



## 2020 Quarterly Operating Review – March 2020

April 29<sup>th</sup>, 2020



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

**Full Year Financial Outlook**

**Governance Reporting**

**Appendix**

**Business Unit Analysis**

## Executive Summary

- 1. Sales Volumes & Revenues:** Overall sales revenues and volumes were ahead of Plan by \$1,414K for the Quarter due to higher demand from both Canadian and US customers as a result of some pent up demand from the prior year, improved weather conditions and anticipation of COVID-19 impacts. Sales were ahead of Plan at Woodbridge, Laval and Everett but behind at Delmont. ECS external compound sales were ahead of Plan as a result of the launch of new products and new customers. Terrebonne sales were behind Plan due to the shutdown of Quebec customers in mid-March
- 2. EBITDA:** EBITDA ahead of Plan by \$376K. EBITDA favorably impacted by higher sales volumes & product mix, favorable material PPV at ECS due to favorable resin & additive pricing and lower OPEX spending. These favorable impacts were partially offset by lower production yields and higher scrap rates at Woodbridge & Everett due to launch activities (capstock trials and tool testing), unfavorable absorption impacts at Laval, Everett and Terrebonne due to COVID-19 related shutdowns, lower tool & die overhead recovery as a result of switching the focus to supporting production
- 3. Vs Prior Year:** Overall sales revenues and volumes were ahead of Prior Year by \$2,170K for the Quarter due to higher demand from both Canadian and US customers. Sales were ahead of Prior Year at all extrusion plants driven by strong US demand (Quaker, Windsor, Schluter, PGT, Coeur d'Alene, Western). ECS external compound sales were ahead of Prior Year as a result of the launch of new business (Delcan, Fence Outlet, Nuform). EBITDA was ahead of the Prior Year by \$555K impacted by higher sales volumes, favorable material PPV at ECS due to favorable resin & additive pricing and lower OPEX spending. This was offset by lower production yields, higher scrap rates & lower regrind usage at Woodbridge & Everett, an unfavorable absorption impact due to COVID-19 related shutdowns and lower tool & die overhead recovery as a result of customer approval delays and switching focus in the tool room to supporting production
- 4. TTM:** 2020 March TTM Revenue of \$160.4M and EBITDA of \$10.3M vs the 2020 AOP Revenue of \$164.5M and EBITDA of \$13.5M (excluding bonus expense)

## Executive Summary (Continued)

5. **Sales Order Flow:** Overall sales order flow outlook for April as at April 27<sup>th</sup> is currently behind Prior Year on a Month to Date basis by 52%. Extrusion sales orders are behind prior year orders by 49.5% and Patio Door sales orders are behind by 65.1%. Woodbridge, Laval, Delmont and Everett all have softer orders behind prior year by 55%, 73%, 23% and 46%, respectively. Terrebonne's orders have softened significantly, currently tracking 63% behind prior year. Currently, April sales are tracking behind Plan by 44% and behind prior year by 40%. Production volume is also tracking behind Plan and Prior Year as a result of COVID-19 related impacts
6. **Material/Supplier Pricing:** The April CDI Resin Index was reduced by 5cpp, which eliminates the 5 cpp increases in January and February. Estimates are for an additional 3cpp decrease during the May timeframe due the COVID-19 impact, declining ethylene pricing, declining export pricing and general market uncertainty. Additionally, low oil prices are hurting U.S. producers resulting in lower offshore demand in their export regions
7. **Bank Covenants:** Excess Availability covenant for Mar-20 in line with target but Fixed Cost Coverage Ratio (FCCR) below the target due to prior year softness of EBITDA. Continue to closely monitor daily cash flows and Q2 2020 cash flow forecasts and impacts on Excess Availability and FCCR covenants and moderate spending accordingly. Cash conservation management in effect as a result of recent global events concerning COVID-19
8. **COVID-19 Pandemic:** As a result of the global pandemic and impact on economies, the management team is intimately involved in cash collection efforts, communicating with customers concerning past due balances and forecasting the sales outlook. Plant calls being conducted daily to discuss production schedules, labor planning and any customer or supply issues. Daily cash flow reviews conducted to review and approve outflows

## Executive Summary (Continued)

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

## Key Wins and Losses – March 2020


### Key Wins

- **Fenêtres Metric Inc.**
  - Laval
  - Profiles (PVC & Alum.)
  - Annualised sales of \$247K


### Key Losses

- **None**

# Key Initiatives Update


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

## Key Initiatives Update (Continued)


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



## Key Initiatives Update (Continued)

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

## Key Initiatives Update (Continued)

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

# Key Performance Indicators - Summary

## Safety:

- One (1) recordable incident in Q1 2020 at Laval - Worker sustained a contusion on his right forearm while trying to remove profile stuck in saw (Physiotherapy required, Lost Time: 7 days)
- 2020 TRIR of 1.89 vs 2019 TRIR of 2.32; Total Recordable Cases – 1 for 2020 vs 16 for 2019 FY & 14 for 2018 FY
- 40 months incident free record at ECS, 10 months incident free record at Woodbridge

## Quality:

- Woodbridge – Returns from Vinyl Pro after warehouse cleanup. Returned material to be stocked for future sales.
- Laval and Everett– Minor complaints and some returns. Generally higher during winter
- Terrebonne - quality complaints due to colder temperatures causing product seal failures

## Delivery:

- Terrebonne– Largely due to reducing production due to current pandemic. some backorders due to missing PVC and defective insulated glass units
- Delmont – improvement from prior month. Some backorders with PGT capstock items due to spike in orders; 1,056 line items shipped with 13 backordered
- Laval – Closure of production until May

## Efficiencies:

- Woodbridge yields impacted by mix issues and difficult dies with prolonged starts added by Temp labor filling fulltime positions. Reduced mixed regrind use from overall quality concerns from Vinylbilt and Vinyl Pro regarding colour difference and variation for internal walls
- Delmont – impacted by power outages during Q1 and limited availability of regrind
- Everett yields impacted by production mix, Capstock requiring additional labour and absenteeism
- ECS slightly off due to higher production volumes generating more scrap

## Inventory:

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

# Key Performance Indicators – Plant Summary

KPI Measure		2020 Targets	Jan-20	Feb-20	Mar-20	YTD 2020
<b>Health &amp; Safety</b>						
# Recordables (affects TRIR)	# in Month	0	1	0	0	1
Woodbridge		1	0	0	0	0
Laval		0	1	0	0	1
Terrebonne		0	0	0	0	0
Delmont		0	0	0	0	0
Everett		0	0	0	0	0
ECS		0	0	0	0	0
<b>Quality Performance</b>						
Returns as % of sales	# of Plants Green	6	3	5	4	2
Woodbridge		0.41%	0.38%	0.72%	0.42%	0.50%
Laval		0.72%	1.24%	0.40%	0.82%	0.79%
Terrebonne		0.55%	1.04%	0.41%	0.37%	0.57%
Delmont		0.30%	0.03%	0.21%	0.14%	0.12%
Everett		0.44%	0.68%	0.29%	0.37%	0.44%
ECS		0.30%	0.00%	0.00%	0.00%	0.00%
<b>Delivery Performance</b>						
% by line items	# of Plants Green	6	5	5	4	5
Woodbridge		98.1%	98.9%	99.3%	98.3%	98.8%
Laval		99.0%	99.9%	99.8%	98.4%	99.4%
Terrebonne		95.0%	99.4%	93.8%	83.7%	92.3%
Delmont		99.6%	98.8%	99.6%	99.6%	99.4%
Everett		99.2%	100.0%	99.5%	99.9%	99.8%
ECS		100.0%	100.0%	100.0%	100.0%	100.0%
<b>% on time in full</b>						
	# of Plants Green	6	5	4	5	5
Woodbridge		98.1%	98.9%	99.3%	98.3%	98.8%
Laval		95.0%	99.9%	99.8%	98.4%	99.4%
Terrebonne		95.0%	99.4%	93.8%	83.7%	92.3%
Delmont		99.3%	97.9%	98.8%	99.4%	98.7%
Everett		99.2%	100.0%	99.5%	99.9%	99.8%
ECS		100.0%	100.0%	100.0%	100.0%	100.0%
<b>Costs</b>						
Yield*	# of Plants Green	5	3	2	2	2
Woodbridge		88.0%	85.6%	85.4%	86.9%	86.0%
Laval		87.9%	89.0%	89.8%	89.5%	89.5%
Delmont		84.3%	86.1%	82.6%	84.1%	84.2%
Everett		87.4%	89.6%	89.2%	89.4%	89.4%
ECS		99.6%	99.5%	99.4%	99.5%	99.5%

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

KPI Measure		2020 Targets	Jan-20	Feb-20	Mar-20	YTD 2020
<b>Costs</b>						
Alt. Compound Consumption Ratio*		5	4	1	1	2
Woodbridge		20.0%	20.0%	16.0%	22.1%	19.6%
Laval		15.2%	21.5%	21.0%	14.4%	19.0%
Delmont		23.3%	20.3%	16.7%	18.3%	18.4%
Everett		20.0%	24.0%	13.2%	15.1%	17.6%
ECS		0.4%	0.5%	0.3%	0.3%	0.4%
<b>Inventory</b>						
Days - TTM*	# of Plants Green	5	4	4	4	
Woodbridge		77.8	69.6	69.1	68.2	
Laval		67.3	71.5	70.9	70.0	
Terrebonne		68.4	63.7	64.0	63.9	
Delmont		63.3	70.1	69.4	69.5	
Everett		104.3	92.2	91.6	88.4	
ECS		41.1	38.6	36.7	36.0	
<b>Customer Service</b>						
Customer Experience - NPS Improvement		20%	NA	NA	NA	NA
<b>Customer Complaints - per MLBS ***</b>						
	# of Plants Green	6	4	5	4	5
Woodbridge		3.2	4.0	5.4	3.8	4.4
Laval		17.7	16.8	11.5	18.2	15.5
Terrebonne		2.8	3.9	2.2	1.3	2.5
Delmont		2.9	1.1	2.8	2.7	2.2
Everett		10.0	3.9	6.0	4.8	4.9
ECS		0.3	0.1	0.1	0.0	0.1
<b>Customer Retention</b>						
		100%	100.0%	100.0%	100.0%	100.0%
<b>Employees</b>						
Employee Engagement		80%	75.0%	75.0%	75.0%	75.0%
Employee Retention		90%	99.4%	99.1%	99.8%	99.5%

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

# Consolidated Summary P&L – Q1 2020

\$'000	QTD		Var		YTD		Var	
	Act	Bud	\$	%	Act	Bud	\$	%
Units Produced ('000)	23,571	23,879	(308)	(1.3%)	23,571	23,879	(308)	(1.3%)
Units Shipped ('000)	22,514	21,361	1,154	5.4%	22,514	21,361	1,154	5.4%
Bookings (\$'000)	\$ 38,775	\$ 36,004	\$ 2,771	7.7%	\$ 38,775	\$ 36,004	\$ 2,771	7.7%
Backlog (\$'000)	\$ 10,608	\$ 9,007	\$ 1,601	17.8%	\$ 10,608	\$ 9,007	\$ 1,601	17.8%
Gross Revenue	\$ 37,159	\$ 35,553	\$ 1,606	4.5%	\$ 37,159	\$ 35,553	\$ 1,606	4.5%
Adj. to Gross Revenue	(1,858)	(1,667)	(192)	11.5%	(1,858)	(1,667)	(192)	11.5%
Net Revenue	35,300	33,886	1,414	4.2%	35,300	33,886	1,414	4.2%
Material	16,976	16,808	169	1.0%	16,976	16,808	169	1.0%
Labor	8,565	8,720	(155)	(1.8%)	8,565	8,720	(155)	(1.8%)
Other COGS	4,287	3,118	1,169	37.5%	4,287	3,118	1,169	37.5%
Total COGS	29,829	28,646	1,183	4.1%	29,829	28,646	1,183	4.1%
Gross Margin	5,472	5,240	231	4.4%	5,472	5,240	231	4.4%
Gross Margin %	15.5%	15.5%			15.5%	15.5%		
R&D	–	–	–	N/A	–	–	–	N/A
Sales & Marketing	1,473	1,611	(138)	(8.6%)	1,473	1,611	(138)	(8.6%)
Administrative	2,503	2,699	(195)	(7.2%)	2,503	2,699	(195)	(7.2%)
Other Opex	172	(17)	189	(1111.8%)	172	(17)	189	(1111.8%)
Total Opex	4,148	4,293	(144)	(3.4%)	4,148	4,293	(144)	(3.4%)
EBITDA	1,324	948	376	39.6%	1,324	948	376	39.6%
EBITDA %	3.7%	2.8%			3.7%	2.8%		
Net Income (Loss)	\$ (4,345)	\$ (3,665)	\$ (679)	18.5%	\$ (4,345)	\$ (3,665)	\$ (679)	18.5%
Capex	\$ (684)	\$ (1,753)	\$ 1,069	(61.0%)	\$ (684)	\$ (1,753)	\$ 1,069	(61.0%)
Opex Overview:								
Payroll	\$ 2,380	\$ 2,519	\$ (139)	(5.5%)	\$ 2,380	\$ 2,519	\$ (139)	(5.5%)
Bonus	139	185	(46)	(24.8%)	139	185	(46)	(24.8%)
Commissions	82	60	22	37.4%	82	60	22	37.4%
Marketing	189	276	(86)	(31.3%)	189	276	(86)	(31.3%)
Benefits	–	–	–	N/A	–	–	–	N/A
Travel and entertainment	165	287	(121)	(42.4%)	165	287	(121)	(42.4%)
Rent and facilities	–	–	–	N/A	–	–	–	N/A
Insurance	64	85	(21)	(24.6%)	64	85	(21)	(24.6%)
Professional fees	192	137	54	39.5%	192	137	54	39.5%
Office Expenses	62	60	2	3.2%	62	60	2	3.2%
IT	415	457	(42)	(9.2%)	415	457	(42)	(9.2%)
Bad Debts	63	(1)	64	(7119.7%)	63	(1)	64	(7119.7%)
FX	225	–	225	N/A	225	–	225	N/A
JV Loss (Income)	(53)	(17)	(36)	210.9%	(53)	(17)	(36)	210.9%
Other Expenses	224	245	(20)	(8.3%)	224	245	(20)	(8.3%)
Total Opex	\$ 4,148	\$ 4,293	\$ (144)	(3.4%)	\$ 4,148	\$ 4,293	\$ (144)	(3.4%)

## Management Discussion

### Net Revenue – Q1 QTD +\$1,414K:

- Extrusion external sales volume ahead of Budget with higher volumes out of Woodbridge by \$856K, Laval by \$353K and Everett by \$160K offset by lower volumes out of Delmont by \$428K; driven by a mix of both Canadian and US customers
- Patio Door gross sales were behind Budget by \$371K driven by decreased demand from Atis, Isothermic and AMI. External compound sales were ahead of Budget by \$582K due to increased orders from Declan and Fence Outlet (new customers)
- Rebates & discounts were unfavorable by \$152K to Budget due to volume and customer mix
- Returns & allowances were higher than Budget by \$59K due to higher returns out of Laval as a result of dispute resolutions regarding non-conforming products
- Favorable product sales mix of \$697K from Woodbridge, Laval and Delmont
- Unfavorable F/X impact of \$224K (actual rate of 1.3442 [or \$USD 0.7439] vs. Budget rate of 1.33 [or \$USD 0.7519])

### EBITDA – Q1 QTD +\$376K:

- Material COGS:** Increased costs primarily driven by increased volumes and a favorable material price impact of approx. \$623K (resin, additives and TiO2); partially offset by \$220K due to unfavorable yields & additional scrap at Woodbridge and Everett due to launch activities
- Labor COGS:** Decrease in labor costs driven by lower production volumes and layoffs due to plant shutdowns in mid-March as a result of COVID-19 impacts (Quebec customers shutdown and Everett cases)
- Other COGS:** Increase of \$1,169K comprised of: an unfavorable absorption impact of \$903K as a result of selling more out of inventory than Plan and lower production (Covid-19), and lower tool & die overhead recovery of \$222K in Woodbridge, Laval and Everett as a result of waiting for customer approvals and switching the tool room focus to supporting production
- Sales and Marketing:** Lower payroll costs due to lower headcount (Covid-19 layoffs), lower marketing spend due to cost containment initiatives, lower product development costs due to timing and lower T&E costs; partially offset by an increase to the bad debts reserve as a result of increased collection risks
- Administrative:** Lower T&E and IT costs due to cost containment and timing
- Other Opex:** Unfavorable realized F/X re-valuation impact of \$225K due to F/X revaluation of working capital balances (change in F/X from 1.3395 on February 29<sup>th</sup>, 2020 to 1.4172 on March 31<sup>st</sup>, 2020); partially offset by increased JV equity income

# Consolidated Summary P&L (vs PY) – Q1 2020

\$'000	QTD		Var		YTD		Var	
	Act	PY-Act	\$	%	Act	PY-Act	\$	%
Units Produced ('000)	23,571	23,546	25	0.1%	23,571	23,546	25	0.1%
Units Shipped ('000)	22,514	20,761	1,754	8.4%	22,514	20,761	1,754	8.4%
Bookings (\$'000)	\$ 38,775	\$ 33,792	\$ 4,983	14.7%	\$ 38,775	\$ 33,792	\$ 4,983	14.7%
Backlog (\$'000)	\$ 10,608	\$ 8,460	\$ 2,149	25.4%	\$ 10,608	\$ 8,460	\$ 2,149	25.4%
Gross Revenue	\$ 37,159	\$ 34,773	\$ 2,385	6.9%	\$ 37,159	\$ 34,773	\$ 2,385	6.9%
Adj. to Gross Revenue	(1,858)	(1,643)	(216)	13.1%	(1,858)	(1,643)	(216)	13.1%
Net Revenue	35,300	33,131	2,170	6.5%	35,300	33,131	2,170	6.5%
Material	16,976	15,969	1,007	6.3%	16,976	15,969	1,007	6.3%
Labor	8,565	8,554	11	0.1%	8,565	8,554	11	0.1%
Other COGS	4,287	3,441	847	24.6%	4,287	3,441	847	24.6%
Total COGS	29,829	27,964	1,865	6.7%	29,829	27,964	1,865	6.7%
Gross Margin	5,472	5,167	305	5.9%	5,472	5,167	305	5.9%
Gross Margin %	15.5%	15.6%			15.5%	15.6%		
R&D	–	–	–	N/A	–	–	–	N/A
Sales & Marketing	1,473	1,631	(158)	(9.7%)	1,473	1,631	(158)	(9.7%)
Administrative	2,503	2,884	(381)	(13.2%)	2,503	2,884	(381)	(13.2%)
Other Opex	172	(117)	289	(247.8%)	172	(117)	289	(247.8%)
Total Opex	4,148	4,399	(250)	(5.7%)	4,148	4,399	(250)	(5.7%)
EBITDA	1,324	768	555	72.3%	1,324	768	555	72.3%
EBITDA %	3.7%	2.3%			3.7%	2.3%		
Net Income (Loss)	\$ (4,345)	\$ (2,437)	\$ (1,908)	78.3%	\$ (4,345)	\$ (2,437)	\$ (1,908)	78.3%
Capex	\$ (684)	\$ (1,580)	\$ 896	(56.7%)	\$ (684)	\$ (1,580)	\$ 896	(56.7%)
<b>Opex Overview:</b>								
Payroll	\$ 2,380	\$ 2,476	\$ (95)	(3.9%)	\$ 2,380	\$ 2,476	\$ (95)	(3.9%)
Bonus	139	336	(197)	(58.6%)	139	336	(197)	(58.6%)
Commissions	82	53	29	54.6%	82	53	29	54.6%
Marketing	189	346	(156)	(45.2%)	189	346	(156)	(45.2%)
Benefits	–	–	–	N/A	–	–	–	N/A
Travel and entertainment	165	270	(105)	(38.9%)	165	270	(105)	(38.9%)
Rent and facilities	–	–	–	N/A	–	–	–	N/A
Insurance	64	80	(15)	(19.4%)	64	80	(15)	(19.4%)
Professional fees	192	153	38	24.8%	192	153	38	24.8%
Office Expenses	62	67	(5)	(7.4%)	62	67	(5)	(7.4%)
IT	415	464	(49)	(10.6%)	415	464	(49)	(10.6%)
Bad Debts	63	32	31	96.8%	63	32	31	96.8%
FX	225	(83)	308	(371.3%)	225	(83)	308	(371.3%)
JV Loss (Income)	(53)	(34)	(19)	58.0%	(53)	(34)	(19)	58.0%
Other Expenses	224	238	(14)	(5.7%)	224	238	(14)	(5.7%)
Total Opex	\$ 4,148	\$ 4,399	\$ (250)	(5.7%)	\$ 4,148	\$ 4,399	\$ (250)	(5.7%)

## Management Discussion

### Net Revenue – Q1 QTD +\$2,170K:

- Extrusion external sales volume ahead of Prior Year by 3.8% and \$1,100K due to higher demand from both Canadian and US customers; with higher sales out of Woodbridge by \$669K, Laval by \$271K, Delmont by \$219K; partially offset by Everett at \$59K
- Patio Door gross sales were ahead of Prior Year by \$128K driven by increased demand from its Canadian customers. External compound sales were ahead of Prior Year by \$898K due to increased orders from Declan and Fence Outlet (new customers)
- Rebates & discounts were higher than Prior Year by \$234K due to sales and customer mix
- Returns & allowances were slightly higher than Prior Year by only \$2K
- Unfavorable F/X impact of \$224K (actual rate of 1.3442 [or \$USD 0.7439] vs. Q1 2019 rate of 1.3292 [or \$USD 0.7523])

### EBITDA – Q1 QTD +\$555K:

- Material COGS:** Increased costs primarily driven by higher sales volume, unfavorable yields & additional scrap at Woodbridge and Everett due to launch activities and lower regrind usage; partially offset by favorable resin, impact modifier and stabilizer material prices at ECS
- Labor COGS:** Labor costs in line with prior year, but impacted by additional headcount maintained in Terrebonne for the launch of newly awarded business; higher overtime in Everett due to launch activities and higher absenteeism, offset by Covid-19 related shutdowns in Quebec and the Everett plan in mid-March
- Other COGS:** Increase of \$847K comprised of: unfavorable absorption of \$533K as a result of selling out of inventory, higher freight costs of \$32K due to increased sales and customer mix and lower tool & die recovery of \$218K in Woodbridge as a result of waiting for customer approvals and shifting the focus in the tool room to supporting production
- Sales and Marketing:** Lower payroll costs due to lower headcount, lower marketing spend due to containment initiatives, lower product development costs due to timing and lower T&E costs; partially offset by an increase to the bad debts reserve as a result of increased collection risks
- Administrative:** Lower payroll costs due to headcount, lower bonus expense accrual, lower T&E and IT costs due to cost containment
- Other Opex:** Unfavorable realized F/X re-valuation impact of \$308K due to F/X revaluation of working capital balances (change in F/X from 1.3024 on December 31<sup>st</sup>, 2019 to 1.4172 on March 31<sup>st</sup>, 2020); partially offset by increased JV equity income

# Q1 2020 Net Sales Bridge

(In Thousands of US Dollars)

	<u>Woodbridge</u>	<u>Laval</u>	<u>Delmont</u>	<u>Everett</u>	<u>ECS</u>	<u>Terrebonne</u>	<u>Group Office</u>	<u>Adj.</u>	<u>Total</u>
Net Sales Budget, as reported <b>(A)</b>	\$ 8,386	\$ 5,951	\$ 9,769	\$ 5,258	\$ 15,350	\$ 3,915	\$ -	\$ (14,742)	\$ 33,886
Volume impact (external sales)	856	353	(428)	160	582	(371)	-	-	1,152
Volume impact (intercompany sales)	(91)	(123)	(15)	-	799	-	-	(570)	0
Rebates & discounts	(92)	(96)	6	54	(1)	(23)	-	-	(152)
Price / Mix impact	289	207	226	(39)	(65)	78	-	-	697
Returns & allowances	(4)	(53)	(1)	(2)	-	2	-	-	(59)
Other - F/X	(88)	(69)	(0)	(0)	(22)	(45)	-	0	(224)
<b>Actual Net Sales (B)</b>	<b>\$ 9,257</b>	<b>\$ 6,169</b>	<b>\$ 9,557</b>	<b>\$ 5,431</b>	<b>\$ 16,644</b>	<b>\$ 3,554</b>	<b>\$ -</b>	<b>\$ (15,311)</b>	<b>\$ 35,300</b>
Actual vs Budget, as reported Variance <b>(B) - (A)</b>	\$ 871	\$ 219	\$ (212)	\$ 173	\$ 1,294	\$ (360)	\$ -	\$ (569)	\$ 1,414
Actual vs Prior Year, as reported Variance	\$ 594	\$ 215	\$ 402	\$ 9	\$ (59)	\$ 110	\$ -	\$ 900	\$ 2,170

# Q1 2020 EBITDA Bridge

(In Thousands of US Dollars)

	<u>Woodbridge</u>	<u>Laval</u>	<u>Delmont</u>	<u>Everett</u>	<u>ECS</u>	<u>Terrebonne</u>	<u>Group Office</u>	<u>Adj.</u>	<u>Total</u>
EBITDA Budget, as reported <b>(A)</b>	\$ (553)	\$ 567	\$ 1,363	\$ 183	\$ (87)	\$ (371)	\$ (154)	\$ -	\$ 948
Volume & Mix impact	448	181	(23)	122	176	(181)	(143)	-	<b>580</b>
Labor - DL/IDL FAV/(UNF)	(40)	5	55	0	30	13	-	-	<b>63</b>
Alt. Materials FAV/(UNF)	(66)	53	25	(232)	-	-	-	-	<b>(220)</b>
Other Materials - FAV/(UNF)	36	(10)	39	-	632	74	-	-	<b>771</b>
Absorption impact FAV/(UNF)	(162)	(192)	158	(456)	6	(257)	-	-	<b>(903)</b>
Overhead Spending FAV/(UNF)	(221)	-	335	14	96	(20)	-	(300)	<b>(96)</b>
Warranty (specific accrual)	-	-	-	-	-	-	-	-	-
Bonus accrual	-	-	-	-	-	-	934	(852)	<b>82</b>
Other	125	25	9	(26)	(383)	54	295	0	<b>99</b>
<b>Actual EBITDA (B)</b>	<b>\$ (433)</b>	<b>\$ 628</b>	<b>\$ 1,961</b>	<b>\$ (395)</b>	<b>\$ 470</b>	<b>\$ (688)</b>	<b>\$ 932</b>	<b>\$ (1,152)</b>	<b>\$ 1,324</b>
<hr/>									
Actual vs Budget, as reported Variance <b>(B) - (A)</b>	\$ 120	\$ 61	\$ 598	\$ (578)	\$ 557	\$ (317)	\$ 1,086	\$ (1,152)	<b>\$ 376</b>
Actual vs Prior Year, as reported Variance	\$ (360)	\$ (66)	\$ 657	\$ (316)	\$ 258	\$ (30)	\$ 1,700	\$ (1,288)	<b>\$ 555</b>



# Strategic Plan Update – Summary of Alternative Materials Initiative

(In Thousands of US Dollars)

	Mar-20			Q1 2020			Comments
	Actual	Budget	Variance FAV/(UNF)	Actual	Budget	Variance FAV/(UNF)	
Woodbridge - Scrap Variance <sup>(1)</sup>	\$ (38)	\$ (49)	\$ 11	\$ (118)	\$ (85)	\$ (32)	Increased trials and testing for new dies
Woodbridge - Alt Materials Usage <sup>(2)</sup>	\$ 105	\$ 113	\$ (8)	\$ 279	\$ 312	\$ (34)	Reduced mixed regrind usage and higher scrap sold
<b>Woodbridge - Total</b>	<b>\$ 67</b>	<b>\$ 64</b>	<b>\$ 3</b>	<b>\$ 161</b>	<b>\$ 227</b>	<b>\$ (66)</b>	
Laval - Scrap Variance <sup>(1)</sup>	\$ 8	\$ -	\$ 8	\$ 35	\$ -	\$ 35	Favorable yields due to longer runs and product mix
Laval - Alt Materials Usage <sup>(2)</sup>	\$ 35	\$ 49	\$ (14)	\$ 147	\$ 129	\$ 17	Used off-spec material from Woodbridge and customer buy-bac
<b>Laval - Total</b>	<b>\$ 43</b>	<b>\$ 49</b>	<b>\$ (6)</b>	<b>\$ 182</b>	<b>\$ 129</b>	<b>\$ 53</b>	
Delmont - Scrap Variance <sup>(1)</sup>	\$ 116	\$ 32	\$ 84	\$ 196	\$ 120	\$ 76	Favorable yields due to yield improvement project impacts
Delmont - Alt Materials Usage <sup>(2)</sup>	\$ 61	\$ 88	\$ (27)	\$ 201	\$ 252	\$ (51)	Lower regrind usage due to volumes and resource constraints
<b>Delmont - Total</b>	<b>\$ 177</b>	<b>\$ 120</b>	<b>\$ 57</b>	<b>\$ 397</b>	<b>\$ 372</b>	<b>\$ 25</b>	
Everett - Scrap Variance <sup>(1)</sup>	\$ (37)	\$ 46	\$ (83)	\$ (54)	\$ 130	\$ (184)	Higher scrap due to increased capstock trials and mixed regrind
Everett - Alt Materials Usage <sup>(2)</sup>	\$ 20	\$ 52	\$ (32)	\$ 102	\$ 150	\$ (48)	Lower regrind usage due to product mix and March shut-down
<b>Everett - Total</b>	<b>\$ (17)</b>	<b>\$ 98</b>	<b>\$ (115)</b>	<b>\$ 48</b>	<b>\$ 280</b>	<b>\$ (232)</b>	
Total Scrap Variance <sup>(1)</sup>	\$ 49	\$ 30	\$ 18	\$ 60	\$ 165	\$ (105)	
Total Alt Materials Usage <sup>(2)</sup>	\$ 221	\$ 300	\$ (80)	\$ 728	\$ 843	\$ (115)	
<b>Grand Total</b>	<b>\$ 270</b>	<b>\$ 331</b>	<b>\$ (61)</b>	<b>\$ 788</b>	<b>\$ 1,008</b>	<b>\$ (220)</b>	

**Notes:**

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

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

# Strategic Plan Update – Summary of HCR Initiative

(In Thousands of US Dollars)

	Jan-20	Feb-20	Mar-20	YTD
Budget Production Volume (Lbs)	7,500	7,782	8,598	15,281
Actual Production Volume (Lbs)	8,094	7,753	7,725	15,847
Increased/(Decreased) Production - %	7.9%	-0.4%	-10.2%	3.7%
<b><u>Direct Labor:</u></b>				
Budget Direct Labor	\$ 1,419	\$ 1,368	\$ 1,415	\$ 2,787
Deduct: Budget Direct Labor - Terrebonne	236	206	233	442
Budget Direct Labor - Extrusion & Compounding (A)	\$ 1,183	\$ 1,162	\$ 1,182	\$ 2,346
Budget Direct Labor (Flexed for Actual Volume) (B)	\$ 1,277	\$ 1,158	\$ 1,062	\$ 2,432
Actual Direct Labor	\$ 1,422	\$ 1,403	\$ 1,272	\$ 2,824
Deduct: Actual Direct Labor - Terrebonne	230	200	199	430
Actual Direct Labor - Extrusion & Compounding (C)	\$ 1,192	\$ 1,202	\$ 1,072	\$ 2,394
<b>Direct Labor Savings - Extrusion &amp; Compounding - FAV(UNF)</b>				
Actual vs. Budget [(A) - (C)]	\$ (9)	\$ (40)	\$ 110	\$ (49)
Actual vs. Budget (Flexed for Actual Volume) [(B) - (C)]	\$ 85	\$ (44)	\$ (10)	\$ 38
<b><u>Indirect Labor:</u></b>				
Budget Indirect Labor	\$ 1,475	\$ 1,407	\$ 1,462	\$ 2,882
Deduct: Budget Indirect Labor - Terrebonne	100	87	96	187
Budget Indirect Labor - Extrusion & Compounding (A)	\$ 1,376	\$ 1,320	\$ 1,366	\$ 2,695
Budget Indirect Labor (Flexed for Actual Volume) (B)	\$ 1,397	\$ 1,319	\$ 1,338	\$ 2,715
Actual Indirect Labor	\$ 1,534	\$ 1,439	\$ 1,365	\$ 2,973
Deduct: Actual Indirect Labor - Terrebonne	101	88	85	189
Actual Indirect Labor - Extrusion & Compounding (C)	\$ 1,433	\$ 1,351	\$ 1,280	\$ 2,784
<b>Indirect Labor Savings - Extrusion &amp; Compounding - FAV(UNF)</b>				
Actual vs. Budget [(A) - (C)]	\$ (57)	\$ (31)	\$ 86	\$ (89)
Actual vs. Budget (Flexed for Actual Volume) [(B) - (C)]	\$ (35)	\$ (32)	\$ 58	\$ (69)
<b><u>SG&amp;A Labor - Consolidated:</u></b>				
Budget SG&A Labor	\$ 879	\$ 789	\$ 851	\$ 1,669
Actual SG&A Labor	\$ 833	\$ 734	\$ 814	\$ 1,566
SG&A Labor Savings - FAV(UNF)	\$ 47	\$ 55	\$ 37	\$ 102

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

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

*(In Thousands of US Dollars)*

	Jan-20	Feb-20	Mar-20	YTD
Budget Production Volume (Lbs)	7,500	7,782	8,598	15,281
Budget Direct Labor - Consolidated	\$ 1,419	\$ 1,368	\$ 1,415	\$ 2,787
Deduct:				
Budget Direct Labor - Terrebonne	\$ 236	\$ 206	233	\$ 442
Budget Total Labor - Extrusion & Compounding	<u>\$ 1,183</u>	<u>\$ 1,162</u>	<u>\$ 1,182</u>	<u>\$ 2,346</u>
Budget Direct Labor \$ / Lb Manufactured	\$ 0.158	\$ 0.149	\$ 0.138	\$ 0.153
Actual Production Volume (Lbs)	8,094	7,753	7,725	15,847
Actual Direct Labor - Consolidated	\$ 1,422	\$ 1,403	\$ 1,272	\$ 2,824
Deduct:				
Actual Direct Labor - Terrebonne	\$ 230	\$ 200	199	\$ 430
<b>Actual Direct Labor - Extrusion &amp; Compounding</b>	<b><u>\$ 1,192</u></b>	<b><u>\$ 1,202</u></b>	<b><u>\$ 1,072</u></b>	<b><u>\$ 2,394</u></b>
<b>Actual Direct Labor \$/Lb Manufactured</b>	<b>\$ 0.147</b>	<b>\$ 0.155</b>	<b>\$ 0.139</b>	<b>\$ 0.151</b>
Budget Casual / Temp Direct Labor - Consolidated	\$ 70	\$ 67	\$ 83	\$ 137
Deduct:				
Budget Casual / Temp Direct Labor - Terrebonne	\$ 1	\$ 2	8	\$ 3
Budget Total Casual / Temp Labor - Extrusion & Compounding	<u>\$ 68</u>	<u>\$ 66</u>	<u>\$ 75</u>	<u>\$ 134</u>
Budget Casual / Temp Direct Labor \$ / Lb Manufactured	\$ 0.009	\$ 0.008	\$ 0.009	\$ 0.009
Actual Casual / Temp Direct Labor - Consolidated	\$ 115	\$ 94	\$ 111	\$ 209
Deduct:				
Actual Casual / Temp Direct Labor - Terrebonne	\$ 36	\$ 26	27	\$ 62
<b>Actual Casual / Temp Direct Labor - Extrusion &amp; Compounding</b>	<b><u>\$ 78</u></b>	<b><u>\$ 69</u></b>	<b><u>\$ 84</u></b>	<b><u>\$ 147</u></b>
<b>Actual Casual / Temp Direct Labor \$/Lb Manufactured</b>	<b>\$ 0.010</b>	<b>\$ 0.009</b>	<b>\$ 0.011</b>	<b>\$ 0.009</b>

**Executive Summary**

**Financial Review**

**Full Year Financial Outlook**

**Governance Reporting**

**Appendix**

**Business Unit Analysis**

# Revenue and EBITDA Bridge

\$'000	MTD		QTD		YTD	
	Net Revenue	EBITDA	Net Revenue	EBITDA	Net Revenue	EBITDA
<b>Budget</b>	\$ 11,853	\$ 685	\$ 33,886	\$ 948	\$ 33,886	\$ 948
<b><u>Net Revenue Delta</u></b>						
Volume	200	43	1,152	230	952	192
Pricing	—	—	—	—	—	—
Mix	336	72	697	461	361	269
Discounts	(6)	(6)	12	12	18	18
Returns	6	6	(59)	(59)	(65)	(65)
Rebates	(115)	(115)	(164)	(164)	(49)	(49)
F/X	(342)	(310)	(224)	(202)	118	(20)
<b>Total Net Revenue Delta</b>	<b>79</b>	<b>(311)</b>	<b>1,414</b>	<b>279</b>	<b>1,335</b>	<b>344</b>
<b><u>Cost Delta</u></b>						
Absorption		(713)		(903)		(190)
SG&A		(18)		191		209
Variances		253		306		306
Other		(128)		(228)		(228)
<b>Total Cost Delta</b>		<b>(606)</b>		<b>(634)</b>		<b>97</b>
<b>Actual</b>	<b>\$ 11,932</b>	<b>\$ 619</b>	<b>\$ 35,300</b>	<b>\$ 1,324</b>	<b>\$ 35,300</b>	<b>\$ 1,324</b>

