.9%	10.8%	8.0%	281	35.1%	8.0%	281	35.1%
Other		155		224		(69)	(30.7%)		346		(190)	(55.1%)		1,134		854		279	32.7%		1,824		(690)	(37.8%)	11.9%	5.6%	636	114.0%	(33.4%)	4,535	(135.7%)	8.2%	(108.1%)	11,625	(107.6%)	(28.6%)	3,682	(128.6%)
Total Gross	\$	2,322	\$	4,218	\$	(1,897)	(45.0%)	\$	4,162	\$	(1,840)	(44.2%)	\$	14,125	\$	16,540	\$	(2,415)	(14.6%)	\$	16,802	\$	(2,677)	(15.9%)	6.1%	10.6%	(451)	(42.7%)	6.3%	(25)	(3.9%)	10.5%	7.3%	315	42.9%	2.5%	797	317.5%

## Management Discussion

- Low demand from all customers due to slow business and shutdowns as a result of Covid 19
- Royal Vinylbilt, Vinyl Pro, Windsor and All Weather being major contributors to the miss vs budget.
- Slow month for Quaker however ahead of ytd budget.

# Key Performance Indicators - Woodbridge

ENERGI Woodbridge KPI Report	2020 Targets	Jan-20	Feb-20	Mar-20	Apr-20	May-20	YTD 2020
<b>Health &amp; Safety</b>							
<i>Recordable Incidents</i>	0	0	0	0	0	0	0
<i>TRIR (Total Recordable Incident Rate)</i>	<1	0.49	0.49	0.50	0.52	0	0.49
<b>Quality Performance</b>							
<i>Customer Complaints - per MLBS</i>	3.2	4.0	5.4	3.8	3.9	9.4	5.3
<i>Return as % of sales</i>	0.41%	0.38%	0.72%	0.42%	0.62%	0.67%	0.54%
<b>Delivery Performance</b>							
<i>% on time in full</i>	98.06%	98.86%	99.28%	98.3%	93.63%	87.06%	95.43%
<i>% by line items</i>	98.06%	98.86%	99.28%	98.3%	93.63%	87.06%	95.43%
<b>Costs</b>							
<i>Yield</i>	88.0%	85.64%	85.38%	87%	84.13%	86.08%	85.91%
<i>Alt/Regrind Compound Consumption Ratio</i>	20.0%	20.04%	16.04%	22%	12.45%	17.80%	18.97%
<i>Direct Labour \$/lb produced</i>	\$0.180	\$ 0.183	\$ 0.200	\$ 0.166	\$ 0.287	\$ 0.102	\$ 0.177
<i>Indirect Labour (incl D&amp;D) \$/lb produced</i>	\$0.218	\$ 0.231	\$ 0.256	\$ 0.215	\$ 0.729	\$ 0.184	\$ 0.252
<b>Inventory</b>							
<i>Days - TTM (Trailing 12 Months)</i>	77.8	70	69	68	69	70	70

## Comments

**Quality:** Claims from previous months but lower production pounds for denominator resulting in high value per lb produced. Major claims include; Dashwood - customer approved Grey in Fall, wanted different one - returned first grey when second version arrived - not per agreement but responsibility changed for decision at Dashwood (\$4k); Ostaco return for weather-strip crimp - not justified but decision not to dispute (\$4k); Windsor claim for thin wall - same product as last three years but Windsor not willing to work further through troubleshooting effort (\$3k)

**Delivery:** Delivery impacted by lower production schedule

**Costs:** Yield: Several starts and stops throughout the month for CoVID-related causes and R&D Trials causing higher scrap

Alt/Regrind: Reduced mixed regrind use due to overall quality concerns

# Full Year Woodbridge P&L Summary

\$'000	FY		Var		PY	Var	
	Fcst	Bud	\$	%		\$	%
Units Produced ('000)	27,810	31,879	(4,069)	(12.8%)	31,325	(3,515)	(11.2%)
Units Shipped ('000)	29,448	31,414	(1,966)	(6.3%)	30,618	(1,170)	(3.8%)
Bookings (\$'000)	\$ 38,030	\$ 39,734	\$ (1,703)	(4.3%)	\$ 50,018	\$ (11,988)	(24.0%)
Backlog ('\$000)	\$ 1,873	\$ 1,873	\$ –	0.0%	\$ 3,634	\$ (1,761)	(48.5%)
Gross Revenue	\$ 41,077	\$ 43,492	\$ (2,415)	(5.6%)	\$ 43,467	\$ (2,391)	(5.5%)
Adj. to Gross Revenue	(2,456)	(2,524)	68	(2.7%)	(2,352)	(105)	4.5%
Net Revenue	38,620	40,967	(2,347)	(5.7%)	41,116	(2,495)	(6.1%)
Material	24,833	26,300	(1,467)	(5.6%)	26,670	(1,837)	(6.9%)
Labor	8,537	9,558	(1,021)	(10.7%)	9,592	(1,055)	(11.0%)
Other COGS	3,171	2,123	1,049	49.4%	2,000	1,171	58.6%
Total COGS	36,542	37,980	(1,438)	(3.8%)	38,262	(1,721)	(4.5%)
Gross Margin	2,079	2,987	(908)	(30.4%)	2,853	(775)	(27.2%)
Gross Margin %	5.4%	7.3%			6.9%		
R&D	–	–	–	N/A	–	–	N/A
Sales & Marketing	222	227	(5)	(2.3%)	207	15	7.1%
Administrative	3,806	3,838	(32)	(0.8%)	3,830	(25)	(0.6%)
Other Opex	(207)	(112)	(94)	83.9%	(105)	(102)	97.6%
Total Opex	3,821	3,953	(132)	(3.3%)	3,933	(112)	(2.8%)
EBITDA	(1,742)	(966)	(777)	80.4%	(1,080)	(663)	61.4%
EBITDA %	(4.5%)	(2.4%)			(2.6%)		
Net Income (Loss)	\$ (4,595)	\$ (3,819)	\$ (776)	20.3%	\$ (3,933)	\$ (662)	16.8%
Capex	\$ (335)	\$ (1,365)	\$ 1,031	(75.5%)	\$ (2,083)	\$ 1,748	(83.9%)
<b>Opex Overview:</b>							
Payroll	\$ 635	\$ 690	\$ (55)	(8.0%)	\$ 642	\$ (7)	(1.1%)
Bonus	–	–	–	N/A	–	–	N/A
Commissions	–	–	–	N/A	–	–	N/A
Marketing	88	78	10	12.7%	66	22	33.5%
Benefits	–	–	–	N/A	–	–	N/A
Travel and entertainment	11	8	3	42.0%	17	(6)	(35.6%)
Rent and facilities	–	–	–	N/A	–	–	N/A
Insurance	39	38	0	0.7%	42	(4)	(8.6%)
Professional fees	53	10	43	447.0%	32	21	64.6%
Utilities, repair, maintenance, and security	26	31	(5)	(14.8%)	34	(8)	(22.6%)
Corporate OH Fees	3,176	3,207	(31)	(1.0%)	3,218	(42)	(1.3%)
Bad Debts	(4)	(4)	(1)	24.9%	0	(5)	(1872.2%)
FX	(91)	–	(91)	N/A	41	(132)	(320.4%)
JV Loss (Income)	(116)	(112)	(3)	3.0%	(146)	30	(20.6%)
Other Expenses	4	7	(2)	(36.2%)	(11)	15	(139.3%)
Total Opex	\$ 3,821	\$ 3,953	\$ (132)	(3.3%)	\$ 3,936	\$ (115)	(2.9%)

# 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	\$	8,762	\$	9,647	\$	(885)	(9.2%)	\$	9,266	\$	(504)	(5.4%)	4.7%	13.0%	(826)	(63.5%)	7.9%	(317)	(40.1%)
Quaker Window Products		6,133		6,093		40	0.7%		5,858		275	4.7%	7.9%	10.2%	(228)	(22.3%)	8.5%	(60)	(7.0%)
Vinyl-Pro Window Systems Inc		3,117		3,609		(492)	(13.6%)		3,328		(211)	(6.3%)	5.0%	7.8%	(283)	(36.2%)	17.2%	(1,218)	(71.0%)
All Weather Windows Ltd.		3,095		3,964		(868)	(21.9%)		3,090		5	0.2%	14.2%	19.0%	(478)	(25.2%)	(20.5%)	3,467	(169.5%)
Windsor Window Co OEM		4,024		3,952		72	1.8%		4,303		(279)	(6.5%)	19.7%	22.5%	(279)	(12.4%)	5.7%	1,403	247.2%
Dashwood Industries Inc		2,723		2,632		92	3.5%		2,450		274	11.2%	13.6%	16.0%	(238)	(14.9%)	19.0%	(534)	(28.2%)
Energi Terrebonne		1,795		2,256		(460)	(20.4%)		1,687		108	6.4%	(6.8%)	(2.0%)	(484)	242.1%	15.3%	(2,218)	(144.6%)
Vinylbilt Windows & Doors Corp		2,002		1,966		36	1.8%		2,048		(46)	(2.2%)	(18.4%)	(15.0%)	(338)	22.5%	11.3%	(2,973)	(262.0%)
Allsco Windows & Doors Corp		1,496		1,685		(190)	(11.3%)		1,431		64	4.5%	(18.0%)	(15.0%)	(303)	20.2%	3.9%	(2,198)	(556.7%)
PGT Industries Inc		1,275		1,190		85	7.1%		1,201		74	6.1%	16.9%	5.0%	1,187	237.5%	(8.8%)	2,565	(292.1%)
Ostaco 2000 Windoors Inc.		1,135		1,128		7	0.6%		1,251		(115)	(9.2%)	(0.5%)	5.0%	(545)	(109.1%)	6.3%	(671)	(107.3%)
Oran Ltd. (Barbados)		503		500		3	0.5%		448		54	12.1%	9.2%	8.0%	116	14.5%	13.4%	(425)	(31.7%)
Centennial Windows Ltd		440		489		(49)	(10.0%)		494		(54)	(11.0%)	30.3%	33.0%	(265)	(8.0%)	16.4%	1,399	85.6%
Seymour Windows Ltd		510		489		21	4.3%		634		(124)	(19.6%)	13.3%	19.6%	(632)	(32.3%)	17.1%	(382)	(22.4%)
Kohltech International Ltd		510		451		59	13.1%		86		424	491.2%	5.2%	10.0%	(475)	(47.5%)	32.2%	(2,698)	(83.7%)
Mason Windows Ltd		320		360		(39)	(10.9%)		368		(47)	(12.9%)	2.3%	8.0%	(569)	(71.1%)	37.1%	(3,475)	(93.8%)
Integral Windows Systems		268		301		(33)	(10.9%)		400		(132)	(33.0%)	6.5%	8.0%	(148)	(18.6%)	8.0%	(148)	(18.6%)
Marlboro Windows		191		301		(110)	(36.6%)		317		(126)	(39.8%)	11.3%	6.0%	533	88.8%	8.0%	333	41.6%
Hunter Douglas - Colorado - Ship T		313		250		63	25.3%		117		196	167.1%	26.3%	18.0%	830	46.1%	8.0%	1,830	228.8%
Great Lakes Window Inc		204		250		(46)	(18.4%)		246		(42)	(17.1%)	11.4%	8.0%	335	41.9%	7.0%	432	61.3%
Other		2,259		1,980		279	14.1%		4,444		(2,184)	(49.2%)	(23.3%)	(127.3%)	10,397	(81.7%)	(20.7%)	(264)	12.7%
Total Gross	\$	41,077	\$	43,492	\$	(2,415)	(5.6%)	\$	43,467	\$	(2,391)	(5.5%)	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)	940	1,937	(997)	(51.5%)	5,216	8,132	(2,917)	(35.9%)
Units Shipped ('000)	1,229	2,031	(802)	(39.5%)	5,450	7,429	(1,979)	(26.6%)
Bookings (\$'000)	\$ 2,589	\$ 3,722	\$ (1,132)	(30.4%)	\$ 10,371	\$ 14,248	\$ (3,877)	(27.2%)
Backlog (\$'000)	\$ 3,410	\$ 2,763	\$ 647	23.4%	\$ 3,410	\$ 2,763	\$ 647	23.4%
Gross Revenue	\$ 2,149	\$ 3,699	\$ (1,550)	(41.9%)	\$ 10,001	\$ 13,312	\$ (3,311)	(24.9%)
Adj. to Gross Revenue	(159)	(286)	127	(44.5%)	(841)	(1,013)	172	(17.0%)
Net Revenue	1,990	3,413	(1,423)	(41.7%)	9,160	12,299	(3,139)	(25.5%)
Material	898	1,581	(683)	(43.2%)	4,141	5,756	(1,615)	(28.1%)
Labor	265	565	(300)	(53.1%)	1,694	2,464	(769)	(31.2%)
Other COGS	220	237	(17)	(7.2%)	654	568	86	15.1%
Total COGS	1,383	2,383	(1,000)	(42.0%)	6,489	8,787	(2,298)	(26.2%)
Gross Margin	607	1,030	(423)	(41.1%)	2,671	3,512	(841)	(23.9%)
Gross Margin %	30.5%	30.2%			29.2%	28.6%		
R&D	–	–	–	N/A	–	–	–	N/A
Sales & Marketing	74	136	(62)	(45.5%)	460	602	(141)	(23.5%)
Administrative	205	248	(44)	(17.5%)	1,141	1,234	(93)	(7.5%)
Other Opex	6	–	6	N/A	22	–	22	N/A
Total Opex	284	384	(99)	(25.9%)	1,624	1,835	(212)	(11.5%)
EBITDA	322	646	(324)	(50.1%)	1,047	1,677	(629)	(37.5%)
EBITDA %	16.2%	18.9%			11.4%	13.6%		
Net Income (Loss)	\$ 214	\$ 530	\$ (316)	(59.6%)	\$ 493	\$ 1,116	\$ (623)	(55.8%)
Capex	\$ (36)	\$ (215)	\$ 179	(83.2%)	\$ (201)	\$ (737)	\$ 536	(72.7%)
<b>Opex Overview:</b>								
Payroll	\$ 37	\$ 110	\$ (73)	(66.2%)	\$ 397	\$ 533	\$ (136)	(25.6%)
Bonus	–	–	–	N/A	–	–	–	N/A
Commissions	–	–	–	N/A	–	–	–	N/A
Marketing	46	52	(5)	(10.7%)	161	192	(31)	(16.3%)
Benefits	–	–	–	N/A	–	–	–	N/A
Travel and entertainment	0	3	(3)	(90.9%)	14	16	(2)	(11.5%)
Rent and facilities	–	–	–	N/A	–	–	–	N/A
Insurance	2	5	(2)	(48.2%)	14	23	(10)	(41.1%)
Professional fees	8	6	2	27.6%	23	30	(7)	(22.6%)
Utilities, repair, maintenance, and	5	5	0	8.4%	23	26	(2)	(9.2%)
Corporate OH Fees	167	176	(9)	(5.0%)	865	882	(17)	(1.9%)
Bad Debts	–	–	–	N/A	–	–	–	N/A
FX	6	–	6	N/A	22	–	22	N/A
JV Loss (Income)	–	–	–	N/A	–	–	–	N/A
Other Expenses	12	27	(15)	(54.7%)	104	133	(29)	(21.7%)
Total Opex	\$ 284	\$ 384	\$ (99)	(25.9%)	\$ 1,624	\$ 1,835	\$ (212)	(11.5%)

## Management Discussion

### Net Revenue – May-20: (\$1,423K):

- Sales volume down 39.5% or \$1,348k due to overall decreased demands from most customers., particularly, Solaris, Atlantic and Atis
- Returns in line with budget
- Rebates lower by \$1k due to lower sales
- Favorable mix impact of \$58k favorable ASP by \$0.10/lb due to customer mix
- Unfavorable F/X of \$153k (actual rate of 1.397 [or \$USD 0.7158] vs. 1.33 [or \$USD 0.7519])

### EBITDA – May-20: (\$324K):

- Material COGS:** Decrease in costs by \$683k primarily driven by decreased volume \$624k, and improved usage \$8k, yields \$4k (89.18% versus budget of 87.9%) and better product mix on resale products by \$54k; offset by unfavorable price by \$5k and higher E&O reserve \$3k
- Labor COGS:** Decrease in costs by \$300k driven by lower volumes and layoff due to Covid-19 and wage subsidy
- Other COGS:** Decrease in costs by \$17k driven by Lower Utilities, Tools, Maintenance costs and factory expenses by \$77k (limited costs due to plant closure) and lower freight costs by \$38k (lower volume), offset by increased net absorption by \$103k (lower production volume)
- Sales and Marketing:** Decrease in cost by \$62k driven by lower product development costs \$41k, lower CSR costs by \$10k and wage subsidies \$7k
- Administrative:** Decrease in cost by \$29k driven by lower wages (layoff Covid-19) and wage subsidies \$10k
- Other Opex:** Increase in costs by \$6k unfavorable F/X revaluation of working capital balances

