



2019 Monthly Operating Review – November 2019

December 19th, 2019



Executive Summary

Financial Review

Full Year Financial Outlook

Governance Reporting

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Business Unit Analysis

Executive Summary

- 1. Sales Volumes & Revenues:** Overall sales revenues and volumes were behind Plan by \$1,253K for the Month due to lower than anticipated demand at Woodbridge, Delmont and Everett from both Canadian and US customers impacted by continued slowdown in most Canadian regions, US West and US South regions, continued high inventory levels, customers' inability to find & maintain skilled labor (ie. Installers) and planning for year-end shutdown
- 2. EBITDA:** EBITDA behind Plan by \$569K (excluding bonus), impacted by lower sales volumes than Plan at the extrusion plants, production challenges at Woodbridge resulting in lower production yields, higher scrap & lower regrind usage, reduced volumes and customer returns impacting yields, scrap and regrind usage at Delmont and Everett and higher inventory reserves. These unfavorable impacts were partially offset by improved yields at Laval, optimization of labor costs, lower overhead spending and lower OPEX costs including labor and all discretionary spending
- 3. Vs Prior Year:** Overall sales revenues were ahead of Prior Year by \$213K despite extrusion volumes being lower by 2.5% for the Month. Extrusion external sales volumes were lower vs Prior Year due to lower sales from Woodbridge and Laval impacted by lost business (Ventana, Jeld-Wen, Panes, Okna, Clera, Duraco), soft market conditions in the Central Canadian region and lower JV sales. These were offset by higher sales out of Delmont (Polaris, Sierra Pacific, Brunswick), Everett (Simonton, Coeur d'Alene, Western, Westeck), Terrebonne and ECS. EBITDA was behind the Prior Year by \$313K (excluding bonus) impacted by unfavorable material costs PPV (resin, TiO2, glass, steel), unfavorable absorption at Delmont, lower production yields, higher scrap & lower regrind usage at Delmont and Everett and higher inventory reserves. On a YTD basis and excluding the impact of the bonus expense, 2019 YTD EBITDA is behind the Prior Year by \$660K on an unfavorable net sales variance of approx. \$13 million, with operational improvements at all plants and cost reduction initiatives helping to offset the volume decline
- 4. TTM:** 2019 November TTM Revenue of \$157.9M and EBITDA of \$9.8M vs the 2019 AOP Revenue of \$178.2M and EBITDA of \$14.0M (excluding bonus expense)

Executive Summary (Continued)

5. **Sales Order Flow:** Overall sales order flow outlook for December as at December 12th is currently behind the Prior Year on a Month to Date basis. Extrusion sales orders are behind prior year orders by 11%, while Patio Door sales orders are ahead of prior year orders by 35%. Everett and Laval both have healthy sales backlogs with order intake ahead of prior year by 25% and 4%, respectively. Future sales orders at Delmont and Woodbridge have dropped off, both being prior year by 52% and 23%, respectively. All plants are planning to draw from inventory levels to meet the December and early January order requirements (no issued expected based on current orders in house). All plants are shutting down production and shipping by December 20th, with some plants starting back up on Jan. 3rd or Jan. 6th
6. **Material/Supplier Price Increases:** CDI Resin Index was reduced by 1 cpp in November's report, resulting in a reduction to the November resin invoice price. Industry consensus appears to suggest that ethylene prices will decline again in December, together with lower seasonal demand in NA and lower export pricing, there is an expectation that resin prices in NA will decline by a further 1 cpp in December. TiO₂ contract finalized and signed with Kronos, resulting in a favorable pricing adjustment to \$1.39/Lb as at Nov. 1st. A secondary TiO₂ source has been secured and a contract with Venator has been signed for 20% of the volume purchased by ECS. Discussions and testing of materials ongoing with alternative suppliers for regrind compound, Masterbatch, Acrylic Dark Cap, Stabilizer and Filler materials. SmartVentures review of ENERGI's logistics and packaging supply and processes ongoing – some favorable analysis on rail and going to market on freight
7. **Bank Covenants:** Excess Availability covenant for Nov-19 in line with target but Fixed Cost Coverage Ratio (FCCR) below the target due to continued softness of EBITDA. Continue to monitor Q1 2020 cash flow forecasts and impacts on Excess Availability and FCCR covenants and moderate spending accordingly
8. **Everett Plant Manager:** John Haddon resigned from ENERGI on August 13th. Aimee Barrett, Production Manager, is currently the interim Plant Manager with support from the Executive Management team. In order to maintain stability in Everett, no further search will be conducted and Aimee will be offered the Plant Manager role on a permanent basis

Executive Summary (Continued)

9. **US West Region Sales Manager:** Jay Meiries, US West Region sales account manager resigned from ENERGI with his last day being October 25th. A current search is ongoing for his replacement. Identified three potential candidates to increase the US sales regions, with interviews currently in process
10. **VP and GM of Patio Doors:** Dan Nauert resigned from ENERGI with his last day being December 13th. ENERGI has been recruiting for a Plant Manager for the Terrebonne plant and made an offer to an individual on Dec. 6th, but was declined on Dec. 10th due to the individual accepting another role. A recruitment search is ongoing for the Plant Manager of Terrebonne
11. **Terrebonne Capital Equipment (Vendor Bankruptcy):** Terrebonne had purchased an automated saw machine from a local Montreal distributor of a well-known and reputable equipment manufacturer (Sturtz Machinery) in 2018. The contract was with the local distributor in Montreal and Sturtz commenced to manufacture the equipment in early 2018 upon payment of the initial deposit to the distributor. The manufacturer had substantially completed the unit by the end of 2018 and following ENERGI's inspection of the equipment in Dec-18, additional modifications were requested and promised to be completed by early 2019. Upon notification from the distributor that the modifications were completed by Sturtz and the equipment was ready to be shipped, the second instalment payment was made. The equipment was never shipped to ENERGI and the distributor filed for bankruptcy shortly thereafter. ENERGI's legal representation attended the bankruptcy hearing and learned that Sturtz only received a portion of the funds from the distributor for the ENERGI equipment, which they still have in their possession. There is no claim against the distributor due to secured debt obligations having preference over remaining funds & assets. However, ENERGI is currently negotiating with Sturtz to try and take possession of the equipment or return some of the deposit funds paid. ENERGI has paid approx. US\$380K (CAD\$506K), which has been recorded as CAPEX in 2018 and 2019. A meeting was held with Sturtz USA's CEO on Oct. 17th to explain ENERGI's position and request for the equipment. A follow up meeting was held with Sturtz USA's CEO on Nov. 14th and they have concluded to provide ENERGI with the equipment for no additional cost. ENERGI will need to run some tests on the unit in Sturtz's Ohio facility before arranging for the shipment to the Terrebonne plant. This will occur in Q1 2020

Executive Summary (Continued)

	Description	Potential Impact	Plan to Address
Risks	▪ Aggressive Competition and related pricing pressures	<ul style="list-style-type: none"> ▪ Customer losses ▪ Revenue and EBITDA loss ▪ Reduction in profitability vs Plan 	<ul style="list-style-type: none"> ▪ Continuing to visit major customers to solidify ENERGI's relationship as a strategic partner through "Huddle" meetings ▪ Close on and lock in potential new customers – contacting several non-ENERGI customers and presenting our capabilities/innovations
	▪ Raw Material Costs	<ul style="list-style-type: none"> ▪ Resin, TiO2 and other raw material price increases impacting EBITDA ▪ Freight and logistics cost increases ▪ Reduction in profitability by using virgin material due to lack of supply 	<ul style="list-style-type: none"> ▪ VP Supply Chain conducting Global Sourcing search for alternative material suppliers ▪ Assessing regrind purchasing opportunities & customer scrap buy-back ▪ VP Supply Chain assisting plants with warehousing and logistics cost and resource optimization, as well as SIOP ▪ Hired SmartVentures to review logistics and packaging supplies
	▪ Terrebonne (Patio Doors)	<ul style="list-style-type: none"> ▪ Revenue and EBITDA loss ▪ Turnaround plan not achieved ▪ Employee retention 	<ul style="list-style-type: none"> ▪ Maintain stability of Terrebonne workforce ▪ Executing on labor balancing/planning throughout slow season (Q1-20) ▪ Obtain new business and take market share – quoting several projects and new business opportunities with new customers (Atis opportunity) ▪ Focus on order entry automation, improved metric visibilities and improvement in customer experience
	▪ 2020 Canadian Industry and Market start up in Q1	<ul style="list-style-type: none"> ▪ Revenue and EBITDA loss ▪ Employee retention issue 	<ul style="list-style-type: none"> ▪ Continue to stay in touch with all major customers ▪ Develop production scheduling discipline to ensure not over or under producing and not creating backorders
Opportunities	▪ External Compound Sales	<ul style="list-style-type: none"> ▪ Revenue and EBITDA growth ▪ Absorption of ECS overheads 	<ul style="list-style-type: none"> ▪ Quoting non-fenestration compound opportunities ▪ Developing natural/green core compound for alt. materials initiative
	▪ Operations Excellence Initiatives	<ul style="list-style-type: none"> ▪ Operational efficiencies ▪ Profitability improvements 	<ul style="list-style-type: none"> ▪ Woodbridge DB&A assessment completed; Analysis (Part 2) kicked off ▪ Delmont is focused on productivity, yield and scrap reduction initiatives ▪ Everett - improving throughput, productivity and regrind usage
	▪ Supply Chain Initiatives	<ul style="list-style-type: none"> ▪ Improvement in profitability ▪ Offset raw material increases 	<ul style="list-style-type: none"> ▪ Reviewing alternative supply options for all resources ▪ Challenging price increases from all suppliers
	▪ Pipeline Growth	<ul style="list-style-type: none"> ▪ Revenue and EBITDA growth ▪ Plant capacity utilization 	<ul style="list-style-type: none"> ▪ Sales prospecting efforts continue to grow the sales pipeline for extrusion, patio door and external compound opportunities ▪ Completion and launch of Dark Cap opportunities in Everett ▪ Completion and launch of modular platform system in Woodbridge

Key Wins and Losses – November 2019



Key Wins

- **Fenetre Summun**
 - Laval
 - 4600 Series
 - Annualised Sales = \$577K
- **President Windows**
 - Terrebonne
 - Patio Doors
 - Annualised Sales = \$192K


Key Losses

- **None**


Key Initiatives Update

Initiative	Status	Recent Progress	Next Steps	Risks
1. Develop/Enhance Systems and Processes		<ul style="list-style-type: none"> • OBI project completed at Everett • OBI project at ECS completed • Manufacturing tooling status and production release process • APQP process training has been completed • Internal sample approval process has been completed 	<ul style="list-style-type: none"> • Finalize production run cards for alternative BOMs at Everett and introducing scan-on-the-line capabilities • OBI project at Laval – majority completed; finalizing training videos and training room set up 	<ul style="list-style-type: none"> • Production planning inefficiencies • Labor planning inefficiencies
2. Develop Safety, Quality, Delivery & Cost culture		<ul style="list-style-type: none"> • Monthly Safety calls revised to include Plant Manager and Safety Coordinators • Forum used to share projects aimed to improve safety concerns, address safety culture dev., safety training and any safety issues 	<ul style="list-style-type: none"> • Build a culture of zero tolerance and training on hazard identification • Standardize 2Hr quality checks across all plants • Developing new processes for tool readiness hand-off to production 	<ul style="list-style-type: none"> • Disorganized plants impairs production efficiencies sends a negative message to customers



Key Initiatives Update (Continued)

Initiative	Status	Recent Progress	Next Steps	Risks
3. Develop Alternative Compounds		<ul style="list-style-type: none"> • Discussions ongoing with suppliers regarding alternative material compound and regrind – continuing to obtain quotes and test samples • Continuing to refine Natural PVC formula at ECS, reviewing costs to develop lab testing standard • Continued progress with purchasing regrind material with separate suppliers at Woodbridge, Laval, Everett and Delmont • Testing trials on mixed white regrind material with Bulldog Polymers – confirmed regrind originates from AAMA certified profiles • Awaiting AAMA test results on natural core profiles • Compound quotes from Westlake, Shintech and PolyOne unfavorable 	<ul style="list-style-type: none"> • Reviewing capabilities of each supplier, pricing quoted, material specifications and obtaining samples for testing • Awaiting test standard data from lab for Natural Core testing in-house • Working with AAMA Task Group on how to deal with recycled material • End-cut Buy-back program – meeting with several customers from all extrusion plants to include in the program; using Energi approved third party grinders 	<ul style="list-style-type: none"> • Margin erosion due to rising resin, TiO2 and other additive costs • Loss of market share due to not being able to compete


Key Initiatives Update (Continued)

Initiative	Status	Recent Progress	Next Steps	Risks
4. Improve Terrebonne profitability		<ul style="list-style-type: none"> • Objective Based Instructions project – completed • KPIs being tracked and integrated into SQDC Boards • Daily labor tracking measurement in place and integrated into SQDC Boards • Ramp Up Ready meetings held to ensure plans are in place to handle demand • Cross training of target areas to create flexibility ongoing • Ostaco conversion to new Performer door • Atis opportunity – agreement finalized; first orders starting in January; need to ramp up production and labor requirements; estimated 3,000 door opportunity annually with Contractor Segment (\$2M-\$2.25M) • ERP Phase 1 improvements completed 	<ul style="list-style-type: none"> • Working through Plant & Line Balancing plan – challenged with employee turnover and lack of skilled labor to hire; holding some skilled labor during start up in January/February • Reviewing several commercial growth opportunities – continuing to quote • Start-up on new Performer progressing at Dashwood & Golden • Caron et Guay start-up delayed to the start of 2020 • Focusing on order entry automation, improved metric visibilities and improved customer experience 	<ul style="list-style-type: none"> • Customer retention may also impact extrusion side of the business • EBITDA losses

Key Initiatives Update (Continued)

Initiative	Status	Recent Progress	Next Steps	Risks
5. Planning Disciplines and overall Communication Practices		<ul style="list-style-type: none"> • Weekly updates on status of “Big 3” initiatives and identify next initiatives once completed • Communications between plants and sharing of best practices conducted on a weekly basis • Visual Control Boards implemented to track progress on certain lines and improve change over times & yields • Weekly Tooling Status meetings being conducted • Implementation of APQP process with initial projects 	<ul style="list-style-type: none"> • Weekly Quality Assurance calls continue to evolve yielding improved team problem solving and systemic solution to issues • Schedule Monthly/Quarterly meetings with extended management team to communicate overall financial results, metrics and strategies • Standardize 2Hr quality checks at all plants 	<ul style="list-style-type: none"> • Lack of Accountability and Ownership from employees
6. Safety		<ul style="list-style-type: none"> • 15 recordable incidents YTD; 4 at Delmont & Terrebonne, 3 at Laval & Everett and 1 at Woodbridge • Weekly management safety meetings being held • Accelerating more aggressive safety program at Laval and Delmont 	<ul style="list-style-type: none"> • Enhance plant safety programs and accelerate the safety awareness culture at all plants • Incorporating safety reviews during GEMBA walks; additional communications 	

Key Initiatives Update (Continued)

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

Key Performance Indicators - Summary

Safety:

- Two (2) recordable incidents in November:
 - (i) Terrebonne worker was assisting a co-worker with the disassembly of storage racking when the steel shelving fell behind him and struck his calf area resulting in sutures [No Lost Time];
 - (ii) Delmont worker's shoelace became entangled on a protruding wheel of a saw table causing him to trip and fall over and striking the ground, physician referred him for physio therapy [No Lost Time]
- November 2019 TRIR of 2.6 vs 2018 TRIR of 1.97; Total Recordable Cases – 15 for 2019 YTD vs 14 for 2018 FY & 16 for 2017 FY
- 35 months incident free record at ECS

Quality:

- Everett - Customers cleaning out warehouses - West Coast Designed product from Mar 2019 to Aug 2019 & CDA product from 2018
- ECS – color issue with Laval compound has been corrected; color and burning issues with Window Seal material, returned material and testing new batch of compound

Delivery:

- Terrebonne –Staff turnover and related training time resulted in delays in average turn around time affecting delivery. However, significant improvement from prior month

Efficiencies:

- Woodbridge yields improvement witnessed following focus on improvement in production runs, lower scrap and labor utilization
- Delmont yield improvement with second month above 84%, but below target due to plant shutdown and start up after Thanksgiving
- Laval Alt/Regrind consumption ratio below target due to insufficient scrap generation (favorable yields) and Alt material purchases
- Everett Alt/Regrind consumption impacted by lack of correct regrind and insufficient scrap generation (favorable yields)

Inventory:

- Lower sales vs budget impacting inventory levels

Key Performance Indicators – Plant Summary

KPI Measure		2019 Targets	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	YTD 2019
Health & Safety														
# Recordables (affects TRIR)	# in Month	0	1	1	2	2	2	1	2	0	1	1	2	15
Woodbridge		0	0	0	0	0	1	0	0	0	0	0	0	1
Laval		0	1	1	0	0	0	1	0	0	0	0	0	3
Terrebonne		0	0	0	0	0	0	0	2	0	1	0	1	4
Delmont		0	0	0	2	1	0	0	0	0	0	0	1	4
Everett		0	0	0	0	1	1	0	0	0	0	1	0	3
ECS		0	0	0	0	0	0	0	0	0	0	0	0	0
Quality Performance														
Returns as % of sales	# of Plants Green	6	4	4	5	6	6	5	6	4	4	4	3	5
Woodbridge		0.30%	1.49%	0.53%	0.25%	0.01%	0.11%	0.37%	0.25%	0.75%	0.29%	0.26%	0.32%	0.40%
Laval		0.78%	0.24%	0.38%	0.54%	0.68%	0.31%	0.77%	0.40%	0.25%	0.15%	0.73%	0.61%	0.47%
Terrebonne		1.25%	1.57%	1.76%	0.58%	0.24%	0.53%	0.21%	1.08%	1.02%	0.89%	0.74%	0.97%	0.84%
Delmont		0.30%	0.15%	0.27%	0.40%	0.08%	0.18%	0.17%	0.22%	0.37%	1.08%	0.79%	0.17%	0.05%
Everett		0.60%	0.43%	0.32%	0.06%	0.40%	0.55%	0.42%	0.06%	0.28%	0.30%	0.87%	0.73%	0.40%
ECS		0.20%	0.00%	0.02%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	2.14%	0.00%	0.26%	0.00%
Delivery Performance														
% by line items	# of Plants Green	6	6	5	6	4	5	4	4	4	4	4	4	4
Woodbridge		99.0%	99.6%	98.8%	99.4%	98.1%	99.0%	95.3%	97.3%	97.2%	96.4%	98.2%	98.2%	98.0%
Laval		99.0%	99.7%	99.8%	99.6%	99.8%	99.8%	99.7%	99.7%	99.6%	99.7%	99.8%	99.5%	99.7%
Terrebonne ****		95.0%	95.4%	95.7%	95.6%	78.3%	80.3%	73.9%	71.1%	83.0%	89.0%	72.5%	77.0%	82.9%
Delmont		99.0%	99.5%	99.4%	99.4%	99.3%	99.1%	99.4%	99.3%	99.1%	99.2%	99.4%	99.1%	99.3%
Everett		99.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	99.1%	100.0%	100.0%	100.0%	100.0%	99.9%
ECS		99.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
% on time in full	# of Plants Green	6	6	6	6	5	5	5	5	5	5	5	5	5
Woodbridge		95.0%	99.6%	98.8%	99.4%	98.1%	99.0%	95.3%	97.3%	97.2%	96.4%	98.2%	98.2%	98.0%
Laval		95.0%	99.7%	99.8%	99.6%	99.8%	99.8%	99.7%	99.7%	99.6%	99.7%	99.8%	99.5%	99.7%
Terrebonne		95.0%	95.4%	95.7%	95.6%	78.3%	80.3%	73.9%	71.1%	83.0%	89.0%	72.5%	77.0%	82.9%
Delmont		95.0%	99.7%	99.8%	99.7%	99.6%	99.6%	99.6%	99.7%	99.5%	99.6%	99.7%	99.6%	99.6%
Everett		99.2%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	99.8%	100.0%	100.0%	100.0%	100.0%	100.0%
ECS		99.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Costs														
Yield*	# of Plants Green	5	3	3	3	3	3	4	3	3	3	4	4	3
Woodbridge		85.7%	84.7%	85.5%	85.2%	84.5%	85.0%	85.9%	86.2%	85.0%	85.2%	85.5%	86.7%	85.4%
Laval		84.0%	85.5%	85.2%	86.9%	88.0%	87.3%	87.3%	86.2%	87.5%	88.6%	88.7%	89.0%	87.4%
Delmont		85.7%	81.4%	82.7%	83.3%	83.4%	82.8%	82.2%	82.3%	83.6%	83.4%	85.8%	84.1%	83.2%
Everett		85.7%	90.9%	91.2%	90.9%	89.0%	90.7%	90.7%	83.8%	89.8%	90.2%	89.5%	88.7%	89.7%
ECS		99.2%	99.5%	99.6%	99.8%	99.8%	99.9%	99.5%	99.6%	99.5%	99.5%	99.2%	99.3%	99.6%

Notes: * Not measured at TB; ** Excluding TB; ***TB is # Concerns/100k Sales **** Change in calculation method for TB retroactively restated to Jan 18

Key Performance Indicators – Plant Summary (Cont'd)

KPI Measure		2019 Targets	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	YTD 2019
Costs														
Alt. Compound Consumption Ratio*		5	3	2	4	2	2	2	1	2	3	3	3	2
Woodbridge		19.9%	17.4%	20.1%	20.0%	18.4%	18.4%	18.7%	16.7%	16.9%	21.1%	20.2%	21.2%	18.9%
Laval		20.9%	20.2%	19.4%	18.4%	16.3%	19.9%	20.2%	19.0%	18.9%	14.2%	18.0%	18.6%	18.4%
Delmont		17.1%	25.4%	19.8%	19.5%	23.3%	17.9%	20.8%	18.5%	28.0%	23.8%	24.1%	20.7%	22.0%
Everett		20.0%	32.0%	18.4%	21.4%	18.3%	17.3%	16.4%	19.8%	19.6%	17.9%	17.0%	12.5%	19.2%
ECS		0.0%	0.4%	0.1%	0.4%	0.6%	0.6%	0.3%	0.0%	0.4%	0.4%	0.3%	0.7%	0.2%
Inventory														
Days - TTM*	# of Plants Green	5	2	1	3	3	3	2	2	2	2	2	2	
Woodbridge		54.1	57.3	59.1	61.8	63.6	63.8	64.5	65.6	67.1	68.0	68.9	70.1	
Laval		69.3	66.7	66.4	67.7	69.0	68.4	69.8	70.3	70.2	70.2	71.3	72.1	
Terrebonne		71.0	74.8	71.4	70.2	68.8	66.3	64.8	62.3	61.9	61.7	62.6	62.0	
Delmont		58.7	62.0	62.1	64.6	66.8	67.4	70.0	71.0	73.0	72.8	73.9	73.3	
Everett		84.5	84.4	85.6	87.2	87.8	88.8	91.7	92.7	93.6	92.9	92.7	91.0	
ECS		46.0	50.0	49.0	42.0	41.0	32.0	31.0	43.0	41.9	41.7	41.9	41.3	
Customer Service														
Customer Experience - NPS Improvement		20%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Customer Complaints - per MLBS ***	# of Plants Green	6	5	4	2	4	3	3	5	5	4	4	4	4
Woodbridge		3.2	2.6	2.3	3.0	3.1	4.9	3.4	1.8	2.3	3.0	2.7	3.3	2.9
Laval		22.5	16.0	23.0	33.0	36.0	44.0	23.5	13.5	18.3	24.9	23.4	24.5	25.5
Terrebonne		3.2	4.0	3.9	3.6	3.7	3.4	2.0	2.0	1.9	3.9	3.4	2.3	3.1
Delmont		3.2	2.8	3.2	3.7	2.9	3.0	3.4	3.6	4.8	2.8	2.5	3.1	3.3
Everett		8.0	1.7	2.8	4.1	2.1	2.4	3.8	2.8	4.4	2.2	4.0	3.9	3.1
ECS		0.3	0.3	0.1	0.0	0.1	0.0	0.0	0.0	0.0	0.3	0.0	0.3	0.1
Customer Retention		100%	100.0%	100.0%	98.9%	100.0%	99.4%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	98.3%
Employees														
Employee Engagement		80%	76.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%
Employee Retention		90%	99.2%	98.1%	99.2%	98.4%	98.5%	98.3%	98.0%	98.9%	98.7%	98.8%	99.0%	98.8%

Notes: * Not measured at TB; ** Excluding TB; ***TB is # Concerns/100k Sales **** Change in calculation method for TB retroactively restated to Jan 18

Consolidated Summary P&L – November 2019

\$'000	MTD		Var		YTD		Var	
	Act	Bud	\$	%	Act	Bud	\$	%
Units Produced ('000)	8,304	9,028	(724)	(8.0%)	92,005	102,387	(10,383)	(10.1%)
Units Shipped ('000)	8,621	9,358	(737)	(7.9%)	91,043	103,446	(12,404)	(12.0%)
Bookings (\$'000)	\$ 14,774	\$ 16,182	\$ (1,408)	(8.7%)	\$ 155,561	\$ 171,592	\$ (16,031)	(9.3%)
Backlog (\$'000)	\$ 10,662	\$ 13,391	\$ (2,729)	(20.4%)	\$ 10,662	\$ 13,391	\$ (2,729)	(20.4%)
Gross Revenue	\$ 15,151	\$ 16,477	\$ (1,326)	(8.0%)	\$ 157,149	\$ 177,277	\$ (20,128)	(11.4%)
Adj. to Gross Revenue	(843)	(916)	73	(8.0%)	(8,104)	(9,335)	1,231	(13.2%)
Net Revenue	14,307	15,561	(1,253)	(8.1%)	149,045	167,942	(18,897)	(11.3%)
Material	7,426	7,836	(410)	(5.2%)	73,268	83,790	(10,522)	(12.6%)
Labor	2,392	3,197	(806)	(25.2%)	32,968	35,455	(2,487)	(7.0%)
Other COGS	1,857	1,780	77	4.3%	17,323	18,734	(1,411)	(7.5%)
Total COGS	11,675	12,814	(1,139)	(8.9%)	123,558	137,979	(14,421)	(10.5%)
Gross Margin	2,633	2,747	(114)	(4.2%)	25,486	29,963	(4,477)	(14.9%)
Gross Margin %	18.4%	17.7%			17.1%	17.8%		
R&D	–	–	–	N/A	–	–	–	N/A
Sales & Marketing	590	633	(42)	(6.7%)	6,271	6,669	(397)	(6.0%)
Administrative	330	1,047	(717)	(68.4%)	10,113	11,704	(1,590)	(13.6%)
Other Opex	13	(20)	33	(164.8%)	(276)	(212)	(64)	30.0%
Total Opex	934	1,660	(726)	(43.7%)	16,109	18,160	(2,051)	(11.3%)
EBITDA	1,699	1,087	612	56.2%	9,378	11,803	(2,425)	(20.5%)
EBITDA %	11.9%	7.0%			6.3%	7.0%		
Net Income (Loss)	\$ 220	\$ (82)	\$ 302	(368.7%)	\$ (2,710)	\$ (1,944)	\$ (766)	39.4%
Capex	\$ (613)	\$ (398)	\$ (215)	54.1%	\$ (6,134)	\$ (7,602)	\$ 1,468	(19.3%)
Opex Overview:								
Payroll	\$ 748	\$ 880	\$ (132)	(15.0%)	\$ 9,183	\$ 9,871	\$ (688)	(7.0%)
Bonus	(506)	113	(619)	(546.0%)	616	1,247	(631)	(50.6%)
Commissions	23	30	(7)	(22.3%)	232	329	(97)	(29.5%)
Marketing	192	186	6	3.3%	1,527	1,662	(136)	(8.2%)
Benefits	–	–	–	N/A	–	–	–	N/A
Travel and entertainment	94	128	(34)	(26.8%)	1,009	1,458	(449)	(30.8%)
Rent and facilities	–	–	–	N/A	–	–	–	N/A
Insurance	25	28	(4)	(12.6%)	293	312	(19)	(6.1%)
Professional fees	64	45	19	43.0%	607	533	74	13.9%
Office Expenses	20	22	(2)	(9.4%)	236	263	(27)	(10.3%)
IT	157	181	(24)	(13.3%)	1,740	1,914	(174)	(9.1%)
Bad Debts	35	(0)	35	(9109.2%)	158	(4)	162	(3832.6%)
FX	29	–	29	N/A	(123)	–	(123)	N/A
JV Loss (Income)	(16)	(20)	5	(22.9%)	(153)	(212)	59	(27.8%)
Other Expenses	70	67	2	3.4%	784	787	(4)	(0.5%)
Total Opex	\$ 934	\$ 1,660	\$ (726)	(43.7%)	\$ 16,109	\$ 18,160	\$ (2,052)	(11.3%)

Management Discussion

Net Revenue – Nov -\$1,253K:

- Extrusion external sales volume unfavorable by 8.8% or \$1,120K due to lower demand from both Canadian and US customers; with lower sales out of Woodbridge by \$749K, Delmont by \$379K and Everett by \$183K; partially offset by higher sales out of Laval by \$191K
- Patio Door gross sales were behind Budget by \$103K mainly driven by decreased demand from Vaillancourt and AMI. External compound sales were slightly behind Budget by \$19K due to lower orders from Vinyl Profiles and Window Seal
- Favorable product/customer mix impact of \$97K from Woodbridge, Laval and Delmont, partially offset by Everett; Favorable rebates & discounts variance of \$58K driven by lower volumes partially offset by rebate adj for Schluter; and lower returns & allowances by \$4K
- Unfavorable F/X impact of \$170K (actual rate of 1.3239 [or \$USD 0.7553] vs. Budget rate of 1.30 [or \$USD 0.7692])

EBITDA – Nov +\$612K (-\$569K excluding bonus):

- Material COGS:** Decrease of \$410K primarily due to the volume and mix impact of \$765K from lower sales; favorable resin material prices (net of higher TiO2, cellular, glass, steel and aluminum pricing) of \$2K and favorable scrap at ECS of \$19K; offset by unfavorable yields and lower regrind usage of \$277K at Woodbridge, Delmont and Everett (net of improved yields at Laval) due to tool trials, dark capstock launch and customer returns; and higher inventory reserves at Woodbridge, Delmont, Everett and Terrebonne of \$99K
- Labor COGS:** Decrease of \$806K due to a volume impact of \$68K, a favorable impact of \$95K from headcount reduction initiatives and improved labor efficiency at Laval, Delmont and Everett, a non-recurring WSIB claim refund of \$54K at Laval & Terrebonne, the reversal of a portion of the bonus accrued for DL & IDL employees of \$562K and a favorable F/X impact of \$27K
- Other COGS:** Increase of \$77K comprised of: an unfavorable absorption impact of \$230K as a result of selling more out of inventory than Plan; partially offset by lower freight costs due to sales volume and customer mix of \$74K; higher tool & die overhead recovery of \$64K and a favorable F/X impact of \$14K; and lower overhead spending of \$1K
- Sales and Marketing:** Lower payroll costs of \$57K due to lower headcount, lower T&E costs of \$9K and a favorable F/X impact of \$9K; partially offset by a higher bad debts reserve
- Administrative:** reversal of a portion of the bonus accrual of \$619K, lower payroll costs of \$65K due to lower headcount, lower T&E spend of \$25K and a favorable F/X impact of \$6K
- Other Opex:** Unfavorable realized F/X re-valuation impact of \$29K due to net USD working capital held by the Canadian entity (change in F/X from 1.3156 on October 31st, 2019 to 1.3287 on November 30th, 2019)

Consolidated Summary P&L (vs PY) – November 2019

\$'000	MTD		Var		YTD		Var	
	Act	PY-Act	\$	%	Act	PY-Act	\$	%
Units Produced ('000)	8,304	7,934	369	4.7%	92,005	90,971	1,033	1.1%
Units Shipped ('000)	8,621	8,838	(217)	(2.5%)	91,043	99,334	(8,292)	(8.3%)
Bookings (\$'000)	\$ 14,774	\$ 13,990	\$ 783	5.6%	\$ 155,561	\$ 166,187	\$ (10,626)	(6.4%)
Backlog ('\$000)	\$ 10,662	\$ 10,324	\$ 338	3.3%	\$ 10,662	\$ 10,324	\$ 338	3.3%
Gross Revenue	\$ 15,151	\$ 15,032	\$ 119	0.8%	\$ 157,149	\$ 170,924	\$ (13,775)	(8.1%)
Adj. to Gross Revenue	(843)	(937)	94	(10.0%)	(8,104)	(9,167)	1,062	(11.6%)
Net Revenue	14,307	14,094	213	1.5%	149,045	161,757	(12,712)	(7.9%)
Material	7,426	7,017	409	5.8%	73,268	78,869	(5,602)	(7.1%)
Labor	2,392	2,945	(553)	(18.8%)	32,968	35,974	(3,006)	(8.4%)
Other COGS	1,857	1,783	73	4.1%	17,323	20,055	(2,733)	(13.6%)
Total COGS	11,675	11,746	(71)	(0.6%)	123,558	134,899	(11,340)	(8.4%)
Gross Margin	2,633	2,349	284	12.1%	25,486	26,858	(1,372)	(5.1%)
Gross Margin %	18.4%	16.7%			17.1%	16.6%		
R&D	–	–	–	N/A	–	–	–	N/A
Sales & Marketing	590	479	111	23.1%	6,271	6,504	(233)	(3.6%)
Administrative	330	784	(454)	(57.9%)	10,113	9,425	688	7.3%
Other Opex	13	38	(25)	(65.6%)	(276)	35	(310)	(895.7%)
Total Opex	934	1,301	(368)	(28.3%)	16,109	15,963	145	0.9%
EBITDA	1,699	1,047	652	62.2%	9,378	10,895	(1,517)	(13.9%)
EBITDA %	11.9%	7.4%			6.3%	6.7%		
Net Income (Loss)	\$ 220	\$ (200)	\$ 420	(210.2%)	\$ (2,710)	\$ (1,809)	\$ (900)	49.8%
Capex	\$ (613)	\$ (803)	\$ 190	(23.7%)	\$ (6,134)	\$ (8,777)	\$ 2,643	(30.1%)
Opex Overview:								
Payroll	\$ 748	\$ 799	\$ (51)	(6.4%)	\$ 9,183	\$ 9,550	\$ (367)	(3.8%)
Bonus	(506)	–	(506)	N/A	616	159	457	287.7%
Commissions	23	14	9	68.2%	232	178	53	30.0%
Marketing	192	64	128	201.3%	1,527	1,487	40	2.7%
Benefits	–	–	–	N/A	–	–	–	N/A
Travel and entertainment	94	76	18	23.8%	1,009	1,136	(127)	(11.2%)
Rent and facilities	–	–	–	N/A	–	–	–	N/A
Insurance	25	23	1	5.2%	293	305	(11)	(3.7%)
Professional fees	64	50	14	27.7%	607	542	65	12.1%
Office Expenses	20	24	(5)	(19.2%)	236	271	(36)	(13.1%)
IT	157	138	19	13.9%	1,740	1,510	230	15.2%
Bad Debts	35	(3)	38	(1215.6%)	158	(84)	242	(287.9%)
FX	29	56	(28)	(49.2%)	(123)	242	(365)	(150.7%)
JV Loss (Income)	(16)	(18)	3	(15.5%)	(153)	(207)	54	(26.2%)
Other Expenses	70	79	(9)	(11.4%)	784	874	(90)	(10.3%)
Total Opex	\$ 934	\$ 1,301	\$ (368)	(28.3%)	\$ 16,109	\$ 15,963	\$ 145	0.9%

Management Discussion

Net Revenue – Nov MTD +\$213K:

- Extrusion external sales volume unfavorable by 2.6% or \$311K due to lower demand from Canadian customers and lost business (Ventana, J-W, KP, Thompson Creek); with lower sales out of Woodbridge by \$627K, Laval by \$92K, partially offset by higher sales out of Delmont by \$183K and Everett by \$226K
- Patio Door gross sales were ahead of Prior Year by \$201K mainly driven by increased demand from Abritek, Vaillancourt, AML and Dashwood. External compound sales were ahead of Prior Year by \$24K due to increases from The Vinyl Company
- Favorable product/customer mix impact of \$232K primarily from Laval, Delmont and Terrebonne; Unfavorable rebates & discounts variance of \$3K driven by rebate adj at Laval for Schluter offset by lower volumes at Woodbridge; and lower returns & allowances by \$95K due to improved quality at Woodbridge and Delmont
- Unfavorable F/X impact of \$27K (actual rate of 1.3239 [or \$USD 0.7553] vs. Prior Year rate of 1.3200 [or \$USD 0.7576])

EBITDA – Nov MTD +\$652K (-\$313K excluding bonus):

- Increased material costs due to increased production volumes impact of \$78K, lower yields and regrind usage at Delmont and Everett (partially offset by improved yields at Woodbridge, Laval and ECS) impact of \$69K, higher material cost PPV (TiO2, Tin Stabilizers, glass, aluminum, steel) impact of \$145K and higher inventory reserves at Woodbridge, Delmont, Everett and Terrebonne of \$117K
- Labor costs were lower by \$553K due to the reversal of a portion of the 2019 bonus accrual of \$459K, headcount reduction initiatives & improved labor efficiency of \$85K, a WSIB claim refund of \$54K at Laval & Terrebonne and a favorable F/X impact of \$3K; partially offset by a production volume impact of \$48K
- Other COGS higher than the Prior Year as a result of an unfavorable absorption impact of \$194K as a result of selling more out of inventory at Delmont; partially offset by lower freight costs of \$96K due to lower volumes and mix and lower warranty costs of \$23K
- Sales and Marketing expenses increased as a result of higher marketing costs due to timing of the Concerto program and higher bad debts reserve, partially offset by lower T&E costs
- Administrative costs impacted by the reversal of a portion of the 2019 bonus accrual of \$506K, partially offset by higher T&E costs due to trade shows and customer visits and IT costs

November 2019 Net Sales Bridge

(In Thousands of US Dollars)

	Woodbridge	Laval	Delmont	Everett	ECS	Terrebonne	Group Office	Adj.	Total
Net Sales Budget, as reported (A)	\$ 4,312	\$ 2,777	\$ 3,346	\$ 2,268	\$ 6,086	\$ 2,229	\$ 15	\$ (5,474)	\$ 15,561
Volume impact (external sales)	(749)	191	(379)	(183)	(19)	(103)	-	-	(1,243)
Volume impact (intercompany sales)	29	56	10	-	(523)	-	-	428	-
Rebates & discounts	113	(61)	3	11	2	(11)	-	-	58
Price / Mix impact	84	59	77	(93)	6	(20)	(15)	-	97
Returns & allowances	5	(8)	12	3	(15)	7	-	-	4
Other - F/X	(67)	(51)	(0)	0	(13)	(38)	(0)	0	(170)
Actual Net Sales (B)	\$ 3,728	\$ 2,962	\$ 3,069	\$ 2,006	\$ 5,524	\$ 2,064	\$ -	\$ (5,046)	\$ 14,307
Actual vs Budget, as reported Variance (B) - (A)	\$ (584)	\$ 185	\$ (277)	\$ (262)	\$ (562)	\$ (165)	\$ (15)	\$ 428	\$ (1,253)
Actual vs Prior Year, as reported Variance	\$ (502)	\$ (63)	\$ 248	\$ 212	\$ (1,198)	\$ 330	\$ (0)	\$ 1,185	\$ 213
Actual YTD vs Budget YTD, as reported Variance	\$ (7,016)	\$ (1,385)	\$ (3,443)	\$ (3,796)	\$ (4,211)	\$ (1,200)	\$ (153)	\$ 2,307	\$ (18,897)
Actual YTD vs Prior Year YTD, as reported Variance	\$ (8,170)	\$ (2,484)	\$ 520	\$ (2,532)	\$ (9,186)	\$ (210)	\$ (72)	\$ 9,422	\$ (12,712)

November 2019 EBITDA Bridge

(In Thousands of US Dollars)

	Woodbridge	Laval	Delmont	Everett	ECS	Terrebonne	Group Office	Adj.	Total
EBITDA Budget, as reported (A)	\$ 261	\$ 312	\$ 620	\$ 41	\$ (45)	\$ 97	\$ (197)	\$ -	\$ 1,087
Volume & Mix impact	(89)	21	76	(169)	(34)	(47)	(17)	-	(259)
Labor - DL/IDL FAV/(UNF)	23	67	28	28	7	(51)	-	-	103
Alt. Materials FAV/(UNF)	(132)	24	(102)	(67)	-	-	-	-	(277)
Other Materials - FAV/(UNF)	(51)	-	(29)	(36)	102	(64)	-	-	(78)
Absorption impact FAV/(UNF)	(20)	74	(257)	75	-	(102)	-	-	(230)
Overhead Spending FAV/(UNF)	20	5	(12)	26	10	16	-	-	65
Warranty (specific accrual)	-	-	-	-	-	-	-	-	-
Bonus accrual	-	-	-	-	-	-	1,181	-	1,181
Other	36	(12)	8	14	(28)	28	60	-	106
Actual EBITDA (B)	\$ 49	\$ 491	\$ 332	\$ (88)	\$ 12	\$ (122)	\$ 1,027	\$ -	\$ 1,699
Actual vs Budget, as reported Variance (B) - (A)	\$ (212)	\$ 179	\$ (289)	\$ (129)	\$ 57	\$ (219)	\$ 1,224	\$ -	\$ 612
Actual vs Prior Year, as reported Variance	\$ (6)	\$ 20	\$ (126)	\$ 5	\$ (193)	\$ 27	\$ 925	\$ 0	\$ 652
Actual YTD vs Budget YTD, as reported Variance	\$ (2,924)	\$ (114)	\$ (1,458)	\$ (2,226)	\$ 2,741	\$ (646)	\$ 2,065	\$ 136	\$ (2,425)
Actual YTD vs Prior Year YTD, as reported Variance	\$ (604)	\$ 664	\$ 1,259	\$ (740)	\$ (1,160)	\$ 1,289	\$ (2,360)	\$ 136	\$ (1,517)

Strategic Plan Update – Summary of Alternative Materials Initiative

(In Thousands of US Dollars)