## Management Discussion - MTD

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

# Key Customers – Gross Sales and Gross Margin %: Consolidated

	Gross Sales (\$'000)												Gross Margin %																			
	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	\$	%	Act	Bud	\$	%	Act	BPs	%	Act	Bud	BPs	%	Act	BPs	%	
Customer:																																
PGT Industries Inc	\$ 6,203	\$ 5,752	\$ 451	7.8%	\$ 5,645	\$ 558	9.9%	\$ 6,203	\$ 5,752	\$ 451	7.8%	\$ 5,645	\$ 558	9.9%	24.1%	26.0%	(191)	(7.3%)	11.8%	1,228	103.7%	24.1%	26.0%	(191)	(7.3%)	11.8%	1,228	103.7%				
Eclipse Shutter Systems	3,330	3,321	9	0.3%	3,322	8	0.2%	3,330	3,321	9	0.3%	3,322	8	0.2%	4.0%	3.7%	28	7.6%	4.7%	(68)	(14.5%)	4.0%	3.7%	28	7.6%	4.7%	(68)	(14.5%)				
Simonton	1,890	2,140	(250)	(11.7%)	2,140	(250)	(11.7%)	1,890	2,140	(250)	(11.7%)	2,140	(250)	(11.7%)	8.5%	(0.9%)	940	(1075.7%)	(19.6%)	2,808	(143.6%)	8.5%	(0.9%)	940	#####	(19.6%)	2,808	(143.6%)				
Atis	1,591	1,616	(26)	(1.6%)	1,613	(22)	(1.3%)	1,591	1,616	(26)	(1.6%)	1,613	(22)	(1.3%)	(23.3%)	17.2%	(4,045)	(235.8%)	7.2%	(3,051)	(422.8%)	(23.3%)	17.2%	(4,045)	(235.8%)	7.2%	(3,051)	(422.8%)				
Quaker Window Products	1,580	1,275	305	23.9%	1,148	432	37.6%	1,580	1,275	305	23.9%	1,148	432	37.6%	6.6%	38.1%	(3,146)	(82.6%)	0.3%	632	1985.9%	6.6%	38.1%	(3,146)	(82.6%)	0.3%	632	1985.9%				
Polaris Technologies	1,173	1,435	(262)	(18.3%)	970	203	20.9%	1,173	1,435	(262)	(18.3%)	970	203	20.9%	19.4%	13.1%	622	47.3%	17.4%	199	11.5%	19.4%	13.1%	622	47.3%	17.4%	199	11.5%				
All Weather	807	1,181	(374)	(31.7%)	933	(126)	(13.5%)	807	1,181	(374)	(31.7%)	933	(126)	(13.5%)	2.7%	39.9%	(3,721)	(93.3%)	6.1%	(337)	(55.6%)	2.7%	39.9%	(3,721)	(93.3%)	6.1%	(337)	(55.6%)				
SOLARIS QUEBEC P & F INC.	1,023	997	26	2.6%	955	68	7.1%	1,023	997	26	2.6%	955	68	7.1%	24.2%	22.1%	213	9.6%	12.8%	1,146	89.6%	24.2%	22.1%	213	9.6%	12.8%	1,146	89.6%				
Cascade	691	1,014	(322)	(31.8%)	971	(279)	(28.8%)	691	1,014	(322)	(31.8%)	971	(279)	(28.8%)	(31.6%)	2.0%	(3,362)	(1687.3%)	1.0%	(3,259)	(3390.5%)	(31.6%)	2.0%	(3,362)	#####	1.0%	(3,259)	(3390.5%)				
A.M.I.	672	718	(47)	(6.5%)	567	105	18.5%	672	718	(47)	(6.5%)	567	105	18.5%	3.9%	31.4%	(2,746)	(87.4%)	9.3%	(533)	(57.5%)	3.9%	31.4%	(2,746)	(87.4%)	9.3%	(533)	(57.5%)				
Windsor Window Co OEM	1,215	868	347	40.0%	831	384	46.3%	1,215	868	347	40.0%	831	384	46.3%	20.1%	44.8%	(2,462)	(55.0%)	0.0%	2,015	N/A	20.1%	44.8%	(2,462)	(55.0%)	0.0%	2,015	N/A				
Coeur d'Alene	1,000	752	248	33.0%	669	331	49.4%	1,000	752	248	33.0%	669	331	49.4%	(1.9%)	3.1%	(505)	(162.4%)	(5.5%)	357	(64.8%)	(1.9%)	3.1%	(505)	(162.4%)	(5.5%)	357	(64.8%)				
Vinyl-Pro Window Systems Inc	418	445	(27)	(6.1%)	439	(21)	(4.8%)	418	445	(27)	(6.1%)	439	(21)	(4.8%)	(4.1%)	46.6%	(5,072)	(108.9%)	4.3%	(838)	(197.0%)	(4.1%)	46.6%	(5,072)	(108.9%)	4.3%	(838)	(197.0%)				
Dashwood Industries Inc	908	543	365	67.2%	598	311	52.0%	908	543	365	67.2%	598	311	52.0%	13.1%	41.6%	(2,849)	(68.5%)	21.5%	(840)	(39.1%)	13.1%	41.6%	(2,849)	(68.5%)	21.5%	(840)	(39.1%)				
ATLANTIC WINDOWS	45	46	(2)	(3.3%)	27	17	62.8%	45	46	(2)	(3.3%)	27	17	62.8%	8.1%	181.4%	(17,329)	(95.5%)	10.5%	(240)	(22.8%)	8.1%	181.4%	#####	(95.5%)	10.5%	(240)	(22.8%)				
Ostaco 2000	480	521	(41)	(7.8%)	649	(168)	(25.9%)	480	521	(41)	(7.8%)	649	(168)	(25.9%)	(1.0%)	26.7%	(2,775)	(103.8%)	14.7%	(1,570)	(106.8%)	(1.0%)	26.7%	(2,775)	(103.8%)	14.7%	(1,570)	(106.8%)				
Sierra Pacific Windows	689	730	(41)	(5.6%)	612	77	12.6%	689	730	(41)	(5.6%)	612	77	12.6%	14.8%	10.9%	396	36.4%	(1.2%)	1,603	(1349.7%)	14.8%	10.9%	396	36.4%	(1.2%)	1,603	(1349.7%)				
PORTES & FENETRES ABRITEK	329	343	(14)	(4.1%)	338	(10)	(2.8%)	329	343	(14)	(4.1%)	338	(10)	(2.8%)	6.3%	34.1%	(2,779)	(81.5%)	16.8%	(1,044)	(62.3%)	6.3%	34.1%	(2,779)	(81.5%)	16.8%	(1,044)	(62.3%)				
Vinyl Profiles, LLC	668	560	108	19.3%	591	77	13.0%	668	560	108	19.3%	591	77	13.0%	19.5%	13.9%	560	40.4%	3.4%	1,610	479.3%	19.5%	13.9%	560	40.4%	3.4%	1,610	479.3%				
SCHLUTER SYSTEMS L.P.	840	406	433	106.6%	389	450	115.6%	840	406	433	106.6%	389	450	115.6%	21.7%	25.0%	(328)	(13.1%)	4.8%	1,689	349.2%	21.7%	25.0%	(328)	(13.1%)	4.8%	1,689	349.2%				
Other	11,606	10,888	718	6.6%	11,366	240	2.1%	11,606	10,888	718	6.6%	11,366	240	2.1%	24.8%	12.8%	1,205	94.3%	26.1%	(125)	(4.8%)	24.8%	12.8%	1,205	94.3%	26.1%	(125)	(4.8%)				
Total Gross	\$37,159	\$35,553	\$ 1,606	4.5%	\$34,773	\$ 2,385	6.9%	\$ 37,159	\$ 35,553	\$ 1,606	4.5%	\$ 34,773	\$ 2,385	6.9%	14.7%	16.9%	(216)	(12.8%)	13.8%	95	6.9%	14.7%	16.6%	(188)	(11.3%)	14.9%	(13)	(0.9%)				

## Management Discussion

- PGT – Strong performance in Q1 largely due to large Capstock orders.
- Improvement from Atis due to higher extrusion sales towards the end of Q1
- Pickup from Simonton compared to prior months, however, still behind budget
- Quaker and Solaris remain strong, driven by recent launches
- Strong performance from Dashwood, CDA and Schluter who have remained strong despite conditions
- Large orders from Windsor during the quarter improving sales over budget.
- Polaris coming in lower vs budget possibly due to timing
- Allweather – Decline after strong 2019 due to inventory build up after new program launch however soft market conditions have impacted sales

# Non-Top 20 Customers: Consolidated

<u>Customer</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>Prior Year</u>	<u>Variance</u>
Compound	1,732	1,110	622	1,089	643
Lost	268	50	218	1,064	(797)
CAN	5,727	5,841	(113)	5,234	493
US	3,879	3,888	(9)	3,979	(100)
	11,606	10,888	718	11,366	239

## Management Discussion

- New ECS business from Delcan and Fence Outlet who buy on an ad-hoc basis hence unbudgeted. However still stronger than anticipated
- Other ECS customers also performing better vs budget
- Lost business from Van Isle, Clera, Ventana, Wardco and KP accounting for majority of the shortfall from prior year
- Isothermic, Boulet and Melco having soft Q1, offset by positive contributions from Northern, Golden, Fenergie and Vaillancourt in Canada
- US slowing down towards the end of Q1 after a strong start to the year. Major contributions from Western, Oran and GDIC, offset by lower sales from Regency, Comfort view and Lindsay

# Pipeline Roll-Forward

\$'000	Expected Contract Win Value	
	MTD	YTD
<b>Opening Pipeline</b>	<b>\$ 62,219</b>	<b>\$ 60,978</b>
Additions	247	12,114
Changes:		
Converted	(247)	(7,020)
Lost	–	(2,258)
Other	–	(1,595)
Total Net Changes	(247)	(10,873)
<b>Closing Pipeline</b>	<b>\$ 62,219</b>	<b>\$ 62,219</b>

## Management Discussion

- Successful closure of new opportunity for Laval with Fenetres Metric Inc. for profiles. Annualized sales of \$247K and 16p Lbs.



# 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			
Fenêtres Metric Inc.	Laval	Jean Marios	N	Profiles (PVC & Alum.)	Window Profiles	Mar-20	Mar-20	100%	Other	Apr-20	TBD	\$ 247	169	
												247	169	

# 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												
Fenetres Metric Inc.	Jean Marios	N	Profiles (PVC & Alum.)	Other	Mar-20	Apr-20	TBD	\$	247	169	1	
								\$	247	169		
LOST												
								\$	-	0		
OTHER												
								\$	-	0		
Reason Code for Win												
1. Price		2. Service/Support		3. Relationship								
4. Incumbency		5. Product		6. No decision								
7. Other (Explain in comment field)												

# Total Closing Pipeline – Current Extrusions and Patio Doors

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

# Total Closing Pipeline – New Extrusions and Patio Doors

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

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

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

# YTD Opex Analysis

\$'000

	YTD			Explanation of Variance					Variance Impact		
	Act	Bud	Variance (B) / W	One-Time / Non-recurring	Timing	Change in Run-rate	Other/FX		Total Variance (B) / W	YoY Impact (B) / W	Annualized (B) / W
Payroll	\$ 2,380	\$ 2,519	\$ (139)	\$ (112)	\$ -	\$ (35)	\$ 8		\$ (139)	\$ (95)	\$ -
Bonus	\$ 139	\$ 185	\$ (46)	\$ (46)	\$ -	\$ -	\$ 0		\$ (46)	\$ (197)	\$ -
Commissions	\$ 82	\$ 60	\$ 22	\$ 17	\$ -	\$ 5	\$ 0		\$ 22	\$ 29	\$ -
Marketing	\$ 189	\$ 276	\$ (86)	\$ (98)	\$ 11	\$ -	\$ 1		\$ (86)	\$ (156)	\$ -
Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -
Travel and entertainment	\$ 165	\$ 287	\$ (121)	\$ (82)	\$ -	\$ (40)	\$ 1		\$ (121)	\$ (105)	\$ -
Rent and facilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -
Insurance	\$ 64	\$ 85	\$ (21)	\$ -	\$ -	\$ (21)	\$ 0		\$ (21)	\$ (15)	\$ -
Professional fees	\$ 192	\$ 137	\$ 54	\$ 27	\$ -	\$ 26	\$ 1		\$ 54	\$ 38	\$ -
Office expense	\$ 62	\$ 60	\$ 2	\$ 2		\$ -	\$ 0		\$ 2	\$ (5)	\$ -
IT	\$ 415	\$ 457	\$ (42)	\$ (42)	\$ -	\$ (2)	\$ 2		\$ (42)	\$ (49)	\$ -
Bad Debts	\$ 63	\$ (1)	\$ 64	\$ 63	\$ -	\$ -	\$ 1		\$ 64	\$ 31	\$ -
FX	\$ 225	\$ -	\$ 225	\$ -	\$ -	\$ -	\$ 225		\$ 225	\$ 308	\$ -
JV Loss (Income)	\$ (53)	\$ (17)	\$ (36)	\$ -	\$ -	\$ (36)	\$ 0		\$ (36)	\$ (19)	\$ -
Other Expenses	\$ 224	\$ 245	\$ (20)	\$ (22)		\$ -	\$ 1		\$ (20)	\$ (14)	\$ -
<b>Total Opex</b>	<b>\$ 4,148</b>	<b>\$ 4,293</b>	<b>\$ (144)</b>	<b>\$ (293)</b>	<b>\$ 11</b>	<b>\$ (103)</b>	<b>\$ 241</b>		<b>\$ (144)</b>	<b>\$ (250)</b>	<b>\$ -</b>

## Management Discussion

- Lower payroll largely due to budgeted hire of 3 US Sales staff and Terrebonne Plant Manager. Also lower staff count in March in line with lower production affected by the current pandemic, offset by a unfavorable FX
- Lower bonus caused by true up of prior year bonus accrual
- Marketing expenses lower due to cancellation of Platinum Trip and cut down of marketing expenses in general
- Travel and entertainment budgeted for US Sales staff hired later in the period in addition to reduced travel caused by current pandemic
- Higher professional fees on account of hiring fees for Plant manager at Terrebonne and financial cost analyst at Everett; Change in run rate attributed to new controller at Woodbridge and Payroll Consultant at Corporate
- Lower IT as a result of fee negotiation and free period for certain subscriptions.
- Top up of Bad Debts provision to cover Ontario and Quebec exposures (Accord, Qualum)
- Other expenses lower due to lower costs from R&D consultant at ECS offset by Bank of America audit review fee

# 1x Costs

\$'000

	YTD			Explanation of Variance			Variance Impact	
	Variance			Change in			Total Variance	Total Change in Estimate
	Act	AOP	B / (W)	Estimate	Timing	Other	B / (W)	B / (W)
Banking	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Environmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Legal Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Fees	\$ 25	\$ -	\$ (25)	\$ -	\$ -	\$ 22	\$ 22	\$ -
Project Panther	\$ 133	\$ -	\$ (133)	\$ -	\$ -	\$ (73)	\$ (73)	\$ -
Project DB&A	\$ 400	\$ 486	\$ 86	\$ 2	\$ -	\$ -	\$ 2	\$ 2
Employee Restructuring Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ (62)	\$ -	\$ 62	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total 1X Costs</b>	<b>\$ 497</b>	<b>\$ 486</b>	<b>\$ (11)</b>	<b>\$ 2</b>	<b>\$ -</b>	<b>\$ (51)</b>	<b>\$ (49)</b>	<b>\$ 2</b>

## Management Discussion

- Professional Fees include costs incurred for the following projects:
  - Freight and logistics initiative with Smart Ventures of \$12K;
  - Executive Coaching from Management Tools Inc. of \$11K;
  - OBI Projects with Practical Approach \$2K;
- Woodbridge Productivity Improvement initiative with DB&A of \$403K;
- Project Panther costs of \$136K which include Beckway charges of \$111K and Merril Inc of \$25K (for VDR)
- Others include refund of WSIB NEER premium for Woodbridge \$34K, 2016 Title insurance refund of \$24K and Laval Water Damage Claim refund of \$5K

# Balance Sheet

\$'000	Dec-19 Act	Dec-19 Act	Jan-20 Act	Feb-20 Act	Mar-20		Variance	
					Act	Bud	\$	%
<b>Current Assets</b>								
Cash and cash equivalents	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 0	12.3%
Short term investments	—	—	—	—	—	—	—	N/A
<i>Accounts receivable, gross</i>	9,246	9,246	11,246	11,636	12,417	11,620	797	6.9%
<i>Accounts receivable, reserves</i>	(561)	(561)	(582)	(608)	(574)	(472)	(102)	21.7%
Accounts receivable, net	8,685	8,685	10,663	11,029	11,843	11,148	695	6.2%
<i>Inventory, gross</i>	31,428	31,428	31,650	31,849	31,231	29,532	1,700	5.8%
<i>Inventory, reserves</i>	(2,031)	(2,031)	(1,994)	(1,982)	(1,765)	(1,898)	133	(7.0%)
Inventory, net	29,397	29,397	29,656	29,866	29,466	27,633	1,833	6.6%
Prepaid expenses and other current assets	3,221	3,221	3,193	3,186	3,081	3,470	(389)	(11.2%)
Other current assets	835	835	769	744	1,155	704	451	64.1%
<b>Total Current Assets</b>	<b>42,141</b>	<b>42,141</b>	<b>44,284</b>	<b>44,828</b>	<b>45,549</b>	<b>42,958</b>	<b>2,591</b>	<b>6.0%</b>
<b>Non-Current Assets</b>								
<i>Property, plant &amp; equipment, gross</i>	73,423	73,423	73,055	72,779	70,904	74,548	(3,644)	(4.9%)
<i>Accumulated depreciation</i>	(27,272)	(27,272)	(27,815)	(28,391)	(28,185)	(29,119)	933	(3.2%)
Property, plant & equipment, net	46,151	46,151	45,240	44,387	42,719	45,429	(2,710)	(6.0%)
Deferred financing cost	399	399	381	365	339	348	(9)	(2.6%)
Deferred tax asset	4,942	4,942	4,625	4,575	4,363	1,344	3,019	224.7%
Other non-current assets	2,863	2,863	2,850	2,829	2,680	2,690	(10)	(0.4%)
<b>Total Non-Current Assets</b>	<b>54,354</b>	<b>54,354</b>	<b>53,096</b>	<b>52,156</b>	<b>50,101</b>	<b>49,812</b>	<b>290</b>	<b>0.6%</b>
<b>Total Assets</b>	<b>\$ 96,495</b>	<b>\$ 96,495</b>	<b>\$ 97,380</b>	<b>\$ 96,985</b>	<b>\$ 95,650</b>	<b>\$ 92,769</b>	<b>\$ 2,880</b>	<b>3.1%</b>
<b>Current Liabilities</b>								
Bank Debt	\$ 14,452	\$ 14,452	\$ 17,079	\$ 16,572	\$ 13,221	\$ 17,361	\$ (4,140)	(23.8%)
Current Portion - Long Term Debt	1,690	1,690	1,669	1,652	1,578	1,662	(83)	(5.0%)
Accounts payable	12,674	12,674	12,013	13,603	18,599	12,144	6,454	53.1%
Accrued liabilities	2,752	2,752	3,167	2,725	2,773	3,454	(680)	(19.7%)
Accrued compensation	2,007	2,007	2,754	3,054	3,111	3,859	(748)	(19.4%)
Income taxes payable	(288)	(288)	(288)	(220)	(285)	179	(464)	(259.1%)
Contingent consideration	—	—	—	—	—	—	—	N/A
Other current liabilities	111	111	107	100	95	158	(63)	(39.7%)
<b>Total Current Liabilities</b>	<b>33,399</b>	<b>33,399</b>	<b>36,501</b>	<b>37,486</b>	<b>39,092</b>	<b>38,816</b>	<b>275</b>	<b>0.7%</b>
<b>Long-term liabilities</b>								
Long-term debt less current maturities	10,799	10,799	10,519	10,266	9,650	10,191	(541)	(5.3%)
Deferred income taxes	10,827	10,827	10,502	10,445	10,202	9,456	746	7.9%
Other non-current liabilities	1,618	1,618	1,595	1,577	1,492	1,446	46	3.2%
<b>Total Long-Term Liabilities</b>	<b>23,244</b>	<b>23,244</b>	<b>22,616</b>	<b>22,288</b>	<b>21,344</b>	<b>21,093</b>	<b>251</b>	<b>1.2%</b>
<b>Total Liabilities</b>	<b>56,643</b>	<b>56,643</b>	<b>59,117</b>	<b>59,774</b>	<b>60,436</b>	<b>59,909</b>	<b>527</b>	<b>0.9%</b>
<b>Commitments and contingencies</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>N/A</b>
<b>Shareholders' Equity</b>								
Common stock	12,610	12,610	12,610	12,610	12,610	12,610	0	0.0%
Retained earnings	28,058	28,058	26,588	25,585	23,752	21,237	2,514	11.8%
Accumulated other comprehensive income	(816)	(816)	(934)	(984)	(1,148)	(987)	(161)	16.3%
<b>Total Shareholders' Equity</b>	<b>39,852</b>	<b>39,852</b>	<b>38,263</b>	<b>37,211</b>	<b>35,214</b>	<b>32,860</b>	<b>2,354</b>	<b>7.2%</b>
<b>Total Liabilities and Shareholders' Equity</b>	<b>\$ 96,495</b>	<b>\$ 96,495</b>	<b>\$ 97,380</b>	<b>\$ 96,985</b>	<b>\$ 95,650</b>	<b>\$ 92,769</b>	<b>\$ 2,880</b>	<b>3.1%</b>

## Management Discussion

- Net A/R vs. Budget is up by \$695K (6.2%) due to higher sales vs budget (YTD sales up by 4.2%). This was offset by an unfavorable F/X impact of \$574K (actual rate of 1.4172 [or USD\$ 0.70] vs. the Budget rate of 1.33 [or USD\$ 0.76]) and an increase in reserves by \$102K vs Budget
- Inventory levels higher (6.6% or \$1,833K) on account of higher inventory build up to remain aligned with order intake as well as anticipated production slowdown due to the current pandemic; offset by unfavorable F/X impact of \$1,246K (actual rate of 1.4172 [or USD\$ 0.70] vs. the Budget rate of 1.33 [or USD\$ 0.76])
- Marginal decrease in Prepaid expenses vs Bud due timing of payments on expenditure of \$345K; and lower Non-inventory stock by \$44K
- PPE lower (6%) on account of lower Capex expenditure as well as an unfavorable F/X impact of \$1,245K (actual rate of 1.4172 [or USD\$ 0.70] vs. the Budget rate of 1.33 [or USD\$ 0.76])
- Deferred tax assets higher vs budget following review of 2019 year end balances by MNP.
- Decrease in exposure with Bank due to pay down of outstanding on Revolver and a favorable F/X impact of \$1,194K (actual rate of 1.4172 [or USD\$ 0.70] vs. the Budget rate of 1.33 [or USD\$ 0.76])
- Increase in Accounts Payables due to lower payments offset by a favorable F/X impact of \$1,056K (actual rate of 1.4172 [or USD\$ 0.70] vs. the Budget rate of 1.33 [or USD\$ 0.76])
- Decrease in Accrued Liabilities due to lower expense accruals vs Budget
- Decrease in Accrued Compensation due to reduction in bonus accrual.



# Cash Flow Statement

\$'000	QTD		Variance		PY-QTD		Variance		YTD		Variance		PY YTD		Variance		
	Act	Bud	\$	%	Act	\$	%	Act	Bud	\$	%	ACT	\$	%			
Cash flow from operations																	
Net Income (Loss)	\$	(4,345)	\$	(3,665)	\$	(679)	18.5%	\$	(2,437)	\$	(1,908)	78.3%	\$	(4,345)	\$	(3,665)	78.3%
Depreciation, amortization and other		2,408		2,324		84	3.6%		2,158		250	11.6%		2,408		2,324	11.6%
Non-cash loss/expense (gain)		555		(175)		730	(416.7%)		32		522	1610.0%		555		(175)	1610.0%
Deferred income tax		77		(1,371)		1,448	(105.7%)		32		45	140.4%		77		(1,371)	140.4%
Change in operating assets and liabilities:																	
Accounts receivable		(3,158)		(2,463)		(695)	28.2%		(2,620)		(538)	20.5%		(3,158)		(2,463)	20.5%
Inventory		(70)		1,763		(1,833)	(104.0%)		(3,841)		3,771	(98.2%)		(70)		1,763	(98.2%)
Prepaid expenses and other current assets		(180)		(118)		(62)	52.7%		(13)		(167)	1306.2%		(180)		(118)	1306.2%
Accounts payable		5,925		(530)		6,454	(1218.1%)		(510)		6,434	(1262.2%)		5,925		(530)	(1262.2%)
Accrued expenses		1,126		2,554		(1,429)	(55.9%)		739		386	52.2%		1,126		2,554	52.2%
Accrued income taxes		3		467		(464)	(99.4%)		(97)		100	(102.8%)		3		467	(102.8%)
Other changes in operating assets and liabilities		(16)		47		(63)	(134.3%)		27		(43)	(159.8%)		(16)		47	(159.8%)
Other cash flow from operations		—		—		—	N/A		—		—	N/A		—		—	N/A
Total Cash Flow from Operations	\$	2,324	\$	(1,167)	\$	3,492	(299.1%)	\$	(6,529)	\$	8,854	(135.6%)	\$	2,324	\$	(1,167)	(135.6%)
Cash flow from investing																	
Additions to property, plant and equipment	\$	(684)	\$	(1,753)	\$	1,069	(61.0%)	\$	(1,580)	\$	896	(56.7%)	\$	(684)	\$	(1,753)	(56.7%)
Earnout payments		—		—		—	N/A		—		—	N/A		—		—	N/A
Other cash flow from investing		—		—		—	N/A		—		—	N/A		—		—	N/A
Total Cash Flow from Investing	\$	(684)	\$	(1,753)	\$	1,069	(61.0%)	\$	(1,580)	\$	896	(56.7%)	\$	(684)	\$	(1,753)	(56.7%)
Cash flow from financing																	
Proceeds from the issuance (repayment) of short-t	\$	(1,232)	\$	2,908	\$	(4,140)	(142.4%)	\$	8,528	\$	(9,760)	(114.4%)	\$	(1,232)	\$	2,908	(114.4%)
Proceeds from the issuance of debt		(0)		—		(0)	N/A		(0)		0	(98.8%)		(0)		—	(98.8%)
Repayment of debt		(410)		(415)		6	(1.4%)		(416)		6	(1.5%)		(410)		(415)	(1.5%)
Common stock cash dividends paid		—		—		—	N/A		—		—	N/A		—		—	N/A
Other cash flow from financing		—		—		—	N/A		—		—	N/A		—		—	N/A
Total Cash Flow from Financing	\$	(1,641)	\$	2,493	\$	(4,134)	(165.8%)	\$	8,112	\$	(9,753)	(120.2%)	\$	(1,641)	\$	2,493	(120.2%)
Effect of FX rates on cash and cash equivalents	\$	—	\$	—	\$	—	N/A	\$	—	\$	—	N/A	\$	—	\$	—	N/A
Net change in cash	\$	(1)	\$	(427)	\$	426	(99.8%)	\$	3	\$	(4)	(131.5%)	\$	(1)	\$	(427)	(131.5%)
Beginning cash		3		3		0	0.0%		0		3	815681.2%		3		3	815681.2%
Change in cash		(1)		(427)		426	(99.8%)		3		(4)	(131.5%)		(1)		(427)	(131.5%)
Ending cash	\$	2	\$	(425)	\$	426	(100.5%)	\$	3	\$	(1)	(35.3%)	\$	2	\$	(425)	(35.3%)

# Covenant Analysis

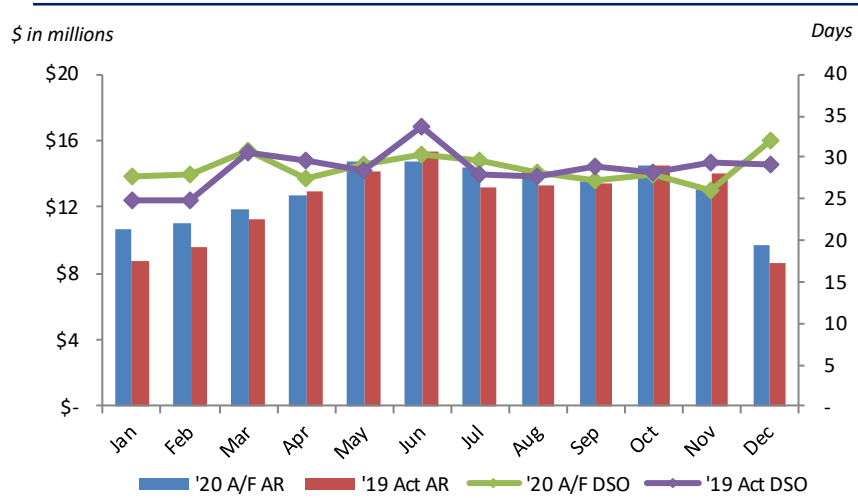
(US\$ '000s)	Act Dec-19	Act Jan-20	Act Feb-20	Act Mar-20	Bud Apr-20	Bud May-20	Bud Jun-20	Bud Jul-20	Bud Aug-20	Bud Sep-20	Bud Oct-20	Bud Nov-20	Bud Dec-20
<b>Excess Availability</b>													
Borrowing Base	27,369	23,561	24,678	23,368	23,124	26,536	29,285	29,048	26,611	26,386	28,202	27,706	26,542
Total Revolver Debt	14,452	17,079	16,572	13,221	16,891	20,353	21,853	21,252	19,511	18,925	19,283	18,346	18,075
<b>Excess Availability</b>	<b>12,917</b>	<b>6,482</b>	<b>8,106</b>	<b>10,147</b>	<b>6,233</b>	<b>6,183</b>	<b>7,432</b>	<b>7,796</b>	<b>7,100</b>	<b>7,461</b>	<b>8,919</b>	<b>9,360</b>	<b>8,467</b>
<b>EA % of Borrowing Base</b>	<b>47.2%</b>	<b>27.5%</b>	<b>32.8%</b>	<b>43.4%</b>	<b>27.0%</b>	<b>23.3%</b>	<b>25.4%</b>	<b>26.8%</b>	<b>26.7%</b>	<b>28.3%</b>	<b>31.6%</b>	<b>33.8%</b>	<b>31.9%</b>
Minimum EA% (or <\$5.25M)	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%
<b>Compliance</b>	<b>OK</b>	<b>OK</b>	<b>OK</b>	<b>OK</b>	<b>OK</b>	<b>OK</b>	<b>OK</b>	<b>OK</b>	<b>OK</b>	<b>OK</b>	<b>OK</b>	<b>OK</b>	<b>OK</b>
<b>FCCR Calculation</b>													
<b>TTM EBITDA</b>	<b>10,545</b>	<b>10,249</b>	<b>9,560</b>	<b>8,953</b>	<b>9,415</b>	<b>10,151</b>	<b>9,401</b>	<b>10,256</b>	<b>11,018</b>	<b>11,076</b>	<b>11,466</b>	<b>11,351</b>	<b>10,362</b>
Total Capex	672	228	219	237	739	739	739	556	556	556	288	288	288
IT separation Capex	-	-	-	-	-	-	-	-	-	-	-	-	-
Financed Capex	-	-	-	-	-	-	-	-	-	-	-	-	-
Capex, as calculated for FCCR	672	228	219	237	739	739	739	556	556	556	288	288	288
TTM Capex	6,807	6,546	6,234	5,911	6,203	6,423	6,357	6,152	6,322	6,377	6,143	5,816	5,432
Cash Taxes	650	1	-	-	-	-	-	-	-	-	-	-	-
TTM Cash Taxes	1,408	1,409	1,321	786	651	651	651	651	651	651	651	651	1
<b>Numerator</b>	<b>2,329</b>	<b>2,293</b>	<b>2,004</b>	<b>2,256</b>	<b>2,561</b>	<b>3,077</b>	<b>2,392</b>	<b>3,453</b>	<b>4,046</b>	<b>4,048</b>	<b>4,672</b>	<b>4,884</b>	<b>4,929</b>
Cash Interest on existing ABL	194	156	164	157	220	220	219	218	218	217	217	216	215
Cash Interest on additional debt	-	-	-	-	-	-	-	-	-	-	-	-	-
TTM Cash Interest	2,158	2,159	2,158	2,126	2,162	2,184	2,216	2,244	2,273	2,308	2,350	2,418	2,438
Principal Payments on additional debt	140	140	138	132	138	138	138	138	138	138	138	138	138
TTM Principal Payments	1,665	1,667	1,665	1,659	1,660	1,661	1,661	1,659	1,659	1,658	1,657	1,657	1,656
<b>Denominator</b>	<b>3,823</b>	<b>3,825</b>	<b>3,823</b>	<b>3,784</b>	<b>3,822</b>	<b>3,845</b>	<b>3,877</b>	<b>3,903</b>	<b>3,932</b>	<b>3,966</b>	<b>4,007</b>	<b>4,074</b>	<b>4,094</b>
<b>FCCR Ratio</b>	<b>0.6</b>	<b>0.6</b>	<b>0.5</b>	<b>0.6</b>	<b>0.7</b>	<b>0.8</b>	<b>0.6</b>	<b>0.9</b>	<b>1.0</b>	<b>1.0</b>	<b>1.2</b>	<b>1.2</b>	<b>1.2</b>
Minimum FCC	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
<b>Compliance</b>	<b>Breach</b>	<b>Breach</b>	<b>Breach</b>	<b>Breach</b>	<b>Breach</b>	<b>Breach</b>	<b>Breach</b>	<b>Breach</b>	<b>OK</b>	<b>OK</b>	<b>OK</b>	<b>OK</b>	<b>OK</b>

# 13-Week Cash Flow Forecast

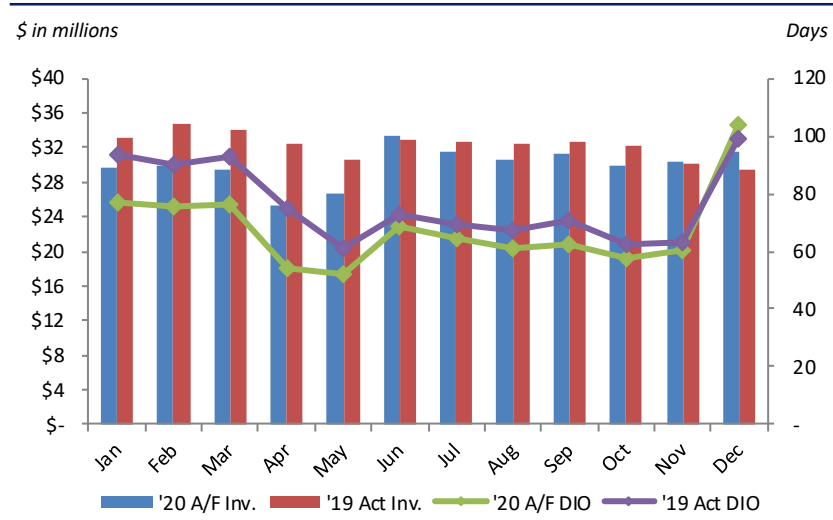
Date	03/27/20	04/03/20	04/10/20	04/17/20	04/24/20	05/01/20	05/08/20	05/15/20	05/22/20	05/29/20	06/05/20	06/12/20	06/19/20	06/26/20	07/03/20
<b>Cash Flow Roll-Up:</b>															
Total Inflows - Operational	2,098	2,194	1,864	1,885	1,876	1,876	2,480	2,265	2,489	2,458	2,367	2,110	1,858	1,904	1,843
Receipts from Customers based on AR	2,098	2,194	1,864	1,885	1,876	1,876	2,125	1,555	1,305	919	617	314	-	-	-
New Net External Sales	-	-	-	-	-	-	355	710	1,184	1,539	1,751	1,796	1,858	1,904	1,843
New Affiliate Sales	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Outflows - Operational	(2,479)	(2,807)	(2,020)	(4,085)	(4,417)	(1,907)	(1,994)	(1,713)	(4,248)	(1,897)	(2,226)	(1,950)	(2,032)	(2,855)	(2,355)
Payments to Suppliers based on AP Aging	(469)	(442)	(965)	(1,117)	(1,122)	(1,070)	(967)	(967)	(931)	(983)	(983)	(983)	(983)	(310)	(310)
Materials	(371)	(790)	(100)	(100)	(172)	(314)	(178)	(179)	(179)	(179)	(213)	(212)	(212)	(212)	(159)
Conversion Costs	(243)	(753)	(329)	(370)	(241)	(350)	(199)	(265)	(340)	(392)	(422)	(380)	(395)	(354)	(962)
Other COGS	(140)	(26)	(140)	(56)	(121)	(45)	(116)	(116)	(116)	(116)	(182)	(122)	(122)	(122)	(162)
Selling Costs	(260)	(41)	(229)	(41)	(209)	(46)	(194)	(46)	(101)	(22)	(54)	(48)	(34)	(49)	(169)
General and Administrative	(311)	(69)	(237)	(69)	(222)	(83)	(284)	(83)	(160)	(83)	(250)	(84)	(166)	(86)	(493)
Intercompany Material Purchases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capex	0	0	0	0	0	0	(57)	(57)	(121)	(121)	(121)	(121)	(121)	(121)	(99)
Taxes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Management Fees	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Resin rebate	0	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	0
Insurance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Performance Payment to Westlake	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
One Time Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Restructuring Charges	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bonus payment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Material received but not invoiced	(686)	(686)	(20)	(2,331)	(2,331)	0	0	0	(2,300)	0	0	0	0	(1,600)	0
Projected Operational Cash Flow	(381)	(613)	(156)	(2,200)	(2,541)	(32)	486	552	(1,759)	561	141	161	(174)	(951)	(512)
Cash receipts more (less) than projection	335	(405)	(9)	(265)	0	0	0	0	0	0	0	0	0	0	0
Cash outflows less (more) than projection	876	1,928	932	3,273	0	0	0	0	0	0	0	0	0	0	0
(Adjustment)	0	0	1,039	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	0
(Adjustment)	0	0	0	233	0	0	0	0	0	0	0	0	0	0	0
Actual Operational Cash Flow	831	909	1,806	1,041	(2,541)	(32)	486	552	(1,759)	561	141	161	(174)	(951)	(512)
Bank interest	0	(132)	0	0	0	(173)	0	0	0	0	(182)	0	0	0	(174)
Bridge Loan Repayment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Term Loan	0	(132)	0	0	0	(133)	0	0	0	0	(133)	0	0	0	(133)
Monitoring Fees	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Inflows/Outflows	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transaction Expense	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bank Fees	0	(3)	0	(9)	0	(3)	0	(10)	0	0	(3)	(1)	(10)	0	(3)
Total Financial Cash Flow	0	(266)	0	(9)	0	(308)	0	(10)	0	0	(317)	(1)	(10)	0	(309)
Total Cash Flow	831	642	1,806	1,032	(2,541)	(340)	486	542	(1,759)	561	(175)	159	(184)	(951)	(821)
Adjusted Loan Balance	18,377	18,551	18,739	18,771	17,963	17,902	17,916	17,874	18,533	18,571	18,597	18,538	18,322	18,273	18,294
Term Loan	11,313	11,125	11,231	11,191	11,191	11,058	11,058	11,058	11,058	11,058	10,926	10,926	10,926	10,926	10,793
Total Debt	29,690	29,677	29,970	29,962	29,154	28,961	28,974	28,932	29,591	29,630	29,523	29,463	29,248	29,199	29,087
Revolver Availability	5,911	5,530	5,495	5,405	5,432	5,492	5,478	5,520	5,541	5,502	5,477	5,536	5,504	5,553	5,532
Friday Cash Receipts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Debt Per Loan Ledger	29,690	29,677	29,970	29,962	29,154	28,961	28,974	28,932	29,591	29,630	29,523	29,463	29,248	29,199	29,087

# Working Capital and Cash Conversion Cycle

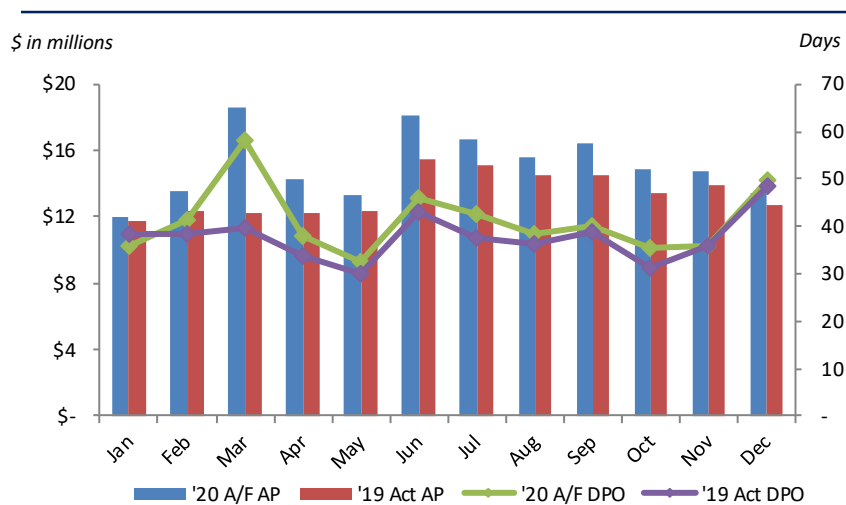
### Accounts Receivable



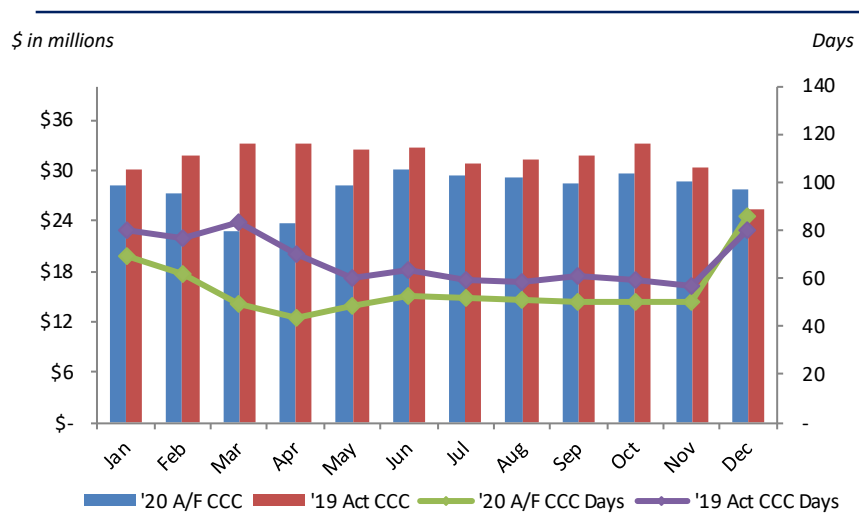
### Inventory



### Accounts Payable



### Cash Conversion Cycle



# AR and AP Aging Detail

\$'000

AR Aging				
Days	Jan-20	Feb-20	Mar-20	%
0-30	\$ 7,694	\$ 8,898	\$ 9,140	77.2%
30-60	2,042	1,296	2,019	17.0%
60-90	314	336	(65)	(0.5%)
>90	613	499	749	6.3%
<b>Total</b>	<b>\$ 10,663</b>	<b>\$ 11,029</b>	<b>\$ 11,843</b>	<b>100.0%</b>

AP Aging				
Days	Jan-20	Feb-20	Mar-20	%
0-30	\$ 10,559	\$ 11,258	\$ 12,052	64.8%
30-60	1,252	2,301	5,632	30.3%
60-90	198	43	908	4.9%
>90	4	1	7	0.0%
<b>Total</b>	<b>\$ 12,013</b>	<b>\$ 13,603</b>	<b>\$ 18,599</b>	<b>100.0%</b>

## Management Discussion

- DSO days increased 28 to 31 due to increase in sales and some delay in receiving payments due to the current pandemic.
- Increase in DPO days from 41 to 58 due to delay in payments as a result of process limitations caused by the lockdown due to the current pandemic.