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.	\$	340	\$	483	\$	(143)	(29.6%)	\$	457	\$	(117)	(25.7%)	\$	1,430	\$	1,917	\$	(487)	(25.4%)	\$	1,828	\$	(398)	(21.8%)	24.3%	24.5%	(17)	(0.7%)	24.1%	19	0.8%	24.3%	24.0%	36	1.5%	23.6%	71	3.0%
ATLANTIC WINDOWS		221		358		(137)	(38.2%)		355		(133)	(37.6%)		1,014		1,195		(181)	(15.2%)		1,191		(177)	(14.9%)	13.0%	13.8%	(85)	(6.2%)	13.6%	(65)	(4.8%)	14.4%	14.8%	(39)	(2.6%)	14.6%	(17)	(1.2%)
SCHLUTER SYSTEMS L.P.		203		308		(105)	(34.0%)		295		(92)	(31.1%)		1,341		893		448	50.1%		856		485	56.7%	23.2%	24.1%	(83)	(3.4%)	23.7%	(47)	(2.0%)	22.2%	24.6%	(247)	(10.0%)	24.3%	(211)	(8.7%)
PTES & FEN ISOTHERMIC INC		148		256		(109)	(42.4%)		235		(88)	(37.2%)		411		825		(414)	(50.2%)		763		(352)	(46.1%)	20.4%	19.3%	113	5.9%	19.0%	142	7.5%	22.4%	21.9%	54	2.5%	21.5%	86	4.0%
LAFLAMME PORTES		116		199		(83)	(41.8%)		199		(84)	(42.0%)		428		680		(252)	(37.1%)		686		(258)	(37.7%)	(12.8%)	(12.0%)	(84)	7.0%	(11.8%)	(102)	8.6%	(12.5%)	(13.5%)	98	(7.3%)	(13.3%)	78	(5.9%)
PORTES & FENETRES ABRITEK		101		208		(106)	(51.2%)		188		(87)	(46.2%)		310		540		(231)	(42.7%)		492		(182)	(37.1%)	28.3%	31.3%	(298)	(9.5%)	30.8%	(252)	(8.2%)	27.0%	30.7%	(365)	(11.9%)	30.2%	(319)	(10.6%)
ATIS PORTES & FENETRES		76		133		(57)	(43.1%)		136		(60)	(44.0%)		484		576		(92)	(16.0%)		590		(106)	(17.9%)	(14.6%)	(14.9%)	30	(2.0%)	(14.7%)	8	(0.6%)	(17.3%)	(17.4%)	8	(0.5%)	(17.1%)	(16)	1.0%
EXTREME ENTRANCE SYSTEMS		73		171		(98)	(57.1%)		158		(85)	(53.5%)		476		518		(41)	(8.0%)		481		(5)	(1.0%)	17.3%	15.8%	143	9.0%	15.6%	166	10.6%	15.9%	15.7%	20	1.2%	15.5%	43	2.8%
LES FENETRES CONCEPT.		43		144		(101)	(70.2%)		140		(97)	(69.3%)		304		524		(220)	(42.0%)		513		(209)	(40.8%)	13.5%	15.3%	(184)	(12.0%)	15.1%	(161)	(10.7%)	14.8%	15.1%	(31)	(2.1%)	14.9%	(9)	(0.6%)
FENERGIC INC		58		90		(31)	(35.1%)		85		(27)	(32.0%)		403		415		(12)	(2.8%)		401		2	0.6%	9.7%	12.6%	(293)	(23.3%)	12.4%	(275)	(22.1%)	15.5%	17.2%	(174)	(10.1%)	17.0%	(152)	(8.9%)
P & C EDDY BOULET INC		70		46		24	53.4%		47		23	48.4%		283		357		(74)	(20.8%)		373		(90)	(24.2%)	19.1%	22.8%	(367)	(16.1%)	22.5%	(334)	(14.8%)	18.5%	20.9%	(233)	(11.2%)	20.6%	(203)	(9.9%)
KENTO WINDOWS & DOORS		49		19		30	163.5%		18		31	172.2%		196		227		(32)	(13.9%)		222		(26)	(11.7%)	36.7%	25.8%	1,095	42.5%	25.4%	1,133	44.6%	30.4%	31.6%	(117)	(3.7%)	31.2%	(71)	(2.3%)
FUTURA MANUFACTURIER		31		67		(36)	(53.4%)		60		(29)	(47.9%)		58		142		(84)	(59.3%)		128		(70)	(54.7%)	11.5%	9.9%	162	16.4%	9.7%	176	18.1%	14.9%	5.3%	962	181.1%	5.2%	971	185.6%
VAILLANCOURT INC.		32		31		2	5.9%		24		8	33.8%		146		206		(60)	(29.2%)		164		(18)	(11.0%)	32.1%	31.5%	56	1.8%	31.1%	103	3.3%	25.8%	25.4%	43	1.7%	25.0%	80	3.2%
FENESTRA PURCHASING - GOLDEN		22		50		(28)	(56.6%)		54		(33)	(60.0%)		164		230		(66)	(28.7%)		252		(88)	(34.8%)	(13.8%)	(3.4%)	(1,042)	305.8%	(3.4%)	(1,047)	311.8%	(6.0%)	(1.6%)	(447)	285.2%	(1.5%)	(450)	292.9%
FENÊTRES PRÉSIDENT		–		68		(68)	(100.0%)		–		-	N/A		–		113		(113)	(100.0%)		–		-	N/A	#DIV/0!	23.6%	–	#VALUE!	#DIV/0!	NA	#DIV/0!	#DIV/0!	23.6%	–	#VALUE!	#DIV/0!	NA	#DIV/0!
PRODUITS DALMEN PRODUCTS		46		67		(21)	(31.4%)		90		(44)	(49.2%)		141		144		(3)	(1.8%)		195		(54)	(27.8%)	17.3%	17.0%	22	1.3%	16.8%	47	2.8%	18.4%	19.6%	(119)	(6.1%)	19.3%	(92)	(4.8%)
ENTREPRISES DOCO INC.		32		43		(11)	(25.2%)		51		(19)	(36.8%)		106		158		(52)	(32.9%)		188		(82)	(43.7%)	19.4%	24.7%	(525)	(21.3%)	24.3%	(489)	(20.1%)	22.1%	24.4%	(236)	(9.6%)	24.1%	(200)	(8.3%)
G R THERIAULT		12		57		(45)	(78.7%)		58		(46)	(79.1%)		79		126		(47)	(37.2%)		129		(50)	(38.8%)	12.5%	24.5%	(1,196)	(48.8%)	24.1%	(1,160)	(48.1%)	21.9%	24.0%	(207)	(8.6%)	23.6%	(172)	(7.3%)
LAS ENTERPRISES		21		38		(17)	(44.3%)		41		(20)	(48.3%)		118		175		(57)	(32.7%)		189		(71)	(37.6%)	39.2%	43.0%	(380)	(8.8%)	42.3%	(316)	(7.5%)	43.4%	49.9%	(653)	(13.1%)	49.2%	(580)	(11.8%)
Other		454		866		(411)	(47.5%)		791		(336)	(42.5%)		2,109		3,352		(1,243)	(37.1%)		3,244		(1,135)	(35.0%)	71.5%	64.6%	691	10.7%	1.9%	6,959	3667.7%	62.5%	53.3%	918	17.2%	22.4%	4,008	178.5%
Total Gross	\$	2,149	\$	3,699	\$	(1,550)	(41.9%)	\$	3,482	\$	(1,333)	(38.3%)	\$	10,001	\$	13,312	\$	(3,311)	(24.9%)	\$	12,885	\$	(2,885)	(22.4%)	28.2%	27.8%	38	1.4%	26.3%	195	7.4%	25.8%	26.1%	(21)	(0.8%)	27.8%	(196)	(7.1%)

Management Discussion

- Low demand from all customers due to slow business and shutdowns as a result of Covid 19
- Solaris, Atlantic, Isothermic and Laflamme being major contributors to the miss vs budget.
- Slow month from Schluter but still significantly ahead of ytd budget

# Key Performance Indicators - Laval

ENERGI Laval Extrusion KPI Report	2020 Targets	Jan-20	Feb-20	Mar-20	Apr-20	May-20	YTD 2020
<b>Health &amp; Safety</b>							
<i>Recordable Incidents</i>	0	1	0	0	0	1	2
<i>TRIR (Total Recordable Incident Rate)</i>	<1	2.41	1.62	1.62	1.73	2.73	3.3
<b>Quality Performance</b>							
<i>Customer Complaints - per MLBS</i>	17.7	16.8	11.5	18.25	68.1	20.2	27.0
<i>Return as % of sales</i>	0.72%	1.24%	0.40%	0.82%	0.00%	0.63%	0.66%
<b>Delivery Performance</b>							
<i>% on time in full</i>	95.00%	99.94%	99.78%	98.38%	84.70%	87.27%	94.01%
<i>% by line items</i>	99.00%	99.94%	99.78%	98.38%	84.70%	87.27%	94.01%
<b>Costs</b>							
<i>Yield</i>	87.87%	89.03%	89.77%	89.54%	93.02%	89.18%	89.51%
<i>Alt/Regrind Compound Consumption Ratio</i>	15.20%	21.47%	21.05%	14.35%	30.25%	18.02%	19.16%
<i>Direct Labour \$/lb produced</i>	\$0.192	\$ 0.219	\$0.187	\$ 0.183	\$ 0.416	\$ 0.186	\$ 0.200
<i>Indirect Labour (incl D&amp;D) \$/lb produced</i>	\$0.216	\$ 0.285	\$0.218	\$ 0.220	\$ 0.429	\$ 0.208	\$ 0.239
<b>Inventory</b>							
<i>Days - TTM (Trailing 12 Months)</i>	67.3	72	71	70	72	73	71

## Comments:

**Safety:** Worker sprained knee when extruder wheel he was pushing caught up in a floor crack (Lost time)

**Quality:** 19 complaints in total. 3 by Schlüter (\$6.5k); 2 by Fenêtres Concept (\$6.5k); 2 by Isothermic (\$1k); 2 by Groupe Atlanta (\$1k). Also, 2 complaints by Jalmo, 1 each by Atlantic Windows, Lorendo, Extreme Entrance and Fenergic. All the last ones with small dollar values.

**Delivery:** Production limited on 9 extrusion lines

**Inventory:** Slightly higher due to lower sales due to Covid 19 restrictions.

# Full Year Laval P&L Summary

\$'000	FY		Var		PY		Var	
	Fcst	Bud	\$	%	Fcst	\$	%	
Units Produced ('000)	16,034	18,951	(2,917)	(15.4%)	19,150	(3,116)	(16.3%)	
Units Shipped ('000)	17,238	19,217	(1,979)	(10.3%)	18,815	(1,578)	(8.4%)	
Bookings (\$'000)	\$ 32,250	\$ 36,128	\$ (3,877)	(10.7%)	\$ 36,193	\$ (3,943)	(10.9%)	
Backlog ('\$000)	\$ 2,398	\$ 2,398	\$ –	0.0%	\$ 2,942	\$ (545)	(18.5%)	
Gross Revenue	\$ 31,270	\$ 34,581	\$ (3,311)	(9.6%)	\$ 34,485	\$ (3,215)	(9.3%)	
Adj. to Gross Revenue	(2,634)	(2,806)	172	(6.1%)	(2,943)	309	(10.5%)	
Net Revenue	28,636	31,775	(3,139)	(9.9%)	31,542	(2,906)	(9.2%)	
Material	13,161	14,776	(1,615)	(10.9%)	14,634	(1,472)	(10.1%)	
Labor	5,047	5,817	(769)	(13.2%)	5,843	(796)	(13.6%)	
Other COGS	2,223	2,137	86	4.0%	1,926	297	15.4%	
Total COGS	20,431	22,730	(2,298)	(10.1%)	22,402	(1,971)	(8.8%)	
Gross Margin	8,205	9,046	(841)	(9.3%)	9,140	(935)	(10.2%)	
Gross Margin %	28.7%	28.5%			29.0%			
R&D	–	–	–	N/A	–	–	N/A	
Sales & Marketing	1,375	1,517	(141)	(9.3%)	1,754	(378)	(21.6%)	
Administrative	2,874	2,967	(93)	(3.1%)	2,978	(104)	(3.5%)	
Other Opex	22	–	22	N/A	(7)	29	(427.3%)	
Total Opex	4,272	4,484	(212)	(4.7%)	4,725	(453)	(9.6%)	
EBITDA	3,933	4,562	(629)	(13.8%)	4,415	(483)	(10.9%)	
EBITDA %	13.7%	14.4%			14.0%			
Net Income (Loss)	\$ 2,513	\$ 3,136	\$ (623)	(19.9%)	\$ 3,095	\$ (582)	(18.8%)	
Capex	\$ (201)	\$ (1,235)	\$ 1,034	(83.7%)	\$ (1,030)	\$ 829	(80.5%)	
<b>Opex Overview:</b>								
Payroll	\$ 1,160	\$ 1,296	\$ (136)	(10.5%)	\$ 1,262	\$ (102)	(8.1%)	
Bonus	–	–	–	N/A	–	–	N/A	
Commissions	–	–	–	N/A	–	–	N/A	
Marketing	493	524	(31)	(6.0%)	770	(277)	(36.0%)	
Benefits	–	–	–	N/A	–	–	N/A	
Travel and entertainment	37	39	(2)	(4.8%)	50	(12)	(24.9%)	
Rent and facilities	–	–	–	N/A	–	–	N/A	
Insurance	46	56	(10)	(17.1%)	53	(7)	(12.7%)	
Professional fees	65	72	(7)	(9.4%)	92	(27)	(29.3%)	
Utilities, repair, maintenance, and security	58	60	(2)	(3.9%)	68	(10)	(14.9%)	
Corporate OH Fees	2,100	2,117	(17)	(0.8%)	2,125	(25)	(1.2%)	
Bad Debts	–	–	–	N/A	3	(3)	(100.0%)	
FX	22	–	22	N/A	(7)	29	(427.3%)	
JV Loss (Income)	–	–	–	N/A	–	–	N/A	
Other Expenses	290	319	(29)	(9.0%)	312	(22)	(7.0%)	
Total Opex	\$ 4,272	\$ 4,484	\$ (212)	(4.7%)	\$ 4,728	\$ (456)	(9.6%)	

# 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.	\$	3,987	\$	4,474	\$	(487)	(10.9%)	\$	4,265	\$	(279)	(6.5%)	24.6%	24.4%	15	0.6%	24.0%	55	2.3%	
ATLANTIC WINDOWS		3,052		3,233		(181)	(5.6%)		3,352		(300)	(9.0%)	14.6%	14.8%	(20)	(1.4%)	14.5%	8	0.6%	
SCHLUTER SYSTEMS L.P.		2,848		2,400		448	18.7%		2,664		184	6.9%	22.3%	23.3%	(94)	(4.0%)	21.6%	73	3.4%	
PTES & FEN ISOTHERMIC INC		1,728		2,142		(414)	(19.3%)		2,064		(336)	(16.3%)	22.8%	22.3%	44	2.0%	22.0%	72	3.3%	
LAFLAMME PORTES		1,816		2,068		(252)	(12.2%)		1,959		(143)	(7.3%)	(13.2%)	(13.4%)	27	(2.0%)	(13.2%)	6	(0.5%)	
PORTES & FENETRES ABRITEK		1,574		1,805		(231)	(12.8%)		1,629		(56)	(3.4%)	29.9%	30.9%	(93)	(3.0%)	30.4%	(42)	(1.4%)	
ATIS PORTES & FENETRES		1,487		1,579		(92)	(5.8%)		1,713		(226)	(13.2%)	(17.2%)	(17.2%)	(2)	0.1%	(16.9%)	(30)	1.8%	
EXTREME ENTRANCE SYSTEMS		1,462		1,504		(41)	(2.7%)		1,491		(29)	(1.9%)	15.8%	15.8%	8	0.5%	15.7%	17	1.1%	
LES FENETRES CONCEPT.		1,030		1,250		(220)	(17.6%)		1,163		(133)	(11.4%)	16.0%	15.9%	6	0.4%	15.7%	26	1.7%	
FENERGIC INC		1,062		1,074		(12)	(1.1%)		1,074		(12)	(1.2%)	15.6%	16.2%	(59)	(3.7%)	16.2%	(59)	(3.7%)	
P & C EDDY BOULET INC		907		981		(74)	(7.6%)		1,041		(134)	(12.8%)	23.0%	23.7%	(63)	(2.7%)	23.5%	(48)	(2.0%)	
KENTO WINDOWS & DOORS		683		714		(32)	(4.4%)		644		38	6.0%	32.7%	33.0%	(36)	(1.1%)	32.8%	(16)	(0.5%)	
FUTURA MANUFACTURIER		408		492		(84)	(17.1%)		393		16	4.0%	9.3%	7.3%	205	28.2%	7.4%	193	25.9%	
VAILLANCOURT INC.		429		489		(60)	(12.3%)		473		(45)	(9.4%)	26.6%	26.4%	27	1.0%	25.9%	68	2.6%	
FENESTRA PURCHASING - GOLDEN		385		451		(66)	(14.6%)		621		(236)	(38.0%)	(3.7%)	(1.8%)	(193)	107.2%	(1.6%)	(210)	128.3%	
FENÊTRES PRÉSIDENT		338		451		(113)	(25.0%)		—		338	N/A	23.6%	23.6%	0	0.0%	#DIV/0!	NA	#DIV/0!	
PRODUITS DALMEN PRODUCTS		419		421		(3)	(0.6%)		499		(80)	(16.0%)	17.4%	17.6%	(22)	(1.3%)	17.5%	(10)	(0.6%)	
ENTREPRISES DOCO INC.		354		406		(52)	(12.8%)		419		(65)	(15.6%)	21.9%	22.9%	(99)	(4.3%)	22.6%	(68)	(3.0%)	
G R THERIAULT		359		406		(47)	(11.6%)		412		(53)	(12.8%)	23.6%	23.8%	(22)	(0.9%)	23.9%	(25)	(1.0%)	
LAS ENTERPRISES		343		400		(57)	(14.3%)		360		(17)	(4.9%)	49.2%	51.3%	(210)	(4.1%)	49.6%	(40)	(0.8%)	
Other		6,599		7,841		(1,243)	(15.8%)		8,248		(1,649)	(20.0%)	63.7%	59.1%	458	7.7%	2.7%	6,106	2299.6%	
Total Gross	\$	31,270	\$	34,581	\$	(3,311)	(9.6%)	\$	34,485	\$	(3,215)	(9.3%)	26.6%	26.5%	13	0.5%	26.5%	12	0.4%	