	Nov-19			Nov-19 YTD			Comments
	Actual	Budget	Variance FAV/(UNF)	Actual	Budget	Variance FAV/(UNF)	
Woodbridge - Scrap Variance ⁽¹⁾	\$ 21	\$ 40	\$ (18)	\$ (467)	\$ 354	\$ (821)	Cellular material issues, increased trials and JV pitting Lower regrind usage due to product mix and process issues
Woodbridge - Alt Materials Usage ⁽²⁾	\$ 31	\$ 145	\$ (113)	\$ 1,006	\$ 1,494	\$ (487)	
Woodbridge - Total	\$ 53	\$ 185	\$ (132)	\$ 539	\$ 1,847	\$ (1,308)	
Laval - Scrap Variance ⁽¹⁾	\$ 29	\$ -	\$ 29	\$ 240	\$ 20	\$ 220	Favorable yields due to longer runs and product mix Lower regrind usage due to lower availability & improved yields
Laval - Alt Materials Usage ⁽²⁾	\$ 60	\$ 65	\$ (5)	\$ 585	\$ 653	\$ (68)	
Laval - Total	\$ 89	\$ 65	\$ 24	\$ 824	\$ 673	\$ 152	
Delmont - Scrap Variance ⁽¹⁾	\$ 68	\$ 123	\$ (54)	\$ 805	\$ 1,232	\$ (427)	Yields in line offset by FG scrap and higher dark cap usage Reduced regrind usage due to lower volumes and scrap sold
Delmont - Alt Materials Usage ⁽²⁾	\$ 30	\$ 77	\$ (48)	\$ 495	\$ 812	\$ (317)	
Delmont - Total	\$ 98	\$ 200	\$ (102)	\$ 1,300	\$ 2,044	\$ (744)	
Everett - Scrap Variance ⁽¹⁾	\$ 9	\$ 51	\$ (42)	\$ (433)	\$ (208)	\$ (225)	Higher scrap due to increased capstock trials Lower regrind usage due to volumes and external supply
Everett - Alt Materials Usage ⁽²⁾	\$ 28	\$ 53	\$ (25)	\$ 1,102	\$ 1,509	\$ (407)	
Everett - Total	\$ 37	\$ 104	\$ (67)	\$ 669	\$ 1,301	\$ (632)	
Total Scrap Variance ⁽¹⁾	\$ 128	\$ 213	\$ (85)	\$ 145	\$ 1,398	\$ (1,253)	
Total Alt Materials Usage ⁽²⁾	\$ 149	\$ 341	\$ (192)	\$ 3,188	\$ 4,468	\$ (1,280)	
Grand Total	\$ 277	\$ 554	\$ (277)	\$ 3,333	\$ 5,865	\$ (2,532)	

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)

	Q1-19	Q2-19	Q3-19	Oct-19	Nov-19	YTD
Budget Production Volume (Lbs)	24,736	29,409	29,578	9,637	9,028	102,387
Actual Production Volume (Lbs)	23,546	25,123	25,965	9,067	8,304	92,005
Increased/(Decreased) Production - %	-4.8%	-14.6%	-12.2%	-5.9%	-8.0%	-10.1%
Direct Labor:						
Budget Direct Labor	\$ 4,262	\$ 4,864	\$ 4,924	\$ 1,617	\$ 1,538	\$ 17,206
Deduct: Budget Direct Labor - Terrebonne	687	823	851	287	259	2,907
Budget Direct Labor - Extrusion & Compounding (A)	\$ 3,575	\$ 4,041	\$ 4,073	\$ 1,330	\$ 1,279	\$ 14,298
Budget Direct Labor (Flexed for Actual Volume) (B)	\$ 3,403	\$ 3,452	\$ 3,575	\$ 1,251	\$ 1,176	\$ 12,849
Actual Direct Labor	\$ 3,908	\$ 4,374	\$ 4,822	\$ 1,567	\$ 1,420	\$ 16,090
Deduct: Actual Direct Labor - Terrebonne	515	793	958	330	290	2,887
Actual Direct Labor - Extrusion & Compounding (C)	\$ 3,393	\$ 3,580	\$ 3,863	\$ 1,237	\$ 1,129	\$ 13,203
Direct Labor Savings - Extrusion & Compounding - FAV(UNF)						
Actual vs. Budget [(A) - (C)]	\$ 182	\$ 461	\$ 210	\$ 93	\$ 150	\$ 1,095
Actual vs. Budget (Flexed for Actual Volume) [(B) - (C)]	\$ 11	\$ (128)	\$ (288)	\$ 14	\$ 47	\$ (354)
Indirect Labor:						
Budget Indirect Labor	\$ 4,467	\$ 4,694	\$ 4,776	\$ 1,616	\$ 1,556	\$ 17,109
Deduct: Budget Indirect Labor - Terrebonne	297	313	319	111	102	1,143
Budget Indirect Labor - Extrusion & Compounding (A)	\$ 4,170	\$ 4,380	\$ 4,457	\$ 1,505	\$ 1,454	\$ 15,967
Budget Indirect Labor (Flexed for Actual Volume) (B)	\$ 4,130	\$ 4,253	\$ 4,348	\$ 1,487	\$ 1,431	\$ 15,643
Actual Indirect Labor	\$ 4,343	\$ 4,500	\$ 4,497	\$ 1,553	\$ 1,434	\$ 16,327
Deduct: Actual Indirect Labor - Terrebonne	260	238	252	92	90	932
Actual Indirect Labor - Extrusion & Compounding (C)	\$ 4,082	\$ 4,262	\$ 4,246	\$ 1,461	\$ 1,344	\$ 15,395
Indirect Labor Savings - Extrusion & Compounding - FAV(UNF)						
Actual vs. Budget [(A) - (C)]	\$ 88	\$ 119	\$ 211	\$ 43	\$ 110	\$ 571
Actual vs. Budget (Flexed for Actual Volume) [(B) - (C)]	\$ 48	\$ (9)	\$ 102	\$ 26	\$ 87	\$ 247
SG&A Labor - Consolidated:						
Budget SG&A Labor	\$ 2,585	\$ 2,711	\$ 2,752	\$ 943	\$ 880	\$ 9,870
Actual SG&A Labor	\$ 2,475	\$ 2,607	\$ 2,508	\$ 844	\$ 748	\$ 9,183
SG&A Labor Savings - FAV(UNF)	\$ 109	\$ 103	\$ 243	\$ 99	\$ 132	\$ 687

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

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

(In Thousands of US Dollars)

	Q1-19	Q2-19	Q3-19	Oct-19	Nov-19	YTD
Budget Production Volume (Lbs)	24,736	29,409	29,578	9,637	9,028	102,387
Budget Direct Labor - Consolidated	\$ 4,262	\$ 4,864	\$ 4,924	\$ 1,617	\$ 1,538	\$ 17,206
Deduct:						
Budget Direct Labor - Terrebonne	\$ 687	\$ 823	\$ 851	\$ 287	\$ 259	\$ 2,907
Budget Total Labor - Extrusion & Compounding	<u>\$ 3,575</u>	<u>\$ 4,041</u>	<u>\$ 4,073</u>	<u>\$ 1,330</u>	<u>\$ 1,279</u>	<u>\$ 14,298</u>
Budget Direct Labor \$ / Lb Manufactured	\$ 0.145	\$ 0.137	\$ 0.138	\$ 0.138	\$ 0.142	\$ 0.140
Actual Production Volume (Lbs)	23,546	25,123	25,965	9,067	8,304	92,005
Actual Direct Labor - Consolidated	\$ 3,908	\$ 4,374	\$ 4,822	\$ 1,567	\$ 1,420	\$ 16,090
Deduct:						
Actual Direct Labor - Terrebonne	\$ 515	\$ 793	\$ 958	\$ 330	\$ 290	\$ 2,887
Actual Direct Labor - Extrusion & Compounding	<u>\$ 3,393</u>	<u>\$ 3,580</u>	<u>\$ 3,863</u>	<u>\$ 1,237</u>	<u>\$ 1,129</u>	<u>\$ 13,203</u>
Actual Direct Labor \$/Lb Manufactured	<u>\$ 0.144</u>	<u>\$ 0.143</u>	<u>\$ 0.149</u>	<u>\$ 0.136</u>	<u>\$ 0.136</u>	<u>\$ 0.144</u>
Budget Casual / Temp Direct Labor - Consolidated	\$ 316	\$ 372	\$ 365	\$ 101	\$ 113	\$ 1,267
Deduct:						
Budget Casual / Temp Direct Labor - Terrebonne	\$ 25	\$ 120	\$ 89	\$ 22	\$ 21	\$ 276
Budget Total Casual / Temp Labor - Extrusion & Compounding	<u>\$ 291</u>	<u>\$ 252</u>	<u>\$ 276</u>	<u>\$ 80</u>	<u>\$ 92</u>	<u>\$ 991</u>
Budget Casual / Temp Direct Labor \$ / Lb Manufactured	\$ 0.012	\$ 0.009	\$ 0.009	\$ 0.008	\$ 0.010	\$ 0.010
Actual Casual / Temp Direct Labor - Consolidated	\$ 179	\$ 316	\$ 702	\$ 191	\$ 195	\$ 1,582
Deduct:						
Actual Casual / Temp Direct Labor - Terrebonne	\$ 22	\$ 130	\$ 322	\$ 93	\$ 97	\$ 664
Actual Casual / Temp Direct Labor - Extrusion & Compounding	<u>\$ 157</u>	<u>\$ 185</u>	<u>\$ 380</u>	<u>\$ 98</u>	<u>\$ 97</u>	<u>\$ 919</u>
Actual Casual / Temp Direct Labor \$/Lb Manufactured	<u>\$ 0.007</u>	<u>\$ 0.007</u>	<u>\$ 0.015</u>	<u>\$ 0.011</u>	<u>\$ 0.012</u>	<u>\$ 0.010</u>

Executive Summary

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Appendix

Business Unit Analysis

Revenue and EBITDA Bridge

\$'000	MTD		QTD		YTD	
	Net Revenue	EBITDA	Net Revenue	EBITDA	Net Revenue	EBITDA
Budget	\$ 15,561	\$ 1,087	\$ 32,343	\$ 2,406	\$ 167,942	\$ 11,803
<u>Net Revenue Delta</u>						
Volume	(1,243)	(322)	(2,075)	(454)	(19,231)	(5,548)
Pricing	—	—	—	—	—	—
Mix	98	98	297	297	1,188	966
Discounts	18	18	31	31	310	310
Returns	4	4	(29)	(29)	48	48
Rebates	40	40	(10)	(10)	776	776
F/X	(170)	(128)	(318)	(179)	(1,989)	(783)
Total Net Revenue Delta	(1,253)	(290)	(2,104)	(344)	(18,897)	(4,231)
<u>Cost Delta</u>						
Absorption		(230)		(363)		(477)
SG&A		711		761		1,598
Variances		356		274		(248)
Other		65		107		933
Total Cost Delta		902		779		1,806
Actual	\$ 14,307	\$ 1,699	\$ 30,239	\$ 2,841	\$ 149,045	\$ 9,378

Management Discussion - MTD

- Extrusion external sales volume unfavorable by 8.8% or \$1,120K, lower Terrebonne sales of \$104K and lower external compound sales by \$19K contributing to the unfavorable volume impact of \$1,243K
- Favorable product/customer sales mix of \$98K primarily from Woodbridge, Laval and Delmont, partially offset by unfavorable mix at Everett
- Unfavorable F/X impact of \$170K (actual rate of 1.3239 [or \$USD 0.7553] vs. Budget rate of 1.30 [or \$USD 0.7692]); Translation F/X impact on EBITDA is unfavorable by \$99K and a unfavorable realized balance sheet re-valuation impact of \$29K due to a change in the month-end rate from 1.3156 on October 31st, 2019 to 1.3287 on November 30th, 2019
- Favorable SG&A due to the reversal of a portion of the bonus accrual of \$619K, lower G&A labor & benefits costs and lower OPEX spending (ie. T&E costs)
- Favorable variances of \$356K due to the reversal of a portion of the bonus accrual of \$562K partially, favorable resin material prices (net of higher TiO2, glass, steel and aluminum pricing) of \$2K, favorable scrap at ECS of \$19K, lower labor costs of \$95K (exclusive of volume impacts) and a non-recurring WSIB claim refund of \$54K at Laval & Terrebonne; partially offset by unfavorable yields, higher scrap costs and lower regrind usage at Woodbridge, Delmont & Everett of \$277K and higher inventory reserves at Woodbridge, Delmont, Everett and Terrebonne of \$99K
- Other costs lower than Budget due to higher tool & die overhead recovery of \$64K and slightly lower overhead spending (ie. Maintenance, factory supplies and utilities) of \$1K

Key Customers – Gross Sales and Gross Margin %: Consolidated

	Gross Sales (\$'000)														Gross Margin %													
	QTD		Var		PY-QTD	Var		YTD		Var		PY-YTD	Var		QTD		Var		PY-QTD	Var		YTD		Var		PY-YTD	Var	
	Act	Bud	\$	%	Act	\$	%	Act	Bud	\$	%	Act	\$	%	Act	Bud	\$	%	Act	BPs	%	Act	Bud	BPs	%	Act	BPs	%
Customer:																												
PGT Industries Inc	\$ 3,571	\$ 4,253	\$ (683)	(16.0%)	\$ 3,711	\$ (140)	(3.8%)	\$ 20,635	\$ 22,450	\$ (1,815)	(8.1%)	\$ 20,175	\$ 460	2.3%	18.0%	18.0%	(7)	(0.4%)	20.6%	(261)	(12.7%)	19.0%	18.2%	85	4.7%	15.7%	328	20.8%
Eclipse Shutter Systems	2,455	2,760	(305)	(11.1%)	2,617	(162)	(6.2%)	12,433	14,670	(2,237)	(15.3%)	14,412	(1,979)	(13.7%)	3.2%	3.2%	(2)	(0.8%)	7.0%	(376)	(54.0%)	3.0%	3.2%	(16)	(5.0%)	6.1%	(310)	(50.5%)
Atis	1,449	1,993	(543)	(27.3%)	2,154	(704)	(32.7%)	6,958	8,981	(2,023)	(22.5%)	10,277	(3,319)	(32.3%)	(16.2%)	(18.9%)	276	(14.5%)	(10.4%)	(584)	56.4%	(16.1%)	(18.7%)	256	(13.7%)	(15.4%)	(74)	4.8%
Simonton	1,745	1,903	(158)	(8.3%)	1,541	204	13.2%	8,881	10,199	(1,319)	(12.9%)	9,538	(657)	(6.9%)	13.2%	17.7%	(455)	(25.7%)	7.0%	616	88.0%	13.0%	17.2%	(427)	(24.8%)	9.2%	373	40.3%
Quaker Window Products	1,320	1,046	274	26.2%	1,092	228	20.9%	5,385	5,604	(219)	(3.9%)	4,987	398	8.0%	11.0%	11.0%	0	0.0%	11.7%	(71)	(6.0%)	11.0%	11.0%	0	0.0%	8.9%	211	23.6%
Ostaco 2000	606	820	(214)	(26.1%)	738	(132)	(17.9%)	2,911	3,589	(678)	(18.9%)	3,526	(614)	(17.4%)	12.6%	7.7%	497	64.9%	22.3%	(969)	(43.4%)	10.4%	7.9%	250	31.8%	20.8%	(1,046)	(50.3%)
SOLARIS QUEBEC P & F INC.	875	817	57	7.0%	930	(55)	(6.0%)	4,133	3,890	243	6.2%	4,110	23	0.6%	23.7%	23.8%	(10)	(0.4%)	12.9%	1,080	83.8%	24.0%	23.8%	19	0.8%	10.5%	1,356	129.7%
Dashwood Industries Inc	735	829	(94)	(11.4%)	769	(35)	(4.5%)	3,082	3,472	(391)	(11.2%)	3,598	(517)	(14.4%)	16.4%	14.3%	217	15.2%	16.1%	38	2.4%	16.6%	14.5%	210	14.5%	16.4%	22	1.4%
Windsor Window Co OEM	683	765	(82)	(10.8%)	552	131	23.7%	3,576	3,435	141	4.1%	3,271	305	9.3%	26.3%	23.9%	240	10.0%	10.5%	1,587	151.6%	24.1%	23.9%	18	0.8%	8.6%	1,545	179.1%
All Weather	823	1,093	(271)	(24.7%)	962	(139)	(14.5%)	4,202	6,509	(2,307)	(35.4%)	3,312	890	26.9%	9.5%	14.8%	(524)	(35.5%)	13.5%	(396)	(29.4%)	11.6%	14.5%	(298)	(20.5%)	12.7%	(116)	(9.1%)
Polaris Technologies	864	970	(106)	(10.9%)	766	98	12.8%	4,816	5,442	(626)	(11.5%)	3,403	1,413	41.5%	14.0%	17.0%	(301)	(17.7%)	0.0%	1,397	N/A	16.0%	16.9%	(89)	(5.2%)	0.0%	1,604	N/A
A.M.I.	707	783	(76)	(9.7%)	632	75	11.8%	3,461	3,560	(99)	(2.8%)	3,346	115	3.5%	13.4%	2.2%	1,118	506.6%	5.4%	795	146.5%	9.4%	2.9%	655	229.0%	5.4%	404	75.3%
ATLANTIC WINDOWS	709	748	(39)	(5.2%)	679	30	4.5%	3,415	3,679	(264)	(7.2%)	3,512	(97)	(2.8%)	13.0%	11.9%	109	9.1%	6.0%	698	115.3%	14.7%	12.3%	242	19.7%	5.8%	885	151.8%
Vinyl Profiles, LLC	578	710	(132)	(18.6%)	199	379	190.1%	2,657	3,668	(1,011)	(27.6%)	1,931	726	37.6%	19.6%	20.6%	(102)	(5.0%)	17.3%	224	12.9%	20.0%	20.5%	(51)	(2.5%)	18.9%	113	6.0%
Comfort View Products	380	505	(125)	(24.8%)	388	(8)	(2.1%)	2,024	2,962	(938)	(31.7%)	2,695	(671)	(24.9%)	17.8%	16.4%	140	8.5%	15.2%	261	17.2%	19.2%	16.7%	252	15.1%	12.8%	644	50.4%
PORTES & FENETRES ABRITEK	811	598	214	35.8%	504	307	61.0%	2,949	2,644	305	11.5%	2,691	258	9.6%	6.0%	17.6%	(1,154)	(65.7%)	(0.7%)	673	(946.7%)	9.0%	16.8%	(777)	(46.3%)	15.1%	(608)	(40.3%)
Coeur d'Alene	808	774	34	4.4%	509	299	58.8%	3,393	3,703	(311)	(8.4%)	2,644	749	28.3%	(4.8%)	4.2%	(890)	(214.5%)	0.4%	(511)	(1429.9%)	0.4%	3.9%	(352)	(89.2%)	(0.5%)	89	(191.6%)
SCHLUTER SYSTEMS L.P.	570	397	173	43.5%	536	34	6.3%	2,344	2,376	(33)	(1.4%)	2,507	(163)	(6.5%)	13.1%	22.7%	(962)	(42.4%)	19.1%	(605)	(31.6%)	21.6%	22.9%	(124)	(5.4%)	19.7%	195	9.9%
P & F ISOTHERMIC INC	708	494	214	43.3%	714	(6)	(0.8%)	2,835	2,379	456	19.2%	2,785	50	1.8%	10.9%	20.1%	(913)	(45.5%)	1.0%	990	969.0%	12.9%	19.3%	(642)	(33.2%)	4.1%	878	213.0%
Sierra Pacific Windows	603	420	183	43.6%	548	55	10.0%	2,691	2,415	276	11.4%	2,492	199	8.0%	7.5%	9.4%	(192)	(20.3%)	8.4%	(87)	(10.3%)	8.7%	9.4%	(71)	(7.5%)	6.6%	211	32.1%
Other	11,125	11,564	(439)	(3.8%)	11,621	(496)	(4.3%)	54,368	61,648	(7,279)	(11.8%)	65,711	(11,343)	(17.3%)	28.1%	29.3%	(124)	(4.2%)	26.4%	173	6.6%	24.8%	28.6%	(378)	(13.2%)	28.2%	(340)	(12.0%)
Total Gross	\$32,125	\$34,243	\$(2,118)	(6.2%)	\$32,161	\$ (37)	(0.1%)	\$ 157,149	\$177,277	\$ (20,128)	(11.4%)	\$ 170,924	\$(13,775)	(8.1%)	16.6%	16.5%	17	1.1%	15.4%	127	8.3%	16.2%	16.9%	(75)	(4.4%)	15.8%	42	2.7%

Management Discussion

- PGT – Lower vs Budget due to higher assumptions made but ahead of the Prior Year
 - Eclipse– Lower vs anticipated sales, in line with market which has been softer in 2019
 - Atis, Simonton & Ostaco – softness in orders in line with market
 - All Weather – Budgeted sales attributed to anticipated new launches in 2019 which has been slower
- Offset by strong pickup from Quaker, Abritek, Schluter, Isothermic and Sierra.
 - Other – shortfall to prior year includes lost business (SI, Jeld-Wen, Thompson Creek, KP Building) and bankruptcies (Ventana Windows, Duraco, Concept MAT)

Non-Top 20 Customers: Consolidated

<u>Customer</u>	<u>2019 YTD Sales</u>	<u>2018 YTD Sales</u>	<u>Variance</u>	<u>%</u>	<u>Comments</u>
Customers lost due to bankruptcy/closure	160	1,879	(1,719)	-91%	Major contribution from Ventana (\$1,171K)
Customers lost to competitors	2,647	8,006	(5,359)	-67%	Jeld-wen (\$1,163K), SI Inc (\$1,123K), Win-dor (\$653K), OKNA (\$594K) and Thompson Creek (\$506K) being the largest contributors and Panes, Van Isle and Clera making up majority of the remaining
Customers lost due to Vertical Integration	58	786	(727)	-93%	KP (\$510K) and Ouellet (\$195K)
Non-Top 20 Canadian Customers	29,505	32,144	(2,639)	-8%	Major contribution from Fenergic (\$572K), Vinyl-Pro (431K), Kohltech (\$372K), Dashwood (401K) and Gentek (\$341K)
Non-top 20 US Customers	16,695	17,094	(399)	-2%	Major contributions from ATI, Atrium, Lindsay and New South (combined for \$1,000K) offset by increases from Regency, Western, Qubicaamf and YKK (combined for \$715K)
Compound Customers	5,303	5,803	(500)	-9%	Major contribution from Vinyl Company (\$769K), offset by Resin Tech business (\$345K)
Total Other Customers	54,368	65,711	(11,343)	-17%	

Pipeline Roll-Forward

\$'000	Expected Contract Win Value	
	MTD	YTD
Opening Pipeline	\$ 55,279	\$ 24,924
Additions	6,772	109,344
Changes:		
Converted	(769)	(24,109)
Lost	(346)	(43,132)
Other	42	(6,048)
Total Net Changes	(1,073)	(73,289)
Closing Pipeline	\$ 60,978	\$ 60,978

Management Discussion

- Opportunity for Woodbridge to convert remaining business from All Weather with a supplier for \$3,077k or 3,700k Lbs
- Addition of opportunity with Magistral for 4600 series with some custom for \$1,538k or 1,000kLbs with Laval

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			
Fenetre Summun	LAVAL	Samuel St-Pierre	N	4600 Series	Window	Nov-19	November	100%	PH Tech	TBD	TBD	\$	577	350
All Weather	WOODBIDGE	Simon Fitzgerald	Y	Convert supplier for remaining bus	Window	Nov-19	March	60%	Chinese	TBD	TBD	\$	3,077	3,700
Magistral	LAVAL	Jean Marois	Y	4600 Series with some custom	Window	Nov-19	December	50%	Vision	TBD	TBD	\$	1,538	1,000
Delcan	Concord	Munish Jain	N	Compound	Compound	Nov-19	Q1 2020	75%	Other			\$	1,580	2,000
												\$	6,772	7,050

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												
Fenetre Summun President Windows	Samuel St-Pierre	N	4600 Series	PH Tech	Nov '19	TBD	TBD	\$ (577)	(350)	5		
	Jean Marois	Y	Patio Doors	Novatech	30-Nov-19	TBD	TBD	(192)	-	5		
								\$ (769)	\$ (350)			
LOST												
Fene-Tech	Samuel St-Pierre	Y	Patio Door program	Novatech	NA	NA	NA	\$ (77)	(40)	4		
Magistral	Samuel St-Pierre	Y	Patio Doors	NA	NA	NA	NA	\$ (115)	(75)	6		
Dalmen	Pierre Lafleur	Y	Tilt and Turn	Other	NA	NA	NA	\$ (154)	(200)	4		
								\$ (346)	\$ (315)			
OTHER												
President Windows	Jean Marois	Y	Patio Doors	Novatech	30-Nov-19				42	-	6	Revision in estimate
									\$ 42	-		
Reason Code for Win												
1. Price		2. Service/Support		3. Relationship								
4. Incumbency		5. Product		6. No decision								
7. Other (Explain in comment field)												

Total Closing Pipeline – Current Extrusions and Patio Doors

\$ and units '000															
Customer Name	Total Contract Value		1x Costs	Contract Timing			Sales Process Status							Comments	
	\$	Units ('000s Lbs)		Start Date	End Date	Length (Yrs)	Initial Interaction (5%)	Pursuit (15%)	Designing (25%)	Proposal (40%)	Negotiation (60%)	Finalizing Agreement (90%)	Signed Contract (100%)		
Existing Customers															
Polaris	\$	4,000	2,500	\$	-	TBD	TBD	TBD						Ultra-Weld	
Gentek	\$	2,308	1,700	\$	1,095	TBD	TBD	TBD						Full Program. Still waiting on decision. Gentek strategy is to run Veka and ENERGI and allow ENERGI to cannibilize Veka programs.	
Hometime	\$	200	100	\$	75	TBD	TBD	TBD						Customer still reviewing casement	
Simonton	\$	1,154	1,500	\$	-	TBD	TBD	TBD						Dual stucco wall Slider	
Centennial	\$	115	75	\$	-	TBD	TBD	TBD						New Slider Frame	
Simonton	\$	769	1,000	\$	-	TBD	TBD	TBD						New Multi slide/425 door	
Futura	\$	77	50	\$	25	TBD	TBD	TBD							
Fenêtres Concept	\$	58	25	\$	25	TBD	TBD	TBD						Initial sampling to begin	
Vinylpro	\$	385	300	\$	-	TBD	TBD	TBD						4 1/2" Casement	
Seymour Windows	\$	1,429	1,000	\$	241	TBD	TBD	TBD						Working on new formulation and design	
Westek	\$	77	50	\$	-	TBD	TBD	TBD						Multi-Track Door	
Cascade	\$	16,500	15,000	\$	-	TBD	TBD	TBD						Launch Hung/Slidr other locations	
All Weather	\$	3,077	3,700	\$	-	TBD	TBD	TBD						Convert supplier for remaining business	
Magistral	\$	1,538	1,000	\$	-	TBD	TBD	TBD						4600 Series with some custom	
Avanti	\$	1,000	700	\$	-	TBD	TBD	TBD						FullProgram - Dark Cap	
ATI	\$	500	300	\$	450	TBD	TBD	TBD						West Coast Contemporary series (shared capital)	
Gentek	\$	1,538	-	\$	-	TBD	TBD	TBD						Patio Door program	
Dalmen	\$	192	125	\$	-	TBD	TBD	TBD						Opera lineal program from Soni Plastics	
Entreprises AM	\$	577	350	\$	-	TBD	TBD	TBD						4600 Series	
Euroclad Windows	\$	100	50	\$	-	TBD	TBD	TBD						Multi Track Door	
Mason Windows	\$	192	160	\$	-	TBD	TBD	TBD						Contemporary Casement	
Vaillancourt	\$	769	500	\$	-	TBD	TBD	TBD						Opera lineal	
Durabuilt	\$	385	250	\$	-	TBD	TBD	TBD						4600 Series	
All Weather	\$	192	50	\$	-	TBD	TBD	TBD						Orchestra	
TOTAL EXISTING CUSTOMERS															
	\$	37,132	\$	30,485	\$	1,911									
Legend															
<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>															

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
Fenestres 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
Artik	\$	58		37	\$	-	TBD	TBD	TBD						PD Lineal
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
Maritime	\$	385		250	\$	-	TBD	TBD	TBD						Early discussions
Heartland	\$	900		650	\$	-	TBD	TBD	TBD						
Supreme	\$	500		375	\$	-	TBD	TBD	TBD						Strong relationship with Westech but concerned
TOTAL NEW CUSTOMERS															
	\$	19,366	\$	16,857	\$	500									
Total Extrusion and Patio Doors															
	\$	56,498		47,342	\$	2,411									
Legend															
															Complete
															In process, on track
															In process, delayed
															In process, at risk

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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%)	
Existing Customers															

YTD Opex Analysis

\$'000

	YTD			Explanation of Variance					Variance Impact		
			Variance	One-Time /		Change in			Total Variance	YoY Impact	Annualized
	Act	Bud	(B) / W	Non-recurring	Timing	Run-rate	Other/FX	(B) / W	(B) / W	(B) / W	
Payroll	\$ 9,183	\$ 9,871	\$ (688)	\$ (45)	\$ (15)	\$ (497)	\$ (132)	\$ (688)	\$ (367)	\$ —	
Bonus	\$ 616	\$ 1,247	\$ (631)	\$ (624)	\$ -	\$ -	\$ (7)	(631)	\$ 457	—	
Commissions	\$ 232	\$ 329	\$ (97)	\$ (13)	\$ -	\$ (80)	\$ (4)	(97)	\$ 53	—	
Marketing	\$ 1,527	\$ 1,662	\$ (136)	\$ -	\$ (109)	\$ -	\$ (27)	(136)	\$ 40	—	
Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	—	\$ -	—	
Travel and entertainment	\$ 1,009	\$ 1,458	\$ (449)	\$ (93)	\$ (50)	\$ (293)	\$ (12)	(449)	\$ (127)	—	
Rent and facilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	—	\$ -	—	
Insurance	\$ 293	\$ 312	\$ (19)	\$ -	\$ (12)	\$ (7)	\$ (0)	(19)	\$ (11)	—	
Professional fees	\$ 607	\$ 533	\$ 74	\$ 18	\$ -	\$ 67	\$ (11)	74	\$ 65	—	
Office expense	\$ 236	\$ 263	\$ (27)			\$ (23)	\$ (4)	(27)	\$ (36)	—	
IT	\$ 1,740	\$ 1,914	\$ (174)	\$ 125	\$ (84)	\$ (181)	\$ (34)	(174)	\$ 230	—	
Bad Debts	\$ 158	\$ (4)	\$ 162	\$ 166	\$ -	\$ -	\$ (4)	162	\$ 242	—	
FX	\$ (123)	\$ -	\$ (123)	\$ -	\$ -	\$ -	\$ (123)	(123)	\$ (365)	—	
JV Loss (Income)	\$ (153)	\$ (212)	\$ 59	\$ (2)	\$ 20	\$ 45	\$ (4)	59	\$ 54	—	
Other Expenses	\$ 784	\$ 787	\$ (4)	\$ (4)	\$ -	\$ 21	\$ (20)	(4)	\$ (90)	—	
Total Opex	\$ 16,109	\$ 18,160	\$ (2,052)	\$ (472)	\$ (249)	\$ (948)	\$ (383)	\$ (2,052)	\$ 145	\$ —	

Management Discussion

- Lower payroll largely due to lower headcount, delays in hiring for open positions and staff exits and lower benefits costs coupled with a positive Canadian FX impact
- Bonus accrual reversal of \$624k in November
- Lower commissions as a result of revised estimates for accrual based on current sales which has also resulted in lower Travel and entertainment.
- Marketing expenses lower due to timing with budgeted expenditure
- Higher professional fee on account of Syteline and Paytech consultants for IT and Payroll in HO and CSST consultant at Laval and Terrebonne
- Lower IT due to a combination of discontinuation as well as lower than anticipated pricing on certain services, and timing of contract negotiations as part of cost management and a positive Canadian FX impact offset by unbudgeted expense for Spend HQ and DSI MEP software subscriptions.
- Top up of Bad Debts provision to cover Quebec exposures with Enterprises Doco, West Coast Designs and SDO Renovation.

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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insight Sourcing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IT	\$ 120	\$ 70	\$ (50)	\$ (34)	\$ -	\$ (16)	(50)	\$ (34)
Legal Fees	\$ 23	\$ -	\$ (23)	\$ -	\$ -	\$ (23)	(23)	\$ -
Professional Fees	\$ 430	\$ 117	\$ (313)	\$ (264)	\$ (4)	\$ (44)	(313)	\$ (264)
Mgmt Incentive	\$ 245	\$ 342	\$ 97	\$ 97	\$ -	\$ -	97	\$ 97
Laval Water Damage	\$ 90	\$ -	\$ (90)	\$ -	\$ -	\$ (90)	(90)	\$ -
Profit Velocity	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CAD Transfer Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TSA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Employee Restructuring Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 3	\$ -	\$ (3)	\$ -	\$ -	\$ (3)	(3)	\$ -
Total 1X Costs	\$ 911	\$ 529	\$ (382)	\$ (201)	\$ (4)	\$ (177)	\$ (382)	\$ (201)

Management Discussion

- IT Costs relate to Terrebonne ERP Syteline Project to set up certain modules and perform an upgrade to the system (\$64K), Disaster Recovery testing for JDE (\$40K) and DDL Consultant for ITSM Project (\$16K)
- Legal Costs of \$23K for Corporate Management Services
- Professional Fees include costs incurred for the Quality of Earnings study with KPMG (\$181K), OBI projects with The Practical Approach (\$102K), Project Monaco costs (\$16K), Management Tools Inc (\$22K), Smart Ventures (\$82K), Process feasibility and efficiency Consultants (\$27K).
- Management staff incentive (\$245K)
- Laval Water Damage costs relate to water clean-up services performed by Qualinet (\$90K, not planned)

Balance Sheet

\$'000	Dec-18	Aug-19	Sep-19	Oct-19	Nov-19		Variance	
	Act	Act	Act	Act	Act	Bud	\$	%
Current Assets								
Cash and cash equivalents	\$ 0	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 0	9.3%
Short term investments	—	—	—	—	—	—	—	N/A
<i>Accounts receivable, gross</i>	8,958	13,780	13,915	14,965	14,538	13,340	1,198	9.0%
<i>Accounts receivable, reserves</i>	(363)	(472)	(501)	(504)	(534)	(679)	145	(21.4%)
Accounts receivable, net	8,594	13,308	13,414	14,460	14,004	12,661	1,343	10.6%
<i>Inventory, gross</i>	31,776	34,146	34,529	33,944	32,086	32,508	(422)	(1.3%)
<i>Inventory, reserves</i>	(1,467)	(1,783)	(1,764)	(1,801)	(1,840)	(1,702)	(138)	8.1%
Inventory, net	30,309	32,363	32,765	32,143	30,246	30,806	(560)	(1.8%)
Prepaid expenses and other current assets	2,942	4,035	3,848	3,866	3,405	3,110	295	9.5%
Other current assets	901	932	911	894	958	1,829	(871)	(47.6%)
Total Current Assets	42,746	50,640	50,941	51,367	48,617	48,409	208	0.4%
Non-Current Assets								
<i>Property, plant & equipment, gross</i>	64,977	70,322	70,962	71,741	71,977	73,935	(1,957)	(2.6%)
<i>Accumulated depreciation</i>	(17,639)	(23,765)	(24,601)	(25,492)	(26,136)	(23,906)	(2,229)	9.3%
Property, plant & equipment, net	47,338	46,557	46,361	46,249	45,842	50,028	(4,187)	(8.4%)
Deferred financing cost	548	448	435	423	407	408	(1)	(0.3%)
Deferred tax asset	2,879	2,938	2,947	2,963	2,940	1,367	1,573	115.1%
Other non-current assets	2,616	2,784	2,791	2,825	2,813	3,274	(461)	(14.1%)
Total Non-Current Assets	53,382	52,727	52,534	52,461	52,002	55,077	(3,076)	(5.6%)
Total Assets	\$ 96,127	\$ 103,368	\$ 103,475	\$ 103,828	\$ 100,618	\$ 103,486	\$ (2,868)	(2.8%)
Current Liabilities								
Bank Debt	\$ 10,222	\$ 16,897	\$ 16,663	\$ 17,396	\$ 14,798	\$ 14,765	\$ 33	0.2%
Current Portion - Long Term Debt	1,628	1,662	1,667	1,677	1,663	1,800	(137)	(7.6%)
Accounts payable	12,709	14,498	14,476	13,366	13,935	14,456	(521)	(3.6%)
Accrued liabilities	3,343	3,630	3,707	3,923	3,625	3,189	436	13.7%
Accrued compensation	2,521	3,952	4,303	4,461	3,591	4,780	(1,189)	(24.9%)
Income taxes payable	(246)	86	192	419	572	1,848	(1,277)	(69.1%)
Contingent consideration	1,301	1,301	1,301	1,301	1,301	—	1,301	N/A
Other current liabilities	97	122	116	115	84	111	(27)	(24.4%)
Total Current Liabilities	31,576	42,149	42,425	42,657	39,568	40,950	(1,382)	(3.4%)
Long-term liabilities								
Long-term debt less current maturities	12,006	11,163	11,060	10,985	10,753	10,571	183	1.7%
Deferred income taxes	9,610	9,713	9,729	9,757	9,716	7,785	1,931	24.8%
Other non-current liabilities	1,468	1,577	1,585	1,598	1,584	1,482	102	6.9%
Total Long-Term Liabilities	23,084	22,453	22,374	22,340	22,053	19,838	2,216	11.2%
Total Liabilities	54,660	64,602	64,799	64,997	61,622	60,788	834	1.4%
Commitments and contingencies	—	—	—	—	—	—	—	N/A
Shareholders' Equity								
Common stock	12,610	12,610	12,610	12,610	12,610	12,610	0	0.0%
Retained earnings	30,039	27,095	26,982	27,099	27,319	30,619	(3,299)	(10.8%)
Accumulated other comprehensive income	(1,181)	(938)	(916)	(878)	(933)	(530)	(403)	76.1%
Total Shareholders' Equity	41,467	38,766	38,676	38,831	38,997	42,699	(3,702)	(8.7%)
Total Liabilities and Shareholders' Equity	\$ 96,127	\$ 103,368	\$ 103,475	\$ 103,828	\$ 100,618	\$ 103,486	\$ (2,868)	(2.8%)

Management Discussion

- Net A/R vs. Budget is up by \$1,343K (10.6%) which shows improvement largely due to improved Sales in October and November when compared to lower sales in prior months.
- Inventory levels slightly lower vs Bud due to improved Sales and planned production slowdown.
- Increase in Prepaid expenses vs Bud due a higher Non-inventory stock of \$285K as a result of new product developments.
- Decrease in Other current assets vs Bud attributed to lower GST receivable \$1,072k due to GST refunds not budgeted to be received until the year end. This was offset by higher receivable vs budget related to Customer Tooling of \$201K
- Gross PP&E lower vs Bud by 1,325K largely due to lower Capex spending than budgeted YTD of \$1,442K and an unfavorable F/X impact of \$632K (actual rate of 1.3287 [or USD\$ 0.75] vs. the Budget rate of 1.30 [or USD\$ 0.77])
- Other non-current assets reduction of \$432K vs Bud due to a reduction in JV equity income in the month and an unfavorable F/X impact

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)	\$	220	\$	(82)	\$	302	(368.7%)	\$	(200)	\$	420	(210.2%)	\$	(2,710)	\$	(1,944)	\$	(766)	39.4%	\$	(1,809)	\$	(900)	49.8%
Depreciation, amortization and other		807		799		8	1.0%		684		123	18.0%		8,223		8,325		(103)	(1.2%)		7,106		1,117	15.7%
Non-cash loss/expense (gain)		91		(143)		233	(163.6%)		27		64	235.9%		(46)		(158)		112	(71.0%)		132		(178)	(134.7%)
Deferred income tax		(41)		–		(41)	N/A		(35)		(6)	15.9%		106		148		(42)	(28.3%)		(1,221)		1,328	(108.7%)
Change in operating assets and liabilities:																								
Accounts receivable		457		1,544		(1,087)	(70.4%)		791		(334)	(42.2%)		(5,409)		(4,154)		(1,255)	30.2%		(1,636)		(3,773)	230.6%
Inventory		1,897		371		1,525	410.8%		738		1,159	157.1%		62		(497)		560	(112.5%)		(76)		138	(182.0%)
Prepaid expenses and other current assets		397		179		218	121.3%		(229)		626	(273.3%)		(521)		(1,097)		576	(52.5%)		(1,411)		890	(63.1%)
Accounts payable		569		1,148		(579)	(50.4%)		55		515	941.5%		1,226		1,747		(521)	(29.8%)		(137)		1,363	(995.9%)
Accrued expenses		(1,169)		(201)		(968)	481.7%		(136)		(1,033)	761.1%		1,351		2,356		(1,005)	(42.7%)		(1,260)		2,610	(207.2%)
Accrued income taxes		153		115		38	33.5%		75		78	103.3%		818		1,199		(381)	(31.8%)		1,009		(191)	(18.9%)
Other changes in operating assets and liabilities		(31)		(17)		(14)	86.1%		(18)		(13)	68.6%		(13)		(1,286)		1,274	(99.0%)		58		(71)	(121.8%)
Other cash flow from operations		–		–		–	N/A		–		–	N/A		–		–		–	N/A		–		–	N/A
Total Cash Flow from Operations	\$	3,349	\$	3,714	\$	(364)	(9.8%)	\$	1,750	\$	1,599	91.4%	\$	3,087	\$	4,638	\$	(1,551)	(33.4%)	\$	754	\$	2,333	309.4%
Cash flow from investing																								
Additions to property, plant and equipment	\$	(613)	\$	(398)	\$	(215)	54.1%	\$	(803)	\$	190	(23.7%)	\$	(6,134)	\$	(7,602)	\$	1,468	(19.3%)	\$	(8,777)	\$	2,643	(30.1%)
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	\$	(613)	\$	(398)	\$	(215)	54.1%	\$	(803)	\$	190	(23.7%)	\$	(6,134)	\$	(7,602)	\$	1,468	(19.3%)	\$	(8,777)	\$	2,643	(30.1%)
Cash flow from financing																								
Proceeds from the issuance (repayment) of short-term debt	\$	(2,598)	\$	(3,173)	\$	575	(18.1%)	\$	(808)	\$	(1,790)	221.5%	\$	4,576	\$	4,543	\$	33	0.7%	\$	8,078	\$	(3,503)	(43.4%)
Proceeds from the issuance of debt		(0)		–		(0)	N/A		(0)		0	(12.0%)		0		–		0	N/A		1,207		(1,207)	(100.0%)
Repayment of debt		(139)		(143)		4	(3.0%)		(139)		0	(0.3%)		(1,525)		(1,576)		50	(3.2%)		(1,262)		(263)	20.8%
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	\$	(2,737)	\$	(3,316)	\$	580	(17.5%)	\$	(947)	\$	(1,789)	188.9%	\$	3,050	\$	2,967	\$	83	2.8%	\$	8,023	\$	(4,973)	(62.0%)
Effect of FX rates on cash and cash equivalents	\$	–	\$	–	\$	–	N/A	\$	–	\$	–	N/A	\$	–	\$	–	\$	–	N/A	\$	–	\$	–	N/A
Net change in cash	\$	(0)	\$	(0)	\$	(0)	23543%	\$	(0)	\$	(0)	1822.5%	\$	3	\$	3	\$	0	9.3%	\$	(0)	\$	3	(1154.3%)
Beginning cash		3		3		0	9.8%		0		3	804894.7%		0		0		–	0.0%		(0)		0	(100.1%)
Change in cash		(0)		(0)		(0)	23543%		(0)		(0)	1822.5%		3		3		0	9.3%		(0)		3	(1154.3%)
Ending cash	\$	3	\$	3	\$	0	9.3%	\$	(0)	\$	3	(779899.0%)	\$	3	\$	3	\$	0	9.3%	\$	(0)	\$	3	(779899.0%)