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**Business Unit Analysis**

# Full Year Outlook Consolidated P&L Summary

\$'000	FY		Var		PY	Var	
	Fsct	Bud	\$	%	Act	\$	%
Units Produced ('000)	98,735	99,042	(308)	(0.3%)	97,151	1,583	1.6%
Units Shipped ('000)	100,579	99,426	1,154	1.2%	96,500	4,079	4.2%
Bookings (\$'000)	\$ 176,067	\$ 173,296	\$ 2,771	1.6%	\$ 162,586	\$ 13,481	8.3%
Backlog (\$'000)	\$ 8,450	\$ 8,450	\$ –	0.0%	\$ 8,430	\$ 20	0.2%
Gross Revenue	\$ 175,169	\$ 173,563	\$ 1,606	0.9%	\$ 166,852	\$ 8,317	5.0%
Adj. to Gross Revenue	(9,201)	(9,009)	(192)	2.1%	(8,598)	(603)	7.0%
Net Revenue	165,968	164,554	1,414	0.9%	158,254	7,714	4.9%
Material	81,296	81,128	169	0.2%	77,754	3,542	4.6%
Labor	35,297	35,452	(155)	(0.4%)	35,294	3	0.0%
Other COGS	19,703	18,534	1,169	6.3%	18,632	1,071	5.7%
Total COGS	136,296	135,114	1,183	0.9%	131,680	4,617	3.5%
Gross Margin	29,672	29,440	231	0.8%	26,574	3,097	11.7%
Gross Margin %	17.9%	17.9%			16.8%		
R&D	–	–	–	N/A	–	–	N/A
Sales & Marketing	6,366	6,505	(138)	(2.1%)	6,659	(293)	(4.4%)
Administrative	10,817	11,012	(195)	(1.8%)	10,335	482	4.7%
Other Opex	77	(112)	189	(168.5%)	(291)	368	(126.5%)
Total Opex	17,260	17,405	(144)	(0.8%)	16,704	556	3.3%
EBITDA	12,411	12,036	376	3.1%	9,870	2,541	25.7%
EBITDA %	7.5%	7.3%			6.2%		
Net Income (Loss)	\$ (4,177)	\$ (3,497)	\$ (679)	19.4%	\$ (1,971)	\$ (2,206)	111.9%
Capex	\$ (5,432)	\$ (6,501)	\$ 1,069	(16.4%)	\$ (6,807)	\$ 1,375	(20.2%)
<b>Opex Overview:</b>							
Payroll	\$ 10,046	\$ 10,185	\$ (139)	(1.4%)	\$ 9,929	\$ 117	1.2%
Bonus	694	740	(46)	(6.2%)	62	632	1016.2%
Commissions	296	273	22	8.2%	247	49	19.6%
Marketing	1,012	1,098	(86)	(7.9%)	1,596	(584)	(36.6%)
Benefits	–	–	–	N/A	–	–	N/A
Travel and entertainment	1,023	1,145	(121)	(10.6%)	1,069	(46)	(4.3%)
Rent and facilities	–	–	–	N/A	–	–	N/A
Insurance	312	333	(21)	(6.3%)	317	(5)	(1.6%)
Professional fees	645	591	54	9.2%	671	(26)	(3.9%)
Office Expenses	263	261	2	0.7%	256	7	2.8%
IT	1,839	1,881	(42)	(2.2%)	1,860	(21)	(1.1%)
Bad Debts	60	(4)	64	(1779.9%)	174	(113)	(65.2%)
FX	225	–	225	N/A	(145)	370	(255.2%)
JV Loss (Income)	(148)	(112)	(36)	32.0%	(146)	(2)	1.7%
Other Expenses	992	1,013	(20)	(2.0%)	814	178	21.9%
Total Opex	\$ 17,260	\$ 17,405	\$ (144)	(0.8%)	\$ 16,704	\$ 557	3.3%

# Full Year Outlook Key Customers – ENERGI Consolidated

	Gross Sales (\$'000)									Gross Margin %									
	FY		FY		Var		PY		Var		FY	FY	Var		PY	Var			
	Act	Bud			\$	%	Act		\$	%	Act	Bud	BPs	%	Act	BPs	%		
Customer:																			
PGT Industries Inc	\$	23,023	\$	22,572	\$	451	2.0%	\$	21,951	\$	1,072		22.2%	25.2%	(305)	(12.1%)	15.6%	658	42.2%
Eclipse Shutter Systems		13,724		13,715		9	0.1%		13,334		390		2.5%	3.4%	(93)	(26.9%)	3.8%	(127)	(33.5%)
Simonton		9,250		9,500		(250)	(2.6%)		9,562		(312)		17.5%	2.0%	1,542	753.8%	(15.4%)	3,285	(213.5%)
Atis		10,762		10,787		(26)	(0.2%)		9,467		1,295		7.7%	17.5%	(986)	(56.2%)	8.6%	(96)	(11.1%)
Quaker Window Products		6,398		6,093		305	5.0%		5,858		540		49.6%	43.1%	657	15.2%	9.1%	4,052	445.1%
Polaris Technologies		5,713		5,975		(262)	(4.4%)		5,042		671		15.2%	13.0%	219	16.8%	20.8%	(563)	(27.0%)
All Weather		4,882		5,256		(374)	(7.1%)		4,545		336		46.6%	43.4%	324	7.5%	9.9%	3,678	373.0%
SOLARIS QUEBEC P & F INC.		4,499		4,474		26	0.6%		4,265		234		24.5%	22.2%	231	10.4%	16.2%	833	51.4%
Cascade		3,874		4,197		(322)	(7.7%)		3,716		158		(19.5%)	0.5%	(2,002)	(3652.7%)	8.8%	(2,826)	(321.4%)
A.M.I.		4,181		4,227		(47)	(1.1%)		3,628		553		7.3%	27.0%	(1,977)	(73.1%)	12.6%	(538)	(42.5%)
Windsor Window Co OEM		4,300		3,952		347	8.8%		4,303		(3)		47.5%	47.7%	(21)	(0.4%)	0.0%	4,749	N/A
Coeur d'Alene		4,004		3,755		248	6.6%		3,684		319		4.9%	3.9%	98	25.0%	5.4%	(45)	(8.4%)
Vinyl-Pro Window Systems Inc		3,582		3,609		(27)	(0.8%)		3,328		254		65.6%	52.1%	1,345	25.8%	5.9%	5,964	1006.6%
Dashwood Industries Inc		3,927		3,562		365	10.2%		3,445		482		37.6%	43.5%	(590)	(13.6%)	18.8%	1,886	100.5%
ATLANTIC WINDOWS		270		271		(2)	(0.6%)		245		25		0.4%	145.7%	(14,525)	(99.7%)	12.3%	(1,190)	(96.6%)
Ostaco 2000		2,948		2,989		(41)	(1.4%)		3,019		(71)		15.8%	25.7%	(987)	(38.4%)	15.4%	41	2.7%
Sierra Pacific Windows		2,845		2,886		(41)	(1.4%)		2,861		(16)		10.2%	10.3%	(12)	(1.2%)	0.5%	972	2050.7%
PORTES & FENETRES ABRITEK		2,876		2,890		(14)	(0.5%)		3,175		(299)		22.9%	33.0%	(1,003)	(30.5%)	16.0%	694	43.5%
Vinyl Profiles, LLC		2,856		2,748		108	3.9%		2,797		58		11.5%	13.1%	(159)	(12.2%)	3.8%	776	207.0%
SCHLUTER SYSTEMS L.P.		2,833		2,400		433	18.1%		2,664		169		21.8%	24.7%	(292)	(11.8%)	6.3%	1,551	247.4%
Other		58,423		57,704		718	1.2%		55,961		2,461		10.9%	11.9%	(100)	(8.4%)	28.1%	(1,717)	(61.1%)
Total Gross	\$	175,169	\$	173,563	\$	1,606	0.9%	\$	166,852	\$	8,317		17.0%	17.1%	(3)	(0.2%)	15.9%	111	6.9%

## Management Discussion

- PGT – Strong performance YTD largely due to large Capstock orders
- Eclipse– Strong sales in January as they look to fill up new warehouse in Mexico, however tapered off towards the end of Q1
- Soft Q1 from Polaris, Cascade and All Weather
- Simonton– lower orders continuing from Q4 2019
- Strong sales from Quaker and Solaris fueled by recent launches
- Large orders from Windsor, Dashwood and CDA improving sales over budget.



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# Management Governance Report

## **Disclosure Committee:**

- Members include: CEO, CFO, VP Sales, VP Manufacturing & VP Supply Chain
- Meeting held on April 7<sup>th</sup>, 2020
- Financial results were reviewed and found to be complete and accurate in all material respects
- CEO & CFO reviewed Board presentation separately and found to be complete

## **Anonymous Hotline:**

- None

## **Modification of Delegation of Authority:**

- No changes recommended at this time

## Management Governance Report (Continued)

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

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Squeeze Report

Monthly P&L

Monthly EBITDA to Net Income Bridge

Cost of Goods Sold Variance Analysis

Monthly Cost of Goods Sold by Component

Monthly Balance Sheet

Balance Sheet – Year on Year Comparison

Monthly Cash Flow

Trended Monthly Bookings

Trended Monthly Backlog

EBITDA and EBITDA-CapEx

Y-o-Y% EBITDA change

Capital Expenditures

Headcount Trending by Month

Headcount Hires and Attrition

Liquidity Forecast

**Business Unit Analysis**

Squeeze Report

Monthly operating report (\$'000)

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

Operations													
	Net Revenue					Adj. EBITDA					Net Debt		
	Act	Bud	Variance	PY	Variance	Act	Bud	Variance	PY	Variance	Act	Bud	PY
This Month	\$ 11,932	\$ 11,853	0.7%	\$ 11,404	4.6%	\$ 619	\$ 685	-9.6%	\$ 472	31.2%	\$ 24,446	\$ 29,210	\$ 32,065
Quarter to Date	\$ 35,300	\$ 33,886	4.2%	\$ 33,131	6.5%	\$ 1,324	\$ 948	39.6%	\$ 768	72.3%			
Year to Date	\$ 35,300	\$ 33,886	4.2%	\$ 33,131	6.5%	\$ 1,324	\$ 948	39.6%	\$ 768	72.3%			

LTM Trends (\$'000s)	4/30/19	5/31/19	6/30/19	7/31/19	8/31/19	9/30/19	10/31/19	11/30/19	12/31/19	1/31/20	2/29/20	3/31/20	LTM
Units Produced ('000)	7,725	8,493	8,905	8,339	9,076	8,551	9,067	8,304	5,147	8,094	7,753	7,725	97,177
Units Shipped ('000)	8,092	9,414	8,083	9,001	8,865	8,508	9,699	8,621	5,458	7,842	6,982	7,690	98,254
Net Revenue	\$ 13,094	\$ 15,515	\$ 13,593	\$ 14,669	\$ 14,926	\$ 13,879	\$ 15,932	\$ 14,307	\$ 9,209	\$ 11,905	\$ 11,463	\$ 11,932	\$ 160,423
Gross Margin	2,201	2,645	2,773	2,217	2,502	2,638	2,711	2,633	1,088	1,525	1,904	2,043	26,879
Gross Margin %	16.8%	17.0%	20.4%	15.1%	16.8%	19.0%	17.0%	18.4%	11.8%	12.8%	16.6%	17.1%	16.8%
SG&A	1,520	1,579	1,394	1,531	1,553	1,630	1,569	934	595	1,443	1,282	1,424	16,454
Reported EBITDA	680	1,066	1,379	687	949	1,008	1,142	1,699	493	82	623	619	10,426
Rep. EBITDA %	5.2%	6.9%	10.1%	4.7%	6.4%	7.3%	7.2%	11.9%	5.3%	0.7%	5.4%	5.2%	6.5%
Adj. EBITDA	680	1,066	1,379	687	949	1,008	1,142	1,699	493	82	623	619	10,426
Adj. EBITDA %	5.2%	6.9%	10.1%	4.7%	6.4%	7.3%	7.2%	11.9%	5.3%	0.7%	5.4%	5.2%	6.5%
Capex	\$ (448)	\$ (519)	\$ (805)	\$ (761)	\$ (386)	\$ (500)	\$ (522)	\$ (614)	\$ (672)	\$ (228)	\$ (219)	\$ (237)	\$ (5,911)
Accounts Receivable, Net	\$ 12,944	\$ 14,190	\$ 15,313	\$ 13,196	\$ 13,308	\$ 13,414	\$ 14,460	\$ 14,004	\$ 8,685	\$ 10,663	\$ 11,029	\$ 11,843	\$ 11,843
Inventory, Net	32,557	30,697	32,887	32,705	32,363	32,765	32,143	30,246	29,397	29,656	29,866	29,466	29,466
Accounts Payable	12,267	12,359	15,487	15,146	14,498	14,476	13,366	13,935	12,674	12,013	13,603	18,599	18,599
CCC	\$ 33,234	\$ 32,527	\$ 32,713	\$ 30,755	\$ 31,172	\$ 31,703	\$ 33,238	\$ 30,315	\$ 25,408	\$ 28,306	\$ 27,292	\$ 22,711	\$ 22,711
DSO	29.7	28.4	33.8	27.9	27.6	29.0	28.1	29.4	29.2	27.8	27.9	30.8	26.9
DSI	74.6	61.3	72.6	69.1	67.2	70.8	62.5	63.4	99.0	77.2	75.6	76.6	67.0
DPO	33.8	29.8	42.9	37.7	36.2	38.6	31.3	35.8	48.4	35.9	41.3	58.3	50.8
C2C	70.5	59.9	63.4	59.3	58.7	61.2	59.3	57.0	79.8	69.1	62.2	49.0	43.2
Bank revolver	\$ 19,505	\$ 19,025	\$ 17,818	\$ 17,338	\$ 16,897	\$ 16,663	\$ 17,396	\$ 14,798	\$ 14,452	\$ 17,079	\$ 16,572	\$ 13,221	\$ 13,221
Unclassified external debt / OID	13,257	13,058	13,270	13,079	12,825	12,727	12,662	12,417	12,490	12,188	11,918	11,228	11,228
OpenGate debt	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Debt Outstanding	32,761	32,084	31,088	30,418	29,721	29,390	30,057	27,215	26,942	29,267	28,490	24,448	24,448
Cash and equivalents	3	3	3	3	3	3	3	3	3	3	3	3	3
Total Net Debt	\$ 32,758	\$ 32,080	\$ 31,085	\$ 30,415	\$ 29,718	\$ 29,387	\$ 30,055	\$ 27,212	\$ 26,939	\$ 29,264	\$ 28,487	\$ 24,446	\$ 24,446
Beginning Cash Balance	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3
Add / (Less): Operating Cash Flow	(168)	1,136	2,150	1,381	966	873	(71)	3,350	3,098	(2,258)	864	3,719	15,040
Add / (Less): Investing Cash Flow	(448)	(519)	(805)	(761)	(386)	(500)	(522)	(614)	(672)	(228)	(219)	(237)	(5,911)
Add / (Less): Financing Cash Flow	616	(617)	(1,345)	(620)	(580)	(373)	593	(2,737)	(485)	2,486	(645)	(3,483)	(7,189)
Effect of FX rates / Other	–	–	–	–	–	–	–	–	–	–	–	–	–
Ending Cash Balance	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 1,944	\$ 3	\$ 3	\$ 2	\$ 2

Long-term trend, budget, IC comparison														
Calendar year ending				Actual		LTM Actual			IC Model			Variance to IC		
Summary Financials	12/31/2016	12/31/2017	12/31/2018	12/31/2019	3/31/2020	12/31/2016	12/31/2017		12/31/2018	LTM v 2018 IC	%	2019 FC v IC	%	
Total Net Revenue	\$ 170,742	\$ 172,416	\$ 170,574	\$ 158,254	\$ 160,423									
EBITDA, Reported	12,278	11,315	10,180	9,870	10,426									
EBITDA, Reported %	7.2%	6.6%	6.0%	6.2%	6.5%									
EBITDA, Adjusted	12,278	11,315	10,180	9,870	10,426									
EBITDA, Adjusted %	7.2%	6.6%	6.0%	6.2%	6.5%									
Accounts Receivable, Net	11,660	11,846	8,594	8,685	11,843									
Inventory, Net	27,470	29,714	30,309	29,397	29,466									
Accounts Payable	7,504	13,088	12,709	12,674	18,599									
CCC	31,626	28,473	26,194	25,408	22,711									
Net Debt	\$ 3,014	\$ 18,697	\$ 23,857	\$ 26,939	\$ 24,446									

# Monthly P&L

\$'000	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	FY	FY	Var		PY	Var	
	Act	Act	Act	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Bud	\$	%	Act	\$	%
Units Produced ('000)	8,094	7,753	7,725	8,588	9,448	8,893	8,670	8,857	8,529	8,984	8,235	4,959	98,735	99,042	(308)	(0.3%)	97,151	1,583	1.6%
Units Shipped ('000)	7,842	6,982	7,690	8,508	9,636	8,899	9,223	9,241	8,678	9,501	8,852	5,527	100,579	99,426	1,154	1.2%	96,500	4,079	4.2%
Bookings (\$'000)	\$ 13,481	\$ 12,476	\$ 12,818	\$ 15,172	\$ 16,613	\$ 15,411	\$ 16,267	\$ 16,318	\$ 16,225	\$ 16,533	\$ 15,847	\$ 8,906	\$ 176,067	\$ 173,296	\$ 2,771	1.6%	\$ 162,586	\$ 13,481	8.3%
Backlog ('\$000)	\$ 9,606	\$ 10,369	\$ 10,608	\$ 9,302	\$ 9,122	\$ 9,292	\$ 9,541	\$ 8,966	\$ 9,471	\$ 8,878	\$ 9,485	\$ 8,450	\$ 8,450	\$ 8,450	\$ –	0.0%	\$ 8,430	\$ 20	0.2%
Gross Revenue	\$ 12,481	\$ 12,069	\$ 12,608	\$ 14,722	\$ 16,646	\$ 15,456	\$ 15,906	\$ 16,377	\$ 15,889	\$ 17,108	\$ 16,018	\$ 9,886	\$ 175,169	\$ 173,563	\$ 1,606	0.9%	\$ 166,852	\$ 8,317	5.0%
Adj. to Gross Revenue	(576)	(607)	(676)	(759)	(849)	(811)	(811)	(864)	(920)	(976)	(885)	(467)	(9,201)	(9,009)	(192)	2.1%	(8,598)	(603)	7.0%
Net Revenue	11,905	11,463	11,932	13,964	15,797	14,646	15,095	15,513	14,969	16,133	15,132	9,419	165,968	164,554	1,414	0.9%	158,254	7,714	4.9%
Material	5,974	5,389	5,614	6,758	7,819	7,157	7,434	7,624	7,593	8,109	7,650	4,175	81,296	81,128	169	0.2%	77,754	3,542	4.6%
Labor	3,012	2,898	2,654	3,117	3,116	2,980	2,957	3,017	2,983	3,007	2,826	2,730	35,297	35,452	(155)	(0.4%)	35,294	3	0.0%
Other COGS	1,395	1,272	1,621	1,394	1,753	1,614	1,787	1,938	1,740	1,886	1,855	1,448	19,703	18,534	1,169	6.3%	18,632	1,071	5.7%
Total COGS	10,381	9,559	9,889	11,269	12,688	11,751	12,179	12,580	12,315	13,002	12,331	8,352	136,296	135,114	1,183	0.9%	131,680	4,617	3.5%
Gross Margin	1,525	1,904	2,043	2,695	3,109	2,894	2,916	2,933	2,653	3,131	2,801	1,067	29,672	29,440	231	0.8%	26,574	3,097	11.7%
Gross Margin %	12.8%	16.6%	17.1%	19.3%	19.7%	19.8%	19.3%	18.9%	17.7%	19.4%	18.5%	11.3%	17.9%	17.9%			16.8%		
R&D	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	N/A	–	–	N/A
Sales & Marketing	490	470	512	513	534	544	551	531	571	532	579	538	6,366	6,505	(138)	(2.1%)	6,659	(293)	(4.4%)
Administrative	948	798	757	888	919	952	943	934	924	922	906	925	10,817	11,012	(195)	(1.8%)	10,335	482	4.7%
Other Opex	5	13	154	(12)	(18)	(4)	(8)	(6)	(5)	(21)	(14)	(8)	77	(112)	189	(168.5%)	(291)	368	(126.5%)
Total Opex	1,443	1,282	1,424	1,390	1,435	1,492	1,485	1,459	1,491	1,433	1,472	1,455	17,260	17,405	(144)	(0.8%)	16,704	556	3.3%
EBITDA	82	623	619	1,305	1,674	1,402	1,431	1,474	1,163	1,697	1,330	(388)	12,411	12,036	376	3.1%	9,870	2,541	25.7%
EBITDA %	0.7%	5.4%	5.2%	9.3%	10.6%	9.6%	9.5%	9.5%	7.8%	10.5%	8.8%	(4.1%)	7.5%	7.3%			6.2%		
Net Income (Loss)	\$ (1,509)	\$ (1,003)	\$ (1,834)	\$ (56)	\$ 360	\$ 153	\$ 184	\$ 251	\$ (17)	\$ 456	\$ 167	\$ (1,330)	\$ (4,177)	\$ (3,497)	\$ (679)	19.4%	\$ (1,971)	\$ (2,206)	111.9%
Capex	\$ (228)	\$ (219)	\$ (237)	\$ (739)	\$ (739)	\$ (739)	\$ (556)	\$ (556)	\$ (556)	\$ (288)	\$ (288)	\$ (288)	\$ (5,432)	\$ (6,501)	\$ 1,069	(16.4%)	\$ (6,807)	\$ 1,375	(20.2%)
Opex Overview:																			
Payroll	\$ 833	\$ 734	\$ 814	\$ 801	\$ 819	\$ 866	\$ 897	\$ 840	\$ 859	\$ 862	\$ 829	\$ 894	\$ 10,046	\$ 10,185	\$ (139)	(1.4%)	\$ 9,929	\$ 117	1.2%
Bonus	62	62	15	62	62	62	62	62	62	62	62	62	694	740	(46)	(6.2%)	62	632	1016.2%
Commissions	29	17	36	21	21	27	24	28	28	24	20	20	296	273	22	8.2%	247	49	19.6%
Marketing	53	66	70	90	100	86	82	80	101	77	129	78	1,012	1,098	(86)	(7.9%)	1,596	(584)	(36.6%)
Benefits	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	N/A	–	–	N/A
Travel and entertainment	69	48	48	89	97	89	92	97	105	90	109	91	1,023	1,145	(121)	(10.6%)	1,069	(46)	(4.3%)
Rent and facilities	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	N/A	–	–	N/A
Insurance	24	22	19	29	29	31	29	28	28	28	23	22	312	333	(21)	(6.3%)	317	(5)	(1.6%)
Professional fees	54	80	57	55	56	57	48	48	48	48	48	46	645	591	54	9.2%	671	(26)	(3.9%)
Office Expenses	23	21	18	21	23	22	22	23	24	23	23	20	263	261	2	0.7%	256	7	2.8%
IT	153	138	124	152	164	175	156	157	157	156	157	151	1,839	1,881	(42)	(2.2%)	1,860	(21)	(1.1%)
Bad Debts	31	33	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	60	(4)	64	(1779.9%)	174	(113)	(65.2%)
FX	36	29	161	–	–	–	–	–	–	–	–	–	225	–	225	N/A	(145)	370	(255.2%)
JV Loss (Income)	(31)	(15)	(7)	(12)	(18)	(4)	(8)	(6)	(5)	(21)	(14)	(8)	(148)	(112)	(36)	32.0%	(146)	(2)	1.7%
Other Expenses	109	47	69	82	84	83	83	102	84	84	84	81	992	1,013	(20)	(2.0%)	814	178	21.9%
Total Opex	\$ 1,443	\$ 1,282	\$ 1,424	\$ 1,390	\$ 1,435	\$ 1,492	\$ 1,485	\$ 1,459	\$ 1,491	\$ 1,433	\$ 1,472	\$ 1,455	\$ 17,260	\$ 17,405	\$ (144)	(0.8%)	\$ 16,704	\$ 557	3.3%

# 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	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Bud	\$	%	Act	\$	%
<b>EBITDA - as reported</b>	\$ 82	\$ 623	\$ 619	\$ 1,305	\$ 1,674	\$ 1,402	\$ 1,431	\$ 1,474	\$ 1,163	\$ 1,697	\$ 1,330	\$ (388)	\$ 12,411	\$12,036	\$ 376	3.1%	\$ 9,870	\$ 2,541	25.7%
Depreciation and amortization	(814)	(805)	(788)	(802)	(808)	(815)	(822)	(828)	(831)	(831)	(837)	(842)	(9,823)	(9,739)	(84)	0.9%	(9,017)	(806)	8.9%
Interest and amortization	(156)	(164)	(157)	(220)	(220)	(219)	(218)	(218)	(217)	(217)	(216)	(215)	(2,438)	(2,622)	183	(7.0%)	(2,158)	(280)	13.0%
Other financial income/expense	(367)	(311)	(1,371)	–	–	–	–	–	–	–	–	–	(2,050)	–	(2,050)	N/A	1,044	(3,093)	(296.4%)
Monitoring fees (including expenses)	(83)	(73)	(78)	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(983)	(1,000)	17	(1.7%)	(1,073)	90	(8.3%)
Restructuring costs	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	N/A	46	(46)	(100.0%)
Non-recurring items	(170)	(203)	(124)	(162)	(105)	(63)	–	–	–	–	–	–	(827)	(816)	(11)	1.4%	(1,249)	422	(33.8%)
Taxes	–	(68)	65	(93)	(97)	(68)	(124)	(94)	(49)	(111)	(27)	199	(467)	(1,357)	890	(65.6%)	566	(1,033)	(182.4%)
<b>GAAP Net Income (Loss)</b>	<b>\$ (1,509)</b>	<b>\$ (1,003)</b>	<b>\$ (1,834)</b>	<b>\$ (56)</b>	<b>\$ 360</b>	<b>\$ 153</b>	<b>\$ 184</b>	<b>\$ 251</b>	<b>\$ (17)</b>	<b>\$ 456</b>	<b>\$ 167</b>	<b>\$ (1,330)</b>	<b>\$ (4,177)</b>	<b>\$ (3,497)</b>	<b>\$ (679)</b>	<b>19.4%</b>	<b>\$ (1,971)</b>	<b>\$ (2,206)</b>	<b>111.9%</b>

## Management Discussion

- Other financial income/expense relates to unrealized F/X (gain)/loss on \$USD debt held by Canadian entity; YTD F/X gain attributable to the change in the month-end rate from 1.3395 [USD\$0.75] on February 29, 2020 to 1.4172 [USD\$0.70] on March 31, 2020
- Non-recurring in March for Project Consultancy costs (ie. Beckway, DBA, Merrill and Smart Ventures) \$151K. Offset by title insurance refund of \$24K
- Tax accrual release of \$65K in the US on account of loss in the US entity for for Q1; Canadian deferred tax asset has not been increased since 2018 year end adjustments

# Cost of Goods Sold Variance Analysis

\$'000	MTD	QTD	YTD
Material	5,871	16,808	16,808
Labor	2,937	8,720	8,720
Other COGS	954	3,118	3,118
<b>COGS Budget</b>	<b>\$ 9,762</b>	<b>\$ 28,646</b>	<b>\$ 28,646</b>
<b>Variances:</b>			
Volume	172	812	812
Price	(380)	(522)	(522)
Other	50	136	136
<b>Material</b>	<b>(158)</b>	<b>426</b>	<b>426</b>
Volume	(10)	52	52
Price	—	—	—
Other	77	76	76
<b>Labor</b>	<b>67</b>	<b>128</b>	<b>128</b>
Volume	71	237	237
Price	—	—	—
Other	146	264	264
<b>Other COGS</b>	<b>217</b>	<b>502</b>	<b>502</b>
<b>COGS Actual</b>	<b>\$ 9,889</b>	<b>\$ 29,829</b>	<b>\$ 29,829</b>

## Management Discussion - MTD

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



# Monthly Cost of Goods Sold by Component

\$'000	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	FY	FY	Var		PY	Var	
	Act	Act	Act	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Bud	\$	%	Act	\$	%
<b>Material</b>																			
Material costs at standard	\$ 6,109	\$ 5,654	\$ 5,711	\$ 6,689	\$ 7,666	\$ 6,920	\$ 7,268	\$ 7,424	\$ 7,357	\$ 7,959	\$ 7,548	\$ 4,078	\$ 80,382	\$ 79,561	\$ 821	1.0%	\$ 76,642	\$ 3,741	4.9%
Materials FX loss / (gain)	0	1	(1)	0	0	0	(0)	0	0	0	—	—	0	0	0	3.4%	1	(1)	(69.9%)
Purchase price variance	(85)	(182)	26	222	332	342	326	342	316	307	231	119	2,296	3,099	(804)	(25.9%)	2,184	112	5.1%
Supplier resin rebate	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	N/A	—	—	N/A
Freight In	45	53	33	47	50	49	51	53	54	54	54	40	583	585	(2)	(0.4%)	546	37	6.7%
Scrap costs	(158)	(206)	(241)	(294)	(327)	(253)	(315)	(297)	(238)	(317)	(285)	(137)	(3,066)	(3,263)	196	(6.0%)	(2,628)	(439)	16.7%
Consumables	63	70	86	94	98	98	104	103	104	106	103	74	1,102	1,144	(42)	(3.7%)	1,009	93	9.2%
<b>Total Material COGS</b>	<b>\$ 5,974</b>	<b>\$ 5,389</b>	<b>\$ 5,614</b>	<b>\$ 6,758</b>	<b>\$ 7,819</b>	<b>\$ 7,157</b>	<b>\$ 7,434</b>	<b>\$ 7,624</b>	<b>\$ 7,593</b>	<b>\$ 8,109</b>	<b>\$ 7,650</b>	<b>\$ 4,175</b>	<b>\$ 81,296</b>	<b>\$ 81,128</b>	<b>\$ 169</b>	<b>0.2%</b>	<b>\$ 77,754</b>	<b>\$ 3,542</b>	<b>4.6%</b>
<b>Labor</b>																			
Direct labor	\$ 1,007	\$ 983	\$ 920	\$ 1,148	\$ 1,137	\$ 1,093	\$ 1,052	\$ 1,082	\$ 1,082	\$ 1,086	\$ 1,018	\$ 952	\$ 12,559	\$ 12,677	\$ (118)	(0.9%)	\$ 12,838	\$ (280)	(2.2%)
Direct labor - bonus	29	28	9	28	28	28	28	28	28	28	28	28	316	333	(17)	(5.2%)	116	199	171.3%
Direct labor - overtime	103	147	90	124	141	113	135	158	144	141	103	101	1,501	1,489	12	0.8%	1,376	125	9.1%
Direct labor - benefits	304	243	241	271	279	269	262	279	276	272	258	250	3,205	3,203	2	0.1%	3,074	131	4.3%
Direct labor - wcb benefits	7	30	21	21	21	21	21	21	22	22	20	20	248	250	(2)	(0.7%)	47	200	422.4%
Direct labor - other	(1)	0	(0)	1	1	1	1	1	1	1	1	1	6	13	(7)	(53.9%)	(9)	16	(166.7%)
Indirect labor	1,534	1,439	1,365	1,495	1,479	1,426	1,428	1,418	1,402	1,428	1,369	1,350	17,133	17,135	(2)	(0.0%)	17,711	(578)	(3.3%)
Indirect labor – bonus	29	28	9	28	28	28	28	28	28	28	28	28	316	333	(17)	(5.2%)	116	199	171.3%
Sub-contractor costs	—	—	—	1	1	1	2	2	1	2	2	1	14	18	(5)	(25.4%)	24	(10)	(42.5%)
<b>Total Labor COGS</b>	<b>\$ 3,012</b>	<b>\$ 2,898</b>	<b>\$ 2,654</b>	<b>\$ 3,117</b>	<b>\$ 3,116</b>	<b>\$ 2,980</b>	<b>\$ 2,957</b>	<b>\$ 3,017</b>	<b>\$ 2,983</b>	<b>\$ 3,007</b>	<b>\$ 2,826</b>	<b>\$ 2,730</b>	<b>\$ 35,297</b>	<b>\$ 35,452</b>	<b>\$ (155)</b>	<b>(0.4%)</b>	<b>\$ 35,294</b>	<b>\$ 3</b>	<b>0.0%</b>
<b>Other</b>																			
Repairs and maintenance	\$ 118	\$ 221	\$ 99	\$ 54	\$ 57	\$ 68	\$ 59	\$ 62	\$ 43	\$ 60	\$ 35	\$ 25	\$ 900	\$ 645	\$ 255	39.5%	\$ 666	\$ 234	35.1%
Absorption	(235)	(461)	(20)	(259)	(12)	(156)	32	162	86	169	218	144	(332)	(1,260)	928	(73.7%)	(605)	274	(45.2%)
Freight out	669	643	608	677	712	700	715	713	677	710	660	465	7,948	7,792	157	2.0%	7,990	(42)	(0.5%)
Rent / facilities	143	207	197	195	193	222	220	222	222	191	196	199	2,406	2,467	(61)	(2.5%)	1,981	425	21.4%
Utilities	505	451	542	532	576	579	554	570	497	552	546	448	6,351	6,491	(140)	(2.2%)	6,194	157	2.5%
Other cost of sales	195	211	195	194	228	202	208	211	215	204	200	167	2,429	2,399	31	1.3%	2,406	23	1.0%
<b>Total Other COGS</b>	<b>\$ 1,395</b>	<b>\$ 1,272</b>	<b>\$ 1,621</b>	<b>\$ 1,394</b>	<b>\$ 1,753</b>	<b>\$ 1,614</b>	<b>\$ 1,787</b>	<b>\$ 1,938</b>	<b>\$ 1,740</b>	<b>\$ 1,886</b>	<b>\$ 1,855</b>	<b>\$ 1,448</b>	<b>\$ 19,703</b>	<b>\$ 18,534</b>	<b>\$ 1,169</b>	<b>6.3%</b>	<b>\$ 18,632</b>	<b>\$ 1,071</b>	<b>5.7%</b>

