



DELANEY[®]

PREMIER

STEEL
DOORS
AND
FRAMES

December 2019 Management Reporting Package



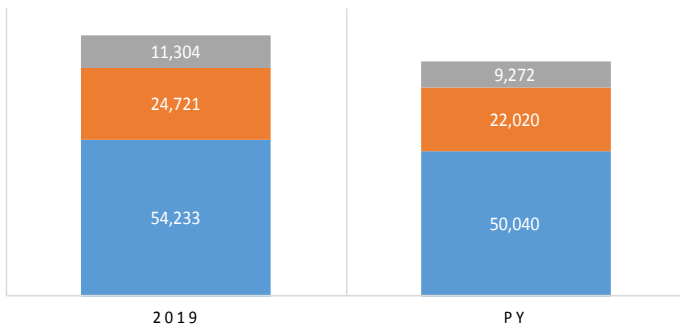
Consolidated Financials



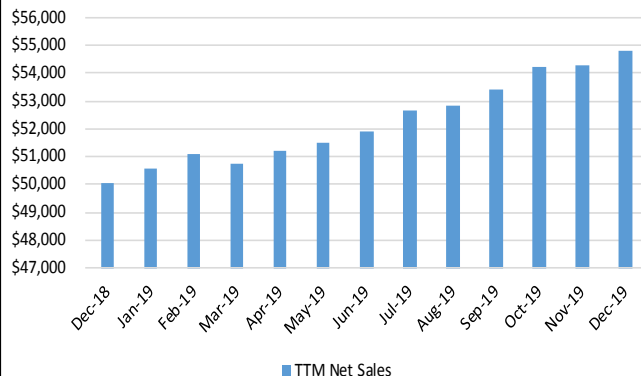
Consolidated Business Results

CONSOLIDATED YTD METRICS

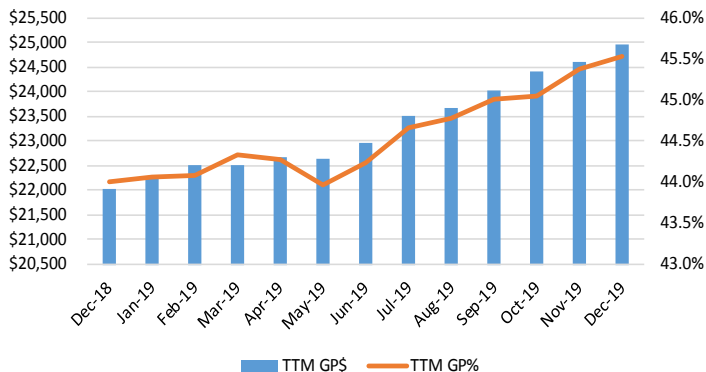
Net Sales Gross Margin EBITDA



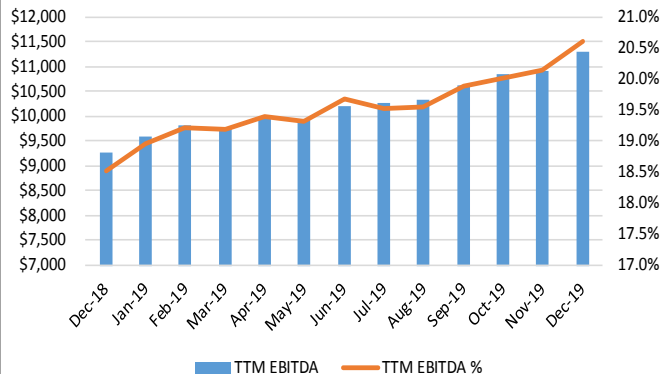
TTM Net Sales



TTM Gross Margin



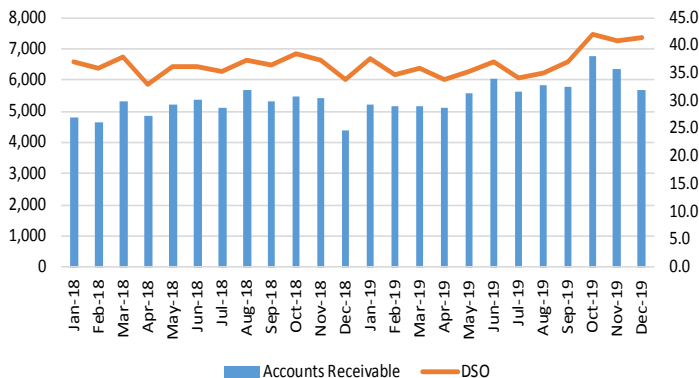
TTM EBITDA



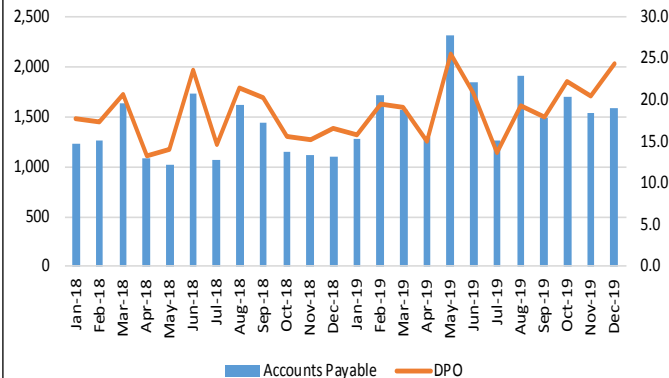


Consolidated Business Results Con't

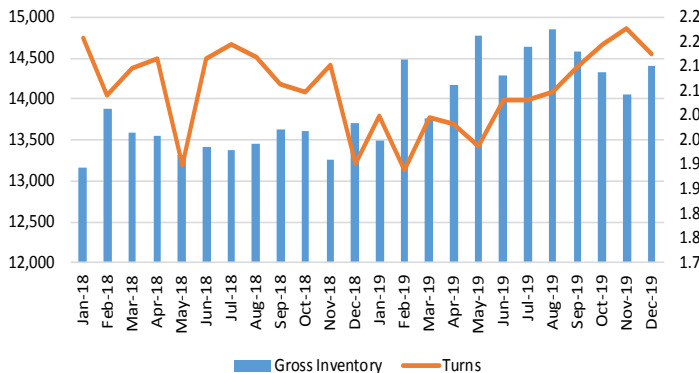
Accounts Receivable



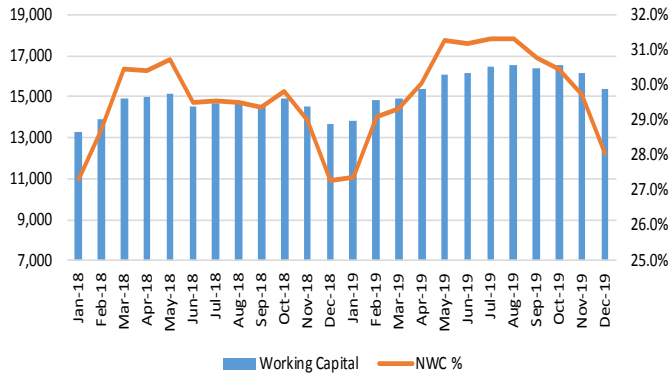
Accounts Payable



Gross Inventory

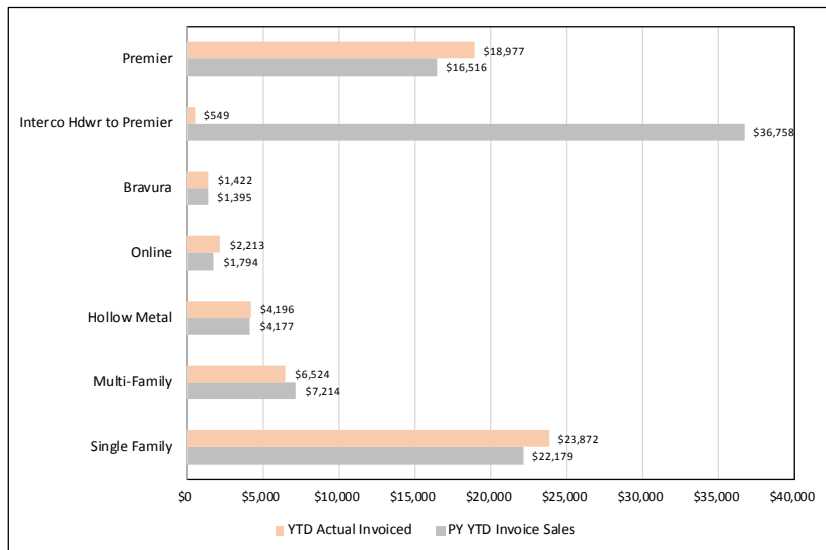


Net Working Capital Excl. Cash





Sales by Channel Incl. Premier



	Single Family	Multi-Family	Hollow Metal	Online	Bravura	Interco Hdwr to Premier	Premier
YTD Actual Invoiced	\$23,872	\$6,524	\$4,196	\$2,213	\$1,422	\$549	\$18,977