Covenant Analysis

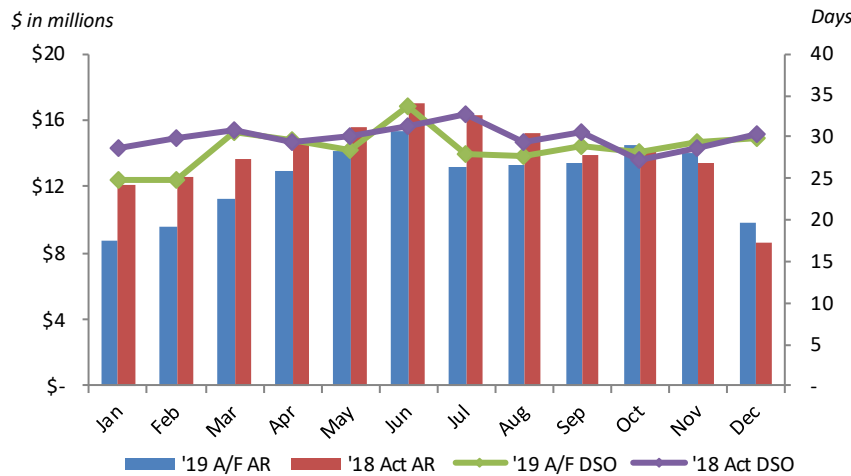
(US\$ '000s)	Actual Dec-18	Actual Jan-19	Actual Feb-19	Actual Mar-19	Actual Apr-19	Actual May-19	Actual Jun-19	Actual Jul-19	Actual Aug-19	Actual Sep-19	Actual Oct-19	Actual Nov-19	Budget Dec-19
Excess Availability													
Borrowing Base	27,127	24,989	24,640	25,741	28,175	29,067	28,711	29,941	27,848	28,477	28,728	28,583	24,269
Total Revolver Debt	10,222	14,340	16,533	18,750	19,505	19,025	17,818	17,338	16,897	16,663	17,396	14,798	13,864
Excess Availability	16,904	10,649	8,107	6,991	8,670	10,042	10,893	12,602	10,951	11,814	11,332	13,785	10,405
EA % of Borrowing Base	62.3%	42.6%	32.9%	27.2%	30.8%	34.5%	37.9%	42.1%	39.3%	41.5%	39.4%	48.2%	42.9%
Minimum EA% (or <\$5.25M)	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%
Compliance	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK
FCCR Calculation													
TTM EBITDA	8,112	7,865	8,971	8,618	8,575	8,526	9,943	8,843	8,306	7,274	7,868	8,509	9,523
Total Capex	462	489	531	560	448	519	805	761	386	500	522	613	398
TTM Capex	7,822	7,266	7,354	7,115	7,577	7,209	7,315	7,293	7,041	6,931	6,912	6,597	6,532
Cash Taxes	-	(252)	-	257	-	-	-	(14)	-	-	82	-	-
TTM Cash Taxes	671	418	418	140	5	5	5	(9)	(9)	(9)	73	73	73
Numerator	(381)	180	1,198	1,364	993	1,313	2,624	1,559	1,273	352	883	1,839	2,918
Cash Interest on existing ABL	161	156	165	189	184	198	187	191	189	182	175	148	168
Cash Interest on additional debt	-	-	-	-	-	-	-	-	-	-	-	-	-
TTM Cash Interest	1,869	1,918	1,966	2,019	2,051	2,087	2,099	2,109	2,120	2,134	2,138	2,125	2,132
Principal Payments on additional debt	138	138	139	138	138	137	139	140	139	139	139	139	141
TTM Principal Payments	1,387	1,412	1,436	1,462	1,490	1,516	1,544	1,574	1,604	1,634	1,663	1,663	1,667
Denominator	3,256	3,330	3,402	3,482	3,541	3,603	3,643	3,683	3,724	3,767	3,802	3,788	3,799
FCCR Ratio	(0.1)	0.1	0.4	0.4	0.3	0.4	0.7	0.4	0.3	0.1	0.2	0.5	0.8
Minimum FCC	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Compliance	Breach	Breach	Breach	Breach	Breach	Breach	Breach	Breach	Breach	Breach	Breach	Breach	Breach

13-Week Cash Flow Forecast

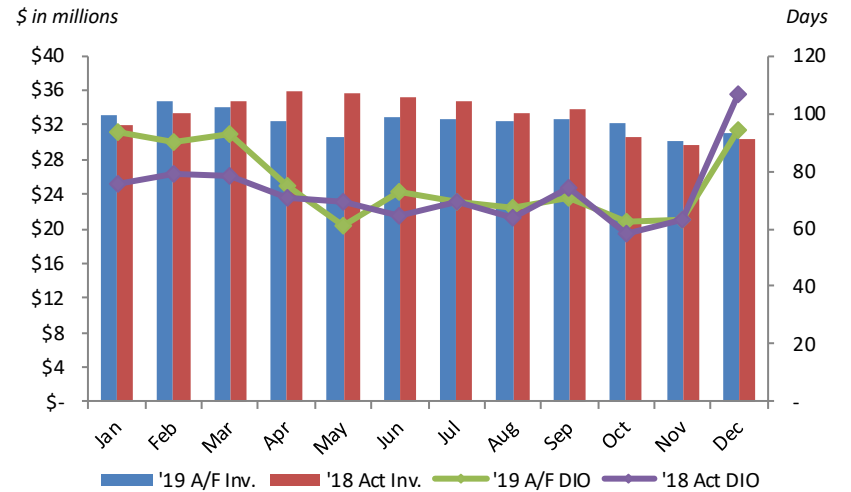
Date	11/29/19	12/06/19	12/13/19	12/20/19	12/27/19	01/03/20	01/10/20	01/17/20	01/24/20	01/31/20	02/07/20	02/14/20	02/21/20	02/28/20
Cash Flow Roll-Up:														
Total Inflows - Operational	2,945	3,417	3,371	3,371	3,944	4,832	5,526	4,274	4,452	3,044	2,913	3,235	2,982	3,020
Receipts from Customers based on AR	2,945	3,091	3,069	3,069	3,271	3,271	3,271	1,700	1,720	277	-	277	-	-
New Net External Sales	-	-	-	-	371	1,210	1,838	2,157	2,315	2,350	2,416	2,461	2,485	2,523
New Affiliate Sales	-	327	302	302	302	351	417	417	417	417	497	497	497	497
Total Outflows - Operational	(4,491)	(5,889)	(5,165)	(3,189)	(2,195)	(3,839)	(4,533)	(3,225)	(4,762)	(3,179)	(3,130)	(3,685)	(1,826)	(2,260)
Payments to Suppliers based on AP Aging	(1,185)	(1,572)	(1,380)	(1,126)	(1,123)	(1,123)	(1,123)	(836)	(828)	(762)	0	0	0	0
Materials	(2,299)	(1,143)	(1,037)	(278)	(278)	(1,174)	(1,643)	(1,264)	(2,023)	(1,264)	(1,478)	(1,326)	(492)	(719)
Conversion Costs	(553)	(887)	(553)	(660)	(543)	(887)	(598)	(725)	(711)	(731)	(847)	(505)	(529)	(444)
Other COGS	(182)	(183)	(182)	(232)	(132)	(123)	(123)	(123)	(183)	(149)	(149)	(149)	(149)	(230)
Selling Costs	(36)	(112)	(36)	(146)	(36)	(113)	(36)	(106)	(182)	(104)	(38)	(103)	(38)	(283)
General and Administrative	(103)	(156)	(103)	(275)	0	(157)	(102)	(159)	(437)	(152)	0	(157)	0	(448)
Intercompany Material Purchases	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capex	(133)	(84)	(84)	(84)	(84)	(11)	(11)	(11)	(11)	(18)	(18)	(18)	(18)	(135)
Taxes	0	0	(650)	0	0	0	0	0	0	0	0	0	0	0
Management Fees	0	0	0	0	0	(250)	0	0	0	0	0	0	0	0
Resin rebate	0	0	0	0	0	0	0	0	0	0	0	0	0	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	(1,300)	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	0	(453)	(1,140)	(388)	0	0	(897)	0	(388)	0	(600)	(1,428)	(600)	0
Projected Operational Cash Flow	(1,546)	(2,472)	(1,794)	182	1,749	993	993	1,049	(310)	(135)	(217)	(450)	1,157	760
Cash receipts more (less) than projection	277	(161)	0	0	0	0	0	0	0	0	0	0	0	0
Cash outflows less (more) than projection	1,951	961	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
(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	681	(1,672)	(1,794)	182	1,749	993	993	1,049	(310)	(135)	(217)	(450)	1,157	760
Bank interest	0	(154)	0	0	0	(164)	0	0	0	0	(147)	0	0	0
Bridge Loan Repayment	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Term Loan	0	(140)	0	0	0	(140)	0	0	0	0	(140)	0	0	0
Monitoring Fees	0	0	0	0	0	(250)	0	0	0	0	0	0	0	0
Other Inflows/Outflows	0	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	(3)	0	(10)	0	(3)	0	(10)	0	0	(3)	0	(10)	0
Total Financial Cash Flow	0	(296)	0	(10)	0	(556)	0	(10)	0	0	(289)	0	(10)	0
Total Cash Flow	681	(1,968)	(1,794)	172	1,749	437	993	1,039	(310)	(135)	(506)	(450)	1,146	760
Adjusted Loan Balance	16,028	16,782	18,577	18,405	16,657	16,219	15,226	14,187	14,497	14,632	15,138	15,588	14,442	13,681
Term Loan	12,421	12,363	12,363	12,363	12,363	12,223	12,223	12,223	12,223	12,223	12,084	12,084	12,084	12,084
Total Debt	28,448	29,145	30,939	30,768	29,020	28,443	27,450	26,411	26,720	26,855	27,222	27,672	26,525	25,765
Revolver Availability	12,555	11,927	10,132	9,071	10,819	11,257	12,250	13,289	10,543	10,408	9,902	9,451	6,638	7,698
Friday Cash Receipts	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Debt Per Loan Ledger	28,448	29,145	30,939	30,768	29,020	28,443	27,450	26,411	26,720	26,855	27,222	27,672	26,525	25,765

Working Capital and Cash Conversion Cycle

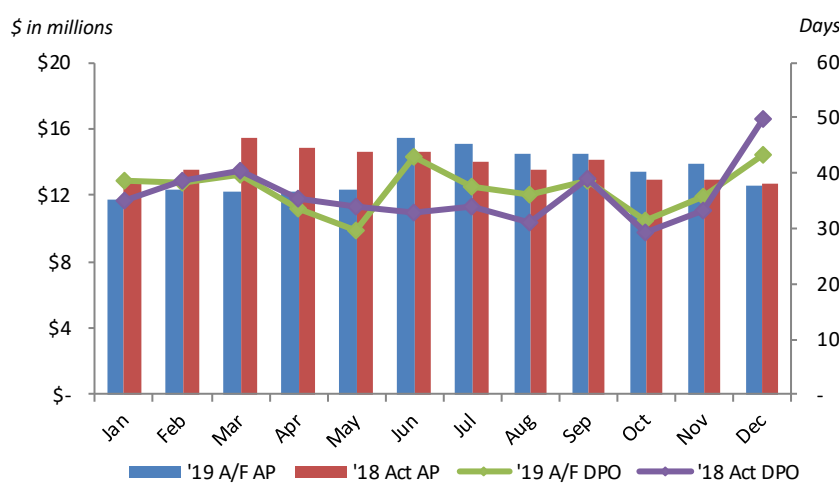
Accounts Receivable



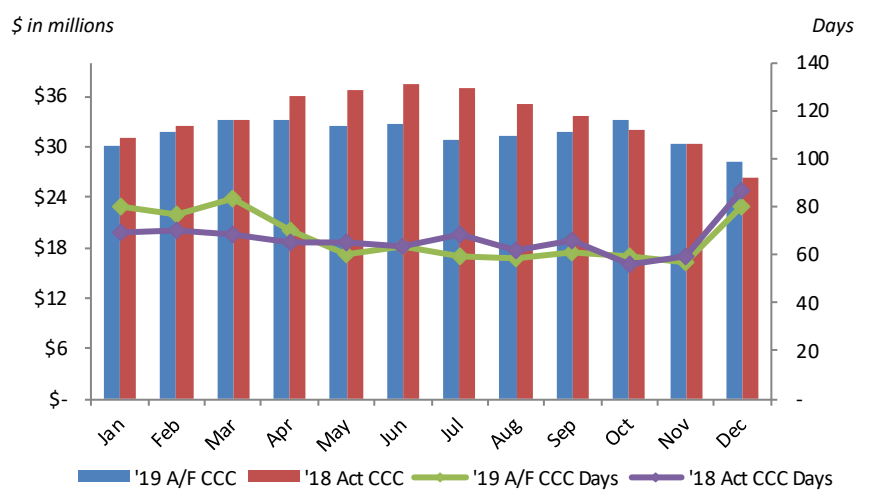
Inventory



Accounts Payable



Cash Conversion Cycle



AR and AP Aging Detail

\$'000

AR Aging				
Days	Sep-19	Oct-19	Nov-19	%
0-30	\$ 11,307	\$ 12,431	\$ 11,255	80.4%
30-60	1,588	1,301	2,009	14.3%
60-90	198	304	270	1.9%
>90	321	424	471	3.4%
Total	\$ 13,414	\$ 14,460	\$ 14,004	100.0%

AP Aging				
Days	Sep-19	Oct-19	Nov-19	%
0-30	\$ 10,913	\$ 10,679	\$ 11,054	79.3%
30-60	3,082	2,260	2,549	18.3%
60-90	360	369	294	2.1%
>90	121	58	38	0.3%
Total	\$ 14,476	\$ 13,366	\$ 13,935	100.0%

Management Discussion

- Minor increase in DSO days from 28 to 29 as a result of increase in current balance due to improved sales vs prior months.
- Increase in DPO days from 31 to 36 due to timing of payments to be made on a few large invoices in the 0-30 bucket.

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Full Year Outlook Consolidated P&L Summary

\$'000	FY		Var		PY	Var	
	Fsct	Bud	\$	%	Act	\$	%
Units Produced ('000)	97,891	108,274	(10,383)	(9.6%)	96,146	1,745	1.8%
Units Shipped ('000)	97,176	109,580	(12,404)	(11.3%)	104,464	(7,288)	(7.0%)
Bookings (\$'000)	\$ 164,918	\$ 180,948	\$ (16,031)	(8.9%)	\$ 173,588	\$ (8,671)	(5.0%)
Backlog (\$'000)	\$ 11,911	\$ 11,911	\$ –	0.0%	\$ 8,368	\$ 3,543	42.3%
Gross Revenue	\$ 167,908	\$ 188,036	\$ (20,128)	(10.7%)	\$ 180,283	\$ (12,375)	(6.9%)
Adj. to Gross Revenue	(8,645)	(9,876)	1,231	(12.5%)	(9,708)	1,063	(10.9%)
Net Revenue	159,262	178,160	(18,897)	(10.6%)	170,574	(11,312)	(6.6%)
Material	77,833	88,355	(10,522)	(11.9%)	83,420	(5,587)	(6.7%)
Labor	35,883	38,371	(2,487)	(6.5%)	38,503	(2,619)	(6.8%)
Other COGS	18,849	20,261	(1,411)	(7.0%)	20,885	(2,036)	(9.7%)
Total COGS	132,566	146,986	(14,421)	(9.8%)	142,807	(10,242)	(7.2%)
Gross Margin	26,697	31,173	(4,477)	(14.4%)	27,767	(1,070)	(3.9%)
Gross Margin %	16.8%	17.5%			16.3%		
R&D	–	–	–	N/A	–	–	N/A
Sales & Marketing	6,850	7,247	(397)	(5.5%)	7,045	(195)	(2.8%)
Administrative	11,181	12,772	(1,590)	(12.5%)	10,240	941	9.2%
Other Opex	(292)	(228)	(64)	27.9%	302	(593)	(196.7%)
Total Opex	17,739	19,791	(2,051)	(10.4%)	17,587	153	0.9%
EBITDA	8,957	11,382	(2,425)	(21.3%)	10,180	(1,223)	(12.0%)
EBITDA %	5.6%	6.4%			6.0%		
Net Income (Loss)	\$ (4,066)	\$ (3,300)	\$ (766)	23.2%	\$ (3,490)	\$ (575)	16.5%
Capex	\$ (6,532)	\$ (8,000)	\$ 1,468	(18.3%)	\$ (10,215)	\$ 3,683	(36.1%)
Opex Overview:							
Payroll	\$ 10,096	\$ 10,783	\$ (688)	(6.4%)	\$ 10,318	\$ (223)	(2.2%)
Bonus	730	1,361	(631)	(46.4%)	159	571	359.1%
Commissions	261	358	(97)	(27.1%)	187	74	39.8%
Marketing	1,645	1,780	(136)	(7.6%)	1,679	(34)	(2.1%)
Benefits	–	–	–	N/A	–	–	N/A
Travel and entertainment	1,139	1,587	(449)	(28.3%)	1,231	(93)	(7.5%)
Rent and facilities	–	–	–	N/A	–	–	N/A
Insurance	317	336	(19)	(5.7%)	328	(11)	(3.2%)
Professional fees	658	584	74	12.7%	585	73	12.5%
Office Expenses	260	287	(27)	(9.4%)	287	(27)	(9.3%)
IT	1,918	2,092	(174)	(8.3%)	1,634	284	17.4%
Bad Debts	158	(5)	162	(3513.2%)	(80)	237	(297.7%)
FX	(123)	–	(123)	N/A	384	(507)	(131.9%)
JV Loss (Income)	(169)	(228)	59	(25.9%)	(83)	(86)	104.4%
Other Expenses	850	853	(4)	(0.4%)	956	(106)	(11.1%)
Total Opex	\$ 17,739	\$ 19,791	\$ (2,052)	(10.4%)	\$ 17,586	\$ 153	0.9%

Full Year Outlook Key Customers – ENERGI Consolidated

	Gross Sales (\$'000)								Gross Margin %											
	FY		FY		Var		PY		Var		FY		FY		Var		PY		Var	
	Act	Bud			\$	%	Act		\$	%	Act	Bud	BPs	%	Act		BPs		%	
Customer:																				
PGT Industries Inc	\$	22,283	\$	24,098	\$	(1,815)	(7.5%)	\$	21,061	\$	1,222	5.8%	18.2%	18.1%	15	0.8%	15.6%	262	16.8%	
Eclipse Shutter Systems		13,552		15,789		(2,237)	(14.2%)		15,365		(1,813)	(11.8%)	3.1%	3.2%	(14)	(4.5%)	3.8%	(72)	(19.0%)	
Atis		7,401		9,424		(2,023)	(21.5%)		10,380		(2,979)	(28.7%)	(16.4%)	(18.7%)	235	(12.6%)	(15.4%)	(97)	6.3%	
Simonton		9,540		10,859		(1,319)	(12.1%)		10,221		(681)	(6.7%)	12.5%	17.1%	(462)	(26.9%)	8.6%	390	45.2%	
Quaker Window Products		5,808		6,028		(219)	(3.6%)		5,345		463	8.7%	11.0%	11.0%	0	0.0%	9.1%	192	21.1%	
Ostaco 2000		3,142		3,820		(678)	(17.7%)		3,716		(574)	(15.4%)	10.1%	7.8%	224	28.5%	20.8%	(1,074)	(51.6%)	
SOLARIS QUEBEC P & F INC.		4,318		4,075		243	6.0%		4,262		56	1.3%	23.8%	23.8%	(4)	(0.2%)	9.9%	1,389	140.9%	
Dashwood Industries Inc		3,374		3,764		(391)	(10.4%)		3,898		(525)	(13.5%)	16.4%	14.5%	192	13.3%	16.2%	19	1.2%	
Windsor Window Co OEM		3,851		3,710		141	3.8%		3,491		360	10.3%	24.0%	23.9%	14	0.6%	8.8%	1,523	173.2%	
All Weather		4,424		6,731		(2,307)	(34.3%)		3,395		1,029	30.3%	11.5%	14.5%	(303)	(20.9%)	12.6%	(116)	(9.2%)	
Polaris Technologies		5,196		5,822		(626)	(10.8%)		3,577		1,619	45.3%	15.5%	16.8%	(138)	(8.2%)	0.0%	1,547	N/A	
A.M.I.		3,701		3,800		(99)	(2.6%)		3,511		190	5.4%	8.8%	2.8%	596	210.5%	5.4%	343	63.8%	
ATLANTIC WINDOWS		3,660		3,924		(264)	(6.7%)		3,749		(89)	(2.4%)	14.4%	12.2%	217	17.7%	5.9%	849	143.3%	
Vinyl Profiles, LLC		2,815		3,826		(1,011)	(26.4%)		1,961		854	43.6%	20.1%	20.5%	(48)	(2.3%)	18.8%	129	6.9%	
Comfort View Products		2,197		3,135		(938)	(29.9%)		2,920		(723)	(24.8%)	18.4%	16.6%	180	10.8%	12.3%	609	49.4%	
PORTES & FENETRES ABRITEK		3,091		2,786		305	10.9%		2,889		202	7.0%	9.4%	16.8%	(736)	(43.8%)	15.4%	(599)	(38.9%)	
Coeur d'Alene		3,689		4,000		(311)	(7.8%)		2,804		885	31.6%	(0.2%)	3.8%	(400)	(104.5%)	0.5%	(64)	(136.0%)	
SCHLUTER SYSTEMS L.P.		2,525		2,558		(33)	(1.3%)		2,796		(271)	(9.7%)	22.7%	23.0%	(29)	(1.3%)	16.0%	673	42.1%	
P & F ISOTHERMIC INC		3,013		2,557		456	17.8%		2,978		35	1.2%	13.5%	19.4%	(584)	(30.2%)	3.8%	977	260.5%	
Sierra Pacific Windows		2,836		2,560		276	10.8%		2,632		204	7.8%	8.5%	9.4%	(84)	(9.0%)	6.3%	226	36.1%	
Other		57,491		64,771		(7,279)	(11.2%)		69,279		(11,787)	(17.0%)	24.6%	28.5%	(395)	(13.8%)	28.1%	(350)	(12.5%)	
Total Gross	\$	167,908	\$	188,036	\$	(20,128)	(10.7%)	\$	180,283	\$	(12,375)	(6.9%)	16.0%	16.7%	(75)	(4.5%)	15.4%	59	3.8%	

Management Discussion

- Overall, extended winter weather conditions and a wet spring has impacted sales across all customers as both US and Canada markets have been soft
- All Weather is significantly behind budget which was due to a aggressive estimate following new product launches in December 2018
- Solaris and Windsor – Strong, performing better than budget
- Eclipse, Atis and Comfort View – Slow start to the year and colder weather leading to softness in orders, however some pick-up in 2019 from Atis following closure of PD deal

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Management Governance Report

Disclosure Committee:

- Members include: CEO, CFO, VP Sales, VP Manufacturing & VP Supply Chain
- Meeting held on December 6th, 2019
- 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:

- Hotline Web message received on September 10th, 2019 from an anonymous Everett employee
 - Individual has issued a complaint against the Everett Maintenance Dept, indicating that the employees in this department are unprofessional and do not effectively resolve issues
 - A comment was also made that two good maintenance employees left the Company because of being treated poorly by the Tooling Manager
 - Accusations similar to a previous hotline message and is suspected to be from a disgruntled former employee – still being investigated
 - Discussed issue with Tooling/Maintenance Manager and having discussions with employees
 - Decision to hire a separate Maintenance/CI Engineer Manager put on hold

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		Invested Capital (\$M)			Valuation	Returns
Investment date		3/31/2016		Fund	Invested	Realized	Unrealized	MOI
Operational data as of		11/30/2019		OCGP I	\$ 26,000	\$ –	\$ –	46,435 0.6x
Valuation details last updated:		9/30/2019		OCGP II	–	–	–	NA
				OCGP III	–	–	–	NA
				Total	\$ 26,000	\$ –	\$ –	46,435 0.6x

Operations												
	Net Revenue					Adj. EBITDA					Net Debt	
	Act	Bud	Variance	PY	Variance	Act	Bud	Variance	PY	Variance	Act	Bud
												PY
This Month	\$ 14,307	\$ 15,561	-8.1%	\$ 14,094	1.5%	\$ 1,699	\$ 1,087	56.2%	\$ 1,047	62.2%	\$ 27,212	\$ 25,333
Quarter to Date	\$ 30,239	\$ 32,343	-6.5%	\$ 30,327	-0.3%	\$ 2,841	\$ 2,406	18.1%	\$ 2,255	26.0%		\$ 26,080
Year to Date	\$ 149,045	\$ 167,942	-11.3%	\$ 161,757	-7.9%	\$ 9,378	\$ 11,803	-20.5%	\$ 10,895	-13.9%		

LTM Trends (\$'000s)	12/31/18	1/31/19	2/28/19	3/31/19	4/30/19	5/31/19	6/30/19	7/31/19	8/31/19	9/30/19	10/31/19	11/30/19	LTM
Units Produced ('000)	5,174	7,786	7,371	8,389	7,725	8,493	8,905	8,339	9,076	8,551	9,067	8,304	97,179
Units Shipped ('000)	5,130	6,941	6,590	7,230	8,092	9,414	8,083	9,001	8,865	8,508	9,699	8,621	96,173
Net Revenue	\$ 8,817	\$ 10,942	\$ 10,785	\$ 11,404	\$ 13,094	\$ 15,515	\$ 13,593	\$ 14,669	\$ 14,926	\$ 13,879	\$ 15,932	\$ 14,307	\$ 157,862
Gross Margin	909	1,502	1,755	1,910	2,201	2,645	2,773	2,217	2,502	2,638	2,711	2,633	26,395
Gross Margin %	10.3%	13.7%	16.3%	16.7%	16.8%	17.0%	20.4%	15.1%	16.8%	19.0%	17.0%	18.4%	16.7%
SG&A	1,623	1,465	1,496	1,438	1,520	1,579	1,394	1,531	1,553	1,630	1,569	934	17,732
Reported EBITDA	(714)	37	259	472	680	1,066	1,379	687	949	1,008	1,142	1,699	8,663
Rep. EBITDA %	(8.1%)	0.3%	2.4%	4.1%	5.2%	6.9%	10.1%	4.7%	6.4%	7.3%	7.2%	11.9%	5.5%
Adj. EBITDA	(714)	37	259	472	680	1,066	1,379	687	949	1,008	1,142	1,699	8,663
Adj. EBITDA %	(8.1%)	0.3%	2.4%	4.1%	5.2%	6.9%	10.1%	4.7%	6.4%	7.3%	7.2%	11.9%	5.5%
Capex	\$ (1,438)	\$ (489)	\$ (531)	\$ (560)	\$ (448)	\$ (519)	\$ (805)	\$ (761)	\$ (386)	\$ (500)	\$ (522)	\$ (613)	\$ (7,572)
Accounts Receivable, Net	\$ 8,594	\$ 8,789	\$ 9,536	\$ 11,214	\$ 12,944	\$ 14,190	\$ 15,313	\$ 13,196	\$ 13,308	\$ 13,414	\$ 14,460	\$ 14,004	\$ 14,004
Inventory, Net	30,309	33,091	34,642	34,150	32,557	30,697	32,887	32,705	32,363	32,765	32,143	30,246	30,246
Accounts Payable	12,709	11,725	12,319	12,200	12,267	12,359	15,487	15,146	14,498	14,476	13,366	13,935	13,935
CCC	\$ 26,194	\$ 30,155	\$ 31,859	\$ 33,165	\$ 33,234	\$ 32,527	\$ 32,713	\$ 30,755	\$ 31,172	\$ 31,703	\$ 33,238	\$ 30,315	\$ 30,315
DSO	30.2	24.9	24.8	30.5	29.7	28.4	33.8	27.9	27.6	29.0	28.1	29.4	32.4
DSI	106.6	93.7	89.9	92.8	74.6	61.3	72.6	69.1	67.2	70.8	62.5	63.4	69.9
DPO	49.8	38.5	38.2	39.8	33.8	29.8	42.9	37.7	36.2	38.6	31.3	35.8	38.7
C2C	87.0	80.1	76.5	83.5	70.5	59.9	63.4	59.3	58.7	61.2	59.3	57.0	63.6
Bank revolver	\$ 10,222	\$ 14,340	\$ 16,533	\$ 18,750	\$ 19,505	\$ 19,025	\$ 17,818	\$ 17,338	\$ 16,897	\$ 16,663	\$ 17,396	\$ 14,798	\$ 14,798
Unclassified external debt / OID	13,634	13,926	13,779	13,318	13,257	13,058	13,270	13,079	12,825	12,727	12,662	12,417	12,417
OpenGate debt	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Debt Outstanding	23,857	28,266	30,311	32,068	32,761	32,084	31,088	30,418	29,721	29,390	30,057	27,215	27,215
Cash and equivalents	0	3	3	3	3	3	3	3	3	3	3	3	3
Total Net Debt	\$ 23,857	\$ 28,263	\$ 30,308	\$ 32,065	\$ 32,758	\$ 32,080	\$ 31,085	\$ 30,415	\$ 29,718	\$ 29,387	\$ 30,055	\$ 27,212	\$ 27,212
Beginning Cash Balance	\$ (0)	\$ 0	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ (0)
Add / (Less): Operating Cash Flow	3,372	(3,487)	(1,522)	(1,520)	(168)	1,136	2,150	1,381	966	873	(71)	3,349	6,459
Add / (Less): Investing Cash Flow	(1,438)	(489)	(531)	(560)	(448)	(519)	(805)	(761)	(386)	(500)	(522)	(613)	(7,572)
Add / (Less): Financing Cash Flow	(1,934)	3,979	2,053	2,080	616	(617)	(1,345)	(620)	(580)	(373)	593	(2,737)	1,116
Effect of FX rates / Other	–	–	–	–	–	–	–	–	–	–	–	–	–
Ending Cash Balance	\$ 0	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3

Long-term trend, budget, IC comparison												
Calendar year ending					Actual	LTM Actual	IC Model			Variance to IC		
Summary Financials	12/31/2015	12/31/2016	12/31/2017		12/31/2018	11/30/2019	12/31/2016	12/31/2017	12/31/2018	LTM v 2017 IC	%	2018 FC v IC
Total Net Revenue	\$ –	\$ 170,742	\$ 170,574		\$ 159,262	\$ 157,862						
EBITDA, Reported	–	12,278	10,180		8,957	8,663						
EBITDA, Reported %	N/A	7.2%	6.0%		5.6%	5.5%						
EBITDA, Adjusted	–	12,278	10,180		8,957	8,663						
EBITDA, Adjusted %	N/A	7.2%	6.0%		5.6%	5.5%						
Accounts Receivable, Net	–	11,660	8,594		9,802	14,004						
Inventory, Net	–	27,470	30,309		30,962	30,246						
Accounts Payable	–	7,504	12,709		12,627	13,935						
CCC	–	31,626	26,194		28,137	30,315						
Net Debt	\$ –	\$ 3,014	\$ 23,857		\$ 26,089	\$ 27,212						

Monthly P&L

\$'000	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	FY		FY		Var		PY	Var	
	Act	Act	Act	Act	Act	Act	Act	Act	Act	Act	Act	Fcst	Fcst	Bud			\$	%	Act	\$	%
Units Produced ('000)	7,786	7,371	8,389	7,725	8,493	8,905	8,339	9,076	8,551	9,067	8,304	5,886	97,891	108,274	(10,383)	(9.6%)	96,146	1,745	1.8%		
Units Shipped ('000)	6,941	6,590	7,230	8,092	9,414	8,083	9,001	8,865	8,508	9,699	8,621	6,133	97,176	109,580	(12,404)	(11.3%)	104,464	(7,288)	(7.0%)		
Bookings (\$'000)	\$ 11,857	\$ 10,031	\$ 11,903	\$ 14,734	\$ 16,015	\$ 15,048	\$ 15,207	\$ 15,021	\$ 14,552	\$ 16,419	\$ 14,774	\$ 9,356	\$ 164,918	\$ 180,948	\$ (16,031)	(8.9%)	\$ 173,588	\$ (8,671)	(5.0%)		
Backlog ('\$000)	\$ 9,269	\$ 8,356	\$ 8,460	\$ 9,671	\$ 9,716	\$ 11,128	\$ 11,147	\$ 10,612	\$ 10,856	\$ 10,685	\$ 10,662	\$ 11,911	\$ 11,911	\$ 11,911	\$ –	0.0%	\$ 8,368	\$ 3,543	42.3%		
Gross Revenue	\$ 11,539	\$ 11,249	\$ 11,985	\$ 13,794	\$ 16,301	\$ 14,255	\$ 15,452	\$ 15,784	\$ 14,665	\$ 16,974	\$ 15,151	\$ 10,759	\$ 167,908	\$ 188,036	\$ (20,128)	(10.7%)	\$ 180,283	\$ (12,375)	(6.9%)		
Adj. to Gross Revenue	(597)	(464)	(581)	(699)	(787)	(662)	(784)	(859)	(786)	(1,042)	(843)	(541)	(8,645)	(9,876)	1,231	(12.5%)	(9,708)	1,063	(10.9%)		
Net Revenue	10,942	10,785	11,404	13,094	15,515	13,593	14,669	14,926	13,879	15,932	14,307	10,218	159,262	178,160	(18,897)	(10.6%)	170,574	(11,312)	(6.6%)		
Material	5,204	5,301	5,464	6,521	7,703	6,428	7,195	7,385	6,640	8,001	7,426	4,565	77,833	88,355	(10,522)	(11.9%)	83,420	(5,587)	(6.7%)		
Labor	2,927	2,714	2,913	2,840	3,198	3,138	3,242	3,263	3,119	3,222	2,392	2,915	35,883	38,371	(2,487)	(6.5%)	38,503	(2,619)	(6.8%)		
Other COGS	1,309	1,015	1,117	1,533	1,968	1,255	2,014	1,776	1,482	1,998	1,857	1,527	18,849	20,261	(1,411)	(7.0%)	20,885	(2,036)	(9.7%)		
Total COGS	9,440	9,030	9,494	10,894	12,869	10,820	12,451	12,424	11,241	13,221	11,675	9,007	132,566	146,986	(14,421)	(9.8%)	142,807	(10,242)	(7.2%)		
Gross Margin	1,502	1,755	1,910	2,201	2,645	2,773	2,217	2,502	2,638	2,711	2,633	1,210	26,697	31,173	(4,477)	(14.4%)	27,767	(1,070)	(3.9%)		
Gross Margin %	13.7%	16.3%	16.7%	16.8%	17.0%	20.4%	15.1%	16.8%	19.0%	17.0%	18.4%	11.8%	16.8%	17.5%			16.3%				
R&D	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	N/A	–	–	N/A		
Sales & Marketing	554	603	474	610	586	529	504	534	671	617	590	579	6,850	7,247	(397)	(5.5%)	7,045	(195)	(2.8%)		
Administrative	1,037	968	879	962	997	962	1,026	1,001	962	990	330	1,068	11,181	12,772	(1,590)	(12.5%)	10,240	941	9.2%		
Other Opex	(127)	(75)	85	(51)	(3)	(97)	1	18	(3)	(37)	13	(16)	(292)	(228)	(64)	27.9%	302	(593)	(196.7%)		
Total Opex	1,465	1,496	1,438	1,520	1,579	1,394	1,531	1,553	1,630	1,569	934	1,631	17,739	19,791	(2,051)	(10.4%)	17,587	153	0.9%		
EBITDA	37	259	472	680	1,066	1,379	687	949	1,008	1,142	1,699	(420)	8,957	11,382	(2,425)	(21.3%)	10,180	(1,223)	(12.0%)		
EBITDA %	0.3%	2.4%	4.1%	5.2%	6.9%	10.1%	4.7%	6.4%	7.3%	7.2%	11.9%	(4.1%)	5.6%	6.4%			6.0%				
Net Income (Loss)	\$ (886)	\$ (271)	\$ (1,280)	\$ (242)	\$ (169)	\$ 853	\$ (528)	\$ (410)	\$ (112)	\$ 116	\$ 220	\$ (1,356)	\$ (4,066)	\$ (3,300)	\$ (766)	23.2%	\$ (3,490)	\$ (575)	16.5%		
Capex	\$ (489)	\$ (531)	\$ (560)	\$ (448)	\$ (519)	\$ (805)	\$ (761)	\$ (386)	\$ (500)	\$ (522)	\$ (613)	\$ (398)	\$ (6,532)	\$ (8,000)	\$ 1,468	(18.3%)	\$ (10,215)	\$ 3,683	(36.1%)		
Opex Overview:																					
Payroll	\$ 881	\$ 806	\$ 788	\$ 889	\$ 909	\$ 810	\$ 868	\$ 838	\$ 803	\$ 844	\$ 748	\$ 913	\$ 10,096	\$ 10,783	\$ (688)	(6.4%)	\$ 10,318	\$ (223)	(2.2%)		
Bonus	112	113	112	112	111	112	113	112	112	113	(506)	113	730	1,361	(631)	(46.4%)	159	571	359.1%		
Commissions	19	19	16	19	18	24	22	26	26	21	23	30	261	358	(97)	(27.1%)	187	74	39.8%		
Marketing	95	180	71	116	110	107	100	123	225	209	192	118	1,645	1,780	(136)	(7.6%)	1,679	(34)	(2.1%)		
Benefits	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	N/A	–	–	N/A		
Travel and entertainment	107	128	35	105	66	112	99	63	110	89	94	130	1,139	1,587	(449)	(28.3%)	1,231	(93)	(7.5%)		
Rent and facilities	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	N/A	–	–	N/A		
Insurance	29	21	31	20	28	25	28	32	27	29	25	24	317	336	(19)	(5.7%)	328	(11)	(3.2%)		
Professional fees	45	46	62	45	49	43	45	68	79	60	64	51	658	584	74	12.7%	585	73	12.5%		
Office Expenses	23	26	18	22	33	13	20	18	20	24	20	25	260	287	(27)	(9.4%)	287	(27)	(9.3%)		
IT	166	165	132	159	145	163	162	173	145	171	157	178	1,918	2,092	(174)	(8.3%)	1,634	284	17.4%		
Bad Debts	16	(0)	16	23	42	(0)	(0)	(0)	27	(0)	35	(0)	158	(5)	162	(3513.2%)	(80)	237	(297.7%)		
FX	(122)	(76)	115	(28)	24	(80)	5	40	(8)	(21)	29	–	(123)	–	(123)	N/A	384	(507)	(131.9%)		
JV Loss (Income)	(5)	1	(29)	(23)	(28)	(17)	(4)	(22)	5	(16)	(16)	(16)	(169)	(228)	59	(25.9%)	(83)	(86)	104.4%		
Other Expenses	98	67	73	61	70	82	74	82	59	48	70	66	850	853	(4)	(0.4%)	956	(106)	(11.1%)		
Total Opex	\$ 1,465	\$ 1,496	\$ 1,438	\$ 1,520	\$ 1,579	\$ 1,394	\$ 1,531	\$ 1,553	\$ 1,630	\$ 1,569	\$ 934	\$ 1,631	\$ 17,739	\$ 19,791	\$ (2,052)	(10.4%)	\$ 17,586	\$ 153	0.9%		

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	Act	Act	Act	Act	Act	Act	Fcst	Fcst	Bud	\$	%	Act	\$	%
EBITDA - as reported	\$ 37	\$ 259	\$ 472	\$ 680	\$ 1,066	\$ 1,379	\$ 687	\$ 949	\$ 1,008	\$ 1,142	\$ 1,699	\$ (420)	\$ 8,957	\$11,382	\$ (2,425)	(21.3%)	\$ 10,180	\$ (1,223)	(12.0%)
Depreciation and amortization	(708)	(721)	(729)	(702)	(725)	(741)	(761)	(768)	(779)	(782)	(807)	(803)	(9,025)	(9,128)	103	(1.1%)	(7,801)	(1,224)	15.7%
Interest and amortization	(156)	(165)	(189)	(184)	(198)	(187)	(191)	(189)	(182)	(175)	(148)	(168)	(2,132)	(2,290)	158	(6.9%)	(1,869)	(263)	14.1%
Other financial income/expense	(26)	740	(617)	163	(128)	774	(111)	(238)	97	166	(255)	–	566	–	566	N/A	(1,463)	2,029	(138.7%)
Monitoring fees (including expenses)	(85)	(97)	(85)	(84)	(84)	(85)	(103)	(82)	(82)	(102)	(83)	(103)	(1,074)	(1,077)	3	(0.2%)	(1,091)	16	(1.5%)
Restructuring costs	–	–	–	–	–	36	–	–	(65)	–	–	–	(29)	–	(29)	N/A	(776)	747	(96.3%)
Non-recurring items	(137)	(201)	(128)	(44)	(42)	(215)	(20)	(45)	(39)	(4)	(33)	–	(910)	(478)	(432)	90.5%	(770)	(140)	18.3%
Taxes	189	(87)	(4)	(72)	(58)	(109)	(29)	(37)	(69)	(129)	(153)	138	(418)	(1,710)	1,292	(75.6%)	99	(517)	(523.0%)
GAAP Net Income (Loss)	\$ (886)	\$ (271)	\$ (1,280)	\$ (242)	\$ (169)	\$ 853	\$ (528)	\$ (410)	\$ (112)	\$ 116	\$ 220	\$ (1,356)	\$ (4,066)	\$ (3,300)	\$ (766)	23.2%	\$ (3,490)	\$ (575)	16.5%

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 1.364 [USD\$0.73] on December 31, 2018 to 1.3287 [USD\$0.75] on November, 2019
- Non-recurring in November for Project Consultancy costs (ie. Beckway, Olmstead, Merrill, Practical Approach)
- US Tax accrual of 153K in November 2019; Canadian deferred tax asset has not been increased since 2018 year end adjustments

Cost of Goods Sold Variance Analysis

\$'000

	MTD	QTD	YTD
Material	7,836	16,293	83,790
Labor	3,197	6,535	35,455
Other COGS	1,780	3,793	18,734
COGS Budget	\$ 12,814	\$ 26,621	\$ 137,979
<u>Variances:</u>			
Volume	(765)	(1,365)	(11,841)
Price	(2)	(181)	(1,417)
Other	357	680	2,736
Material	(410)	(866)	(10,522)
Volume	(68)	(92)	(740)
Price	–	–	–
Other	(738)	(830)	(1,747)
Labor	(806)	(922)	(2,487)
Volume	230	364	360
Price	–	–	–
Other	(153)	(301)	(1,772)
Other COGS	77	63	(1,412)
COGS Actual	\$ 11,675	\$ 24,895	\$ 123,558