# Delmont Summary P&L

\$'000	MTD		Var		YTD		Var	
	Act	Bud	\$	%	Act	Bud	\$	%
Units Produced ('000)	1,248	1,965	(717)	(36.5%)	8,051	9,190	(1,139)	(12.4%)
Units Shipped ('000)	1,554	1,958	(404)	(20.6%)	8,663	9,600	(937)	(9.8%)
Bookings (\$'000)	\$ 2,940	\$ 3,380	\$ (440)	(13.0%)	\$ 15,118	\$ 16,591	\$ (1,473)	(8.9%)
Backlog (\$'000)	\$ 1,696	\$ 1,568	\$ 128	8.2%	\$ 1,696	\$ 1,568	\$ 128	8.2%
Gross Revenue	\$ 2,665	\$ 3,486	\$ (821)	(23.6%)	\$ 15,475	\$ 17,104	\$ (1,629)	(9.5%)
Adj. to Gross Revenue	(79)	(106)	26	(24.9%)	(456)	(513)	56	(11.0%)
Net Revenue	2,585	3,380	(795)	(23.5%)	15,018	16,591	(1,573)	(9.5%)
Material	1,256	1,639	(383)	(23.4%)	7,159	8,089	(930)	(11.5%)
Labor	461	684	(223)	(32.6%)	2,989	3,335	(346)	(10.4%)
Other COGS	449	261	189	72.4%	1,299	1,544	(245)	(15.9%)
Total COGS	2,166	2,584	(417)	(16.2%)	11,447	12,968	(1,521)	(11.7%)
Gross Margin	419	797	(378)	(47.4%)	3,572	3,623	(51)	(1.4%)
Gross Margin %	16.2%	23.6%			23.8%	21.8%		
R&D	—	—	—	N/A	—	—	—	N/A
Sales & Marketing	9	14	(5)	(36.9%)	53	70	(18)	(25.2%)
Administrative	221	224	(3)	(1.5%)	1,120	1,118	2	0.2%
Other Opex	—	—	—	N/A	—	—	—	N/A
Total Opex	230	238	(9)	(3.6%)	1,172	1,188	(16)	(1.3%)
EBITDA	189	559	(369)	(66.1%)	2,399	2,435	(36)	(1.5%)
EBITDA %	7.3%	16.5%			16.0%	14.7%		
Net Income (Loss)	\$ 11	\$ 404	\$ (393)	(97.3%)	\$ 1,523	\$ 1,670	\$ (146)	(8.8%)
Capex	\$ (39)	\$ (136)	\$ 98	(71.7%)	\$ (179)	\$ (607)	\$ 429	(70.6%)
<b>Opex Overview:</b>								
Payroll	\$ 57	\$ 62	\$ (4)	(6.8%)	\$ 294	\$ 305	\$ (11)	(3.6%)
Bonus	—	—	—	N/A	—	—	—	N/A
Commissions	—	—	—	N/A	—	—	—	N/A
Marketing	—	—	—	N/A	—	—	—	N/A
Benefits	—	—	—	N/A	—	—	—	N/A
Travel and entertainment	—	—	—	N/A	2	—	2	N/A
Rent and facilities	—	—	—	N/A	—	—	—	N/A
Insurance	—	—	—	N/A	—	—	—	N/A
Professional fees	1	—	1	N/A	12	—	12	N/A
Utilities, repair, maintenance, an	2	3	(1)	(24.2%)	13	15	(2)	(16.2%)
Corporate OH Fees	165	166	(1)	(0.4%)	827	829	(2)	(0.3%)
Bad Debts	—	—	—	N/A	—	—	—	N/A
FX	—	—	—	N/A	—	—	—	N/A
JV Loss (Income)	—	—	—	N/A	—	—	—	N/A
Other Expenses	3	8	(4)	(57.1%)	24	38	(14)	(36.0%)
Total Opex	\$ 230	\$ 238	\$ (9)	(3.6%)	\$ 1,172	\$ 1,188	\$ (16)	(1.3%)

## Management Discussion

### Net Revenue – May-20: (\$795K):

- Sales volume down 20.6% or \$698k driven by decreased demand from PGT, Polaris and Brunswick
- Returns better vs budget by \$2.7k
- Rebates slightly behind budget by \$1.4k
- Unfavorable mix impact of \$98.7k or \$0.07/lb primarily driven by PGT product mix (more capstock)

### EBITDA – May-20: (\$369K):

- **Material COGS:** Decrease in costs by \$383k primarily driven by decreased sales volumes \$338k, better PPV by \$10k, lower reserves by \$19k and lower freight and packaging by \$23k. Offset by lower yield of \$7k
- **Labor COGS:** Decrease in cost by \$223K driven by lower headcount (45) and significantly lower Lbs produced
- **Other COGS:** Increase in cost by \$189k driven by unfavorable net absorption of \$316k and lower tooling recovery/higher tooling material by \$21k. Offset by lower freight costs by \$86k and lower maintenance spend by \$49k and lower utilities by \$12k
- **Sales and Marketing:** Decrease in costs by \$5k driven lower headcount (\$3k) and by no Made in USA costs (\$2k)
- **Administrative:** Decrease in costs by \$3k due to salary reductions

# 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	BP	%	Act	Bud	BP	%	Act	BP	%	
Customer:																																
PGT Industries Inc	\$ 1,377	\$ 1,850	\$ (473)	(25.6%)	\$ 2,002	\$ (625)	(31.2%)	\$ 8,619	\$ 9,175	\$ (556)	(6.1%)	\$ 8,994	\$ (375)	(4.2%)	15.6%	22.3%	(670)	(30.1%)	17.2%	(163)	(9.5%)	22.0%	20.1%	183	9.1%	20.4%	155	7.6%				
Polaris Technologies	268	520	(252)	(48.5%)	561	(293)	(52.2%)	1,648	2,475	(827)	(33.4%)	2,070	(422)	(20.4%)	10.6%	15.6%	(495)	(31.8%)	14.5%	(389)	(26.8%)	17.3%	14.8%	249	16.8%	14.4%	293	20.4%				
Comfort View Products	216	180	36	20.0%	188	28	14.9%	845	900	(55)	(6.1%)	853	(8)	(0.9%)	14.8%	21.8%	(699)	(32.1%)	15.2%	(35)	(2.3%)	20.3%	19.5%	77	4.0%	20.7%	(43)	(2.1%)				
Sierra Pacific Windows	242	255	(13)	(5.1%)	213	29	13.6%	1,236	1,240	(4)	(0.3%)	1,001	235	23.5%	4.9%	9.3%	(435)	(46.8%)	5.9%	(94)	(16.0%)	12.0%	8.6%	340	39.5%	8.4%	359	42.6%				
Atrium Windows & Doors	93	135	(42)	(31.1%)	159	(66)	(41.5%)	519	630	(111)	(17.6%)	642	(123)	(19.2%)	27.7%	39.4%	(1,168)	(29.7%)	36.0%	(828)	(23.0%)	31.7%	38.2%	(653)	(17.1%)	38.9%	(723)	(18.6%)				
Regency Plus, Inc.	232	210	22	10.5%	284	(52)	(18.3%)	705	925	(220)	(23.8%)	901	(196)	(21.8%)	20.3%	20.8%	(53)	(2.6%)	20.9%	(62)	(3.0%)	23.2%	21.7%	154	7.1%	20.2%	306	15.2%				
Brunswick Bowling And Billiards	55	150	(95)	(63.3%)	167	(112)	(67.1%)	547	710	(163)	(23.0%)	559	(12)	(2.1%)	43.2%	43.1%	12	0.3%	41.3%	188	4.6%	47.9%	41.2%	661	16.0%	41.2%	668	16.2%				
Qubicaamf Worlwide LCC	72	80	(8)	(10.0%)	48	24	50.0%	341	385	(44)	(11.4%)	354	(13)	(3.7%)	47.8%	44.1%	371	8.4%	50.3%	(255)	(5.1%)	48.1%	41.3%	677	16.4%	42.6%	551	12.9%				
NewSouth Window Solutions, LLC	–	50	(50)	(100.0%)	54	(54)	(100.0%)	169	160	9	5.6%	186	(17)	(9.1%)	#DIV/0!	31.3%	–	#VALUE!	42.4%	NA	#VALUE!	30.6%	43.0%	(1,243)	(28.9%)	40.4%	(981)	(24.3%)				
Great Day Improvement, LLC	31	20	11	55.0%	45	(14)	(31.1%)	232	140	92	65.7%	117	115	98.3%	26.1%	56.8%	(3,075)	(54.1%)	33.0%	(691)	(20.9%)	35.8%	36.1%	(36)	(1.0%)	31.0%	479	15.5%				
Yoders Window & Siding	–	–	-	N/A	62	(62)	(100.0%)	111	135	(24)	(17.8%)	166	(55)	(33.1%)	#DIV/0!	#DIV/0!	–	#VALUE!	35.4%	NA	#VALUE!	42.9%	34.0%	888	26.1%	34.7%	819	23.6%				
Fairway Building Products	–	–	-	N/A	–	-	N/A	–	–	-	N/A	60	(60)	(100.0%)	#DIV/0!	#DIV/0!	–	#VALUE!	#DIV/0!	NA	#DIV/0!	#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.	–	–	-	N/A	–	-	N/A	–	39	(39)	(100.0%)	53	(53)	(100.0%)	#DIV/0!	#DIV/0!	–	#VALUE!	#DIV/0!	NA	#DIV/0!	#DIV/0!	25.5%	–	#VALUE!	39.0%	NA	#VALUE!				
Jeld-Wen Windows & Doors	–	–	-	N/A	–	-	N/A	15	8	7	87.5%	8	7	87.5%	#DIV/0!	#DIV/0!	–	#VALUE!	#DIV/0!	NA	#DIV/0!	20.9%	24.0%	(317)	(13.2%)	15.3%	554	36.1%				
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	26	10	16	160.0%	4	22	550.0%	140	45	95	211.1%	26	114	438.5%	(37.3%)	10.1%	(4,735)	(470.9%)	7.7%	(4,500)	(584.4%)	(40.7%)	11.1%	(5,175)	(467.8%)	(12.7%)	(2,800)	220.7%				
East Central Indiana Vinyl MFG, LLU	8	–	8	N/A	–	8	N/A	13	14	(1)	(7.1%)	14	(1)	(7.1%)	51.3%	#DIV/0!	–	#VALUE!	#DIV/0!	NA	#DIV/0!	55.4%	31.3%	2,409	76.9%	50.2%	524	10.4%				
Lakeland Polymers, LLC	7	1	6	600.0%	1	6	600.0%	16	3	13	433.3%	3	13	433.3%	(32.1%)	(157.3%)	12,522	(79.6%)	(201.6%)	16,954	(84.1%)	(47.2%)	(281.2%)	23,401	(83.2%)	(300.2%)	25,299	(84.3%)				
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	38	25	13	50.5%	65	(27)	(42.0%)	319	120	199	165.8%	273	46	16.9%	3.2%	11.3%	(809)	(71.4%)	4.0%	(71)	(17.9%)	156.3%	10.1%	14,612	1440.9%	5.7%	15,052	2622.1%				
Total Gross	\$ 2,665	\$ 3,486	\$ (821)	(23.6%)	\$ 3,853	\$ (1,188)	(30.8%)	\$ 15,475	\$ 17,104	\$ (1,629)	(9.5%)	\$ 16,287	\$ (812)	(5.0%)	15.7%	22.9%	(713)	(31.2%)	19.1%	(340)	(17.8%)	24.6%	21.0%	365	17.4%	21.1%	354	16.8%				

## Management Discussion

- Low demand from most customers due to slow business and shutdowns as a result of Covid 19
- PGT and Polaris both falling significantly behind budget.
- Comfort view continues to show strong results
- Sierra Pacific, Atrium and New south falling slightly behind budget after a positive momentum in prior months

# Key Performance Indicators - Delmont

ENERGI Delmont Extrusion KPI Report	2020 Targets	Jan-20	Feb-20	Mar-20	Apr-20	May-20	YTD 2020
<b>Health &amp; Safety</b>							
<i>Recordable Incidents</i>	0	0	0	0	0	0	0
<i>TRIR (Total Recordable Incident Rate)</i>	<1	3.7	3.7	2.22	1.53	1.57	3.7
<b>Quality Performance</b>							
<i>Customer Complaints - per MLBS</i>	2.9	1.1	2.8	2.72	0.7	2.4	1.95
<i>Return as % of sales</i>	0.30%	0.03%	0.21%	0.14%	0.03%	0.17%	0.11%
<b>Delivery Performance</b>							
<i>% on time in full</i>	99.25%	97.86%	98.77%	99.35%	99.58%	99.60%	99.03%
<i>% by line items</i>	99.60%	98.84%	99.61%	99.63%	99.81%	99.65%	99.51%
<b>Costs</b>							
<i>Yield</i>	84.3%	86.11%	82.63%	84.1%	86%	85%	84.68%
<i>Alt/Regrind Compound Consumption Ratio</i>	23.3%	20.3%	16.7%	18.3%	19%	26%	19.77%
<i>Direct Labour \$/lb produced</i>	\$0.186	\$0.180	\$0.180	\$ 0.174	\$ 0.208	\$ 0.169	\$ 0.181
<i>Indirect Labour (incl D&amp;D) \$/lb produced</i>	\$0.183	\$0.185	\$0.174	\$ 0.173	\$ 0.233	\$ 0.201	\$ 0.190
<b>Inventory</b>							
<i>Days - TTM (Trailing 12 Months)</i>	63.3	70.1	69.4	69.5	68	69	70.1

## Comments:

**Costs:** Yield: Modified activity load, improved tooling & higher skill set

Labour: Lower pounds produced in the month.

**Inventory**: Order reduction from some customers due to business closures/slowdown caused Covid-19.



# Full Year Delmont P&L Summary

\$'000	FY		Var		PY		Var	
	Fcst	Bud	\$	%	Fcst	\$		%
Units Produced ('000)	20,696	21,835	(1,139)	(5.2%)	20,887	(190)		(0.9%)
Units Shipped ('000)	21,561	22,498	(937)	(4.2%)	21,990	(429)		(1.9%)
Bookings (\$'000)	\$ 37,408	\$ 38,882	\$ (1,473)	(3.8%)	\$ 37,091	\$ 317		0.9%
Backlog (\$'000)	\$ 1,568	\$ 1,568	\$ –	0.0%	\$ 1,244	\$ 324		26.1%
Gross Revenue	\$ 38,461	\$ 40,090	\$ (1,629)	(4.1%)	\$ 39,413	\$ (952)		(2.4%)
Adj. to Gross Revenue	(1,152)	(1,208)	56	(4.7%)	(1,153)	1		(0.1%)
Net Revenue	37,309	38,882	(1,573)	(4.0%)	38,260	(951)		(2.5%)
Material	18,016	18,946	(930)	(4.9%)	18,877	(862)		(4.6%)
Labor	7,724	8,070	(346)	(4.3%)	7,545	178		2.4%
Other COGS	3,241	3,486	(245)	(7.0%)	3,819	(579)		(15.2%)
Total COGS	28,980	30,502	(1,521)	(5.0%)	30,242	(1,262)		(4.2%)
Gross Margin	8,329	8,380	(51)	(0.6%)	8,017	311		3.9%
Gross Margin %	22.3%	21.6%			21.0%			
R&D	–	–	–	N/A	–	–		N/A
Sales & Marketing	152	169	(18)	(10.5%)	128	24		18.8%
Administrative	2,687	2,685	2	0.1%	2,640	48		1.8%
Other Opex	–	–	–	N/A	–	–		N/A
Total Opex	2,839	2,855	(16)	(0.6%)	2,767	72		2.6%
EBITDA	5,490	5,526	(36)	(0.6%)	5,250	240		4.6%
EBITDA %	14.7%	14.2%			13.7%			
Net Income (Loss)	\$ 3,463	\$ 3,610	\$ (146)	(4.1%)	\$ 3,341	\$ 122		3.7%
Capex	\$ (179)	\$ (1,171)	\$ 993	(84.8%)	\$ (996)	\$ 817		(82.1%)
<b>Opex Overview:</b>								
Payroll	\$ 725	\$ 736	\$ (11)	(1.5%)	\$ 667	\$ 58		8.7%
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	2	0	2	5105.1%	1	1		186.4%
Rent and facilities	–	–	–	N/A	–	–		N/A
Insurance	–	–	–	N/A	–	–		N/A
Professional fees	12	–	12	N/A	–	12		N/A
Utilities, repair, maintenance, and security	35	37	(2)	(6.8%)	39	(4)		(10.6%)
Corporate OH Fees	1,988	1,990	(2)	(0.1%)	1,989	(1)		(0.0%)
Bad Debts	–	–	–	N/A	3	(3)		(100.0%)
FX	–	–	–	N/A	–	–		N/A
JV Loss (Income)	–	–	–	N/A	–	–		N/A
Other Expenses	77	91	(14)	(15.0%)	71	6		8.6%
Total Opex	\$ 2,839	\$ 2,855	\$ (16)	(0.6%)	\$ 2,770	\$ 69		2.5%