YTD Actual Prod Mgn %	52.6%	48.7%	26.9%	58.2%	47.8%	0.0%	39.0%
PY YTD Invoice Sales	\$22,179	\$7,214	\$4,177	\$1,794	\$1,395	\$36,758	\$16,516
PY YTD Prod Mgn %	52.8%	47.3%	28.7%	56.5%	42.1%	48.8%	34.5%
YTD Invoice \$ Chg to PY	\$1,694	(\$690)	\$19	\$419	\$27	(\$36,209)	\$2,461
YTD Invoice % Chg to PY	7.6%	-9.6%	0.5%	23.4%	1.9%	-98.5%	14.9%
YTD Prod Mgn % Delta to PY	-0.2%	1.4%	-1.9%	1.7%	5.7%	-48.7%	4.5%



P&L - Consolidated – Dec-19

	Dec-19					
(\$ in thousands)	Delaney Actual	Premier Actual	Elim Actual	Consol. Actual	Actual 2018	Δ to 2018
Gross Sales (\$)	2,861	1,466	(99)	4,228	3,699	529
% Chg						14.3%
Net Sales (\$)	2,764	1,459	(99)	4,124	3,567	557
% Chg						15.6%
Gross Margin (\$)	1,294	658	0	1,952	1,618	334
% of Sales	46.8%	45.1%	0.0%	47.3%	45.4%	197 bps
SG&A (\$)	855	355	0	1,210	924	(286)
% of Sales	30.9%	24.3%	0.0%	29.3%	25.9%	-344 bps
Operating Income (\$)	439	303	0	742	694	48
% of Sales	15.9%	20.8%	0.0%	18.0%	19.5%	-146 bps