Management Discussion - MTD

- **Material COGS:** Decrease of \$410K due to lower volume impact of \$765K (Sales volumes (lbs) lower by 7.9%), favorable resin material prices offset by higher additive pricing & higher glass pricing of \$2K and improved scrap utilization at ECS of \$19K; offset by unfavorable yields lower regrind usage at Woodbridge, Delmont & Everett of \$277K (net of improved yields at Laval) and higher inventory reserves at Woodbridge, Delmont, Everett and Terrebonne of \$99K
- **Labor COGS:** Lower costs due to volume impact of \$68K, a favorable F/X impact of \$27K, headcount reduction initiatives and improved labor efficiency at Laval, Delmont & Everett (net of increased overtime at Woodbridge and Everett to support tooling launches) of \$95K, a non-recurring WSIB claim refund of \$54K at Laval & Terrebonne and the reversal of a portion of the bonus accrued for DL & IDL employees of \$562K
- **Other COGS:** Increase of \$77K due to an unfavorable absorption impact of \$230K; partially offset by lower freight costs as a result of lower sales volume and customer mix of \$74K, higher tool & die overhead recovery of \$64K, a favorable F/X impact of \$14K and lower overhead spending (ie. Utilities, maintenance, factory supplies) of \$1K

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	Act	Act	Act	Act	Act	Act	Fcst	Fcst	Bud	\$	%	Act	\$	%
Material																			
Material costs at standard	\$ 5,265	\$ 5,218	\$ 5,418	\$ 6,548	\$ 7,512	\$ 6,461	\$ 6,984	\$ 7,167	\$ 6,465	\$ 7,827	\$ 7,243	\$ 4,585	\$ 76,692	\$ 88,508	\$ (11,816)	(13.4%)	\$ 84,102	\$ (7,411)	(8.8%)
Materials FX loss / (gain)	0	0	0	0	0	1	(0)	0	0	0	0	—	1	0	1	603.4%	0	1	335.0%
Purchase price variance	168	272	211	157	242	141	253	232	156	162	225	128	2,346	2,816	(470)	(16.7%)	(421)	2,767	(657.3%)
Supplier resin rebate	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	N/A	—	—	N/A
Freight In	47	46	46	35	43	60	44	55	41	57	37	45	558	663	(105)	(15.8%)	680	(122)	(18.0%)
Scrap costs	(355)	(334)	(282)	(302)	(206)	(307)	(177)	(185)	(99)	(134)	(160)	(273)	(2,812)	(4,885)	2,073	(42.4%)	(2,101)	(711)	33.9%
Consumables	78	98	72	83	112	72	90	116	77	88	80	81	1,048	1,253	(206)	(16.4%)	1,159	(111)	(9.6%)
Total Material COGS	\$ 5,204	\$ 5,301	\$ 5,464	\$ 6,521	\$ 7,703	\$ 6,428	\$ 7,195	\$ 7,385	\$ 6,640	\$ 8,001	\$ 7,426	\$ 4,565	\$ 77,833	\$ 88,355	\$ (10,522)	(11.9%)	\$ 83,420	\$ (5,587)	(6.7%)
Labor																			
Direct labor	\$ 927	\$ 898	\$ 984	\$ 1,008	\$ 1,133	\$ 1,112	\$ 1,216	\$ 1,208	\$ 1,155	\$ 1,218	\$ 1,121	\$ 1,030	\$ 13,011	\$ 13,870	\$ (860)	(6.2%)	\$ 13,874	\$ (863)	(6.2%)
Direct labor - bonus	51	51	51	51	51	51	51	51	51	51	(229)	51	331	618	(287)	(46.4%)	79	252	316.5%
Direct labor - overtime	70	97	109	92	124	165	125	163	133	119	104	68	1,371	1,163	207	17.8%	1,594	(223)	(14.0%)
Direct labor - benefits	290	264	254	235	254	273	250	258	250	222	228	238	3,016	3,262	(246)	(7.5%)	3,366	(349)	(10.4%)
Direct labor - wcb benefits	18	(20)	17	(66)	22	21	21	21	20	7	(34)	19	48	265	(218)	(82.0%)	321	(273)	(85.1%)
Direct labor - other	0	(1)	(1)	(1)	(2)	2	(0)	(0)	(0)	(0)	(3)	1	(7)	9	(16)	(181.5%)	(1)	(6)	497.9%
Indirect labor	1,520	1,362	1,447	1,462	1,565	1,463	1,528	1,512	1,458	1,553	1,434	1,448	17,752	18,438	(686)	(3.7%)	19,031	(1,279)	(6.7%)
Indirect labor – bonus	51	51	51	51	51	51	51	51	51	51	(229)	51	331	618	(287)	(46.4%)	79	252	316.5%
Sub-contractor costs	—	12	2	10	—	—	—	—	—	—	—	7	31	127	(96)	(75.6%)	159	(128)	(80.5%)
Total Labor COGS	\$ 2,927	\$ 2,714	\$ 2,913	\$ 2,840	\$ 3,198	\$ 3,138	\$ 3,242	\$ 3,263	\$ 3,119	\$ 3,222	\$ 2,392	\$ 2,915	\$ 35,883	\$ 38,371	\$ (2,487)	(6.5%)	\$ 38,503	\$ (2,619)	(6.8%)
Other																			
Repairs and maintenance	\$ 115	\$ 26	\$ 78	\$ 34	\$ 44	\$ 62	\$ 83	\$ 80	\$ (35)	\$ 49	\$ 73	\$ 128	\$ 735	\$ 1,037	\$ (302)	(29.1%)	\$ 1,222	\$ (487)	(39.9%)
Absorption	(234)	(425)	(600)	86	312	(475)	235	(71)	(135)	223	250	(24)	(860)	(1,049)	190	(18.1%)	(622)	(237)	38.1%
Freight out	625	533	704	712	772	724	752	762	747	760	695	543	8,330	9,368	(1,038)	(11.1%)	9,785	(1,456)	(14.9%)
Rent / facilities	125	167	193	76	185	183	189	208	183	171	118	205	2,004	1,840	165	8.9%	1,511	494	32.7%
Utilities	479	508	539	458	435	590	535	611	506	619	536	512	6,330	6,711	(381)	(5.7%)	6,579	(249)	(3.8%)
Other cost of sales	199	206	202	167	220	171	221	186	216	176	185	162	2,310	2,355	(45)	(1.9%)	2,409	(100)	(4.1%)
Total Other COGS	\$ 1,309	\$ 1,015	\$ 1,117	\$ 1,533	\$ 1,968	\$ 1,255	\$ 2,014	\$ 1,776	\$ 1,482	\$ 1,998	\$ 1,857	\$ 1,527	\$ 18,849	\$ 20,261	\$ (1,411)	(7.0%)	\$ 20,885	\$ (2,036)	(9.7%)

Management Discussion

Material COGS: Decrease of \$10,522K due to a lower volume impact of \$11,841K (Sales volumes (lbs) lower by 12.0%), unfavorable yields and higher scrap (net of regrind usage) at Woodbridge, Delmont & Everett of \$2,533K; unfavorable LCM/E&O reserves at Woodbridge, Delmont, Everett and Terrebonne of \$416K, partially offset by improved scrap and favorable PPV at ECS of \$1,630K

Labor COGS: Lower costs due to volume impact of \$740K, out-of-period workers' compensation refunds at Laval, Terrebonne and Everett of \$238K, a favorable F/X impact of \$409K, headcount reduction initiatives / improved labor efficiency at Laval, Delmont, Terrebonne and ECS (net of increased overtime at Woodbridge and Everett to support tooling launches) of \$538K and the reversal of a portion of the bonus accrued for DL & IDL employees of \$562K

Other COGS: Decrease of \$1,411K due to lower freight costs of \$916K, lower overhead spending of \$271K (ie. Maintenance costs, utilities, factory supplies), a higher tool & die absorption recovery impact of \$368K, lower property tax adjustment at Everett of \$87K, a favorable F/X impact of \$129K partially offset by an unfavorable absorption impact of \$360K

Monthly Balance Sheet

	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	FY	FY	Var	
\$'000	Act	Act	Act	Act	Act	Act	Act	Act	Act	Act	Act	Fcst	Fcst	Bud	\$	%
Current Assets																
Cash and cash equivalents	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 0	\$ 3	739066.5%
Short term investments	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	N/A
<i>Accounts receivable, gross</i>	9,182	9,929	11,613	13,369	14,654	15,793	13,673	13,780	13,915	14,965	14,538	10,481	10,481	8,958	1,523	17.0%
<i>Accounts receivable, reserves</i>	(393)	(393)	(399)	(425)	(465)	(479)	(477)	(472)	(501)	(504)	(534)	(679)	(679)	(363)	(316)	86.9%
Accounts receivable, net	8,789	9,536	11,214	12,944	14,190	15,313	13,196	13,308	13,414	14,460	14,004	9,802	9,802	8,594	1,208	14.1%
<i>Inventory, gross</i>	34,588	36,157	35,647	34,119	32,304	34,675	34,503	34,146	34,529	33,944	32,086	32,668	32,668	31,776	892	2.8%
<i>Inventory, reserves</i>	(1,497)	(1,514)	(1,497)	(1,562)	(1,608)	(1,789)	(1,797)	(1,783)	(1,764)	(1,801)	(1,840)	(1,706)	(1,706)	(1,467)	(239)	16.3%
Inventory, net	33,091	34,642	34,150	32,557	30,697	32,887	32,705	32,363	32,765	32,143	30,246	30,962	30,962	30,309	653	2.2%
Prepaid expenses and other current assets	3,145	3,030	3,051	3,909	4,233	4,279	4,257	4,035	3,848	3,866	3,405	2,832	2,832	2,942	(109)	(3.7%)
Other current assets	761	864	804	790	865	830	1,026	932	911	894	958	682	682	901	(218)	(24.2%)
Total Current Assets	45,790	48,076	49,223	50,203	49,987	53,312	51,187	50,640	50,941	51,367	48,617	44,281	44,281	42,746	1,536	3.6%
Non-Current Assets																
<i>Property, plant & equipment, gross</i>	66,687	67,249	66,818	67,503	67,826	69,761	70,321	70,322	70,962	71,741	71,977	74,303	74,303	64,977	9,326	14.4%
<i>Accumulated depreciation</i>	(18,755)	(19,488)	(19,863)	(20,649)	(21,300)	(22,479)	(23,152)	(23,765)	(24,601)	(25,492)	(26,136)	(24,569)	(24,569)	(17,639)	(6,930)	39.3%
Property, plant & equipment, net	47,932	47,761	46,955	46,853	46,525	47,282	47,169	46,557	46,361	46,249	45,842	49,734	49,734	47,338	2,395	5.1%
Deferred financing cost	546	533	510	499	484	479	464	448	435	423	407	395	395	548	(153)	(27.9%)
Deferred tax asset	2,961	2,963	2,898	2,913	2,901	2,973	2,963	2,938	2,947	2,963	2,940	1,367	1,367	2,879	(1,513)	(52.5%)
Other non-current assets	2,688	2,690	2,644	2,685	2,698	2,791	2,784	2,784	2,791	2,825	2,813	3,331	3,331	2,616	715	27.3%
Total Non-Current Assets	54,127	53,947	53,007	52,950	52,607	53,535	53,388	52,727	52,534	52,461	52,002	54,826	54,826	53,382	1,444	2.7%
Total Assets	\$ 99,917	\$ 102,023	\$ 102,229	\$ 103,153	\$ 102,595	\$ 106,848	\$ 104,574	\$ 103,368	\$ 103,475	\$ 103,828	\$ 100,618	\$ 99,107	\$ 99,107	\$ 96,127	\$ 2,980	3.1%
Current Liabilities																
Bank Debt	\$ 14,340	\$ 16,533	\$ 18,750	\$ 19,505	\$ 19,025	\$ 17,818	\$ 17,338	\$ 16,897	\$ 16,663	\$ 17,396	\$ 14,798	\$ 13,864	\$ 13,864	\$ 10,222	\$ 3,641	35.6%
Current Portion - Long Term Debt	1,678	1,665	1,639	1,648	1,640	1,683	1,676	1,662	1,667	1,677	1,663	1,800	1,800	1,628	172	10.6%
Accounts payable	11,725	12,319	12,200	12,267	12,359	15,487	15,146	14,498	14,476	13,366	13,935	12,627	12,627	12,709	(82)	(0.6%)
Accrued liabilities	4,045	3,378	3,727	3,515	3,556	3,864	3,513	3,630	3,707	3,923	3,625	2,808	2,808	3,343	(535)	(16.0%)
Accrued compensation	2,492	2,800	2,877	3,338	3,488	3,931	3,435	3,952	4,303	4,461	3,591	5,149	5,149	2,521	2,628	104.2%
Income taxes payable	(189)	(102)	(344)	(275)	(215)	(118)	46	86	192	419	572	1,710	1,710	(246)	1,956	(793.7%)
Contingent consideration	1,301	1,301	1,301	1,301	1,301	1,301	1,301	1,301	1,301	1,301	1,301	—	—	1,301	(1,301)	(100.0%)
Other current liabilities	101	97	124	125	132	125	127	122	116	115	84	107	107	97	11	11.0%
Total Current Liabilities	35,493	37,990	40,273	41,423	41,287	44,090	42,582	42,149	42,425	42,657	39,568	38,065	38,065	31,576	6,490	20.6%
Long-term liabilities																
Long-term debt less current maturities	12,248	12,114	11,679	11,609	11,418	11,587	11,403	11,163	11,060	10,985	10,753	10,428	10,428	12,006	(1,579)	(13.1%)
Deferred income taxes	9,753	9,757	9,642	9,669	9,647	9,775	9,756	9,713	9,729	9,757	9,716	7,785	7,785	9,610	(1,825)	(19.0%)
Other non-current liabilities	1,525	1,530	1,491	1,503	1,497	1,597	1,591	1,577	1,585	1,598	1,584	1,486	1,486	1,468	18	1.2%
Total Long-Term Liabilities	23,526	23,400	22,812	22,781	22,562	22,959	22,751	22,453	22,374	22,340	22,053	19,699	19,699	23,084	(3,386)	(14.7%)
Total Liabilities	59,019	61,391	63,085	64,205	63,849	67,049	65,333	64,602	64,799	64,997	61,622	57,764	57,764	54,660	3,104	5.7%
Commitments and contingencies	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Shareholders' Equity																
Common stock	12,610	12,610	12,610	12,610	12,610	12,610	12,610	12,610	12,610	12,610	12,610	12,610	12,610	12,610	(0)	(0.0%)
Retained earnings	29,143	28,871	27,592	27,350	27,180	28,033	27,505	27,095	26,982	27,099	27,319	29,263	29,263	30,039	(776)	(2.6%)
Accumulated other comprehensive income	(855)	(850)	(1,058)	(1,011)	(1,045)	(845)	(873)	(938)	(916)	(878)	(933)	(530)	(530)	(1,181)	652	(55.2%)
Total Shareholders' Equity	40,898	40,632	39,144	38,948	38,746	39,798	39,241	38,766	38,676	38,831	38,997	41,343	41,343	41,467	(124)	(0.3%)
Total Liabilities and Shareholders' Equity	\$ 99,917	\$ 102,023	\$ 102,229	\$ 103,153	\$ 102,595	\$ 106,848	\$ 104,574	\$ 103,368	\$ 103,475	\$ 103,828	\$ 100,618	\$ 99,107	\$ 99,107	\$ 96,127	\$ 2,980	3.1%

Balance Sheet – Year on Year Comparison

\$'000	YTD		Variance	
	CY	PY	\$	%
<u>Current Assets</u>				
Cash and cash equivalents	\$ 3	\$ (0)	\$ 3	(6743915.6%)
Short term investments	–	–	–	N/A
<i>Accounts receivable, gross</i>	14,538	14,139	398	2.8%
<i>Accounts receivable, reserves</i>	(534)	(657)	123	(18.7%)
Accounts receivable, net	14,004	13,483	521	3.9%
<i>Inventory, gross</i>	32,086	31,314	772	2.5%
<i>Inventory, reserves</i>	(1,840)	(1,523)	(316)	20.8%
Inventory, net	30,246	29,790	456	1.5%
Prepaid expenses and other current assets	3,405	3,398	7	0.2%
Other current assets	958	2,311	(1,353)	(58.5%)
Total Current Assets	48,617	48,982	(366)	(0.7%)
<u>Non-Current Assets</u>				
<i>Property, plant & equipment, gross</i>	71,977	64,449	7,529	11.7%
<i>Accumulated depreciation</i>	(26,136)	(17,254)	(8,882)	51.5%
Property, plant & equipment, net	45,842	47,195	(1,353)	(2.9%)
Deferred financing cost	407	566	(158)	(28.0%)
Deferred tax asset	2,940	1,344	1,596	118.7%
Other non-current assets	2,813	2,785	28	1.0%
Total Non-Current Assets	52,002	51,889	112	0.2%
Total Assets	\$ 100,618	\$ 100,872	\$ (253)	(0.3%)
<u>Current Liabilities</u>				
Bank Debt	\$ 14,798	\$ 12,019	\$ 2,779	23.1%
Current Portion - Long Term Debt	1,663	1,744	(81)	(4.6%)
Accounts payable	13,935	12,951	984	7.6%
Accrued liabilities	3,625	4,260	(635)	(14.9%)
Accrued compensation	3,591	2,661	930	35.0%
Income taxes payable	572	907	(336)	(37.0%)
Contingent consideration	1,301	1,299	2	0.1%
Other current liabilities	84	92	(8)	(8.3%)
Total Current Liabilities	39,568	35,932	3,636	10.1%
<u>Long-term liabilities</u>				
Long-term debt less current maturities	10,753	12,318	(1,565)	(12.7%)
Deferred income taxes	9,716	7,717	2,000	25.9%
Other non-current liabilities	1,584	1,504	80	5.3%
Total Long-Term Liabilities	22,053	21,538	515	2.4%
Total Liabilities	61,622	57,471	4,151	7.2%
Commitments and contingencies	–	–	–	N/A
<u>Shareholders' Equity</u>				
Common stock	12,610	12,610	–	0.0%
Retained earnings	27,319	31,580	(4,261)	(13.5%)
Accumulated other comprehensive income	(933)	(790)	(143)	18.1%
Total Shareholders' Equity	38,997	43,401	(4,404)	(10.1%)
Total Liabilities and Shareholders' Equity	\$ 100,618	\$ 100,872	\$ (253)	(0.3%)

Monthly Cash Flow

	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	FY	FY	Var		PY	Var	
\$'000	Act	Act	Act	Act	Act	Act	Act	Act	Act	Act	Act	Fcst	Fcst	Bud	\$	%	Act	\$	%
Cash flow from operations																			
Net Income (Loss)	\$ (886)	\$ (271)	\$ (1,280)	\$ (242)	\$ (169)	\$ 853	\$ (528)	\$ (410)	\$ (112)	\$ 116	\$ 220	\$ (1,356)	\$ (4,066)	\$ (3,300)	\$ (766)	23.2%	\$ (3,987)	\$ (79)	2.0%
Depreciation, amortization and other	708	721	729	702	725	741	761	768	779	782	807	803	9,025	9,128	(103)	(1.1%)	7,801	1,224	15.7%
Non-cash loss/expense (gain)	(161)	(7)	201	(62)	36	(213)	64	83	(14)	(62)	91	328	282	(307)	589	(191.8%)	377	(96)	(25.3%)
Deferred income tax	143	3	(115)	27	(22)	128	(19)	(43)	15	28	(41)	(1,931)	(1,825)	148	(1,973)	(1331.0%)	(1,301)	(524)	40.3%
Change in operating assets and liabilities:																N/A			
Accounts receivable	(195)	(747)	(1,678)	(1,730)	(1,246)	(1,124)	2,118	(112)	(107)	(1,046)	457	4,202	(1,208)	(1,173)	(35)	3.0%	3,252	(4,460)	(137.1%)
Inventory	(2,782)	(1,552)	492	1,593	1,861	(2,190)	181	342	(403)	623	1,897	(715)	(653)	(690)	37	(5.4%)	(594)	(59)	9.9%
Prepaid expenses and other current assets	(64)	12	39	(843)	(400)	(11)	(173)	316	208	(2)	397	849	328	328	–	0.0%	456	(128)	(28.1%)
Accounts payable	(984)	594	(119)	68	92	3,128	(340)	(648)	(22)	(1,111)	569	(1,308)	(82)	(82)	(0)	0.0%	(379)	296	(78.3%)
Accrued expenses	673	(359)	426	249	192	750	(846)	635	427	375	(1,169)	742	2,093	2,344	(251)	(10.7%)	(2,316)	4,408	(190.4%)
Accrued income taxes	58	87	(242)	69	60	96	164	40	106	227	153	1,138	1,956	1,060	896	84.5%	751	1,205	160.6%
Other changes in operating assets and liabilities	4	(4)	27	1	7	(7)	1	(5)	(6)	(1)	(31)	(1,278)	(1,290)	(1,290)	–	0.0%	65	(1,355)	(2097.6%)
Other cash flow from operations	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	N/A	–	–	N/A
Total Cash Flow from Operations	\$ (3,487)	\$ (1,522)	\$ (1,520)	\$ (168)	\$ 1,136	\$ 2,150	\$ 1,381	\$ 966	\$ 873	\$ (71)	\$ 3,349	\$ 1,473	\$ 4,560	\$ 6,166	\$ (1,606)	(26.0%)	\$ 4,126	\$ 435	10.5%
Cash flow from investing																			
Additions to property, plant and equipment	\$ (489)	\$ (531)	\$ (560)	\$ (448)	\$ (519)	\$ (805)	\$ (761)	\$ (386)	\$ (500)	\$ (522)	\$ (613)	\$ (398)	\$ (6,532)	\$ (8,000)	\$ 1,468	(18.3%)	\$ (10,215)	\$ 3,683	(36.1%)
Earnout payments	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	N/A	–	–	N/A
Other cash flow from investing	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	N/A	–	–	N/A
Total Cash Flow from Investing	\$ (489)	\$ (531)	\$ (560)	\$ (448)	\$ (519)	\$ (805)	\$ (761)	\$ (386)	\$ (500)	\$ (522)	\$ (613)	\$ (398)	\$ (6,532)	\$ (8,000)	\$ 1,468	(18.3%)	\$ (10,215)	\$ 3,683	(36.1%)
Cash flow from financing																			
Proceeds from the issuance (repayment) of short-term debt	\$ 4,118	\$ 2,193	\$ 2,218	\$ 754	\$ (479)	\$ (1,207)	\$ (480)	\$ (442)	\$ (234)	\$ 733	\$ (2,598)	\$ (934)	\$ 3,641	\$ 3,556	\$ 85	2.4%	\$ 6,282	\$ (2,641)	(42.0%)
Proceeds from the issuance of debt	(0)	0	(0)	0	(0)	0	0	0	0	(0)	(0)	0	0	–	0	N/A	1,207	(1,207)	(100.0%)
Repayment of debt	(138)	(139)	(138)	(138)	(137)	(139)	(140)	(139)	(139)	(139)	(139)	(141)	(1,667)	(1,719)	53	(3.1%)	(1,400)	(267)	19.1%
Common stock cash dividends paid	–	–	–	–	–	–	–	–	–	–	–	(0)	(0)	–	(0)	N/A	–	(0)	N/A
Other cash flow from financing	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	N/A	–	–	N/A
Total Cash Flow from Financing	\$ 3,979	\$ 2,053	\$ 2,080	\$ 616	\$ (617)	\$ (1,345)	\$ (620)	\$ (580)	\$ (373)	\$ 593	\$ (2,737)	\$ (1,075)	\$ 1,975	\$ 1,837	\$ 138	7.5%	\$ 6,089	\$ (4,115)	(67.6%)
Effect of FX rates on cash and cash equivalents	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	N/A	\$ –	\$ -	N/A
Net change in cash	\$ 3	\$ 0	\$ (0)	\$ 0	\$ (0)	\$ 0	\$ (0)	\$ (0)	\$ (0)	\$ 0	\$ (0)	\$ (0)	\$ 3	\$ 3	\$ (0)	(0.0%)	\$ (0)	\$ 3	(1065.6%)
Beginning cash	0	3	3	3	3	3	3	3	3	3	3	3	0	0	–	–	(0)	\$ 0	(100.1%)
Change in cash	3	0	(0)	0	(0)	0	(0)	(0)	(0)	0	(0)	(0)	3	3	(0)	(0.0%)	(0)	\$ 3	(1065.6%)
Ending cash	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ (0)	(0.0%)	\$ 0	\$ 3	26318273.0%

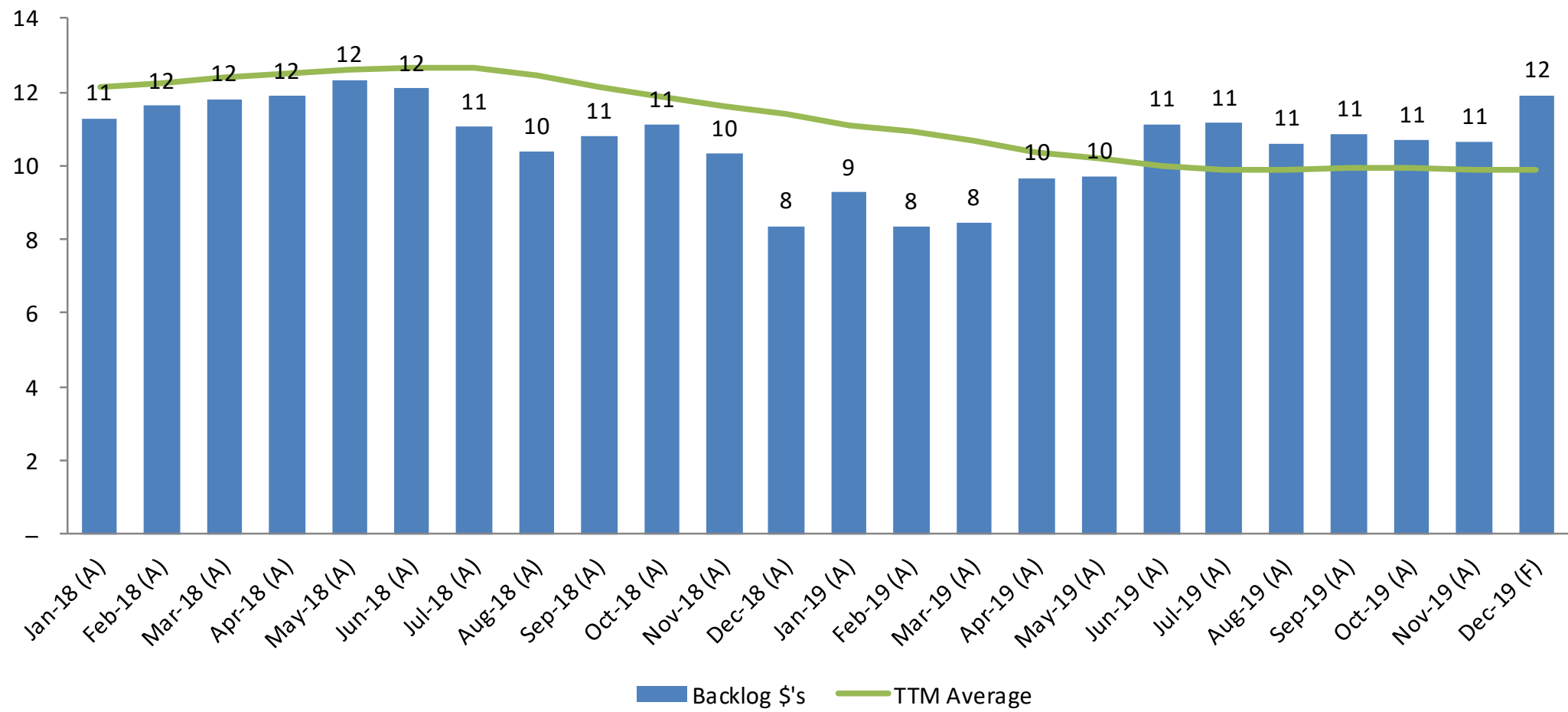
Trended Monthly Bookings

\$ in millions



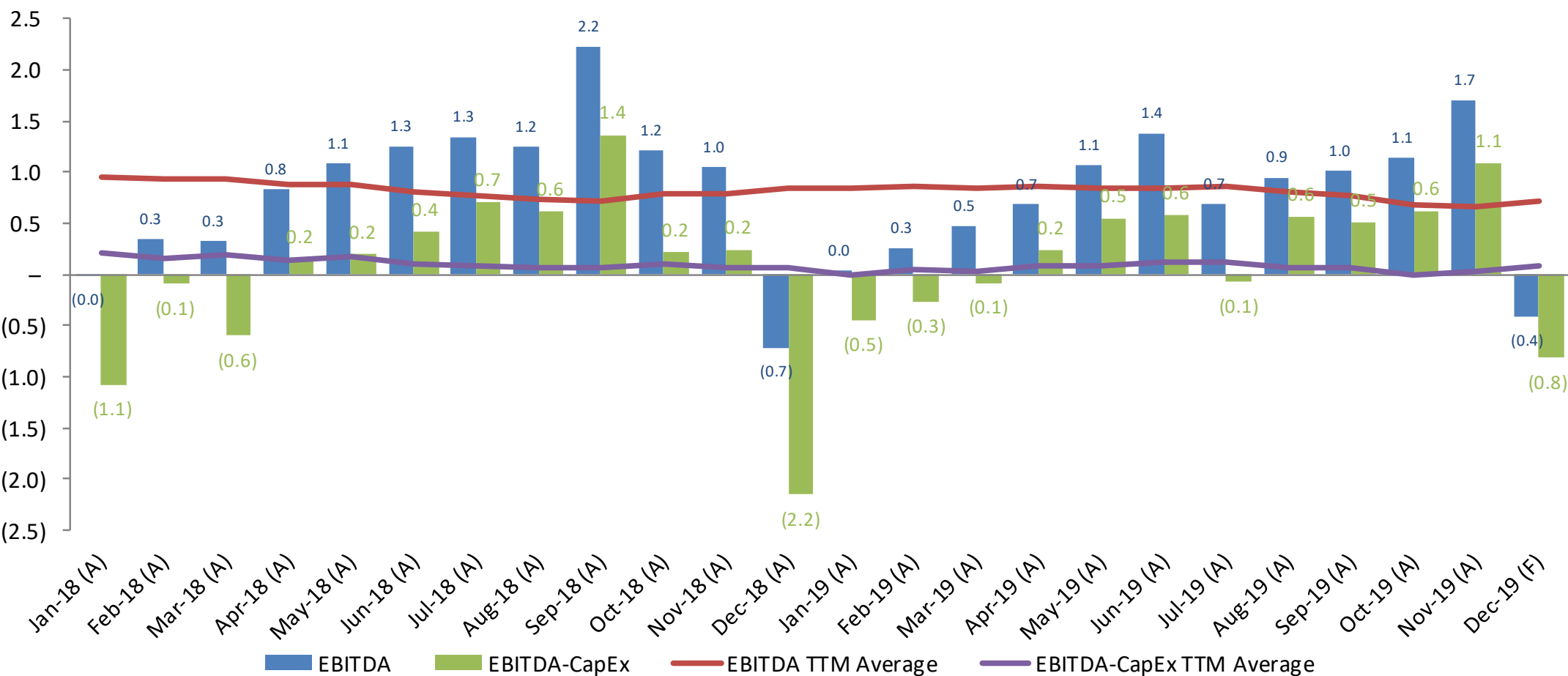
Trended Monthly Backlog

\$ in millions



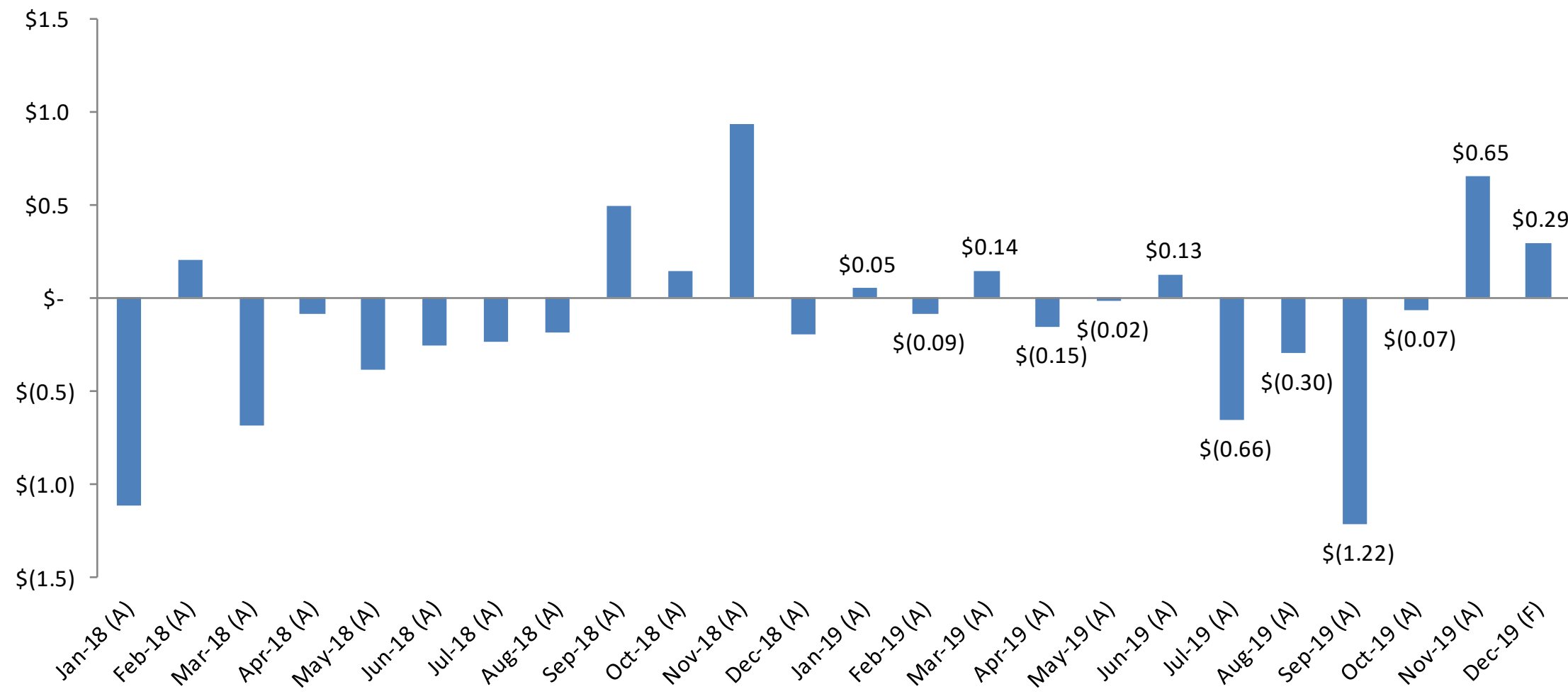
EBITDA and EBITDA-CapEx

\$ in millions



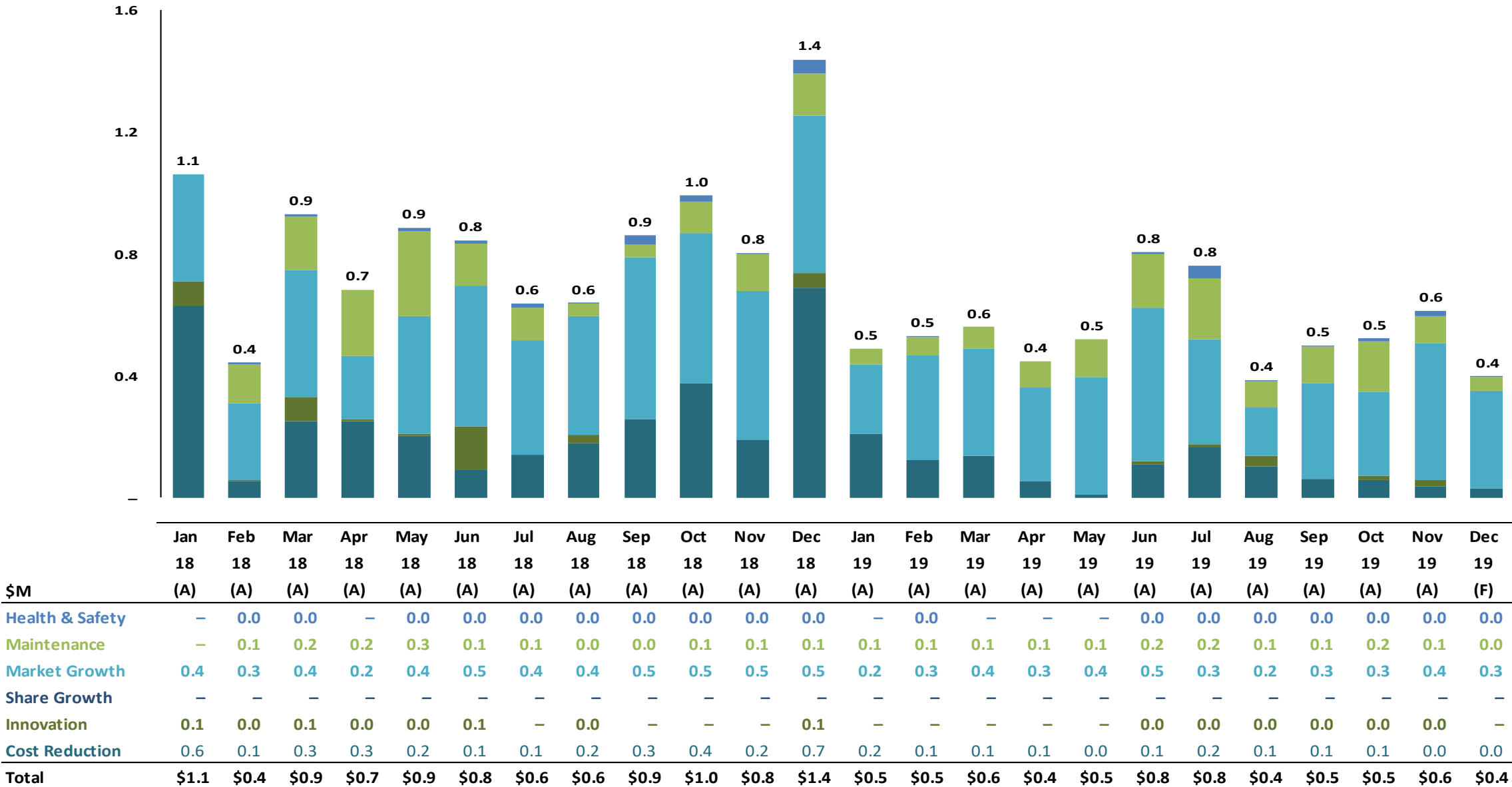
Y-o-Y \$ EBITDA Change

\$ in millions



Capital Expenditures

\$ in millions



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
2019 January (A)	324	154	81	35	13	26	59	–	692	24	716	780	(64)
2019 February (A)	331	156	81	35	13	26	60	–	702	27	729	802	(73)
2019 March (A)	331	160	81	36	13	26	62	–	709	36	745	802	(57)
2019 April (A)	321	158	81	36	13	25	61	–	695	29	724	813	(89)
2019 May (A)	324	161	80	37	13	28	63	–	706	64	770	818	(48)
2019 June (A)	328	160	79	36	13	24	63	–	703	108	811	832	(21)
2019 July (A)	320	163	79	36	13	25	62	–	698	125	823	826	(3)
2019 August (A)	318	160	81	36	13	25	61	–	694	110	804	825	(21)
2019 September (A)	317	159	80	35	13	26	61	–	691	96	787	797	(10)
2019 October (A)	315	160	76	35	13	21	61	–	681	94	775	797	(21)
2019 November (A)	312	156	78	35	13	21	60	–	675	86	761	794	(33)
2019 December (F)	349	164	88	37	15	30	59	–	742	40	782	782	–
Final Headcount	349	164	88	37	15	30	59	–	742	40	782	782	–

Management Discussion

- Laval – Hire of Zakari Lahmami – CNC programmer
- Terrebonne – Minus 10 hourly and temp

Headcount Hires and Attrition

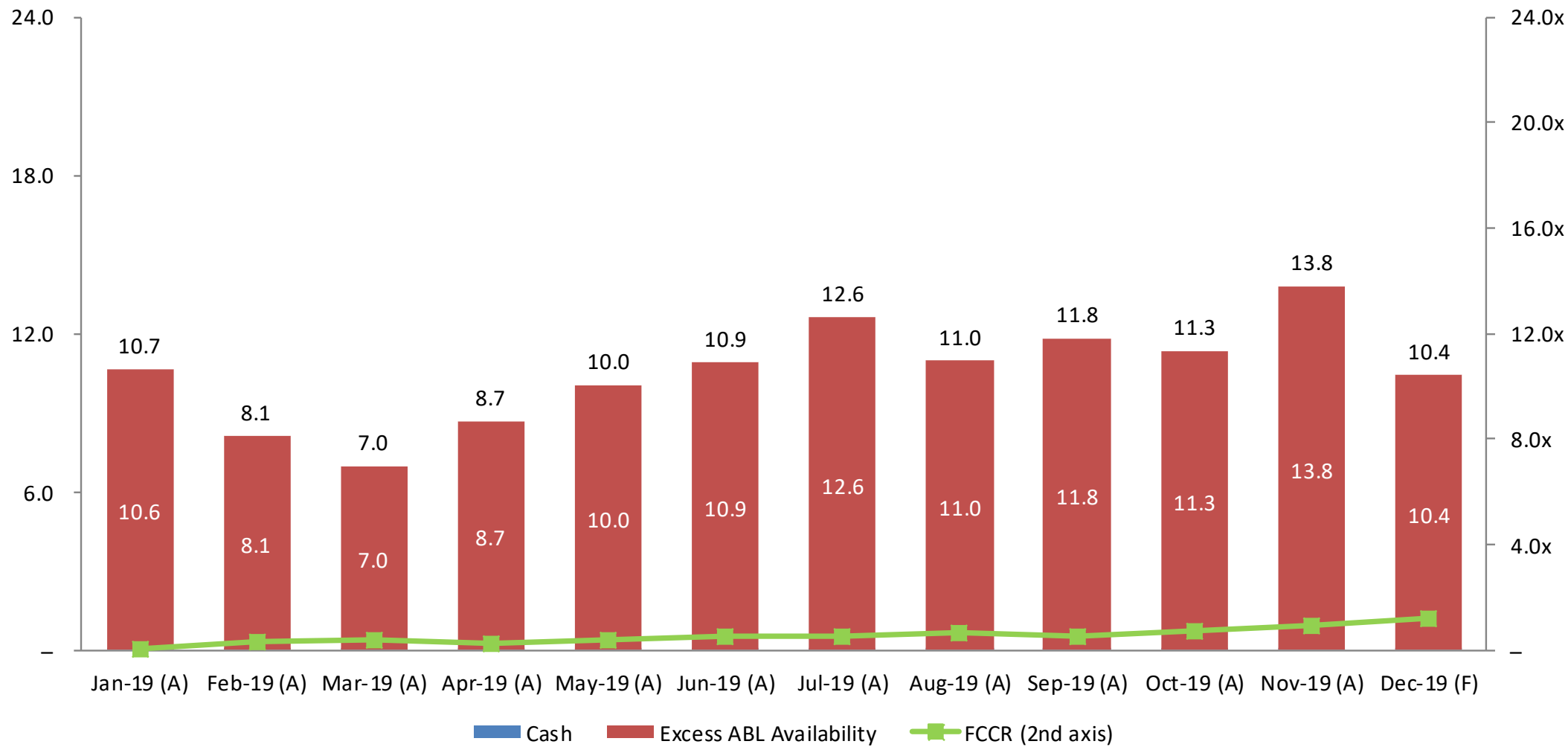
Functional Area	Start of Month	Hires	Transfers	Involuntary		Voluntary Term	End of Month	Rfc Headcount	Difference to Rfc
				Term					
Direct Labor	315	6	(1)	(3)	(5)		312	349	37
Indirect Labor - Hourly	160	1	(1)	(2)	(2)		156	164	8
Indirect Labor - Salary	76	1	1	—	—		78	88	10
Delivery & Dist.	35	—	—	—	—		35	37	2
Research & Development	13	—	—	—	—		13	15	2
Sales & Marketing	21	—	—	—	—		21	30	9
Administrative	61	—	—	(1)	—		60	59	(1)
Other	-	—	—	—	—		-	-	-
Agency FTE & Temps	94	10	1	(18)	(1)		86	52	(34)
Total	775	18	-	(24)	(8)		761	794	33