# Key Customers – Full Year Delmont

	Gross Sales (\$'000)									Gross Margin %																					
	FY			FY			Var			PY			Var			FY			FY			Var			PY			Var			
	Fcst	Bud		\$	%	Fcst	Bud		\$	%	Fcst	Bud		BP	%	Fcst	Bud		BP	%	Fcst	Bud		BP	%	Fcst	Bud		BP	%	
Customer:																															
PGT Industries Inc	\$	20,826	\$	21,382	\$	(556)		(2.6%)	\$	20,750	\$	76		0.4%																	
Polaris Technologies		5,148		5,975		(827)		(13.8%)		5,042		106		2.1%																	
Comfort View Products		2,045		2,100		(55)		(2.6%)		2,209		(164)		(7.4%)																	
Sierra Pacific Windows		2,882		2,886		(4)		(0.1%)		2,861		21		0.7%																	
Atrium Windows & Doors		1,388		1,499		(111)		(7.4%)		1,432		(44)		(3.1%)																	
Regency Plus, Inc.		2,020		2,240		(220)		(9.8%)		1,940		80		4.1%																	
Brunswick Bowling And Billiards		1,425		1,588		(163)		(10.3%)		1,793		(368)		(20.5%)																	
Qubicaamf Worlwide LCC		854		898		(44)		(4.9%)		1,009		(155)		(15.4%)																	
NewSouth Window Solutions, LLC		409		400		9		2.3%		571		(162)		(28.4%)																	
Great Day Improvement, LLC		415		323		92		28.5%		415		-		0.0%																	
Yoders Window & Siding		242		266		(24)		(9.0%)		304		(62)		(20.4%)																	
Fairway Building Products		-		-		-		N/A		60		(60)		(100.0%)																	
Graber Manufacturing Llc		-		-		-		N/A		-		-		N/A																	
Columbia Industries, Inc.		39		78		(39)		(50.0%)		122		(83)		(68.0%)																	
Jeld-Wen Windows & Doors		28		21		7		33.3%		32		(4)		(12.5%)																	
Constant Distribution LLC		-		-		-		N/A		7		(7)		(100.0%)																	
CGI		210		115		95		82.6%		97		113		116.5%																	
East Central Indiana Vinyl MFG, LL		17		18		(1)		(5.6%)		37		(20)		(54.1%)																	
Lakeland Polymers, LLC		34		21		13		61.9%		27		7		25.9%																	
JP Industrial Products Inc		-		-		-		N/A		-		-		N/A																	
Other		479		280		199		71.1%		705		(226)		(32.0%)																	
Total Gross	\$	38,461	\$	40,090	\$	(1,629)		(4.1%)	\$	39,413	\$	(952)		(2.4%)																	

# Everett Summary P&L

\$'000	MTD		Var		YTD		Var	
	Act	Bud	\$	%	Act	Bud	\$	%
Units Produced ('000)	591	1,417	(826)	(58.3%)	4,675	6,904	(2,228)	(32.3%)
Units Shipped ('000)	826	1,562	(736)	(47.1%)	5,096	6,234	(1,137)	(18.2%)
Bookings (\$'000)	\$ 1,309	\$ 2,567	\$ (1,258)	(49.0%)	\$ 8,140	\$ 10,569	\$ (2,429)	(23.0%)
Backlog (\$'000)	\$ 985	\$ 1,210	\$ (225)	(18.6%)	\$ 985	\$ 1,210	\$ (225)	(18.6%)
Gross Revenue	\$ 1,356	\$ 2,619	\$ (1,263)	(48.2%)	\$ 8,448	\$ 10,443	\$ (1,995)	(19.1%)
Adj. to Gross Revenue	(74)	(124)	50	(40.1%)	(381)	(503)	122	(24.3%)
Net Revenue	1,282	2,495	(1,213)	(48.6%)	8,067	9,940	(1,872)	(18.8%)
Material	666	1,256	(590)	(47.0%)	4,256	4,937	(680)	(13.8%)
Labor	328	547	(219)	(40.0%)	2,170	2,509	(339)	(13.5%)
Other COGS	272	320	(48)	(15.1%)	1,059	715	344	48.1%
Total COGS	1,266	2,123	(857)	(40.4%)	7,485	8,161	(676)	(8.3%)
Gross Margin	16	372	(356)	(95.7%)	582	1,779	(1,196)	(67.3%)
Gross Margin %	1.3%	14.9%			7.2%	17.9%		
R&D	–	–	–	N/A	–	–	–	N/A
Sales & Marketing	20	20	(1)	(3.8%)	117	113	4	3.9%
Administrative	240	259	(19)	(7.5%)	1,266	1,275	(8)	(0.7%)
Other Opex	0	–	0	N/A	12	–	12	N/A
Total Opex	260	280	(20)	(7.2%)	1,395	1,387	8	0.6%
EBITDA	(244)	92	(336)	(364.2%)	(813)	391	(1,205)	(307.7%)
EBITDA %	(19.0%)	3.7%			(10.1%)	3.9%		
Net Income (Loss)	\$ (395)	\$ (78)	\$ (317)	408.4%	\$ (1,564)	\$ (384)	\$ (1,180)	307.4%
Capex	\$ (111)	\$ (40)	\$ (71)	177.5%	\$ (291)	\$ (667)	\$ 376	(56.4%)
<b>Opex Overview:</b>								
Payroll	\$ 54	\$ 65	\$ (11)	(16.6%)	\$ 327	\$ 323	\$ 4	1.1%
Bonus	–	–	–	N/A	–	–	–	N/A
Commissions	–	–	–	N/A	–	–	–	N/A
Marketing	8	7	0	4.1%	48	48	(0)	(0.6%)
Benefits	–	–	–	N/A	–	–	–	N/A
Travel and entertainment	1	4	(3)	(67.2%)	7	8	(1)	(8.8%)
Rent and facilities	–	–	–	N/A	–	–	–	N/A
Insurance	7	13	(6)	(43.7%)	50	66	(16)	(23.8%)
Professional fees	–	–	–	N/A	10	–	10	N/A
Utilities, repair, maintenance, an	0	–	0	N/A	3	–	3	N/A
Corporate OH Fees	177	179	(2)	(1.0%)	886	890	(4)	(0.4%)
Bad Debts	0	–	0	N/A	0	–	0	N/A
FX	0	–	0	N/A	12	–	12	N/A
JV Loss (Income)	–	–	–	N/A	–	–	–	N/A
Other Expenses	11	11	0	2.0%	52	52	0	0.0%
Total Opex	\$ 260	\$ 280	\$ (20)	(7.2%)	\$ 1,395	\$ 1,387	\$ 8	0.6%

## Management Discussion

### Net Revenue – May-20: (\$1,213k):

- Sales volume down 47.1% or \$1,176.3k driven by decreased volume across most customers particularly Simonton and Cascade
- Returns \$11.2k lower vs budget primarily capstock from Cascade
- Rebates in line with budget
- Lower price mix by \$27.1k vs budget

### EBITDA – May-20: (\$336k):

- **Material COGS:** Decrease in costs by \$590k driven by decreased sales volume \$592k, favourable LCM and E&O by \$21k and higher regrind usage by \$9k. Offset by unfavorable Yield/Scrap by \$16k (85.9% actual vs 87.4% budget) due to testing and post production scrap
- **Labor COGS:** Decrease in costs by \$219k as a result of furloughs due to reduced production driven by Covid-19
- **Other COGS:** Decrease in cost by \$48k driven by decreased Freight by \$62k due to lower cradle returns and sales mix and lower utilities by \$51k due to lower production and lower quality control costs \$12k; offset by lower tool & die recovery by \$46.5k (Fewer tooling projects) and lower absorption due to limited production
- **Sales and Marketing:** in line with budget
- **Administrative:** Decrease in costs by \$19k primarily driven by furloughs and lower B&O tax
- **Other Opex:** Inline with budget

# 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	BPs	%
Customer:																												
Simonton	\$ 454	\$ 933	\$ (479)	(51.3%)	\$ 933	\$ (479)	(51.3%)	\$ 2,864	\$ 3,898	\$ (1,034)	(26.5%)	\$ 3,898	\$ (1,034)	(26.5%)	3.8%	20.1%	(1,627)	(80.9%)	11.5%	(769)	(66.8%)	7.1%	21.8%	(1,469)	(67.5%)	15.9%	(879)	(55.4%)
Cascade	92	348	(256)	(73.5%)	162	(69)	(42.9%)	948	1,288	(340)	(26.4%)	896	52	5.7%	(49.7%)	(14.0%)	(3,567)	254.8%	(27.2%)	(2,245)	82.4%	(32.5%)	(13.3%)	(1,919)	144.7%	(21.7%)	(1,077)	49.7%
Coeur d'Alene	262	387	(126)	(32.4%)	345	(83)	(24.1%)	1,474	1,411	62	4.4%	1,257	217	17.3%	(5.6%)	7.5%	(1,305)	(174.0%)	2.8%	(840)	(295.1%)	(2.1%)	8.5%	(1,063)	(125.1%)	1.2%	(335)	(274.5%)
Westeck	168	105	63	60.3%	105	63	60.3%	574	672	(97)	(14.5%)	672	(97)	(14.5%)	1.5%	25.0%	(2,354)	(94.2%)	46.2%	(4,473)	(96.8%)	18.3%	24.0%	(571)	(23.8%)	25.2%	(691)	(27.4%)
All Weather	59	175	(117)	(66.6%)	175	(117)	(66.6%)	368	543	(175)	(32.3%)	544	(176)	(32.4%)	(9.0%)	(7.9%)	(113)	14.4%	(7.9%)	(110)	14.0%	(10.1%)	(2.4%)	(774)	328.1%	(4.8%)	(531)	110.5%
KGW	99	98	2	1.9%	90	9	10.4%	529	500	29	5.8%	462	67	14.6%	26.6%	30.4%	(387)	(12.7%)	30.4%	(387)	(12.7%)	29.1%	33.3%	(423)	(12.7%)	33.3%	(423)	(12.7%)
Lindsay	40	151	(111)	(73.5%)	138	(98)	(71.2%)	180	417	(237)	(56.8%)	382	(202)	(52.9%)	8.1%	10.5%	(233)	(22.3%)	10.5%	(233)	(22.3%)	11.6%	12.3%	(69)	(5.6%)	12.3%	(69)	(5.6%)
Whisper Walls	30	73	(43)	(59.2%)	67	(37)	(55.7%)	183	284	(101)	(35.6%)	262	(79)	(30.1%)	33.7%	49.1%	(1,535)	(31.3%)	49.1%	(1,535)	(31.3%)	43.2%	48.5%	(531)	(10.9%)	48.5%	(531)	(10.9%)
Western	(0)	91	(92)	(100.3%)	69	(70)	(100.4%)	325	206	119	57.9%	156	169	108.1%	570.2%	34.3%	53,594	1562.5%	26.5%	54,378	2055.6%	43.2%	34.5%	878	25.5%	28.2%	1,503	53.3%
Northern - Yukon	–	72	(72)	(100.0%)	72	(72)	(100.0%)	237	167	70	42.0%	167	70	42.0%	#DIV/0!	38.8%	–	#VALUE!	38.8%	NA	#VALUE!	39.9%	39.3%	59	1.5%	38.5%	135	3.5%
West Coast Designed	23	38	(15)	(39.6%)	35	(12)	(34.7%)	108	188	(79)	(42.2%)	174	(65)	(37.5%)	31.1%	42.2%	(1,110)	(26.3%)	42.2%	(1,110)	(26.3%)	37.1%	45.2%	(811)	(18.0%)	34.8%	226	6.5%
Coastal	–	–	-	N/A	–	-	N/A	191	136	55	40.7%	126	65	N/A	#DIV/0!	#DIV/0!	–	#DIV/0!	#DIV/0!	NA	#DIV/0!	40.4%	33.1%	722	21.8%	40.5%	(18)	(0.4%)
Modern	32	32	1	2.6%	32	1	2.6%	72	94	(22)	(23.5%)	94	(22)	(23.5%)	7.0%	31.5%	(2,448)	(77.7%)	31.5%	(2,448)	(77.7%)	14.0%	18.0%	(405)	(22.5%)	15.0%	(101)	(6.7%)
Hometime	–	–	-	N/A	(2)	2	(100.0%)	85	92	(7)	(7.3%)	83	2	2.3%	#DIV/0!	#DIV/0!	–	#DIV/0!	281.8%	NA	#VALUE!	15.4%	35.9%	(2,050)	(57.1%)	20.7%	(535)	(25.8%)
Avanti	8	26	(18)	(68.1%)	23	(14)	(62.7%)	47	98	(52)	(52.5%)	84	(37)	(44.5%)	39.0%	25.4%	1,363	53.7%	25.4%	1,363	53.7%	19.9%	36.5%	(1,664)	(45.6%)	36.4%	(1,649)	(45.4%)
RMA	–	–	-	N/A	–	-	N/A	31	65	(34)	(52.7%)	38	(7)	(18.8%)	#DIV/0!	#DIV/0!	–	#DIV/0!	#DIV/0!	NA	#DIV/0!	37.6%	46.7%	(909)	(19.5%)	59.5%	(2,187)	(36.8%)
Intl - Yellow Dog	–	38	(38)	(100.0%)	38	(38)	(100.0%)	–	110	(110)	(100.0%)	110	(110)	(100.0%)	#DIV/0!	(7.3%)	–	#VALUE!	(7.3%)	NA	#VALUE!	#DIV/0!	(0.2%)	–	#VALUE!	(0.2%)	NA	#VALUE!
La Cantina	11	–	11	N/A	–	11	N/A	30	32	(3)	(7.9%)	30	(0)	(0.1%)	40.3%	#DIV/0!	–	#DIV/0!	#DIV/0!	NA	#DIV/0!	37.8%	42.1%	(423)	(10.1%)	41.8%	(398)	(9.5%)
R&R	–	–	-	N/A	–	-	N/A	15	44	(30)	(67.0%)	39	(25)	(62.9%)	#DIV/0!	#DIV/0!	–	#DIV/0!	#DIV/0!	NA	#DIV/0!	59.3%	54.4%	487	8.9%	54.5%	482	8.8%
Danjo	–	14	(14)	(100.0%)	12	(12)	(100.0%)	3	27	(24)	(89.4%)	24	(21)	(88.0%)	#DIV/0!	65.1%	–	#VALUE!	65.1%	NA	#VALUE!	(239.2%)	67.1%	(30,633)	(456.5%)	48.3%	(28,751)	(595.4%)
Other	77	38	39	104.1%	87	(10)	(11.4%)	186	171	15	8.7%	855	(669)	(78.3%)	17.8%	32.2%	(1,437)	(44.7%)	38.8%	(2,105)	(54.2%)	28.8%	35.2%	(646)	(18.3%)	9.0%	1,981	221.0%
Total Gross	\$ 1,356	\$ 2,619	\$ (1,263)	(48.2%)	\$ 2,382	\$ (1,026)	(43.1%)	\$ 8,448	\$ 10,443	\$ (1,995)	(19.1%)	\$ 10,352	\$ (1,903)	(18.4%)	1.2%	14.2%	(1,302)	(91.6%)	12.7%	(1,153)	(90.7%)	7.4%	17.5%	(1,007)	(57.6%)	13.1%	(564)	(43.2%)

## Management Discussion

- Low demand from most customers due to slow business and shutdowns as a result of Covid 19 including Cascade, Simonton, All Weather, Lindsay and Western.
- Simonton sales significantly behind budget.
- CDA had a good month due to capstock however impacted by negative resin adjustment
- Decline in Northern after a strong couple of months

# Key Performance Indicators - Everett

ENERGI Everett Extrusion KPI Report	2020 Targets	Jan-20	Feb-20	Mar-20	Apr-20	May-20	YTD 2020
<b>Health &amp; Safety</b>							
<i>Recordable Incidents</i>	1	0	0	0	0	0	0
<i>TRIR (Total Recordable Incident Rate)</i>	<1	3.24	3.24	3.33	2.24	1.15	2.24
<b>Quality Performance</b>							
<i>Customer Complaints - per MLBS</i>	10.0	3.9	6.00	4.81	7.0	-	4.3
<i>Return as % of sales</i>	0.44%	0.68%	0.29%	0.37%	1.99%	1.28%	0.84%
<b>Delivery Performance</b>							
<i>% on time in full</i>	99.20%	100.00%	99.53%	99.86%	100.00%	100.00%	99.88%
<i>% by line items</i>	99.20%	100.00%	99.53%	99.86%	100.00%	100.00%	99.88%
<b>Costs</b>							
<i>Yield</i>	87.4%	89.6%	89%	89%	86.0%	88%	88.6%
<i>Alt/Regrind Compound Consumption Ratio</i>	20.0%	24.0%	13%	15%	14.3%	41%	20.0%
<i>Direct Labour \$/lb produced</i>	\$0.195	\$ 0.204	\$ 0.208	\$ 0.271	\$ 0.227	\$ 0.270	\$ 0.228
<i>Indirect Labour (incl D&amp;D) \$/lb produced</i>	\$0.185	\$ 0.212	\$ 0.191	\$ 0.277	\$ 0.224	\$ 0.285	\$ 0.228
<b>Inventory</b>							
<i>Days - TTM (Trailing 12 Months)</i>	104.3	92.2	92	88	89.4	90	92.9