Adjusted EBITDA (\$) (per A&M QofE)	481	315	0	797	423	374
% of Sales	17.4%	21.6%	0.0%	19.3%	11.9%	746 bps



SG&A – Consolidated – Dec-19

(\$ in thousands)

	Dec-19				
	Dec Actual	% of Net Sales	Actual 2018	% of Net Sales	Δ to 2018
Facility Costs	163	4.0%	147	4.1%	(16)
Bank Charges / Payroll Fees	20	0.5%	20	0.6%	-
Supplies	37	0.9%	24	0.7%	(13)
Taxes & Licenses	-	0.0%	(1)	0.0%	(1)
Software Enhancement Fees	10	0.2%	(19)	-0.5%	(29)
Communications	2	0.0%	7	0.2%	5
Vehicles, Entertainment, Dues	2	0.0%	-	0.0%	(2)
AR Finance Charges	-	0.0%	-	0.0%	-
Bad Debt	(6)	-0.1%	(28)	-0.8%	(22)
Professional Fees	1	0.0%	7	0.2%	6
Insurance, Property & Casualty	16	0.4%	18	0.5%	2
Depreciation Expense	39	0.9%	126	3.5%	87
Miscellaneous	7	0.2%	11	0.3%	4
Sales Commissions	81	2.0%	140	3.9%	59
Outbound Freight	88	2.1%	75	2.1%	(13)
Sales Tools	28	0.7%	(37)	-1.0%	(65)
Marketing	31	0.8%	152	4.3%	121
Salary & Benefits	680	16.5%	283	7.9%	(397)
T&E	11	0.3%	(1)	0.0%	(12)
TOTAL SG&A	1,210	29.3%	924	25.9%	(286)