## Management Discussion

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

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

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

# Monthly Balance Sheet

	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	FY	FY	Var	
\$'000	Act	Act	Act	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Bud	\$	%
<b>Current Assets</b>																
Cash and cash equivalents	\$ 3	\$ 3	\$ 3	\$ 3	\$ 2	\$ 2	\$ 2	\$ 2	\$ 2	\$ 2	\$ 3	\$ 3	\$ 3	\$ 3	\$ (0)	(10.3%)
Short term investments	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	N/A
<i>Accounts receivable, gross</i>	11,246	11,636	12,417	13,196	15,272	15,273	14,845	14,607	14,032	14,975	13,562	10,192	10,192	9,246	946	10.2%
<i>Accounts receivable, reserves</i>	(582)	(608)	(574)	(472)	(472)	(472)	(472)	(472)	(472)	(472)	(472)	(472)	(472)	(561)	89	(15.8%)
Accounts receivable, net	10,663	11,029	11,843	12,724	14,800	14,801	14,373	14,135	13,560	14,503	13,090	9,720	9,720	8,685	1,035	11.9%
<i>Inventory, gross</i>	31,650	31,849	31,231	27,170	28,618	35,363	33,552	32,594	33,338	32,029	32,537	33,567	33,567	31,428	2,139	6.8%
<i>Inventory, reserves</i>	(1,994)	(1,982)	(1,765)	(1,921)	(1,949)	(1,973)	(1,988)	(2,005)	(2,022)	(2,041)	(2,054)	(2,064)	(2,064)	(2,031)	(33)	1.6%
Inventory, net	29,656	29,866	29,466	25,248	26,670	33,389	31,565	30,589	31,317	29,988	30,483	31,503	31,503	29,397	2,106	7.2%
Prepaid expenses and other current assets	3,193	3,186	3,081	4,792	4,521	4,224	4,134	3,856	3,568	3,562	3,284	3,037	3,037	3,221	(184)	(5.7%)
Other current assets	769	744	1,155	690	836	894	945	889	1,330	1,507	1,711	755	755	835	(81)	(9.7%)
<b>Total Current Assets</b>	<b>44,284</b>	<b>44,828</b>	<b>45,549</b>	<b>43,457</b>	<b>46,829</b>	<b>53,310</b>	<b>51,019</b>	<b>49,471</b>	<b>49,777</b>	<b>49,561</b>	<b>48,571</b>	<b>45,017</b>	<b>45,017</b>	<b>42,141</b>	<b>2,876</b>	<b>6.8%</b>
<b>Non-Current Assets</b>																
<i>Property, plant &amp; equipment, gross</i>	73,055	72,779	70,904	75,131	75,686	76,848	77,297	77,638	78,583	78,859	79,112	79,520	79,520	73,423	6,096	8.3%
<i>Accumulated depreciation</i>	(27,815)	(28,391)	(28,185)	(29,902)	(30,693)	(31,489)	(32,293)	(33,103)	(33,915)	(34,728)	(35,546)	(36,370)	(36,370)	(27,272)	(9,098)	33.4%
Property, plant & equipment, net	45,240	44,387	42,719	45,228	44,993	45,359	45,004	44,535	44,668	44,132	43,566	43,150	43,150	46,151	(3,002)	(6.5%)
Deferred financing cost	381	365	339	335	321	308	294	280	267	253	240	226	226	399	(173)	(43.3%)
Deferred tax asset	4,625	4,575	4,363	1,344	1,344	1,344	1,344	1,344	1,344	1,344	1,344	1,344	1,344	4,942	(3,598)	(72.8%)
Other non-current assets	2,850	2,829	2,680	2,714	2,742	2,758	2,762	2,784	2,779	2,795	3,200	3,256	3,256	2,863	393	13.7%
<b>Total Non-Current Assets</b>	<b>53,096</b>	<b>52,156</b>	<b>50,101</b>	<b>49,621</b>	<b>49,400</b>	<b>49,769</b>	<b>49,404</b>	<b>48,943</b>	<b>49,057</b>	<b>48,523</b>	<b>48,349</b>	<b>47,975</b>	<b>47,975</b>	<b>54,354</b>	<b>(6,379)</b>	<b>(11.7%)</b>
<b>Total Assets</b>	<b>\$ 97,380</b>	<b>\$ 96,985</b>	<b>\$ 95,650</b>	<b>\$ 93,077</b>	<b>\$ 96,229</b>	<b>\$ 103,079</b>	<b>\$ 100,423</b>	<b>\$ 98,414</b>	<b>\$ 98,835</b>	<b>\$ 98,085</b>	<b>\$ 96,920</b>	<b>\$ 92,992</b>	<b>\$ 92,992</b>	<b>\$ 96,495</b>	<b>\$ (3,503)</b>	<b>(3.6%)</b>
<b>Current Liabilities</b>																
Bank Debt	\$ 17,079	\$ 16,572	\$ 13,221	\$ 16,891	\$ 20,353	\$ 21,853	\$ 21,252	\$ 19,511	\$ 18,925	\$ 19,283	\$ 18,346	\$ 18,075	\$ 18,075	\$ 14,452	\$ 3,623	25.1%
Current Portion - Long Term Debt	1,669	1,652	1,578	1,662	1,662	1,662	1,662	1,662	1,662	1,662	1,662	1,662	1,662	1,690	(29)	(1.7%)
Accounts payable	12,013	13,603	18,599	14,258	13,357	18,075	16,667	15,584	16,386	14,838	14,790	13,386	13,386	12,674	711	5.6%
Accrued liabilities	3,167	2,725	2,773	3,357	3,393	3,664	3,316	3,489	3,585	3,578	3,296	2,923	2,923	2,752	171	6.2%
Accrued compensation	2,754	3,054	3,111	2,714	2,942	3,213	2,737	3,166	3,375	3,387	3,483	3,266	3,266	2,007	1,259	62.8%
Income taxes payable	(288)	(220)	(285)	272	369	438	562	655	704	815	842	643	643	(288)	931	(323.6%)
Contingent consideration	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	N/A
Other current liabilities	107	100	95	158	158	157	158	157	156	156	156	156	156	111	45	40.2%
<b>Total Current Liabilities</b>	<b>36,501</b>	<b>37,486</b>	<b>39,092</b>	<b>39,311</b>	<b>42,233</b>	<b>49,061</b>	<b>46,352</b>	<b>44,224</b>	<b>44,793</b>	<b>43,718</b>	<b>42,575</b>	<b>40,111</b>	<b>40,111</b>	<b>33,399</b>	<b>6,712</b>	<b>20.1%</b>
<b>Long-term liabilities</b>																
Long-term debt less current maturities	10,519	10,266	9,650	10,052	9,914	9,775	9,637	9,498	9,360	9,221	9,083	8,944	8,944	10,799	(1,855)	(17.2%)
Deferred income taxes	10,502	10,445	10,202	9,456	9,456	9,456	9,456	9,456	9,456	9,456	9,456	9,456	9,456	10,827	(1,371)	(12.7%)
Other non-current liabilities	1,595	1,577	1,492	1,454	1,461	1,468	1,476	1,483	1,491	1,498	1,448	1,453	1,453	1,618	(165)	(10.2%)
<b>Total Long-Term Liabilities</b>	<b>22,616</b>	<b>22,288</b>	<b>21,344</b>	<b>20,962</b>	<b>20,831</b>	<b>20,700</b>	<b>20,569</b>	<b>20,437</b>	<b>20,306</b>	<b>20,175</b>	<b>19,987</b>	<b>19,853</b>	<b>19,853</b>	<b>23,244</b>	<b>(3,391)</b>	<b>(14.6%)</b>
<b>Total Liabilities</b>	<b>59,117</b>	<b>59,774</b>	<b>60,436</b>	<b>60,273</b>	<b>63,064</b>	<b>69,761</b>	<b>66,921</b>	<b>64,661</b>	<b>65,099</b>	<b>63,893</b>	<b>62,562</b>	<b>59,964</b>	<b>59,964</b>	<b>56,643</b>	<b>3,320</b>	<b>5.9%</b>
<b>Commitments and contingencies</b>																
—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Shareholders' Equity</b>																
Common stock	12,610	12,610	12,610	12,610	12,610	12,610	12,610	12,610	12,610	12,610	12,610	12,610	12,610	12,610	(0)	(0.0%)
Retained earnings	26,588	25,585	23,752	21,182	21,542	21,695	21,879	22,130	22,113	22,569	22,735	21,406	21,406	28,058	(6,652)	(23.7%)
Accumulated other comprehensive income	(934)	(984)	(1,148)	(987)	(987)	(987)	(987)	(987)	(987)	(987)	(987)	(987)	(987)	(816)	(171)	21.0%
<b>Total Shareholders' Equity</b>	<b>38,263</b>	<b>37,211</b>	<b>35,214</b>	<b>32,804</b>	<b>33,165</b>	<b>33,318</b>	<b>33,502</b>	<b>33,753</b>	<b>33,736</b>	<b>34,191</b>	<b>34,358</b>	<b>33,028</b>	<b>33,028</b>	<b>39,852</b>	<b>(6,823)</b>	<b>(17.1%)</b>
<b>Total Liabilities and Shareholders' Equity</b>	<b>\$ 97,380</b>	<b>\$ 96,985</b>	<b>\$ 95,650</b>	<b>\$ 93,077</b>	<b>\$ 96,229</b>	<b>\$ 103,079</b>	<b>\$ 100,423</b>	<b>\$ 98,414</b>	<b>\$ 98,835</b>	<b>\$ 98,085</b>	<b>\$ 96,920</b>	<b>\$ 92,992</b>	<b>\$ 92,992</b>	<b>\$ 96,495</b>	<b>\$ (3,503)</b>	<b>(3.6%)</b>

# Balance Sheet – Year on Year Comparison

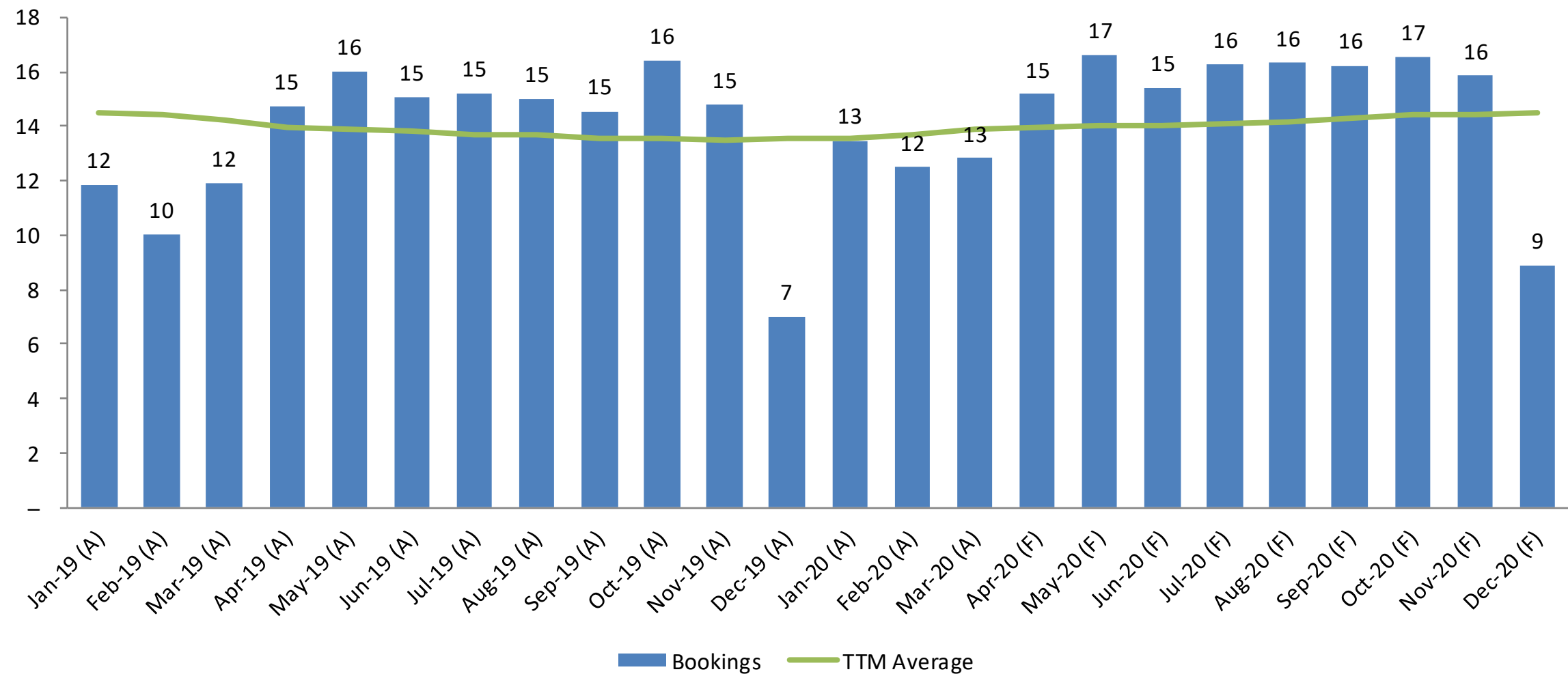
\$'000	YTD		Variance	
	CY	PY	\$	%
<b><u>Current Assets</u></b>				
Cash and cash equivalents	\$ 3	\$ 3	\$ (0)	(7.5%)
Short term investments	–	–	–	N/A
<i>Accounts receivable, gross</i>	12,417	11,613	804	6.9%
<i>Accounts receivable, reserves</i>	(574)	(399)	(175)	43.9%
Accounts receivable, net	11,843	11,214	629	5.6%
<i>Inventory, gross</i>	31,231	35,647	(4,416)	(12.4%)
<i>Inventory, reserves</i>	(1,765)	(1,497)	(267)	17.9%
Inventory, net	29,466	34,150	(4,684)	(13.7%)
Prepaid expenses and other current assets	3,081	3,051	30	1.0%
Other current assets	1,155	804	351	43.7%
<b>Total Current Assets</b>	<b>45,549</b>	<b>49,223</b>	<b>(3,674)</b>	<b>(7.5%)</b>
<b><u>Non-Current Assets</u></b>				
<i>Property, plant &amp; equipment, gross</i>	70,904	66,818	4,086	6.1%
<i>Accumulated depreciation</i>	(28,185)	(19,863)	(8,322)	41.9%
Property, plant & equipment, net	42,719	46,955	(4,236)	(9.0%)
Deferred financing cost	339	510	(171)	(33.5%)
Deferred tax asset	4,363	2,898	1,465	50.6%
Other non-current assets	2,680	2,644	36	1.4%
<b>Total Non-Current Assets</b>	<b>50,101</b>	<b>53,007</b>	<b>(2,906)</b>	<b>(5.5%)</b>
<b>Total Assets</b>	<b>\$ 95,650</b>	<b>\$ 102,229</b>	<b>\$ (6,580)</b>	<b>(6.4%)</b>
<b><u>Current Liabilities</u></b>				
Bank Debt	\$ 13,221	\$ 18,750	\$ (5,530)	(29.5%)
Current Portion - Long Term Debt	1,578	1,639	(60)	(3.7%)
Accounts payable	18,599	12,200	6,399	52.5%
Accrued liabilities	2,773	3,727	(954)	(25.6%)
Accrued compensation	3,111	2,877	234	8.1%
Income taxes payable	(285)	(344)	59	(17.1%)
Contingent consideration	–	1,301	(1,301)	(100.0%)
Other current liabilities	95	124	(28)	(23.0%)
<b>Total Current Liabilities</b>	<b>39,092</b>	<b>40,273</b>	<b>(1,182)</b>	<b>(2.9%)</b>
<b><u>Long-term liabilities</u></b>				
Long-term debt less current maturities	9,650	11,679	(2,029)	(17.4%)
Deferred income taxes	10,202	9,642	560	5.8%
Other non-current liabilities	1,492	1,491	2	0.1%
<b>Total Long-Term Liabilities</b>	<b>21,344</b>	<b>22,812</b>	<b>(1,468)</b>	<b>(6.4%)</b>
<b>Total Liabilities</b>	<b>60,436</b>	<b>63,085</b>	<b>(2,649)</b>	<b>(4.2%)</b>
<b>Commitments and contingencies</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>N/A</b>
<b><u>Shareholders' Equity</u></b>				
Common stock	12,610	12,610	–	0.0%
Retained earnings	23,752	27,592	(3,840)	(13.9%)
Accumulated other comprehensive income	(1,148)	(1,058)	(90)	8.5%
<b>Total Shareholders' Equity</b>	<b>35,214</b>	<b>39,144</b>	<b>(3,930)</b>	<b>(10.0%)</b>
<b>Total Liabilities and Shareholders' Equity</b>	<b>\$ 95,650</b>	<b>\$ 102,229</b>	<b>\$ (6,580)</b>	<b>(6.4%)</b>

# Monthly Cash Flow

	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	FY	FY	Var		PY	Var	
\$'000	Act	Act	Act	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Bud	\$	%	Act	\$	%
<b>Cash flow from operations</b>																			
Net Income (Loss)	\$ (1,509)	\$ (1,003)	\$ (1,834)	\$ (56)	\$ 360	\$ 153	\$ 184	\$ 251	\$ (17)	\$ 456	\$ 167	\$ (1,330)	\$ (4,177)	\$ (3,497)	\$ (679)	19.4%	\$ (1,971)	\$ (2,206)	111.9%
Depreciation, amortization and other	814	805	788	802	808	815	822	828	831	831	837	842	9,823	9,739	84	0.9%	9,017	806	8.9%
Non-cash loss/expense (gain)	408	153	(7)	(1,350)	159	(438)	106	196	(381)	(2)	(425)	(176)	(1,755)	(999)	(756)	75.6%	(215)	(1,540)	715.8%
Deferred income tax	(325)	(57)	460	(746)	–	–	–	–	–	–	–	–	(669)	(1,371)	702	(51.2%)	1,217	(1,886)	(154.9%)
<b>Change in operating assets and liabilities:</b>																N/A			
Accounts receivable	(1,978)	(365)	(814)	(881)	(2,076)	(1)	428	238	575	(942)	1,413	3,370	(1,035)	(1,035)	–	0.0%	(91)	(944)	1038.8%
Inventory	(259)	(210)	400	4,218	(1,421)	(6,720)	1,825	976	(728)	1,329	(495)	(1,019)	(2,106)	(2,106)	–	0.0%	912	(3,018)	(330.9%)
Prepaid expenses and other current assets	94	31	(306)	(1,246)	125	240	39	334	(154)	(171)	74	1,203	264	264	0	0.0%	(214)	478	(223.8%)
Accounts payable	(661)	1,589	4,996	(4,341)	(901)	4,718	(1,408)	(1,083)	802	(1,548)	(48)	(1,404)	711	711	–	0.0%	(35)	747	(2110.1%)
Accrued expenses	1,162	(141)	105	186	264	542	(824)	602	306	4	(186)	(590)	1,430	1,430	–	0.0%	(1,106)	2,536	(229.3%)
Accrued income taxes	–	68	(65)	557	97	68	124	94	49	111	27	(199)	931	931	–	0.0%	(41)	972	(2357.2%)
Other changes in operating assets and liabilities	(4)	(7)	(5)	62	0	(0)	0	(0)	(1)	–	–	–	45	45	–	0.0%	(1,287)	1,331	(103.5%)
Other cash flow from operations	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	N/A	–	–	N/A
<b>Total Cash Flow from Operations</b>	<b>\$ (2,258)</b>	<b>\$ 864</b>	<b>\$ 3,719</b>	<b>\$ (2,793)</b>	<b>\$ (2,584)</b>	<b>\$ (622)</b>	<b>\$ 1,295</b>	<b>\$ 2,435</b>	<b>\$ 1,281</b>	<b>\$ 68</b>	<b>\$ 1,363</b>	<b>\$ 697</b>	<b>\$ 3,464</b>	<b>\$ 4,112</b>	<b>\$ (649)</b>	<b>(15.8%)</b>	<b>\$ 6,187</b>	<b>\$ (2,723)</b>	<b>(44.0%)</b>
<b>Cash flow from investing</b>																			
Additions to property, plant and equipment	\$ (228)	\$ (219)	\$ (237)	\$ (739)	\$ (739)	\$ (739)	\$ (556)	\$ (556)	\$ (556)	\$ (288)	\$ (288)	\$ (288)	\$ (5,432)	\$ (6,501)	\$ 1,069	(16.4%)	\$ (6,807)	\$ 1,375	(20.2%)
Earnout payments	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	N/A	–	–	N/A
Other cash flow from investing	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	N/A	–	–	N/A
<b>Total Cash Flow from Investing</b>	<b>\$ (228)</b>	<b>\$ (219)</b>	<b>\$ (237)</b>	<b>\$ (739)</b>	<b>\$ (739)</b>	<b>\$ (739)</b>	<b>\$ (556)</b>	<b>\$ (556)</b>	<b>\$ (556)</b>	<b>\$ (288)</b>	<b>\$ (288)</b>	<b>\$ (288)</b>	<b>\$ (5,432)</b>	<b>\$ (6,501)</b>	<b>\$ 1,069</b>	<b>(16.4%)</b>	<b>\$ (6,807)</b>	<b>\$ 1,375</b>	<b>(20.2%)</b>
<b>Cash flow from financing</b>																			
Proceeds from the issuance (repayment) of short-term debt	\$ 2,626	\$ (507)	\$ (3,351)	\$ 3,671	\$ 3,462	\$ 1,500	\$ (601)	\$ (1,740)	\$ (587)	\$ 358	\$ (937)	\$ (271)	\$ 3,623	\$ 3,623	\$ -	0.0%	\$ 4,230	\$ (607)	(14.3%)
Proceeds from the issuance of debt	(0)	(0)	(0)	(0)	0	0	0	0	0	0	0	0	0	–	0	N/A	(0)	0	(101.8%)
Repayment of debt	(140)	(138)	(132)	(138)	(138)	(138)	(138)	(138)	(138)	(138)	(138)	(138)	(1,656)	(1,662)	6	(0.4%)	(1,665)	9	(0.6%)
Common stock cash dividends paid	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	N/A	–	–	N/A
Other cash flow from financing	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	N/A	–	–	N/A
<b>Total Cash Flow from Financing</b>	<b>\$ 2,486</b>	<b>\$ (645)</b>	<b>\$ (3,483)</b>	<b>\$ 3,532</b>	<b>\$ 3,324</b>	<b>\$ 1,361</b>	<b>\$ (740)</b>	<b>\$ (1,879)</b>	<b>\$ (725)</b>	<b>\$ 219</b>	<b>\$ (1,075)</b>	<b>\$ (409)</b>	<b>\$ 1,967</b>	<b>\$ 1,961</b>	<b>\$ 6</b>	<b>0.3%</b>	<b>\$ 2,565</b>	<b>\$ (598)</b>	<b>(23.3%)</b>
<b>Effect of FX rates on cash and cash equivalents</b>	<b>\$ –</b>	<b>\$ –</b>	<b>\$ –</b>	<b>\$ –</b>	<b>\$ –</b>	<b>\$ –</b>	<b>\$ –</b>	<b>\$ –</b>	<b>\$ –</b>	<b>\$ –</b>	<b>\$ –</b>	<b>\$ –</b>	<b>\$ –</b>	<b>\$ –</b>	<b>\$ –</b>	<b>N/A</b>	<b>\$ –</b>	<b>\$ -</b>	<b>N/A</b>
<b>Net change in cash</b>	<b>\$ (0)</b>	<b>\$ (0)</b>	<b>\$ (1)</b>	<b>\$ (0)</b>	<b>\$ (0)</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ (0)</b>	<b>\$ (0)</b>	<b>\$ 0</b>	<b>\$ (0)</b>	<b>\$ (1)</b>	<b>\$ (427)</b>	<b>\$ 426</b>	<b>(99.7%)</b>	<b>\$ 1,944</b>	<b>\$ (1,945)</b>	<b>(100.1%)</b>
Beginning cash	3	3	3	3	3	2	2	2	2	2	2	3	3	3	0	0.0%	0	\$ 3	815681.2%
Change in cash	(0)	(0)	(1)	(0)	(0)	0	0	0	(0)	(0)	0	(0)	(1)	(427)	426	(99.7%)	1,944	\$ (1,945)	(100.1%)
<b>Ending cash</b>	<b>\$ 3</b>	<b>\$ 3</b>	<b>\$ 2</b>	<b>\$ 3</b>	<b>\$ 2</b>	<b>\$ 2</b>	<b>\$ 2</b>	<b>\$ 2</b>	<b>\$ 2</b>	<b>\$ 2</b>	<b>\$ 3</b>	<b>\$ 3</b>	<b>\$ 3</b>	<b>\$ (424)</b>	<b>\$ 427</b>	<b>(100.6%)</b>	<b>\$ 1,944</b>	<b>\$ (1,941)</b>	<b>(99.9%)</b>

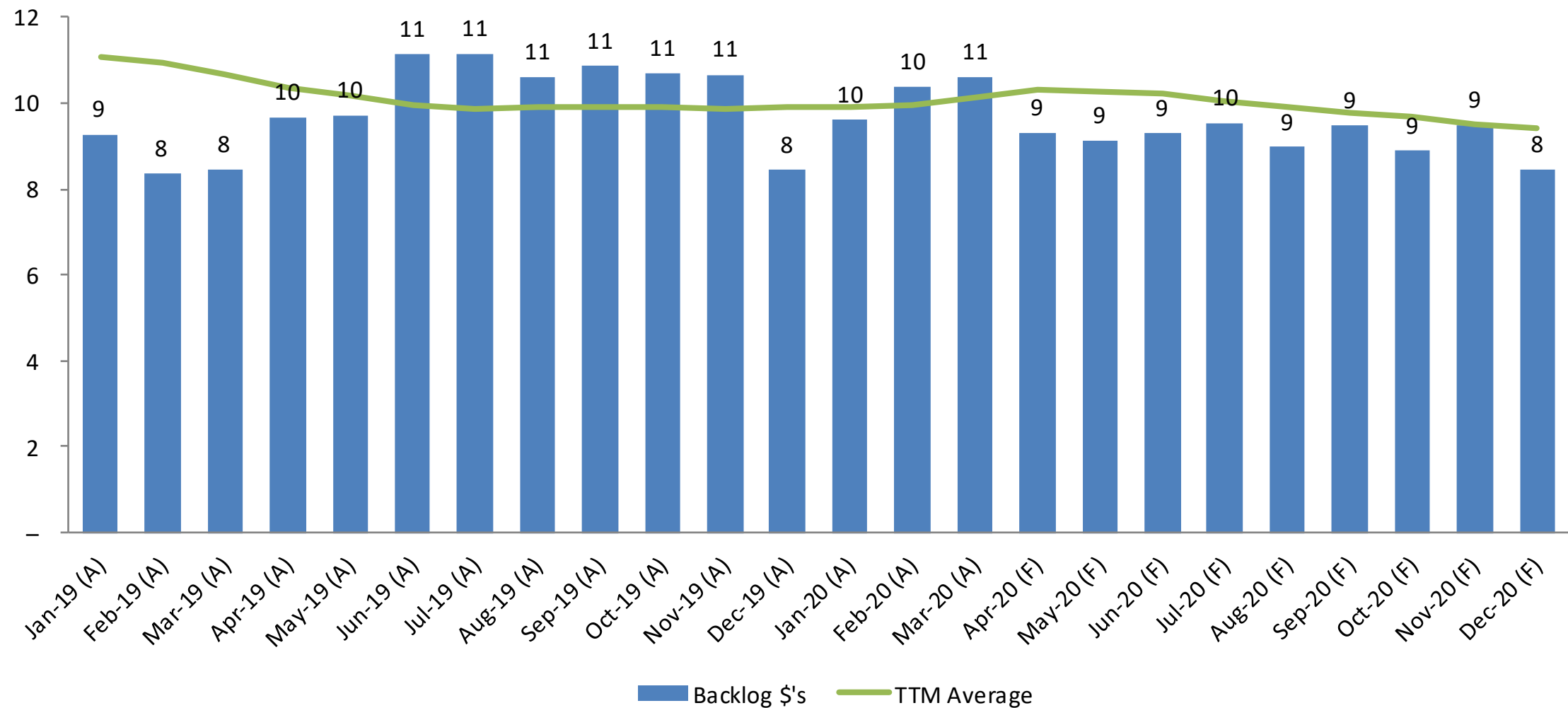
# Trended Monthly Bookings

\$ in millions



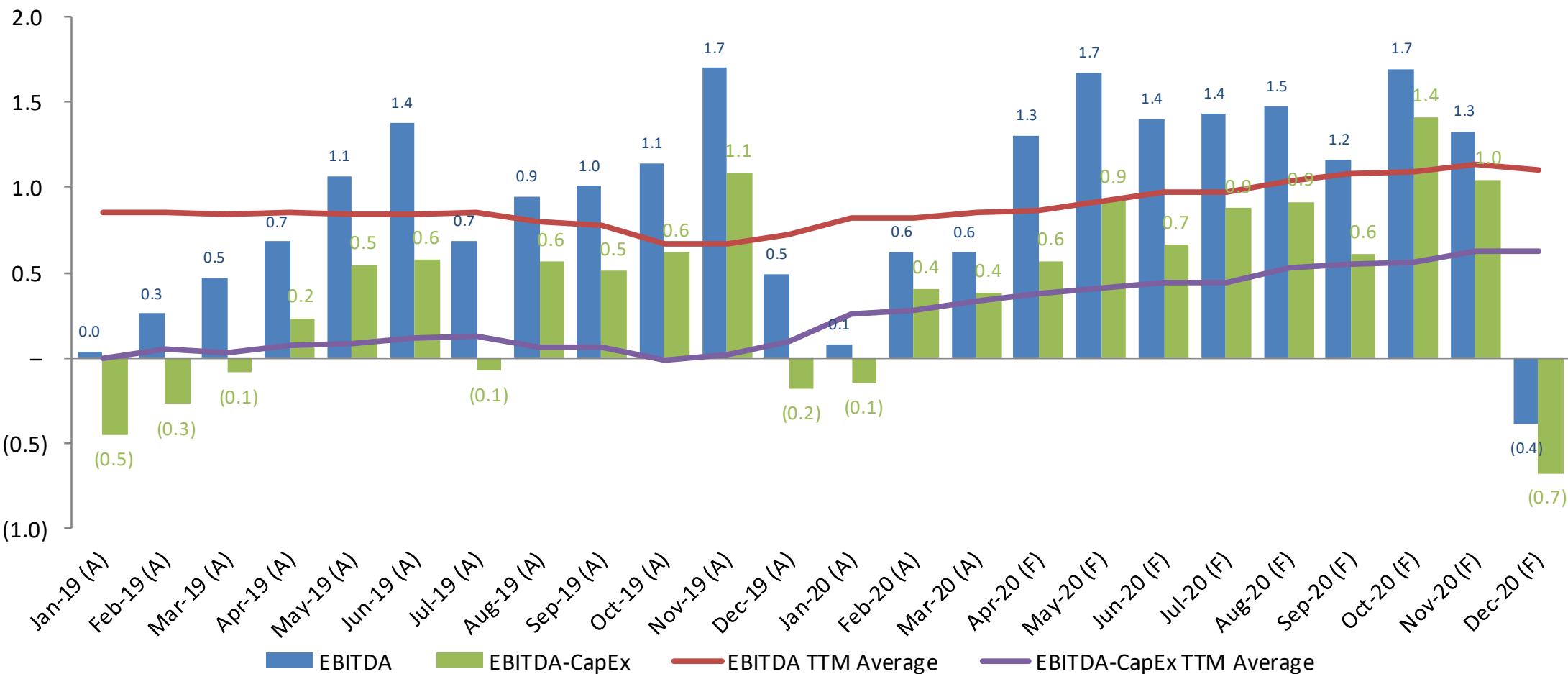
# Trended Monthly Backlog

\$ in millions



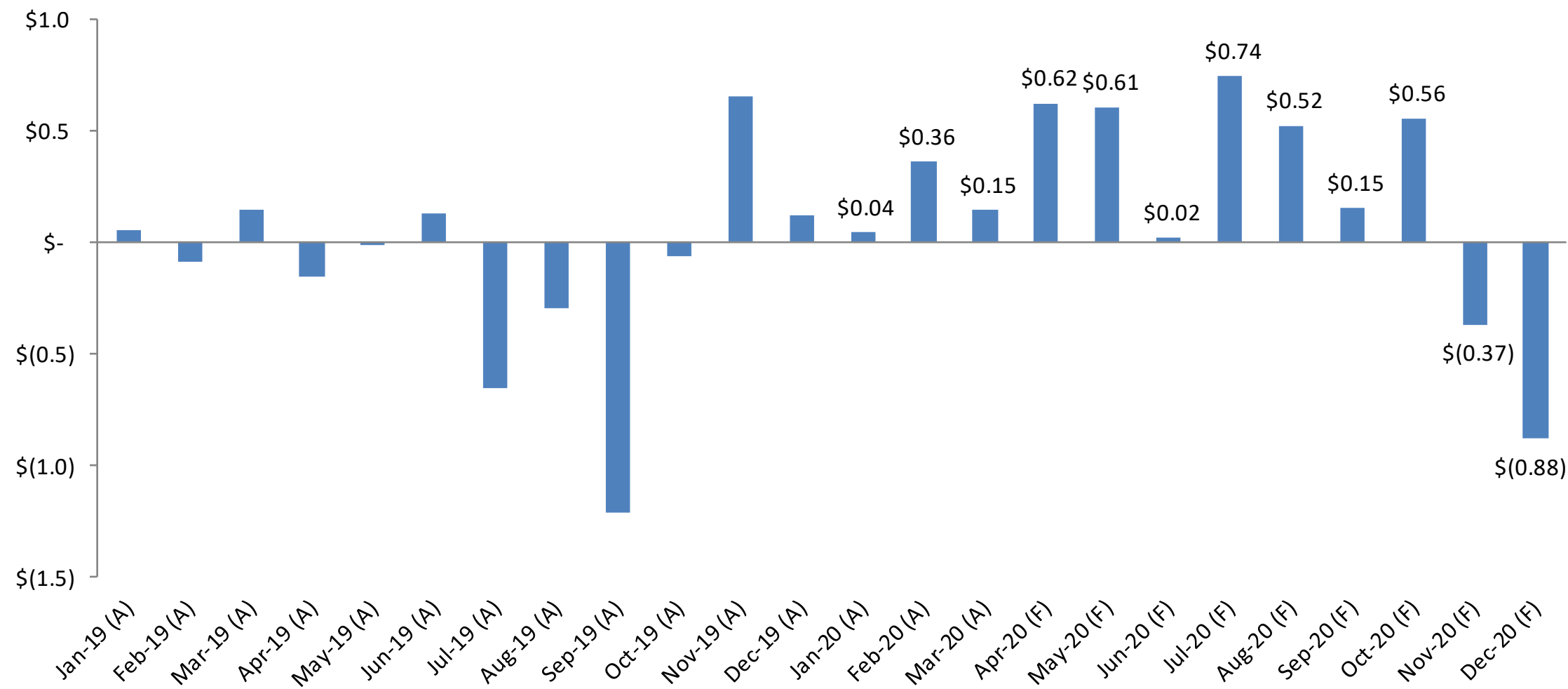
# EBITDA and EBITDA-CapEx

\$ in millions



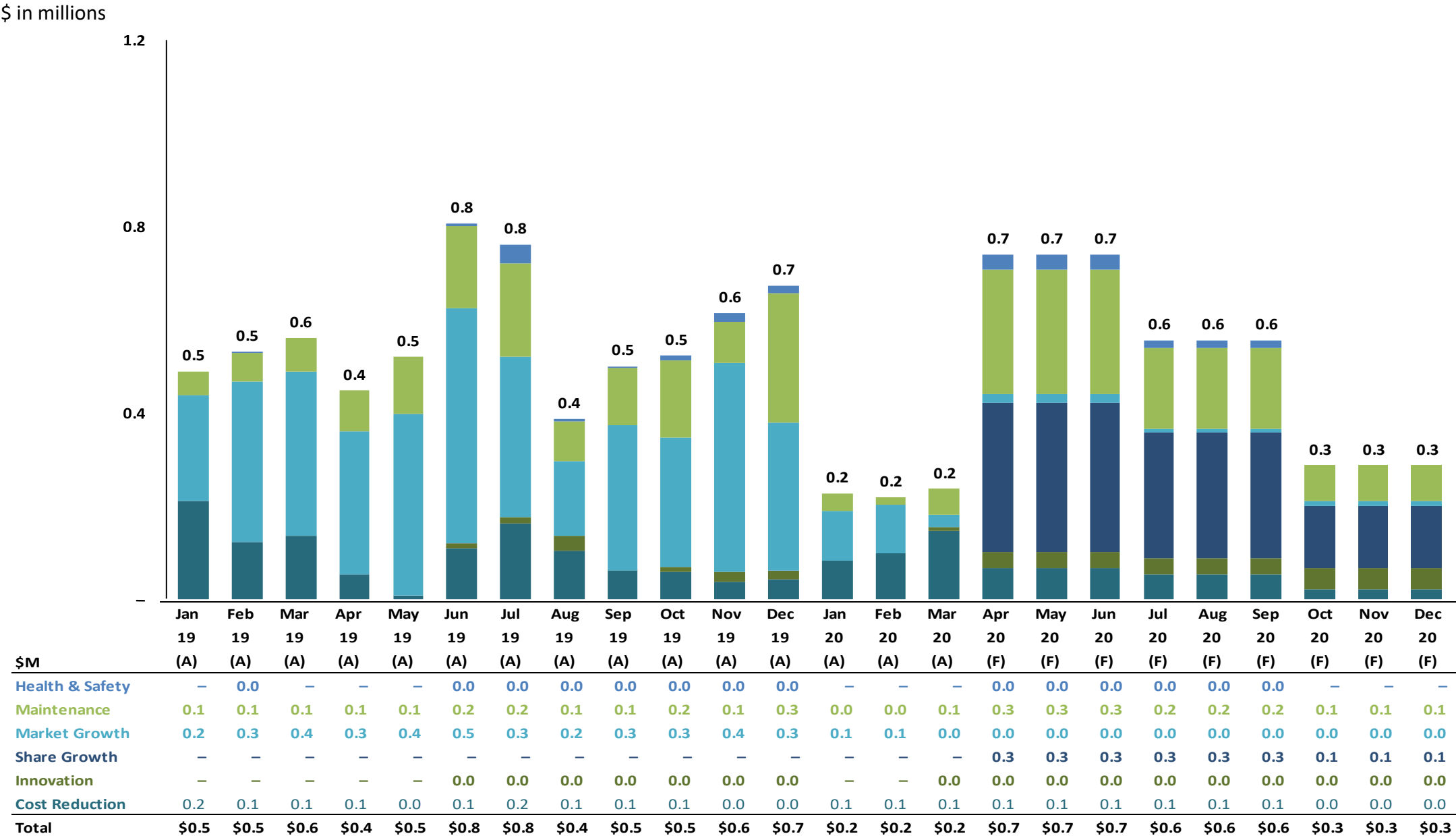
# Y-o-Y \$ EBITDA Change

\$ in millions





# Capital Expenditures



# Headcount Trending by Month

Month	Direct Labor	Indirect Labor - Hourly	Indirect Labor - Salary	Delivery & Dist.	Research & Development	Sales & Marketing	Administrative	Other	Total Permanent	Agency FTE & Temps	Total Headcount	Bud Headcount	Difference to Bud
2020 January (A)	311	154	81	34	11	22	59	–	672	65	737	735	2
2020 February (A)	309	155	82	34	11	25	58	–	674	60	734	735	(1)
2020 March (A)	221	121	57	33	7	18	51	–	508	45	553	745	(192)
2020 April (F)	345	153	83	37	11	25	63	–	717	61	778	778	–
2020 May (F)	349	153	83	37	11	25	63	–	721	66	787	787	–
2020 June (F)	349	153	83	37	11	25	63	–	721	59	780	780	–
2020 July (F)	345	153	83	37	11	25	63	–	717	66	783	783	–
2020 August (F)	345	153	83	37	11	25	63	–	717	63	780	780	–
2020 September (F)	345	153	83	37	11	25	63	–	717	60	777	777	–
2020 October (F)	340	153	83	36	11	25	63	–	711	64	775	775	–
2020 November (F)	332	153	83	36	11	25	63	–	703	47	750	750	–
2020 December (F)	332	153	83	36	11	25	63	–	703	32	735	735	–
<b>Final Headcount</b>	<b>332</b>	<b>153</b>	<b>83</b>	<b>36</b>	<b>11</b>	<b>25</b>	<b>63</b>	<b>–</b>	<b>703</b>	<b>32</b>	<b>735</b>	<b>735</b>	<b>–</b>

## Management Discussion

- Laval and Terrebonne: Reduced the operations to a minimum level so we had to do a massive layoff
- Woodbridge and Concord: Plant shutdown post March 31 so major reductions to follow next month. Hiring of Darlene Vince as a temp to replace Ramneet (maternity leave)
- Everett: Hiring of Tasnim Lykken to replace Rhonda Simpson who retired
- Corporate – Layoff of Diane Loisel, Ian Kmec and Luc Vaudry due to the Qc partial shutdown

# Headcount Hires and Attrition

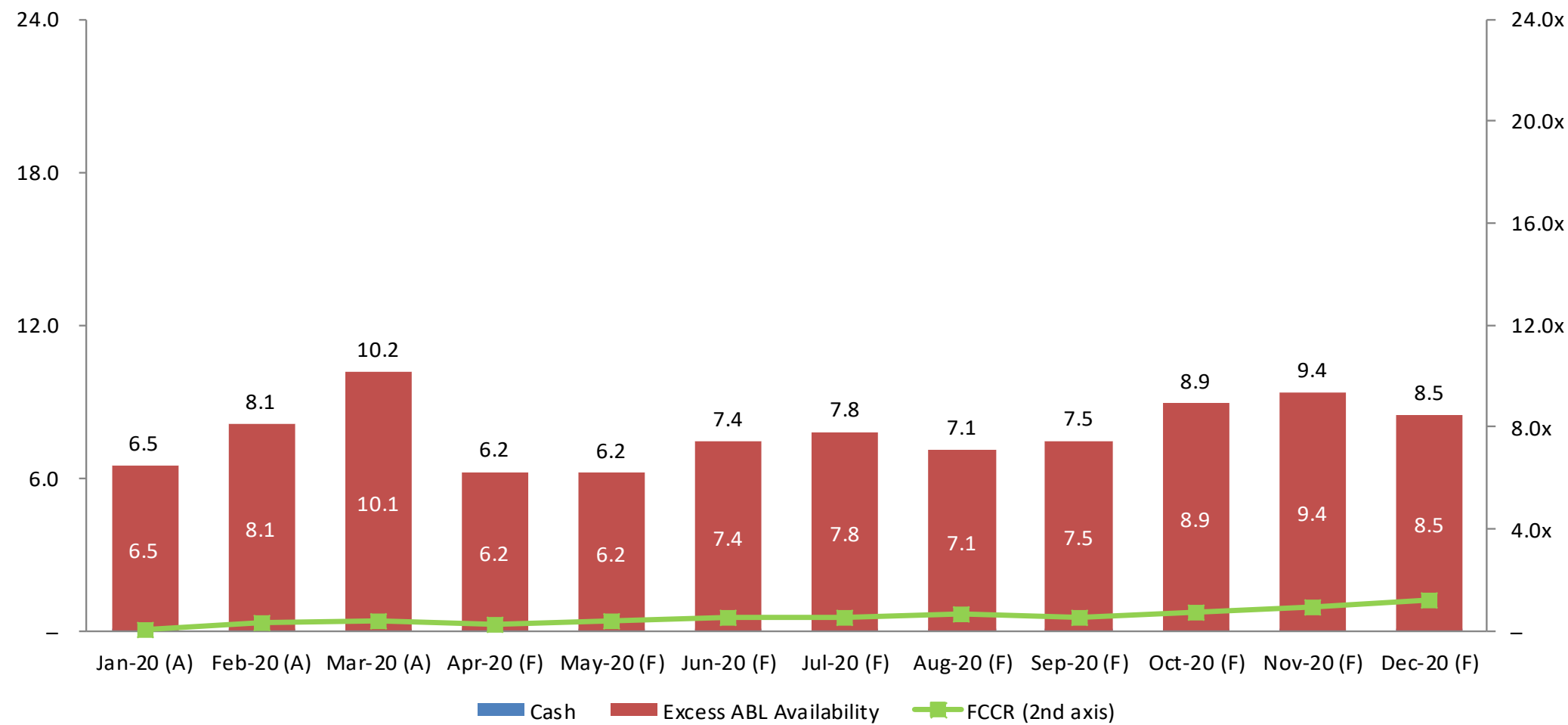
Functional Area	Start of Quarter	Hires	Transfers	Involuntary Term	Voluntary Term	QTD	Bud Headcount	Difference to Bud
Direct Labor	314	23	(79)	(28)	(9)	221	340	119
Indirect Labor - Hourly	158	5	(38)	(3)	(1)	121	153	32
Indirect Labor - Salary	79	1	(23)	–	–	57	83	26
Delivery & Dist.	34	1	(2)	–	–	33	36	3
Research & Development	13	–	(5)	(1)	–	7	11	4
Sales & Marketing	21	3	(5)	(1)	–	18	25	7
Administrative	58	3	(8)	(1)	(1)	51	63	12
Other	-	–	–	–	–	-	-	-
Agency FTE & Temps	37	46	(23)	(11)	(4)	45	34	(11)
<b>Total</b>	<b>714</b>	<b>82</b>	<b>(183)</b>	<b>(45)</b>	<b>(15)</b>	<b>553</b>	<b>745</b>	<b>192</b>