Management Discussion

- Net decrease of 14 employees during the month, mainly Hourly and Temps in Terrebonne

Liquidity Forecast

\$ in millions



Executive Summary

Financial Review

Full Year Financial Outlook

Governance Reporting

Appendix

Business Unit Analysis

Woodbridge

Laval

Delmont

Everett

Terrebonne

Concord

Corporate

Plant Capacity Utilization

Woodbridge Summary P&L

\$'000	MTD		Var		YTD		Var	
	Act	Bud	\$	%	Act	Bud	\$	%
Units Produced ('000)	2,752	3,305	(553)	(16.7%)	29,657	35,124	(5,467)	(15.6%)
Units Shipped ('000)	2,783	3,305	(522)	(15.8%)	28,931	32,584	(3,654)	(11.2%)
Bookings (\$'000)	\$ 4,613	\$ 4,559	\$ 54	1.2%	\$ 38,700	\$ 44,905	\$ (6,205)	(13.8%)
Backlog ('000)	\$ 3,199	\$ 2,903	\$ 295	10.2%	\$ 3,199	\$ 2,903	\$ 295	10.2%
Gross Revenue	\$ 3,937	\$ 4,645	\$ (708)	(15.2%)	\$ 41,073	\$ 48,794	\$ (7,721)	(15.8%)
Adj. to Gross Revenue	(210)	(333)	123	(37.0%)	(2,307)	(3,011)	704	(23.4%)
Net Revenue	3,728	4,312	(584)	(13.6%)	38,767	45,783	(7,016)	(15.3%)
Material	2,445	2,701	(256)	(9.5%)	25,044	28,742	(3,698)	(12.9%)
Labor	777	872	(94)	(10.8%)	8,912	9,323	(411)	(4.4%)
Other COGS	158	145	13	8.8%	1,878	1,745	133	7.6%
Total COGS	3,380	3,717	(337)	(9.1%)	35,834	39,810	(3,976)	(10.0%)
Gross Margin	348	595	(247)	(41.5%)	2,933	5,973	(3,040)	(50.9%)
Gross Margin %	9.3%	13.8%			7.6%	13.0%		
R&D	—	—	—	N/A	—	—	—	N/A
Sales & Marketing	12	27	(15)	(54.9%)	195	283	(88)	(31.0%)
Administrative	318	328	(10)	(3.1%)	3,513	3,622	(109)	(3.0%)
Other Opex	(30)	(20)	(10)	50.0%	(132)	(212)	80	(37.9%)
Total Opex	299	334	(35)	(10.5%)	3,577	3,693	(116)	(3.1%)
EBITDA	49	261	(212)	(81.4%)	(644)	2,280	(2,924)	(128.2%)
EBITDA %	1.3%	6.0%			(1.7%)	5.0%		
Net Income (Loss)	\$ (211)	\$ 25	\$ (235)	(959.8%)	\$ (3,239)	\$ (273)	\$ (2,965)	1085.2%
Capex	\$ (193)	\$ —	\$ (193)	N/A	\$ (1,837)	\$ (1,365)	\$ (471)	34.5%
Opex Overview:								
Payroll	\$ 55	\$ 63	\$ (8)	(12.0%)	\$ 593	\$ 665	\$ (72)	(10.8%)
Bonus	—	—	—	N/A	—	—	—	N/A
Commissions	—	—	—	N/A	—	—	—	N/A
Marketing	1	10	(9)	(90.7%)	64	110	(46)	(42.0%)
Benefits	—	—	—	N/A	—	—	—	N/A
Travel and entertainment	0	0	0	7523.4%	6	7	(1)	(15.5%)
Rent and facilities	—	—	—	N/A	—	—	—	N/A
Insurance	3	4	(1)	(31.8%)	37	46	(9)	(19.6%)
Professional fees	—	—	—	N/A	32	23	9	38.9%
Utilities, repair, maintenance, an	1	2	(1)	(49.4%)	31	25	6	25.9%
Corporate OH Fees	269	274	(4)	(1.6%)	2,948	3,009	(62)	(2.0%)
Bad Debts	(0)	(0)	0	(47.0%)	(3)	(4)	2	(36.1%)
FX	(15)	—	(15)	N/A	21	—	21	N/A
JV Loss (Income)	(16)	(20)	5	(22.9%)	(153)	(212)	59	(27.8%)
Other Expenses	—	2	(2)	(100.0%)	0	24	(23)	(98.5%)
Total Opex	\$ 299	\$ 334	\$ (35)	(10.5%)	\$ 3,577	\$ 3,693	\$ (116)	(3.1%)

Management Discussion

Net Revenue – Nov-19: (\$584K):

- Sales volume down 15.8% or \$681k due to decreased demand from All Weather, JV, Vinylbilt, Allsco, Dashwood & Ventana (bankrupt); offset by higher than expected levels with Quaker & Oran.
- Favorable rebates/accruals \$68k primarily due to lower sales volume with ATIS (Vinylbilt & Allsco) and Dashwood
- Unfavorable returns \$3k
- Favorable product/customer mix of \$88k driven by higher ASP from Quaker, Terrebonne, PGT and lower ATIS volumes
- Unfavorable F/X of \$62k (actual rate of 1.3239 [or \$USD 0.7553] vs. 1.30 [or \$USD 0.7692])

EBITDA – Nov-19: (\$212K):

- Material COGS:** Decreased costs by \$256k driven by lower sales volumes \$420k; offset by lower yields & additional scrap \$88k (83.1% vs 86.0% - Cellular material issues & increased trial/testing); finished goods scrap \$8k (Joint Venture Pitting), increased supplier prices \$21k (Cellular Foam, ECS for JV and Packaging material); and increase in E&O inventory reserves \$47k (Raw Material for Jeldwen exit & Canadian Thermo Pellet material, Finished Goods for AWW (slider system X0807/8), North Star (L4157 discontinued) & Vinylbilt (Q0178 slow moving))
- Labor COGS:** Decreased costs by \$94k driven by lower production volumes (-16.7%) \$86k & lower subcontracting (cellular regrind) \$11k.
- Other COGS:** Increased costs by \$13k driven by decreased net absorption \$45k and additional trailer storage \$16k; offset by additional JV OH recovery \$25k and T&D recovery \$23k (Kohltech & 425 Door)
- Sales and Marketing:** Decreased costs by \$15k due to reduced royalties & lower wages (1 less headcount).
- Administrative:** Decreased costs by \$10k due to lower wages and favorable F/X.
- Other Opex:** Decreased costs of \$10k driven by favorable F/X revaluation of working capital balances \$15k; offset by lower JV Equity Income \$5k (1 additional line charge)

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	\$	%	Act	Bud	BPs	%	Act	BPs	%	Act	Bud	BPs	%	Act	BPs	%	
Customer:																																
ROYAL VINYL BILT LIMITED	\$ 897	\$ 977	\$ (80)	(8.2%)	\$ 878	\$ 19	2.2%	\$ 8,652	\$ 10,273	\$ (1,621)	(15.8%)	\$ 9,761	\$ (1,108)	(11.4%)	10.4%	10.4%	—	0.0%	7.9%	250	31.6%	10.9%	10.1%	86	8.5%	7.9%	303	38.4%				
QUAKER WINDOW PRODUCTS	630	522	108	20.7%	613	17	2.8%	5,385	5,604	(219)	(3.9%)	4,987	398	8.0%	11.0%	11.0%	0	0.0%	8.5%	250	29.3%	11.3%	10.8%	56	5.2%	8.5%	282	33.0%				
ALL WEATHER WIN. LTD-EDMO	255	373	(118)	(31.7%)	402	(147)	(36.5%)	2,732	5,165	(2,433)	(47.1%)	2,033	699	34.4%	19.7%	19.7%	—	0.0%	17.2%	250	14.6%	27.3%	19.4%	794	41.0%	17.2%	1,017	59.3%				
VINYL BILT WINDOWS & DOORS CO	211	432	(221)	(51.1%)	424	(213)	(50.2%)	1,995	3,560	(1,564)	(43.9%)	4,651	(2,656)	(57.1%)	(18.0%)	(18.0%)	—	0.0%	(20.5%)	250	(12.2%)	(18.8%)	(15.1%)	(373)	24.8%	(20.5%)	165	(8.1%)				
VINYL PRO WINDOW SYSTEMS	381	242	139	57.5%	422	(40)	(9.6%)	3,306	3,388	(82)	(2.4%)	3,733	(426)	(11.4%)	6.4%	8.2%	(175)	(21.4%)	5.7%	75	13.2%	6.0%	5.9%	14	2.3%	5.7%	36	6.3%				
WINDSOR WINDOW CO	335	383	(48)	(12.6%)	304	31	10.3%	3,576	3,435	141	4.1%	3,271	305	9.3%	27.2%	22.5%	472	21.0%	21.2%	595	28.0%	20.7%	21.2%	(48)	(2.3%)	20.5%	21	1.0%				
DASHWOOD INDUSTRIES LTD.	218	323	(105)	(32.5%)	305	(88)	(28.7%)	2,135	2,654	(519)	(19.6%)	2,723	(588)	(21.6%)	17.8%	17.8%	0	0.0%	15.3%	250	16.3%	17.1%	15.7%	136	8.7%	15.3%	176	11.5%				
OSTACO 2000 WINDOORS INC	101	170	(68)	(40.3%)	212	(111)	(52.4%)	1,230	1,801	(570)	(31.7%)	1,694	(463)	(27.3%)	13.8%	13.8%	—	0.0%	11.3%	250	22.0%	16.1%	13.7%	239	17.5%	11.3%	476	41.9%				
ALLSCO BLDG SUPPLIES LTD	80	191	(112)	(58.4%)	90	(11)	(12.0%)	1,336	1,545	(209)	(13.5%)	1,520	(184)	(12.1%)	(18.0%)	(18.0%)	—	0.0%	3.9%	(2,195)	(555.9%)	(14.7%)	(14.4%)	(26)	1.8%	3.9%	(1,864)	(472.1%)				
TERREBONNE	102	79	23	28.7%	93	9	9.6%	1,673	1,160	513	44.2%	1,464	209	14.3%	(6.3%)	(6.3%)	—	0.0%	(8.8%)	250	(28.5%)	(4.7%)	(5.2%)	51	(9.9%)	(8.8%)	413	(47.0%)				
PGT INDUSTRIES	104	109	(5)	(4.5%)	103	1	1.3%	1,153	1,047	106	10.2%	896	257	28.7%	0.0%	0.0%	—	N/A	6.3%	(626)	(100.0%)	0.0%	0.0%	—	N/A	6.3%	(626)	(100.0%)				
VENTANA WINDOWS & DOORS INC	—	84	(84)	(100.0%)	42	(42)	(100.0%)	59	808	(749)	(92.7%)	729	(670)	(91.9%)	#DIV/0!	15.9%	—	#VALUE!	13.4%	NA	#VALUE!	85.5%	15.2%	7,036	463.8%	13.4%	7,212	538.0%				
CLERA	31	74	(44)	(58.7%)	41	(11)	(26.0%)	530	791	(261)	(33.0%)	919	(390)	(42.4%)	18.9%	18.9%	—	0.0%	16.4%	250	15.3%	25.4%	20.6%	481	23.4%	16.4%	903	55.2%				
SEYMOUR WINDOWS LTD.	63	71	(8)	(10.9%)	59	4	7.0%	606	752	(145)	(19.3%)	770	(164)	(21.3%)	19.6%	19.6%	—	0.0%	17.1%	250	14.6%	14.2%	13.9%	32	2.3%	17.1%	(289)	(16.9%)				
WARDCO WINDOW & DOOR MFG INC	25	74	(48)	(65.5%)	68	(42)	(62.6%)	619	683	(64)	(9.4%)	784	(165)	(21.0%)	34.7%	34.7%	—	0.0%	32.2%	250	7.8%	33.3%	32.0%	131	4.1%	32.2%	110	3.4%				
CENTENNIAL WINDOWS LTD	71	93	(22)	(23.4%)	71	0	0.2%	478	633	(155)	(24.5%)	676	(198)	(29.3%)	39.6%	39.6%	—	0.0%	37.1%	250	6.7%	57.8%	49.3%	845	17.1%	37.1%	2,069	55.8%				
MASON WINDOWS	44	49	(5)	(10.3%)	36	7	19.9%	340	445	(104)	(23.4%)	424	(83)	(19.7%)	8.0%	8.0%	—	0.0%	8.0%	-	0.0%	9.0%	8.1%	92	11.3%	8.0%	101	12.6%				
GREAT LAKES WINDOW INC.	51	13	38	280.2%	3	49	1774.0%	246	392	(145)	(37.1%)	285	(38)	(13.5%)	8.0%	8.0%	(0)	(0.0%)	8.0%	-	0.0%	13.4%	9.1%	427	46.9%	8.0%	537	67.1%				
ORAN LTD.	81	—	81	N/A	76	5	7.0%	448	357	92	25.8%	449	(1)	(0.2%)	8.0%	#DIV/0!	—	#DIV/0!	0.0%	800	N/A	10.5%	11.0%	(49)	(4.4%)	6.3%	422	66.8%				
INTEGRAL WINDOW SYSTEMS	28	37	(9)	(24.9%)	34	(6)	(18.5%)	363	286	76	26.6%	310	52	16.8%	8.0%	8.0%	—	0.0%	8.0%	-	0.0%	8.0%	8.0%	0	0.0%	8.0%	-	0.0%				
Other	230	349	(120)	(34.2%)	270	(40)	(15.0%)	4,210	4,017	193	4.8%	7,601	(3,391)	(44.6%)	(20.0%)	51.8%	(7,185)	(138.6%)	4.4%	(2,441)	(556.8%)	(20.1%)	(28.8%)	867	(30.1%)	(12.1%)	(801)	66.2%				
Total Gross	\$ 3,937	\$ 4,645	\$ (708)	(15.2%)	\$ 4,546	\$ (609)	(13.4%)	\$ 41,073	\$ 48,794	\$ (7,721)	(15.8%)	\$ 49,679	\$ (8,606)	(17.3%)	8.8%	12.8%	(397)	(31.0%)	7.8%	107	13.7%	12.1%	6.8%	528	77.9%	4.1%	799	196.7%				

Management Discussion

- All Weather – Overestimated launch of new slider system and casement system
- Vinylbilt – losing market share to competitors
- Ventana – Business closed down due to bankruptcy filing
- Royal Vinylbilt – Softer 2019 in line with market
- Ostaco– Softer market conditions affecting sales
- Offset by Quaker and pickup in sales to Oran and Great lakes

Key Performance Indicators - Woodbridge

ENERGI Woodbridge KPI Report	2019 Targets	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	YTD 2019
Health & Safety													
Recordable Incidents	0	0	0	0	0	1	0	0	0	0	0	0	1
TRIR (Total Recordable Incident Rate)	<1	0.46	0.47	0.48	0.49	1	1.02	0.51	0.52	0.52	0.52	0.52	0.52
Quality Performance													
Customer Complaints - per MLBS	3.2	2.6	2.3	3.0	3.1	4.9	3.4	1.8	2.33	3.0	2.7	3.3	2.9
Return as % of sales	0.30%	1.49%	0.53%	0.25%	0.01%	0.11%	0.37%	0.25%	0.75%	0.29%	0.26%	0.32%	0.40%
Delivery Performance													
% on time in full	95.00%	99.56%	98.80%	99.40%	98.11%	99.03%	95.32%	97.34%	97.20%	96.44%	98.20%	98.15%	97.96%
% by line items	99.00%	99.56%	98.80%	99.40%	98.11%	99.03%	95.32%	97.34%	97.19%	96.44%	98.20%	98.15%	97.96%
Costs													
Yield	85.7%	84.70%	85.49%	85.23%	84.50%	85.02%	85.93%	86.22%	85.01%	85.21%	85.46%	86.73%	85.44%
Alt/Regrind Compound Consumption Ratio	19.9%	17.39%	20.13%	19.99%	18.38%	18.39%	18.70%	16.73%	16.92%	21.09%	20.23%	21.22%	18.92%
Direct Labour \$/lb produced	\$0.167	\$ 0.173	\$ 0.175	\$ 0.161	\$ 0.202	\$ 0.183	\$ 0.167	\$ 0.177	\$ 0.182	\$ 0.194	\$ 0.190	\$ 0.169	\$ 0.178
Indirect Labour (incl D&D) \$/lb produced	\$0.176	\$ 0.212	\$ 0.229	\$ 0.192	\$ 0.271	\$ 0.234	\$ 0.181	\$ 0.198	\$ 0.208	\$ 0.240	\$ 0.238	\$ 0.204	\$ 0.216
Inventory													
Days - TTM (Trailing 12 Months)	54.1	57	59	62	64	64	65	66	67	68	69	70	68

Comments

Quality: Ostaco X0238 short cap stock coverage for \$5,200. \$1,500 return for damage from poor buggy condition. X8651 return (\$3,000) for tight reinforcement bar. \$5,000 return for bottom flatness causing punch issue.

Costs: Significant improvement from prior months following focus on mainitaining line count and longer runds, effective3 start-ups and selling out of inventory. **Inventory:** Sales lower vs budget.

Full Year Woodbridge P&L Summary

\$'000	FY		Var		PY		Var	
	Fcst	Bud	\$	%	Act	\$	%	
Units Produced ('000)	31,813	37,280	(5,467)	(14.7%)	37,118	(5,305)	(14.3%)	
Units Shipped ('000)	31,087	34,740	(3,654)	(10.5%)	36,738	(5,651)	(15.4%)	
Bookings (\$'000)	\$ 40,637	\$ 46,841	\$ (6,205)	(13.2%)	\$ 50,018	\$ (9,382)	(18.8%)	
Backlog ('\$000)	\$ 2,119	\$ 2,119	\$ –	0.0%	\$ 3,634	\$ (1,515)	(41.7%)	
Gross Revenue	\$ 44,025	\$ 51,746	\$ (7,721)	(14.9%)	\$ 52,687	\$ (8,662)	(16.4%)	
Adj. to Gross Revenue	(2,479)	(3,183)	704	(22.1%)	(2,920)	441	(15.1%)	
Net Revenue	41,546	48,563	(7,016)	(14.4%)	49,767	(8,221)	(16.5%)	
Material	26,871	30,569	(3,698)	(12.1%)	32,620	(5,750)	(17.6%)	
Labor	9,549	9,960	(411)	(4.1%)	10,973	(1,424)	(13.0%)	
Other COGS	2,080	1,948	133	6.8%	1,960	121	6.2%	
Total COGS	38,500	42,476	(3,976)	(9.4%)	45,553	(7,053)	(15.5%)	
Gross Margin	3,047	6,087	(3,040)	(49.9%)	4,214	(1,168)	(27.7%)	
Gross Margin %	7.3%	12.5%			8.5%			
R&D	–	–	–	N/A	–	–	N/A	
Sales & Marketing	222	309	(88)	(28.3%)	291	(69)	(23.8%)	
Administrative	3,846	3,954	(109)	(2.7%)	4,006	(161)	(4.0%)	
Other Opex	(148)	(228)	80	(35.2%)	(165)	17	(10.2%)	
Total Opex	3,919	4,036	(116)	(2.9%)	4,133	(213)	(5.2%)	
EBITDA	(873)	2,051	(2,924)	(142.6%)	81	(954)	(1172.7%)	
EBITDA %	(2.1%)	4.2%			0.2%			
Net Income (Loss)	\$ (3,703)	\$ (738)	\$ (2,965)	402.0%	\$ (2,405)	\$ (1,299)	54.0%	
Capex	\$ (1,837)	\$ (1,365)	\$ (471)	34.5%	\$ (3,745)	\$ 1,908	(51.0%)	
Opex Overview:								
Payroll	\$ 657	\$ 729	\$ (72)	(9.9%)	\$ 759	\$ (102)	(13.5%)	
Bonus	–	–	–	N/A	–	–	N/A	
Commissions	–	–	–	N/A	–	–	N/A	
Marketing	73	119	(46)	(38.7%)	115	(42)	(36.2%)	
Benefits	–	–	–	N/A	–	–	N/A	
Travel and entertainment	6	7	(1)	(15.5%)	10	(4)	(40.4%)	
Rent and facilities	–	–	–	N/A	–	–	N/A	
Insurance	40	49	(9)	(18.5%)	47	(7)	(14.9%)	
Professional fees	40	31	9	29.2%	36	4	10.6%	
Utilities, repair, maintenance, and security	33	27	6	24.4%	26	7	27.6%	
Corporate OH Fees	3,220	3,281	(62)	(1.9%)	3,299	(80)	(2.4%)	
Bad Debts	(3)	(5)	2	(33.1%)	(13)	10	(75.7%)	
FX	21	–	21	N/A	(82)	103	(126.0%)	
JV Loss (Income)	(169)	(228)	59	(25.9%)	(83)	(86)	104.4%	
Other Expenses	2	25	(23)	(92.8%)	21	(19)	(91.4%)	
Total Opex	\$ 3,919	\$ 4,036	\$ (116)	(2.9%)	\$ 4,136	\$ (216)	(5.2%)	

Key Customers – Full Year Woodbridge

	Gross Sales (\$'000)									Gross Margin %									
	FY		FY		Var		PY		Var		FY	FY	Var		PY	Var			
	Fcst	Bud	\$	%	Act	\$	%	Fcst	Bud	BPs	%	Act	BPs	%					
Customer:																			
ROYAL VINYL BILT LIMITED	\$	9,436	\$	11,057	\$	(1,621)	(14.7%)	\$	10,577	\$	(1,142)	(10.8%)	10.9%	10.1%	82	8.1%	7.9%	301	38.0%
QUAKER WINDOW PRODUCTS		5,808		6,028		(219)	(3.6%)		5,345		463	8.7%	11.3%	10.8%	53	4.9%	8.5%	280	32.9%
ALL WEATHER WIN. LTD-EDMO		2,881		5,314		(2,433)	(45.8%)		2,047		834	40.7%	27.1%	19.4%	771	39.8%	17.2%	995	58.0%
VINYL BILT WINDOWS & DOORS CC		2,215		3,779		(1,564)	(41.4%)		4,689		(2,475)	(52.8%)	(18.8%)	(15.2%)	(359)	23.6%	(20.5%)	170	(8.3%)
VINYL PRO WINDOW SYSTEMS		3,505		3,587		(82)	(2.3%)		3,893		(388)	(10.0%)	6.1%	6.0%	14	2.3%	5.7%	43	7.6%
WINDSOR WINDOW CO		3,851		3,710		141	3.8%		3,491		360	10.3%	20.8%	21.3%	(47)	(2.2%)	19.0%	185	9.8%
DASHWOOD INDUSTRIES LTD.		2,372		2,891		(519)	(18.0%)		2,976		(604)	(20.3%)	17.1%	15.8%	130	8.2%	15.3%	180	11.8%
OSTACO 2000 WINDOORS INC		1,341		1,911		(570)	(29.9%)		1,810		(469)	(25.9%)	16.0%	13.7%	228	16.6%	11.3%	465	41.0%
ALLSCO BLDG SUPPLIES LTD		1,371		1,580		(209)	(13.2%)		1,520		(149)	(9.8%)	(14.7%)	(14.5%)	(26)	1.8%	3.9%	(1,868)	(473.2%)
TERREBONNE		1,710		1,197		513	42.8%		1,510		201	13.3%	(4.7%)	(5.2%)	51	(9.8%)	(8.8%)	411	(46.8%)
PGT INDUSTRIES		1,221		1,115		106	9.6%		954		267	27.9%	0.0%	0.0%	—	N/A	6.3%	(626)	(100.0%)
VENTANA WINDOWS & DOORS IN		111		861		(749)	(87.1%)		754		(642)	(85.2%)	64.1%	15.2%	4,892	321.9%	13.4%	5,071	378.3%
CLERA		561		821		(261)	(31.7%)		969		(408)	(42.1%)	25.2%	20.5%	465	22.6%	16.4%	883	54.0%
SEYMOUR WINDOWS LTD.		645		791		(145)	(18.4%)		822		(177)	(21.5%)	14.4%	14.0%	34	2.4%	17.1%	(270)	(15.8%)
WARDCO WINDOW & DOOR MFG		669		733		(64)	(8.8%)		874		(205)	(23.5%)	33.4%	32.1%	126	3.9%	32.2%	116	3.6%
CENTENNIAL WINDOWS LTD		477		633		(155)	(24.6%)		717		(240)	(33.5%)	57.8%	49.3%	846	17.2%	37.1%	2,071	55.9%
MASON WINDOWS		357		462		(104)	(22.6%)		449		(92)	(20.4%)	9.0%	8.1%	89	11.0%	8.0%	98	12.2%
GREAT LAKES WINDOW INC.		254		400		(145)	(36.4%)		364		(109)	(30.0%)	13.3%	9.1%	418	46.0%	8.0%	527	65.9%
ORAN LTD.		448		357		92	25.8%		517		(69)	(13.3%)	10.5%	11.0%	(49)	(4.4%)	8.0%	253	31.7%
INTEGRAL WINDOW SYSTEMS		384		308		76	24.7%		315		69	22.0%	8.0%	8.0%	0	0.0%	8.0%	-	0.0%
Other		4,406		4,212		193	4.6%		8,091		(3,686)	(45.6%)	(21.9%)	(30.4%)	853	(28.0%)	10.5%	(3,243)	(307.4%)
Total Gross	\$	44,025	\$	51,746	\$	(7,721)	(14.9%)	\$	52,687	\$	(8,662)	(16.4%)	11.8%	6.7%	510	76.3%	8.0%	378	47.3%

Laval Summary P&L

\$'000	MTD		Var		YTD		Var	
	Act	Bud	\$	%	Act	Bud	\$	%
Units Produced ('000)	1,675	1,383	291	21.1%	18,135	18,069	65	0.4%
Units Shipped ('000)	1,776	1,638	138	8.4%	17,968	18,283	(315)	(1.7%)
Bookings (\$'000)	\$ 2,361	\$ 2,692	\$ (331)	(12.3%)	\$ 30,765	\$ 31,385	\$ (620)	(2.0%)
Backlog (\$'000)	\$ 2,777	\$ 2,629	\$ 148	5.6%	\$ 2,777	\$ 2,629	\$ 148	5.6%
Gross Revenue	\$ 3,274	\$ 3,025	\$ 249	8.2%	\$ 32,800	\$ 34,088	\$ (1,287)	(3.8%)
Adj. to Gross Revenue	(312)	(248)	(64)	25.7%	(2,792)	(2,694)	(98)	3.6%
Net Revenue	2,962	2,777	185	6.7%	30,009	31,394	(1,385)	(4.4%)
Material	1,388	1,297	91	7.0%	13,900	14,540	(639)	(4.4%)
Labor	447	475	(27)	(5.8%)	5,390	5,764	(374)	(6.5%)
Other COGS	224	295	(71)	(23.9%)	1,971	2,053	(82)	(4.0%)
Total COGS	2,060	2,067	(7)	(0.3%)	21,261	22,356	(1,096)	(4.9%)
Gross Margin	902	710	192	27.0%	8,748	9,038	(290)	(3.2%)
Gross Margin %	30.5%	25.6%			29.2%	28.8%		
R&D	—	—	—	N/A	—	—	—	N/A
Sales & Marketing	166	149	17	11.4%	1,594	1,702	(108)	(6.4%)
Administrative	247	250	(2)	(0.9%)	2,715	2,772	(57)	(2.1%)
Other Opex	(2)	—	(2)	N/A	(11)	—	(11)	N/A
Total Opex	412	399	13	3.2%	4,298	4,474	(176)	(3.9%)
EBITDA	491	312	179	57.6%	4,450	4,564	(114)	(2.5%)
EBITDA %	16.6%	11.2%			14.8%	14.5%		
Net Income (Loss)	\$ 379	\$ 176	\$ 203	114.9%	\$ 3,245	\$ 3,191	\$ 54	1.7%
Capex	\$ (93)	\$ (48)	\$ (45)	95.0%	\$ (947)	\$ (1,212)	\$ 265	(21.9%)
Opex Overview:								
Payroll	\$ 98	\$ 114	\$ (16)	(14.4%)	\$ 1,151	\$ 1,260	\$ (109)	(8.6%)
Bonus	—	—	—	N/A	—	—	—	N/A
Commissions	—	—	—	N/A	—	—	—	N/A
Marketing	86	62	24	38.8%	689	737	(48)	(6.5%)
Benefits	—	—	—	N/A	—	—	—	N/A
Travel and entertainment	5	2	3	136.6%	41	28	13	47.4%
Rent and facilities	—	—	—	N/A	—	—	—	N/A
Insurance	4	5	(0)	(7.9%)	50	52	(2)	(4.6%)
Professional fees	12	7	5	77.8%	82	72	10	13.6%
Utilities, repair, maintenance, and	5	3	2	59.7%	57	56	2	3.0%
Corporate OH Fees	177	182	(4)	(2.3%)	1,945	1,997	(52)	(2.6%)
Bad Debts	—	—	—	N/A	—	—	—	N/A
FX	(2)	—	(2)	N/A	(11)	—	(11)	N/A
JV Loss (Income)	—	—	—	N/A	—	—	—	N/A
Other Expenses	26	25	2	7.0%	293	272	21	7.6%
Total Opex	\$ 412	\$ 399	\$ 13	3.2%	\$ 4,298	\$ 4,474	\$ (176)	(3.9%)

Management Discussion

Net Revenue – Nov-19: +\$185K:

- Sales volume up 8.4% or \$234k due to increased demand from Schluter, Extreme Extrance, Solaris & Terrebonne; offset by decreased demand from Laflamme.
- Unfavorable rebates and discounts \$37k driven by YTD rebate adjustments for Schluter (\$49k); offset by lower rebate for Laflamme
- Favorable mix impact of \$35k primarily driven by customer mix
- Unfavorable F/X of \$47k (actual rate of 1.3239 [or \$USD 0.7553] vs. 1.30 [or \$USD 0.7692])

EBITDA – Nov-19: +\$179K:

- Material COGS:** Increase in costs by \$91k driven by increased volume \$109k and product mix \$11k (increased sales on products purchased for resale); offset by improved yields \$29k (88.96% vs 84%).
- Labor COGS:** Decrease in costs by \$27k driven by WSIB refund \$38k and lower IDL headcount \$26k; offset by increase in production volumes +21.1% \$37k.
- Other COGS:** Decrease in cost by \$71k primarily driven by favorable net absorption of \$74k (increased production volumes).
- Sales and Marketing:** Increase in cost by \$17k driven by higher advertising (timing) \$24k and product development costs \$4k; offset by lower wages \$11k (lower headcount & vacations taken).
- Administrative:** In line with budget.
- Other Opex:** In line with budget.

Key Customers – Gross Sales and Gross Margin %: Laval

	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:																																						
SOLARIS QUEBEC P & F INC.	\$	411	\$	373	\$	38	10.2%	\$	444	\$	(33)	(7.5%)	\$	4,133	\$	3,890	\$	243	6.2%	\$	4,110	\$	23	0.6%	24.0%	28.2%	(415)	(14.8%)	23.4%	57	2.4%	24.1%	23.9%	16	0.7%	23.0%	108	4.7%
ATLANTIC WINDOWS		284		331		(47)	(14.2%)		292		(8)	(2.7%)		3,169		3,408		(239)	(7.0%)		3,255		(86)	(2.6%)	12.3%	12.1%	23	1.9%	13.7%	(139)	(10.1%)	14.5%	12.3%	217	17.6%	12.6%	186	14.8%
SCHLUTER SYSTEMS L.P.		306		181		125	69.2%		321		(15)	(4.6%)		2,344		2,376		(32)	(1.4%)		2,507		(163)	(6.5%)	20.5%	40.9%	(2,042)	(49.9%)	22.7%	(227)	(10.0%)	22.8%	22.2%	61	2.8%	21.3%	151	7.1%
LAFLAMME PORTES		180		238		(58)	(24.4%)		220		(40)	(18.2%)		1,898		2,388		(490)	(20.5%)		2,384		(486)	(20.4%)	(13.8%)	(19.3%)	553	(28.6%)	(13.2%)	(62)	4.7%	(13.3%)	(19.4%)	617	(31.8%)	(13.4%)	13	(1.0%)
PTES & FEN ISOTHERMIC INC		217		185		32	17.2%		243		(26)	(10.8%)		1,954		1,856		98	5.3%		2,043		(89)	(4.4%)	23.0%	29.2%	(616)	(21.1%)	28.0%	(495)	(17.7%)	22.0%	29.0%	(706)	(24.3%)	26.7%	(471)	(17.6%)
PORTES & FENETRES ABRITEK		133		179		(46)	(26.0%)		114		19	16.2%		1,503		1,743		(240)	(13.8%)		1,618		(115)	(7.1%)	29.5%	31.8%	(230)	(7.2%)	29.8%	(28)	(0.9%)	30.4%	32.0%	(154)	(4.8%)	31.1%	(65)	(2.1%)
ATIS PORTES & FENETRES		157		142		15	10.3%		215		(58)	(27.2%)		1,615		1,456		159	10.9%		1,646		(31)	(1.9%)	(17.7%)	(25.4%)	768	(30.3%)	(15.8%)	(186)	11.8%	(16.8%)	(25.7%)	890	(34.7%)	(15.2%)	(154)	10.1%
EXTREME ENTRANCE SYSTEMS		170		101		69	68.0%		115		55	47.5%		1,428		1,565		(137)	(8.8%)		1,567		(139)	(8.9%)	17.5%	24.8%	(724)	(29.3%)	18.3%	(75)	(4.1%)	15.6%	24.8%	(921)	(37.2%)	16.9%	(131)	(7.7%)
FENERGIC INC		124		110		14	12.8%		129		(5)	(3.8%)		1,001		1,066		(65)	(6.1%)		1,204		(203)	(16.9%)	18.3%	25.5%	(711)	(27.9%)	15.5%	284	18.3%	16.0%	25.1%	(912)	(36.3%)	15.1%	90	6.0%
LES FENETRES CONCEPT.		101		104		(3)	(3.3%)		109		(8)	(7.8%)		1,151		1,218		(67)	(5.5%)		1,124		27	2.4%	17.0%	16.3%	69	4.3%	16.5%	53	3.2%	15.7%	16.3%	(60)	(3.7%)	17.9%	(218)	(12.2%)
P & C EDDY BOULET INC		141		136		5	3.5%		100		41	40.8%		961		905		56	6.1%		799		162	20.2%	26.9%	5.9%	2,103	357.5%	24.0%	291	12.1%	23.4%	6.1%	1,731	283.7%	20.7%	272	13.1%
PRODUITS DALMEN PRODUCTS		45		62		(17)	(27.8%)		54		(9)	(17.1%)		480		831		(351)	(42.3%)		673		(193)	(28.7%)	19.8%	16.1%	364	22.6%	16.7%	310	18.6%	17.8%	16.0%	179	11.2%	14.2%	357	25.1%
KENTO WINDOWS & DOORS		49		47		2	4.7%		51		(2)	(3.5%)		626		665		(39)	(5.9%)		674		(48)	(7.2%)	32.3%	29.8%	247	8.3%	31.4%	89	2.8%	32.6%	30.6%	200	6.5%	31.3%	129	4.1%
GENTEK BUILDING PROD. LTD		16		35		(19)	(55.4%)		41		(25)	(61.9%)		198		628		(430)	(68.5%)		517		(319)	(61.8%)	2.0%	11.4%	(946)	(82.7%)	0.0%	197	N/A	6.2%	12.0%	(578)	(48.3%)	13.8%	(759)	(55.0%)
GOLDEN WINDOWS		49		27		22	80.1%		54		(5)	(10.0%)		588		330		258	78.2%		489		99	20.3%	(3.3%)	(3.7%)	41	(11.1%)	3.7%	(700)	(188.9%)	(1.8%)	(3.0%)	122	(40.9%)	5.4%	(713)	(132.8%)
ENTREPRISES DOCO INC.		45		61		(16)	(26.0%)		49		(4)	(7.9%)		401		554		(153)	(27.7%)		474		(73)	(15.5%)	22.7%	21.3%	136	6.4%	(4.1%)	2,676	(655.6%)	22.7%	21.9%	84	3.8%	(3.9%)	2,657	(686.1%)
FUTURA MANUFACTURIER		26		59		(33)	(55.6%)		38		(12)	(31.0%)		385		453		(68)	(15.1%)		448		(63)	(14.1%)	9.4%	20.3%	(1,094)	(53.8%)	28.9%	(1,955)	(67.5%)	7.1%	20.8%	(1,369)	(65.7%)	22.4%	(1,523)	(68.1%)
G.R. THÉRIAULT		63		31		32	104.5%		40		23	58.5%		403		430		(27)	(6.4%)		381		22	5.7%	24.2%	35.5%	(1,132)	(31.9%)	10.0%	1,417	141.7%	23.7%	34.1%	(1,038)	(30.4%)	10.6%	1,309	123.0%
PORTES ET FENETRES LGC		26		38		(12)	(32.5%)		24		2	6.9%		446		384		62	16.1%		425		21	4.9%	34.8%	55.3%	(2,046)	(37.0%)	37.5%	(270)	(7.2%)	39.7%	55.0%	(1,525)	(27.7%)	20.6%	1,912	92.8%
LAS ENTERPRISES		51		25		26	102.7%		27		24	87.7%		360		363		(3)	(0.9%)		375		(15)	(4.1%)	50.9%	52.0%	(109)	(2.1%)	25.9%	2,499	96.4%	49.5%	51.2%	(165)	(3.2%)	40.1%	944	23.6%
Other		683		560		122	21.8%		664		18	2.8%		7,759		7,579		181	2.4%		8,811		(1,052)	(11.9%)	69.7%	51.3%	1,843	35.9%	2.1%	6,761	3208.0%	61.0%	63.8%	(279)	(4.4%)	24.0%	3,697	153.8%
Total Gross	\$	3,274	\$	3,025	\$	249	8.2%	\$	3,344	\$	(70)	(2.1%)	\$	32,800	\$	34,088	\$	(1,287)	(3.8%)	\$	35,524	\$	(2,724)	(7.7%)	27.6%	23.5%	408	17.4%	25.8%	175	6.8%	26.8%	26.7%	5	0.2%	24.0%	278	11.6%

Management Discussion

- Strong performance despite soft market conditions including Golden, Solaris and Schluter due to new launches, winter bookings and some catch-up of prior lower sales.
- Good pickup from Extreme after softer sales in the past.

Key Performance Indicators - Laval

ENERGI Laval Extrusion KPI Report	2019 Targets	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	YTD 2019
Health & Safety													
Recordable Incidents	0	1	1	0	0	0	1	0	0	0	0	0	3
TRIR (Total Recordable Incident Rate)	<1	4.95	4.95	4.12	4.3	4.31	4.31	4.15	4.10	3.3	3.29	3.32	3.3
Quality Performance													
Customer Complaints - per MLBS	22.5	16.0	23.0	33.0	36.0	44.0	23.5	13.5	18.34	24.9	23.4	24.5	25.5
Return as % of sales	0.78%	0.24%	0.38%	0.54%	0.68%	0.31%	0.77%	0.40%	0.25%	0.15%	0.73%	0.61%	0.47%
Delivery Performance													
% on time in full	95.00%	99.73%	99.75%	99.58%	99.82%	99.81%	99.74%	99.70%	99.59%	99.67%	99.80%	99.55%	99.70%
% by line items	99.00%	99.73%	99.75%	99.58%	99.82%	99.81%	99.74%	99.70%	99.59%	99.67%	99.80%	99.55%	99.70%
Costs													
Yield	84.00%	85.48%	85.19%	86.89%	87.96%	87.33%	87.28%	86.16%	87.53%	88.59%	88.70%	88.96%	87.38%
Alt/Regrind Compound Consumption Ratio	20.89%	20.18%	19.41%	18.40%	16.35%	19.89%	20.16%	19.03%	18.85%	14.20%	17.97%	18.60%	18.40%
Direct Labour \$/lb produced	\$0.192	\$ 0.195	\$0.184	\$ 0.186	\$ 0.115	\$ 0.191	\$ 0.194	\$ 0.217	\$ 0.194	\$ 0.193	\$ 0.183	\$ 0.151	\$ 0.181
Indirect Labour (incl D&D) \$/lb produced	\$0.237	\$ 0.267	\$0.219	\$ 0.208	\$ 0.216	\$ 0.223	\$ 0.196	\$ 0.255	\$ 0.192	\$ 0.198	\$ 0.200	\$ 0.202	\$ 0.213
Inventory													
Days - TTM (Trailing 12 Months)	69.3	67	66.4	68	69	68	70	70	70	70	71	72	70

Comments:

Quality: 18 complaints Abritek (\$7k in value), 8 by Isothermic (\$4k in value), 3 by Solaris (\$5k in value) and 1 by Vaillancourt (\$2k in value).