## Comments

**Quality:** \$14K Cascade capstock - January production (packaging/dust issue/handling)

**Cost:** Labour: Limited production schedule

# Full Year Everett P&L Summary

\$'000	FY		Var		PY		Var	
	Fcst	Bud	\$	%	Act	\$	%	
Units Produced ('000)	13,774	16,002	(2,228)	(13.9%)	15,729	(1,956)	(12.4%)	
Units Shipped ('000)	14,785	15,922	(1,137)	(7.1%)	15,371	(586)	(3.8%)	
Bookings (\$'000)	\$ 24,218	\$ 26,647	\$ (2,429)	(9.1%)	\$ 24,880	\$ (662)	(2.7%)	
Backlog (\$'000)	\$ 1,195	\$ 1,195	\$ –	0.0%	\$ 1,245	\$ (50)	(4.0%)	
Gross Revenue	\$ 24,541	\$ 26,536	\$ (1,995)	(7.5%)	\$ 24,943	\$ (402)	(1.6%)	
Adj. to Gross Revenue	(1,120)	(1,242)	122	(9.8%)	(1,100)	(20)	1.8%	
Net Revenue	23,421	25,294	(1,872)	(7.4%)	23,843	(422)	(1.8%)	
Material	12,086	12,766	(680)	(5.3%)	12,371	(285)	(2.3%)	
Labor	5,738	6,078	(339)	(5.6%)	6,177	(438)	(7.1%)	
Other COGS	2,855	2,511	344	13.7%	2,505	350	14.0%	
Total COGS	20,679	21,355	(676)	(3.2%)	21,053	(374)	(1.8%)	
Gross Margin	2,742	3,939	(1,196)	(30.4%)	2,790	(48)	(1.7%)	
Gross Margin %	11.7%	15.6%			11.7%			
R&D	–	–	–	N/A	–	–	N/A	
Sales & Marketing	253	249	4	1.8%	315	(62)	(19.7%)	
Administrative	3,029	3,037	(8)	(0.3%)	2,977	52	1.7%	
Other Opex	12	–	12	N/A	(6)	18	(311.4%)	
Total Opex	3,294	3,286	8	0.2%	3,286	8	0.2%	
EBITDA	(551)	653	(1,205)	(184.4%)	(496)	(56)	11.2%	
EBITDA %	(2.4%)	2.6%			(2.1%)			
Net Income (Loss)	\$ (2,516)	\$ (1,337)	\$ (1,180)	88.3%	\$ (1,952)	\$ (564)	28.9%	
Capex	\$ (291)	\$ (752)	\$ 461	(61.3%)	\$ (2,170)	\$ 1,879	(86.6%)	
<b>Opex Overview:</b>								
Payroll	\$ 776	\$ 773	\$ 4	0.5%	\$ 686	\$ 91	13.3%	
Bonus	–	–	–	N/A	–	–	N/A	
Commissions	–	–	–	N/A	–	–	N/A	
Marketing	94	95	(0)	(0.3%)	165	(71)	(43.0%)	
Benefits	–	–	–	N/A	–	–	N/A	
Travel and entertainment	15	16	(1)	(4.4%)	6	9	163.9%	
Rent and facilities	–	–	–	N/A	–	–	N/A	
Insurance	133	149	(16)	(10.6%)	152	(19)	(12.6%)	
Professional fees	10	–	10	N/A	17	(7)	(41.1%)	
Utilities, repair, maintenance, and security	3	–	3	N/A	5	(2)	(44.5%)	
Corporate OH Fees	2,128	2,131	(4)	(0.2%)	2,130	(3)	(0.1%)	
Bad Debts	0	–	0	N/A	3	(3)	(97.8%)	
FX	12	–	12	N/A	(6)	18	(311.4%)	
JV Loss (Income)	–	–	–	N/A	–	–	N/A	
Other Expenses	122	122	0	0.0%	130	(8)	(6.5%)	
Total Opex	\$ 3,294	\$ 3,286	\$ 8	0.2%	\$ 3,289	\$ 5	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	\$	8,466	\$	9,500	\$	(1,034)	(10.9%)	\$	9,562	\$	(1,096)	(11.5%)	14.7%	20.9%	(615)	(29.4%)	11.7%	301	25.7%
Cascade		3,805		4,146		(340)	(8.2%)		2,073		1,732	83.5%	(20.5%)	(14.6%)	(586)	40.0%	(28.4%)	793	(27.9%)
Coeur d'Alene		3,818		3,755		62	1.7%		3,684		133	3.6%	3.0%	7.7%	(472)	(61.2%)	0.1%	288	2614.5%
Westeck		1,503		1,600		(97)	(6.1%)		1,643		(140)	(8.5%)	20.4%	24.0%	(363)	(15.1%)	23.6%	(323)	(13.7%)
All Weather		1,102		1,277		(175)	(13.7%)		1,455		(353)	(24.3%)	(4.7%)	(2.5%)	(221)	89.9%	(5.5%)	83	(15.0%)
KGW		1,036		1,007		29	2.9%		955		81	8.5%	29.4%	31.7%	(230)	(7.2%)	31.8%	(236)	(7.4%)
Lindsay		767		1,003		(237)	(23.6%)		907		(141)	(15.5%)	12.4%	12.6%	(11)	(0.9%)	13.2%	(72)	(5.5%)
Whisper Walls		699		800		(101)	(12.6%)		677		22	3.3%	45.8%	47.7%	(199)	(4.2%)	48.7%	(292)	(6.0%)
Western		812		693		119	17.2%		511		301	59.0%	37.6%	33.9%	370	10.9%	32.9%	475	14.5%
Northerm - Yukon		570		500		70	14.0%		657		(87)	(13.2%)	38.9%	39.4%	(47)	(1.2%)	40.1%	(123)	(3.1%)
West Coast Designed		321		400		(79)	(19.8%)		379		(58)	(15.3%)	38.3%	42.9%	(461)	(10.7%)	41.2%	(286)	(7.0%)
Coastal		382		326		55	16.9%		316		66	20.9%	30.3%	32.8%	(250)	(7.6%)	44.1%	(1,379)	(31.3%)
Modern		203		226		(22)	(9.8%)		256		(52)	(20.4%)	20.5%	22.7%	(221)	(9.8%)	21.3%	(78)	(3.7%)
Hometime		181		188		(7)	(3.6%)		169		12	7.3%	23.4%	33.1%	(975)	(29.5%)	27.3%	(394)	(14.4%)
Avanti		125		176		(52)	(29.3%)		98		27	27.6%	27.6%	34.3%	(669)	(19.5%)	33.8%	(614)	(18.2%)
RMA		120		154		(34)	(22.4%)		72		47	65.5%	42.7%	45.7%	(302)	(6.6%)	50.4%	(776)	(15.4%)
Intl - Yellow Dog		40		150		(110)	(73.3%)		115		(75)	(65.2%)	13.2%	2.6%	1,059	407.9%	2.1%	1,106	520.5%
La Cantina		115		118		(3)	(2.2%)		80		35	43.8%	38.1%	39.3%	(123)	(3.1%)	41.3%	(327)	(7.9%)
R&R		60		90		(30)	(32.9%)		110		(50)	(45.2%)	51.7%	51.8%	(11)	(0.2%)	55.7%	(395)	(7.1%)
Danjo		58		83		(24)	(29.6%)		65		(7)	(10.2%)	0.4%	47.6%	(4,728)	(99.2%)	44.7%	(4,438)	(99.2%)
Other		359		344		15	4.3%		1,160		(801)	(69.1%)	36.1%	33.1%	299	9.1%	14.8%	2,125	143.6%
Total Gross	\$	24,541	\$	26,536	\$	(1,995)	(7.5%)	\$	24,943	\$	(402)	(1.6%)	11.1%	15.3%	(421)	(27.6%)	11.2%	(12)	(1.1%)

# 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)	\$ 1,831	\$ 2,108	\$ (277)	(13.2%)	\$ 7,533	\$ 8,015	\$ (482)	(6.0%)
Backlog (\$'000)	\$ 2,567	\$ 1,131	\$ 1,436	126.9%	\$ 2,567	\$ 1,131	\$ 1,436	126.9%
Gross Revenue	\$ 1,442	\$ 2,159	\$ (716)	(33.2%)	\$ 5,949	\$ 8,118	\$ (2,169)	(26.7%)
Adj. to Gross Revenue	(96)	(105)	9	(8.6%)	(351)	(392)	40	(10.3%)
Net Revenue	1,346	2,053	(707)	(34.4%)	5,598	7,727	(2,129)	(27.5%)
Material	895	1,269	(374)	(29.5%)	3,610	4,842	(1,232)	(25.4%)
Labor	227	376	(149)	(39.6%)	1,313	1,722	(409)	(23.7%)
Other COGS	151	216	(64)	(29.9%)	672	456	216	47.3%
Total COGS	1,274	1,861	(587)	(31.6%)	5,595	7,020	(1,425)	(20.3%)
Gross Margin	72	192	(120)	(62.4%)	3	707	(703)	(99.6%)
Gross Margin %	5.4%	9.4%			0.1%	9.1%		
R&D	–	–	–	N/A	–	–	–	N/A
Sales & Marketing	24	35	(11)	(32.0%)	133	171	(39)	(22.5%)
Administrative	157	202	(46)	(22.5%)	877	968	(91)	(9.4%)
Other Opex	1	–	1	N/A	(36)	–	(36)	N/A
Total Opex	182	238	(56)	(23.4%)	974	1,139	(165)	(14.5%)
EBITDA	(110)	(45)	(64)	142.2%	(971)	(433)	(539)	124.5%
EBITDA %	(8.2%)	(2.2%)			(17.4%)	(5.6%)		
Net Income (Loss)	\$ (118)	\$ (58)	\$ (60)	103.2%	\$ (1,014)	\$ (494)	\$ (521)	105.5%
Capex	\$ –	\$ (38)	\$ 38	(100.0%)	\$ (28)	\$ (272)	\$ 244	(89.7%)
<b>Opex Overview:</b>								
Payroll	\$ 54	\$ 88	\$ (33)	(38.0%)	\$ 323	\$ 444	\$ (121)	(27.2%)
Bonus	–	–	–	N/A	–	–	–	N/A
Commissions	–	–	–	N/A	–	–	–	N/A
Marketing	0	2	(2)	(79.2%)	18	10	8	80.8%
Benefits	–	–	–	N/A	–	–	–	N/A
Travel and entertainment	–	1	(1)	(100.0%)	1	3	(1)	(53.7%)
Rent and facilities	–	–	–	N/A	–	–	–	N/A
Insurance	–	–	–	N/A	–	–	–	N/A
Professional fees	1	12	(11)	(93.4%)	37	31	5	17.5%
Utilities, repair, maintenance, an	5	6	(1)	(22.4%)	18	24	(6)	(26.3%)
Corporate OH Fees	114	122	(8)	(6.4%)	586	599	(14)	(2.3%)
Bad Debts	–	–	–	N/A	–	–	–	N/A
FX	1	–	1	N/A	(36)	–	(36)	N/A
JV Loss (Income)	–	–	–	N/A	–	–	–	N/A
Other Expenses	6	7	(1)	(8.9%)	28	28	(0)	(0.4%)
Total Opex	\$ 182	\$ 238	\$ (56)	(23.4%)	\$ 974	\$ 1,139	\$ (165)	(14.5%)

## Management Discussion

### Net Revenue – May-20: (\$707 K):

- Sales volume decreased \$674k due to decreased demand from AMI, Ostaco and Isothermic
- Rebates lower by \$26k due to lower volume, offset by additional customers participating in volume rebate program
- Returns in line with budget
- Unfavorable ASP of \$69k due to customer/product mix (lower price increase vs budget)
- Unfavorable F/X of \$76k (actual rate of 1.397 [or \$USD 0.7158] vs. 1.33 [or \$USD 0.7519])

### EBITDA – May-20: (\$64K):

- Material COGS:** Decrease in costs by \$374K primarily driven by sales volume decrease \$417k, favorable PPV \$5k and favorable freight in \$5k; offset by unfavorable product mix \$36k, lower scrap/yield \$14k and unfavorable usage \$5k
- Labor COGS:** Decrease in costs by \$149k due to lower headcount as a result of layoffs and lower production volumes (Covid-19 business closures in Quebec eff – only producing for essential customers) and wage subsidies
- Other COGS:** Decrease in costs by \$64k due to increase in net absorption by \$20k, lower freight \$17k, decrease in warranty costs \$6k, decreases as a result of lower production in factory costs \$8k, maintenance and utilities \$3k. Lower premises costs by \$8k driven by savings related to overture move from Woodbridge
- Sales and Marketing:** Decrease in costs by \$11k driven by lower wages (Covid-19 layoff) and wages subsidies
- Administrative:** Decrease in costs by \$46k as a result of layoffs and wage subsidies as well as budgeted consultant fee to replace plant manager not incurred
- Other Opex:** in line with budget



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.	\$ 164	\$ 366	\$ (203)	(55.4%)	\$ 296	\$ (132)	(44.7%)	\$ 914	\$ 1,398	\$ (484)	(34.6%)	\$ 1,253	\$ (339)	(27.1%)	18.9%	7.9%	1,102	139.4%	10.6%	830	78.2%	5.7%	7.9%	(220)	(27.9%)	0.2%	547	2394.9%				
ATIS PORTES & FENETRES	316	295	22	7.4%	3	313	9836.2%	654	1,020	(366)	(35.8%)	48	607	1275.3%	(1.7%)	(15.6%)	1,393	(89.3%)	(1083.7%)	108,206	(99.8%)	(22.1%)	(17.8%)	(427)	23.9%	(354.7%)	33,256	(93.8%)				
GOLDEN WINDOWS	197	202	(5)	(2.4%)	182	15	8.1%	821	769	52	6.8%	740	81	10.9%	(14.2%)	5.3%	(1,948)	(368.4%)	6.8%	(2,100)	(308.8%)	(23.6%)	5.3%	(2,889)	(546.3%)	5.3%	(2,889)	(546.3%)				
OSTACO 2000 WINDOORS INC	69	161	(92)	(57.2%)	185	(116)	(62.7%)	395	615	(220)	(35.8%)	667	(272)	(40.8%)	21.5%	(10.2%)	3,165	(310.7%)	(10.8%)	3,230	(298.1%)	4.9%	(10.2%)	1,508	(148.1%)	(13.6%)	1,846	(136.1%)				
PORTES & FENETRES ABRITEK	60	94	(34)	(35.9%)	170	(110)	(64.5%)	293	359	(66)	(18.4%)	474	(182)	(38.3%)	(8.7%)	14.4%	(2,309)	(160.1%)	2.3%	(1,094)	(482.1%)	(11.8%)	14.4%	(2,625)	(182.0%)	7.5%	(1,935)	(257.3%)				
DASHWOOD INDUSTRIES INC	127	81	47	57.9%	66	61	91.5%	511	308	204	66.3%	376	135	35.8%	29.4%	(8.8%)	3,819	(434.3%)	(2.6%)	3,203	(1218.1%)	16.7%	(8.8%)	2,554	(290.4%)	(7.3%)	2,405	(329.2%)				
P & F ISOTHERMIC INC	30	74	(44)	(59.7%)	95	(65)	(68.5%)	88	282	(194)	(68.7%)	262	(174)	(66.4%)	7.4%	(9.2%)	1,658	(180.3%)	3.9%	353	91.8%	(24.4%)	(9.2%)	(1,517)	165.0%	(18.3%)	(610)	33.4%				
VAILLANCOURT INC.	47	74	(27)	(36.5%)	79	(32)	(40.4%)	342	282	60	21.4%	385	(43)	(11.0%)	(2.8%)	7.0%	(974)	(140.0%)	0.9%	(372)	(395.8%)	(6.2%)	7.0%	(1,312)	(188.6%)	3.9%	(1,004)	(259.1%)				
EXTREME WINDOW AND	34	44	(10)	(22.8%)	28	6	21.5%	132	167	(35)	(21.0%)	141	(10)	(6.9%)	17.7%	(8.3%)	2,599	(312.6%)	(11.5%)	2,917	(253.9%)	(3.1%)	(8.3%)	519	(62.4%)	(6.5%)	337	(51.8%)				
Fenêtres Concept	18	38	(20)	(52.4%)	64	(45)	(71.3%)	116	146	(30)	(20.4%)	155	(39)	(25.0%)	8.5%	29.6%	(2,116)	(71.4%)	10.0%	(151)	(15.1%)	(5.5%)	29.6%	(3,513)	(118.5%)	30.8%	(3,633)	(117.8%)				
YKK AP VINYL	26	31	(5)	(15.3%)	16	11	69.2%	135	119	16	13.0%	144	(9)	(6.0%)	(1.8%)	41.9%	(4,371)	(104.4%)	147.8%	(14,962)	(101.2%)	(1.9%)	41.9%	(4,382)	(104.6%)	28.2%	(3,017)	(106.9%)				
CANADIAN VINYLTEK WINDOWS C	8	30	(22)	(73.5%)	32	(24)	(74.6%)	87	115	(28)	(24.2%)	173	(85)	(49.4%)	41.0%	(15.9%)	5,691	(358.3%)	(19.8%)	6,086	(306.9%)	43.3%	(15.9%)	5,919	(372.7%)	(10.0%)	5,334	(531.7%)				
MASON WINDOWS LTD	27	30	(3)	(10.0%)	54	(27)	(49.5%)	85	115	(30)	(25.9%)	140	(55)	(39.0%)	(19.7%)	8.3%	(2,803)	(336.4%)	(0.0%)	(1,968)	#####	(26.0%)	8.3%	(3,431)	(411.7%)	2.0%	(2,796)	(1414.5%)				
CEN	27	30	(3)	(9.3%)	31	(4)	(11.5%)	104	115	(12)	(10.0%)	177	(73)	(41.2%)	11.2%	20.8%	(958)	(46.0%)	49.4%	(3,813)	(77.3%)	6.5%	20.8%	(1,434)	(68.9%)	20.8%	(1,431)	(68.9%)				
TRI-STATE WINDOW FACTORY	—	27	(27)	(100.0%)	44	(44)	(100.0%)	71	102	(31)	(30.6%)	171	(100)	(58.4%)	#DIV/0!	20.3%	—	#VALUE!	25.8%	NA	#VALUE!	26.6%	20.3%	635	31.4%	8.7%	1,793	206.4%				
ATLANTIC WINDOWS	32	24	8	34.6%	46	(14)	(30.5%)	78	90	(12)	(13.3%)	76	1	1.9%	33.6%	(1.1%)	3,471	(3152.1%)	(0.9%)	3,450	(3867.1%)	13.1%	(1.1%)	1,419	(1288.3%)	(3.0%)	1,605	(540.7%)				
LORENDO INC.	98	20	78	385.3%	27	70	255.8%	130	77	53	68.6%	78	52	66.9%	1.9%	(2.0%)	397	(196.4%)	(5.4%)	737	(135.9%)	1.6%	(2.0%)	360	(178.3%)	(15.9%)	1,746	(110.0%)				
MAR	19	20	(2)	(7.9%)	30	(11)	(38.1%)	48	77	(29)	(38.0%)	101	(53)	(52.7%)	9.9%	7.0%	284	40.4%	6.1%	379	62.3%	(49.1%)	7.0%	(5,617)	(798.2%)	6.4%	(5,556)	(864.7%)				
FENERGIC INC	0	13	(13)	(97.1%)	9	(8)	(95.4%)	78	51	27	52.6%	50	28	55.2%	32.4%	(1.0%)	3,339	(3369.2%)	7.6%	2,478	325.3%	0.1%	(1.0%)	104	(105.3%)	(7.0%)	710	(100.7%)				
FMC	7	13	(6)	(49.2%)	35	(29)	(81.5%)	37	49	(13)	(25.7%)	123	(86)	(70.2%)	(1.5%)	160.0%	(16,147)	(100.9%)	2.8%	(433)	(153.3%)	(4.8%)	139.8%	(14,461)	(103.4%)	4.3%	(909)	(212.0%)				
Other	136	491	(355)	(72.3%)	329	(193)	(58.7%)	831	1,862	(1,031)	(55.4%)	1,342	(511)	(38.1%)	3.6%	32.3%	(2,877)	(89.0%)	22.3%	(1,872)	(84.0%)	19.6%	574.0%	(55,442)	(96.6%)	24.0%	(436)	(18.2%)				
Total Gross	\$ 1,442	\$ 2,159	\$ (716)	(33.2%)	\$ 1,819	\$ (377)	(20.7%)	\$ 5,949	\$ 8,118	\$ (2,169)	(26.7%)	\$ 7,076	\$ (1,127)	(15.9%)	5.0%	8.9%	(390)	(43.7%)	6.4%	(142)	(22.1%)	(0.8%)	8.2%	(895)	(109.6%)	2.3%	(305)	(134.3%)				

Management Discussion

- Low demand from most customers due to slow business and shutdowns as a result of Covid 19 however, improvement from prior month.
  - Strong month for Lorendo.
  - Positive month for Atis after being behind for most of the year
  - Isothermic continues to be behind budget.