## Management Discussion

- Reduced the operations to a minimum level significantly reducing staff numbers due to layoff

# Liquidity Forecast

\$ in millions



**Executive Summary**

**Financial Review**

**Full Year Financial Outlook**

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**Appendix**

**Business Unit Analysis**

**Woodbridge**

**Laval**

**Delmont**

**Everett**

**Terrebonne**

**Concord**

**Corporate**

**Plant Capacity Utilization**

# Woodbridge Summary P&L

\$'000	QTD		Var		YTD		Var	
	Act	Bud	\$	%	Act	Bud	\$	%
Units Produced ('000)	7,629	7,691	(62)	(0.8%)	7,629	7,691	(62)	(0.8%)
Units Shipped ('000)	6,941	6,478	463	7.1%	6,941	6,478	463	7.1%
Bookings (\$'000)	\$ 8,902	\$ 7,777	\$ 1,126	14.5%	\$ 8,902	\$ 7,777	\$ 1,126	14.5%
Backlog (\$'000)	\$ 1,886	\$ 1,962	\$ (76)	(3.9%)	\$ 1,886	\$ 1,962	\$ (76)	(3.9%)
Gross Revenue	\$ 9,778	\$ 8,818	\$ 959	10.9%	\$ 9,778	\$ 8,818	\$ 959	10.9%
Adj. to Gross Revenue	(521)	(432)	(89)	20.5%	(521)	(432)	(89)	20.5%
Net Revenue	9,257	8,386	871	10.4%	9,257	8,386	871	10.4%
Material	5,949	5,517	432	7.8%	5,949	5,517	432	7.8%
Labor	2,357	2,324	33	1.4%	2,357	2,324	33	1.4%
Other COGS	514	102	412	401.8%	514	102	412	401.8%
Total COGS	8,820	7,943	876	11.0%	8,820	7,943	876	11.0%
Gross Margin	437	443	(6)	(1.3%)	437	443	(6)	(1.3%)
Gross Margin %	4.7%	5.3%			4.7%	5.3%		
R&D	—	—	—	N/A	—	—	—	N/A
Sales & Marketing	71	56	15	27.1%	71	56	15	27.1%
Administrative	979	956	22	2.3%	979	956	22	2.3%
Other Opex	(180)	(17)	(163)	956.6%	(180)	(17)	(163)	956.6%
Total Opex	870	996	(125)	(12.6%)	870	996	(125)	(12.6%)
EBITDA	(433)	(553)	120	(21.7%)	(433)	(553)	120	(21.7%)
EBITDA %	(4.7%)	(6.6%)			(4.7%)	(6.6%)		
Net Income (Loss)	\$ (1,180)	\$ (1,266)	\$ 86	(6.8%)	\$ (1,180)	\$ (1,266)	\$ 86	(6.8%)
Capex	\$ (245)	\$ (601)	\$ 356	(59.2%)	\$ (245)	\$ (601)	\$ 356	(59.2%)
<b>Opex Overview:</b>								
Payroll	\$ 158	\$ 172	\$ (13)	(7.7%)	\$ 158	\$ 172	\$ (13)	(7.7%)
Bonus	—	—	—	N/A	—	—	—	N/A
Commissions	—	—	—	N/A	—	—	—	N/A
Marketing	35	19	16	81.4%	35	19	16	81.4%
Benefits	—	—	—	N/A	—	—	—	N/A
Travel and entertainment	4	2	2	104.4%	4	2	2	104.4%
Rent and facilities	—	—	—	N/A	—	—	—	N/A
Insurance	10	8	2	25.1%	10	8	2	25.1%
Professional fees	39	2	37	1855.6%	39	2	37	1855.6%
Utilities, repair, maintenance, anc	7	8	(1)	(7.8%)	7	8	(1)	(7.8%)
Corporate OH Fees	797	802	(4)	(0.5%)	797	802	(4)	(0.5%)
Bad Debts	(0)	(1)	0	(48.2%)	(0)	(1)	0	(48.2%)
FX	(127)	—	(127)	N/A	(127)	—	(127)	N/A
JV Loss (Income)	(53)	(17)	(36)	210.9%	(53)	(17)	(36)	210.9%
Other Expenses	—	1	(1)	(100.0%)	—	1	(1)	(100.0%)
Total Opex	\$ 870	\$ 996	\$ (125)	(12.6%)	\$ 870	\$ 996	\$ (125)	(12.6%)

## Management Discussion

### Net Revenue – Q1-20: +\$871K:

- Sales volume up 7.1% or \$599k due to increased demand from Windsor, Quaker, Dashwood, PGT, Oran & Vinylbilt; offset by lower than expected levels with All Weather (budget set similar to PY; PY launched new slider program & built inventory), Terrebonne and Joint Venture.
- Unfavorable rebates/accruals \$59k primarily due to increased sales volume with Quaker, Dashwood, PGT & Vinylbilt)
- Returns are in line with budget
- Favorable product/customer mix of \$394k primarily driven by higher ASP from Oran, Quaker, PGT and Kohltech and lower volumes to All Weather
- Unfavorable F/X of \$65k (actual rate of 1.3442 [or \$USD 0.7439] vs. 1.33 [or \$USD 0.7519])

### EBITDA – Q1-20: +\$120K:

- Material COGS:** Increased costs by \$432k primarily driven by increased sales volume \$394k, lower yields \$54k (86.0% vs 88.4%), increase in LCM inventory reserves \$22k (product mix increase in accessory parts), slightly lower regrind usage \$9k (19.6% vs 20.08%) and product mix \$9k; offset by lower compound pricing for the JV Material \$56k.
- Labor COGS:** Increased costs by \$33k additional headcount (1 QC and 2 temps (Material handler & regrind operator)) & timing of vacation accruals vs vacation taken.
- Other COGS:** Increased costs by \$412k driven by lower T&D recovery \$174k (delay in projects - waiting for customer approvals), decreased net absorption \$189k, increased utilities \$22k (using city water until cooling tower repairs completed), increase freight \$29k (sales volume) and increased maintenance/factory expenses \$25k (main switch on line 61 & vacuum pumps (6) & Covid-19 related supplies); offset by additional JV OH recovery \$27k (2 additional line charges and increase sales volume)
- Sales and Marketing:** Increased \$15k driven by royalties for the Door Sill Program.
- Administrative:** Increased costs by \$22k primarily driven by additional consulting fees (controller temp replacement).
- Other Opex:** Decreased in costs of \$163k driven by favorable F/X revaluation of working capital balances \$127k and higher JV Equity Income \$36k (lower material costs; offset by 2 additional line charges)

# Key Customers – Gross Sales and Gross Margin %: Woodbridge

	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	Bud	BPs	%	Act	BPs	%
Customer:																																
Royal Vinylbilt Limited	\$ 2,227	\$ 2,336	\$ (109)	(4.7%)	\$ 2,342	\$ (115)	(4.9%)	\$ 2,227	\$ 2,336	\$ (109)	(4.7%)	\$ 2,342	\$ (115)	(4.9%)	(1.9%)	13.0%	(1,489)	(114.5%)	10.4%	(1,230)	(118.2%)	(1.9%)	13.0%	(1,489)	(114.5%)	10.4%	(1,230)	(118.2%)				
Quaker Window Products	1,580	1,275	305	23.9%	1,148	432	37.6%	1,580	1,275	305	23.9%	1,148	432	37.6%	7.8%	10.2%	(242)	(23.7%)	10.9%	(307)	(28.3%)	7.8%	10.2%	(242)	(23.7%)	10.9%	(307)	(28.3%)				
Vinyl-Pro Window Systems Inc	418	445	(27)	(6.1%)	439	(21)	(4.8%)	418	445	(27)	(6.1%)	439	(21)	(4.8%)	(6.3%)	7.8%	(1,410)	(180.8%)	8.2%	(1,448)	(177.1%)	(6.3%)	7.8%	(1,410)	(180.8%)	8.2%	(1,448)	(177.1%)				
All Weather Windows Ltd.	544	924	(379)	(41.1%)	678	(133)	(19.7%)	544	924	(379)	(41.1%)	678	(133)	(19.7%)	13.4%	19.0%	(558)	(29.4%)	19.2%	(583)	(30.3%)	13.4%	19.0%	(558)	(29.4%)	19.2%	(583)	(30.3%)				
Windsor Window Co OEM	1,215	868	347	40.0%	831	384	46.3%	1,215	868	347	40.0%	831	384	46.3%	22.0%	22.5%	(51)	(2.3%)	20.7%	133	6.4%	22.0%	22.5%	(51)	(2.3%)	20.7%	133	6.4%				
Dashwood Industries Inc	596	385	211	54.7%	372	223	60.0%	596	385	211	54.7%	372	223	60.0%	11.6%	16.0%	(445)	(27.8%)	17.8%	(628)	(35.2%)	11.6%	16.0%	(445)	(27.8%)	17.8%	(628)	(35.2%)				
Energi Terrebonne	366	556	(190)	(34.1%)	391	(25)	(6.4%)	366	556	(190)	(34.1%)	391	(25)	(6.4%)	(15.3%)	(2.0%)	(1,330)	665.0%	(6.3%)	(902)	143.6%	(15.3%)	(2.0%)	(1,330)	665.0%	(6.3%)	(902)	143.6%				
Vinylbilt Windows & Doors Corp	376	263	113	43.0%	376	0	0.1%	376	263	113	43.0%	376	0	0.1%	(23.0%)	(15.0%)	(796)	53.1%	(17.5%)	(549)	31.4%	(23.0%)	(15.0%)	(796)	53.1%	(17.5%)	(549)	31.4%				
Allsco Windows & Doors Corp	265	313	(47)	(15.1%)	277	(11)	(4.1%)	265	313	(47)	(15.1%)	277	(11)	(4.1%)	(18.3%)	(15.0%)	(325)	21.7%	(17.7%)	(58)	3.3%	(18.3%)	(15.0%)	(325)	21.7%	(17.7%)	(58)	3.3%				
PGT Industries Inc	438	302	136	44.8%	305	133	43.8%	438	302	136	44.8%	305	133	43.8%	29.8%	5.0%	2,479	495.8%	5.0%	2,479	495.8%	29.8%	5.0%	2,479	495.8%	5.0%	2,479	495.8%				
Ostaco 2000 Windoors Inc.	196	205	(9)	(4.3%)	267	(70)	(26.3%)	196	205	(9)	(4.3%)	267	(70)	(26.3%)	0.7%	5.0%	(435)	(87.0%)	13.8%	(1,320)	(95.3%)	0.7%	5.0%	(435)	(87.0%)	6.9%	(627)	(90.6%)				
Oran Ltd. (Barbados)	92	–	92	N/A	–	92	N/A	92	–	92	N/A	–	92	N/A	#DIV/0!	#DIV/0! –	#DIV/0!	#DIV/0!	NA	#DIV/0!	#DIV/0!	#DIV/0! –	#DIV/0!	#DIV/0!	NA	#DIV/0!	NA	#DIV/0!	NA	#DIV/0!	NA	#DIV/0!
Centennial Windows Ltd	108	77	31	40.8%	91	17	19.0%	108	77	31	40.8%	91	17	19.0%	#DIV/0!	33.0% –	#VALUE!	39.6%	NA	#VALUE!	#DIV/0!	33.0% –	#VALUE!	39.6%	NA	#VALUE!	NA	#VALUE!	NA	#VALUE!	NA	#VALUE!
Seymour Windows Ltd	145	78	68	87.0%	125	21	16.6%	145	78	68	87.0%	125	21	16.6%	1.9%	19.6%	(1,773)	(90.5%)	19.6%	(1,773)	(90.5%)	1.9%	19.6%	(1,773)	(90.5%)	19.6%	(1,773)	(90.5%)				
Kohltech International Ltd	140	74	66	89.4%	43	97	228.7%	140	74	66	89.4%	43	97	228.7%	#DIV/0!	#DIV/0! –	#DIV/0!	10.0%	NA	#VALUE!	#DIV/0!	#DIV/0! –	#DIV/0!	10.0%	NA	#VALUE!	NA	#VALUE!	NA	#VALUE!	NA	#VALUE!
Mason Windows Ltd	55	87	(32)	(36.7%)	97	(42)	(43.1%)	55	87	(32)	(36.7%)	97	(42)	(43.1%)	(5.9%)	8.0%	(1,389)	(173.6%)	7.5%	(1,339)	(178.5%)	(5.9%)	8.0%	(1,389)	(173.6%)	7.5%	(1,339)	(178.5%)				
Integral Windows Systems	71	54	16	29.9%	59	11	19.4%	71	54	16	29.9%	59	11	19.4%	13.2%	8.0%	522	65.2%	6.8%	642	94.6%	13.2%	8.0%	522	65.2%	6.8%	642	94.6%				
Marlboro Windows	33	84	(51)	(60.9%)	78	(45)	(57.5%)	33	84	(51)	(60.9%)	78	(45)	(57.5%)	#DIV/0!	6.0% –	#VALUE!	6.0%	NA	#VALUE!	#DIV/0!	6.0% –	#VALUE!	6.0%	NA	#VALUE!	NA	#VALUE!	NA	#VALUE!	NA	#VALUE!
Hunter Douglas - Colorado - Ship T	25	–	25	N/A	–	25	N/A	25	–	25	N/A	–	25	N/A	76.5%	#DIV/0! –	#DIV/0!	#DIV/0!	NA	#DIV/0!	76.5%	#DIV/0! –	#DIV/0!	#DIV/0!	NA	#DIV/0!	NA	#DIV/0!	NA	#DIV/0!	NA	#DIV/0!
Great Lakes Window Inc	9	62	(53)	(85.2%)	69	(60)	(86.5%)	9	62	(53)	(85.2%)	69	(60)	(86.5%)	#DIV/0!	8.0% –	#VALUE!	8.0%	NA	#VALUE!	#DIV/0!	8.0% –	#VALUE!	8.0%	NA	#VALUE!	NA	#VALUE!	NA	#VALUE!	NA	#VALUE!
Other	876	429	447	104.0%	1,221	(345)	(28.3%)	876	429	447	104.0%	1,221	(345)	(28.3%)	14.2%	(79.9%)	9,411	(117.8%)	10.0%	425	42.6%	14.2%	(79.9%)	9,411	(117.8%)	(25.1%)	3,932	(156.7%)				
Total Gross	\$ 9,778	\$ 8,818	\$ 959	10.9%	\$ 9,207	\$ 570	6.2%	\$ 9,778	\$ 8,818	\$ 959	10.9%	\$ 9,207	\$ 570	6.2%	6.6%	6.4%	19	2.9%	9.7%	(307)	(31.7%)	9.5%	8.7%	81	9.4%	0.3%	914	2669.2%				

## Management Discussion

- Strong demand from Oran, PGT, Dashwood and Kohlteck
- Continued momentum from January for Quaker and Windsor
- Good pick up from Vinylbilt and Seymore towards the end of Q1.
- Royal Vinylbilt – slightly behind budget
- Allweather – Decline after strong 2019 due to inventory build up after new program launch however soft market conditions have impacted sales

# Key Performance Indicators - Woodbridge

ENERGI Woodbridge KPI Report	2020 Targets	Jan-20	Feb-20	Mar-20	YTD 2020
<b>Health &amp; Safety</b>					
<i>Recordable Incidents</i>	1	0	0	0	0
<i>TRIR (Total Recordable Incident Rate)</i>	<1	0.49	0.49	0.50	0.49
<b>Quality Performance</b>					
<i>Customer Complaints - per MLBS</i>	3.2	4.0	5.4	3.8	4.4
<i>Return as % of sales</i>	0.41%	0.38%	0.72%	0.42%	0.50%
<b>Delivery Performance</b>					
<i>% on time in full</i>	98.06%	98.86%	99.28%	98.3%	98.81%
<i>% by line items</i>	98.06%	98.86%	99.28%	98.3%	98.81%
<b>Costs</b>					
<i>Yield</i>	88.0%	85.64%	85.38%	87%	86.00%
<i>Alt/Regrind Compound Consumption Ratio</i>	20.0%	20.04%	16.04%	22%	19.60%
<i>Direct Labour \$/lb produced</i>	\$0.180	\$ 0.183	\$ 0.200	\$ 0.166	\$ 0.182
<i>Indirect Labour (incl D&amp;D) \$/lb produced</i>	\$0.218	\$ 0.231	\$ 0.256	\$ 0.215	\$ 0.233
<b>Inventory</b>					
<i>Days - TTM (Trailing 12 Months)</i>	77.8	70	69	68	70

## Comments

**Quality:** Improvement in March after a rise in February

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



# Full Year Woodbridge P&L Summary

\$'000	FY		Var		PY	Var	
	Fcst	Bud	\$	%		\$	%
Units Produced ('000)	31,817	31,879	(62)	(0.2%)	31,325	492	1.6%
Units Shipped ('000)	31,877	31,414	463	1.5%	30,618	1,259	4.1%
Bookings (\$'000)	\$ 40,859	\$ 39,734	\$ 1,126	2.8%	\$ 50,018	\$ (9,159)	(18.3%)
Backlog ('\$000)	\$ 1,873	\$ 1,873	\$ –	0.0%	\$ 3,634	\$ (1,761)	(48.5%)
Gross Revenue	\$ 44,451	\$ 43,492	\$ 959	2.2%	\$ 43,467	\$ 984	2.3%
Adj. to Gross Revenue	(2,613)	(2,524)	(89)	3.5%	(2,352)	(262)	11.1%
Net Revenue	41,838	40,967	871	2.1%	41,116	722	1.8%
Material	26,732	26,300	432	1.6%	26,670	61	0.2%
Labor	9,591	9,558	33	0.3%	9,592	(2)	(0.0%)
Other COGS	2,534	2,123	412	19.4%	2,000	534	26.7%
Total COGS	38,857	37,980	876	2.3%	38,262	594	1.6%
Gross Margin	2,981	2,987	(6)	(0.2%)	2,853	128	4.5%
Gross Margin %	7.1%	7.3%			6.9%		
R&D	–	–	–	N/A	–	–	N/A
Sales & Marketing	243	227	15	6.7%	207	35	17.0%
Administrative	3,860	3,838	22	0.6%	3,830	30	0.8%
Other Opex	(275)	(112)	(163)	145.0%	(105)	(171)	163.2%
Total Opex	3,827	3,953	(125)	(3.2%)	3,933	(106)	(2.7%)
EBITDA	(846)	(966)	120	(12.4%)	(1,080)	234	(21.6%)
EBITDA %	(2.0%)	(2.4%)			(2.6%)		
Net Income (Loss)	\$ (3,732)	\$ (3,819)	\$ 86	(2.3%)	\$ (3,933)	\$ 200	(5.1%)
Capex	\$ (245)	\$ (1,365)	\$ 1,120	(82.1%)	\$ (2,083)	\$ 1,838	(88.2%)
<b>Opex Overview:</b>							
Payroll	\$ 677	\$ 690	\$ (13)	(1.9%)	\$ 642	\$ 35	5.5%
Bonus	–	–	–	N/A	–	–	N/A
Commissions	–	–	–	N/A	–	–	N/A
Marketing	94	78	16	20.1%	66	28	42.3%
Benefits	–	–	–	N/A	–	–	N/A
Travel and entertainment	10	8	2	26.1%	17	(7)	(42.8%)
Rent and facilities	–	–	–	N/A	–	–	N/A
Insurance	40	38	2	5.1%	42	(2)	(4.5%)
Professional fees	46	10	37	379.8%	32	14	44.4%
Utilities, repair, maintenance, and security	30	31	(1)	(2.0%)	34	(4)	(10.9%)
Corporate OH Fees	3,202	3,207	(4)	(0.1%)	3,218	(15)	(0.5%)
Bad Debts	(3)	(4)	0	(12.0%)	0	(3)	(1348.1%)
FX	(127)	–	(127)	N/A	41	(168)	(407.9%)
JV Loss (Income)	(148)	(112)	(36)	32.0%	(146)	(2)	1.7%
Other Expenses	5	7	(1)	(20.5%)	(11)	16	(148.9%)
Total Opex	\$ 3,827	\$ 3,953	\$ (125)	(3.2%)	\$ 3,936	\$ (109)	(2.8%)

# Key Customers – Full Year Woodbridge

	Gross Sales (\$'000)									Gross Margin %									
	FY		FY		Var		PY		Var		FY	FY	Var		PY	Var			
	Fcst	Bud	\$	%	Act	\$	%			Fcst	Bud	BPs	%	Act	BPs	%			
Customer:																			
Royal Vinylbilt Limited	\$	9,538	\$	9,647	\$	(109)	(1.1%)	\$	9,266	\$	272	2.9%	8.4%	13.0%	(461)	(35.4%)	7.9%	48	6.1%
Quaker Window Products		6,398		6,093		305	5.0%		5,858		540	9.2%	9.2%	10.2%	(100)	(9.8%)	8.5%	67	7.9%
Vinyl-Pro Window Systems Inc		3,582		3,609		(27)	(0.8%)		3,328		254	7.6%	6.2%	7.8%	(162)	(20.8%)	17.2%	(1,097)	(64.0%)
All Weather Windows Ltd.		3,584		3,964		(379)	(9.6%)		3,090		494	16.0%	17.2%	19.0%	(182)	(9.6%)	(20.5%)	3,763	(184.0%)
Windsor Window Co OEM		4,300		3,952		347	8.8%		4,303		(3)	(0.1%)	21.8%	22.5%	(74)	(3.3%)	5.7%	1,609	283.4%
Dashwood Industries Inc		2,842		2,632		211	8.0%		2,450		393	16.0%	14.9%	16.0%	(106)	(6.6%)	19.0%	(403)	(21.2%)
Energi Terrebonne		2,066		2,256		(190)	(8.4%)		1,687		379	22.5%	(4.8%)	(2.0%)	(277)	138.6%	15.3%	(2,011)	(131.1%)
Vinylbilt Windows & Doors Corp		2,079		1,966		113	5.8%		2,048		31	1.5%	(17.0%)	(15.0%)	(200)	13.4%	11.3%	(2,835)	(249.8%)
Allsco Windows & Doors Corp		1,638		1,685		(47)	(2.8%)		1,431		207	14.4%	(16.9%)	(15.0%)	(191)	12.7%	3.9%	(2,086)	(528.4%)
PGT Industries Inc		1,326		1,190		136	11.4%		1,201		125	10.4%	15.4%	5.0%	1,041	208.1%	(8.8%)	2,419	(275.4%)
Ostaco 2000 Windoors Inc.		1,120		1,128		(9)	(0.8%)		1,251		(131)	(10.5%)	2.7%	5.0%	(233)	(46.7%)	6.3%	(359)	(57.4%)
Oran Ltd. (Barbados)		592		500		92	18.4%		448		144	32.1%	10.0%	8.0%	201	25.1%	13.4%	(340)	(25.4%)
Centennial Windows Ltd		520		489		31	6.4%		494		26	5.2%	31.8%	33.0%	(116)	(3.5%)	16.4%	1,549	94.7%
Seymour Windows Ltd		556		489		68	13.8%		634		(77)	(12.2%)	15.7%	19.6%	(394)	(20.1%)	17.1%	(144)	(8.4%)
Kohltech International Ltd		517		451		66	14.6%		86		431	499.5%	6.9%	10.0%	(308)	(30.8%)	32.2%	(2,531)	(78.5%)
Mason Windows Ltd		328		360		(32)	(8.9%)		368		(40)	(10.9%)	5.7%	8.0%	(233)	(29.1%)	37.1%	(3,139)	(84.7%)
Integral Windows Systems		317		301		16	5.4%		400		(83)	(20.7%)	6.2%	8.0%	(181)	(22.6%)	8.0%	(181)	(22.6%)
Marlboro Windows		249		301		(51)	(17.1%)		317		(68)	(21.3%)	6.9%	6.0%	85	14.2%	8.0%	(115)	(14.3%)
Hunter Douglas - Colorado - Ship T		275		250		25	9.9%		117		158	134.4%	23.3%	18.0%	529	29.4%	8.0%	1,529	191.1%
Great Lakes Window Inc		197		250		(53)	(21.3%)		246		(49)	(20.1%)	5.5%	8.0%	(248)	(31.0%)	7.0%	(152)	(21.6%)
Other		2,427		1,980		447	22.6%		4,444		(2,017)	(45.4%)	(22.6%)	(127.3%)	10,474	(82.3%)	(20.7%)	(186)	9.0%
Total Gross	\$	44,451	\$	43,492	\$	959	2.2%	\$	43,467	\$	984	2.3%	11.8%	6.7%	510	76.3%	6.6%	522	79.5%

# Laval Summary P&L

\$'000	QTD		Var		YTD		Var	
	Act	Bud	\$	%	Act	Bud	\$	%
Units Produced ('000)	4,129	4,437	(308)	(7.0%)	4,129	4,437	(308)	(7.0%)
Units Shipped ('000)	3,693	3,605	89	2.5%	3,693	3,605	89	2.5%
Bookings (\$'000)	\$ 6,760	\$ 7,143	\$ (383)	(5.4%)	\$ 6,760	\$ 7,143	\$ (383)	(5.4%)
Backlog (\$'000)	\$ 2,783	\$ 3,088	\$ (304)	(9.8%)	\$ 2,783	\$ 3,088	\$ (304)	(9.8%)
Gross Revenue	\$ 6,777	\$ 6,417	\$ 361	5.6%	\$ 6,777	\$ 6,417	\$ 361	5.6%
Adj. to Gross Revenue	(608)	(466)	(142)	30.4%	(608)	(466)	(142)	30.4%
Net Revenue	6,169	5,951	219	3.7%	6,169	5,951	219	3.7%
Material	2,843	2,808	35	1.3%	2,843	2,808	35	1.3%
Labor	1,341	1,385	(44)	(3.2%)	1,341	1,385	(44)	(3.2%)
Other COGS	320	129	191	148.9%	320	129	191	148.9%
Total COGS	4,504	4,321	183	4.2%	4,504	4,321	183	4.2%
Gross Margin	1,666	1,629	36	2.2%	1,666	1,629	36	2.2%
Gross Margin %	27.0%	27.4%			27.0%	27.4%		
R&D	—	—	—	N/A	—	—	—	N/A
Sales & Marketing	308	324	(16)	(4.8%)	308	324	(16)	(4.8%)
Administrative	718	739	(20)	(2.8%)	718	739	(20)	(2.8%)
Other Opex	11	—	11	N/A	11	—	11	N/A
Total Opex	1,037	1,063	(25)	(2.4%)	1,037	1,063	(25)	(2.4%)
EBITDA	628	567	61	10.8%	628	567	61	10.8%
EBITDA %	10.2%	9.5%			10.2%	9.5%		
Net Income (Loss)	\$ 290	\$ 237	\$ 53	22.4%	\$ 290	\$ 237	\$ 53	22.4%
Capex	\$ (144)	\$ (374)	\$ 230	(61.5%)	\$ (144)	\$ (374)	\$ 230	(61.5%)
<b>Opex Overview:</b>								
Payroll	\$ 300	\$ 316	\$ (15)	(4.9%)	\$ 300	\$ 316	\$ (15)	(4.9%)
Bonus	—	—	—	N/A	—	—	—	N/A
Commissions	—	—	—	N/A	—	—	—	N/A
Marketing	73	81	(7)	(8.8%)	73	81	(7)	(8.8%)
Benefits	—	—	—	N/A	—	—	—	N/A
Travel and entertainment	13	10	3	33.3%	13	10	3	33.3%
Rent and facilities	—	—	—	N/A	—	—	—	N/A
Insurance	8	14	(6)	(42.5%)	8	14	(6)	(42.5%)
Professional fees	13	18	(5)	(26.6%)	13	18	(5)	(26.6%)
Utilities, repair, maintenance, and	16	16	1	4.3%	16	16	1	4.3%
Corporate OH Fees	524	529	(5)	(0.9%)	524	529	(5)	(0.9%)
Bad Debts	—	—	—	N/A	—	—	—	N/A
FX	11	—	11	N/A	11	—	11	N/A
JV Loss (Income)	—	—	—	N/A	—	—	—	N/A
Other Expenses	78	80	(2)	(2.2%)	78	80	(2)	(2.2%)
Total Opex	\$ 1,037	\$ 1,063	\$ (25)	(2.4%)	\$ 1,037	\$ 1,063	\$ (25)	(2.4%)

## Management Discussion

### Net Revenue – Q1-20: +\$219K:

- Sales volume up 2.5% or \$146k due to increased demand from Schluter, Atlantic and Fenergetic; offset by decreased demand from Boulet (timing – changing ERP System), Terrebonne and Isothermic.
- Unfavorable rebates and discounts \$78k driven by higher demand from Schluter and Atantic.
- Favorable mix impact of \$220k primarily driven by Schluter and products for resale
- Unfavorable F/X of \$69k (actual rate of 1.3442 [or \$USD 0.7439] vs. 1.33 [or \$USD 0.7519])

### EBITDA – Q1-20: +\$61K:

- Material COGS:** Increase in costs by \$35k primarily driven by increased volume \$69k; offset by improved yields \$35k (89.5% vs 87.9%)
- Labor COGS:** Decrease in costs by \$44k driven by lower volumes (7.0%) and layoff due to Covid-19 (eff Mar 25); offset with small output jobs running and 1 headcount for trainer (budget assumed trainer retired)
- Other COGS:** Increase in costs by \$191k driven by decreased net absorption (lower prod volumes -7%)
- Sales and Marketing:** Decrease in cost by \$16k driven by lower product development costs (timing).
- Administrative:** Decrease in cost by \$20k driven by lower wages (layoff Covid-19), reduced recruiting fees and premise costs (Utility refund).
- Other Opex:** Increase in costs by \$11k unfavorable F/X revaluation of working capital balances

# Key Customers – Gross Sales and Gross Margin %: Laval

	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	Bud	BPs	%	Act	BPs	%
<b>Customer:</b>																																
SOLARIS QUEBEC P & F INC.	\$ 1,023	\$ 997	\$ 26	2.6%	\$ 955	\$ 68	7.1%	\$ 1,023	\$ 997	\$ 26	2.6%	\$ 955	\$ 68	7.1%	23.8%	23.1%	78	3.4%	23.3%	53	2.3%	23.8%	23.1%	78	3.4%	23.3%	53	2.3%	23.8%	23.1%	78	3.4%
ATLANTIC WINDOWS	676	563	112	19.9%	565	111	19.7%	676	563	112	19.9%	565	111	19.7%	14.1%	13.7%	43	3.2%	14.6%	(42)	(2.9%)	14.1%	13.7%	43	3.2%	14.6%	(42)	(2.9%)	14.1%	13.7%	43	3.2%
SCHLUTER SYSTEMS L.P.	840	406	433	106.6%	389	450	115.6%	840	406	433	106.6%	389	450	115.6%	23.1%	23.3%	(17)	(0.7%)	24.2%	(102)	(4.2%)	23.1%	23.3%	(17)	(0.7%)	24.2%	(102)	(4.2%)	23.1%	23.3%	(17)	(0.7%)
PTES & FEN ISOTHERMIC INC	215	362	(148)	(40.8%)	338	(123)	(36.5%)	215	362	(148)	(40.8%)	338	(123)	(36.5%)	22.1%	23.3%	(124)	(5.3%)	22.4%	(31)	(1.4%)	22.1%	23.3%	(124)	(5.3%)	22.4%	(31)	(1.4%)	22.1%	23.3%	(124)	(5.3%)
LAFLAMME PORTES	290	283	7	2.5%	287	3	1.0%	290	283	7	2.5%	287	3	1.0%	(12.3%)	(11.6%)	(61)	5.2%	(13.2%)	95	(7.2%)	(12.3%)	(11.6%)	(61)	5.2%	(13.2%)	95	(7.2%)	(12.3%)	(11.6%)	(61)	5.2%
PORTES & FENETRES ABRITEK	155	158	(3)	(1.8%)	145	10	7.2%	155	158	(3)	(1.8%)	145	10	7.2%	30.3%	30.5%	(26)	(0.9%)	29.1%	123	4.2%	30.3%	30.5%	(26)	(0.9%)	29.1%	123	4.2%	30.3%	30.5%	(26)	(0.9%)
ATIS PORTES & FENETRES	377	289	88	30.5%	297	80	27.0%	377	289	88	30.5%	297	80	27.0%	(17.8%)	(17.7%)	(8)	0.5%	(17.7%)	(9)	0.5%	(17.8%)	(17.7%)	(8)	0.5%	(17.7%)	(9)	0.5%	(17.8%)	(17.7%)	(8)	0.5%
EXTREME ENTRANCE SYSTEMS	360	269	91	34.0%	251	109	43.4%	360	269	91	34.0%	251	109	43.4%	15.9%	15.6%	27	1.8%	15.3%	55	3.6%	15.9%	15.6%	27	1.8%	15.3%	55	3.6%	15.9%	15.6%	27	1.8%
LES FENETRES CONCEPT.	231	225	7	3.1%	222	10	4.4%	231	225	7	3.1%	222	10	4.4%	14.4%	14.4%	2	0.1%	14.7%	(30)	(2.0%)	14.4%	14.4%	2	0.1%	14.7%	(30)	(2.0%)	14.4%	14.4%	2	0.1%
FENERGIC INC	339	236	104	43.9%	229	110	47.9%	339	236	104	43.9%	229	110	47.9%	15.8%	16.3%	(48)	(2.9%)	18.7%	(289)	(15.4%)	15.8%	16.3%	(48)	(2.9%)	18.7%	(289)	(15.4%)	15.8%	16.3%	(48)	(2.9%)
P & C EDDY BOULET INC	194	311	(117)	(37.6%)	326	(132)	(40.4%)	194	311	(117)	(37.6%)	326	(132)	(40.4%)	17.1%	19.1%	(205)	(10.7%)	20.4%	(335)	(16.4%)	17.1%	19.1%	(205)	(10.7%)	20.4%	(335)	(16.4%)	17.1%	19.1%	(205)	(10.7%)
KENTO WINDOWS & DOORS	138	126	12	9.8%	123	15	12.4%	138	126	12	9.8%	123	15	12.4%	24.1%	27.5%	(340)	(12.4%)	29.7%	(565)	(19.0%)	24.1%	27.5%	(340)	(12.4%)	29.7%	(565)	(19.0%)	24.1%	27.5%	(340)	(12.4%)
FUTURA MANUFACTURIER	26	15	11	75.2%	14	13	93.5%	26	15	11	75.2%	14	13	93.5%	15.0%	3.1%	1,195	386.5%	5.6%	944	168.8%	15.0%	3.1%	1,195	386.5%	5.6%	944	168.8%	15.0%	3.1%	1,195	386.5%
VAILLANCOURT INC.	114	82	32	39.1%	65	48	74.4%	114	82	32	39.1%	65	48	74.4%	31.0%	22.8%	826	36.3%	23.7%	738	31.2%	31.0%	22.8%	826	36.3%	23.7%	738	31.2%	31.0%	22.8%	826	36.3%
FENESTRA PURCHASING - GOLDEN	123	110	13	12.1%	121	2	1.9%	123	110	13	12.1%	121	2	1.9%	(5.2%)	(3.1%)	(214)	69.2%	(1.3%)	(393)	300.1%	(5.2%)	(3.1%)	(214)	69.2%	(1.3%)	(393)	300.1%	(5.2%)	(3.1%)	(214)	69.2%
FENÊTRES PRÉSIDENT	–	–	-	N/A	–	-	N/A	–	–	-	N/A	–	-	N/A	#DIV/0!	#DIV/0! –	#DIV/0!	#DIV/0!	NA	#DIV/0!	#DIV/0!	#DIV/0! –	#DIV/0!	#DIV/0!	NA	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	NA	#DIV/0!
PRODUITS DALMEN PRODUCTS	68	53	15	28.8%	73	(4)	(6.2%)	68	53	15	28.8%	73	(4)	(6.2%)	15.5%	22.5%	(702)	(31.2%)	22.1%	(661)	(29.9%)	15.5%	22.5%	(702)	(31.2%)	22.1%	(661)	(29.9%)	15.5%	22.5%	(702)	(31.2%)
ENTREPRISES DOCO INC.	63	87	(24)	(27.4%)	104	(41)	(39.3%)	63	87	(24)	(27.4%)	104	(41)	(39.3%)	19.6%	25.7%	(617)	(24.0%)	24.7%	(515)	(20.8%)	19.6%	25.7%	(617)	(24.0%)	24.7%	(515)	(20.8%)	19.6%	25.7%	(617)	(24.0%)
G R THERIAULT	22	63	(41)	(65.6%)	65	(43)	(66.6%)	22	63	(41)	(65.6%)	65	(43)	(66.6%)	26.5%	24.8%	174	7.0%	24.5%	201	8.2%	26.5%	24.8%	174	7.0%	24.5%	201	8.2%	26.5%	24.8%	174	7.0%
LAS ENTERPRISES	74	137	(63)	(46.1%)	147	(74)	(50.0%)	74	137	(63)	(46.1%)	147	(74)	(50.0%)	48.3%	52.8%	(451)	(8.5%)	50.1%	(183)	(3.7%)	48.3%	52.8%	(451)	(8.5%)	50.1%	(183)	(3.7%)	48.3%	52.8%	(451)	(8.5%)
Other	1,449	1,645	(196)	(11.9%)	1,673	(223)	(13.4%)	1,449	1,645	(196)	(11.9%)	1,673	(223)	(13.4%)	70.6%	65.7%	483	7.3%	3.8%	6,681	1773.9%	70.6%	65.7%	483	7.3%	32.0%	3,854	120.3%	70.6%	65.7%	483	7.3%
Total Gross	\$ 6,777	\$ 6,417	\$ 361	5.6%	\$ 6,388	\$ 390	6.1%	\$ 6,777	\$ 6,417	\$ 361	5.6%	\$ 6,388	\$ 390	6.1%	26.6%	28.1%	(156)	(5.5%)	28.2%	(158)	(5.6%)	26.6%	28.1%	(156)	(5.5%)	28.2%	(158)	(5.6%)	26.6%	28.1%	(156)	(5.5%)

## Management Discussion

- Continued Strong performance despite soft market conditions, contributed by Solaris, Schluter, Extreme, Fenergie and Atis as a result of new launches and some catch-up
- Strong pick up from Atlantic towards the end of Q1.
- Slower start to Isothermic, possibly due to timing
- Lower sales to Boulet and Las due to timing as well as reduction in price to remain competitive.