P&L - Consolidated YTD Dec-19

(\$ in thousands)

	YTD					
	Delaney Actual	Premier Actual	Elim Actual	Consol. Actual	Actual 2018	Δ to 2018
Gross Sales (\$)	38,779	18,976	(1,808)	55,947	51,797	4,150
% Chg						8.0%
Net Sales (\$)	37,156	18,885	(1,808)	54,233	50,040	4,193
% Chg						8.4%
Gross Margin (\$)	17,292	7,392	37	24,721	22,020	2,701
% of Sales	46.5%	39.1%	-2.0%	45.6%	44.0%	158 bps
SG&A (\$)	10,976	2,956	0	13,932	13,067	(865)
% of Sales	29.5%	15.7%	0.0%	25.7%	26.1%	42 bps
Operating Income (\$)	6,316	4,436	37	10,789	8,953	1,836
% of Sales	17.0%	23.5%	-2.0%	19.9%	17.9%	200 bps
Adjusted EBITDA (\$) (per A&M QofE)	6,731	4,536	37	11,304	9,272	2,032
% of Sales	18.1%	24.0%	-2.0%	20.8%	18.5%	231 bps



SG&A - Consolidated YTD Dec-19

(\$ in thousands)

	YTD				
	YTD Actual	% of Net Sales	Actual 2018	% of Net Sales	Δ to 2018
Facility Costs	1,758	3.2%	1,709	3.4%	(49)
Bank Charges / Payroll Fees	250	0.5%	268	0.5%	18
Supplies	244	0.4%	234	0.5%	(10)
Taxes & Licenses	44	0.1%	31	0.1%	(13)
Software Enhancement Fees	129	0.2%	68	0.1%	(61)
Communications	56	0.1%	91	0.2%	35
Vehicles, Entertainment, Dues	18	0.0%	31	0.1%	13
AR Finance Charges	-	0.0%	-	0.0%	-
Bad Debt	38	0.1%	32	0.1%	(6)
Professional Fees	165	0.3%	172	0.3%	7
Insurance, Property & Casualty	203	0.4%	189	0.4%	(14)
Depreciation Expense	414	0.8%	245	0.5%	(169)
Miscellaneous	3	0.0%	48	0.1%	45
Sales Commissions	2,052	3.8%	1,899	3.8%	(153)
Outbound Freight	1,189	2.2%	1,077	2.2%	(112)
Sales Tools	553	1.0%	571	1.1%	18
Marketing	419	0.8%	421	0.8%	2
Salary & Benefits	6,180	11.4%	5,662	11.3%	(518)
T&E	219	0.4%	318	0.6%	99
TOTAL SG&A as Reported	13,932	25.7%	13,067	26.1%	(865)



Consolidated Key Measures

	Dec-19		
	Actual	Actual 2018	Δ to 2018
Cash	979	336	643
Accounts Receivable, Net	5,706	4,380	1,326
Net Inventory	12,321	11,501	820
Accounts Payable	902	1,095	(193)
Accrued Expenses	1,961	1,241	720
YTD CAPEX	889	805	84
Net Working Capital Excl Cash	15,392	13,875	1,517
% of TTM Sales	28.4%	27.7%	0.7%