- Vaillancourt slightly behind after positive results ytd.
  - Dashwood continues to show positive results.

# Key Performance Indicators - Terrebonne

ENERGI Terrebonne Patio Door KPI Report	2020 Targets	Jan-20	Feb-20	Mar-20	Apr-20	YTD 2020
<b>Health &amp; Safety</b>						
<i>Recordable Incidents</i>	0	0	0	0	1	1
<i>TRIR (Total Recordable Incident Rate)</i>	<1	3.8	3.7	3.88	5.0	3.8
<b>Quality Performance</b>						
<i>Customer Complaints - per MLBS</i>	2.8	3.9	2.2	1.3	0.5	2
<i>Return as % of sales</i>	0.55%	1.04%	0.41%	0.37%	0.10%	0.49%
<b>Delivery Performance</b>						
<i>% on time in full</i>	95.00%	99.37%	93.75%	84%	37.65%	78.62%
<i>% by line items</i>	95.00%	99.37%	93.75%	84%	37.65%	78.62%
<b>Costs</b>						
<i>Direct Labour \$/FPV</i>	\$0.156	\$ 0.210	\$0.169	\$ 0.173	\$ 0.156	\$ 0.178
<i>Indirect Labour (incl D&amp;D) \$/FPV</i>	\$0.055	\$ 0.092	\$0.074	\$ 0.074	\$ 0.093	\$ 0.082
<b>Inventory</b>						
<i>Days - TTM (Trailing 12 Months)</i>	68.4	64	64.0	64	67	64

## Comments:

**Safety:** Employee stepped on small piece of wood coming down from platform resulting in sprained ankle; corrective actions in place - need to cut wood strapping support in shipping waiting area with no one around & need to clean up area regularly

**Delivery:** mostly due to reduced lack of laminated profile material and managing the business catch up from the virus slowdown

# 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)	\$ 24,007	\$ 24,489	\$ (482)	(2.0%)	\$ 20,510	\$ 3,498	17.1%	
Backlog (\$'000)	\$ 1,294	\$ 1,294	\$ —	0.0%	\$ 1,050	\$ 244	23.2%	
Gross Revenue	\$ 22,812	\$ 24,981	\$ (2,169)	(8.7%)	\$ 20,539	\$ 2,272	11.1%	
Adj. to Gross Revenue	(1,188)	(1,229)	40	(3.3%)	(1,035)	(154)	14.8%	
Net Revenue	21,623	23,752	(2,129)	(9.0%)	19,505	2,119	10.9%	
Material	13,511	14,743	(1,232)	(8.4%)	12,383	1,127	9.1%	
Labor	4,091	4,500	(409)	(9.1%)	4,136	(45)	(1.1%)	
Other COGS	2,134	1,918	216	11.2%	2,093	40	1.9%	
Total COGS	19,735	21,161	(1,425)	(6.7%)	18,613	1,122	6.0%	
Gross Margin	1,888	2,592	(703)	(27.1%)	892	996	111.7%	
Gross Margin %	8.7%	10.9%			4.6%			
R&D	—	—	—	N/A	—	—	N/A	
Sales & Marketing	394	433	(39)	(8.9%)	417	(23)	(5.5%)	
Administrative	2,282	2,372	(91)	(3.8%)	2,310	(29)	(1.2%)	
Other Opex	(36)	—	(36)	N/A	34	(69)	(205.9%)	
Total Opex	2,640	2,805	(165)	(5.9%)	2,761	(121)	(4.4%)	
EBITDA	(752)	(213)	(539)	252.7%	(1,869)	1,117	(59.8%)	
EBITDA %	(3.5%)	(0.9%)			(9.6%)			
Net Income (Loss)	\$ (886)	\$ (365)	\$ (521)	142.8%	\$ (1,959)	\$ 1,073	(54.8%)	
Capex	\$ (28)	\$ (287)	\$ 259	(90.2%)	\$ (141)	\$ 113	(80.2%)	
<b>Opex Overview:</b>								
Payroll	\$ 972	\$ 1,093	\$ (121)	(11.1%)	\$ 998	\$ (26)	(2.6%)	
Bonus	—	—	—	N/A	—	—	N/A	
Commissions	—	—	—	N/A	—	—	N/A	
Marketing	31	23	8	33.7%	59	(28)	(47.3%)	
Benefits	—	—	—	N/A	—	—	N/A	
Travel and entertainment	7	8	(1)	(17.9%)	10	(4)	(34.9%)	
Rent and facilities	—	—	—	N/A	—	—	N/A	
Insurance	—	—	—	N/A	—	—	N/A	
Professional fees	75	69	5	8.0%	66	8	12.5%	
Utilities, repair, maintenance, and security	67	73	(6)	(8.8%)	55	12	21.0%	
Corporate OH Fees	1,445	1,459	(14)	(0.9%)	1,463	(18)	(1.2%)	
Bad Debts	—	—	—	N/A	3	(3)	(100.0%)	
FX	(36)	—	(36)	N/A	34	(69)	(205.9%)	
JV Loss (Income)	—	—	—	N/A	—	—	N/A	
Other Expenses	79	79	(0)	(0.1%)	75	4	5.1%	
Total Opex	\$ 2,640	\$ 2,805	\$ (165)	(5.9%)	\$ 2,764	\$ (124)	(4.5%)	

# 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.	\$	3,743	\$	4,227	\$	(484)	(11.5%)	\$	3,628	\$	116	3.2%	7.7%	7.9%	(23)	(2.9%)	10.2%	(253)	(24.8%)
ATIS PORTES & FENETRES		3,124		3,489		(366)	(10.5%)		252		2,872	1138.5%	(14.7%)	(15.2%)	54	(3.6%)	(161.1%)	14,640	(90.9%)
GOLDEN WINDOWS		2,378		2,326		52	2.2%		2,132		245	11.5%	(6.0%)	5.3%	(1,130)	(213.7%)	7.1%	(1,314)	(184.4%)
OSTACO 2000 WINDOORS INC		1,640		1,861		(220)	(11.8%)		1,769		(128)	(7.3%)	(5.5%)	(10.2%)	465	(45.6%)	(7.1%)	156	(21.9%)
PORTES & FENETRES ABRITEK		1,019		1,085		(66)	(6.1%)		1,545		(526)	(34.0%)	5.6%	14.4%	(884)	(61.3%)	10.5%	(488)	(46.7%)
DASHWOOD INDUSTRIES INC		1,134		930		204	21.9%		996		138	13.9%	5.0%	(8.8%)	1,377	(156.6%)	(0.4%)	534	(1483.3%)
P & F ISOTHERMIC INC		659		853		(194)	(22.7%)		943		(284)	(30.1%)	(10.7%)	(9.2%)	(155)	16.8%	5.9%	(1,664)	(281.9%)
VAILLANCOURT INC.		913		853		60	7.1%		937		(24)	(2.5%)	1.5%	7.0%	(545)	(78.4%)	9.6%	(811)	(84.4%)
EXTREME WINDOW AND		469		504		(35)	(7.0%)		462		7	1.5%	(5.8%)	(8.3%)	248	(29.8%)	(3.9%)	(192)	49.0%
Fenêtres Concept		412		442		(30)	(6.7%)		487		(75)	(15.4%)	18.3%	29.6%	(1,134)	(38.3%)	32.3%	(1,396)	(43.3%)
YKK AP VINYL		376		361		16	4.3%		371		5	1.3%	24.3%	41.9%	(1,763)	(42.1%)	49.9%	(2,568)	(51.4%)
CANADIAN VINYLTEK WINDOWS C		321		349		(28)	(8.0%)		387		(66)	(17.0%)	3.1%	(15.9%)	1,895	(119.3%)	(10.8%)	1,391	(128.2%)
MASON WINDOWS LTD		319		349		(30)	(8.6%)		344		(25)	(7.3%)	(1.8%)	8.3%	(1,012)	(121.4%)	12.0%	(1,374)	(114.9%)
CEN		337		349		(12)	(3.3%)		381		(44)	(11.5%)	15.4%	20.8%	(538)	(25.9%)	22.0%	(655)	(29.8%)
TRI-STATE WINDOW FACTORY		278		309		(31)	(10.1%)		411		(133)	(32.3%)	21.9%	20.3%	166	8.2%	16.5%	546	33.1%
ATLANTIC WINDOWS		259		271		(12)	(4.4%)		245		14	5.8%	5.1%	(1.1%)	621	(563.7%)	1.2%	389	321.6%
LORENDO INC.		285		233		53	22.7%		206		79	38.4%	(0.1%)	(2.0%)	192	(95.2%)	(2.1%)	197	(95.3%)
MAR		203		233		(29)	(12.6%)		243		(39)	(16.2%)	(5.2%)	7.0%	(1,227)	(174.3%)	13.5%	(1,877)	(138.6%)
FENERGIC INC		182		155		27	17.4%		152		30	19.9%	(0.2%)	(1.0%)	79	(80.2%)	6.5%	(668)	(103.0%)
FMC		136		149		(13)	(8.5%)		369		(233)	(63.1%)	118.9%	163.9%	(4,506)	(27.5%)	5.9%	11,298	1914.8%
Other		4,622		5,654		(1,031)	(18.2%)		4,280		342	8.0%	31.4%	196.4%	(16,499)	(84.0%)	1.4%	3,006	2169.2%
Total Gross	\$	22,812	\$	24,981	\$	(2,169)	(8.7%)	\$	20,539	\$	2,272	11.1%	8.0%	10.4%	(247)	(23.7%)	4.3%	361	83.2%

# ECS Summary P&L

\$'000	MTD		Var		YTD		Var	
	Act	Bud	\$	%	Act	Bud	\$	%
Units Produced ('000)	4,104	8,900	(4,796)	(53.9%)	30,092	39,129	(9,037)	(23.1%)
Units Shipped ('000)	4,860	8,900	(4,040)	(45.4%)	30,993	39,129	(8,136)	(20.8%)
Bookings (\$'000)	\$ 621	\$ 895	\$ (274)	(30.6%)	\$ 4,211	\$ 3,145	\$ 1,066	33.9%
Backlog (\$'000)	\$ 1,039	\$ 126	\$ 913	725.6%	\$ 1,039	\$ 126	\$ 913	725.6%
External Revenue	\$ 1,008	\$ 878	\$ 131	14.9%	\$ 3,685	\$ 3,382	\$ 303	8.9%
Affiliate Revenue	\$ 2,356	\$ 5,440	\$ (3,084)	(56.7%)	\$ 17,798	\$ 24,240	\$ (6,442)	(26.6%)
Gross Revenue	\$ 3,365	\$ 6,318	\$ (2,953)	(46.7%)	\$ 21,483	\$ 27,622	\$ (6,139)	(22.2%)
Adj. to Gross Revenue	(0)	—	(0)	N/A	(1)	—	(1)	N/A
Net Revenue	3,364	6,318	(2,953)	(46.7%)	21,482	27,622	(6,140)	(22.2%)
Material	2,779	5,381	(2,602)	(48.4%)	17,500	23,283	(5,783)	(24.8%)
Labor	117	161	(44)	(27.6%)	607	798	(191)	(24.0%)
Other COGS	318	539	(221)	(41.0%)	1,837	2,578	(740)	(28.7%)
Total COGS	3,213	6,081	(2,868)	(47.2%)	19,944	26,659	(6,715)	(25.2%)
Gross Margin	151	237	(86)	(36.2%)	1,538	963	575	59.7%
Gross Margin %	4.5%	3.7%			7.2%	3.5%		
R&D	—	—	—	N/A	—	—	—	N/A
Sales & Marketing	17	25	(8)	(32.1%)	77	127	(50)	(39.3%)
Administrative	123	151	(28)	(18.4%)	682	747	(65)	(8.7%)
Other Opex	(63)	—	(63)	N/A	176	—	176	N/A
Total Opex	78	176	(98)	(55.9%)	936	874	62	7.1%
EBITDA	73	60	13	21.3%	603	89	514	576.4%
EBITDA %	2.2%	1.0%			2.8%	0.3%		
Net Income (Loss)	\$ 14	\$ (4)	\$ 18	(498.7%)	\$ 305	\$ (226)	\$ 531	(235.1%)
Capex	\$ —	\$ (65)	\$ 65	(100.0%)	\$ —	\$ (323)	\$ 323	(100.0%)
<b>Opex Overview:</b>								
Payroll	\$ 29	\$ 45	\$ (16)	(36.2%)	\$ 186	\$ 228	\$ (42)	(18.6%)
Bonus	—	—	—	N/A	—	—	—	N/A
Commissions	9	3	6	239.1%	34	13	21	157.7%
Marketing	—	—	—	N/A	—	—	—	N/A
Benefits	—	—	—	N/A	—	—	—	N/A
Travel and entertainment	—	4	(4)	(100.0%)	6	10	(4)	(40.3%)
Rent and facilities	—	—	—	N/A	—	—	—	N/A
Insurance	4	8	(4)	(44.4%)	26	39	(13)	(33.5%)
Professional fees	—	—	—	N/A	0	—	0	N/A
Utilities, repair, maintenance, and	0	2	(2)	(92.5%)	3	7	(4)	(55.4%)
Corporate OH Fees	98	102	(4)	(4.4%)	502	515	(13)	(2.5%)
Bad Debts	—	—	—	N/A	—	—	—	N/A
FX	(63)	—	(63)	N/A	176	—	176	N/A
JV Loss (Income)	—	—	—	N/A	—	—	—	N/A
Other Expenses	0	12	(12)	(98.0%)	3	62	(59)	(95.9%)
Total Opex	\$ 78	\$ 176	\$ (98)	(55.9%)	\$ 936	\$ 874	\$ 62	7.1%

## Management Discussion

### Net Revenue – May-20: (\$2,953K)

- Sales volume down 45.4% or \$2,867k driven by decreased demand from affiliate customers 55% (Woodbridge -62% or 1,710k Lbs, Delmont -52% or 742k Lbs, Laval -53% or 844k Lbs and Everett -45% or 784k Lbs); offset by increased external customers demand 21% or 424k Lbs
- Favorable price/mix of \$97K primarily driven customer/product mix (Woodbridge, Delmont, Nuform, Vinyl Profiles and Fence Outlet).
- Unfavorable F/X of \$183k (actual rate of 1.97 [or \$USD 0.7158] vs. 1.33 [or \$USD 0.7519])