# Key Performance Indicators - Laval

ENERGI Laval Extrusion KPI Report	2020 Targets	Jan-20	Feb-20	Mar-20	YTD 2020
<b>Health &amp; Safety</b>					
<i>Recordable Incidents</i>	0	1	0	0	1
<i>TRIR (Total Recordable Incident Rate)</i>	<1	2.41	1.62	1.62	3.3
<b>Quality Performance</b>					
<i>Customer Complaints - per MLBS</i>	17.7	16.8	11.5	18.25	15.5
<i>Return as % of sales</i>	0.72%	1.24%	0.40%	0.82%	0.79%
<b>Delivery Performance</b>					
<i>% on time in full</i>	95.00%	99.94%	99.78%	98.38%	99.37%
<i>% by line items</i>	99.00%	99.94%	99.78%	98.38%	99.37%
<b>Costs</b>					
<i>Yield</i>	87.87%	89.03%	89.77%	89.54%	89.47%
<i>Alt/Regrind Compound Consumption Ratio</i>	15.20%	21.47%	21.05%	14.35%	19.04%
<i>Direct Labour \$/lb produced</i>	\$0.192	\$ 0.219	\$0.187	\$ 0.183	\$ 0.195
<i>Indirect Labour (incl D&amp;D) \$/lb produced</i>	\$0.216	\$ 0.285	\$0.218	\$ 0.220	\$ 0.239
<b>Inventory</b>					
<i>Days - TTM (Trailing 12 Months)</i>	67.3	72	71	70	71

## Comments:

**Quality:** 19 complaints by Solaris for \$3k; 3 by Schlüter for \$17k (E704 - dimension & pin issue (CAD); 2 by Vaillancourt for \$1k; 1 by Isothermic for \$5k (glazing bead - dimension issue)

**Costs:** Regrind: Closing of the plant. Only small output lines for Schlüter are running.

IL Labour: Low volume.

**Inventory:** Slightly higher due to lower sales due to current situation.

# Full Year Laval P&L Summary

	FY		Var		PY		Var	
	Fcst	Bud	\$	%	Fcst	\$		%
<b>Units Produced ('000)</b>	<b>18,643</b>	<b>18,951</b>	<b>(308)</b>	<b>(1.6%)</b>	<b>19,150</b>	<b>(508)</b>		<b>(2.7%)</b>
<b>Units Shipped ('000)</b>	<b>19,305</b>	<b>19,217</b>	<b>89</b>	<b>0.5%</b>	<b>18,815</b>	<b>490</b>		<b>2.6%</b>
<b>Bookings (\$'000)</b>	<b>\$ 35,745</b>	<b>\$ 36,128</b>	<b>\$ (383)</b>	<b>(1.1%)</b>	<b>\$ 36,193</b>	<b>\$ (448)</b>		<b>(1.2%)</b>
<b>Backlog ('\$000)</b>	<b>\$ 2,398</b>	<b>\$ 2,398</b>	<b>\$ –</b>	<b>0.0%</b>	<b>\$ 2,942</b>	<b>\$ (545)</b>		<b>(18.5%)</b>
<b>Gross Revenue</b>	<b>\$ 34,942</b>	<b>\$ 34,581</b>	<b>\$ 361</b>	<b>1.0%</b>	<b>\$ 34,485</b>	<b>\$ 457</b>		<b>1.3%</b>
Adj. to Gross Revenue	(2,948)	(2,806)	(142)	5.1%	(2,943)	(5)		0.2%
<b>Net Revenue</b>	<b>31,994</b>	<b>31,775</b>	<b>219</b>	<b>0.7%</b>	<b>31,542</b>	<b>452</b>		<b>1.4%</b>
Material	14,811	14,776	35	0.2%	14,634	178		1.2%
Labor	5,773	5,817	(44)	(0.8%)	5,843	(71)		(1.2%)
Other COGS	2,328	2,137	191	9.0%	1,926	403		20.9%
<b>Total COGS</b>	<b>22,912</b>	<b>22,730</b>	<b>183</b>	<b>0.8%</b>	<b>22,402</b>	<b>510</b>		<b>2.3%</b>
<b>Gross Margin</b>	<b>9,082</b>	<b>9,046</b>	<b>36</b>	<b>0.4%</b>	<b>9,140</b>	<b>(58)</b>		<b>(0.6%)</b>
<i>Gross Margin %</i>	<i>28.4%</i>	<i>28.5%</i>			<i>29.0%</i>			
R&D	–	–	–	N/A	–	–		N/A
Sales & Marketing	1,501	1,517	(16)	(1.0%)	1,754	(252)		(14.4%)
Administrative	2,946	2,967	(20)	(0.7%)	2,978	(31)		(1.1%)
Other Opex	11	–	11	N/A	(7)	17		(257.1%)
<b>Total Opex</b>	<b>4,458</b>	<b>4,484</b>	<b>(25)</b>	<b>(0.6%)</b>	<b>4,725</b>	<b>(266)</b>		<b>(5.6%)</b>
<b>EBITDA</b>	<b>4,624</b>	<b>4,562</b>	<b>61</b>	<b>1.3%</b>	<b>4,415</b>	<b>208</b>		<b>4.7%</b>
<i>EBITDA %</i>	<i>14.5%</i>	<i>14.4%</i>			<i>14.0%</i>			
<b>Net Income (Loss)</b>	<b>\$ 3,189</b>	<b>\$ 3,136</b>	<b>\$ 53</b>	<b>1.7%</b>	<b>\$ 3,095</b>	<b>\$ 94</b>		<b>3.0%</b>
<b>Capex</b>	<b>\$ (144)</b>	<b>\$ (1,235)</b>	<b>\$ 1,091</b>	<b>(88.3%)</b>	<b>\$ (1,030)</b>	<b>\$ 886</b>		<b>(86.0%)</b>
<b><u>Opex Overview:</u></b>								
Payroll	\$ 1,281	\$ 1,296	\$ (15)	(1.2%)	\$ 1,262	\$ 19		1.5%
Bonus	–	–	–	N/A	–	–		N/A
Commissions	–	–	–	N/A	–	–		N/A
Marketing	517	524	(7)	(1.4%)	770	(253)		(32.8%)
Benefits	–	–	–	N/A	–	–		N/A
Travel and entertainment	43	39	3	8.3%	50	(7)		(14.6%)
Rent and facilities	–	–	–	N/A	–	–		N/A
Insurance	50	56	(6)	(10.6%)	53	(3)		(5.8%)
Professional fees	67	72	(5)	(6.6%)	92	(25)		(27.1%)
Utilities, repair, maintenance, and security	61	60	1	1.1%	68	(7)		(10.4%)
Corporate OH Fees	2,112	2,117	(5)	(0.2%)	2,125	(13)		(0.6%)
Bad Debts	–	–	–	N/A	3	(3)		(100.0%)
FX	11	–	11	N/A	(7)	17		(257.1%)
JV Loss (Income)	–	–	–	N/A	–	–		N/A
Other Expenses	317	319	(2)	(0.5%)	312	5		1.7%
<b>Total Opex</b>	<b>\$ 4,458</b>	<b>\$ 4,484</b>	<b>\$ (25)</b>	<b>(0.6%)</b>	<b>\$ 4,728</b>	<b>\$ (269)</b>		<b>(5.7%)</b>

# Key Customers – Full Year Laval

	Gross Sales (\$'000)									Gross Margin %										
	FY		FY		Var		PY		Var		FY		FY		Var		PY		Var	
	Fcst		Bud		\$	%	Act		\$	%	Fcst		Bud		BPs	%	Act		BPs	%
Customer:																				
SOLARIS QUEBEC P & F INC.	\$	4,499	\$	4,474	\$	26	0.6%	\$	4,265	\$	234	5.5%	24.6%	24.4%	15	0.6%	24.0%	55	2.3%	
ATLANTIC WINDOWS		3,345		3,233		112	3.5%		3,352		(7)	(0.2%)	14.7%	14.8%	(5)	(0.3%)	14.5%	23	1.6%	
SCHLUTER SYSTEMS L.P.		2,833		2,400		433	18.1%		2,664		169	6.4%	22.6%	23.3%	(72)	(3.1%)	21.6%	95	4.4%	
PTES & FEN ISOTHERMIC INC		1,994		2,142		(148)	(6.9%)		2,064		(70)	(3.4%)	22.3%	22.3%	(3)	(0.1%)	22.0%	25	1.2%	
LAFLAMME PORTES		2,075		2,068		7	0.3%		1,959		116	5.9%	(13.3%)	(13.4%)	17	(1.2%)	(13.2%)	(4)	0.3%	
PORTES & FENETRES ABRITEK		1,802		1,805		(3)	(0.2%)		1,629		172	10.6%	30.6%	30.9%	(28)	(0.9%)	30.4%	23	0.8%	
ATIS PORTES & FENETRES		1,667		1,579		88	5.6%		1,713		(45)	(2.7%)	(17.1%)	(17.2%)	7	(0.4%)	(16.9%)	(21)	1.3%	
EXTREME ENTRANCE SYSTEMS		1,595		1,504		91	6.1%		1,491		104	7.0%	15.8%	15.8%	4	0.3%	15.7%	13	0.8%	
LES FENETRES CONCEPT.		1,257		1,250		7	0.6%		1,163		94	8.1%	15.8%	15.9%	(6)	(0.3%)	15.7%	14	0.9%	
FENERGIC INC		1,177		1,074		104	9.6%		1,074		103	9.6%	15.6%	16.2%	(65)	(4.0%)	16.2%	(65)	(4.0%)	
P & C EDDY BOULET INC		864		981		(117)	(11.9%)		1,041		(176)	(16.9%)	23.5%	23.7%	(14)	(0.6%)	23.5%	1	0.0%	
KENTO WINDOWS & DOORS		727		714		12	1.7%		644		82	12.8%	32.8%	33.0%	(22)	(0.7%)	32.8%	(2)	(0.1%)	
FUTURA MANUFACTURIER		504		492		11	2.3%		393		111	28.3%	8.0%	7.3%	66	9.1%	7.4%	53	7.2%	
VAILLANCOURT INC.		521		489		32	6.5%		473		48	10.0%	26.4%	26.4%	6	0.2%	25.9%	47	1.8%	
FENESTRA PURCHASING - GOLDEN		464		451		13	2.9%		621		(157)	(25.2%)	(3.3%)	(1.8%)	(145)	80.7%	(1.6%)	(162)	99.1%	
FENÊTRES PRÉSIDENT		451		451		-	0.0%		—		451	N/A	23.6%	23.6%	—	0.0%	#DIV/0!	NA	#DIV/0!	
PRODUITS DALMEN PRODUCTS		437		421		15	3.6%		499		(62)	(12.4%)	17.2%	17.6%	(38)	(2.2%)	17.5%	(26)	(1.5%)	
ENTREPRISES DOCO INC.		382		406		(24)	(5.8%)		419		(37)	(8.8%)	22.2%	22.9%	(69)	(3.0%)	22.6%	(38)	(1.7%)	
G R THERIAULT		365		406		(41)	(10.2%)		412		(47)	(11.4%)	23.3%	23.8%	(50)	(2.1%)	23.9%	(53)	(2.2%)	
LAS ENTERPRISES		337		400		(63)	(15.7%)		360		(23)	(6.5%)	49.6%	51.3%	(167)	(3.3%)	49.6%	3	0.1%	
Other		7,645		7,841		(196)	(2.5%)		8,248		(603)	(7.3%)	61.2%	59.1%	207	3.5%	2.7%	5,855	2205.2%	
Total Gross	\$	34,942	\$	34,581	\$	361	1.0%	\$	34,485	\$	457	1.3%	26.3%	26.5%	(19)	(0.7%)	26.5%	(21)	(0.8%)	

# Delmont Summary P&L

\$'000	QTD		Var		YTD		Var	
	Act	Bud	\$	%	Act	Bud	\$	%
Units Produced ('000)	5,454	5,340	114	2.1%	5,454	5,340	114	2.1%
Units Shipped ('000)	5,433	5,662	(229)	(4.0%)	5,433	5,662	(229)	(4.0%)
Bookings (\$'000)	\$ 9,639	\$ 9,769	\$ (130)	(1.3%)	\$ 9,639	\$ 9,769	\$ (130)	(1.3%)
Backlog ('\$000)	\$ 1,581	\$ 1,568	\$ 13	0.8%	\$ 1,581	\$ 1,568	\$ 13	0.8%
<b>Gross Revenue</b>	<b>\$ 9,852</b>	<b>\$ 10,069</b>	<b>\$ (217)</b>	<b>(2.2%)</b>	<b>\$ 9,852</b>	<b>\$ 10,069</b>	<b>\$ (217)</b>	<b>(2.2%)</b>
Adj. to Gross Revenue	(295)	(300)	6	(1.9%)	(295)	(300)	6	(1.9%)
<b>Net Revenue</b>	<b>9,557</b>	<b>9,769</b>	<b>(212)</b>	<b>(2.2%)</b>	<b>9,557</b>	<b>9,769</b>	<b>(212)</b>	<b>(2.2%)</b>
Material	4,502	4,780	(278)	(5.8%)	4,502	4,780	(278)	(5.8%)
Labor	1,933	1,963	(30)	(1.5%)	1,933	1,963	(30)	(1.5%)
Other COGS	457	951	(493)	(51.9%)	457	951	(493)	(51.9%)
<b>Total COGS</b>	<b>6,893</b>	<b>7,693</b>	<b>(801)</b>	<b>(10.4%)</b>	<b>6,893</b>	<b>7,693</b>	<b>(801)</b>	<b>(10.4%)</b>
<b>Gross Margin</b>	<b>2,664</b>	<b>2,075</b>	<b>589</b>	<b>28.4%</b>	<b>2,664</b>	<b>2,075</b>	<b>589</b>	<b>28.4%</b>
Gross Margin %	27.9%	21.2%			27.9%	21.2%		
R&D	—	—	—	N/A	—	—	—	N/A
Sales & Marketing	35	42	(7)	(16.1%)	35	42	(7)	(16.1%)
Administrative	668	670	(2)	(0.3%)	668	670	(2)	(0.3%)
Other Opex	—	—	—	N/A	—	—	—	N/A
<b>Total Opex</b>	<b>703</b>	<b>712</b>	<b>(9)</b>	<b>(1.2%)</b>	<b>703</b>	<b>712</b>	<b>(9)</b>	<b>(1.2%)</b>
<b>EBITDA</b>	<b>1,961</b>	<b>1,363</b>	<b>598</b>	<b>43.8%</b>	<b>1,961</b>	<b>1,363</b>	<b>598</b>	<b>43.8%</b>
EBITDA %	20.5%	14.0%			20.5%	14.0%		
<b>Net Income (Loss)</b>	<b>\$ 1,461</b>	<b>\$ 905</b>	<b>\$ 556</b>	<b>61.5%</b>	<b>\$ 1,461</b>	<b>\$ 905</b>	<b>\$ 556</b>	<b>61.5%</b>
<b>Capex</b>	<b>\$ (110)</b>	<b>\$ (399)</b>	<b>\$ 289</b>	<b>(72.4%)</b>	<b>\$ (110)</b>	<b>\$ (399)</b>	<b>\$ 289</b>	<b>(72.4%)</b>
<b>Opex Overview:</b>								
Payroll	\$ 180	\$ 182	\$ (2)	(1.2%)	\$ 180	\$ 182	\$ (2)	(1.2%)
Bonus	—	—	—	N/A	—	—	—	N/A
Commissions	—	—	—	N/A	—	—	—	N/A
Marketing	—	—	—	N/A	—	—	—	N/A
Benefits	—	—	—	N/A	—	—	—	N/A
Travel and entertainment	2	—	2	N/A	2	—	2	N/A
Rent and facilities	—	—	—	N/A	—	—	—	N/A
Insurance	—	—	—	N/A	—	—	—	N/A
Professional fees	—	—	—	N/A	—	—	—	N/A
Utilities, repair, maintenance, anc	7	9	(2)	(20.8%)	7	9	(2)	(20.8%)
Corporate OH Fees	497	498	(1)	(0.2%)	497	498	(1)	(0.2%)
Bad Debts	—	—	—	N/A	—	—	—	N/A
FX	—	—	—	N/A	—	—	—	N/A
JV Loss (Income)	—	—	—	N/A	—	—	—	N/A
Other Expenses	17	23	(6)	(25.5%)	17	23	(6)	(25.5%)
<b>Total Opex</b>	<b>\$ 703</b>	<b>\$ 712</b>	<b>\$ (9)</b>	<b>(1.2%)</b>	<b>\$ 703</b>	<b>\$ 712</b>	<b>\$ (9)</b>	<b>(1.2%)</b>

## Management Discussion

### Net Revenue – Q1-20: (\$212K):

- Sales volume down 4.0% or \$395k driven by decreased demand from Polaris, Regency and Comfort View offset by increased demand from PGT, Great Day and Yoders.
- Returns in line with budget
- Rebates in line with budget
- Favorable mix impact of \$189k or \$0.03/lb primarily driven by PGT product mix (more capstock) and Qubicaamf bowling products.

### EBITDA – Q1-20: +\$598K:

- Material COGS:** Decrease in costs by \$278k primarily driven by decreased sales volumes \$210k, reversal of E&O/LCM inventory reserves \$17k and product mix \$67k; offset by lower alt material/regrind usage \$16k (less Alt material available)
- Labor COGS:** Decrease in cost by \$30K driven by lower headcount (1); offset by increase in casual labor.
- Other COGS:** Decrease in cost by \$493k driven by favorable net absorption of \$158k and PY adjustment on freight costs accrual \$335k.
- Sales and Marketing:** Decrease in costs by \$7k driven by Made in USA costs.
- Administrative:** In line with budget



# Key Customers – Gross Sales and Gross Margin %: Delmont

	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	\$	%	Act	Bud	\$	%	Act	BPs	%	Act	Bud	BPs	%	Act	BPs	%	
Customer:																																
PGT Industries Inc	\$ 5,765	\$ 5,450	\$ 315	5.8%	\$ 5,340	\$ 425	8.0%	\$ 5,765	\$ 5,450	\$ 315	5.8%	\$ 5,340	\$ 425	8.0%	28.4%	21.9%	651	29.8%	20.6%	777	37.7%	28.4%	21.9%	651	29.8%	20.6%	777	37.7%				
Polaris Technologies	1,173	1,435	(262)	(18.3%)	970	203	20.9%	1,173	1,435	(262)	(18.3%)	970	203	20.9%	23.5%	16.1%	743	46.3%	14.1%	942	66.8%	23.5%	16.1%	743	46.3%	14.1%	942	66.8%				
Comfort View Products	440	540	(100)	(18.5%)	461	(21)	(4.6%)	440	540	(100)	(18.5%)	461	(21)	(4.6%)	28.1%	21.4%	671	31.3%	21.8%	632	29.0%	28.1%	21.4%	671	31.3%	21.8%	632	29.0%				
Sierra Pacific Windows	689	730	(41)	(5.6%)	612	77	12.6%	689	730	(41)	(5.6%)	612	77	12.6%	17.1%	9.3%	773	82.9%	8.2%	882	107.2%	17.1%	9.3%	773	82.9%	8.2%	882	107.2%				
Atrium Windows & Doors	282	365	(83)	(22.7%)	343	(61)	(17.8%)	282	365	(83)	(22.7%)	343	(61)	(17.8%)	37.0%	41.8%	(478)	(11.4%)	39.1%	(207)	(5.3%)	37.0%	41.8%	(478)	(11.4%)	39.1%	(207)	(5.3%)				
Regency Plus, Inc.	367	515	(148)	(28.7%)	463	(96)	(20.7%)	367	515	(148)	(28.7%)	463	(96)	(20.7%)	30.4%	23.2%	720	31.0%	20.3%	1,008	49.6%	30.4%	23.2%	720	31.0%	20.3%	1,008	49.6%				
Brunswick Bowling And Billiards	371	410	(39)	(9.5%)	356	15	4.2%	371	410	(39)	(9.5%)	356	15	4.2%	44.3%	43.8%	56	1.3%	41.3%	302	7.3%	44.3%	43.8%	56	1.3%	41.3%	302	7.3%				
Qubicaamf Worlwide LCC	229	225	4	1.8%	212	17	8.0%	229	225	4	1.8%	212	17	8.0%	52.1%	43.3%	878	20.3%	39.5%	1,261	31.9%	52.1%	43.3%	878	20.3%	39.5%	1,261	31.9%				
NewSouth Window Solutions, LLC	75	100	(25)	(25.0%)	132	(57)	(43.2%)	75	100	(25)	(25.0%)	132	(57)	(43.2%)	53.2%	30.7%	2,243	73.0%	39.9%	1,320	33.0%	53.2%	30.7%	2,243	73.0%	39.9%	1,320	33.0%				
Great Day Improvement, LLC	169	85	84	98.8%	47	122	259.6%	169	85	84	98.8%	47	122	259.6%	25.6%	37.3%	(1,165)	(31.3%)	30.7%	(514)	(16.7%)	25.6%	37.3%	(1,165)	(31.3%)	30.7%	(514)	(16.7%)				
Yoders Window & Siding	50	65	(15)	(23.1%)	104	(54)	(51.9%)	50	65	(15)	(23.1%)	104	(54)	(51.9%)	#DIV/0!	#DIV/0! –	#DIV/0!	34.5%	NA	#VALUE!	#DIV/0!	#DIV/0! –	#DIV/0!	34.5%	NA	#VALUE!	#DIV/0!	34.5%	NA	#VALUE!		
Fairway Building Products	–	–	-	N/A	60	(60)	(100.0%)	–	–	-	N/A	60	(60)	(100.0%)	#DIV/0!	#DIV/0! –	#DIV/0!	22.8%	NA	#VALUE!	#DIV/0!	#DIV/0! –	#DIV/0!	22.8%	NA	#VALUE!	#DIV/0!	22.8%	NA	#VALUE!		
Graber Manufacturing Llc	–	–	-	N/A	–	-	N/A	–	–	-	N/A	–	-	N/A	#DIV/0!	#DIV/0! –	#DIV/0!	#DIV/0!	NA	#DIV/0!	#DIV/0!	#DIV/0! –	#DIV/0!	#DIV/0!	NA	#DIV/0!	#DIV/0!	NA	#DIV/0!			
Columbia Industries, Inc.	–	39	(39)	(100.0%)	53	(53)	(100.0%)	–	39	(39)	(100.0%)	53	(53)	(100.0%)	#DIV/0!	#DIV/0! –	#DIV/0!	39.0%	NA	#VALUE!	#DIV/0!	#DIV/0! –	#DIV/0!	39.0%	NA	#VALUE!	#DIV/0!	39.0%	NA	#VALUE!		
Jeld-Wen Windows & Doors	15	5	10	200.0%	5	10	200.0%	15	5	10	200.0%	5	10	200.0%	21.6%	14.3%	725	50.7%	14.6%	702	48.2%	21.6%	14.3%	725	50.7%	14.6%	702	48.2%				
Constant Distribution LLC	–	–	-	N/A	7	(7)	(100.0%)	–	–	-	N/A	7	(7)	(100.0%)	#DIV/0!	#DIV/0! –	#DIV/0!	(36.6%)	NA	#VALUE!	#DIV/0!	#DIV/0! –	#DIV/0!	(36.6%)	NA	#VALUE!	#DIV/0!	(36.6%)	NA	#VALUE!		
CGI	95	20	75	375.0%	13	82	630.8%	95	20	75	375.0%	13	82	630.8%	(34.6%)	9.9%	(4,448)	(450.1%)	(30.5%)	(409)	13.4%	(34.6%)	9.9%	(4,448)	(450.1%)	(30.5%)	(409)	13.4%				
East Central Indiana Vinyl MFG, LLI	5	14	(9)	(64.3%)	14	(9)	(64.3%)	5	14	(9)	(64.3%)	14	(9)	(64.3%)	18.0%	#DIV/0! –	#DIV/0!	50.2%	(3,220)	(64.1%)	18.0%	#DIV/0! –	#DIV/0!	50.2%	(3,220)	(64.1%)	18.0%	#DIV/0! –				
Lakeland Polymers, LLC	8	1	7	700.0%	1	7	700.0%	8	1	7	700.0%	1	7	700.0%	(24.9%)	(154.6%)	12,966	(83.9%)	(328.3%)	30,337	(92.4%)	(24.9%)	(154.6%)	12,966	(83.9%)	(328.3%)	30,337	(92.4%)				
JP Industrial Products Inc	–	–	-	N/A	–	-	N/A	–	–	-	N/A	–	-	N/A	#DIV/0!	#DIV/0! –	#DIV/0!	#DIV/0!	NA	#DIV/0!	#DIV/0!	#DIV/0! –	#DIV/0!	#DIV/0!	NA	#DIV/0!	#DIV/0!	NA	#DIV/0!			
Other	119	70	49	69.4%	189	(70)	(37.1%)	119	70	49	69.4%	189	(70)	(37.1%)	582.4%	11.1%	57,128	5127.9%	6.8%	57,566	8509.4%	582.4%	11.1%	57,128	5127.9%	6.5%	57,592	8860.7%				
Total Gross	\$ 9,852	\$ 10,069	\$ (217)	(2.2%)	\$ 9,382	\$ 470	5.0%	\$ 9,852	\$ 10,069	\$ (217)	(2.2%)	\$ 9,382	\$ 470	5.0%	38.2%	22.8%	1,540	67.4%	21.3%	1,696	79.7%	38.2%	22.8%	1,540	67.4%	21.3%	1,696	79.7%				

## Management Discussion

- Strong Capstock order continues from PGT.
- Slow start to 2020 from Polaris following a strong end to 2019.
- Great Day continues strong momentum from January.
- Slow start to the year for Comfort View and Regency.

# Key Performance Indicators - Delmont

ENERGI Delmont Extrusion KPI Report	2020 Targets	Jan-20	Feb-20	Mar-20	YTD 2020
<b>Health &amp; Safety</b>					
<i>Recordable Incidents</i>	0	0	0	0	0
<i>TRIR (Total Recordable Incident Rate)</i>	<1	3.7	3.7	2.22	3.7
<b>Quality Performance</b>					
<i>Customer Complaints - per MLBS</i>	2.9	1.1	2.8	2.72	2.21
<i>Return as % of sales</i>	0.30%	0.03%	0.21%	0.14%	0.12%
<b>Delivery Performance</b>					
<i>% on time in full</i>	99.25%	97.86%	98.77%	99.35%	98.66%
<i>% by line items</i>	99.60%	98.84%	99.61%	99.63%	99.36%
<b>Costs</b>					
<i>Yield</i>	84.3%	86.11%	82.63%	84.1%	84.23%
<i>Alt/Regrind Compound Consumption Ratio</i>	23.3%	20.3%	16.7%	18.3%	18.41%
<i>Direct Labour \$/lb produced</i>	\$0.186	\$0.180	\$0.180	\$ 0.174	\$ 0.178
<i>Indirect Labour (incl D&amp;D) \$/lb produced</i>	\$0.183	\$0.185	\$0.174	\$ 0.173	\$ 0.177
<b>Inventory</b>					
<i>Days - TTM (Trailing 12 Months)</i>	63.3	70.1	69.4	69.5	70.1

## Comments:

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

**Costs:** Yield: Better vs monthly target of 84% due to Modified activity load and improved tooling

Regrind: Limited outsource regrind

**Inventory:** Inventory slightly over as a result of order reduction from some customers due to business closures/slowdown caused by the Pandemic.

# Full Year Delmont P&L Summary

\$'000	FY		Var		PY		Var	
	Fcst	Bud	\$	%	Fcst	\$	%	
Units Produced ('000)	21,949	21,835	114	0.5%	20,887	1,062	5.1%	
Units Shipped ('000)	22,269	22,498	(229)	(1.0%)	21,990	279	1.3%	
Bookings (\$'000)	\$ 38,752	\$ 38,882	\$ (130)	(0.3%)	\$ 37,091	\$ 1,661	4.5%	
Backlog (\$'000)	\$ 1,568	\$ 1,568	\$ –	0.0%	\$ 1,244	\$ 324	26.1%	
Gross Revenue	\$ 39,873	\$ 40,090	\$ (217)	(0.5%)	\$ 39,413	\$ 460	1.2%	
Adj. to Gross Revenue	(1,202)	(1,208)	6	(0.5%)	(1,153)	(49)	4.3%	
Net Revenue	38,670	38,882	(212)	(0.5%)	38,260	411	1.1%	
Material	18,668	18,946	(278)	(1.5%)	18,877	(209)	(1.1%)	
Labor	8,040	8,070	(30)	(0.4%)	7,545	495	6.6%	
Other COGS	2,993	3,486	(493)	(14.1%)	3,819	(827)	(21.6%)	
Total COGS	29,701	30,502	(801)	(2.6%)	30,242	(542)	(1.8%)	
Gross Margin	8,969	8,380	589	7.0%	8,017	952	11.9%	
Gross Margin %	23.2%	21.6%			21.0%			
R&D	–	–	–	N/A	–	–	N/A	
Sales & Marketing	163	169	(7)	(4.0%)	128	35	27.4%	
Administrative	2,683	2,685	(2)	(0.1%)	2,640	44	1.7%	
Other Opex	–	–	–	N/A	–	–	N/A	
Total Opex	2,846	2,855	(9)	(0.3%)	2,767	79	2.8%	
EBITDA	6,124	5,526	598	10.8%	5,250	873	16.6%	
EBITDA %	15.8%	14.2%			13.7%			
Net Income (Loss)	\$ 4,166	\$ 3,610	\$ 556	15.4%	\$ 3,341	\$ 825	24.7%	
Capex	\$ (110)	\$ (1,171)	\$ 1,061	(90.6%)	\$ (996)	\$ 886	(89.0%)	
<b>Opex Overview:</b>								
Payroll	\$ 734	\$ 736	\$ (2)	(0.3%)	\$ 667	\$ 67	10.0%	
Bonus	–	–	–	N/A	–	–	N/A	
Commissions	–	–	–	N/A	–	–	N/A	
Marketing	–	–	–	N/A	0	(0)	(100.0%)	
Benefits	–	–	–	N/A	–	–	N/A	
Travel and entertainment	2	0	2	4851.9%	1	1	172.5%	
Rent and facilities	–	–	–	N/A	–	–	N/A	
Insurance	–	–	–	N/A	–	–	N/A	
Professional fees	–	–	–	N/A	–	–	N/A	
Utilities, repair, maintenance, and security	35	37	(2)	(5.2%)	39	(3)	(9.1%)	
Corporate OH Fees	1,990	1,990	(1)	(0.0%)	1,989	1	0.0%	
Bad Debts	–	–	–	N/A	3	(3)	(100.0%)	
FX	–	–	–	N/A	–	–	N/A	
JV Loss (Income)	–	–	–	N/A	–	–	N/A	
Other Expenses	85	91	(6)	(6.4%)	71	14	19.6%	
Total Opex	\$ 2,846	\$ 2,855	\$ (9)	(0.3%)	\$ 2,770	\$ 76	2.7%	

# Key Customers – Full Year Delmont

	Gross Sales (\$'000)									Gross Margin %																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																														
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PGT Industries Inc	\$	21,697	\$	21,382	\$	315	1.5%	\$	20,750	\$	947	4.6%																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												

# Everett Summary P&L

\$'000

	QTD		Var		YTD		Var	
	Act	Bud	\$	%	Act	Bud	\$	%
Units Produced ('000)	3,255	4,115	(860)	(20.9%)	3,255	4,115	(860)	(20.9%)
Units Shipped ('000)	3,416	3,320	96	2.9%	3,416	3,320	96	2.9%
Bookings (\$'000)	\$ 5,573	\$ 5,640	\$ (68)	(1.2%)	\$ 5,573	\$ 5,640	\$ (68)	(1.2%)
Backlog ('\$000)	\$ 1,241	\$ 1,194	\$ 48	4.0%	\$ 1,241	\$ 1,194	\$ 48	4.0%
Gross Revenue	\$ 5,650	\$ 5,530	\$ 120	2.2%	\$ 5,650	\$ 5,530	\$ 120	2.2%
Adj. to Gross Revenue	(219)	(272)	53	(19.5%)	(219)	(272)	53	(19.5%)
Net Revenue	5,431	5,258	173	3.3%	5,431	5,258	173	3.3%
Material	2,880	2,599	281	10.8%	2,880	2,599	281	10.8%
Labor	1,449	1,449	(0)	(0.0%)	1,449	1,449	(0)	(0.0%)
Other COGS	637	194	443	229.1%	637	194	443	229.1%
Total COGS	4,966	4,242	724	17.1%	4,966	4,242	724	17.1%
Gross Margin	465	1,017	(552)	(54.3%)	465	1,017	(552)	(54.3%)
Gross Margin %	8.6%	19.3%			8.6%	19.3%		
R&D	–	–	–	N/A	–	–	–	N/A
Sales & Marketing	78	71	7	10.4%	78	71	7	10.4%
Administrative	769	763	6	0.8%	769	763	6	0.8%
Other Opex	13	–	13	N/A	13	–	13	N/A
Total Opex	860	834	26	3.1%	860	834	26	3.1%
EBITDA	(395)	183	(578)	(316.2%)	(395)	183	(578)	(316.2%)
EBITDA %	(7.3%)	3.5%			(7.3%)	3.5%		
Net Income (Loss)	\$ (844)	\$ (255)	\$ (589)	231.0%	\$ (844)	\$ (255)	\$ (589)	231.0%
Capex	\$ (157)	\$ (476)	\$ 319	(67.0%)	\$ (157)	\$ (476)	\$ 319	(67.0%)
<b>Opex Overview:</b>								
Payroll	\$ 199	\$ 193	\$ 6	3.2%	\$ 199	\$ 193	\$ 6	3.2%
Bonus	–	–	–	N/A	–	–	–	N/A
Commissions	–	–	–	N/A	–	–	–	N/A
Marketing	34	33	1	3.9%	34	33	1	3.9%
Benefits	–	–	–	N/A	–	–	–	N/A
Travel and entertainment	4	4	(0)	(10.7%)	4	4	(0)	(10.7%)
Rent and facilities	–	–	–	N/A	–	–	–	N/A
Insurance	34	40	(6)	(16.1%)	34	40	(6)	(16.1%)
Professional fees	10	–	10	N/A	10	–	10	N/A
Utilities, repair, maintenance, and	2	–	2	N/A	2	–	2	N/A
Corporate OH Fees	532	534	(2)	(0.3%)	532	534	(2)	(0.3%)
Bad Debts	0	–	0	N/A	0	–	0	N/A
FX	13	–	13	N/A	13	–	13	N/A
JV Loss (Income)	–	–	–	N/A	–	–	–	N/A
Other Expenses	33	31	2	8.0%	33	31	2	8.0%
Total Opex	\$ 860	\$ 834	\$ 26	3.1%	\$ 860	\$ 834	\$ 26	3.1%

## Management Discussion

### Net Revenue – Q1-20: +\$173k:

- Sales volume up 2.9% or \$152k driven by increased volume from CDA, Western, Northern and Hometime; offset by decreased volume from Simonton, Westeck and Lindsay
- Returns & accruals in line with budget
- Rebates favorable by \$61k primarily driven by Simonton rebate adjustment on 2019 rebate paid and lower Simonton volumes
- Lower ASP by \$40k primarily driven by lower than planned capstock sales

### EBITDA – Q1-20: (\$578K):

- Material COGS:** Increase in costs by \$281k driven by increased sales volume \$102k, production scrap \$108k (increase in mixed regrind and capstock launch cost), lower Atl Material/Regrind Usage \$62k (partially shutdown in March Covid-19) and slight increase in LCM inventory reserves \$9k.
- Labor COGS:** In line with budget. Volume is down 20.9% due to plant shutdown from Mar 16-25 (full), Mar 26-31 (partial) driven by Covid-19.
- Other COGS:** Increase in cost by \$443k driven by decreased net absorption of \$456k (plant shutdown); offset by increased tool & die recovery \$14k (yield improvement projects)
- Sales and Marketing:** Increase in costs by \$7k primarily driven by fringe benefits.
- Administrative:** Increase in costs by \$6k primarily driven by recruitment fees for financial analyst.
- Other Opex:** Increase in costs by \$13k unfavorable F/X revaluation of working capital balances.