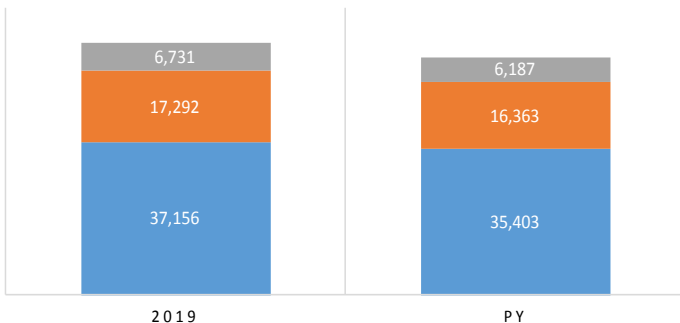
Delaney
Financials



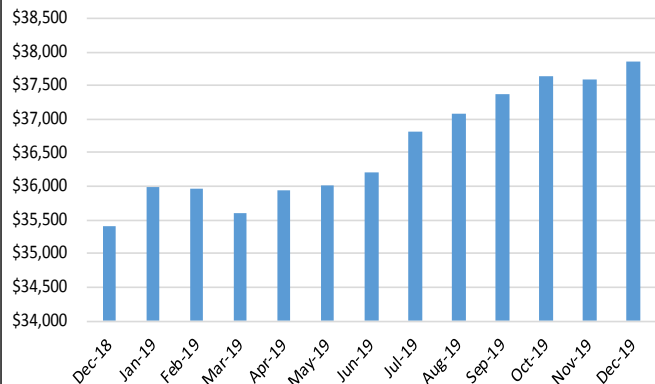
Delaney Business Results

DELANEY YTD METRICS

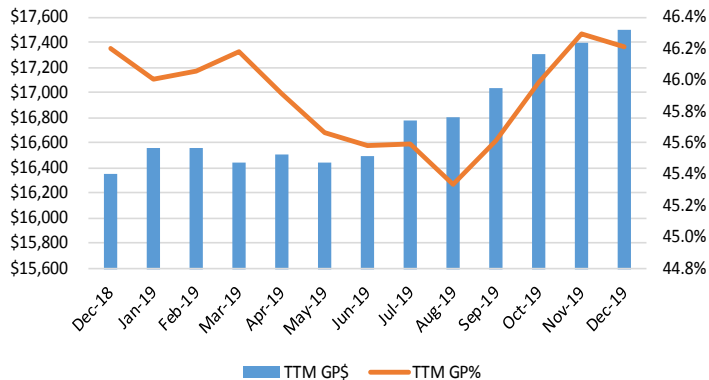
Net Sales Gross Margin EBITDA



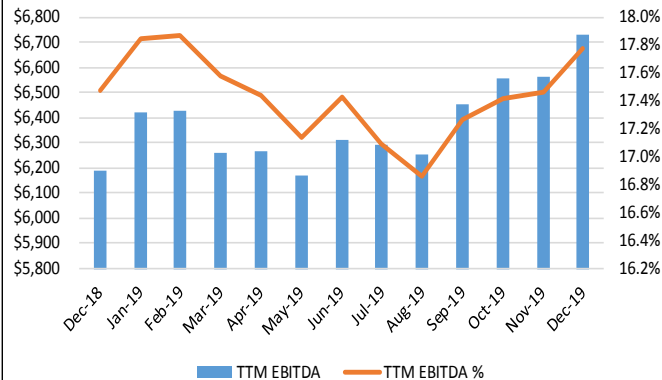
TTM Net Sales



TTM Gross Margin



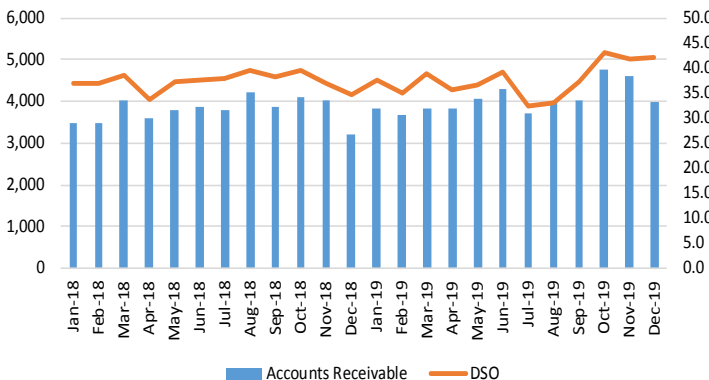
TTM EBITDA



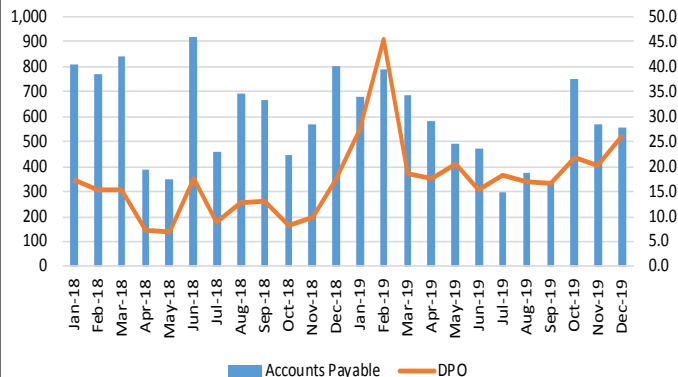


Delaney Business Results Con't

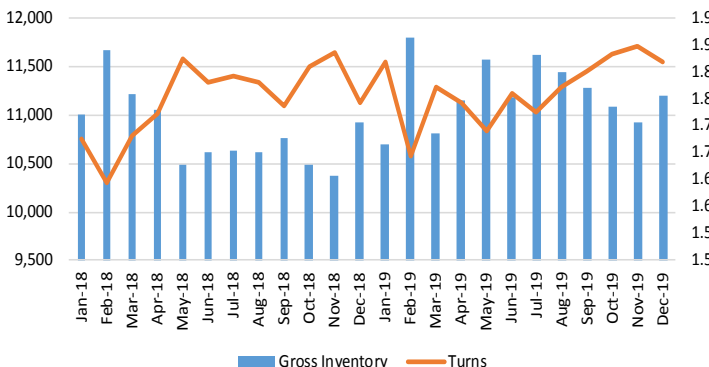
Accounts Receivable



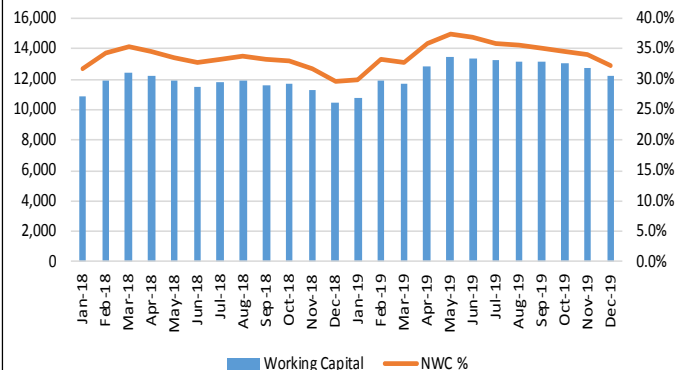
Accounts Payable



Gross Inventory



Net Working Capital Excl. Cash





P&L - Delaney Dec-19

(\$ in thousands)

Gross Sales (\$)

% Chg

Net Sales (\$)

% Chg

Gross Margin (\$)

% of Sales

SG&A (\$)

% of Sales

Operating Income (\$)

% of Sales

Adjusted EBITDA (\$) (per A&M QofE)

% of Sales

Dec-19			<u>vs PY</u>
Dec Actual	Actual 2018	Δ to 2018	
2,861	2,610	251	- Gross sales up \$251k. Single Family up \$304k, Hollow Metal up \$6k, Online up \$77k, Bravura up \$20k, partially offset by Multi-Family down (\$158k)
		9.6%	
2,764	2,484	280	- Net Sales up \$280k to PY. Volume up \$217k, pricing up \$20k, Tariff Surcharge favorable \$60k, Rebates unfavorable (\$42k) due to favorable true up in PY, not repeated in 2019, Other adjustments favorable \$24k
		11.3%	
1,294	1,198	96	- Gross Margin up \$96k, but down 141bps as % of sales. Volume \$135k, Pricing up \$20k, Tariff Surcharge \$60k, Sales Reductions (\$17k), E&O Reserve Release (\$44k) due to larger release in PY vs 2019, Inventory adjustment (\$18k), Air Freight (\$4k), unfavorable mix (\$36k)
46.8%	48.2%	-141 bps	
855	703	(152)	- SG&A unfavorable (\$152k) - See next slide for details.
30.9%	28.3%	-263 bps	
439	495	(56)	
15.9%	19.9%	-404 bps	
481	316	165	
17.4%	12.7%	468 bps	