Costs: Alt/Regrind Cons Ratio: Not enough scrap generated and alternative materials bought are not in sufficient quantities

Inventory: Sales lower vs budget

Full Year Laval P&L Summary

\$'000	FY		Var		PY	Var	
	Fcst	Bud	\$	%	Fcst	\$	%
Units Produced ('000)	19,103	19,038	65	0.3%	19,947	(844)	(4.2%)
Units Shipped ('000)	18,800	19,115	(315)	(1.7%)	19,803	(1,003)	(5.1%)
Bookings (\$'000)	\$ 32,150	\$ 32,769	\$ (620)	(1.9%)	\$ 36,193	\$ (4,043)	(11.2%)
Backlog ('\$000)	\$ 1,897	\$ 1,897	\$ –	0.0%	\$ 2,942	\$ (1,045)	(35.5%)
Gross Revenue	\$ 34,397	\$ 35,684	\$ (1,287)	(3.6%)	\$ 37,211	\$ (2,814)	(7.6%)
Adj. to Gross Revenue	(2,921)	(2,824)	(98)	3.5%	(3,256)	334	(10.3%)
Net Revenue	31,476	32,861	(1,385)	(4.2%)	33,956	(2,480)	(7.3%)
Material	14,571	15,210	(639)	(4.2%)	16,229	(1,658)	(10.2%)
Labor	5,874	6,249	(374)	(6.0%)	6,587	(713)	(10.8%)
Other COGS	1,992	2,074	(82)	(3.9%)	2,233	(241)	(10.8%)
Total COGS	22,438	23,533	(1,096)	(4.7%)	25,049	(2,611)	(10.4%)
Gross Margin	9,038	9,328	(290)	(3.1%)	8,907	131	1.5%
Gross Margin %	28.7%	28.4%			26.2%		
R&D	–	–	–	N/A	–	–	N/A
Sales & Marketing	1,745	1,853	(108)	(5.8%)	2,003	(258)	(12.9%)
Administrative	2,973	3,030	(57)	(1.9%)	3,071	(98)	(3.2%)
Other Opex	(11)	–	(11)	N/A	17	(27)	(164.3%)
Total Opex	4,707	4,883	(176)	(3.6%)	5,090	(383)	(7.5%)
EBITDA	4,331	4,445	(114)	(2.6%)	3,816	515	13.5%
EBITDA %	13.8%	13.5%			11.2%		
Net Income (Loss)	\$ 2,990	\$ 2,936	\$ 54	1.8%	\$ 2,573	\$ 417	16.2%
Capex	\$ (947)	\$ (1,235)	\$ 288	(23.3%)	\$ (1,614)	\$ 667	(41.3%)
Opex Overview:							
Payroll	\$ 1,269	\$ 1,377	\$ (109)	(7.9%)	\$ 1,449	\$ (180)	(12.4%)
Bonus	–	–	–	N/A	–	–	N/A
Commissions	–	–	–	N/A	–	–	N/A
Marketing	751	799	(48)	(6.0%)	819	(68)	(8.3%)
Benefits	–	–	–	N/A	–	–	N/A
Travel and entertainment	45	31	13	42.8%	44	0	0.8%
Rent and facilities	–	–	–	N/A	–	–	N/A
Insurance	54	57	(2)	(4.3%)	51	4	7.0%
Professional fees	88	78	10	12.5%	95	(7)	(7.3%)
Utilities, repair, maintenance, and security	66	64	2	2.6%	71	(5)	(6.7%)
Corporate OH Fees	2,127	2,178	(52)	(2.4%)	2,180	(53)	(2.4%)
Bad Debts	–	–	–	N/A	3	(3)	(100.0%)
FX	(11)	–	(11)	N/A	17	(27)	(164.3%)
JV Loss (Income)	–	–	–	N/A	–	–	N/A
Other Expenses	318	297	21	7.0%	365	(48)	(13.0%)
Total Opex	\$ 4,707	\$ 4,883	\$ (176)	(3.6%)	\$ 5,093	\$ (386)	(7.6%)

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	%				
<u>Customer:</u>																				
SOLARIS QUEBEC P & F INC.	\$	4,318	\$	4,075	\$	243	6.0%	\$	4,262	\$	56	1.3%		23.9%	23.7%	16	0.7%	22.9%	96	4.2%
ATLANTIC WINDOWS		3,396		3,635		(239)	(6.6%)		3,475		(79)	(2.3%)		14.4%	12.3%	209	17.0%	12.7%	172	13.6%
SCHLUTER SYSTEMS L.P.		2,525		2,557		(32)	(1.3%)		2,796		(271)	(9.7%)		23.4%	22.8%	61	2.7%	21.4%	196	9.2%
LAFLAMME PORTES		1,988		2,478		(490)	(19.8%)		2,426		(438)	(18.1%)		(13.4%)	(19.4%)	602	(30.9%)	(13.3%)	(11)	0.9%
PTES & FEN ISOTHERMIC INC		2,097		1,999		98	4.9%		2,163		(66)	(3.1%)		22.3%	29.0%	(677)	(23.3%)	21.9%	35	1.6%
PORTES & FENETRES ABRITEK		1,584		1,824		(240)	(13.2%)		1,742		(158)	(9.1%)		30.5%	32.0%	(150)	(4.7%)	31.2%	(70)	(2.2%)
ATIS PORTES & FENETRES		1,711		1,552		159	10.3%		1,669		42	2.5%		(17.0%)	(25.7%)	863	(33.6%)	(15.4%)	(164)	10.6%
EXTREME ENTRANCE SYSTEMS		1,450		1,587		(137)	(8.6%)		1,619		(169)	(10.4%)		15.7%	24.8%	(912)	(36.8%)	16.9%	(127)	(7.5%)
FENERGIC INC		1,039		1,105		(66)	(5.9%)		1,260		(221)	(17.5%)		16.2%	25.1%	(893)	(35.5%)	14.8%	137	9.3%
LES FENETRES CONCEPT.		1,164		1,231		(67)	(5.4%)		1,131		33	2.9%		15.7%	16.3%	(59)	(3.6%)	17.9%	(226)	(12.6%)
P & C EDDY BOULET INC		1,027		971		56	5.7%		849		178	20.9%		22.8%	6.1%	1,666	273.1%	21.3%	144	6.7%
PRODUITS DALMEN PRODUCTS		522		873		(351)	(40.2%)		692		(170)	(24.6%)		17.7%	16.0%	169	10.5%	14.5%	327	22.6%
KENTO WINDOWS & DOORS		655		694		(39)	(5.6%)		674		(19)	(2.8%)		32.5%	30.6%	195	6.4%	31.2%	137	4.4%
GENTEK BUILDING PROD. LTD		216		646		(430)	(66.6%)		528		(312)	(59.1%)		6.5%	12.0%	(548)	(45.8%)	12.5%	(602)	(48.1%)
GOLDEN WINDOWS		608		350		258	73.8%		512		96	18.8%		(1.8%)	(3.0%)	126	(41.4%)	5.3%	(706)	(133.8%)
ENTREPRISES DOCO INC.		423		576		(153)	(26.5%)		503		(80)	(15.9%)		22.7%	21.9%	79	3.6%	(3.2%)	2,585	(812.8%)
FUTURA MANUFACTURIER		407		475		(68)	(14.4%)		453		(46)	(10.2%)		7.6%	20.9%	(1,331)	(63.8%)	23.2%	(1,562)	(67.4%)
G.R. THÉRIAULT		422		449		(27)	(6.0%)		433		(11)	(2.6%)		24.0%	34.2%	(1,017)	(29.7%)	9.7%	1,431	147.6%
PORTES ET FENETRES LGC		446		384		62	16.1%		435		11	2.5%		39.7%	55.0%	(1,525)	(27.7%)	22.8%	1,696	74.5%
LAS ENTERPRISES		417		420		(3)	(0.8%)		423		(6)	(1.5%)		49.7%	51.3%	(158)	(3.1%)	37.6%	1,212	32.2%
Other		7,982		7,803		179	2.3%		9,166		(1,184)	(12.9%)		60.4%	63.2%	(273)	(4.3%)	2.4%	5,805	2429.5%
Total Gross	\$	34,397	\$	35,684	\$	(1,287)	(3.6%)	\$	37,211	\$	(2,814)	(7.6%)		26.6%	26.5%	4	0.2%	23.9%	263	11.0%

Delmont Summary P&L

\$'000	MTD		Var		YTD		Var	
	Act	Bud	\$	%	Act	Bud	\$	%
Units Produced ('000)	1,631	2,134	(503)	(23.6%)	19,788	23,013	(3,225)	(14.0%)
Units Shipped ('000)	1,796	2,008	(212)	(10.6%)	20,605	23,318	(2,713)	(11.6%)
Bookings (\$'000)	\$ 3,505	\$ 3,302	\$ 203	6.1%	\$ 35,518	\$ 38,797	\$ (3,279)	(8.5%)
Backlog (\$'000)	\$ 2,047	\$ 1,812	\$ 235	13.0%	\$ 2,047	\$ 1,812	\$ 235	13.0%
Gross Revenue	\$ 3,155	\$ 3,446	\$ (291)	(8.5%)	\$ 36,879	\$ 40,428	\$ (3,549)	(8.8%)
Adj. to Gross Revenue	(86)	(100)	14	(14.1%)	(1,057)	(1,163)	106	(9.1%)
Net Revenue	3,069	3,346	(277)	(8.3%)	35,822	39,265	(3,443)	(8.8%)
Material	1,511	1,610	(99)	(6.1%)	17,645	19,124	(1,479)	(7.7%)
Labor	596	706	(110)	(15.6%)	6,948	7,714	(765)	(9.9%)
Other COGS	397	168	228	135.6%	3,398	3,048	350	11.5%
Total COGS	2,504	2,485	19	0.8%	27,991	29,885	(1,894)	(6.3%)
Gross Margin	565	862	(296)	(34.4%)	7,831	9,380	(1,549)	(16.5%)
Gross Margin %	18.4%	25.7%			21.9%	23.9%		
R&D	—	—	—	N/A	—	—	—	N/A
Sales & Marketing	11	15	(4)	(25.5%)	129	166	(37)	(22.5%)
Administrative	222	226	(4)	(1.7%)	2,419	2,472	(53)	(2.2%)
Other Opex	—	—	—	N/A	—	—	—	N/A
Total Opex	234	241	(8)	(3.3%)	2,548	2,638	(91)	(3.4%)
EBITDA	332	620	(289)	(46.5%)	5,284	6,742	(1,458)	(21.6%)
EBITDA %	10.8%	18.5%			14.7%	17.2%		
Net Income (Loss)	\$ 166	\$ 461	\$ (295)	(64.0%)	\$ 3,538	\$ 5,089	\$ (1,551)	(30.5%)
Capex	\$ (38)	\$ (48)	\$ 10	(20.8%)	\$ (837)	\$ (1,141)	\$ 304	(26.7%)
Opex Overview:								
Payroll	\$ 57	\$ 64	\$ (7)	(11.2%)	\$ 609	\$ 692	\$ (82)	(11.9%)
Bonus	—	—	—	N/A	—	—	—	N/A
Commissions	—	—	—	N/A	—	—	—	N/A
Marketing	—	—	—	N/A	0	—	0	N/A
Benefits	—	—	—	N/A	—	—	—	N/A
Travel and entertainment	—	—	—	N/A	1	—	1	N/A
Rent and facilities	—	—	—	N/A	—	—	—	N/A
Insurance	—	—	—	N/A	—	—	—	N/A
Professional fees	—	—	—	N/A	—	—	—	N/A
Utilities, repair, maintenance, and	4	4	0	12.6%	36	41	(5)	(13.0%)
Corporate OH Fees	165	165	(0)	(0.1%)	1,824	1,817	6	0.3%
Bad Debts	—	—	—	N/A	—	—	—	N/A
FX	—	—	—	N/A	—	—	—	N/A
JV Loss (Income)	—	—	—	N/A	—	—	—	N/A
Other Expenses	7	8	(1)	(11.8%)	78	88	(10)	(11.4%)
Total Opex	\$ 234	\$ 241	\$ (8)	(3.3%)	\$ 2,547	\$ 2,638	\$ (91)	(3.4%)

Management Discussion

Net Revenue – Nov-19: (\$277K)

- Sales volume down 10.6% or \$354k driven by decreased demand from PGT (\$497k); offset by increased demand from Brunswick +\$52k, NewSouth +\$69k and Sierra Pacific +\$67k
- Favorable Rebates/returns/accruals \$4k
- Favorable mix impact of \$73k or \$0.04/lb primarily driven by product mix (Qubicaamf bowling)

EBITDA – Nov-19: (\$289K)

- Material COGS:** Decrease in costs by \$99k primarily driven by decreased sales volumes \$170k and product mix \$21k; offset by lower yields \$8k (84.2% vs 84.6%), increased E&O/LCM inventory reserves \$29k (Comfortview Clay FG & Weatherstrip), FG write-offs \$24k (PGT – base corners & shine lines; & Polaris – out of spec), decreased alt material/regrind usage \$18k, RM usage dark cap \$14k.
- Labor COGS:** Decrease in cost by \$110K driven by lower headcount (7) due to reduced production volumes (23.6%).
- Other COGS:** Increase in cost by \$228k driven by unfavorable net absorption of \$257k; offset by higher tooling recovery \$13k and freight costs \$15k (lower sales volume).
- Sales and Marketing:** Decrease in costs by \$4k, primarily driven by 1 less headcount (CSR temp)
- Administrative:** Decrease in costs by \$4k, primarily driven by lower wages/benefits.

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	\$ 1,469	\$ 1,966	\$ (497)	(25.3%)	\$ 1,593	\$ (124)	(7.8%)	\$ 19,482	\$ 21,404	\$ (1,922)	(9.0%)	\$ 19,279	\$ 203	1.1%	15.0%	19.6%	(461)	(23.5%)	22.7%	(770)	(33.9%)	20.2%	19.7%	58	2.9%	15.3%	499	32.7%				
Polaris Technologies	475	460	15	3.3%	388	87	22.4%	4,816	5,442	(626)	(11.5%)	3,403	1,413	41.5%	15.0%	19.6%	(457)	(23.4%)	18.3%	(331)	(18.1%)	16.2%	18.1%	(181)	(10.0%)	16.4%	(16)	(1.0%)				
Comfort View Products	192	234	(42)	(17.9%)	162	30	18.5%	2,024	2,962	(938)	(31.7%)	2,695	(671)	(24.9%)	12.9%	19.2%	(632)	(32.9%)	18.5%	(561)	(30.3%)	19.3%	16.4%	298	18.2%	12.6%	677	53.9%				
Sierra Pacific Windows	271	200	71	35.5%	217	54	24.9%	2,691	2,415	276	11.4%	2,492	199	8.0%	4.6%	11.0%	(644)	(58.5%)	13.4%	(880)	(65.9%)	8.8%	10.1%	(123)	(12.2%)	6.4%	248	39.0%				
Atrium Windows & Doors	164	120	44	36.7%	82	82	100.0%	1,319	1,489	(170)	(11.4%)	1,489	(170)	(11.4%)	35.9%	55.0%	(1,913)	(34.8%)	34.1%	172	5.0%	38.2%	48.1%	(989)	(20.6%)	35.8%	243	6.8%				
Regency Plus, Inc.	169	160	9	5.6%	163	6	3.7%	1,789	1,948	(159)	(8.2%)	1,569	220	14.0%	22.3%	20.0%	228	11.4%	20.2%	203	10.0%	21.0%	18.2%	288	15.9%	14.5%	656	45.3%				
Brunswick Bowling And Billiards	133	81	52	64.2%	63	70	111.1%	1,702	1,669	33	2.0%	1,688	14	0.8%	41.3%	96.3%	(5,496)	(57.1%)	42.9%	(152)	(3.6%)	40.8%	49.0%	(819)	(16.7%)	41.0%	(23)	(0.5%)				
Qubicaamf Worlwide LCC	71	59	12	20.3%	55	16	29.1%	966	848	118	13.9%	819	147	17.9%	38.8%	74.6%	(3,575)	(47.9%)	36.4%	246	6.8%	44.9%	55.6%	(1,071)	(19.3%)	44.8%	11	0.3%				
NewSouth Window Solutions, LLC	109	40	69	172.5%	109	-	0.0%	517	657	(140)	(21.3%)	769	(252)	(32.8%)	38.8%	60.0%	(2,116)	(35.3%)	43.1%	(428)	(9.9%)	38.3%	39.7%	(141)	(3.6%)	34.0%	425	12.5%				
Great Day Improvement, LLC	35	35	-	0.0%	47	(12)	(25.5%)	377	438	(61)	(13.9%)	452	(75)	(16.6%)	25.4%	45.7%	(2,031)	(44.4%)	31.9%	(651)	(20.4%)	35.1%	40.6%	(550)	(13.5%)	30.3%	474	15.6%				
Yoders Window & Siding	9	42	(33)	(78.6%)	-	9	N/A	263	300	(37)	(12.3%)	259	4	1.5%	38.7%	28.6%	1,012	35.4%	#DIV/0!	NA	#DIV/0!	31.8%	42.8%	(1,106)	(25.8%)	35.6%	(382)	(10.7%)				
Fairway Building Products	-	-	-	N/A	-	-	N/A	60	139	(79)	(56.8%)	121	(61)	(50.4%)	#DIV/0!	#DIV/0!	-	#VALUE!	#DIV/0!	NA	#DIV/0!	11.7%	26.5%	(1,481)	(55.8%)	19.8%	(811)	(40.9%)				
Graber Manufacturing Llc	-	-	-	N/A	-	-	N/A	-	92	(92)	(100.0%)	92	(92)	(100.0%)	#DIV/0!	#DIV/0!	-	#VALUE!	#DIV/0!	NA	#DIV/0!	#DIV/0!	42.4%	-	#VALUE!	42.4%	NA	#VALUE!				
Columbia Industries, Inc.	-	-	-	N/A	-	-	N/A	53	58	(5)	(8.6%)	63	(10)	(15.9%)	#DIV/0!	#DIV/0!	-	#VALUE!	#DIV/0!	NA	#DIV/0!	1.8%	17.2%	(1,545)	(89.6%)	19.0%	(1,722)	(90.6%)				
Jeld-Wen Windows & Doors	5	-	5	N/A	-	5	N/A	29	27	2	7.4%	34	(5)	(14.7%)	15.1%	#DIV/0!	-	#VALUE!	#DIV/0!	NA	#DIV/0!	19.1%	26.9%	(780)	(29.0%)	12.1%	701	57.8%				
Constant Distribution LLC	-	-	-	N/A	-	-	N/A	7	-	7	N/A	7	-	0.0%	#DIV/0!	#DIV/0!	-	#VALUE!	#DIV/0!	NA	#DIV/0!	(12.3%)	#DIV/0!	-	#DIV/0!	(50.0%)	3,774	(75.5%)				
CGI	8	5	3	60.0%	3	5	166.7%	96	43	53	123.3%	11	85	772.7%	1.7%	0.0%	169	#DIV/0!	0.0%	169	N/A	7.5%	0.0%	750	N/A	0.0%	750	N/A				
East Central Indiana Vinyl MFG, LU	8	-	8	N/A	11	(3)	(27.3%)	31	22	9	40.9%	38	(7)	(18.4%)	58.9%	#DIV/0!	-	#VALUE!	45.5%	1,343	29.6%	30.2%	45.5%	(1,523)	(33.5%)	35.4%	(516)	(14.6%)				
Lakeland Polymers, LLC	1	-	1	N/A	-	1	N/A	20	9	11	122.2%	33	(13)	(39.4%)	(407.2%)	#DIV/0!	-	#VALUE!	#DIV/0!	NA	#DIV/0!	(114.9%)	(311.1%)	19,618	(63.1%)	(66.2%)	(4,878)	73.7%				
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	36	44	(8)	(19.0%)	41	(5)	(12.0%)	637	467	171	36.6%	1,084	(447)	(41.2%)	2.2%	89.6%	(8,740)	(97.6%)	7.3%	(512)	(70.3%)	13.9%	80.7%	(6,675)	(82.7%)	7.2%	668	92.3%				
Total Gross	\$ 3,155	\$ 3,446	\$ (291)	(8.5%)	\$ 2,934	\$ 221	7.5%	\$ 36,879	\$ 40,428	\$ (3,549)	(8.8%)	\$ 36,397	\$ 482	1.3%	17.9%	25.0%	(709)	(28.4%)	22.8%	(486)	(21.3%)	21.3%	23.1%	(171)	(7.4%)	17.8%	357	20.1%				

Management Discussion

- PGT continues to under perform.
- Pickup from Sierra, Atrium and NSW.
- Comfort view slower sales in October, possibly timing
- Qubicaamf and Brunswick continue being positive from momentum gained in Q3.

Key Performance Indicators - Delmont

ENERGI Delmont Extrusion KPI Report	2019 Targets	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	YTD 2019
Health & Safety													
<i>Recordable Incidents</i>	0	0	0	2	1	0	0	0	0	0	0	1	4
<i>TRIR (Total Recordable Incident Rate)</i>	<1	2.87	2.87	2.87	4.25	4.25	4.25	4.25	3.59	2.89	2.89	3.69	4.25
Quality Performance													
<i>Customer Complaints - per MLBS</i>	3.2	2.76	3.16	3.68	2.94	3.03	3.42	3.6	4.80	2.82	2.52	3.07	3
<i>Return as % of sales</i>	0.30%	0.15%	0.27%	0.40%	0.08%	0.18%	0.17%	0.22%	0.37%	1.08%	0.79%	0.17%	0.05%
Delivery Performance													
<i>% on time in full</i>	95.00%	99.71%	99.80%	99.73%	99.58%	99.55%	99.64%	99.67%	99.51%	99.55%	99.69%	99.59%	99.64%
<i>% by line items</i>	99.00%	99.50%	99.38%	99.39%	99.25%	99.05%	99.40%	99.27%	99.05%	99.15%	99.42%	99.05%	99.26%
Costs													
<i>Yield</i>	85.7%	81.36%	82.71%	83%	83%	83%	82%	82%	83.65%	83%	86%	84%	83%
<i>Alt/Regrind Compound Consumption Ratio</i>	17.1%	25.4%	19.8%	19.5%	23%	18%	21%	19%	28.0%	24%	24%	21%	22%
<i>Direct Labour \$/lb produced</i>	\$0.167	\$0.178	\$0.174	\$ 0.165	\$ 0.181	\$ 0.178	\$ 0.180	\$ 0.183	\$ 0.186	\$ 0.187	\$ 0.158	\$ 0.183	\$ 0.177
<i>Indirect Labour (incl D&D) \$/lb produced</i>	\$0.176	\$0.151	\$0.177	\$ 0.163	\$ 0.181	\$ 0.187	\$ 0.171	\$ 0.166	\$ 0.171	\$ 0.177	\$ 0.162	\$ 0.182	\$ 0.171
Inventory													
<i>Days - TTM (Trailing 12 Months)</i>	58.7	62.0	62.1	65	67	67	70	71	73.0	73	74	73	66

Comments:

Safety: Worker fell struck his hips and buttocks on the floor caused by tripping due to shoelace getting entangled on a protruding table wheel (No Lost Time)

Costs: Improvement in yield vs rest of the year. Higher Labour due to lower pounds produced.

Inventory: Sales lower vs budget

Full Year Delmont P&L Summary

\$'000	FY		Var		PY	Var	
	Fcst	Bud	\$	%	Fcst	\$	%
Units Produced ('000)	21,118	24,343	(3,225)	(13.2%)	20,561	557	2.7%
Units Shipped ('000)	22,173	24,886	(2,713)	(10.9%)	21,921	252	1.1%
Bookings (\$'000)	\$ 38,081	\$ 41,360	\$ (3,279)	(7.9%)	\$ 35,856	\$ 2,224	6.2%
Backlog ('\$000)	\$ 1,812	\$ 1,812	\$ –	0.0%	\$ 1,483	\$ 329	22.2%
Gross Revenue	\$ 39,551	\$ 43,100	\$ (3,549)	(8.2%)	\$ 38,138	\$ 1,413	3.7%
Adj. to Gross Revenue	(1,136)	(1,242)	106	(8.5%)	(1,103)	(34)	3.0%
Net Revenue	38,415	41,858	(3,443)	(8.2%)	37,036	1,379	3.7%
Material	18,915	20,394	(1,479)	(7.3%)	18,975	(59)	(0.3%)
Labor	7,608	8,373	(765)	(9.1%)	7,668	(60)	(0.8%)
Other COGS	3,744	3,394	350	10.3%	3,615	129	3.6%
Total COGS	30,267	32,161	(1,894)	(5.9%)	30,257	9	0.0%
Gross Margin	8,148	9,697	(1,549)	(16.0%)	6,778	1,370	20.2%
Gross Margin %	21.2%	23.2%			18.3%		
R&D	–	–	–	N/A	–	–	N/A
Sales & Marketing	144	181	(37)	(20.7%)	121	22	18.2%
Administrative	2,642	2,695	(53)	(2.0%)	2,623	19	0.7%
Other Opex	–	–	–	N/A	–	–	N/A
Total Opex	2,786	2,876	(91)	(3.1%)	2,745	41	1.5%
EBITDA	5,362	6,820	(1,458)	(21.4%)	4,034	1,329	32.9%
EBITDA %	14.0%	16.3%			10.9%		
Net Income (Loss)	\$ 3,455	\$ 5,006	\$ (1,551)	(31.0%)	\$ 2,400	\$ 1,055	43.9%
Capex	\$ (837)	\$ (1,171)	\$ 334	(28.5%)	\$ (1,425)	\$ 588	(41.3%)
Opex Overview:							
Payroll	\$ 670	\$ 753	\$ (82)	(10.9%)	\$ 639	\$ 32	5.0%
Bonus	–	–	–	N/A	–	–	N/A
Commissions	–	–	–	N/A	–	–	N/A
Marketing	0	–	0	N/A	–	0	N/A
Benefits	–	–	–	N/A	–	–	N/A
Travel and entertainment	1	–	1	N/A	2	(1)	(66.6%)
Rent and facilities	–	–	–	N/A	–	–	N/A
Insurance	–	–	–	N/A	–	–	N/A
Professional fees	–	–	–	N/A	–	–	N/A
Utilities, repair, maintenance, and security	40	45	(5)	(11.9%)	43	(3)	(7.1%)
Corporate OH Fees	1,989	1,983	6	0.3%	1,985	4	0.2%
Bad Debts	–	–	–	N/A	3	(3)	(100.0%)
FX	–	–	–	N/A	–	–	N/A
JV Loss (Income)	–	–	–	N/A	–	–	N/A
Other Expenses	86	96	(10)	(10.4%)	76	10	12.9%
Total Opex	\$ 2,786	\$ 2,876	\$ (91)	(3.2%)	\$ 2,747	\$ 38	1.4%

Key Customers – Full Year Delmont

	Gross Sales (\$'000)									Gross Margin %									
	FY		FY		Var		PY		Var		FY	FY	Var		PY	Var			
	Fcst	Bud	\$	%	Fcst	\$	%			Fcst	Bud	BPs	%	Fcst	BPs	%			
Customer:																			
PGT Industries Inc	\$	21,062	\$	22,984	\$	(1,922)	(8.4%)	\$	20,107	\$	955	4.7%	19.8%	19.2%	52	2.7%	15.4%	432	28.0%
Polaris Technologies		5,196		5,822		(626)	(10.8%)		3,577		1,619	45.3%	15.9%	17.7%	(178)	(10.0%)	16.2%	(30)	(1.9%)
Comfort View Products		2,197		3,135		(938)	(29.9%)		2,920		(723)	(24.8%)	18.9%	16.1%	274	17.0%	12.3%	656	53.2%
Sierra Pacific Windows		2,836		2,560		276	10.8%		2,632		204	7.8%	8.7%	9.9%	(118)	(11.9%)	6.3%	247	39.4%
Atrium Windows & Doors		1,410		1,580		(170)	(10.8%)		1,581		(171)	(10.8%)	37.8%	47.4%	(963)	(20.3%)	35.7%	202	5.7%
Regency Plus, Inc.		1,901		2,060		(159)	(7.7%)		1,662		239	14.4%	20.7%	17.9%	276	15.4%	15.0%	562	37.4%
Brunswick Bowling And Billiards		1,762		1,729		33	1.9%		1,751		11	0.6%	40.9%	48.9%	(804)	(16.4%)	40.9%	(8)	(0.2%)
Qubicaamf Worlwide LCC		1,010		892		118	13.2%		864		146	16.9%	44.6%	55.0%	(1,039)	(18.9%)	44.0%	64	1.4%
NewSouth Window Solutions, LLC		542		682		(140)	(20.5%)		769		(227)	(29.5%)	38.2%	39.6%	(140)	(3.5%)	35.2%	298	8.5%
Great Day Improvement, LLC		402		463		(61)	(13.2%)		482		(80)	(16.6%)	34.7%	40.1%	(539)	(13.5%)	30.5%	418	13.7%
Yoders Window & Siding		263		300		(37)	(12.3%)		259		4	1.5%	32.6%	43.5%	(1,094)	(25.1%)	35.5%	(291)	(8.2%)
Fairway Building Products		60		139		(79)	(56.8%)		121		(61)	(50.4%)	12.6%	26.9%	(1,436)	(53.3%)	19.8%	(727)	(36.7%)
Graber Manufacturing Llc		–		92		(92)	(100.0%)		92		(92)	(100.0%)	#DIV/0!	42.9%	–	#VALUE!	42.4%	NA	#VALUE!
Columbia Industries, Inc.		53		58		(5)	(8.6%)		63		(10)	(15.9%)	1.8%	17.2%	(1,545)	(89.6%)	19.0%	(1,726)	(90.6%)
Jeld-Wen Windows & Doors		29		27		2	7.4%		36		(7)	(19.4%)	19.1%	26.9%	(780)	(29.0%)	11.1%	802	72.1%
Constant Distribution LLC		7		–		7	N/A		7		-	0.0%	(12.3%)	#DIV/0!	–	#DIV/0!	(57.1%)	4,489	(78.6%)
CGI		101		48		53	110.4%		11		90	818.2%	7.4%	0.0%	737	N/A	0.0%	737	N/A
East Central Indiana Vinyl MFG, LL		31		22		9	40.9%		43		(12)	(27.9%)	30.2%	45.5%	(1,523)	(33.5%)	37.2%	(699)	(18.8%)
Lakeland Polymers, LLC		20		9		11	122.2%		53		(33)	(62.3%)	(117.6%)	(316.7%)	19,911	(62.9%)	(37.7%)	(7,983)	211.5%
JP Industrial Products Inc		–		–		-	N/A		–		-	N/A	#DIV/0!	#DIV/0!	–	#DIV/0!	#DIV/0!	NA	#DIV/0!
Other		669		498		171	34.3%		1,108		(439)	(39.6%)	16.1%	81.3%	(6,517)	(80.2%)	7.0%	908	128.9%
Total Gross	\$	39,551	\$	43,100	\$	(3,549)	(8.2%)	\$	38,138	\$	1,413	3.7%	21.0%	22.7%	(169)	(7.4%)	17.8%	320	18.0%

Everett Summary P&L

\$'000	MTD		Var		YTD		Var	
	Act	Bud	\$	%	Act	Bud	\$	%
Units Produced ('000)	1,256	1,201	55	4.6%	14,955	15,603	(647)	(4.1%)
Units Shipped ('000)	1,296	1,403	(107)	(7.7%)	14,414	16,193	(1,779)	(11.0%)
Bookings (\$'000)	2,070	2,562	(492)	(19.2%)	23,351	28,086	(4,734)	(16.9%)
Backlog ('000)	1,250	2,669	(1,418)	(53.1%)	1,250	2,669	(1,418)	(53.1%)
Gross Revenue	\$ 2,115	\$ 2,390	\$ (275)	(11.5%)	\$ 23,386	\$ 27,633	\$ (4,246)	(15.4%)
Adj. to Gross Revenue	(109)	(122)	13	(10.5%)	(1,024)	(1,474)	450	(30.5%)
Net Revenue	2,006	2,268	(262)	(11.6%)	22,363	26,159	(3,796)	(14.5%)
Material	1,083	1,070	13	1.2%	11,650	12,283	(633)	(5.2%)
Labor	503	519	(16)	(3.1%)	5,695	5,624	71	1.3%
Other COGS	249	365	(117)	(32.0%)	2,190	3,075	(885)	(28.8%)
Total COGS	1,835	1,955	(120)	(6.1%)	19,535	20,982	(1,447)	(6.9%)
Gross Margin	171	313	(142)	(45.5%)	2,827	5,177	(2,350)	(45.4%)
Gross Margin %	8.5%	13.8%			12.6%	19.8%		
R&D	—	—	—	N/A	—	—	—	N/A
Sales & Marketing	29	19	10	51.1%	321	316	6	1.8%
Administrative	230	254	(24)	(9.3%)	2,747	2,870	(123)	(4.3%)
Other Opex	(0)	—	(0)	N/A	(7)	—	(7)	N/A
Total Opex	259	273	(14)	(5.1%)	3,062	3,186	(124)	(3.9%)
EBITDA	(88)	41	(129)	(317.5%)	(234)	1,991	(2,226)	(111.8%)
EBITDA %	(4.4%)	1.8%			(1.0%)	7.6%		
Net Income (Loss)	\$ (237)	\$ (66)	\$ (171)	256.6%	\$ (1,556)	\$ 840	\$ (2,396)	(285.1%)
Capex	\$ (262)	\$ —	\$ (262)	N/A	\$ (2,090)	\$ (752)	\$ (1,337)	177.8%
Opex Overview:								
Payroll	\$ 42	\$ 66	\$ (24)	(36.3%)	\$ 644	\$ 758	\$ (114)	(15.1%)
Bonus	—	—	—	N/A	—	—	—	N/A
Commissions	—	—	—	N/A	—	—	—	N/A
Marketing	16	7	10	153.3%	185	174	11	6.4%
Benefits	—	—	—	N/A	—	—	—	N/A
Travel and entertainment	1	1	(0)	(30.6%)	5	17	(11)	(67.3%)
Rent and facilities	—	—	—	N/A	—	—	—	N/A
Insurance	12	13	(2)	(12.1%)	142	150	(8)	(5.5%)
Professional fees	—	—	—	N/A	17	—	17	N/A
Utilities, repair, maintenance, and	1	1	(0)	(33.7%)	5	7	(2)	(30.7%)
Corporate OH Fees	177	177	(0)	(0.1%)	1,953	1,952	1	0.1%
Bad Debts	—	—	—	N/A	0	—	0	N/A
FX	(0)	—	(0)	N/A	(7)	—	(7)	N/A
JV Loss (Income)	—	—	—	N/A	—	—	—	N/A
Other Expenses	10	8	3	33.5%	119	129	(10)	(7.7%)
Total Opex	\$ 259	\$ 273	\$ (14)	(5.1%)	\$ 3,062	\$ 3,186	\$ (124)	(3.9%)

Management Discussion

Net Revenue – Nov-19: (\$262K)

- Sales volume down 7.7% or \$174k driven by decreased volume from Lindsay, KGW, Coastal & Hometime; offset by increased volume from CDA, All Weather and Western.
- Returns & accruals in line with budget \$3k
- Lower ASP by \$92k primarily driven by delay in capstock sales; and new agreements with lower ASP for Cascade (\$33k)

EBITDA – Nov-19: (\$129K)

- Material COGS:** Increase in costs by \$13k driven by decreased regrind/alt material usage (12.5% vs 25% - primarily lack of WHT 801 regrind) \$59k; and increased LCM reserves \$36k (Glazing beads/accessories for Simonton/CDA); offset by sales volume decrease \$82k
- Labor COGS:** Decrease in costs by \$16k (lower fringe benefits)
- Other COGS:** Decrease in cost by \$117k driven by favorable net absorption \$75k (plan was to pull 202k lbs from inventory, actual pull of 40k lbs), increased tool & die recovery of \$24k and lower freight costs \$15k (sales volume driven)
- Sales and Marketing:** Increase in costs by \$10k driven by customer fabrication tooling support related to the West Coast Platform
- Administrative:** Decrease in costs by \$24k primarily driven by lower labor (2 less headcount)
- Other Opex:** In line with plan.

Key Customers – Gross Sales and Gross Margin %: Everett

	Gross Sales (\$'000)														Gross Margin %													
	MTD		Var		PY-MTD	Var		YTD		Var		PY-YTD	Var		MTD		Var		PY-MTD	Var		YTD		Var		PY-YTD	Var	
	Act	Bud	\$	%	Act	\$	%	Act	Bud	\$	%	Act	\$	%	Act	Bud	BP	%	Act	BP	%	Act	Bud	BP	%	Act	BP	%
Customer:																												
Simonton	\$ 843	\$ 870	\$ (27)	(3.1%)	\$ 636	\$ 207	32.6%	\$ 8,881	\$ 10,199	\$ (1,319)	(12.9%)	\$ 9,538	\$ (657)	(6.9%)	15.9%	14.9%	100	6.7%	6.8%	913	135.1%	13.0%	20.0%	(704)	(35.2%)	9.4%	352	37.3%
Coeur d'Alene	364	337	27	8.0%	223	141	63.2%	3,393	3,703	(311)	(8.4%)	2,644	749	28.3%	(10.6%)	1.6%	(1,220)	(778.1%)	(1.3%)	(928)	690.1%	1.1%	7.0%	(589)	(84.0%)	3.9%	(279)	(71.2%)
Westeck	189	162	27	16.6%	102	87	85.3%	1,545	1,833	(288)	(15.7%)	1,634	(89)	(5.5%)	17.5%	20.8%	(332)	(15.9%)	14.7%	280	19.0%	24.1%	26.0%	(191)	(7.4%)	18.8%	524	27.8%
Cascade	190	236	(46)	(19.6%)	200	(10)	(5.2%)	1,961	1,831	130	7.1%	1,890	71	3.8%	(24.0%)	(8.0%)	(1,607)	201.7%	(7.5%)	(1,654)	220.6%	(25.8%)	(2.7%)	(2,306)	850.0%	(10.4%)	(1,533)	146.8%
All Weather	145	73	71	97.3%	133	12	8.8%	1,362	1,064	297	27.9%	1,241	121	9.7%	(13.2%)	(5.0%)	(826)	166.4%	(6.0%)	(721)	119.8%	(3.3%)	0.6%	(393)	(676.8%)	(1.3%)	(204)	155.4%
KGW	42	118	(76)	(64.2%)	45	(3)	(6.2%)	955	1,108	(153)	(13.8%)	1,034	(79)	(7.6%)	25.7%	7.7%	1,803	235.0%	20.0%	570	28.5%	32.2%	13.1%	1,916	146.4%	30.2%	203	6.7%
Lindsay	57	150	(93)	(61.8%)	99	(42)	(42.2%)	851	1,178	(327)	(27.7%)	1,099	(248)	(22.6%)	4.7%	9.5%	(483)	(50.7%)	4.0%	66	16.3%	12.8%	15.0%	(219)	(14.7%)	9.6%	315	32.8%
Solar	–	25	(25)	(100.0%)	89	(89)	(100.0%)	453	275	178	64.6%	1,574	(1,121)	(71.2%)	#DIV/0!	7.0%	–	#VALUE!	14.6%	NA	#VALUE!	13.3%	12.5%	77	6.1%	7.3%	601	82.4%
ATI	–	19	(19)	(100.0%)	–	–	N/A	17	348	(331)	(95.1%)	345	(328)	(95.1%)	#DIV/0!	6.3%	–	#VALUE!	#DIV/0!	NA	#DIV/0!	(315.8%)	11.9%	(32,768)	(2753.4%)	14.0%	(32,975)	(2359.8%)
Win-Dor	–	22	(22)	(100.0%)	28	(28)	(100.0%)	9	749	(740)	(98.8%)	587	(578)	(98.5%)	#DIV/0!	15.2%	–	#VALUE!	10.7%	NA	#VALUE!	135.8%	20.0%	11,578	578.8%	19.3%	11,652	604.9%
Northern - Yukon	34	47	(13)	(27.0%)	62	(28)	(45.0%)	623	694	(71)	(10.2%)	705	(82)	(11.6%)	36.0%	37.7%	(171)	(4.5%)	30.6%	538	17.6%	41.6%	43.0%	(139)	(3.2%)	40.3%	126	3.1%
Van Isle	–	–	–	N/A	61	(61)	(100.0%)	315	639	(324)	(50.7%)	694	(379)	N/A	#DIV/0!	#DIV/0!	–	#DIV/0!	72.1%	NA	#VALUE!	12.2%	24.0%	(1,179)	(49.2%)	73.5%	(6,136)	(83.4%)
Whisper Walls	46	65	(18)	(28.1%)	44	2	5.5%	657	566	91	16.2%	629	28	4.5%	28.7%	41.3%	(1,257)	(30.4%)	34.1%	(535)	(15.7%)	49.6%	46.2%	338	7.3%	47.0%	259	5.5%
West Coast Designed	29	28	1	3.8%	54	(25)	(46.7%)	354	416	(62)	(14.8%)	429	(75)	(17.4%)	24.8%	38.5%	(1,371)	(35.6%)	37.0%	(1,223)	(33.0%)	42.5%	43.5%	(94)	(2.2%)	36.2%	630	17.4%
Hometime	5	33	(28)	(85.5%)	11	(6)	(56.2%)	169	401	(232)	(58.0%)	247	(78)	(31.8%)	36.9%	30.4%	657	21.6%	18.2%	1,876	103.2%	27.5%	35.2%	(768)	(21.8%)	29.6%	(208)	(7.0%)
Western	99	62	37	59.0%	–	99	N/A	511	623	(113)	(18.1%)	238	273	114.5%	39.1%	38.0%	105	2.8%	#DIV/0!	NA	#DIV/0!	32.2%	43.5%	(1,130)	(26.0%)	22.5%	975	43.4%
Coastal	1	47	(47)	(98.9%)	–	1	N/A	246	319	(73)	(23.0%)	270	(24)	(9.1%)	(197.7%)	25.7%	(22,342)	(869.6%)	#DIV/0!	NA	#DIV/0!	41.9%	31.2%	1,070	34.3%	39.9%	201	5.0%
Modern	1	8	(6)	(81.3%)	–	1	N/A	223	374	(151)	(40.4%)	318	(95)	(29.8%)	(276.7%)	31.6%	(30,823)	(976.2%)	#DIV/0!	NA	#DIV/0!	21.1%	36.4%	(1,532)	(42.1%)	18.5%	259	14.0%
Avanti	–	32	(32)	(100.0%)	16	(16)	(100.0%)	98	298	(200)	(67.3%)	249	(151)	(60.8%)	#DIV/0!	35.2%	–	#VALUE!	37.5%	NA	#VALUE!	34.2%	40.5%	(630)	(15.6%)	35.2%	(100)	(2.9%)
Oasis	–	16	(16)	(100.0%)	–	–	N/A	96	193	(97)	(50.3%)	171	(75)	(43.9%)	#DIV/0!	12.4%	–	#VALUE!	#DIV/0!	NA	#DIV/0!	23.7%	17.5%	629	36.0%	8.8%	1,494	169.7%
Other	70	40	30	75.8%	82	(12)	(14.7%)	670	822	(152)	(18.5%)	741	(72)	(9.7%)	36.2%	52.7%	(1,652)	(31.3%)	34.6%	153	4.4%	36.0%	34.6%	144	4.2%	36.1%	(12)	(0.3%)
Total Gross	\$ 2,115	\$ 2,390	\$ (275)	(11.5%)	\$ 1,885	\$ 230	12.2%	\$ 23,386	\$ 27,633	\$ (4,246)	(15.4%)	\$ 26,277	\$ (2,891)	(11.0%)	8.1%	13.1%	(503)	(38.4%)	10.0%	(192)	(19.2%)	12.3%	19.1%	(685)	(35.8%)	14.0%	(169)	(12.1%)

Management Discussion

- Improvement in Simonton however, slightly behind budget.
- Positive month from Westeck, CDA and All Weather.
- Western now part of PGT
- KGW, Lindsay and Cascade had softer sales for the month
- Win-dor and Van Isle – Lost business to competitor at the start of the year

Key Performance Indicators - Everett

ENERGI Everett Extrusion KPI Report	2019 Targets	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	YTD 2019
Health & Safety													
Recordable Incidents	1	0	0	0	1	1	0	0	0	0	1	0	3
TRIR (Total Recordable Incident Rate)	<1	0	0	0	1	2.12	1.8	2.14	2.14	2.24	3.23	3.23	2.24
Quality Performance													
Customer Complaints - per MLBS	8.0	1.7	2.8	4.1	2.1	2.4	3.8	2.8	4.4	2.15	4.01	3.86	3.1
Return as % of sales	0.30%	0.43%	0.32%	0.06%	0.40%	0.55%	0.42%	0.06%	0.28%	0.30%	0.87%	0.73%	0.40%
Delivery Performance													
% on time in full	95.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	99.75%	100.00%	100.00%	100%	100.00%	99.98%
% by line items	99.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	99.10%	100.00%	100.00%	100%	100.00%	99.92%
Costs													
Yield	85.7%	90.9%	91.2%	90.9%	89.0%	90.7%	90.7%	83.8%	89.8%	90.2%	90%	89%	89.7%
Alt/Regrind Compound Consumption Ratio	19.9%	32.0%	18.4%	21.4%	18.3%	17.3%	16.4%	19.8%	19.6%	18%	17%	12%	19.2%
Direct Labour \$/lb produced	\$0.167	\$ 0.182	\$ 0.189	\$ 0.170	\$ 0.166	\$ 0.209	\$ 0.184	\$ 0.223	\$ 0.172	\$ 0.181	\$ 0.159	\$ 0.191	\$ 0.183
Indirect Labour (incl D&D) \$/lb produced	\$0.176	\$ 0.180	\$ 0.201	\$ 0.191	\$ 0.192	\$ 0.209	\$ 0.199	\$ 0.282	\$ 0.182	\$ 0.176	\$ 0.185	\$ 0.209	\$ 0.198
Inventory													
Days - TTM (Trailing 12 Months)	84.5	84.4	85.6	87.2	87.8	88.8	91.7	92.7	93.6	92.9	93	91.0	92.9

Comments

Health & Safety: Back Strain to 1 worker caused by incorrect posture when adjusting vacuum table on a line.