# Key Customers – Gross Sales and Gross Margin %: Everett

	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:																												
Simonton	\$ 1,890	\$ 2,140	\$ (250)	(11.7%)	\$ 2,140	\$ (250)	(11.7%)	\$ 1,890	\$ 2,140	\$ (250)	(11.7%)	\$ 2,140	\$ (250)	(11.7%)	2.7%	24.1%	(2,138)	(88.7%)	18.3%	(1,557)	(85.1%)	2.7%	24.1%	(2,138)	(88.7%)	18.3%	(1,557)	(85.1%)
Cascade	691	640	51	8.0%	570	122	21.3%	691	640	51	8.0%	570	122	21.3%	(51.2%)	(8.5%)	(4,270)	502.4%	(19.9%)	(3,126)	156.8%	(51.2%)	(8.5%)	(4,270)	502.4%	(19.9%)	(3,126)	156.8%
Coeur d'Alene	1,000	752	248	33.0%	669	331	49.4%	1,000	752	248	33.0%	669	331	49.4%	0.0%	11.2%	(1,117)	(99.7%)	0.3%	(29)	(89.8%)	0.0%	11.2%	(1,117)	(99.7%)	0.3%	(29)	(89.8%)
Westeck	331	401	(70)	(17.4%)	401	(70)	(17.4%)	331	401	(70)	(17.4%)	401	(70)	(17.4%)	20.7%	29.5%	(879)	(29.8%)	22.5%	(181)	(8.0%)	20.7%	29.5%	(879)	(29.8%)	22.5%	(181)	(8.0%)
All Weather	263	255	7	2.9%	256	7	2.8%	263	255	7	2.9%	256	7	2.8%	(7.4%)	4.4%	(1,184)	(269.0%)	(2.8%)	(469)	170.2%	(7.4%)	4.4%	(1,184)	(269.0%)	(2.8%)	(469)	170.2%
KGW	289	303	(14)	(4.5%)	279	10	3.4%	289	303	(14)	(4.5%)	279	10	3.4%	29.6%	38.0%	(843)	(22.2%)	33.4%	(373)	(11.2%)	29.6%	38.0%	(843)	(22.2%)	33.4%	(373)	(11.2%)
Lindsay	129	216	(87)	(40.2%)	199	(69)	(34.9%)	129	216	(87)	(40.2%)	199	(69)	(34.9%)	9.8%	13.5%	(370)	(27.5%)	12.9%	(314)	(24.4%)	9.8%	13.5%	(370)	(27.5%)	12.9%	(314)	(24.4%)
Whisper Walls	126	180	(54)	(29.9%)	166	(40)	(23.9%)	126	180	(54)	(29.9%)	166	(40)	(23.9%)	38.3%	53.3%	(1,494)	(28.1%)	48.7%	(1,040)	(21.3%)	38.3%	53.3%	(1,494)	(28.1%)	48.7%	(1,040)	(21.3%)
Western	271	98	173	177.3%	74	197	265.4%	271	98	173	177.3%	74	197	265.4%	57.2%	36.5%	2,071	56.7%	31.6%	2,556	80.8%	57.2%	36.5%	2,071	56.7%	31.6%	2,556	80.8%
Northern - Yukon	200	94	105	111.5%	94	105	111.5%	200	94	105	111.5%	94	105	111.5%	39.5%	42.4%	(289)	(6.8%)	38.4%	110	2.9%	39.5%	42.4%	(289)	(6.8%)	38.4%	110	2.9%
West Coast Designed	68	106	(38)	(36.0%)	98	(30)	(30.8%)	68	106	(38)	(36.0%)	98	(30)	(30.8%)	47.3%	51.8%	(453)	(8.7%)	45.0%	228	5.1%	47.3%	51.8%	(453)	(8.7%)	30.7%	1,663	54.2%
Coastal	79	58	20	34.8%	54	25	45.6%	79	58	20	34.8%	54	25	N/A	#DIV/0!	#DIV/0! –	#DIV/0!	29.7%	NA	#VALUE!	#DIV/0!	#DIV/0! –	#DIV/0!	29.7%	NA	#VALUE!		
Modern	40	32	7	22.8%	32	7	22.8%	40	32	7	22.8%	32	7	22.8%	#DIV/0!	#DIV/0! –	#DIV/0!	10.8%	NA	#VALUE!	#DIV/0!	#DIV/0! –	#DIV/0!	10.8%	NA	#VALUE!		
Hometime	85	9	76	818.3%	8	77	922.5%	85	9	76	818.3%	8	77	922.5%	(3.8%)	41.4%	(4,518)	(109.1%)	(18.9%)	1,512	(80.0%)	(3.8%)	41.4%	(4,518)	(109.1%)	(18.9%)	1,512	(80.0%)
Avanti	38	50	(12)	(23.3%)	43	(4)	(10.4%)	38	50	(12)	(23.3%)	43	(4)	(10.4%)	(24.3%)	46.6%	(7,090)	(152.1%)	39.9%	(6,423)	(160.8%)	(24.3%)	46.6%	(7,090)	(152.1%)	39.9%	(6,423)	(160.8%)
RMA	31	–	31	N/A	–	31	N/A	31	–	31	N/A	–	31	N/A	#DIV/0!	#DIV/0! –	#DIV/0!	#DIV/0!	NA	#DIV/0!	#DIV/0!	#DIV/0! –	#DIV/0!	#DIV/0!	NA	#DIV/0!		
Intl - Yellow Dog	–	–	-	N/A	–	-	N/A	–	–	-	N/A	–	-	N/A	#DIV/0!	#DIV/0! –	#DIV/0!	#DIV/0!	NA	#DIV/0!	#DIV/0!	#DIV/0! –	#DIV/0!	#DIV/0!	NA	#DIV/0!		
La Cantina	8	32	(25)	(75.7%)	30	(22)	(73.6%)	8	32	(25)	(75.7%)	30	(22)	(73.6%)	#DIV/0!	42.7%	–	#VALUE!	42.1%	NA	#VALUE!	#DIV/0!	42.7%	–	#VALUE!	42.1%	NA	#VALUE!
R&R	15	44	(30)	(67.0%)	39	(25)	(62.9%)	15	44	(30)	(67.0%)	39	(25)	(62.9%)	57.9%	59.6%	(169)	(2.8%)	54.3%	357	6.6%	57.9%	59.6%	(169)	(2.8%)	54.3%	357	6.6%
Danjo	3	–	3	N/A	–	3	N/A	3	–	3	N/A	–	3	N/A	#DIV/0!	#DIV/0! –	#DIV/0!	#DIV/0!	NA	#DIV/0!	#DIV/0!	#DIV/0! –	#DIV/0!	#DIV/0!	NA	#DIV/0!		
Other	93	118	(25)	(21.3%)	455	(362)	(79.5%)	93	118	(25)	(21.3%)	455	(362)	(79.5%)	25.0%	37.8%	(1,280)	(33.9%)	2.7%	2,226	824.1%	25.0%	37.8%	(1,280)	(33.9%)	2.7%	2,226	824.1%
Total Gross	\$ 5,650	\$ 5,530	\$ 120	2.2%	\$ 5,608	\$ 42	0.7%	\$ 5,650	\$ 5,530	\$ 120	2.2%	\$ 5,608	\$ 42	0.7%	0.4%	21.1%	(2,074)	(98.3%)	13.3%	(1,298)	(97.3%)	0.4%	21.1%	(2,074)	(98.3%)	13.3%	(1,298)	(97.3%)

## Management Discussion

- Strong month from Cascade, CDA and Western due to Capstock
- Simonton and Westeck behind budget.
- Hometime showing improved sales due to early buying (timing).
- Good pick from Nothern towards the latter part of Q1

# Key Performance Indicators - Everett

ENERGI Everett Extrusion KPI Report	2020 Targets	Jan-20	Feb-20	Mar-20	YTD 2020
<b>Health &amp; Safety</b>					
<i>Recordable Incidents</i>	1	0	0	0	0
<i>TRIR (Total Recordable Incident Rate)</i>	<1	3.24	3.24	3.33	2.24
<b>Quality Performance</b>					
<i>Customer Complaints - per MLBS</i>	10.0	3.9	6.00	4.81	4.9
<i>Return as % of sales</i>	0.44%	0.68%	0.29%	0.37%	0.44%
<b>Delivery Performance</b>					
<i>% on time in full</i>	99.20%	100.00%	99.53%	99.86%	99.80%
<i>% by line items</i>	99.20%	100.00%	99.53%	99.86%	99.80%
<b>Costs</b>					
<i>Yield</i>	87.4%	89.6%	89%	89%	89.4%
<i>Alt/Regrind Compound Consumption Ratio</i>	20.0%	24.0%	13%	15%	17.6%
<i>Direct Labour \$/lb produced</i>	\$0.195	\$ 0.204	\$ 0.208	\$ 0.271	\$ 0.221
<i>Indirect Labour (incl D&amp;D) \$/lb produced</i>	\$0.185	\$ 0.212	\$ 0.191	\$ 0.277	\$ 0.218
<b>Inventory</b>					
<i>Days - TTM (Trailing 12 Months)</i>	104.3	92.2	92	88	92.9

## Comments

**Cost:** Alt/Regrind: Production mix, high non MUV mix (tubes, R1141, WW)

Labour: Plant shut down / limited production schedule

# Full Year Everett P&L Summary

\$'000	FY		Var		PY		Var	
	Fcst	Bud	\$	%	Act	\$	%	
Units Produced ('000)	15,142	16,002	(860)	(5.4%)	15,729	(587)	(3.7%)	
Units Shipped ('000)	16,018	15,922	96	0.6%	15,371	647	4.2%	
Bookings (\$'000)	\$ 26,579	\$ 26,647	\$ (68)	(0.3%)	\$ 24,880	\$ 1,699	6.8%	
Backlog (\$'000)	\$ 1,195	\$ 1,195	\$ –	0.0%	\$ 1,245	\$ (50)	(4.0%)	
Gross Revenue	\$ 26,655	\$ 26,536	\$ 120	0.5%	\$ 24,943	\$ 1,712	6.9%	
Adj. to Gross Revenue	(1,189)	(1,242)	53	(4.3%)	(1,100)	(90)	8.1%	
Net Revenue	25,466	25,294	173	0.7%	23,843	1,623	6.8%	
Material	13,047	12,766	281	2.2%	12,371	676	5.5%	
Labor	6,077	6,078	(0)	(0.0%)	6,177	(100)	(1.6%)	
Other COGS	2,955	2,511	443	17.7%	2,505	449	17.9%	
Total COGS	22,079	21,355	724	3.4%	21,053	1,026	4.9%	
Gross Margin	3,387	3,939	(552)	(14.0%)	2,790	597	21.4%	
Gross Margin %	13.3%	15.6%			11.7%			
R&D	–	–	–	N/A	–	–	N/A	
Sales & Marketing	256	249	7	3.0%	315	(59)	(18.8%)	
Administrative	3,043	3,037	6	0.2%	2,977	66	2.2%	
Other Opex	13	–	13	N/A	(6)	19	(321.6%)	
Total Opex	3,312	3,286	26	0.8%	3,286	26	0.8%	
EBITDA	75	653	(578)	(88.5%)	(496)	571	(115.2%)	
EBITDA %	0.3%	2.6%			(2.1%)			
Net Income (Loss)	\$ (1,926)	\$ (1,337)	\$ (589)	44.1%	\$ (1,952)	\$ 27	(1.4%)	
Capex	\$ (157)	\$ (752)	\$ 595	(79.1%)	\$ (2,170)	\$ 2,013	(92.8%)	
<u>Opex Overview:</u>								
Payroll	\$ 779	\$ 773	\$ 6	0.8%	\$ 686	\$ 93	13.6%	
Bonus	–	–	–	N/A	–	–	N/A	
Commissions	–	–	–	N/A	–	–	N/A	
Marketing	96	95	1	1.3%	165	(70)	(42.1%)	
Benefits	–	–	–	N/A	–	–	N/A	
Travel and entertainment	16	16	(0)	(2.7%)	6	10	168.7%	
Rent and facilities	–	–	–	N/A	–	–	N/A	
Insurance	143	149	(6)	(4.3%)	152	(10)	(6.5%)	
Professional fees	10	–	10	N/A	17	(7)	(41.1%)	
Utilities, repair, maintenance, and security	2	–	2	N/A	5	(3)	(54.4%)	
Corporate OH Fees	2,130	2,131	(2)	(0.1%)	2,130	(1)	(0.0%)	
Bad Debts	0	–	0	N/A	3	(3)	(98.7%)	
FX	13	–	13	N/A	(6)	19	(321.6%)	
JV Loss (Income)	–	–	–	N/A	–	–	N/A	
Other Expenses	124	122	2	2.0%	130	(6)	(4.6%)	
Total Opex	\$ 3,312	\$ 3,286	\$ 26	0.8%	\$ 3,289	\$ 23	0.7%	



# Key Customers – Full Year Everett

	Gross Sales (\$'000)									Gross Margin %									
	FY		FY		Var		PY		Var		FY	FY	Var		PY	Var			
	Fcst	Bud	\$	%	Act	\$	%	Fcst	Bud	BPs	%	Act	BPs	%					
Customer:																			
Simonton	\$	9,250	\$	9,500	\$	(250)	(2.6%)	\$	9,562	\$	(312)	(3.3%)	17.7%	20.9%	(321)	(15.4%)	11.7%	595	50.7%
Cascade		4,197		4,146		51	1.2%		2,073		2,124	102.4%	(18.2%)	(14.6%)	(354)	24.2%	(28.4%)	1,025	(36.0%)
Coeur d'Alene		4,004		3,755		248	6.6%		3,684		319	8.7%	4.8%	7.7%	(295)	(38.3%)	0.1%	464	4214.3%
Westeck		1,530		1,600		(70)	(4.4%)		1,643		(113)	(6.8%)	23.7%	24.0%	(30)	(1.2%)	23.6%	10	0.4%
All Weather		1,285		1,277		7	0.6%		1,455		(170)	(11.7%)	(4.9%)	(2.5%)	(241)	97.8%	(5.5%)	63	(11.4%)
KGW		993		1,007		(14)	(1.4%)		955		39	4.1%	30.4%	31.7%	(128)	(4.0%)	31.8%	(134)	(4.2%)
Lindsay		916		1,003		(87)	(8.7%)		907		9	1.0%	12.5%	12.6%	(6)	(0.5%)	13.2%	(67)	(5.1%)
Whisper Walls		746		800		(54)	(6.7%)		677		69	10.2%	46.6%	47.7%	(110)	(2.3%)	48.7%	(203)	(4.2%)
Western		866		693		173	25.0%		511		355	69.6%	37.9%	33.9%	403	11.9%	32.9%	507	15.4%
Northerm - Yukon		605		500		105	21.1%		657		(52)	(7.9%)	40.2%	39.4%	85	2.2%	40.1%	8	0.2%
West Coast Designed		362		400		(38)	(9.6%)		379		(17)	(4.5%)	41.2%	42.9%	(171)	(4.0%)	41.2%	3	0.1%
Coastal		347		326		20	6.2%		316		31	9.9%	31.1%	32.8%	(169)	(5.2%)	44.1%	(1,298)	(29.5%)
Modern		233		226		7	3.3%		256		(23)	(8.9%)	22.7%	22.7%	0	0.0%	21.3%	144	6.8%
Hometime		263		188		76	40.3%		169		95	56.1%	27.2%	33.1%	(588)	(17.8%)	27.3%	(6)	(0.2%)
Avanti		165		176		(12)	(6.6%)		98		67	68.6%	27.4%	34.3%	(694)	(20.2%)	33.8%	(639)	(18.9%)
RMA		185		154		31	20.1%		72		113	156.0%	44.2%	45.7%	(147)	(3.2%)	50.4%	(621)	(12.3%)
Intl - Yellow Dog		150		150		-	0.0%		115		35	30.0%	2.6%	2.6%	—	0.0%	2.1%	47	22.2%
La Cantina		93		118		(25)	(20.9%)		80		13	16.3%	37.3%	39.3%	(194)	(4.9%)	41.3%	(399)	(9.6%)
R&R		60		90		(30)	(32.9%)		110		(50)	(45.2%)	51.7%	51.8%	(11)	(0.2%)	55.7%	(395)	(7.1%)
Danjo		86		83		3	3.5%		65		21	31.9%	39.7%	47.6%	(790)	(16.6%)	44.7%	(500)	(11.2%)
Other		319		344		(25)	(7.3%)		1,160		(841)	(72.5%)	34.4%	33.1%	136	4.1%	14.8%	1,962	132.6%
Total Gross	\$	26,655	\$	26,536	\$	120	0.5%	\$	24,943	\$	1,712	6.9%	12.8%	15.3%	(245)	(16.0%)	11.2%	164	14.7%

# Terrebonne Summary P&L

\$'000	QTD		Var		YTD		Var	
	Act	Bud	\$	%	Act	Bud	\$	%
Units Produced ('000)	–	–	–	N/A	–	–	–	N/A
Units Shipped ('000)	–	–	–	N/A	–	–	–	N/A
Bookings (\$'000)	\$ 4,808	\$ 4,101	\$ 707	17.2%	\$ 4,808	\$ 4,101	\$ 707	17.2%
Backlog ('\$000)	\$ 1,957	\$ 1,092	\$ 865	79.1%	\$ 1,957	\$ 1,092	\$ 865	79.1%
Gross Revenue	\$ 3,769	\$ 4,110	\$ (341)	(8.3%)	\$ 3,769	\$ 4,110	\$ (341)	(8.3%)
Adj. to Gross Revenue	(215)	(196)	(19)	9.8%	(215)	(196)	(19)	9.8%
Net Revenue	3,554	3,915	(360)	(9.2%)	3,554	3,915	(360)	(9.2%)
Material	2,270	2,485	(215)	(8.7%)	2,270	2,485	(215)	(8.7%)
Labor	904	960	(56)	(5.9%)	904	960	(56)	(5.9%)
Other COGS	460	178	282	158.7%	460	178	282	158.7%
Total COGS	3,633	3,622	11	0.3%	3,633	3,622	11	0.3%
Gross Margin	(79)	292	(371)	(127.0%)	(79)	292	(371)	(127.0%)
Gross Margin %	(2.2%)	7.5%			(2.2%)	7.5%		
R&D	–	–	–	N/A	–	–	–	N/A
Sales & Marketing	93	100	(7)	(7.2%)	93	100	(7)	(7.2%)
Administrative	565	563	2	0.3%	565	563	2	0.3%
Other Opex	(49)	–	(49)	N/A	(49)	–	(49)	N/A
Total Opex	609	663	(54)	(8.2%)	609	663	(54)	(8.2%)
EBITDA	(688)	(371)	(317)	85.5%	(688)	(371)	(317)	85.5%
EBITDA %	(19.4%)	(9.5%)			(19.4%)	(9.5%)		
Net Income (Loss)	\$ (714)	\$ (406)	\$ (308)	75.9%	\$ (714)	\$ (406)	\$ (308)	75.9%
Capex	\$ (28)	\$ (165)	\$ 137	(83.1%)	\$ (28)	\$ (165)	\$ 137	(83.1%)
<b>Opex Overview:</b>								
Payroll	\$ 219	\$ 264	\$ (45)	(17.0%)	\$ 219	\$ 264	\$ (45)	(17.0%)
Bonus	–	–	–	N/A	–	–	–	N/A
Commissions	–	–	–	N/A	–	–	–	N/A
Marketing	14	6	8	133.5%	14	6	8	133.5%
Benefits	–	–	–	N/A	–	–	–	N/A
Travel and entertainment	1	1	(0)	(10.8%)	1	1	(0)	(10.8%)
Rent and facilities	–	–	–	N/A	–	–	–	N/A
Insurance	–	–	–	N/A	–	–	–	N/A
Professional fees	35	8	28	365.6%	35	8	28	365.6%
Utilities, repair, maintenance, anc	12	13	(1)	(7.9%)	12	13	(1)	(7.9%)
Corporate OH Fees	357	357	1	0.2%	357	357	1	0.2%
Bad Debts	–	–	–	N/A	–	–	–	N/A
FX	(49)	–	(49)	N/A	(49)	–	(49)	N/A
JV Loss (Income)	–	–	–	N/A	–	–	–	N/A
Other Expenses	19	15	4	29.6%	19	15	4	29.6%
Total Opex	\$ 609	\$ 663	\$ (54)	(8.2%)	\$ 609	\$ 663	\$ (54)	(8.2%)

## Management Discussion

### Net Revenue – Q1-20: (\$360K):

- Sales volume decreased \$366k due to decreased demand from ATIS, Isothermic and AMI; offset by increased demand from Golden Windows and Vaillancourt
- Unfavorable rebates/returns of \$35k primarily driven by the timing of the new ATIS rebate \$14k and more customers participating in the rebate programs
- Favorable ASP of \$78k due to customer/product mix
- Unfavorable F/X impact of \$37k (actual rate of 1.3442 [or \$USD 0.7439] vs. 1.33 [or \$USD 0.7519])

### EBITDA – Q1-20: (\$317K):

- Material COGS:** Decrease in costs by \$215K primarily driven by sales volume decrease \$221k and favorable usage \$15k; offset by increased incoming freight costs related to the Overture move \$21k
- Labor COGS:** Decrease in costs by \$56k due to lower production volumes (Covid-19 business closures in Quebec eff – only producing for essential customers)
- Other COGS:** Increase in cost by \$282k driven by unfavorable net absorption \$257k (lower production volumes – Covid-19 & the plan was to start building the 500 ATIS doors (delayed waiting for customer approval of sample doors)). Increase in costs related to the Overture move from Woodbridge \$25k (maintenance, travel & equipment)
- Sales and Marketing:** Decrease in cost by \$7k driven by lower wages (Covid-19 layoff eff Mar 25); offset by increase in product development costs (testing & ATIS training materials).
- Administrative:** In line with plan.
- Other Opex:** Decrease in cost by \$49k driven by favorable F/X revaluation of working capital balances.

# Key Customers – Gross Sales and Gross Margin %: Terrebonne

	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	\$	%	Act	Bud	\$	%	Act	BPs	%	Act	Bud	BPs	%	Act	BPs	%							
Customer:																																						
A.M.I.	\$	672	\$	718	\$	(47)	(6.5%)	\$	567	\$	105	18.5%	\$	672	\$	718	\$	(47)	(6.5%)	\$	567	\$	105	18.5%	4.2%	7.9%	(368)	(46.6%)	(6.3%)	1,055	(166.7%)	4.2%	7.9%	(368)	(46.6%)	(6.3%)	1,055	(166.7%)
ATIS PORTES & FENETRES		282		468		(187)	(39.8%)		38		244	647.7%		282		468		(187)	(39.8%)		38		244	647.7%	(25.6%)	(15.2%)	(1,038)	68.3%	(307.0%)	28,143	(91.7%)	(25.6%)	(15.2%)	(1,038)	68.3%	(307.0%)	28,143	(91.7%)
GOLDEN WINDOWS		546		395		151	38.2%		409		137	33.5%		546		395		151	38.2%		409		137	33.5%	(26.2%)	5.3%	(3,151)	(595.8%)	5.8%	(3,201)	(552.9%)	(26.2%)	5.3%	(3,151)	(595.8%)	5.8%	(3,201)	(552.9%)
OSTACO 2000 WINDOORS INC		284		316		(32)	(10.1%)		382		(98)	(25.7%)		284		316		(32)	(10.1%)		382		(98)	(25.7%)	9.2%	(10.2%)	1,941	(190.6%)	(15.5%)	2,476	(159.4%)	9.2%	(10.2%)	1,941	(190.6%)	(15.5%)	2,476	(159.4%)
PORTES & FENETRES ABRITEK		173		184		(11)	(6.0%)		193		(20)	(10.4%)		173		184		(11)	(6.0%)		193		(20)	(10.4%)	(24.3%)	14.4%	(3,876)	(268.8%)	9.9%	(3,421)	(346.7%)	(24.3%)	14.4%	(3,876)	(268.8%)	9.9%	(3,421)	(346.7%)
DASHWOOD INDUSTRIES INC		312		158		154	97.7%		225		87	38.7%		312		158		154	97.7%		225		87	38.7%	13.5%	(8.8%)	2,234	(254.0%)	(8.7%)	2,227	(255.2%)	13.5%	(8.8%)	2,234	(254.0%)	(8.7%)	2,227	(255.2%)
P & F ISOTHERMIC INC		56		145		(89)	(61.1%)		106		(50)	(47.0%)		56		145		(89)	(61.1%)		106		(50)	(47.0%)	(33.2%)	(9.2%)	(2,399)	260.9%	(32.5%)	(64)	2.0%	(33.2%)	(9.2%)	(2,399)	260.9%	(32.5%)	(64)	2.0%
VAILLANCOURT INC.		232		145		87	60.0%		255		(23)	(9.2%)		232		145		87	60.0%		255		(23)	(9.2%)	(0.9%)	7.0%	(786)	(113.0%)	4.3%	(525)	(120.7%)	(0.9%)	7.0%	(786)	(113.0%)	4.3%	(525)	(120.7%)
EXTREME WINDOW AND		53		86		(32)	(37.8%)		77		(24)	(31.3%)		53		86		(32)	(37.8%)		77		(24)	(31.3%)	(71.2%)	(8.3%)	(6,285)	756.0%	(4.2%)	(6,699)	1602.3%	(71.2%)	(8.3%)	(6,285)	756.0%	(4.2%)	(6,699)	1602.3%
Fenêtres Concept		78		75		3	4.1%		57		21	36.0%		78		75		3	4.1%		57		21	36.0%	(12.3%)	29.6%	(4,191)	(141.4%)	37.4%	(4,970)	(132.8%)	(12.3%)	29.6%	(4,191)	(141.4%)	37.4%	(4,970)	(132.8%)
YKK AP VINYL		67		61		5	8.6%		92		(25)	(27.4%)		67		61		5	8.6%		92		(25)	(27.4%)	(27.0%)	41.9%	(6,887)	(164.4%)	39.2%	(6,621)	(168.8%)	(27.0%)	41.9%	(6,887)	(164.4%)	14.1%	(4,107)	(291.5%)
CANADIAN VINYLTEK WINDOWS C		64		59		5	7.9%		98		(34)	(35.0%)		64		59		5	7.9%		98		(34)	(35.0%)	46.2%	(15.9%)	6,212	(391.1%)	(10.3%)	5,653	(549.0%)	46.2%	(15.9%)	6,212	(391.1%)	(10.3%)	5,653	(549.0%)
MASON WINDOWS LTD		32		59		(27)	(46.2%)		75		(43)	(57.6%)		32		59		(27)	(46.2%)		75		(43)	(57.6%)	(20.2%)	8.3%	(2,849)	(341.8%)	1.6%	(2,174)	(1371.4%)	(20.2%)	8.3%	(2,849)	(341.8%)	1.6%	(2,174)	(1371.4%)
CEN		76		59		17	28.9%		108		(32)	(29.5%)		76		59		17	28.9%		108		(32)	(29.5%)	12.6%	20.8%	(816)	(39.2%)	16.7%	(402)	(24.1%)	12.6%	20.8%	(816)	(39.2%)	16.7%	(402)	(24.1%)
TRI-STATE WINDOW FACTORY		66		53		13	25.5%		98		(33)	(33.0%)		66		53		13	25.5%		98		(33)	(33.0%)	22.6%	20.3%	231	11.4%	5.7%	1,684	294.1%	22.6%	20.3%	231	11.4%	5.7%	1,684	294.1%
ATLANTIC WINDOWS		45		46		(2)	(3.3%)		27		17	62.8%		45		46		(2)	(3.3%)		27		17	62.8%	3.1%	(1.1%)	419	(380.5%)	(4.7%)	783	(165.2%)	3.1%	(1.1%)	419	(380.5%)	(4.7%)	783	(165.2%)
LORENDO INC.		24		40		(15)	(38.6%)		32		(7)	(23.1%)		24		40		(15)	(38.6%)		32		(7)	(23.1%)	(14.2%)	(2.0%)	(1,216)	602.1%	(17.4%)	327	(18.7%)	(14.2%)	(2.0%)	(1,216)	602.1%	(17.4%)	327	(18.7%)
MAR		29		40		(10)	(26.3%)		54		(24)	(45.6%)		29		40		(10)	(26.3%)		54		(24)	(45.6%)	(89.5%)	7.0%	(9,657)	(1372.2%)	6.8%	(9,630)	(1423.7%)	(89.5%)	7.0%	(9,657)	(1372.2%)	6.8%	(9,630)	(1423.7%)
FENERGIC INC		71		26		45	169.8%		31		40	129.2%		71		26		45	169.8%		31		40	129.2%	(2.5%)	(1.0%)	(148)	148.8%	(13.4%)	1,097	(81.7%)	(2.5%)	(1.0%)	(148)	148.8%	(13.4%)	1,097	(81.7%)
FMC		23		25		(2)	(7.6%)		58		(35)	(59.9%)		23		25		(2)	(7.6%)		58		(35)	(59.9%)	(23.8%)	164.0%	(18,783)	(114.5%)	5.8%	(2,959)	(509.9%)	(23.8%)	164.0%	(18,783)	(114.5%)	5.8%	(2,959)	(509.9%)
Other		583		951		(368)	(38.7%)		708		(125)	(17.6%)		583		951		(368)	(38.7%)		708		(125)	(17.6%)	22.7%	(1490.4%)	151,315	(101.5%)	20.3%	242	11.9%	22.7%	(1490.4%)	151,315	(101.5%)	23.5%	(77)	(3.3%)
Total Gross	\$	3,769	\$	4,110	\$	(341)	(8.3%)	\$	3,692	\$	77	2.1%	\$	3,769	\$	4,110	\$	(341)	(8.3%)	\$	3,692	\$	77	2.1%	(2.3%)	9.7%	(1,204)	(123.9%)	(0.1%)	(225)	3356.2%	(2.1%)	9.3%	(1,141)	(122.5%)	(0.1%)	(203)	3017.7%

## Management Discussion

- Atis and Isothermic – slow start to the year.
- Improved sales to Golden due to additional painted lineals.
- Good pickup from Dashwood and Vaillancourt which continues to show growth

# Key Performance Indicators - Terrebonne

ENERGI Terrebonne Patio Door KPI Report	2020 Targets	Jan-20	Feb-20	Mar-20	YTD 2020
<b>Health &amp; Safety</b>					
<i>Recordable Incidents</i>	0	0	0	0	0
<i>TRIR (Total Recordable Incident Rate)</i>	<1	3.8	3.7	3.88	3.8
<b>Quality Performance</b>					
<i>Customer Complaints - per MLBS</i>	2.8	3.9	2.2	1.3	2
<i>Return as % of sales</i>	0.55%	1.04%	0.41%	0.37%	0.57%
<b>Delivery Performance</b>					
<i>% on time in full</i>	95.00%	99.37%	93.75%	84%	92.27%
<i>% by line items</i>	95.00%	99.37%	93.75%	84%	92.27%
<b>Costs</b>					
<i>Direct Labour \$/FPV</i>	\$0.156	\$ 0.210	\$0.169	\$ 0.173	\$ 0.183
<i>Indirect Labour (incl D&amp;D) \$/FPV</i>	\$0.055	\$ 0.092	\$0.074	\$ 0.074	\$ 0.080
<b>Inventory</b>					
<i>Days - TTM (Trailing 12 Months)</i>	68.4	64	64.0	64	64

## Comments:

**Delivery:** Some backorders due to missing PVC and defective thermos but mostly due to reducing production due to virus business closures and not revising due dates for Quebec customers

**Labour:** impacted by terminations, layoffs and resignations

# Full Year Terrebonne P&L Summary

\$'000	FY		Var		PY	Var	
	Fcst	Bud	\$	%	Act	\$	%
Units Produced ('000)	—	—	—	N/A	—	—	N/A
Units Shipped ('000)	—	—	—	N/A	—	—	N/A
Bookings (\$'000)	\$ 25,196	\$ 24,489	\$ 707	2.9%	\$ 20,510	\$ 4,687	22.9%
Backlog (\$'000)	\$ 1,294	\$ 1,294	\$ —	0.0%	\$ 1,050	\$ 244	23.2%
Gross Revenue	\$ 24,640	\$ 24,981	\$ (341)	(1.4%)	\$ 20,539	\$ 4,100	20.0%
Adj. to Gross Revenue	(1,248)	(1,229)	(19)	1.6%	(1,035)	(213)	20.6%
Net Revenue	23,392	23,752	(360)	(1.5%)	19,505	3,887	19.9%
Material	14,528	14,743	(215)	(1.5%)	12,383	2,144	17.3%
Labor	4,444	4,500	(56)	(1.2%)	4,136	307	7.4%
Other COGS	2,200	1,918	282	14.7%	2,093	107	5.1%
Total COGS	21,172	21,161	11	0.1%	18,613	2,559	13.7%
Gross Margin	2,220	2,592	(371)	(14.3%)	892	1,328	149.0%
Gross Margin %	9.5%	10.9%			4.6%		
R&D	—	—	—	N/A	—	—	N/A
Sales & Marketing	425	433	(7)	(1.7%)	417	9	2.1%
Administrative	2,374	2,372	2	0.1%	2,310	64	2.8%
Other Opex	(49)	—	(49)	N/A	34	(82)	(244.9%)
Total Opex	2,751	2,805	(54)	(1.9%)	2,761	(10)	(0.4%)
EBITDA	(530)	(213)	(317)	148.8%	(1,869)	1,339	(71.6%)
EBITDA %	(2.3%)	(0.9%)			(9.6%)		
Net Income (Loss)	\$ (673)	\$ (365)	\$ (308)	84.5%	\$ (1,959)	\$ 1,286	(65.6%)
Capex	\$ (28)	\$ (287)	\$ 259	(90.2%)	\$ (141)	\$ 113	(80.2%)
<b>Opex Overview:</b>							
Payroll	\$ 1,048	\$ 1,093	\$ (45)	(4.1%)	\$ 998	\$ 50	5.0%
Bonus	—	—	—	N/A	—	—	N/A
Commissions	—	—	—	N/A	—	—	N/A
Marketing	31	23	8	33.4%	59	(28)	(47.4%)
Benefits	—	—	—	N/A	—	—	N/A
Travel and entertainment	8	8	(0)	(1.9%)	10	(2)	(22.2%)
Rent and facilities	—	—	—	N/A	—	—	N/A
Insurance	—	—	—	N/A	—	—	N/A
Professional fees	97	69	28	40.0%	66	30	45.9%
Utilities, repair, maintenance, and security	72	73	(1)	(1.4%)	55	17	30.9%
Corporate OH Fees	1,460	1,459	1	0.0%	1,463	(3)	(0.2%)
Bad Debts	—	—	—	N/A	3	(3)	(100.0%)
FX	(49)	—	(49)	N/A	34	(82)	(244.9%)
JV Loss (Income)	—	—	—	N/A	—	—	N/A
Other Expenses	84	79	4	5.6%	75	8	11.1%
Total Opex	\$ 2,751	\$ 2,805	\$ (54)	(1.9%)	\$ 2,764	\$ (13)	(0.5%)

# Key Customers – Full Year Terrebonne

	Gross Sales (\$'000)									Gross Margin %									
	FY		FY		Var		PY		Var		FY	FY	Var		PY	Var			
	Fcst	Bud	\$	%	Act	\$	%	Fcst	Bud	BPs	%	Act	BPs	%					
Customer:																			
A.M.I.	\$	4,181	\$	4,227	\$	(47)	(1.1%)	\$	3,628	\$	553	15.3%	7.1%	7.9%	(77)	(9.8%)	10.2%	(308)	(30.1%)
ATIS PORTES & FENETRES		3,303		3,489		(187)	(5.3%)		252		3,051	1209.4%	(16.6%)	(15.2%)	(141)	9.3%	(161.1%)	14,444	(89.7%)
GOLDEN WINDOWS		2,477		2,326		151	6.5%		2,132		345	16.2%	(2.3%)	5.3%	(754)	(142.6%)	7.1%	(938)	(131.6%)
OSTACO 2000 WINDOORS INC		1,829		1,861		(32)	(1.7%)		1,769		60	3.4%	(7.8%)	(10.2%)	242	(23.8%)	(7.1%)	(67)	9.4%
PORTES & FENETRES ABRITEK		1,074		1,085		(11)	(1.0%)		1,545		(471)	(30.5%)	9.5%	14.4%	(492)	(34.1%)	10.5%	(96)	(9.1%)
DASHWOOD INDUSTRIES INC		1,085		930		154	16.6%		996		89	8.9%	(1.3%)	(8.8%)	752	(85.5%)	(0.4%)	(92)	254.6%
P & F ISOTHERMIC INC		764		853		(89)	(10.4%)		943		(179)	(18.9%)	(11.3%)	(9.2%)	(210)	22.8%	5.9%	(1,720)	(291.2%)
VAILLANCOURT INC.		940		853		87	10.2%		937		3	0.3%	3.1%	7.0%	(389)	(55.9%)	9.6%	(655)	(68.1%)
EXTREME WINDOW AND		472		504		(32)	(6.4%)		462		9	2.1%	(8.4%)	(8.3%)	(8)	1.0%	(3.9%)	(448)	114.4%
Fenêtres Concept		445		442		3	0.7%		487		(42)	(8.6%)	22.2%	29.6%	(742)	(25.0%)	32.3%	(1,004)	(31.1%)
YKK AP VINYL		366		361		5	1.5%		371		(5)	(1.4%)	32.2%	41.9%	(970)	(23.2%)	49.9%	(1,775)	(35.5%)
CANADIAN VINYLTEK WINDOWS C		354		349		5	1.4%		387		(33)	(8.6%)	(3.5%)	(15.9%)	1,243	(78.3%)	(10.8%)	740	(68.2%)
MASON WINDOWS LTD		321		349		(27)	(7.8%)		344		(23)	(6.6%)	3.6%	8.3%	(471)	(56.5%)	12.0%	(833)	(69.7%)
CEN		366		349		17	4.9%		381		(15)	(4.0%)	17.6%	20.8%	(324)	(15.6%)	22.0%	(441)	(20.1%)
TRI-STATE WINDOW FACTORY		323		309		13	4.3%		411		(88)	(21.5%)	22.0%	20.3%	171	8.4%	16.5%	550	33.4%
ATLANTIC WINDOWS		270		271		(2)	(0.6%)		245		25	10.0%	0.4%	(1.1%)	154	(139.8%)	1.2%	(77)	(63.8%)
LORENDO INC.		217		233		(15)	(6.6%)		206		11	5.4%	(1.7%)	(2.0%)	36	(18.0%)	(2.1%)	41	(20.0%)
MAR		222		233		(10)	(4.5%)		243		(20)	(8.4%)	(4.6%)	7.0%	(1,164)	(165.4%)	13.5%	(1,814)	(134.0%)
FENERGIC INC		200		155		45	28.9%		152		48	31.6%	(0.8%)	(1.0%)	16	(15.9%)	6.5%	(732)	(112.8%)
FMC		147		149		(2)	(1.3%)		369		(222)	(60.2%)	139.4%	163.9%	(2,455)	(15.0%)	5.9%	13,349	2262.4%
Other		5,285		5,654		(368)	(6.5%)		4,280		1,005	23.5%	33.9%	196.4%	(16,252)	(82.7%)	1.4%	3,253	2347.3%
Total Gross	\$	24,640	\$	24,981	\$	(341)	(1.4%)	\$	20,539	\$	4,100	20.0%	8.8%	10.4%	(158)	(15.2%)	4.3%	450	103.5%

# ECS Summary P&L

\$'000	QTD		Var		YTD		Var	
	Act	Bud	\$	%	Act	Bud	\$	%
Units Produced ('000)	24,032	21,828	2,203	10.1%	24,032	21,828	2,203	10.1%
Units Shipped ('000)	24,045	21,828	2,217	10.2%	24,045	21,828	2,217	10.2%
Bookings (\$'000)	\$ 3,094	\$ 1,575	\$ 1,519	96.4%	\$ 3,094	\$ 1,575	\$ 1,519	96.4%
Backlog (\$'000)	\$ 1,160	\$ 103	\$ 1,056	1022.9%	\$ 1,160	\$ 103	\$ 1,056	1022.9%
External Revenue	\$ 2,293	\$ 1,797	\$ 496	27.6%	\$ 2,293	\$ 1,797	\$ 496	27.6%
Affiliate Revenue	\$ 14,352	\$ 13,553	\$ 799	5.9%	\$ 14,352	\$ 13,553	\$ 799	5.9%
Gross Revenue	\$ 16,644	\$ 15,350	\$ 1,294	8.4%	\$ 16,644	\$ 15,350	\$ 1,294	8.4%
Adj. to Gross Revenue	(0)	—	(0)	N/A	(0)	—	(0)	N/A
Net Revenue	16,644	15,350	1,294	8.4%	16,644	15,350	1,294	8.4%
Material	13,492	12,928	564	4.4%	13,492	12,928	564	4.4%
Labor	451	471	(20)	(4.2%)	451	471	(20)	(4.2%)
Other COGS	1,323	1,514	(190)	(12.6%)	1,323	1,514	(190)	(12.6%)
Total COGS	15,267	14,913	354	2.4%	15,267	14,913	354	2.4%
Gross Margin	1,377	437	940	215.0%	1,377	437	940	215.0%
Gross Margin %	8.3%	2.8%			8.3%	2.8%		
R&D	—	—	—	N/A	—	—	—	N/A
Sales & Marketing	53	76	(24)	(30.9%)	53	76	(24)	(30.9%)
Administrative	429	448	(19)	(4.3%)	429	448	(19)	(4.3%)
Other Opex	425	—	425	N/A	425	—	425	N/A
Total Opex	907	524	382	73.0%	907	524	382	73.0%
EBITDA	470	(87)	557	(640.6%)	470	(87)	557	(640.6%)
EBITDA %	2.8%	(0.6%)			2.8%	(0.6%)		
Net Income (Loss)	\$ 291	\$ (274)	\$ 566	(206.1%)	\$ 291	\$ (274)	\$ 566	(206.1%)
Capex	\$ —	\$ (194)	\$ 194	(100.0%)	\$ —	\$ (194)	\$ 194	(100.0%)
<b>Opex Overview:</b>								
Payroll	\$ 127	\$ 136	\$ (9)	(6.5%)	\$ 127	\$ 136	\$ (9)	(6.5%)
Bonus	—	—	—	N/A	—	—	—	N/A
Commissions	20	8	12	153.8%	20	8	12	153.8%
Marketing	—	—	—	N/A	—	—	—	N/A
Benefits	—	—	—	N/A	—	—	—	N/A
Travel and entertainment	6	6	0	7.1%	6	6	0	7.1%
Rent and facilities	—	—	—	N/A	—	—	—	N/A
Insurance	18	24	(6)	(25.6%)	18	24	(6)	(25.6%)
Professional fees	0	—	0	N/A	0	—	0	N/A
Utilities, repair, maintenance, anc	3	3	(0)	(12.7%)	3	3	(0)	(12.7%)
Corporate OH Fees	307	310	(4)	(1.2%)	307	310	(4)	(1.2%)
Bad Debts	—	—	—	N/A	—	—	—	N/A
FX	425	—	425	N/A	425	—	425	N/A
JV Loss (Income)	—	—	—	N/A	—	—	—	N/A
Other Expenses	2	38	(36)	(95.9%)	2	38	(36)	(95.9%)
Total Opex	\$ 907	\$ 524	\$ 382	73.0%	\$ 907	\$ 524	\$ 382	73.0%

## Management Discussion

### Net Revenue – Q1-20: +\$1,294K

- Sales volume up 10.2% or \$1,559k driven by increased demand from affiliate customers 7.5% (Woodbridge 19.7% - 1,308k lbs, Delmont 15.6% - 814k lbs, Everett -10.1% (333k lbs) & Laval -7.7% (333k lbs); and increased external customers demand 36.1% 846k lbs (increases from Delcan, Fence Outlet, Vinyl Profiles & Nuform)
- Unfavorable price/mix of \$158K primarily driven customer/product mix (Woodbridge, Delmont, The Vinyl Co & Delcan).
- Unfavorable F/X impact of \$107k (actual rate of 1.3442 [or \$USD 0.7439] vs. 1.33 [or \$USD 0.7519])

### EBITDA – Q1-20: +\$557K

- Material COGS:** Increase in costs by \$564k primarily driven by increased sales volume \$1,313k; offset by lower material costs (resin \$38k, additives \$436k, TiO2 \$19k); favorable RM count adjustments \$130k (emptied silos – various product), product mix \$120k and reversal of LCM inventory reserve \$6k
- Labor COGS:** Decrease in cost by \$20k driven by 1 less headcount DL and 1 less headcount in Delivery & Distribution.
- Other COGS:** Decrease in cost by \$190k primarily driven by lower utilities \$81k (global rate adj); lower freight expenses \$88k (lower volumes to Everett & lower rates CP vs CN & Pentagon to Delmont); lower rent expense \$22k (2019 Operating Expense true up) and lower overall spend in maintenance/other costs (timing) \$17k; offset by repairs to the trackmobile \$28k
- Sales and Marketing:** Decreased in cost by \$24k driven by lower R&D consultant fees
- Administrative:** Decrease in cost by \$19k driven by vacation utilization and premise costs (2019 Operating expense true up)
- Other Opex:** Increase in cost by \$425k driven by unfavorable F/X revaluation of working capital balances