SG&A – Delaney Dec-19

(\$ in thousands)

	Dec-19					vs PY
	Dec Actual	% of Net Sales	Actual 2018	% of Net Sales	Δ to 2018	
Facility Costs	64	2.3%	50	2.0%	(14)	- (\$22k) Supplies due to timing of warehouse supplies
Bank Charges / Payroll Fees	17	0.6%	17	0.7%	-	- (\$29k) Software Maintenance & Support due to accrual release in PY, not repeated in 2019.
Supplies	31	1.1%	9	0.4%	(22)	
Taxes & Licenses	-	0.0%	(1)	0.0%	(1)	- (\$30k) Bad Debt due to accrual release in PY due to customer paying off their previously written off balance.
Software Maintenance & Support	7	0.3%	(22)	-0.9%	(29)	
Communications	1	0.0%	6	0.2%	5	
Vehicles, Entertainment, Dues	2	0.1%	-	0.0%	(2)	- (\$230k) Salary & Benefits due to Bonus true up in 2019.
AR Finance Charges	-	0.0%	-	0.0%	-	
Bad Debt	(6)	-0.2%	(36)	-1.4%	(30)	
Professional Fees	(4)	-0.1%	3	0.1%	7	- (\$88k) Sales Tools offset by \$88k Depreciation due to change in policy to change capitalize displays.
Insurance, Property & Casualty	8	0.3%	9	0.4%	1	
Depreciation Expense	35	1.3%	123	5.0%	88	-\$125k Marketing - driven by Bulogics Accrual in PY
Miscellaneous	7	0.3%	-	0.0%	(7)	
Sales Commissions	69	2.5%	132	5.3%	63	- \$63k Sales Commissions due to true up of incentive trip accrual.
Outbound Freight	101	3.7%	93	3.7%	(8)	
Sales Tools	25	0.9%	(63)	-2.5%	(88)	- (\$7k) Misc - Christmas Party
Marketing	24	0.9%	149	6.0%	125	
Salary & Benefits	469	17.0%	239	9.6%	(230)	- (\$14k) Facility Costs - Real Estate Property Tax True up for Warehouse
T&E	5	0.2%	(7)	-0.3%	(12)	
TOTAL SG&A as Reported	855	30.9%	703	28.3%	(152)	



P&L - Delaney YTD Dec-19

(\$ in thousands)

Gross Sales (\$)

% Chg

Net Sales (\$)

% Chg

Gross Margin (\$)

% of Sales

SG&A (\$)

% of Sales

Operating Income (\$)

% of Sales

Adjusted EBITDA (\$) (per A&M QofE)

% of Sales

	YTD			vs PY
	YTD Actual	Actual 2018	Δ to 2018	
Gross Sales (\$)	38,779	37,072	1,707	- Gross Sales up \$1,707. Single Family up \$1.7M, Online up \$419k, Bravura up \$27k, Interco Sales to Premier up \$241k, partially offset by Multi-Family (\$690k).
% Chg			4.6%	
Net Sales (\$)	37,156	35,403	1,753	- Net Sales up \$1,753k. Volume up \$1,048k, Pricing favorable \$582, Tariff Surcharge \$356k, Returns unfavorable (\$173k), Rebates (\$85k), Homesphere exit payment (\$83k), Other adjustments favorable \$107k.
% Chg			5.0%	
Gross Margin (\$)	17,292	16,363	929	- Gross Margin up \$929k, and up 32bps as a percent of sales. Volume up \$810k, Pricing \$582k, Tariff surcharge \$356k, Sales Reductions driven by rebates and Homesphere (\$140k), Air Freight (\$81k), Mix due to sales at 0% margin to Premier (\$118k), All Other Unfavorable Mix (\$484k), which includes absorption of tariff costs through the first 6 months of the year prior to implementation of surcharge.
% of Sales	46.5%	46.2%	32 bps	
SG&A (\$)	10,976	10,417	(559)	- SG&A higher by (\$559k). See next slide for details.
% of Sales	29.5%	29.4%	-12 bps	
Operating Income (\$)	6,316	5,946	370	
% of Sales	17.0%	16.8%	20 bps	
Adjusted EBITDA (\$) (per A&M QofE)	6,731	6,187	544	
% of Sales	18.1%	17.5%	64 bps	