Quality: Customers cleaning out warehouses West Coast Designed product from Mar 2019 to Aug 2019. CDA product from 2018

Cost: Alt/Regrind Cons ratio: Lack of WHT 801 regrind.

UL: Lower HC offset by additional tooling OT

Inventory: Sales lower vs budget.

Full Year Everett P&L Summary

\$'000	FY		Var		PY	Var	
	Fcst	Bud	\$	%	Act	\$	%
Units Produced ('000)	15,880	16,527	(647)	(3.9%)	18,519	(2,639)	(14.3%)
Units Shipped ('000)	15,485	17,263	(1,779)	(10.3%)	16,932	(1,448)	(8.5%)
Bookings (\$'000)	\$ 25,073	\$ 29,808	\$ (4,734)	(15.9%)	\$ 26,978	\$ (1,904)	(7.1%)
Backlog ('\$000)	\$ 2,601	\$ 2,601	\$ –	0.0%	\$ 1,148	\$ 1,453	126.5%
Gross Revenue	\$ 25,202	\$ 29,448	\$ (4,246)	(14.4%)	\$ 28,090	\$ (2,888)	(10.3%)
Adj. to Gross Revenue	(1,118)	(1,568)	450	(28.7%)	(1,483)	365	(24.6%)
Net Revenue	24,084	27,880	(3,796)	(13.6%)	26,607	(2,524)	(9.5%)
Material	12,472	13,105	(633)	(4.8%)	13,359	(887)	(6.6%)
Labor	6,213	6,142	71	1.2%	6,705	(492)	(7.3%)
Other COGS	2,495	3,380	(885)	(26.2%)	2,876	(381)	(13.3%)
Total COGS	21,180	22,627	(1,447)	(6.4%)	22,941	(1,760)	(7.7%)
Gross Margin	2,903	5,253	(2,350)	(44.7%)	3,667	(763)	(20.8%)
Gross Margin %	12.1%	18.8%			13.8%		
R&D	–	–	–	N/A	–	–	N/A
Sales & Marketing	341	335	6	1.7%	247	94	37.8%
Administrative	2,997	3,119	(123)	(3.9%)	3,129	(132)	(4.2%)
Other Opex	(7)	–	(7)	N/A	11	(18)	(164.7%)
Total Opex	3,331	3,455	(124)	(3.6%)	3,387	(56)	(1.7%)
EBITDA	(427)	1,798	(2,226)	(123.8%)	280	(707)	(252.6%)
EBITDA %	(1.8%)	6.5%			1.1%		
Net Income (Loss)	\$ (1,856)	\$ 541	\$ (2,396)	(443.3%)	\$ (775)	\$ (1,081)	139.4%
Capex	\$ (2,090)	\$ (752)	\$ (1,337)	177.8%	\$ (1,856)	\$ (234)	12.6%
<u>Opex Overview:</u>							
Payroll	\$ 713	\$ 827	\$ (114)	(13.8%)	\$ 816	\$ (104)	(12.7%)
Bonus	–	–	–	N/A	–	–	N/A
Commissions	–	–	–	N/A	–	–	N/A
Marketing	191	180	11	6.1%	104	87	83.2%
Benefits	–	–	–	N/A	–	–	N/A
Travel and entertainment	5	17	(11)	(67.3%)	14	(9)	(61.2%)
Rent and facilities	–	–	–	N/A	–	–	N/A
Insurance	153	161	(8)	(5.1%)	162	(9)	(5.7%)
Professional fees	17	–	17	N/A	–	17	N/A
Utilities, repair, maintenance, and security	5	7	(2)	(30.7%)	7	(2)	(34.3%)
Corporate OH Fees	2,130	2,129	1	0.1%	2,129	2	0.1%
Bad Debts	0	–	0	N/A	(3)	3	(105.2%)
FX	(7)	–	(7)	N/A	11	(18)	(164.7%)
JV Loss (Income)	–	–	–	N/A	–	–	N/A
Other Expenses	124	134	(10)	(7.4%)	149	(25)	(16.8%)
Total Opex	\$ 3,331	\$ 3,455	\$ (124)	(3.6%)	\$ 3,390	\$ (59)	(1.7%)

Key Customers – Full Year Everett

	Gross Sales (\$'000)									Gross Margin %						
	FY		FY		Var		PY		Var		FY	FY	Var			
	FYST		BUD		\$		ACT		\$		FYST	BUD	BPs	%		
Customer:																
Simonton	\$	9,540	\$	10,859	\$	(1,319)	(12.1%)	\$	10,221	\$	(681)	(6.7%)	12.7%	19.5%	(683)	(35.0%)
Coeur d'Alene		3,689		4,000		(311)	(7.8%)		2,804		885	31.6%	0.7%	6.4%	(568)	(88.4%)
Westeck		1,684		1,972		(288)	(14.6%)		1,791		(107)	(6.0%)	23.5%	25.4%	(192)	(7.5%)
Cascade		2,118		1,988		130	6.6%		2,083		35	1.7%	(25.4%)	(3.4%)	(2,203)	655.8%
All Weather		1,414		1,117		297	26.6%		1,309		105	8.1%	(3.6%)	0.2%	(378)	(1786.6%)
KGW		1,002		1,155		(153)	(13.2%)		1,081		(79)	(7.3%)	31.4%	12.8%	1,860	145.8%
Lindsay		951		1,278		(327)	(25.6%)		1,145		(194)	(16.9%)	12.0%	14.3%	(229)	(16.0%)
Solar		478		300		178	59.2%		1,651		(1,173)	(71.1%)	12.9%	11.9%	104	8.8%
ATI		56		387		(331)	(85.6%)		345		(289)	(83.9%)	(149.0%)	11.1%	(16,008)	(1442.6%)
Win-Dor		31		771		(740)	(95.9%)		626		(595)	(95.0%)	64.1%	19.8%	4,433	223.8%
Northern - Yukon		623		694		(71)	(10.2%)		789		(166)	(21.0%)	41.6%	43.0%	(139)	(3.2%)
Van Isle		371		694		(324)	(46.6%)		697		(326)	(46.8%)	12.0%	23.3%	(1,135)	(48.6%)
Whisper Walls		695		604		91	15.1%		681		14	2.1%	49.1%	45.8%	333	7.3%
West Coast Designed		378		439		(62)	(14.0%)		429		(51)	(12.0%)	42.1%	43.1%	(99)	(2.3%)
Hometime		170		402		(232)	(57.8%)		327		(157)	(48.1%)	27.5%	35.2%	(768)	(21.8%)
Western		558		671		(113)	(16.8%)		238		320	134.6%	32.1%	43.0%	(1,089)	(25.3%)
Coastal		293		366		(73)	(20.0%)		321		(28)	(8.7%)	39.4%	30.2%	922	30.6%
Modern		223		374		(151)	(40.4%)		351		(128)	(36.4%)	21.1%	36.4%	(1,532)	(42.1%)
Avanti		98		298		(200)	(67.3%)		249		(151)	(60.8%)	34.2%	40.5%	(630)	(15.6%)
Oasis		96		193		(97)	(50.3%)		188		(92)	(49.0%)	23.7%	17.5%	629	36.0%
Other		733		885		(152)	(17.2%)		764		(32)	(4.1%)	35.9%	34.6%	136	3.9%
Total Gross	\$	25,202	\$	29,448	\$	(4,246)	(14.4%)	\$	28,090	\$	(2,888)	(10.3%)	11.9%	18.6%	(666)	(35.8%)

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)	\$ 1,491	\$ 2,271	\$ (779)	(34.3%)	\$ 19,575	\$ 19,993	\$ (418)	(2.1%)
Backlog (\$'000)	\$ 1,274	\$ 3,198	\$ (1,924)	(60.2%)	\$ 1,274	\$ 3,198	\$ (1,924)	(60.2%)
Gross Revenue	\$ 2,176	\$ 2,339	\$ (164)	(7.0%)	\$ 19,359	\$ 20,616	\$ (1,257)	(6.1%)
Adj. to Gross Revenue	(112)	(110)	(1)	1.1%	(909)	(967)	58	(6.0%)
Net Revenue	2,064	2,229	(165)	(7.4%)	18,449	19,649	(1,200)	(6.1%)
Material	1,311	1,318	(7)	(0.5%)	11,632	11,543	88	0.8%
Labor	381	361	19	5.4%	3,825	4,058	(233)	(5.8%)
Other COGS	287	215	72	33.5%	1,824	2,171	(346)	(16.0%)
Total COGS	1,979	1,895	84	4.5%	17,281	17,772	(491)	(2.8%)
Gross Margin	85	334	(249)	(74.6%)	1,169	1,877	(708)	(37.7%)
Gross Margin %	4.1%	15.0%			6.3%	9.6%		
R&D	–	–	–	N/A	–	–	–	N/A
Sales & Marketing	18	34	(16)	(48.1%)	380	381	(1)	(0.2%)
Administrative	197	203	(6)	(3.0%)	2,099	2,174	(75)	(3.5%)
Other Opex	(8)	–	(8)	N/A	13	–	13	N/A
Total Opex	207	237	(30)	(12.7%)	2,492	2,555	(62)	(2.4%)
EBITDA	(122)	97	(219)	(225.8%)	(1,324)	(678)	(646)	95.3%
EBITDA %	(5.9%)	4.4%			(7.2%)	(3.4%)		
Net Income (Loss)	\$ (131)	\$ 84	\$ (215)	(255.3%)	\$ (1,405)	\$ (814)	\$ (590)	72.5%
Capex	\$ (11)	\$ –	\$ (11)	N/A	\$ (140)	\$ (287)	\$ 147	(51.1%)
Opex Overview:								
Payroll	\$ 75	\$ 88	\$ (13)	(15.2%)	\$ 915	\$ 964	\$ (50)	(5.2%)
Bonus	–	–	–	N/A	–	–	–	N/A
Commissions	–	–	–	N/A	–	–	–	N/A
Marketing	3	6	(3)	(42.7%)	42	74	(32)	(43.3%)
Benefits	–	–	–	N/A	–	–	–	N/A
Travel and entertainment	1	2	(1)	(65.6%)	9	14	(4)	(32.3%)
Rent and facilities	–	–	–	N/A	–	–	–	N/A
Insurance	–	–	–	N/A	–	–	–	N/A
Professional fees	10	3	6	195.5%	47	29	18	62.8%
Utilities, repair, maintenance, and	3	8	(5)	(61.7%)	51	74	(22)	(30.5%)
Corporate OH Fees	121	125	(5)	(3.7%)	1,342	1,357	(15)	(1.1%)
Bad Debts	–	–	–	N/A	–	–	–	N/A
FX	(8)	–	(8)	N/A	13	–	13	N/A
JV Loss (Income)	–	–	–	N/A	–	–	–	N/A
Other Expenses	2	5	(2)	(47.9%)	73	43	30	69.6%
Total Opex	\$ 207	\$ 237	\$ (30)	(12.7%)	\$ 2,492	\$ 2,555	\$ (62)	(2.4%)

Management Discussion

Net Revenue – Nov-19: (\$165)K

- Sales volume decreased \$260k due to decreased demand from Vaillancourt and AMI; offset by increased demand from Abritek
- Unfavorable rebates/returns of \$9k primarily driven by new rebate program for all ATIS customers.
- Favorable ASP of \$136k due to customer/product mix
- Unfavorable F/X of \$32k (actual rate of 1.3239 [or \$USD 0.7553] vs. 1.30 [or \$USD 0.7692])

EBITDA – Nov-19: (\$219K)

- Material COGS:** Decrease in costs by \$7K primarily driven by sales volume decrease \$90k; offset by increased supplier price increases for glass, steel and aluminum \$51k and increased inventory reserves \$13k (Ostaco discontinued laminate stainable oak)
- Labor COGS:** Increase in costs by \$19k due to inefficiencies with employees not producing at full capacity \$35k; offset by WSIB refund \$16k.
- Other COGS:** Increase in cost by \$72k driven by unfavorable net absorption \$102k; offset by decreased freight \$14k, lower maintenance & factory expenses \$11k & lower utilities \$4k
- Sales and Marketing:** Decrease in cost by \$16k driven by decreased CSR headcount.
- Administrative:** Decrease in costs by \$6k driven by lower wages (vacations) and office supplies; offset by increased professional fees for WSIB refund.
- Other Opex:** Decrease in cost by \$8k driven by favorable F/X revaluation of working capital balances.

Key Customers – Gross Sales and Gross Margin %: Terrebonne

	Gross Sales (\$'000)														Gross Margin %																							
	MTD		Var		PY-MTD		Var		YTD		Var		PY-YTD		Var		MTD		Var		PY-MTD		Var		YTD		Var		PY-YTD		Var							
	Act	Bud	\$	%	Act	\$	%	Act	Bud	\$	%	Act	\$	%	Act	Bud	BP's	%	Act	BP's	%	Act	BP's	%	Act	Bud	BP's	%	Act	BP's	%							
Customer:																																						
A.M.I.	\$	344	\$	404	\$	(60)	(14.7%)	\$	263	\$	81	31.0%	\$	3,461	\$	3,560	\$	(99)	(2.8%)	\$	3,346	\$	115	3.5%	4.4%	0.0%	444	N/A	0.0%	444	N/A	9.0%	0.0%	895	N/A	0.0%	895	N/A
GOLDEN WINDOWS		210		220		(10)	(4.5%)		231		(21)	(9.0%)		2,015		1,936		79	4.1%		2,172		(157)	(7.2%)	(22.8%)	0.0%	(2,281)	N/A	0.0%	(2,281)	N/A	(22.5%)	0.0%	(2,251)	N/A	0.0%	(2,251)	N/A
OSTACO 2000 WINDOORS INC		170		203		(33)	(16.3%)		124		46	37.1%		1,681		1,788		(107)	(6.0%)		1,832		(151)	(8.3%)	11.1%	0.0%	1,109	N/A	0.0%	1,109	N/A	7.3%	0.0%	732	N/A	0.0%	732	N/A
PORTES & FENETRES ABRITEK		204		102		102	100.3%		124		80	64.7%		1,446		901		545	60.5%		1,073		373	34.8%	(11.3%)	0.0%	(1,128)	N/A	0.0%	(1,128)	N/A	(13.8%)	0.0%	(1,381)	N/A	0.0%	(1,381)	N/A
DASHWOOD INDUSTRIES INC		120		93		27	28.9%		59		61	103.2%		947		818		129	15.7%		875		72	8.2%	13.9%	0.0%	1,388	N/A	0.0%	1,388	N/A	13.9%	0.0%	1,389	N/A	0.0%	1,389	N/A
P & F ISOTHERMIC INC		100		59		41	68.9%		126		(26)	(20.9%)		881		523		358	68.4%		742		139	18.7%	(14.9%)	0.0%	(1,491)	N/A	0.0%	(1,491)	N/A	(6.8%)	0.0%	(685)	N/A	0.0%	(685)	N/A
VAILLANCOURT INC.		106		246		(140)	(56.8%)		50		56	112.5%		889		2,163		(1,274)	(58.9%)		772		117	15.2%	(5.1%)	0.0%	(512)	N/A	0.0%	(512)	N/A	(5.2%)	0.0%	(524)	N/A	0.0%	(524)	N/A
CANADIAN VINYLTEK WINDOWS C		33		38		(5)	(12.2%)		44		(11)	(24.2%)		365		337		28	8.3%		535		(170)	(31.8%)	36.0%	0.0%	3,602	N/A	0.0%	3,602	N/A	44.4%	0.0%	4,439	N/A	0.0%	4,439	N/A
FENERGIC INC		16		54		(38)	(70.7%)		32		(16)	(50.6%)		149		470		(321)	(68.4%)		516		(367)	(71.2%)	(7.9%)	0.0%	(785)	N/A	0.0%	(785)	N/A	13.5%	0.0%	1,352	N/A	0.0%	1,352	N/A
EXTREME WINDOW AND		59		60		(1)	(2.4%)		53		6	10.5%		442		526		(84)	(16.0%)		480		(38)	(8.0%)	(5.7%)	0.0%	(569)	N/A	0.0%	(569)	N/A	8.8%	0.0%	876	N/A	0.0%	876	N/A
VENTANA WINDOWS & DOORS INC		-		52		(52)	(100.0%)		39		(39)	(100.0%)		68		459		(391)	(85.2%)		458		(390)	(85.1%)	#DIV/0!	0.0%	-	N/A	0.0%	NA	N/A	(6.2%)	0.0%	(619)	N/A	0.0%	(619)	N/A
Fenêtres Concept		64		43		21	47.7%		41		23	54.9%		459		379		80	21.0%		419		40	9.5%	(7.7%)	0.0%	(767)	N/A	0.0%	(767)	N/A	(6.2%)	0.0%	(616)	N/A	0.0%	(616)	N/A
MASON WINDOWS LTD		43		33		10	31.2%		33		10	31.2%		331		290		41	14.2%		321		10	3.2%	(17.1%)	0.0%	(1,707)	N/A	0.0%	(1,707)	N/A	(17.0%)	0.0%	(1,701)	N/A	0.0%	(1,701)	N/A
CEN		21		32		(11)	(35.9%)		34		(13)	(39.7%)		351		284		67	23.5%		284		67	23.5%	(0.8%)	0.0%	(80)	N/A	0.0%	(80)	N/A	7.2%	0.0%	720	N/A	0.0%	720	N/A
TRI-STATE WINDOW FACTORY		22		13		9	70.2%		28		(6)	(21.0%)		375		157		218	138.9%		343		32	9.4%	14.6%	0.0%	1,460	N/A	0.0%	1,460	N/A	23.8%	0.0%	2,380	N/A	0.0%	2,380	N/A
FMC		27		31		(4)	(14.0%)		23		4	15.9%		348		231		117	50.6%		243		105	43.1%	(11.1%)	0.0%	(1,108)	N/A	0.0%	(1,108)	N/A	0.5%	0.0%	46	N/A	0.0%	46	N/A
ATLANTIC WINDOWS		12		31		(19)	(62.9%)		22		(10)	(47.7%)		246		272		(26)	(9.7%)		257		(11)	(4.4%)	(34.7%)	0.0%	(3,468)	N/A	0.0%	(3,468)	N/A	19.5%	0.0%	1,950	N/A	0.0%	1,950	N/A
YKK AP VINYL		24		36		(12)	(33.1%)		1		23	2309.8%		335		307		28	9.0%		203		132	64.9%	27.5%	0.0%	2,748	N/A	0.0%	2,748	N/A	39.2%	0.0%	3,921	N/A	0.0%	3,921	N/A
LORENDO INC.		36		17		19	109.4%		30		6	18.7%		205		195		10	4.9%		222		(17)	(7.9%)	(8.2%)	0.0%	(820)	N/A	0.0%	(820)	N/A	(4.1%)	0.0%	(413)	N/A	0.0%	(413)	N/A
MAR		13		11		2	20.6%		31		(18)	(57.2%)		233		115		118	102.8%		239		(6)	(2.4%)	(21.0%)	0.0%	(2,102)	N/A	0.0%	(2,102)	N/A	(3.7%)	0.0%	(374)	N/A	0.0%	(374)	N/A
Other		553		561		(8)	(1.5%)		439		114	26.0%		4,134		4,905		(771)	(15.7%)		4,286		(152)	(3.6%)	24.1%	59.5%	(3,543)	(59.5%)	10.7%	1,337	124.6%	17.4%	214.5%	(19,711)	(91.9%)	(3.3%)	2,077	(620.5%)
Total Gross	\$	2,176	\$	2,339	\$	(164)	(7.0%)	\$	1,827	\$	349	19.1%	\$	19,359	\$	20,616	\$	(1,257)	(6.1%)	\$	19,618	\$	(259)	(1.3%)	3.9%	14.3%	(1,038)	(72.7%)	2.6%	133	51.5%	5.9%	8.6%	(272)	(31.6%)	(0.7%)	662	(915.6%)

Management Discussion

- Major contributions from Abritek and PF Isothermic
- Vaillancourt— Soft sales in 2019 with no big projects at hand, better vs PY YTD
- Ventana – Customer went bankrupt

Key Performance Indicators - Terrebonne

ENERGI Terrebonne Patio Door KPI Report	2019 Targets	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	YTD 2019
Health & Safety													
<i>Recordable Incidents</i>	0	0	0	0	0	0	0	2	0	1	0	1	4
<i>TRIR (Total Recordable Incident Rate)</i>	<1	0.0	0.0	0.0	0.0	0.0	0.0	3.0	2.9	3.8	3.83	4.82	3.8
Quality Performance													
<i>Customer Complaints - per MLBS</i>	3.2	3.98	3.9	3.6	3.7	3.4	2	2	1.9	3.9	3.4	2.3	3
<i>Return as % of sales</i>	1.25%	1.57%	1.76%	0.58%	0.24%	0.53%	0.21%	1.08%	1.02%	0.89%	0.74%	0.97%	0.84%
Delivery Performance													
<i>% on time in full</i>	95.00%	100.00%	95.71%	95.55%	78.35%	80.32%	73.88%	71.10%	83.02%	89.05%	72.48%	77%	83.31%
<i>% by line items</i>	95.00%	95.38%	95.71%	95.55%	78.35%	80.32%	73.88%	71.10%	83.02%	89.05%	72.48%	77%	82.89%
Costs													
<i>Direct Labour \$/FPV</i>	\$0.174	\$ 0.143	\$0.148	\$ 0.159	\$ 0.165	\$ 0.185	\$ 0.198	\$ 0.192	\$ 0.168	\$ 0.187	\$ 0.178	\$ 0.170	\$ 0.174
<i>Indirect Labour (incl D&D) \$/FPV</i>	\$0.069	\$ 0.096	\$0.073	\$ 0.063	\$ 0.054	\$ 0.055	\$ 0.056	\$ 0.048	\$ 0.044	\$ 0.051	\$ 0.049	\$ 0.053	\$ 0.056
Inventory													
<i>Days - TTM (Trailing 12 Months)</i>	71.0	75	71.4	70	69	66	65	62	62	62	63	62	62

Comments:

Safety: Steel shelving handled by worker fell and hit his calf(No Lost Time)

Delivery: Issues with raw material delivery

Labour: High employee turnover and related training costs.

Full Year Terrebonne P&L Summary

\$'000	FY		Var		PY	Var	
	Fcst	Bud	\$	%		\$	%
Units Produced ('000)	—	—	—	N/A	—	—	N/A
Units Shipped ('000)	—	—	—	N/A	—	—	N/A
Bookings (\$'000)	\$ 20,925	\$ 21,343	\$ (418)	(2.0%)	\$ 20,249	\$ 676	3.3%
Backlog ('\$000)	\$ 3,301	\$ 3,301	\$ —	0.0%	\$ 1,025	\$ 2,275	222.0%
Gross Revenue	\$ 20,751	\$ 22,008	\$ (1,257)	(5.7%)	\$ 20,687	\$ 64	0.3%
Adj. to Gross Revenue	(974)	(1,032)	58	(5.6%)	(1,023)	49	(4.8%)
Net Revenue	19,777	20,976	(1,200)	(5.7%)	19,664	113	0.6%
Material	12,417	12,328	88	0.7%	12,124	292	2.4%
Labor	4,169	4,402	(233)	(5.3%)	4,530	(361)	(8.0%)
Other COGS	1,983	2,329	(346)	(14.9%)	3,397	(1,414)	(41.6%)
Total COGS	18,568	19,059	(491)	(2.6%)	20,052	(1,483)	(7.4%)
Gross Margin	1,209	1,917	(708)	(37.0%)	(388)	1,597	(411.5%)
Gross Margin %	6.1%	9.1%			(2.0%)		
R&D	—	—	—	N/A	—	—	N/A
Sales & Marketing	423	424	(1)	(0.2%)	383	39	10.3%
Administrative	2,295	2,370	(75)	(3.2%)	2,381	(85)	(3.6%)
Other Opex	13	—	13	N/A	(63)	77	(121.1%)
Total Opex	2,732	2,794	(62)	(2.2%)	2,701	31	1.2%
EBITDA	(1,523)	(877)	(646)	73.6%	(3,089)	1,565	(50.7%)
EBITDA %	(7.7%)	(4.2%)			(15.7%)		
Net Income (Loss)	\$ (1,617)	\$ (1,027)	\$ (590)	57.5%	\$ (3,162)	\$ 1,545	(48.9%)
Capex	\$ (140)	\$ (287)	\$ 147	(51.1%)	\$ (517)	\$ 377	(72.9%)
Opex Overview:							
Payroll	\$ 1,008	\$ 1,058	\$ (50)	(4.7%)	\$ 1,029	\$ (21)	(2.0%)
Bonus	—	—	—	N/A	—	—	N/A
Commissions	—	—	—	N/A	—	—	N/A
Marketing	55	87	(32)	(36.5%)	57	(2)	(3.1%)
Benefits	—	—	—	N/A	—	—	N/A
Travel and entertainment	10	15	(4)	(30.3%)	15	(5)	(31.5%)
Rent and facilities	—	—	—	N/A	—	—	N/A
Insurance	—	—	—	N/A	0	(0)	(100.0%)
Professional fees	49	31	18	58.9%	59	(9)	(15.5%)
Utilities, repair, maintenance, and security	56	79	(22)	(28.5%)	70	(14)	(19.4%)
Corporate OH Fees	1,463	1,478	(15)	(1.0%)	1,484	(21)	(1.4%)
Bad Debts	—	—	—	N/A	3	(3)	(100.0%)
FX	13	—	13	N/A	(63)	77	(121.1%)
JV Loss (Income)	—	—	—	N/A	—	—	N/A
Other Expenses	76	46	30	64.8%	51	25	50.0%
Total Opex	\$ 2,732	\$ 2,794	\$ (62)	(2.2%)	\$ 2,704	\$ 28	1.0%

Key Customers – Full Year Terrebonne

	Gross Sales (\$'000)									Gross Margin %									
	FY		FY		Var		PY		Var		FY	FY		Var		PY	Var		
	Fcst	Bud	\$	%	Act	\$	%	Fcst	Bud	BPs	%	Act	BPs	%					
Customer:																			
A.M.I.	\$	3,701	\$	3,800	\$	(99)	(2.6%)	\$	3,511	\$	190	5.4%	8.6%	0.0%	862	N/A	0.0%	862	N/A
GOLDEN WINDOWS		2,146		2,067		79	3.8%		2,290		(144)	(6.3%)	(21.7%)	0.0%	(2,173)	N/A	0.0%	(2,173)	N/A
OSTACO 2000 WINDOORS INC		1,802		1,909		(107)	(5.6%)		1,906		(104)	(5.5%)	7.0%	0.0%	704	N/A	0.0%	704	N/A
PORTES & FENETRES ABRITEK		1,507		962		545	56.7%		1,147		360	31.4%	(13.5%)	0.0%	(1,347)	N/A	0.0%	(1,347)	N/A
DASHWOOD INDUSTRIES INC		1,002		873		129	14.7%		922		80	8.6%	13.4%	0.0%	1,345	N/A	0.0%	1,345	N/A
P & F ISOTHERMIC INC		916		558		358	64.1%		815		101	12.4%	(6.7%)	0.0%	(669)	N/A	0.0%	(669)	N/A
VAILLANCOURT INC.		1,035		2,309		(1,274)	(55.2%)		800		235	29.4%	(4.8%)	0.0%	(479)	N/A	0.0%	(479)	N/A
CANADIAN VINYLTEK WINDOWS C		388		360		28	7.8%		555		(167)	(30.1%)	42.9%	0.0%	4,287	N/A	0.0%	4,287	N/A
FENERGIC INC		181		502		(321)	(64.0%)		532		(351)	(66.0%)	12.0%	0.0%	1,199	N/A	0.0%	1,199	N/A
EXTREME WINDOW AND		477		561		(84)	(15.0%)		511		(34)	(6.7%)	8.4%	0.0%	839	N/A	0.0%	839	N/A
VENTANA WINDOWS & DOORS IN		99		490		(391)	(79.8%)		484		(385)	(79.5%)	(5.0%)	0.0%	(504)	N/A	0.0%	(504)	N/A
Fenêtres Concept		485		405		80	19.7%		437		48	10.9%	(6.0%)	0.0%	(597)	N/A	0.0%	(597)	N/A
MASON WINDOWS LTD		351		310		41	13.3%		328		23	7.1%	(16.4%)	0.0%	(1,643)	N/A	0.0%	(1,643)	N/A
CEN		370		303		67	22.0%		292		78	26.6%	7.0%	0.0%	700	N/A	0.0%	700	N/A
TRI-STATE WINDOW FACTORY		383		165		218	132.2%		356		27	7.6%	23.5%	0.0%	2,353	N/A	0.0%	2,353	N/A
FMC		366		249		117	46.9%		259		107	41.2%	0.4%	0.0%	45	N/A	0.0%	45	N/A
ATLANTIC WINDOWS		264		290		(26)	(9.1%)		274		(10)	(3.8%)	18.8%	0.0%	1,876	N/A	0.0%	1,876	N/A
YKK AP VINYL		357		329		28	8.4%		225		132	58.6%	37.9%	0.0%	3,786	N/A	0.0%	3,786	N/A
LORENDO INC.		215		205		10	4.7%		226		(11)	(5.1%)	(4.0%)	0.0%	(402)	N/A	0.0%	(402)	N/A
MAR		240		122		118	96.9%		250		(10)	(3.9%)	(3.7%)	0.0%	(368)	N/A	0.0%	(368)	N/A
Other		4,468		5,239		(771)	(14.7%)		4,567		(99)	(2.2%)	17.2%	207.1%	(18,987)	(91.7%)	(8.5%)	2,568	(302.2%)
Total Gross	\$	20,751	\$	22,008	\$	(1,257)	(5.7%)	\$	20,687	\$	64	0.3%	5.8%	8.4%	(263)	(31.3%)	(1.9%)	765	(407.9%)

ECS Summary P&L

\$'000	MTD		Var		YTD		Var	
	Act	Bud	\$	%	Act	Bud	\$	%
Units Produced ('000)	7,811	8,518	(707)	(8.3%)	89,887	95,797	(5,910)	(6.2%)
Units Shipped ('000)	7,782	8,518	(737)	(8.6%)	89,978	95,797	(5,819)	(6.1%)
Bookings (\$'000)	\$ 734	\$ 796	\$ (62)	(7.8%)	\$ 7,652	\$ 8,427	\$ (775)	(9.2%)
Backlog ('\$000)	\$ 115	\$ 181	\$ (65)	(36.1%)	\$ 115	\$ 181	\$ (65)	(36.1%)
External Revenue	\$ 771	\$ 798	\$ (28)	(3.4%)	\$ 7,815	\$ 8,450	\$ (635)	(7.5%)
Affiliate Revenue	\$ 4,768	\$ 5,290	\$ (522)	(9.9%)	\$ 56,419	\$ 60,023	\$ (3,604)	(6.0%)
Gross Revenue	\$ 5,539	\$ 6,088	\$ (550)	(9.0%)	\$ 64,234	\$ 68,473	\$ (4,239)	(6.2%)
Adj. to Gross Revenue	(15)	(2)	(12)	530.2%	2	(27)	29	(106.6%)
Net Revenue	5,524	6,086	(562)	(9.2%)	64,236	68,447	(4,211)	(6.2%)
Material	4,735	5,314	(579)	(10.9%)	53,817	59,865	(6,049)	(10.1%)
Labor	147	162	(15)	(9.2%)	1,640	1,839	(200)	(10.9%)
Other COGS	446	499	(53)	(10.7%)	5,163	5,631	(468)	(8.3%)
Total COGS	5,327	5,974	(647)	(10.8%)	60,619	67,336	(6,717)	(10.0%)
Gross Margin	197	112	85	75.7%	3,617	1,111	2,506	225.6%
Gross Margin %	3.6%	1.8%			5.6%	1.6%		
R&D	—	—	—	N/A	—	—	—	N/A
Sales & Marketing	12	13	(2)	(12.2%)	145	150	(5)	(3.1%)
Administrative	143	144	(1)	(0.7%)	1,598	1,634	(36)	(2.2%)
Other Opex	31	—	31	N/A	(194)	—	(194)	N/A
Total Opex	185	157	28	17.7%	1,549	1,784	(235)	(13.2%)
EBITDA	12	(45)	57	(126.3%)	2,068	(673)	2,741	(407.4%)
EBITDA %	0.2%	(0.7%)			3.2%	(1.0%)		
Net Income (Loss)	\$ (47)	\$ (107)	\$ 60	(56.3%)	\$ 1,446	\$ (1,351)	\$ 2,796	(207.0%)
Capex	\$ (7)	\$ (33)	\$ 26	(78.8%)	\$ (244)	\$ (568)	\$ 324	(57.0%)
Opex Overview:								
Payroll	\$ 43	\$ 44	\$ (1)	(2.1%)	\$ 503	\$ 516	\$ (13)	(2.5%)
Bonus	—	—	—	N/A	—	—	—	N/A
Commissions	1	1	(1)	(49.8%)	3	12	(9)	(72.6%)
Marketing	—	0	(0)	(100.0%)	—	0	(0)	(100.0%)
Benefits	—	—	—	N/A	—	—	—	N/A
Travel and entertainment	1	—	1	N/A	13	6	6	100.6%
Rent and facilities	—	—	—	N/A	—	—	—	N/A
Insurance	6	6	(0)	(2.9%)	64	64	1	1.1%
Professional fees	0	(0)	1	(423.3%)	2	(0)	2	(1255.0%)
Utilities, repair, maintenance, an	1	1	(0)	(17.6%)	11	19	(8)	(43.1%)
Corporate OH Fees	102	106	(4)	(3.3%)	1,142	1,166	(23)	(2.0%)
Bad Debts	—	—	—	N/A	—	—	—	N/A
FX	31	—	31	N/A	(194)	—	(194)	N/A
JV Loss (Income)	—	—	—	N/A	—	—	—	N/A
Other Expenses	1	(0)	1	(651.2%)	5	1	4	464.0%
Total Opex	\$ 185	\$ 157	\$ 28	17.7%	\$ 1,549	\$ 1,784	\$ (235)	(13.2%)

Management Discussion

Net Revenue – Nov-19: (\$562K)

- Sales volume down 8.6% or \$526k mainly driven by decreased demand from affiliate customers -9.5% or -\$522k (Everett-27.4% or \$194k; Delmont -11.7% or \$156k; Woodbridge -9.6% or \$213k and Laval +5.5% or \$56k) and decreased external customers demand -2.4% or \$40k (Vinyl Profiles)
- Favorable price/mix of \$29K primarily driven by scrap sales and product mix to Everett.
- Unfavorable F/X of \$65k (actual rate of 1.3239 [or \$USD 0.7553] vs. 1.30 [or \$USD 0.7692])

EBITDA – Nov-19: +\$57K

- Material COGS:** Decrease in costs by \$579k due to decreased sales volume \$432k, improved scrap utilization & MUV \$12k, lower resin prices \$108k & additive prices \$40k and favorable F/X of \$60k; offset by YTD rebate adj on TiO2 \$73k (volume shortfall)
- Labor COGS:** Decrease in cost by \$15k driven by lower headcount due to lower production volumes (8.3%).
- Other COGS:** Decrease in cost by \$53k primarily driven by favorable freight expenses \$43k (lower volume, new PDI contract, trackmobile repairs).
- Sales and Marketing:** In line with budget
- Administrative:** In line with budget
- Other Opex:** Increase in cost by \$31k driven by unfavorable F/X revaluation of working capital balances

Full Year ECS P&L Summary

\$'000	FY		Var		PY	Var	
	Fcst	Bud	\$	%		\$	%
Units Produced ('000)	95,436	101,346	(5,910)	(5.8%)	106,695	(11,259)	(10.6%)
Units Shipped ('000)	95,527	101,346	(5,819)	(5.7%)	106,807	(11,280)	(10.6%)
Bookings (\$'000)	\$ 8,052	\$ 8,827	\$ (775)	(8.8%)	\$ 7,907	\$ 145	1.8%
Backlog ('\$000)	\$ 181	\$ 181	\$ –	0.0%	\$ 119	\$ 61	51.5%
External Revenue	\$ 8,217	\$ 7,917	\$ 300	3.8%	\$ 8,388	\$ (171)	(2.0%)
	\$ 59,968	\$ 59,385	\$ 583	1.0%	\$ 68,481	\$ (8,513)	(12.4%)
Gross Revenue	\$ 68,185	\$ 72,424	\$ (4,239)	(5.9%)	\$ 76,869	\$ (8,684)	(11.3%)
Adj. to Gross Revenue	1	(28)	29	(102.5%)	(14)	15	(104.8%)
Net Revenue	68,185	72,396	(4,211)	(5.8%)	76,854	(8,669)	(11.3%)
Material	57,239	63,287	(6,049)	(9.6%)	60,763	(3,524)	(5.8%)
Labor	1,809	2,009	(200)	(9.9%)	1,880	(71)	(3.8%)
Other COGS	5,564	6,032	(468)	(7.8%)	5,926	(362)	(6.1%)
Total COGS	64,611	71,328	(6,717)	(9.4%)	68,569	(3,957)	(5.8%)
Gross Margin	3,574	1,068	2,506	234.6%	8,286	(4,712)	(56.9%)
Gross Margin %	5.2%	1.5%			10.8%		
R&D	–	–	–	N/A	–	–	N/A
Sales & Marketing	158	163	(5)	(2.9%)	156	2	1.3%
Administrative	1,746	1,782	(36)	(2.0%)	1,765	(19)	(1.1%)
Other Opex	(194)	–	(194)	N/A	369	(563)	(152.7%)
Total Opex	1,710	1,945	(235)	(12.1%)	2,290	(580)	(25.3%)
EBITDA	1,864	(877)	2,741	(312.6%)	5,996	(4,132)	(68.9%)
EBITDA %	2.7%	(1.2%)			7.8%		
Net Income (Loss)	\$ 1,180	\$ (1,616)	\$ 2,796	(173.0%)	\$ 5,305	\$ (4,125)	(77.8%)
Capex	\$ (244)	\$ (601)	\$ 357	(59.4%)	\$ (600)	\$ 356	(59.3%)
Opex Overview:							
Payroll	\$ 549	\$ 562	\$ (13)	(2.3%)	\$ 550	\$ (1)	(0.2%)
Bonus	–	–	–	N/A	–	–	N/A
Commissions	4	13	(9)	(68.1%)	1	3	398.4%
Marketing	0	1	(0)	(50.0%)	–	0	N/A
Benefits	–	–	–	N/A	–	–	N/A
Travel and entertainment	15	9	6	70.4%	9	7	78.4%
Rent and facilities	–	–	–	N/A	–	–	N/A
Insurance	70	69	1	1.0%	68	2	3.7%
Professional fees	2	(0)	2	(627.5%)	–	2	N/A
Utilities, repair, maintenance, and security	12	20	(8)	(41.4%)	18	(7)	(35.6%)
Corporate OH Fees	1,248	1,271	(23)	(1.8%)	1,276	(29)	(2.2%)
Bad Debts	–	–	–	N/A	3	(3)	(100.0%)
FX	(194)	–	(194)	N/A	369	(563)	(152.7%)
JV Loss (Income)	–	–	–	N/A	–	–	N/A
Other Expenses	5	1	4	557.8%	0	5	11269.4%
Total Opex	\$ 1,710	\$ 1,945	\$ (235)	(12.1%)	\$ 2,293	\$ (583)	(25.4%)