# Key Customers – Gross Sales and Gross Margin %: ECS

	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	%												
<b>Customer:</b>																																								
Vinyl Profiles, LLC	\$	668	\$	560	\$	108	19.3%	\$	578	\$	90	15.6%	\$	668	\$	560	\$	108	19.3%	\$	578	\$	90	15.6%	15.2%	15.4%	(25)	(1.6%)	40.4%	(2,522)	(62.4%)	15.2%	15.4%	(25)	(1.6%)	40.4%	(2,522)	(62.4%)		
Nuform Building Technologies Inc		489		299		190	63.8%		307		182	59.3%		489		299		190	63.8%		307		182	59.3%	35.8%	7.0%	2,883	414.6%	14.4%	2,143	149.2%	35.8%	7.0%	2,883	414.6%	14.4%	2,143	149.2%		
The Vinyl Company Inc.		199		334		(135)	(40.5%)		350		(151)	(43.1%)		199		334		(135)	(40.5%)		350		(151)	(43.1%)	7.7%	11.2%	(354)	(31.5%)	17.4%	(974)	(55.9%)	7.7%	11.2%	(354)	(31.5%)	17.4%	(974)	(55.9%)		
Vinylume Products Inc		130		131		(1)	(1.0%)		133		(3)	(2.3%)		130		131		(1)	(1.0%)		133		(3)	(2.3%)	24.2%	11.4%	1,287	113.3%	26.3%	(207)	(7.9%)	24.2%	11.4%	1,287	113.3%	26.3%	(207)	(7.9%)		
Accord Plastics Corp.		93		155		(62)	(39.9%)		156		(63)	(40.4%)		93		155		(62)	(39.9%)		156		(63)	(40.4%)	17.6%	6.1%	1,158	190.8%	19.7%	(202)	(10.3%)	17.6%	6.1%	1,158	190.8%	19.7%	(202)	(10.3%)		
Window Seal Limited		2		–		2	N/A		–		2	N/A		2		–		2	N/A		–		2	N/A	#DIV/0!	0.0%	–		N/A	0.0%	NA	N/A	#DIV/0!	0.0%	–		N/A	0.0%	NA	N/A
New Customers (L.B. Plastics)		–		–		-	N/A		–		-	N/A		–		–		-	N/A		–		-	N/A	0.0%	0.0%	–		N/A	0.0%	-	N/A	0.0%	–		N/A	0.0%	-	N/A	
Prasad Plastics Limited		47		3		44	1664.0%		2		45	2250.0%		47		3		44	1664.0%		2		45	2250.0%	#DIV/0!	3.4%	–		#VALUE!	0.0%	NA	N/A	#DIV/0!	3.4%	–		#VALUE!	0.0%	NA	N/A
Superior Extrusions Ltd		12		9		3	38.0%		9		3	33.3%		12		9		3	38.0%		9		3	33.3%	#DIV/0!	#DIV/0!	–		#DIV/0!	#DIV/0!	NA	#DIV/0!	#DIV/0!	#DIV/0!	–		#DIV/0!	#DIV/0!	NA	#DIV/0!
Vytron Corporation		–		3		(3)	(100.0%)		4		(4)	(100.0%)		–		3		(3)	(100.0%)		4		(4)	(100.0%)	0.0%	4.3%	(427)	(100.0%)	4.2%	(417)	(100.0%)	0.0%	4.3%	(427)	(100.0%)	4.2%	(417)	(100.0%)		
Plastibec Ltee		5		3		2	78.5%		3		2	66.7%		5		3		2	78.5%		3		2	66.7%	#DIV/0!	0.0%	–		N/A	28.6%	NA	#VALUE!	#DIV/0!	0.0%	–		N/A	28.6%	NA	#VALUE!
Vinyl Profiles (2011)		13		18		(5)	(29.6%)		18		(5)	(27.8%)		13		18		(5)	(29.6%)		18		(5)	(27.8%)	#DIV/0!	#DIV/0!	–		#DIV/0!	#DIV/0!	NA	#DIV/0!	#DIV/0!	#DIV/0!	–		#DIV/0!	#DIV/0!	NA	#DIV/0!
Fence Outlet MDC, LLC		331		133		198	148.2%		24		307	1279.2%		331		133		198	148.2%		24		307	1279.2%	#DIV/0!	(134.0%)	–		#VALUE!	150.0%	NA	#VALUE!	#DIV/0!	(134.0%)	–		#VALUE!	150.0%	NA	#VALUE!
INFINITY EXTRUSIONS INC.		–		6		(6)	(100.0%)		7		(7)	(100.0%)		–		6		(6)	(100.0%)		7		(7)	(100.0%)	#DIV/0!	#DIV/0!	–		#DIV/0!	33.3%	NA	#VALUE!	#DIV/0!	#DIV/0!	–		#DIV/0!	33.3%	NA	#VALUE!
Resin Technology, LLC		–		–		-	N/A		53		(53)	(100.0%)		–		–		-	N/A		53		(53)	(100.0%)	#DIV/0!	#DIV/0!	–		#DIV/0!	11.2%	NA	#VALUE!	#DIV/0!	#DIV/0!	–		#DIV/0!	11.2%	NA	#VALUE!
Delcan Manufacturing Ltd		325		142		183	128.6%		–		325	N/A		325		142		183	128.6%		–		325	N/A	18.0%	11.8%	616	52.1%	#DIV/0!	NA	#DIV/0!	18.0%	11.8%	616	52.1%	#DIV/0!	NA	#DIV/0!		
Mor-X Plastics		–		–		-	N/A		–		-	N/A		–		–		-	N/A		–		-	N/A	#DIV/0!	#DIV/0!	–		#DIV/0!	#DIV/0!	NA	#DIV/0!	#DIV/0!	#DIV/0!	–		#DIV/0!	#DIV/0!	NA	#DIV/0!
0		–		–		-	N/A		–		-	N/A		–		–		-	N/A		–		-	N/A	#DIV/0!	#DIV/0!	–		#DIV/0!	#DIV/0!	NA	#DIV/0!	#DIV/0!	#DIV/0!	–		#DIV/0!	#DIV/0!	NA	#DIV/0!
		–		–		-	N/A		–		-	N/A		–		–		-	N/A		–		-	N/A	#DIV/0!	#DIV/0!	–		#DIV/0!	#DIV/0!	NA	#DIV/0!	#DIV/0!	#DIV/0!	–		#DIV/0!	#DIV/0!	NA	#DIV/0!
		–		–		-	N/A		–		-	N/A		–		–		-	N/A		–		-	N/A	#DIV/0!	#DIV/0!	–		#DIV/0!	#DIV/0!	NA	#DIV/0!	#DIV/0!	#DIV/0!	–		#DIV/0!	#DIV/0!	NA	#DIV/0!
Other		14,998		14,113		885	6.3%		15,046		(48)	(0.3%)		14,998		14,113		885	6.3%		15,046		(48)	(0.3%)	5.1%	1.1%	400	373.3%	1.5%	359	242.8%	5.1%	1.1%	400	373.3%	1.5%	359	243.6%		
Total Gross		\$ 16,644		\$ 15,350		\$ 1,294	8.4%		\$ 16,691		\$ (46)	(0.3%)		\$ 16,644		\$ 15,350		\$ 1,294	8.4%		\$ 16,691		\$ (46)	(0.3%)	7.7%	2.0%	569	278.0%	3.5%	427	123.3%	7.7%	2.0%	569	278.0%	3.5%	427	123.5%		

## Management Discussion

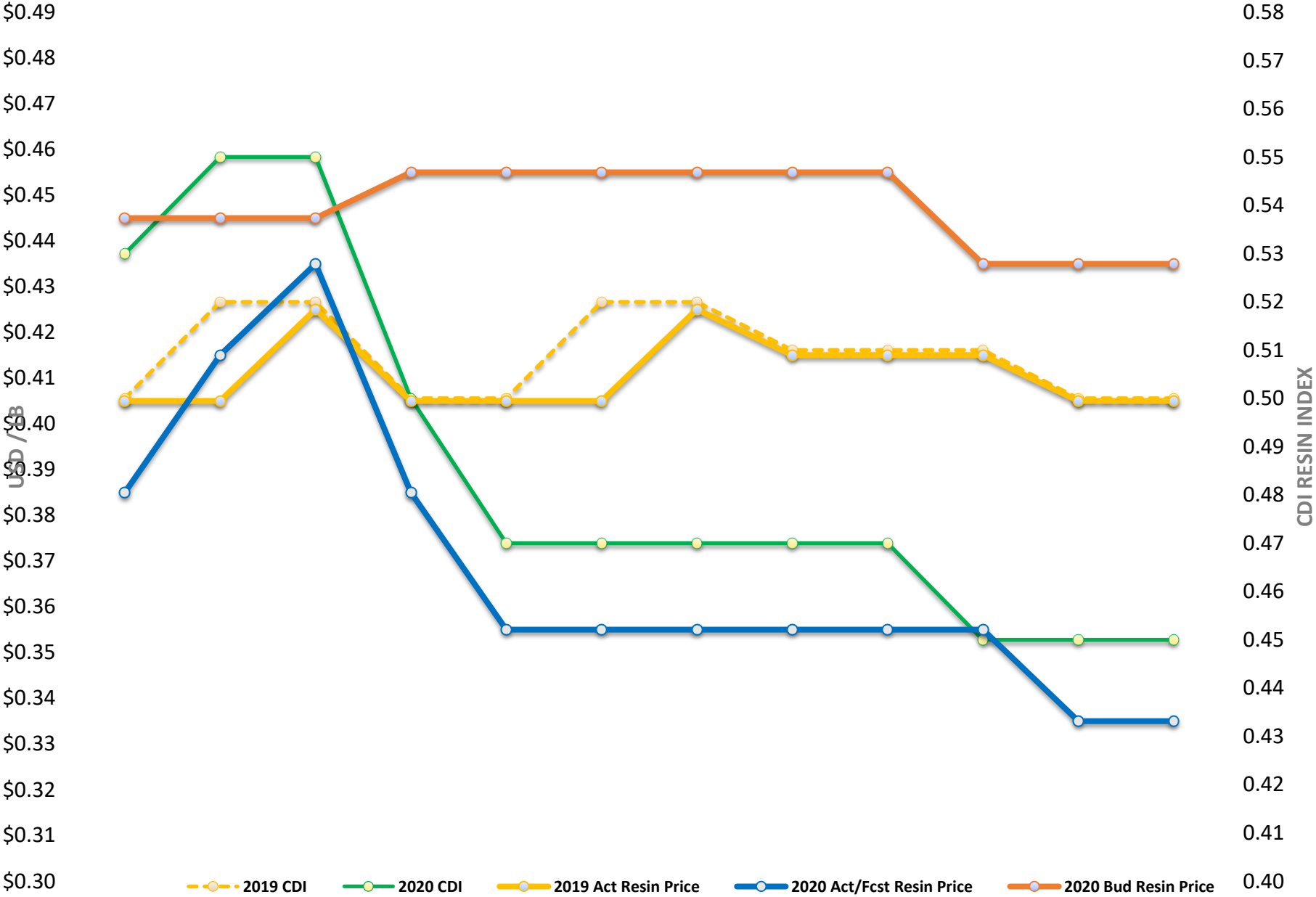
- Vinyl Profiles and Nuform – Improved buying vs budget and PY.
- New customers Fence outlet and Delcan also increased purchases at the start of the new year
- Vinyl Company slow start to 2020.



ECS Material Cost Summary

	Jan-20	Feb-20	Mar-20	FY	Jan-20	Feb-20	Mar-20	FY	Jan-20	Feb-20	Mar-20	FY
US \$'000	Act	Act	Act	Act	AOP	AOP	AOP	AOP	Actual-AOP	Actual-AOP	Actual-AOP	Actual-AOP
<u>Sales</u>												
Total Sales - Non-Patio & Doors - S'000	\$ 5,949	\$ 5,357	\$ 5,582	\$ 16,888	\$ 4,822	\$ 5,058	\$ 5,469	\$ 15,350	\$ 1,126	\$ 299	\$ 113	\$ 1,538
Total Sales - Non-Patio & Doors - Lbs	8,312	7,640	8,093	24,045	6,851	7,196	7,781	21,828	1,461	444	312	2,217
<u>FX Rate</u>	<u>1.3087</u>	<u>1.3187</u>	<u>1.3442</u>		<u>1.3300</u>	<u>1.3300</u>	<u>1.3300</u>					
<u>Materials - ASP</u>												
ADDITIVE	3.5384	3.6683	3.4948	\$ 3.57	3.6884	3.6884	3.6884	\$ 3.69	\$ (0.1500)	\$ (0.0201)	\$ (0.1936)	\$ (0)
ADDITIVE (IMPACT MODIFIER)	1.4343	1.4132	1.3434	\$ 1.40	1.5225	1.5225	1.5225	\$ 1.52	\$ (0.0881)	\$ (0.1092)	\$ (0.1791)	\$ (0)
ADDITIVE (PROCESSING AID)	1.4125	1.3944	1.3807	\$ 1.40	1.5565	1.5565	1.5565	\$ 1.56	\$ (0.1440)	\$ (0.1621)	\$ (0.1758)	\$ (0)
FILLER	0.2127	0.1975	0.1890	\$ 0.20	0.2201	0.2201	0.2201	\$ 0.22	\$ (0.0074)	\$ (0.0226)	\$ (0.0311)	\$ (0)
LUBRICANT	0.9194	0.9178	0.9163	\$ 0.92	0.9292	0.9292	0.9292	\$ 0.93	\$ (0.0098)	\$ (0.0114)	\$ (0.0128)	\$ (0)
PIGMENT - C		2.8123	2.8123		2.9529	2.9529	2.9529	\$ 2.95	\$ (2.9529)	\$ (0.1406)	\$ (0.1406)	\$ (3)
PIGMENT - G	2.8499	2.9810	2.8413	\$ 2.89	2.7900	2.7900	2.7900	\$ 2.79	\$ 0.0599	\$ 0.1910	\$ 0.0514	\$ 0
PIGMENT - HC	5.8537	5.5659	5.2780	\$ 5.57	5.8923	5.8923	5.8923	\$ 5.89	\$ (0.0386)	\$ (0.3264)	\$ (0.6143)	\$ (1)
PIGMENT - PC	5.5906	5.2257	4.8605	\$ 5.23	7.2745	7.2745	7.2745	\$ 7.27	\$ (1.6839)	\$ (2.0489)	\$ (2.4141)	\$ (6)
PKG					7.9177	7.9177	7.9177	\$ 7.92	\$ (7.9177)	\$ (7.9177)	\$ (7.9177)	\$ (24)
PLASTICIZER	0.8086	0.8119	0.8097	\$ 0.81	0.8755	0.8755	0.8755	\$ 0.88	\$ (0.0670)	\$ (0.0636)	\$ (0.0658)	\$ (0)
RESIN	0.3852	0.4151	0.4353	\$ 0.41	0.4100	0.4100	0.4100	\$ 0.41	\$ (0.0248)	\$ 0.0051	\$ 0.0253	\$ 0
STABILIZER	3.1442	3.1485	3.0486	\$ 3.11	3.4121	3.4121	3.4121	\$ 3.41	\$ (0.2680)	\$ (0.2637)	\$ (0.3635)	\$ (1)
TIO2	1.3897	1.3893	1.3856	\$ 1.39	1.3900	1.3900	1.3900	\$ 1.39	\$ (0.0003)	\$ (0.0007)	\$ (0.0044)	\$ (0)
Material Other	-								\$ -	\$ -	\$ -	\$ -
<u>Materials - \$'000</u>												
ADDITIVE	\$ 156	\$ 110	\$ 95	\$ 361	\$ 105	\$ 110	\$ 119	\$ 333	\$ 52	\$ 0	\$ (24)	\$ 28
ADDITIVE (IMPACT MODIFIER)	\$ 445	\$ 411	\$ 405	\$ 1,261	\$ 381	\$ 400	\$ 433	\$ 1,215	\$ 63	\$ 11	\$ (28)	\$ 46
ADDITIVE (PROCESSING AID)	\$ 75	\$ 64	\$ 69	\$ 207	\$ 67	\$ 70	\$ 76	\$ 213	\$ 8	\$ (6)	\$ (7)	\$ (6)
FILLER	\$ 108	\$ 64	\$ 64	\$ 236	\$ 88	\$ 92	\$ 100	\$ 279	\$ 20	\$ (28)	\$ (36)	\$ (43)
LUBRICANT	\$ 167	\$ 158	\$ 168	\$ 493	\$ 142	\$ 149	\$ 161	\$ 452	\$ 25	\$ 9	\$ 7	\$ 41
PIGMENT - C	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PIGMENT - G	\$ 48	\$ 69	\$ 38	\$ 154	\$ 64	\$ 67	\$ 73	\$ 203	\$ (16)	\$ 2	\$ (34)	\$ (49)
PIGMENT - HC	\$ 75	\$ 34	\$ 38	\$ 148	\$ 46	\$ 49	\$ 53	\$ 148	\$ 29	\$ (14)	\$ (14)	\$ 0
PIGMENT - PC	\$ 17	\$ 13	\$ 20	\$ 49	\$ 9	\$ 9	\$ 10	\$ 27	\$ 8	\$ 4	\$ 10	\$ 22
PKG	\$ -	\$ -	\$ -	\$ -				\$ -	\$ -	\$ -	\$ -	\$ -
PLASTICIZER	\$ 35	\$ 18	\$ 19	\$ 72	\$ 22	\$ 23	\$ 25	\$ 70	\$ 13	\$ (5)	\$ (6)	\$ 1
RESIN	\$ 2,469	\$ 2,510	\$ 2,812	\$ 7,791	\$ 2,190	\$ 2,301	\$ 2,488	\$ 6,979	\$ 278	\$ 210	\$ 324	\$ 813
STABILIZER	\$ 326	\$ 309	\$ 297	\$ 932	\$ 281	\$ 295	\$ 319	\$ 896	\$ 45	\$ 13	\$ (22)	\$ 36
TIO2	\$ 863	\$ 800	\$ 814	\$ 2,478	\$ 691	\$ 726	\$ 785	\$ 2,203	\$ 172	\$ 74	\$ 29	\$ 275
Scrap	\$ 28	\$ 30	\$ 23	\$ 82	\$ 24	\$ 29	\$ 35	\$ 88	\$ 4	\$ 2	\$ (12)	\$ (6)
BOM Scrap (not in P&L and 2020 AOP)				\$ -				\$ -	\$ -	\$ -	\$ -	\$ -
PIP Savings	\$ (7)	\$ (4)	\$ (2)	\$ (12)				\$ -	\$ (7)	\$ (4)	\$ (2)	\$ (12)
Kronos Rebates (\$0.01)	\$ (5)	\$ (5)	\$ (6)	\$ (16)	\$ (5)	\$ (5)	\$ (6)	\$ (16)	\$ 0	\$ 0	\$ (0)	\$ 0
Resin Rebate & Discount	\$ (91)	\$ (81)	\$ (35)	\$ (208)	\$ (71)	\$ (74)	\$ (80)	\$ (225)	\$ (21)	\$ (7)	\$ 45	\$ 17
Amortization Timing	\$ 235	\$ (218)	\$ (190)	\$ (172)	\$ (105)	\$ (7)	\$ 35	\$ (78)	\$ 340	\$ (211)	\$ (224)	\$ (94)
Packaging	\$ 8	\$ 13	\$ 3	\$ 24	\$ 37	\$ 34	\$ 28	\$ 99	\$ (29)	\$ (22)	\$ (25)	\$ (75)
Material Other	\$ (71)	\$ (67)	\$ (45)	\$ (183)	\$ 11	\$ 1	\$ 28	\$ 41	\$ (82)	\$ (68)	\$ (73)	\$ (224)
Total Material Costs	\$ 4,880	\$ 4,229	\$ 4,588	\$ 13,697	\$ 3,978	\$ 4,270	\$ 4,680	\$ 12,928	\$ 902	\$ (41)	\$ (92)	\$ 770

# Historical Resin Price Chart



# Key Performance Indicators - ECS

ENERGI Compound Solutions	2020 Targets	Jan-20	Feb-20	Mar-20	YTD 2020
<b>Health &amp; Safety</b>					
<i>Recordable( effects TRIR)</i>	0	0	0	0	0
<i>Near Misses</i>	2	0	0	0	0
<b>Environmental</b>					
<i>Recordable( effects TRIR)</i>	0	0	0	0	0
<i>Near Misses</i>	2	0	0	0	0
<b>Quality Performance</b>					
<i>Concerns per million Good Lbs</i>	0.3	0.1	0.1	0.0	0.1
<i>Return as % of sales (%)</i>	0.3%	0.0%	0.0%	0.0%	0.0%
<b>Delivery Performance</b>					
<i>% on time</i>	100%	100%	100%	100%	100%
<b>Material Cost</b>					
<i>Yield</i>	100%	99%	99%	100%	99%
<i>Production Scrap</i>	1.00%	0.5%	0.6%	0.5%	0.53%
<i>Total Material Usage Variance</i>	2.00%	1.8%	-2.5%	0.5%	-0.05%
<i>Direct Labour \$/lb produced</i>	0.009	0.007	0.009	0.008	0.008
<i>Indirect Labour (incl D&amp;D) \$/lb produced</i>	0.014	0.017	0.017	0.018	0.017
<b>Inventory</b>					
<i>Days - TTM (Trailing 12 Months)</i>	41	39	37	36	37
<b>Freight</b>					
<i>Freight \$ as % of net sales</i>	3.9%	3.2%	3.3%	3.1%	3.2%

## COMMENTS:

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

# Full Year ECS P&L Summary

\$'000		FY		Var		PY		Var	
		Fcst	Bud	\$	%	Act	\$	%	
Units Produced ('000)		98,563	96,359	2,203	2.3%	94,835	3,728	3.9%	
Units Shipped ('000)		98,576	96,359	2,217	2.3%	94,874	3,703	3.9%	
Bookings (\$'000)		\$ 8,936	\$ 7,417	\$ 1,519	20.5%	\$ 8,361	\$ 575	6.9%	
Backlog ('\$000)		\$ 122	\$ 122	\$ –	0.0%	\$ 370	\$ (248)	(67.0%)	
	External Revenue	\$ 8,779	\$ 8,648	\$ 131	1.5%	\$ 8,282	\$ 497	6.0%	
	Affiliate Revenue	\$ 60,559	\$ 60,782	\$ (222)	(0.4%)	\$ 59,476	\$ 1,083	1.8%	
Gross Revenue		\$ 69,338	\$ 68,044	\$ 1,294	1.9%	\$ 67,758	\$ 1,580	2.3%	
Adj. to Gross Revenue		(0)	–	(0)	N/A	1	(1)	(153.1%)	
Net Revenue		69,338	68,044	1,294	1.9%	67,759	1,578	2.3%	
Material		58,322	57,758	564	1.0%	53,610	4,712	8.8%	
Labor		1,920	1,940	(20)	(1.0%)	1,766	154	8.7%	
Other COGS		6,018	6,208	(190)	(3.1%)	5,475	543	9.9%	
Total COGS		66,260	65,906	354	0.5%	60,851	5,409	8.9%	
Gross Margin		3,078	2,138	940	44.0%	6,909	(3,831)	(55.5%)	
Gross Margin %		4.4%	3.1%			10.2%			
R&D		–	–	–	N/A	–	–	N/A	
Sales & Marketing		280	303	(24)	(7.8%)	154	125	81.1%	
Administrative		1,786	1,805	(19)	(1.1%)	1,747	39	2.2%	
Other Opex		425	–	425	N/A	(242)	668	(275.3%)	
Total Opex		2,490	2,108	382	18.1%	1,658	832	50.2%	
EBITDA		587	30	557	1865.1%	5,250	(4,663)	(88.8%)	
EBITDA %		0.8%	0.0%			7.7%			
Net Income (Loss)		\$ (169)	\$ (734)	\$ 566	(77.0%)	\$ 4,567	\$ (4,736)	(103.7%)	
Capex		\$ –	\$ (601)	\$ 601	(100.0%)	\$ (347)	\$ 347	(100.0%)	
<b>Opex Overview:</b>									
Payroll		\$ 535	\$ 544	\$ (9)	(1.6%)	\$ 546	\$ (11)	(2.0%)	
Bonus		–	–	–	N/A	–	–	N/A	
Commissions		44	32	12	37.5%	4	40	974.9%	
Marketing		1	1	–	0.0%	–	1	N/A	
Benefits		–	–	–	N/A	–	–	N/A	
Travel and entertainment		30	29	0	1.3%	16	13	82.0%	
Rent and facilities		–	–	–	N/A	–	–	N/A	
Insurance		83	89	(6)	(6.8%)	69	14	21.1%	
Professional fees		1	1	0	18.9%	2	(0)	(14.5%)	
Utilities, repair, maintenance, and security		14	14	(0)	(2.7%)	12	2	18.4%	
Corporate OH Fees		1,248	1,251	(4)	(0.3%)	1,246	1	0.1%	
Bad Debts		–	–	–	N/A	3	(3)	(100.0%)	
FX		425	–	425	N/A	(242)	668	(275.3%)	
JV Loss (Income)		–	–	–	N/A	–	–	N/A	
Other Expenses		110	146	(36)	(24.9%)	6	104	1870.6%	
Total Opex		\$ 2,490	\$ 2,108	\$ 382	18.1%	\$ 1,661	\$ 829	49.9%	

# Key Customers – Full Year ECS

	Gross Sales (\$'000)									Gross Margin %									
	FY		FY		Var		PY		Var		FY	FY	Var		PY	Var			
	Fcst	Bud	\$	%	Act	\$	%	Fcst	Bud	BPs	%	Act	BPs	%					
<b>Customer:</b>																			
Vinyl Profiles, LLC	\$	2,856	\$	2,748	\$	108	3.9%	\$	2,756	\$	100	3.6%	19.6%	16.5%	308	18.6%	20.0%	(44)	(2.2%)
Nuform Building Technologies Inc		1,678		1,488		190	12.8%		1,838		(160)	(8.7%)	10.6%	7.4%	324	43.8%	27.3%	(1,663)	(61.0%)
The Vinyl Company Inc.		1,162		1,297		(135)	(10.4%)		1,399		(237)	(17.0%)	12.0%	11.8%	16	1.4%	14.5%	(249)	(17.2%)
Vinylume Products Inc		582		583		(1)	(0.2%)		642		(60)	(9.4%)	14.5%	12.1%	239	19.7%	24.1%	(961)	(39.8%)
Accord Plastics Corp.		553		615		(62)	(10.0%)		591		(38)	(6.4%)	8.9%	6.7%	219	32.6%	18.2%	(931)	(51.1%)
Window Seal Limited		61		59		2	3.4%		102		(41)	(40.0%)	9.8%	9.7%	10	1.0%	14.7%	(487)	(33.1%)
New Customers (L.B. Plastics)		–		–		-	N/A		–		-	N/A	0.0%	0.0%	–	N/A	#DIV/0!	NA	#DIV/0!
Prasad Plastics Limited		58		14		44	313.3%		55		3	6.3%	15.7%	2.9%	1,281	442.0%	18.2%	(247)	(13.6%)
Superior Extrusions Ltd		44		41		3	8.1%		44		0	0.1%	#DIV/0!	#DIV/0! –		#DIV/0!	27.3%	NA	#VALUE!
Vytron Corporation		12		15		(3)	(21.1%)		33		(21)	(63.8%)	1.1%	1.9%	(86)	(44.5%)	32.8%	(3,174)	(96.7%)
Plastibec Ltee		10		8		2	27.0%		6		4	72.3%	13.9%	7.3%	659	89.7%	66.7%	(5,274)	(79.1%)
Vinyl Profiles (2011)		70		76		(5)	(7.2%)		94		(24)	(25.5%)	15.8%	15.5%	29	1.9%	24.5%	(865)	(35.3%)
Fence Outlet MDC, LLC		731		533		198	37.1%		90		641	708.2%	399.9%	(274.2%)	67,406	(245.8%)	11.1%	38,880	3516.7%
INFINITY EXTRUSIONS INC.		36		43		(6)	(15.1%)		125		(89)	(71.0%)	23.4%	34.0%	(1,061)	(31.2%)	15.2%	816	53.7%
Resin Technology, LLC		174		174		-	0.0%		442		(267)	(60.5%)	0.0%	0.0%	–	N/A	38.9%	(3,892)	(100.0%)
Delcan Manufacturing Ltd		752		569		183	32.1%		31		720	2303.2%	14.3%	12.4%	185	14.9%	0.0%	1,427	N/A
Mor-X Plastics		20		20		-	0.0%		–		20	N/A	18.9%	18.9%	–	0.0%	0.0%	1,886	N/A
0		–		–		-	N/A		–		-	N/A	#DIV/0!	#DIV/0! –		#DIV/0!	0.0%	NA	N/A
0		–		–		-	N/A		–		-	N/A	#DIV/0!	#DIV/0! –		#DIV/0!	0.0%	NA	N/A
0		–		–		-	N/A		–		-	N/A	#DIV/0!	#DIV/0! –		#DIV/0!	0.0%	NA	N/A
Other		63,393		62,508		885	1.4%		59,510		3,884	6.5%	3.3%	2.2%	109	49.7%	8.6%	(529)	(61.6%)
Total Gross	\$	69,338	\$	68,044	\$	1,294	1.9%	\$	67,758	\$	1,580	2.3%	4.7%	3.2%	146	45.7%	10.2%	(553)	(54.2%)

# Corporate Office Summary P&L

\$'000	QTD		Var		YTD		Var	
	Act	Bud	\$	%	Act	Bud	\$	%
Units Produced ('000)	–	–	–	N/A	–	–	–	N/A
Units Shipped ('000)	–	–	–	N/A	–	–	–	N/A
Bookings (\$'000)	\$ –	\$ –	\$ –	N/A	\$ –	\$ –	\$ –	N/A
Backlog (\$'000)	\$ –	\$ –	\$ –	N/A	\$ –	\$ –	\$ –	N/A
Gross Revenue	\$ –	\$ –	\$ –	N/A	\$ –	\$ –	\$ –	N/A
Adj. to Gross Revenue	–	–	–	N/A	–	–	–	N/A
Net Revenue	–	–	–	N/A	–	–	–	N/A
Material	352	434	(83)	(19.0%)	352	434	(83)	(19.0%)
Labor	(182)	167	(349)	(208.6%)	(182)	167	(349)	(208.6%)
Other COGS	276	51	224	435.7%	276	51	224	435.7%
Total COGS	446	653	(207)	(31.8%)	446	653	(207)	(31.8%)
Gross Margin	(446)	(653)	207	(31.8%)	(446)	(653)	207	(31.8%)
Gross Margin %		N/A				N/A		
R&D	–	–	–	N/A	–	–	–	N/A
Sales & Marketing	833	941	(108)	(11.5%)	833	941	(108)	(11.5%)
Administrative	(2,163)	(1,440)	(723)	50.2%	(2,163)	(1,440)	(723)	50.2%
Other Opex	(48)	–	(48)	N/A	(48)	–	(48)	N/A
Total Opex	(1,378)	(499)	(879)	176.2%	(1,378)	(499)	(879)	176.2%
EBITDA	932	(154)	1,086	(704.0%)	932	(154)	1,086	(704.0%)
EBITDA %		N/A				N/A		
Net Income (Loss)	\$ 611	\$ (2,606)	\$ 3,217	(123.4%)	\$ 611	\$ (2,606)	\$ 3,217	(123.4%)
Capex	\$ –	\$ (261)	\$ 261	(100.0%)	\$ –	\$ (261)	\$ 261	(100.0%)
<b>Opex Overview:</b>								
Payroll	\$ 1,196	\$ 1,257	\$ (61)	(4.9%)	\$ 1,196	\$ 1,257	\$ (61)	(4.9%)
Bonus	(400)	185	(585)	(316.5%)	(400)	185	(585)	(316.5%)
Commissions	63	52	10	20.0%	63	52	10	20.0%
Marketing	33	137	(104)	(75.8%)	33	137	(104)	(75.8%)
Benefits	–	–	–	N/A	–	–	–	N/A
Travel and entertainment	135	264	(129)	(48.7%)	135	264	(129)	(48.7%)
Rent and facilities	–	–	–	N/A	–	–	–	N/A
Insurance	–	–	–	N/A	–	–	–	N/A
Professional fees	95	110	(15)	(13.9%)	95	110	(15)	(13.9%)
Office Expense	14	11	3	24.4%	14	11	3	24.4%
IT	351	397	(46)	(11.6%)	351	397	(46)	(11.6%)
Bad Debts	64	–	64	N/A	64	–	64	N/A
FX	(48)	–	(48)	N/A	(48)	–	(48)	N/A
JV Loss (Income)	–	–	–	N/A	–	–	–	N/A
Other Expenses	(2,880)	(2,913)	33	(1.1%)	(2,880)	(2,913)	33	(1.1%)
Total Opex	\$ (1,378)	\$ (499)	\$ (879)	176.2%	\$ (1,378)	\$ (499)	\$ (879)	176.2%

## Management Discussion

### EBITDA – Q1 2020: +\$1,086K

- **Material COGS:** Intercompany profit elimination lower than budget
- **Labor COGS:** 2017 and 2018 Bonus True up
- **Other COGS:** Freight Savings budgeted (\$75K), captured by plants
- **Sales & Marketing:** lower by \$108K largely due cancellation of the Platinum Trip (\$97K). Wages and commissions also lower by \$28K due to timing of hiring of US sales staff which also impacted Travel and Entertainment, in addition to the slowdown caused by Pandemic, which are lower by \$42K. This was offset by Bad Debt provision of 64K and higher commissions due to improved Sales during the quarter
- **Administrative:** lower by \$723K on account of bonus true up (\$585K), lower wages (\$33K), lower travel (\$87K) due to weather, current pandemic (March) as well as cancellation of the Platinum trip. IT expense also lower by \$46K on account of delay in start of certain subscriptions and maintenance contracts due to negotiations.
- **Other Opex:** represents FX gain on CAD/US Cash Transactions
- **Capex:** Expenditure on IT projects postponed

# Full Year Corporate Office P&L Summary

\$'000	FY		Var		PY	Var	
	Fsct	Bud	\$	%	Act	\$	%
Units Produced ('000)	–	–	–	N/A	–	–	N/A
Units Shipped ('000)	–	–	–	N/A	–	–	N/A
Bookings (\$'000)	\$ –	\$ –	\$ –	N/A	\$ –	\$ –	N/A
Backlog ('\$000)	\$ –	\$ –	\$ –	N/A	\$ –	\$ –	N/A
Gross Revenue	\$ –	\$ –	\$ –	N/A	\$ –	\$ –	N/A
Adj. to Gross Revenue	–	–	–	N/A	0	(0)	(100.0%)
Net Revenue	–	–	–	N/A	0	(0)	(100.0%)
Material	(82)	0	(83)	(27536.7%)	70	(152)	(217.3%)
Labor	(859)	(510)	(349)	68.5%	559	(1,418)	(253.6%)
Other COGS	375	151	224	148.9%	1,191	(816)	(68.5%)
Total COGS	(566)	(359)	(207)	57.8%	1,820	(2,387)	(131.1%)
Gross Margin	566	359	207	57.8%	(1,820)	2,386	(131.1%)
Gross Margin %	N/A	N/A			#####		
R&D	–	–	–	N/A	–	–	N/A
Sales & Marketing	3,499	3,607	(108)	(3.0%)	3,685	(186)	(5.0%)
Administrative	(6,415)	(5,691)	(723)	12.7%	(5,591)	(824)	14.7%
Other Opex	(48)	–	(48)	N/A	35	(83)	(235.8%)
Total Opex	(2,963)	(2,085)	(879)	42.2%	(1,871)	(1,092)	58.4%
EBITDA	3,530	2,444	1,086	44.5%	51	3,479	6800.4%
EBITDA %	N/A	N/A			#####		
Net Income (Loss)	\$ (772)	\$ (3,989)	\$ 3,217	(80.7%)	\$ (5,181)	\$ 4,409	(85.1%)
Capex	\$ –	\$ (2,706)	\$ 2,706	(100.0%)	\$ (41)	\$ 41	(100.0%)
<b>Opex Overview:</b>							
Payroll	\$ 4,992	\$ 5,053	\$ (61)	(1.2%)	\$ 5,128	\$ (136)	(2.7%)
Bonus	154	740	(585)	(79.1%)	616	(462)	(74.9%)
Commissions	252	241	10	4.3%	243	9	3.5%
Marketing	273	377	(104)	(27.6%)	535	(262)	(49.0%)
Benefits	–	–	–	N/A	–	–	N/A
Travel and entertainment	916	1,044	(129)	(12.3%)	969	(53)	(5.5%)
Rent and facilities	–	–	–	N/A	–	–	N/A
Insurance	–	–	–	N/A	2	(2)	(100.0%)
Professional fees	424	439	(15)	(3.5%)	462	(38)	(8.3%)
Office Expense	49	46	3	6.1%	44	5	11.9%
IT	1,558	1,604	(46)	(2.9%)	1,587	(29)	(1.8%)
Bad Debts	64	–	64	N/A	176	(113)	(63.9%)
FX	(48)	–	(48)	N/A	35	(83)	(235.8%)
JV Loss (Income)	–	–	–	N/A	–	–	N/A
Other Expenses	(11,597)	(11,630)	33	(0.3%)	(11,667)	70	(0.6%)
Total Opex	\$ (2,963)	\$ (2,085)	\$ (879)	42.2%	\$ (1,869)	\$ (1,094)	58.5%

# Plant Capacity Utilization

## ENERGI Everett Monthly Capacity Utilization

	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
*based on current plant speed and product mix												
Good lbs Produced(L)(lbs	1,190,137	1,319,667	745,432	-	-	-	-	-	-	-	-	-
Monthly capacity utilization(L/K)%( No seasonal adjustment)	49%	55%	31%	0%	0%	0%	0%	0%	0%	0%	0%	0%

## ENERGI Delmont Monthly Capacity Utilization

	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
*based on current plant speed and product mix												
Good lbs Produced(L)(lbs	1,758,218	1,814,266	1,881,073	-	-	-	-	-	-	-	-	-
Monthly capacity utilization(L/K)%( No seasonal adjustment)	56%	57%	59%	0%	0%	0%	0%	0%	0%	0%	0%	0%

## ENERGI Woodbridge Monthly Capacity Utilization

	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
*based on current plant speed and product mix												
Good lbs Produced(L)(lbs	2,700,166	2,208,783	2,720,000	-	-	-	-	-	-	-	-	-
Monthly capacity utilization(L/K)%(No seasonal adjustment)	52%	43%	53%	0%	0%	0%	0%	0%	0%	0%	0%	0%

## ENERGI Laval Capacity Utilization

	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
*based on current plant speed and product mix												
Good lbs Produced(L)(lbs	1,248,042	1,565,564	1,315,181	-	-	-	-	-	-	-	-	-
Monthly capacity utilization(L/K)%	34%	42%	35%	0%	0%	0%	0%	0%	0%	0%	0%	0%

## ECS Capacity utilization

	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
Total available capacity lbs/month (A)*	19,841,580											
Actual Good Lbs produced(B)	8,180,256	7,666,521	8,184,772	-	-	-	-	-	-	-	-	-
Monthly Capacity utilization %(B/A)%	41%	39%	41%	0%	0%	0%	0%	0%	0%	0%	0%	0%

## Terrebonne Capacity Utilization

	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
Available Shift Capacity(based on Two 10Hr shifts)(\$)(000)	\$6,000											
Actual Finished Production Value (000)(\$CAD)	\$ 1,448	\$ 1,719	\$ 1,910	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capacity utilization based on NO seasonal adjustment and two 10hr shifts	24%	29%	32%	0%	0%	0%	0%	0%	0%	0%	0%	0%