### EBITDA – May-20: +\$13K

- Material COGS:** Decrease in costs by \$2,602k driven by decreased sales volume \$2,442k, lower material costs (resin \$125k and Tio2 \$5k, offset by additives \$76k), favorable product mix by \$105k and favorable RM count adjustments \$17k (filler Superflex – emptied silo #6); offset by higher production scrap \$16k
- Labor COGS:** Decrease in cost by \$44k due to lower headcount, vacation utilization and wage subsidies
- Other COGS:** Decrease in cost by 221k primarily driven by lower utilities \$86k (lower usage); lower freight expenses \$126k (lower volumes & lower rates CP vs CN & Pentagon to Delmont), and lower maintenance \$26k(lower usage); offset by under absorption \$30k
- Sales and Marketing:** Decreased in cost by \$8k driven by vacation utilization and wage subsidy
- Administrative:** Decrease in cost by \$28k driven by lower wages due to layoffs, reduced wages, vacation utilization and wage subsidy
- Other Opex:** Decrease in cost by \$63k driven by favorable 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	BP	%	Act	BP	%	Act	Bud	BP	%	Act	BP	%	
Customer:																																
Vinyl Profiles, LLC	\$ 274	\$ 251	\$ 23	9.0%	\$ 253	\$ 21	8.3%	\$ 1,069	\$ 1,034	\$ 35	3.4%	\$ 1,049	\$ 20	1.9%	18.1%	9.3%	886	95.6%	20.6%	(243)	(11.8%)	28.0%	15.6%	1,238	79.3%	35.5%	(750)	(21.1%)				
Nuform Building Technologies Inc	272	195	77	39.8%	202	70	34.7%	761	654	107	16.3%	662	99	15.0%	26.7%	13.5%	1,318	97.7%	30.2%	(353)	(11.7%)	19.7%	8.1%	1,162	143.9%	16.4%	328	20.0%				
The Vinyl Company Inc.	38	95	(57)	(60.1%)	90	(52)	(57.8%)	237	507	(270)	(53.2%)	522	(285)	(54.6%)	11.4%	12.0%	(67)	(5.5%)	15.6%	(419)	(26.9%)	13.5%	11.9%	161	13.5%	17.2%	(367)	(21.3%)				
Vinylume Products Inc	63	65	(2)	(3.3%)	65	(2)	(3.1%)	224	260	(36)	(14.0%)	262	(38)	(14.5%)	21.5%	12.2%	938	77.1%	23.1%	(154)	(6.7%)	23.4%	12.4%	1,109	89.7%	25.6%	(212)	(8.3%)				
Accord Plastics Corp.	69	71	(2)	(3.1%)	70	(1)	(1.4%)	196	254	(58)	(22.7%)	254	(58)	(22.8%)	18.8%	6.9%	1,184	171.4%	17.1%	161	9.4%	18.3%	6.9%	1,147	167.0%	19.1%	(78)	(4.1%)				
Window Seal Limited	–	–	-	N/A	–	-	N/A	2	–	2	N/A	–	2	N/A	#DIV/0!	#VALUE!	–	#VALUE!	#DIV/0!	NA	#DIV/0!	2.3%	0.0%	232	N/A	0.0%	232	N/A				
New Customers (L.B. Plastics)	–	–	-	N/A	–	-	N/A	–	–	-	N/A	–	-	N/A	#DIV/0!	#VALUE!	–	#VALUE!	#DIV/0!	NA	#DIV/0!	0.0%	0.0%	–	N/A	0.0%	-	N/A				
Prasad Plastics Limited	13	2	11	542.4%	–	13	N/A	60	6	54	890.9%	4	56	1400.0%	18.8%	14.7%	404	27.5%	#DIV/0!	NA	#DIV/0!	43.9%	2.2%	4,169	1884.4%	0.0%	4,390	N/A				
Superior Extrusions Ltd	–	10	(10)	(100.0%)	11	(11)	(100.0%)	19	22	(3)	(13.8%)	23	(4)	(17.4%)	33.3%	44.4%	(1,107)	(24.9%)	27.3%	606	22.2%	#DIV/0!	#DIV/0!	–	#DIV/0!	#DIV/0!	NA	#DIV/0!				
Vytron Corporation	–	9	(9)	(100.0%)	9	(9)	(100.0%)	–	12	(12)	(100.0%)	13	(13)	(100.0%)	#DIV/0!	59.3%	–	#VALUE!	33.3%	NA	#VALUE!	0.0%	2.5%	(254)	(100.0%)	11.1%	(1,111)	(100.0%)				
Plastibec Ltee	–	–	-	N/A	–	-	N/A	5	3	2	78.5%	3	2	66.7%	60.0%	#VALUE!	–	#VALUE!	#DIV/0!	NA	#DIV/0!	#DIV/0!	5.2%	–	#VALUE!	9.3%	NA	#VALUE!				
Vinyl Profiles (2011)	8	20	(12)	(60.0%)	20	(12)	(60.0%)	28	38	(10)	(27.2%)	38	(10)	(26.3%)	23.1%	14.1%	893	63.1%	25.0%	(192)	(7.7%)	250.0%	#DIV/0!	–	#DIV/0!	#DIV/0!	NA	#DIV/0!				
Fence Outlet MDC, LLC	129	44	85	190.2%	(3)	132	(4400.0%)	485	222	263	118.2%	21	464	2209.5%	22.3%	(8.7%)	3,106	(355.9%)	0.0%	2,233	N/A	#DIV/0!	(203.2%)	–	#VALUE!	70.6%	NA	#VALUE!				
INFINITY EXTRUSIONS INC.	–	14	(14)	(100.0%)	14	(14)	(100.0%)	–	35	(35)	(100.0%)	36	(36)	(100.0%)	#DIV/0!	6.3%	–	#VALUE!	21.4%	NA	#VALUE!	0.0%	47.8%	(4,784)	(100.0%)	133.3%	(13,333)	(100.0%)				
Resin Technology, LLC	–	44	(44)	(100.0%)	173	(173)	(100.0%)	–	87	(87)	(100.0%)	288	(288)	(100.0%)	#DIV/0!	#VALUE!	–	#VALUE!	70.5%	NA	#VALUE!	#DIV/0!	0.0%	–	N/A	52.1%	NA	#VALUE!				
Delcan Manufacturing Ltd	148	47	101	212.2%	12	136	1137.0%	621	237	384	162.0%	12	609	5090.5%	15.1%	58.6%	(4,358)	(74.3%)	0.0%	1,507	N/A	18.0%	12.6%	535	42.4%	0.0%	1,797	N/A				
Mor-X Plastics	–	10	(10)	(100.0%)	–	-	N/A	–	10	(10)	(100.0%)	–	-	N/A	#VALUE!	0.0%	–	N/A	0.0%	NA	N/A	#DIV/0!	18.7%	–	#VALUE!	#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	2,625	5,691	(3,067)	(53.9%)	5,306	(2,681)	(50.5%)	18,845	25,273	(6,428)	(25.4%)	25,027	(6,182)	(24.7%)	(3.7%)	2.5%	(625)	(245.0%)	10.3%	(1,397)	(136.0%)	4.8%	2.3%	251	111.3%	3.6%	121	34.0%				
Total Gross	\$ 3,365	\$ 6,318	\$ (2,953)	(46.7%)	\$ 6,222	\$ (2,857)	(45.9%)	\$ 21,483	\$ 27,622	\$ (6,139)	(22.2%)	\$ 28,214	\$ (6,731)	(23.9%)	4.5%	3.7%	74	19.8%	13.4%	(893)	(66.6%)	7.6%	3.3%	439	134.8%	5.8%	187	32.3%				

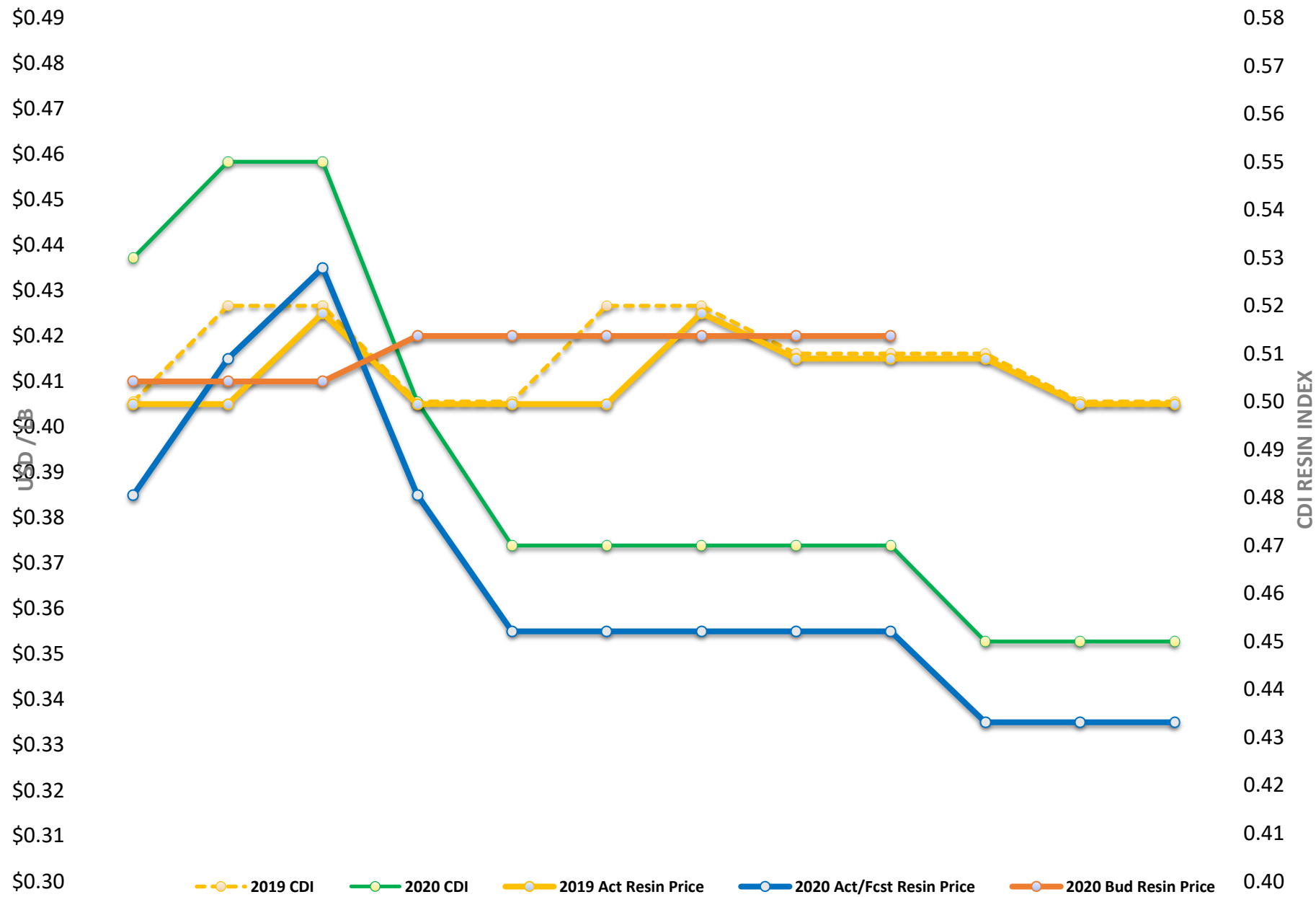
## Management Discussion

- Good month for external sales.
- Strong demand from Delcan and Fence outlet.
- Vinyl Profiles and Nuform – continue growth ahead of budget
- Vinyl company, Superior, infinity and resin tech behind budget due to slow business and shutdowns as a result of Covid 19

ECS Material Cost Summary

US \$'000	Q1-20	Apr-20	May-20	FY	Q1-20	Apr-20	May-20	FY	Q1-20	Apr-20	May-20	FY
	Act	Act	Act	Act	AOP	AOP	AOP	AOP	Actual-AOP	Actual-AOP	Actual-AOP	Actual-AOP
Sales												
Total Sales - Non-Patio & Doors - S'000	\$ 16,888	\$ 1,524	\$ 3,438	\$ 21,850	\$ 15,350	\$ 5,933	\$ 6,296	\$ 27,578	\$ 1,538	\$ (4,408)	\$ (2,858)	\$ (5,728)
Total Sales - Non-Patio & Doors - Lbs	24,045	2,087	4,860	30,993	21,828	8,400	8,900	39,129	2,217	(6,313)	(4,040)	(8,136)
FX Rate	1.3596 1.3671				1.3300 1.3300							
Materials - ASP												
ADDITIVE	\$ 3.57	3.6700	3.4870	\$ 3.57	\$ 3.69	3.6884	3.6884	\$ 3.69	\$ (0.12)	\$ (0.0184)	\$ (0.2014)	\$ (0.11)
ADDITIVE (IMPACT MODIFIER)	\$ 1.40	1.3334	1.3007	\$ 1.34	\$ 1.52	1.5225	1.5225	\$ 1.52	\$ (0.13)	\$ (0.1891)	\$ (0.2218)	\$ (0.18)
ADDITIVE (PROCESSING AID)	\$ 1.40	1.3233	1.3285	\$ 1.35	\$ 1.56	1.5565	1.5565	\$ 1.56	\$ (0.16)	\$ (0.2332)	\$ (0.2280)	\$ (0.21)
FILLER	\$ 0.20	0.1847	0.1830	\$ 0.19	\$ 0.22	0.2201	0.2201	\$ 0.22	\$ (0.02)	\$ (0.0354)	\$ (0.0371)	\$ (0.03)
LUBRICANT	\$ 0.92	0.8900	0.9083	\$ 0.91	\$ 0.93	0.9292	0.9292	\$ 0.93	\$ (0.01)	\$ (0.0392)	\$ (0.0209)	\$ (0.02)
PIGMENT - C	\$ 2.81	-	2.8123	\$ 1.87	\$ 2.95	2.9529	2.9529	\$ 2.95	\$ (1.08)	\$ (2.9529)	\$ (0.1406)	\$ (1.39)
PIGMENT - G	\$ 2.89	2.2657	2.4513	\$ 2.54	\$ 2.79	2.7900	2.7900	\$ 2.79	\$ 0.10	\$ (0.5242)	\$ (0.3387)	\$ (0.25)
PIGMENT - HC	\$ 5.57	5.2494	5.0231	\$ 5.28	\$ 5.89	5.8923	5.8923	\$ 5.89	\$ (0.33)	\$ (0.6429)	\$ (0.8692)	\$ (0.61)
PIGMENT - PC	\$ 5.23	4.0250	4.8993	\$ 4.72	\$ 7.27	7.2745	7.2745	\$ 7.27	\$ (2.05)	\$ (3.2495)	\$ (2.3753)	\$ (2.56)
PKG						7.9177	7.9177			\$ (7.9177)	\$ (7.9177)	
PLASTICIZER	\$ 0.81	-	0.8097	\$ 0.54	\$ 0.88	0.8755	0.8755	\$ 0.88	\$ (0.07)	\$ (0.8755)	\$ (0.0658)	\$ (0.34)
RESIN	\$ 0.41	0.3850	0.3559	\$ 0.38	\$ 0.41	0.4200	0.4200	\$ 0.42	\$ 0.00	\$ (0.0350)	\$ (0.0641)	\$ (0.03)
STABILIZER	\$ 3.11	3.1264	2.8969	\$ 3.05	\$ 3.41	3.4121	3.4121	\$ 3.41	\$ (0.30)	\$ (0.2857)	\$ (0.5152)	\$ (0.37)
TIO2	\$ 1.39	1.3893	1.3845	\$ 1.39	\$ 1.39	1.3900	1.3900	\$ 1.39	\$ (0.00)	\$ (0.0007)	\$ (0.0055)	\$ (0.00)
Material Other										\$ -	\$ -	
Materials - \$'000												
ADDITIVE	\$ 361	\$ 32	\$ 85	\$ 478	\$ 333	\$ 128	\$ 136	\$ 597	\$ 28	\$ (96)	\$ (51)	\$ (119)
ADDITIVE (IMPACT MODIFIER)	\$ 1,261	\$ 104	\$ 232	\$ 1,597	\$ 1,215	\$ 467	\$ 495	\$ 2,177	\$ 46	\$ (363)	\$ (264)	\$ (580)
ADDITIVE (PROCESSING AID)	\$ 207	\$ 15	\$ 44	\$ 266	\$ 213	\$ 82	\$ 87	\$ 382	\$ (6)	\$ (67)	\$ (43)	\$ (116)
FILLER	\$ 236	\$ 22	\$ 36	\$ 294	\$ 279	\$ 107	\$ 114	\$ 501	\$ (43)	\$ (85)	\$ (78)	\$ (207)
LUBRICANT	\$ 493	\$ 41	\$ 100	\$ 633	\$ 452	\$ 174	\$ 184	\$ 810	\$ 41	\$ (133)	\$ (84)	\$ (177)
PIGMENT - C	\$ -	\$ -	\$ 5	\$ 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5	\$ 5
PIGMENT - G	\$ 154	\$ 4	\$ 28	\$ 187	\$ 203	\$ 78	\$ 83	\$ 365	\$ (49)	\$ (74)	\$ (55)	\$ (178)
PIGMENT - HC	\$ 148	\$ 12	\$ 45	\$ 205	\$ 148	\$ 57	\$ 60	\$ 265	\$ 0	\$ (45)	\$ (15)	\$ (60)
PIGMENT - PC	\$ 49	\$ 5	\$ 12	\$ 66	\$ 27	\$ 10	\$ 11	\$ 49	\$ 22	\$ (5)	\$ 1	\$ 18
PKG	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PLASTICIZER	\$ 72	\$ -	\$ 16	\$ 88	\$ 70	\$ 27	\$ 29	\$ 126	\$ 1	\$ (27)	\$ (13)	\$ (38)
RESIN	\$ 7,791	\$ 626	\$ 1,378	\$ 9,794	\$ 6,979	\$ 2,751	\$ 2,915	\$ 12,644	\$ 813	\$ (2,125)	\$ (1,537)	\$ (2,850)
STABILIZER	\$ 932	\$ 84	\$ 175	\$ 1,191	\$ 896	\$ 345	\$ 365	\$ 1,605	\$ 36	\$ (260)	\$ (190)	\$ (414)
TIO2	\$ 2,478	\$ 226	\$ 477	\$ 3,180	\$ 2,203	\$ 848	\$ 898	\$ 3,950	\$ 275	\$ (622)	\$ (422)	\$ (769)
Scrap	\$ 82	\$ 4	\$ 14	\$ 99	\$ 88	\$ 28	\$ 28	\$ 143	\$ (6)	\$ (24)	\$ (14)	\$ (44)
BOM Scrap (not in P&L and 2020 AOP)	\$ -			\$ -	\$ -			\$ -	\$ -	\$ -	\$ -	\$ -
PIP Savings	\$ (12)	\$ -	\$ (1)	\$ (13)	\$ -			\$ -	\$ (12)	\$ -	\$ (1)	\$ (13)
Kronos Rebates (\$0.01)	\$ (16)	\$ (1)	\$ (1)	\$ (18)	\$ (16)	\$ (6)	\$ (6)	\$ (28)	\$ 0	\$ 5	\$ 5	\$ 11
Resin Rebate & Discount	\$ (208)	\$ (9)	\$ (29)	\$ (245)	\$ (225)	\$ (88)	\$ (93)	\$ (406)	\$ 17	\$ 79	\$ 64	\$ 160
Amortization Timing	\$ (172)	\$ (1)	\$ 255	\$ 81	\$ (78)	\$ (84)	\$ (2)	\$ (163)	\$ (94)	\$ 82	\$ 256	\$ 244
Packaging	\$ 24	\$ 15	\$ 17	\$ 56	\$ 99	\$ 29	\$ 26	\$ 154	\$ (75)	\$ (14)	\$ (8)	\$ (97)
Material Other	\$ (183)	\$ 91	\$ (49)	\$ (141)	\$ 41	\$ 21	\$ 51	\$ 112	\$ (224)	\$ 71	\$ (100)	\$ (253)
Total Material Costs	\$ 13,697	\$ 1,271	\$ 2,837	\$ 17,805	\$ 12,928	\$ 4,975	\$ 5,381	\$ 23,283	\$ 770	\$ (3,704)	\$ (2,544)	\$ (5,478)