Full Year ECS P&L Summary

\$'000	FY		Var		PY	Var	
	Fcst	Bud	\$	%		\$	%
Units Produced ('000)	95,436	101,346	(5,910)	(5.8%)	106,695	(11,259)	(10.6%)
Units Shipped ('000)	95,527	101,346	(5,819)	(5.7%)	106,807	(11,280)	(10.6%)
Bookings (\$'000)	\$ 8,052	\$ 8,827	\$ (775)	(8.8%)	\$ 7,907	\$ 145	1.8%
Backlog ('\$000)	\$ 181	\$ 181	\$ –	0.0%	\$ 119	\$ 61	51.5%
External Revenue	\$ 8,217	\$ 7,917	\$ 300	3.8%	\$ 8,388	\$ (171)	(2.0%)
	\$ 59,968	\$ 59,385	\$ 583	1.0%	\$ 68,481	\$ (8,513)	(12.4%)
Gross Revenue	\$ 68,185	\$ 72,424	\$ (4,239)	(5.9%)	\$ 76,869	\$ (8,684)	(11.3%)
Adj. to Gross Revenue	1	(28)	29	(102.5%)	(14)	15	(104.8%)
Net Revenue	68,185	72,396	(4,211)	(5.8%)	76,854	(8,669)	(11.3%)
Material	57,239	63,287	(6,049)	(9.6%)	60,763	(3,524)	(5.8%)
Labor	1,809	2,009	(200)	(9.9%)	1,880	(71)	(3.8%)
Other COGS	5,564	6,032	(468)	(7.8%)	5,926	(362)	(6.1%)
Total COGS	64,611	71,328	(6,717)	(9.4%)	68,569	(3,957)	(5.8%)
Gross Margin	3,574	1,068	2,506	234.6%	8,286	(4,712)	(56.9%)
Gross Margin %	5.2%	1.5%			10.8%		
R&D	–	–	–	N/A	–	–	N/A
Sales & Marketing	158	163	(5)	(2.9%)	156	2	1.3%
Administrative	1,746	1,782	(36)	(2.0%)	1,765	(19)	(1.1%)
Other Opex	(194)	–	(194)	N/A	369	(563)	(152.7%)
Total Opex	1,710	1,945	(235)	(12.1%)	2,290	(580)	(25.3%)
EBITDA	1,864	(877)	2,741	(312.6%)	5,996	(4,132)	(68.9%)
EBITDA %	2.7%	(1.2%)			7.8%		
Net Income (Loss)	\$ 1,180	\$ (1,616)	\$ 2,796	(173.0%)	\$ 5,305	\$ (4,125)	(77.8%)
Capex	\$ (244)	\$ (601)	\$ 357	(59.4%)	\$ (600)	\$ 356	(59.3%)
Opex Overview:							
Payroll	\$ 549	\$ 562	\$ (13)	(2.3%)	\$ 550	\$ (1)	(0.2%)
Bonus	–	–	–	N/A	–	–	N/A
Commissions	4	13	(9)	(68.1%)	1	3	398.4%
Marketing	0	1	(0)	(50.0%)	–	0	N/A
Benefits	–	–	–	N/A	–	–	N/A
Travel and entertainment	15	9	6	70.4%	9	7	78.4%
Rent and facilities	–	–	–	N/A	–	–	N/A
Insurance	70	69	1	1.0%	68	2	3.7%
Professional fees	2	(0)	2	(627.5%)	–	2	N/A
Utilities, repair, maintenance, and security	12	20	(8)	(41.4%)	18	(7)	(35.6%)
Corporate OH Fees	1,248	1,271	(23)	(1.8%)	1,276	(29)	(2.2%)
Bad Debts	–	–	–	N/A	3	(3)	(100.0%)
FX	(194)	–	(194)	N/A	369	(563)	(152.7%)
JV Loss (Income)	–	–	–	N/A	–	–	N/A
Other Expenses	5	1	4	557.8%	0	5	11269.4%
Total Opex	\$ 1,710	\$ 1,945	\$ (235)	(12.1%)	\$ 2,293	\$ (583)	(25.4%)

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	Bud	BP's	%	Act	BP's	%	Act	Bud	BP's	%	Act	BP's	%										
Customer:																																						
Vinyl Profiles, LLC	\$	267	\$	355	\$	(88)	(24.8%)	\$	99	\$	168	171.0%	\$	2,657	\$	3,668	\$	(1,011)	(27.6%)	\$	1,931	\$	726	37.6%	23.5%	20.7%	274	13.2%	16.4%	710	43.4%	32.2%	49.6%	(1,741)	(35.1%)	11.5%	2,069	180.5%
Nuform Building Technologies Inc		158		146		12	8.2%		283		(125)	(44.2%)		1,679		1,531		148	9.7%		2,851		(1,172)	(41.1%)	25.0%	27.8%	(278)	(10.0%)	19.9%	505	25.3%	17.0%	11.6%	539	46.3%	28.0%	(1,095)	(39.2%)
The Vinyl Company Inc.		165		101		64	62.8%		163		2	0.9%		1,316		1,045		271	25.9%		1,766		(451)	(25.5%)	21.6%	17.9%	373	20.8%	26.9%	(528)	(19.6%)	15.3%	17.9%	(266)	(14.9%)	26.9%	(1,162)	(43.2%)
Vinylume Products Inc		54		47		7	14.5%		63		(9)	(13.8%)		610		618		(8)	(1.4%)		657		(47)	(7.1%)	30.9%	21.3%	962	45.2%	21.9%	894	40.8%	24.2%	21.3%	290	13.6%	20.6%	360	17.5%
Accord Plastics Corp.		48		48		-	0.0%		114		(66)	(58.0%)		570		553		17	3.1%		359		211	58.7%	19.2%	19.4%	(19)	(1.0%)	18.9%	30	1.6%	18.3%	19.4%	(110)	(5.7%)	15.0%	333	22.2%
Window Seal Limited		(14)		44		(58)	(131.5%)		4		(18)	(467.8%)		103		444		(341)	(76.8%)		17		86	518.8%	#DIV/0!	10.9%	-	#VALUE!	36.3%	NA	#VALUE!	27.8%	120.2%	(9,238)	(76.8%)	8.3%	1,957	236.4%
New Customers (L.B. Plastics)		-		44		(44)	(100.0%)		7		(7)	(100.0%)		-		400		(400)	(100.0%)		113		(113)	(100.0%)	#DIV/0!	10.9%	-	#VALUE!	26.2%	NA	#VALUE!	0.0%	36.5%	(3,649)	(100.0%)	75.7%	(7,575)	(100.0%)
Prasad Plastics Limited		8		9		(1)	(15.7%)		-		8	N/A		50		111		(61)	(54.9%)		36		14	37.7%	#DIV/0!	26.7%	-	#VALUE!	#DIV/0!	NA	#DIV/0!	10.2%	#DIV/0!	-	#DIV/0!	161.9%	(15,176)	(93.7%)
Superior Extrusions Ltd		-		-		-	N/A		-		-	N/A		44		38		6	17.1%		37		7	19.4%	#DIV/0!	#DIV/0!	-	#DIV/0!	#DIV/0!	NA	#DIV/0!	#DIV/0!	3.2%	-	#VALUE!	8.7%	NA	#VALUE!
Vytron Corporation		-		-		-	N/A		-		-	N/A		13		17		(4)	(23.8%)		29		(16)	(55.0%)	#DIV/0!	#DIV/0!	-	#DIV/0!	#DIV/0!	NA	#DIV/0!	11.9%	#DIV/0!	-	#DIV/0!	#DIV/0!	NA	#DIV/0!
Plastibec Ltee		-		-		-	N/A		-		-	N/A		6		-		6	N/A		6		(0)	(5.3%)	66.7%	#DIV/0!	-	#DIV/0!	#DIV/0!	NA	#DIV/0!	4.1%	#DIV/0!	-	#DIV/0!	7.7%	(365)	(47.2%)
Vinyl Profiles (2011)		-		-		-	N/A		-		-	N/A		90		-		90	N/A		6		84	1457.3%	#DIV/0!	#DIV/0!	-	#DIV/0!	#DIV/0!	NA	#DIV/0!	18.6%	0.0%	1,865	N/A	28.1%	(944)	(33.6%)
Fence Outlet MDC, LLC		25		-		25	N/A		-		25	N/A		46		-		46	N/A		-		46	N/A	#DIV/0!	#DIV/0!	-	#DIV/0!	#DIV/0!	NA	#DIV/0!	53.8%	0.0%	5,385	N/A	(10.6%)	6,441	(609.6%)
INFINITY EXTRUSIONS INC.		21		-		21	N/A		-		21	N/A		121		-		121	N/A		20		101	514.8%	#DIV/0!	#DIV/0!	-	#DIV/0!	#DIV/0!	NA	#DIV/0!	225.0%	#DIV/0!	-	#DIV/0!	42.9%	18,212	424.7%
Resin Technology, LLC		-		-		-	N/A		-		-	N/A		328		-		328	N/A		-		328	N/A	#DIV/0!	#DIV/0!	-	#DIV/0!	#DIV/0!	NA	#DIV/0!	52.4%	#DIV/0!	-	#DIV/0!	#DIV/0!	NA	#DIV/0!
0		-		-		-	N/A		-		-	N/A		-		-		-	N/A		-		-	N/A	#DIV/0!	58.6%	-	#VALUE!	0.0%	NA	N/A	#DIV/0!	#DIV/0!	-	#DIV/0!	#DIV/0!	NA	#DIV/0!
0		-		-		-	N/A		-		-	N/A		-		-		-	N/A		-		-	N/A	#DIV/0!	58.6%	-	#VALUE!	0.0%	NA	N/A	#DIV/0!	#DIV/0!	-	#DIV/0!	#DIV/0!	NA	#DIV/0!
0		-		-		-	N/A		-		-	N/A		-		-		-	N/A		-		-	N/A	#DIV/0!	58.6%	-	#VALUE!	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!	58.6%	-	#VALUE!	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!	58.6%	-	#VALUE!	0.0%	NA	N/A	#DIV/0!	#DIV/0!	-	#DIV/0!	#DIV/0!	NA	#DIV/0!
Other		4,807		5,293		(486)	(9.2%)		5,992		(1,185)	(19.8%)		56,602		60,049		(3,447)	(5.7%)		65,623		(9,021)	(13.7%)	1.0%	(1.0%)	198	(202.2%)	6.7%	(571)	(85.1%)	3.6%	(1.0%)	458	(462.0%)	9.6%	(600)	(62.6%)
Total Gross	\$	5,539	\$	6,088	\$	(550)	(9.0%)	\$	6,725	\$	(1,187)	(17.6%)	\$	64,234	\$	68,473	\$	(4,239)	(6.2%)	\$	73,450	\$	(9,216)	(12.5%)	3.6%	1.8%	172	93.2%	8.3%	(473)	(57.1%)	5.8%	1.7%	411	244.8%	10.8%	(496)	(46.1%)

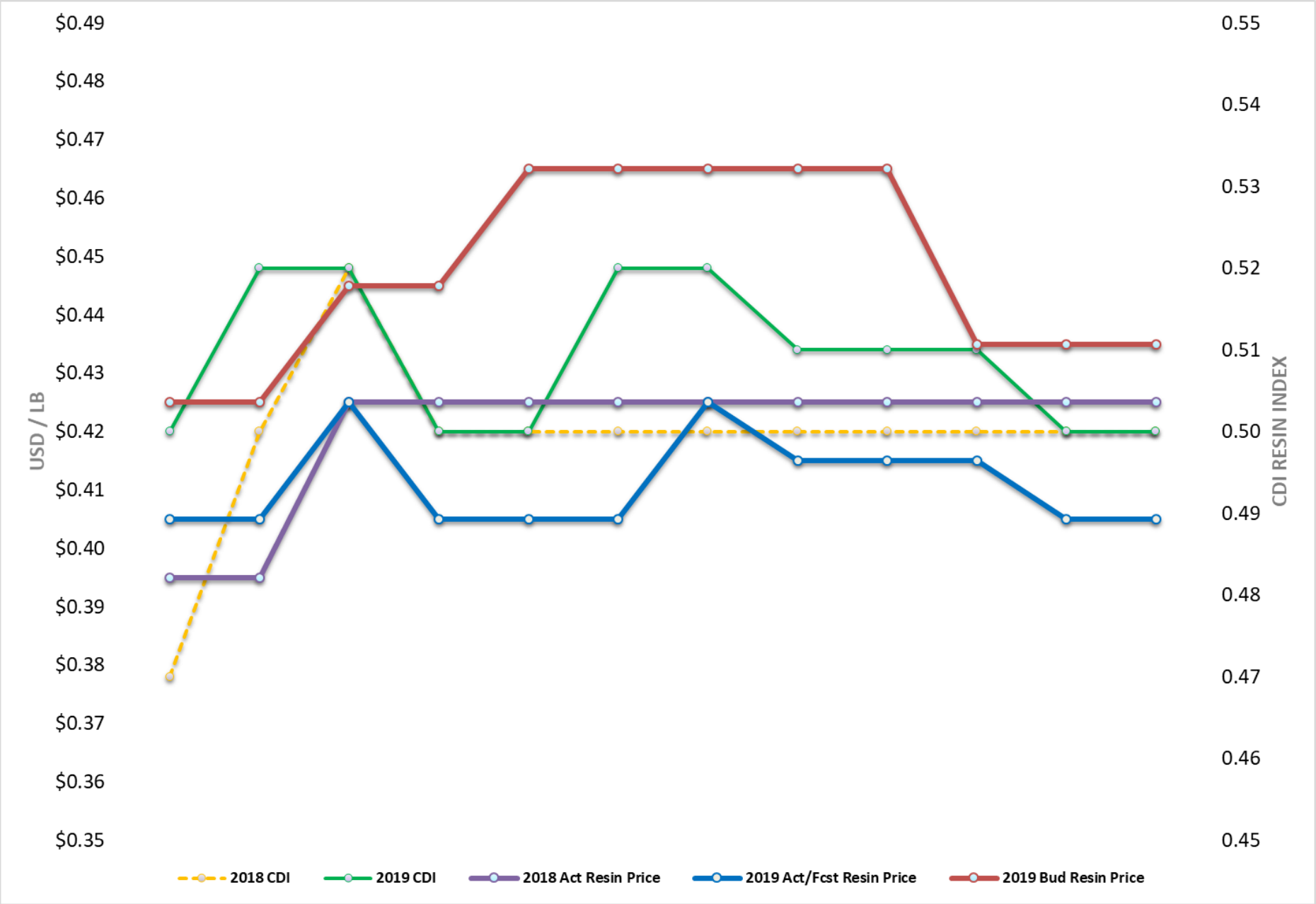
Management Discussion

- Vinyl Profiles – Market conditions impacting sales. However, 37.6% improvement in YTD vs PY.
- Improvement in orders from Vinyl Company

ECS Material Cost Summary

US \$'000	YTD Sep 19	Oct-19	Nov-19	YTD Sep 19	Oct-19	Nov-19	YTD Sep 19	Oct-19	Nov-19
Sales	Act	Act	Act	AOP	AOP	AOP	Actual-AOP	Actual-AOP	Actual-AOP
Total Sales - Non-Patio & Doors - S'000	\$ 52,976	\$ 5,736	\$ 5,524	\$ 55,840	\$ 6,520	\$ 6,086	\$ (2,864)	\$ (784)	\$ (562)
Total Sales - Non-Patio & Doors - Lbs	\$ 74,059	8,137	7,782	78,161	9,119	8,518	(4,101)	(981)	(737)
FX Rate	1.3291	1.3190	1.3239	1.3291	1.3000	1.3000			
Materials - units									
ADDITIVE	303	29	35	356	41	39	(53)	(13)	(4)
ADDITIVE (IMPACT MODIFIER)	2,711	294	284	2,851	333	311	(141)	(38)	(27)
ADDITIVE (PROCESSING AID)	469	47	41	503	59	55	(34)	(12)	(13)
FILLER	4,297	494	515	4,419	516	482	(122)	(21)	34
LUBRICANT	1,662	176	173	1,715	200	187	(53)	(24)	(14)
PIGMENT - C	1	—	—	9	1	1	(8)	(1)	(1)
PIGMENT - G	249	22	27	285	33	31	(36)	(11)	(4)
PIGMENT - HC	91	10	11	106	12	12	(15)	(2)	(1)
PIGMENT - PC	13	3	2	11	1	1	1	2	1
PKG	—	—	—	—	—	—	—	—	—
PLASTICIZER	281	37	31	296	34	32	(14)	2	(1)
RESIN	57,654	6,336	5,959	60,708	7,082	6,616	(3,054)	(747)	(658)
STABILIZER	898	97	102	956	112	104	(58)	(15)	(2)
TIO2	5,415	593	596	5,892	687	642	(477)	(95)	(46)
Material Other	—	—	—	—	—	—	—	—	—
Total Materials - Lbs	74,045	8,137	7,777	78,107	9,112	8,512			
Materials - ASP									
ADDITIVE	3.6034	3.5771	3.6383	3.5654	3.6518	3.6518	\$ 0.0380	\$ (0.0747)	\$ (0.0135)
ADDITIVE (IMPACT MODIFIER)	1.5493	1.4642	1.4417	1.6650	1.6650	1.6650	\$ (0.1157)	\$ (0.2008)	\$ (0.2233)
ADDITIVE (PROCESSING AID)	1.5775	1.4798	1.4219	1.7010	1.7010	1.7010	\$ (0.1235)	\$ (0.2213)	\$ (0.2792)
FILLER	0.2055	0.2145	0.2116	0.2093	0.2109	0.2109	\$ (0.0038)	\$ 0.0036	\$ 0.0007
LUBRICANT	0.9223	0.9274	0.9157	0.9329	0.9329	0.9329	\$ (0.0106)	\$ (0.0055)	\$ (0.0172)
PIGMENT - C	2.8123	2.8123	2.8123	2.8123	2.8123	2.8123	\$ (0.0000)	\$ (2.8123)	\$ (0.0000)
PIGMENT - G	2.9047	2.9712	2.8576	3.1592	3.1592	3.1592	\$ (0.2545)	\$ (0.1880)	\$ (0.3015)
PIGMENT - HC	5.4844	5.4737	5.2436	5.8923	5.8923	5.8923	\$ (0.4079)	\$ (0.4186)	\$ 0.3513
PIGMENT - PC	6.7930	4.4768	4.3969	7.1296	7.1296	7.1296	\$ (0.3366)	\$ (2.6528)	\$ (2.7326)
PKG					7.6761	7.6761	\$ —	\$ (7.6761)	\$ (7.6761)
PLASTICIZER	0.8576	0.8574	0.8571	0.8993	0.8993	0.8993	\$ (0.0418)	\$ (0.0419)	\$ (0.0422)
RESIN	0.4151	0.4151	0.4051	0.4602	0.4354	0.4354	\$ (0.0451)	\$ (0.0203)	\$ (0.0303)
STABILIZER	3.3721	3.1714	3.1677	3.3188	3.3188	3.3188	\$ 0.0533	\$ (0.1473)	\$ (0.1511)
TIO2	1.4309	1.4420	1.3900	1.4459	1.4520	1.4520	\$ (0.0150)	\$ (0.0100)	\$ (0.0620)
Material Other							\$ —	\$ —	\$ —
Materials - \$'000									
ADDITIVE	\$ 1,091	\$ 102	\$ 128	\$ 1,268	\$ 152	\$ 142	\$ (177)	\$ (49)	\$ (14)
ADDITIVE (IMPACT MODIFIER)	\$ 4,200	\$ 431	\$ 409	\$ 4,747	\$ 554	\$ 517	\$ (548)	\$ (123)	\$ (108)
ADDITIVE (PROCESSING AID)	\$ 739	\$ 69	\$ 59	\$ 855	\$ 100	\$ 93	\$ (116)	\$ (31)	\$ (34)
FILLER	\$ 883	\$ 106	\$ 109	\$ 925	\$ 109	\$ 102	\$ (42)	\$ (3)	\$ 8
LUBRICANT	\$ 1,533	\$ 163	\$ 158	\$ 1,600	\$ 187	\$ 174	\$ (67)	\$ (23)	\$ (16)
PIGMENT - C	\$ 4	\$ —	\$ —	\$ 27	\$ 3	\$ 3	\$ (22)	\$ (3)	\$ (3)
PIGMENT - G	\$ 724	\$ 67	\$ 79	\$ 900	\$ 105	\$ 98	\$ (176)	\$ (38)	\$ (20)
PIGMENT - HC	\$ 498	\$ 54	\$ 66	\$ 624	\$ 73	\$ 68	\$ (127)	\$ (19)	\$ (2)
PIGMENT - PC	\$ 86	\$ 15	\$ 9	\$ 80	\$ 9	\$ 9	\$ 6	\$ 6	\$ 1
PKG	\$ —	\$ —	\$ —	\$ 278	\$ 25	\$ 25	\$ (278)	\$ (25)	\$ (25)
PLASTICIZER	\$ 241	\$ 31	\$ 27	\$ 266	\$ 31	\$ 29	\$ (25)	\$ 0	\$ (2)
RESIN	\$ 23,931	\$ 2,630	\$ 2,414	\$ 27,937	\$ 3,119	\$ 2,914	\$ (4,006)	\$ (489)	\$ (500)
STABILIZER	\$ 3,028	\$ 307	\$ 324	\$ 3,172	\$ 370	\$ 346	\$ (144)	\$ (64)	\$ (21)
TIO2	\$ 7,749	\$ 855	\$ 828	\$ 8,519	\$ 998	\$ 932	\$ (770)	\$ (144)	\$ (104)
Scrap	\$ 246	\$ 42	\$ 37	\$ —	\$ —	\$ —	\$ 246	\$ 42	\$ 37
BOM Scrap (not in P&L and 2019 AOP)							\$ —	\$ —	\$ —
PIP Savings	\$ (22)	\$ (2)	\$ (3)	\$ (160)	\$ (18)	\$ (18)	\$ 138	\$ 16	\$ 15
Kronos Rebates (\$0.075/lb/0.065/0.01)	\$ (340)	\$ (44)	\$ (3)	\$ (442)	\$ (52)	\$ (48)	\$ 102	\$ 8	\$ 45
Resin Rebate & Discount	\$ (700)	\$ (95)	\$ (84)	\$ (838)	\$ (93)	\$ (90)	\$ 138	\$ (2)	\$ 7
Amortization Timing	\$ 125	\$ 34	\$ 113	\$ (412)	\$ 183	\$ 84	\$ 538	\$ (149)	\$ 28
Packaging	\$ 237	\$ 34	\$ 22	\$ 275	\$ 29	\$ 28	\$ (38)	\$ 5	\$ (6)
Material Other	\$ 8	\$ 14	\$ 52	\$ (852)	\$ (102)	\$ (95)	\$ 861	\$ 116	\$ 147
Total Material Costs	\$ 44,262	\$ 4,814	\$ 4,744	\$ 48,770	\$ 5,782	\$ 5,314	\$ (4,508)	\$ (968)	\$ (569)

Historical Resin Price Chart



Key Performance Indicators - ECS

ENERGI Compound Solutions	2019 Targets	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	YTD 2019
Health & Safety													
<i>Recordable(effects TRIR)</i>	0	0	0	0	0	0	0	0	0	0	0	0	0
<i>Near Misses</i>	2	0	0	0	0	0	0	0	0	0	0	0	0
Environmental													
<i>Recordable(effects TRIR)</i>	0	0	0	0	0	0	0	0	0	0	0	0	0
<i>Near Misses</i>	2	0	1	0	0	0	0	0	0	0	0	0	1
Quality Performance													
<i>Concerns per million Good Lbs</i>	0.3	0.3	0.1	0.0	0.1	0.0	0.0	0.0	0.0	0.3		0.3	0.1
<i>Return as % of sales (%)</i>	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	0.3%	0.0%
Delivery Performance													
<i>% on time</i>	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Material Cost													
<i>Yield</i>	99%	100%	100%	100%	100%	100%	100%	100%	99%	100%	99%	99%	100%
<i>Production Scrap</i>	1.00%	0.5%	0.4%	0.2%	0.2%	0.1%	0.5%	0.4%	0.54%	0	0	0	0%
<i>Total Material Usage Variance</i>	2.00%	0.7%	0.7%	0.4%	0.5%	0	(0)	(0)	0	0	0	(0)	0%
<i>Direct Labour \$/lb produced</i>	0.009	0.009	0.008	0.007	0.008	0.009	0.005	0.008	0.007	0.008	0.008	0.008	0.008
<i>Indirect Labour (incl D&D) \$/lb produced</i>	0.017	0.020	0.018	0.015	0.018	0.018	0.014	0.014	0.012	0.013	0.018	0.017	0.016
Inventory													
<i>Days - TTM (Trailing 12 Months)</i>	46	50	49	42	41	32	31	43	42	42	42	41	41
Freight													
<i>Freight \$ as % of net sales</i>	3.9%	3.2%	3.6%	4.0%	4.1%	3.2%	3.4%	2.7%	3.5%	4.1%	3.3%	3.3%	3.5%

COMMENTS:

Labour: Overtime costs related to repair and maintenance activity

Full Year ECS P&L Summary

\$'000	FY		Var		PY	Var	
	Fcst	Bud	\$	%		\$	%
Units Produced ('000)	95,436	101,346	(5,910)	(5.8%)	106,695	(11,259)	(10.6%)
Units Shipped ('000)	95,527	101,346	(5,819)	(5.7%)	106,807	(11,280)	(10.6%)
Bookings (\$'000)	\$ 8,052	\$ 8,827	\$ (775)	(8.8%)	\$ 7,907	\$ 145	1.8%
Backlog ('\$000)	\$ 181	\$ 181	\$ –	0.0%	\$ 119	\$ 61	51.5%
External Revenue	\$ 8,217	\$ 7,917	\$ 300	3.8%	\$ 8,388	\$ (171)	(2.0%)
	\$ 59,968	\$ 59,385	\$ 583	1.0%	\$ 68,481	\$ (8,513)	(12.4%)
Gross Revenue	\$ 68,185	\$ 72,424	\$ (4,239)	(5.9%)	\$ 76,869	\$ (8,684)	(11.3%)
Adj. to Gross Revenue	1	(28)	29	(102.5%)	(14)	15	(104.8%)
Net Revenue	68,185	72,396	(4,211)	(5.8%)	76,854	(8,669)	(11.3%)
Material	57,239	63,287	(6,049)	(9.6%)	60,763	(3,524)	(5.8%)
Labor	1,809	2,009	(200)	(9.9%)	1,880	(71)	(3.8%)
Other COGS	5,564	6,032	(468)	(7.8%)	5,926	(362)	(6.1%)
Total COGS	64,611	71,328	(6,717)	(9.4%)	68,569	(3,957)	(5.8%)
Gross Margin	3,574	1,068	2,506	234.6%	8,286	(4,712)	(56.9%)
Gross Margin %	5.2%	1.5%			10.8%		
R&D	–	–	–	N/A	–	–	N/A
Sales & Marketing	158	163	(5)	(2.9%)	156	2	1.3%
Administrative	1,746	1,782	(36)	(2.0%)	1,765	(19)	(1.1%)
Other Opex	(194)	–	(194)	N/A	369	(563)	(152.7%)
Total Opex	1,710	1,945	(235)	(12.1%)	2,290	(580)	(25.3%)
EBITDA	1,864	(877)	2,741	(312.6%)	5,996	(4,132)	(68.9%)
EBITDA %	2.7%	(1.2%)			7.8%		
Net Income (Loss)	\$ 1,180	\$ (1,616)	\$ 2,796	(173.0%)	\$ 5,305	\$ (4,125)	(77.8%)
Capex	\$ (244)	\$ (601)	\$ 357	(59.4%)	\$ (600)	\$ 356	(59.3%)
Opex Overview:							
Payroll	\$ 549	\$ 562	\$ (13)	(2.3%)	\$ 550	\$ (1)	(0.2%)
Bonus	–	–	–	N/A	–	–	N/A
Commissions	4	13	(9)	(68.1%)	1	3	398.4%
Marketing	0	1	(0)	(50.0%)	–	0	N/A
Benefits	–	–	–	N/A	–	–	N/A
Travel and entertainment	15	9	6	70.4%	9	7	78.4%
Rent and facilities	–	–	–	N/A	–	–	N/A
Insurance	70	69	1	1.0%	68	2	3.7%
Professional fees	2	(0)	2	(627.5%)	–	2	N/A
Utilities, repair, maintenance, and security	12	20	(8)	(41.4%)	18	(7)	(35.6%)
Corporate OH Fees	1,248	1,271	(23)	(1.8%)	1,276	(29)	(2.2%)
Bad Debts	–	–	–	N/A	3	(3)	(100.0%)
FX	(194)	–	(194)	N/A	369	(563)	(152.7%)
JV Loss (Income)	–	–	–	N/A	–	–	N/A
Other Expenses	5	1	4	557.8%	0	5	11269.4%
Total Opex	\$ 1,710	\$ 1,945	\$ (235)	(12.1%)	\$ 2,293	\$ (583)	(25.4%)

Key Customers – Full Year ECS

	Gross Sales (\$'000)									Gross Margin %										
	FY		FY		Var		PY		Var		FY		FY		Var		PY		Var	
	Fcst	Bud	\$	%	Act	\$	%	Act	\$	%	Fcst	Bud	BPs	%	Act	BPs	%	Act	BPs	%
Customer:																				
Vinyl Profiles, LLC	\$	2,815	\$	3,826	\$	(1,011)	(26.4%)	\$	1,961	\$	854	43.6%	32.5%	49.6%	(1,703)	(34.4%)	16.2%	1,631	100.5%	
Nuform Building Technologies Inc		1,744		1,596		148	9.3%		2,950		(1,207)	(40.9%)	16.8%	11.6%	521	44.8%	20.0%	(315)	(15.7%)	
The Vinyl Company Inc.		1,370		1,099		271	24.6%		1,834		(463)	(25.3%)	15.3%	17.9%	(260)	(14.5%)	27.0%	(1,172)	(43.4%)	
Vinylume Products Inc		641		650		(8)	(1.3%)		688		(47)	(6.8%)	24.1%	21.3%	282	13.3%	20.7%	338	16.3%	
Accord Plastics Corp.		610		593		17	2.9%		378		232	61.5%	18.4%	19.4%	(106)	(5.5%)	16.1%	229	14.3%	
Window Seal Limited		133		474		(341)	(72.0%)		17		116	696.7%	31.9%	124.7%	(9,275)	(74.4%)	27.9%	399	14.3%	
New Customers (L.B. Plastics)		22		422		(400)	(94.7%)		113		(91)	(80.4%)	2.6%	37.6%	(3,500)	(93.0%)	26.8%	(2,413)	(90.2%)	
Prasad Plastics Limited		50		111		(61)	(54.9%)		36		14	37.7%	10.2%	#DIV/0! –		#DIV/0!	25.7%	(1,553)	(60.5%)	
Superior Extrusions Ltd		44		38		6	17.1%		46		(2)	(3.7%)	99.1%	3.1%	9,600	3101.7%	25.5%	7,357	288.2%	
Vytron Corporation		13		17		(4)	(23.8%)		29		(16)	(55.0%)	11.9%	#DIV/0! –		#DIV/0!	41.6%	(2,966)	(71.3%)	
Plastibec Ltee		6		–		6	N/A		6		(0)	(5.3%)	4.1%	#DIV/0! –		#DIV/0!	24.0%	(1,992)	(83.0%)	
Vinyl Profiles (2011)		90		–		90	N/A		6		84	1457.3%	16.4%	0.0%	1,644	N/A	57.5%	(4,106)	(71.4%)	
Fence Outlet MDC, LLC		46		–		46	N/A		–		46	N/A	53.8%	0.0%	5,385	N/A	#DIV/0!	NA	#DIV/0!	
INFINITY EXTRUSIONS INC.		121		–		121	N/A		20		101	514.8%	225.0%	#DIV/0! –		#DIV/0!	13.8%	21,119	1529.0%	
Resin Technology, LLC		328		–		328	N/A		–		328	N/A	52.4%	#DIV/0! –		#DIV/0!	#DIV/0!	NA	#DIV/0!	
0		–		–		-	N/A		–		-	N/A	#DIV/0!	#DIV/0! –		#DIV/0!	0.0%	NA	N/A	
0		–		–		-	N/A		–		-	N/A	#DIV/0!	#DIV/0! –		#DIV/0!	0.0%	NA	N/A	
0		–		–		-	N/A		–		-	N/A	#DIV/0!	#DIV/0! –		#DIV/0!	0.0%	NA	N/A	
0		–		–		-	N/A		–		-	N/A	#DIV/0!	#DIV/0! –		#DIV/0!	0.0%	NA	N/A	
0		–		–		-	N/A		–		-	N/A	#DIV/0!	#DIV/0! –		#DIV/0!	0.0%	NA	N/A	
Other		60,152		63,600		(3,447)	(5.4%)		68,786		(8,634)	(12.6%)	3.4%	(1.1%)	442	(413.6%)	9.6%	(625)	(65.1%)	
Total Gross	\$	68,185	\$	72,424	\$	(4,239)	(5.9%)	\$	76,869	\$	(8,684)	(11.3%)	5.6%	1.6%	397	249.2%	10.8%	(521)	(48.4%)	

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	\$ –	\$ 15	\$ (15)	(100.0%)	\$ –	\$ 153	\$ (153)	(100.0%)
Adj. to Gross Revenue	–	–	–	N/A	0	–	0	N/A
Net Revenue	–	15	(15)	(100.0%)	0	153	(153)	(100.0%)
Material	(2)	–	(2)	N/A	239	600	(361)	(60.2%)
Labor	(459)	103	(562)	(545.6%)	559	1,133	(574)	(50.6%)
Other COGS	96	92	4	4.4%	976	1,012	(36)	(3.6%)
Total COGS	(364)	195	(559)	(286.8%)	1,774	2,745	(971)	(35.4%)
Gross Margin	364	(180)	544	(302.8%)	(1,774)	(2,592)	818	(31.6%)
Gross Margin %	(1165.4%)				(1698.3%)			
R&D	–	–	–	N/A	–	–	–	N/A
Sales & Marketing	342	374	(33)	(8.7%)	3,507	3,671	(164)	(4.5%)
Administrative	(1,027)	(357)	(670)	187.8%	(4,978)	(3,840)	(1,137)	29.6%
Other Opex	23	–	23	N/A	55	–	55	N/A
Total Opex	(662)	18	(680)	(3865.9%)	(1,416)	(169)	(1,247)	736.0%
EBITDA	1,027	(197)	1,224	(620.6%)	(358)	(2,423)	2,065	(85.2%)
EBITDA %	(1279.5%)				(1587.3%)			
Net Income (Loss)	\$ 556	\$ (655)	\$ 1,210	(184.8%)	\$ (4,974)	\$ (8,626)	\$ 3,652	(42.3%)
Capex	\$ (9)	\$ (285)	\$ 276	(96.8%)	\$ (41)	\$ (2,421)	\$ 2,380	(98.3%)
Opex Overview:								
Payroll	\$ 378	\$ 441	\$ (63)	(14.3%)	\$ 4,768	\$ 5,016	\$ (247)	(4.9%)
Bonus	(506)	113	(619)	(546.0%)	616	1,247	(631)	(50.6%)
Commissions	23	29	(6)	(21.1%)	228	317	(88)	(27.9%)
Marketing	85	102	(16)	(16.0%)	547	568	(20)	(3.6%)
Benefits	–	–	–	N/A	–	–	–	N/A
Travel and entertainment	85	123	(38)	(30.8%)	933	1,386	(452)	(32.6%)
Rent and facilities	–	–	–	N/A	–	–	–	N/A
Insurance	–	–	–	N/A	–	–	–	N/A
Professional fees	42	35	7	20.1%	428	409	19	4.5%
Office Expense	4	2	3	129.1%	44	41	3	7.7%
IT	138	157	(19)	(12.1%)	1,489	1,670	(181)	(10.9%)
Bad Debts	35	–	35	N/A	160	–	160	N/A
FX	23	–	23	N/A	55	–	55	N/A
JV Loss (Income)	–	–	–	N/A	–	–	–	N/A
Other Expenses	(970)	(985)	14	(1.5%)	(10,686)	(10,823)	137	(1.3%)
Total Opex	\$ (662)	\$ 18	\$ (680)	(3865.9%)	\$ (1,416)	\$ (169)	\$ (1,247)	736.0%

Management Discussion

EBITDA – Nov 2019: +\$1,224K

- **Gross Revenue:** Represents Consolidated price increase adjustment not achieved
- **Material COGS:** in line
- **Labor COGS:** Reversal of YTD Bonus accrual of \$561k
- **Other COGS:** in line
- **Sales & Marketing:** lower by \$33K largely due to lower Wages and commissions \$37K due to staff exits and revision in commission estimate, marketing expenditure timing catchup of \$15K and lower Travel and Entertainment by \$12K due to less travel by Sales staff. Offset by Bad Debt Top up of \$33K
- **Administrative:** lower by \$670K due to YTD bonus accrual reversal of \$618k. In addition, lower wages by \$32K, lower Travel costs by \$26K and lower IT costs by \$19K, offset by unfavorable FX on Corporate OH Recovery of \$12K and professional fee for IT and payroll consultants \$9K
- **Other Opex:** represents FX Loss on CAD/US Cash Transactions

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	\$ 12	\$ 164	\$ (153)	(92.8%)	\$ 0	\$ 12	7445.0%
Adj. to Gross Revenue	0	–	0	N/A	72	(72)	(100.0%)
Net Revenue	12	164	(153)	(92.8%)	72	(60)	(83.5%)
Material	(361)	–	(361)	N/A	(293)	(68)	23.3%
Labor	662	1,236	(574)	(46.4%)	159	503	316.5%
Other COGS	1,068	1,104	(36)	(3.3%)	802	266	33.2%
Total COGS	1,369	2,340	(971)	(41.5%)	668	701	105.0%
Gross Margin	(1,357)	(2,175)	818	(37.6%)	(596)	(761)	127.7%
Gross Margin %	(11426.4%)	(1322.6%)			(830.5%)		
R&D	–	–	–	N/A	–	–	N/A
Sales & Marketing	3,817	3,982	(164)	(4.1%)	3,842	(25)	(0.7%)
Administrative	(5,317)	(4,179)	(1,137)	27.2%	(6,735)	1,418	(21.1%)
Other Opex	55	–	55	N/A	134	(79)	(58.9%)
Total Opex	(1,444)	(198)	(1,247)	630.5%	(2,759)	1,315	(47.6%)
EBITDA	87	(1,978)	2,065	(104.4%)	2,163	(2,076)	(96.0%)
EBITDA %	736.4%	(1202.4%)			3013.6%		
Net Income (Loss)	\$ (4,749)	\$ (8,401)	\$ 3,652	(43.5%)	\$ (3,324)	\$ (1,425)	42.9%
Capex	\$ (41)	\$ (2,706)	\$ 2,665	(98.5%)	\$ (366)	\$ 325	(88.8%)
Opex Overview:							
Payroll	\$ 5,230	\$ 5,478	\$ (247)	(4.5%)	\$ 5,077	\$ 153	3.0%
Bonus	730	1,361	(631)	(46.4%)	159	571	359.1%
Commissions	257	345	(88)	(25.6%)	186	71	38.2%
Marketing	574	594	(20)	(3.4%)	584	(10)	(1.8%)
Benefits	–	–	–	N/A	–	–	N/A
Travel and entertainment	1,056	1,509	(452)	(30.0%)	1,137	(81)	(7.1%)
Rent and facilities	–	–	–	N/A	–	–	N/A
Insurance	–	–	–	N/A	2	(2)	(100.0%)
Professional fees	463	444	19	4.2%	395	67	17.0%
Office Expense	49	46	3	6.9%	53	(4)	(7.0%)
IT	1,649	1,830	(181)	(9.9%)	1,367	282	20.6%
Bad Debts	160	–	160	N/A	(58)	219	(376.4%)
FX	55	–	55	N/A	134	(79)	(58.9%)
JV Loss (Income)	–	–	–	N/A	–	–	N/A
Other Expenses	(11,667)	(11,805)	137	(1.2%)	(11,793)	126	(1.1%)
Total Opex	\$ (1,444)	\$ (198)	\$ (1,247)	630.5%	\$ (2,757)	\$ 1,313	(47.6%)

Plant Capacity Utilization

ENERGI Capacity Utilization: 2019

ENERGI Everett Monthly Capacity Utilization

	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19
*based on current plant speed and product mix												
Good lbs Produced(L)(lbs	1,444,542	1,111,051	1,414,685	1,361,135	1,398,525	1,391,248	1,016,473	1,555,970	1,502,025	1,507,000	1,256,000	-
Monthly capacity utilization(L/K)%(No seasonal adjustment)	60%	46%	59%	56%	58%	58%	42%	64%	62%	62%	52%	0%

ENERGI Delmont Monthly Capacity Utilization

	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19
*based on current plant speed and product mix												
Good lbs Produced(L)(lbs	1,809,686	1,765,002	1,904,176	1,699,937	1,649,127	1,753,097	1,944,109	1,874,721	1,774,185	1,982,729	1,631,103	-
Monthly capacity utilization(L/K)%(No seasonal adjustment)	57%	56%	60%	54%	52%	55%	61%	59%	56%	63%	51%	0%

ENERGI Woodbridge Monthly Capacity Utilization

	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19
*based on current plant speed and product mix												
Good lbs Produced(L)(lbs	2,601,062	2,268,000	2,750,274	2,196,896	2,658,445	3,225,935	3,272,912	2,999,000	2,367,000	2,564,603	2,751,000	-
Monthly capacity utilization(L/K)%(No seasonal adjustment)	50%	44%	53%	43%	52%	63%	64%	58%	46%	50%	53%	0%

ENERGI Laval Capacity Utilization

	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19
*based on current plant speed and product mix												
Good lbs Produced(L)(lbs	1,327,474	1,510,928	1,657,493	1,701,406	1,816,951	1,791,200	1,182,682	1,744,864	1,805,185	1,921,594	1,674,844	-
Monthly capacity utilization(L/K)%	36%	41%	45%	46%	49%	48%	32%	47%	49%	52%	45%	0%

ECS Capacity utilization

	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19
Total available capacity lbs/month (A)*	13,227,720											
Actual Good Lbs produced(B)	7,187,792	7,248,608	8,717,783	7,717,344	8,754,525	9,535,934	8,203,851	8,781,712	7,762,024	8,137,033	7,811,477	-
Monthly Capacity utilization %(B/A)%	54%	55%	66%	58%	66%	72%	62%	66%	59%	62%	59%	0%

Terrebonne Capacity Utilization

	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19
Available Shift Capacity(based on One 10Hr shift)(\$)(000)	\$3,000											
Actual Finished Production Value (000)(\$CAD)	\$ 1,313	\$ 1,519	\$ 1,703	\$ 1,707	\$ 2,101	\$ 1,997	\$ 2,317	\$ 2,536	\$ 2,350	\$ 2,970	\$ 2,881	\$ -
Capacity utilization based on NO seasonal adjustment and one 10hr shift	44%	51%	57%	57%	70%	67%	77%	85%	78%	99%	96%	0%