# Historical Resin Price Chart





# Key Performance Indicators - ECS

ENERGI Compound Solutions	2020 Targets	Jan-20	Feb-20	Mar-20	Apr-20	May-20	YTD 2020
<b>Health &amp; Safety</b>							
<i>Recordable( effects TRIR)</i>	0	0	0	0	0	0	0
<i>Near Misses</i>	2	0	0	0	0	1	1
<b>Environmental</b>							
<i>Recordable( effects TRIR)</i>	0	0	0	0	0	0	0
<i>Near Misses</i>	2	0	0	0	0	0	0
<b>Quality Performance</b>							
<i>Concerns per million Good Lbs</i>	0.3	0.1	0.1	0.0		0.0	0.1
<i>Return as % of sales (%)</i>	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Delivery Performance</b>							
<i>% on time</i>	100%	100%	100%	100%	79%	100%	96%
<b>Material Cost</b>							
<i>Yield</i>	100%	99%	99%	100%	100%	99%	99%
<i>Production Scrap</i>	1.00%	0.5%	0.6%	0.5%	0.3%	0.5%	0.49%
<i>Total Material Usage Variance</i>	2.00%	1.8%	-2.5%	0.5%	0.3%	2.5%	0.54%
<i>Direct Labour \$/lb produced</i>	0.009	0.007	0.009	0.008	0.008	0.014	0.009
<i>Indirect Labour (incl D&amp;D) \$/lb produced</i>	0.014	0.017	0.017	0.018	0.020	0.021	0.018
<b>Inventory</b>							
<i>Days - TTM (Trailing 12 Months)</i>	41	39	37	36	38	39	38
<b>Freight</b>							
<i>Freight \$ as % of net sales</i>	3.9%	3.2%	3.3%	3.1%	2.8%	2.9%	3.1%

## COMMENTS:

**Yield:** Slow production per less demand.

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

# Full Year ECS P&L Summary

\$'000		FY		Var		PY		Var	
		Fcst	Bud	\$	%	Act	\$	%	
Units Produced ('000)		87,322	96,359	(9,037)	(9.4%)	94,835	(7,512)	(7.9%)	
Units Shipped ('000)		88,223	96,359	(8,136)	(8.4%)	94,874	(6,650)	(7.0%)	
Bookings (\$'000)		\$ 8,483	\$ 7,417	\$ 1,066	14.4%	\$ 8,361	\$ 122	1.5%	
Backlog ('\$000)		\$ 122	\$ 122	\$ –	0.0%	\$ 370	\$ (248)	(67.0%)	
Gross Revenue	External Revenue	\$ 8,586	\$ 8,455	\$ 131	1.5%	\$ 8,282	\$ 304	3.7%	
	Affiliate Revenue	\$ 53,319	\$ 56,402	\$ (3,084)	(5.5%)	\$ 59,476	\$ (6,157)	(10.4%)	
		\$ 61,905	\$ 68,044	\$ (6,139)	(9.0%)	\$ 67,758	\$ (5,854)	(8.6%)	
Adj. to Gross Revenue		(1)	–	(1)	N/A	1	(1)	(168.0%)	
Net Revenue		61,904	68,044	(6,140)	(9.0%)	67,759	(5,855)	(8.6%)	
Material		51,974	57,758	(5,783)	(10.0%)	53,610	(1,636)	(3.1%)	
Labor		1,749	1,940	(191)	(9.9%)	1,766	(17)	(1.0%)	
Other COGS		5,468	6,208	(740)	(11.9%)	5,475	(6)	(0.1%)	
Total COGS		59,191	65,906	(6,715)	(10.2%)	60,851	(1,660)	(2.7%)	
Gross Margin		2,713	2,138	575	26.9%	6,909	(4,196)	(60.7%)	
Gross Margin %		4.4%	3.1%			10.2%			
R&D		–	–	–	N/A	–	–	N/A	
Sales & Marketing		253	303	(50)	(16.5%)	154	99	64.0%	
Administrative		1,740	1,805	(65)	(3.6%)	1,747	(7)	(0.4%)	
Other Opex		176	–	176	N/A	(242)	419	(172.7%)	
Total Opex		2,170	2,108	62	2.9%	1,658	511	30.8%	
EBITDA		543	30	514	1718.6%	5,250	(4,707)	(89.6%)	
EBITDA %		0.9%	0.0%			7.7%			
Net Income (Loss)		\$ (203)	\$ (734)	\$ 531	(72.3%)	\$ 4,567	\$ (4,770)	(104.4%)	
Capex		\$ –	\$ (601)	\$ 601	(100.0%)	\$ (347)	\$ 347	(100.0%)	
Opex Overview:									
Payroll		\$ 502	\$ 544	\$ (42)	(7.8%)	\$ 546	\$ (45)	(8.2%)	
Bonus		–	–	–	N/A	–	–	N/A	
Commissions		53	32	21	64.1%	4	48	1182.8%	
Marketing		1	1	–	0.0%	–	1	N/A	
Benefits		–	–	–	N/A	–	–	N/A	
Travel and entertainment		25	29	(4)	(13.6%)	16	9	55.2%	
Rent and facilities		–	–	–	N/A	–	–	N/A	
Insurance		76	89	(13)	(14.8%)	69	7	10.7%	
Professional fees		1	1	0	18.9%	2	(0)	(14.5%)	
Utilities, repair, maintenance, and security		11	14	(4)	(25.3%)	12	(1)	(9.0%)	
Corporate OH Fees		1,238	1,251	(13)	(1.0%)	1,246	(8)	(0.7%)	
Bad Debts		–	–	–	N/A	3	(3)	(100.0%)	
FX		176	–	176	N/A	(242)	419	(172.7%)	
JV Loss (Income)		–	–	–	N/A	–	–	N/A	
Other Expenses		87	146	(59)	(40.7%)	6	81	1456.9%	
Total Opex		\$ 2,170	\$ 2,108	\$ 62	2.9%	\$ 1,661	\$ 508	30.6%	

# 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	%					
<b>Customer:</b>																					
Vinyl Profiles, LLC	\$	2,783	\$	2,748	\$	35	1.3%	\$	2,756	\$	27				23.7%	16.5%	720	43.6%	20.0%	368	18.4%
Nuform Building Technologies Inc		1,595		1,488		107	7.2%		1,838		(243)				12.2%	7.4%	485	65.6%	27.3%	(1,502)	(55.1%)
The Vinyl Company Inc.		1,027		1,297		(270)	(20.8%)		1,399		(372)				12.4%	11.8%	57	4.8%	14.5%	(209)	(14.4%)
Vinylume Products Inc		547		583		(36)	(6.3%)		642		(95)				17.2%	12.1%	506	41.7%	24.1%	(695)	(28.8%)
Accord Plastics Corp.		557		615		(58)	(9.4%)		591		(34)				11.2%	6.7%	452	67.3%	18.2%	(698)	(38.3%)
Window Seal Limited		61		59		2	3.4%		102		(41)				11.7%	9.7%	200	20.6%	14.7%	(296)	(20.1%)
New Customers (L.B. Plastics)		–		–		-	N/A		–		-				0.0%	0.0%	–	N/A	#DIV/0!	NA	#DIV/0!
Prasad Plastics Limited		68		14		54	381.2%		55		13				19.8%	2.9%	1,688	582.3%	18.2%	160	8.8%
Superior Extrusions Ltd		38		41		(3)	(7.4%)		44		(6)				#DIV/0!	#DIV/0! –		#DIV/0!	27.3%	NA	#VALUE!
Vytron Corporation		3		15		(12)	(78.9%)		33		(30)				0.3%	1.9%	(167)	(86.5%)	32.8%	(3,256)	(99.2%)
Plastibec Ltee		10		8		2	27.0%		6		4				68.9%	7.3%	6,154	838.1%	66.7%	221	3.3%
Vinyl Profiles (2011)		65		76		(10)	(13.8%)		94		(29)				17.7%	15.5%	221	14.2%	24.5%	(673)	(27.5%)
Fence Outlet MDC, LLC		796		533		263	49.3%		90		706				3021.4%	(274.2%)	329,556	(1201.9%)	11.1%	301,030	27228.2%
INFINITY EXTRUSIONS INC.		7		43		(35)	(82.8%)		125		(118)				4.2%	34.0%	(2,978)	(87.6%)	15.2%	(1,100)	(72.4%)
Resin Technology, LLC		87		174		(87)	(50.0%)		442		(355)				0.0%	0.0%	–	N/A	38.9%	(3,892)	(100.0%)
Delcan Manufacturing Ltd		953		569		384	67.5%		31		922				16.9%	12.4%	444	35.8%	0.0%	1,686	N/A
Mor-X Plastics		10		20		(10)	(50.0%)		–		10				19.0%	18.9%	16	0.8%	0.0%	1,902	N/A
0		–		–		-	N/A		–		-				#DIV/0!	#DIV/0! –		#DIV/0!	0.0%	NA	N/A
0		–		–		-	N/A		–		-				#DIV/0!	#DIV/0! –		#DIV/0!	0.0%	NA	N/A
0		–		–		-	N/A		–		-				#DIV/0!	#DIV/0! –		#DIV/0!	0.0%	NA	N/A
Other		56,080		62,508		(6,428)	(10.3%)		59,510		(3,430)				2.7%	2.2%	48	21.9%	8.6%	(590)	(68.8%)
Total Gross	\$	61,905	\$	68,044	\$	(6,139)	(9.0%)	\$	67,758	\$	(5,854)				4.6%	3.2%	143	44.7%	10.2%	(556)	(54.6%)

# 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	(3)	39	(41)	(107.0%)	348	540	(192)	(35.5%)
Labor	19	(79)	99	(124.1%)	(108)	124	(232)	(187.5%)
Other COGS	137	6	131	2301.9%	497	66	431	650.5%
Total COGS	153	(35)	188	(536.4%)	737	730	7	1.0%
Gross Margin	(153)	35	(188)	(536.4%)	(737)	(730)	(7)	1.0%
Gross Margin %		N/A				N/A		
R&D	–	–	–	N/A	–	–	–	N/A
Sales & Marketing	93	284	(191)	(67.3%)	1,074	1,480	(406)	(27.4%)
Administrative	(647)	(486)	(161)	33.1%	(3,372)	(2,431)	(941)	38.7%
Other Opex	6	–	6	N/A	48	–	48	N/A
Total Opex	(548)	(202)	(346)	171.7%	(2,250)	(951)	(1,299)	136.6%
EBITDA	395	237	158	66.8%	1,513	221	1,292	583.3%
EBITDA %		N/A				N/A		
Net Income (Loss)	\$ 235	\$ (321)	\$ 556	(173.1%)	\$ 803	\$ (3,400)	\$ 4,204	(123.6%)
Capex	\$ –	\$ (216)	\$ 216	(100.0%)	\$ –	\$ (812)	\$ 812	(100.0%)
<b>Opex Overview:</b>								
Payroll	\$ 216	\$ 391	\$ (176)	(44.9%)	\$ 1,708	\$ 2,018	\$ (310)	(15.4%)
Bonus	21	62	(40)	(65.7%)	(319)	308	(627)	(203.5%)
Commissions	3	18	(15)	(81.3%)	86	89	(3)	(3.5%)
Marketing	5	32	(27)	(83.7%)	49	183	(134)	(73.1%)
Benefits	–	–	–	N/A	–	–	–	N/A
Travel and entertainment	9	84	(76)	(89.5%)	149	432	(283)	(65.6%)
Rent and facilities	–	–	–	N/A	–	–	–	N/A
Insurance	–	–	–	N/A	–	–	–	N/A
Professional fees	27	37	(10)	(26.4%)	152	183	(31)	(16.7%)
Office Expense	5	4	1	40.1%	21	19	3	13.7%
IT	109	141	(31)	(22.3%)	567	670	(103)	(15.4%)
Bad Debts	–	–	–	N/A	64	–	64	N/A
FX	6	–	6	N/A	48	–	48	N/A
JV Loss (Income)	–	–	–	N/A	–	–	–	N/A
Other Expenses	(950)	(971)	21	(2.2%)	(4,775)	(4,854)	79	(1.6%)
Total Opex	\$ (548)	\$ (202)	\$ (346)	171.7%	\$ (2,250)	\$ (951)	\$ (1,299)	136.6%

## Management Discussion

### EBITDA – May 2020: +\$158K

- **Material COGS:** Intercompany profit elimination lower than budget
- **Labor COGS:** higher by \$99K due to estimated savings as a result of lower plant wages included in the Corporate plan
- **Other COGS:** Freight Savings budgeted (\$75K), captured by plants and higher insurance accrual vs budget \$20k
- **Sales & Marketing:** lower by \$191K largely due lower wages by \$99k as a result of layoffs and lower wages due to Covid 19 as well as wage subsidies, lower Travel by \$46k, lower advertising \$28k and lower commissions \$15k
- **Administrative:** lower by \$161k on account of lower wages \$77k, lower bonus accrual by \$40k and lower travel by \$29k due to current pandemic. IT expense also lower by \$31K on account of delay in start of certain subscriptions and maintenance contracts due to negotiations.
- **Other Opex:** represents FX 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	(192)	0	(192)	(64022.1%)	70	(262)	(373.2%)
Labor	(742)	(510)	(232)	45.4%	559	(1,301)	(232.6%)
Other COGS	581	151	431	286.2%	1,191	(610)	(51.2%)
Total COGS	(352)	(359)	7	(2.0%)	1,820	(2,172)	(119.3%)
Gross Margin	352	359	(7)	(2.0%)	(1,820)	2,172	(119.3%)
Gross Margin %	N/A	N/A			#####		
R&D	–	–	–	N/A	–	–	N/A
Sales & Marketing	3,201	3,607	(406)	(11.2%)	3,685	(484)	(13.1%)
Administrative	(6,632)	(5,691)	(941)	16.5%	(5,591)	(1,041)	18.6%
Other Opex	48	–	48	N/A	35	12	35.5%
Total Opex	(3,384)	(2,085)	(1,299)	62.3%	(1,871)	(1,513)	80.8%
EBITDA	3,735	2,444	1,292	52.9%	51	3,684	7202.4%
EBITDA %	N/A	N/A			#####		
Net Income (Loss)	\$ 215	\$ (3,989)	\$ 4,204	(105.4%)	\$ (5,181)	\$ 5,396	(104.2%)
Capex	\$ –	\$ (2,706)	\$ 2,706	(100.0%)	\$ (41)	\$ 41	(100.0%)
<b>Opex Overview:</b>							
Payroll	\$ 4,743	\$ 5,053	\$ (310)	(6.1%)	\$ 5,128	\$ (385)	(7.5%)
Bonus	113	740	(627)	(84.8%)	616	(504)	(81.7%)
Commissions	238	241	(3)	(1.3%)	243	(5)	(2.0%)
Marketing	243	377	(134)	(35.5%)	535	(292)	(54.5%)
Benefits	–	–	–	N/A	–	–	N/A
Travel and entertainment	761	1,044	(283)	(27.1%)	969	(208)	(21.5%)
Rent and facilities	–	–	–	N/A	–	–	N/A
Insurance	–	–	–	N/A	2	(2)	(100.0%)
Professional fees	408	439	(31)	(7.0%)	462	(54)	(11.6%)
Office Expense	48	46	3	5.6%	44	5	11.3%
IT	1,501	1,604	(103)	(6.4%)	1,587	(86)	(5.4%)
Bad Debts	64	–	64	N/A	176	(113)	(63.9%)
FX	48	–	48	N/A	35	12	35.5%
JV Loss (Income)	–	–	–	N/A	–	–	N/A
Other Expenses	(11,551)	(11,630)	79	(0.7%)	(11,667)	116	(1.0%)
Total Opex	\$ (3,384)	\$ (2,085)	\$ (1,299)	62.3%	\$ (1,869)	\$ (1,515)	81.0%

# 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	745,432	828,616	591,407	-	-	-	-	-	-	-
Monthly capacity utilization(L/K)%( No seasonal adjustment)	49%	55%	31%	34%	25%	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	1,881,073	1,349,654	1,248,173	-	-	-	-	-	-	-
Monthly capacity utilization(L/K)%( No seasonal adjustment)	56%	57%	59%	43%	39%	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	2,720,000	498,912	1,288,032	-	-	-	-	-	-	-
Monthly capacity utilization(L/K)%(No seasonal adjustment)	52%	43%	53%	10%	25%	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	1,315,181	146,906	939,881	-	-	-	-	-	-	-
Monthly capacity utilization(L/K)%	34%	42%	35%	4%	25%	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	8,184,772	1,956,432	4,103,963	-	-	-	-	-	-	-
Monthly Capacity utilization %(B/A)%	41%	39%	41%	10%	21%	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	\$ 1,910	\$ 1,037	\$ 2,015	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capacity utilization based on NO seasonal adjustment and two 10hr shifts	24%	29%	32%	17%	34%	0%	0%	0%	0%	0%	0%	0%