SG&A - Delaney YTD Dec-19

(\$ in thousands)

	YTD					<u>vs PY</u>
	YTD Actual	% of Net Sales	Actual 2018	% of Net Sales	Δ to 2018	
Facility Costs	614	1.7%	587	1.7%	(27)	- (27K) Facility Costs due to annual rent escalation and (\$16k) real estate property tax true up.
Bank Charges / Payroll Fees	192	0.5%	205	0.6%	13	- (\$18k) Supplies due to higher sales
Supplies	191	0.5%	173	0.5%	(18)	- (\$12k) Taxes & Licenses due to higher personal property taxes.
Taxes & Licenses	43	0.1%	31	0.1%	(12)	- (\$44k) Software Maintenance & Support - clean up of accrual in PY, not repeated.
Software Maintenance & Support	101	0.3%	57	0.2%	(44)	- (\$149k) Depreciation - driven by rollout of displays
Communications	36	0.1%	71	0.2%	35	- (\$161k) Sales Commissions - driven by higher sales, sales incentive trip.
Vehicles, Entertainment, Dues	18	0.0%	31	0.1%	13	- (\$105k) Outbound Freight due to higher sales
AR Finance Charges	-	0.0%	-	0.0%	-	- (\$226k) Salary & Benefits driven by bonus accrual true up.
Bad Debt	34	0.1%	24	0.1%	(10)	- \$31k Misc - no National Sales Meeting in 2019 partially offset by Christmas party.
Professional Fees	106	0.3%	123	0.3%	17	- \$35k Communications - renegotiated internet service.
Insurance, Property & Casualty	100	0.3%	88	0.2%	(12)	
Depreciation Expense	373	1.0%	224	0.6%	(149)	
Miscellaneous	10	0.0%	41	0.1%	31	
Sales Commissions	1,954	5.3%	1,793	5.1%	(161)	
Outbound Freight	1,427	3.8%	1,322	3.7%	(105)	
Sales Tools	509	1.4%	487	1.4%	(22)	
Marketing	371	1.0%	382	1.1%	11	
Salary & Benefits	4,720	12.7%	4,494	12.7%	(226)	
T&E	179	0.5%	284	0.8%	105	
TOTAL SG&A as Reported	10,976	29.5%	10,417	29.4%	(559)	



YTD Delaney Sales by Item Class

Item Class	2019	2019	2018	2018	Gross Sales	Gross Sales	Margin
	Gross Sales	Prod Mgn %	Gross Sales	Prod Mgn %	\$ Chg	% Chg	Chg
CALLAN GR3 BOX	\$11,663	51.4%	\$12,271	51.0%	(\$608)	-5.0%	39 bps
DELANEY GR3 BOX	\$5,536	49.7%	\$5,073	47.3%	\$464	9.1%	233 bps
HOLLOW METAL	\$3,078	26.1%	\$3,346	28.4%	(\$268)	-8.0%	-231 bps
BARN DOOR HARDWARE	\$2,753	59.9%	\$2,357	64.6%	\$396	16.8%	-470 bps
BUILDERS HARDWARE	\$2,598	55.4%	\$2,443	55.4%	\$155	6.3%	0 bps
BATH ACCESSORIES	\$2,531	53.4%	\$2,210	51.9%	\$321	14.5%	151 bps
BRAVURA GR2 BOX	\$1,448	48.2%	\$1,395	42.1%	\$53	3.8%	606 bps
CALLAN SQUARE GR3 BOX	\$1,535	62.5%	\$1,159	62.5%	\$376	32.5%	-1 bps
SPECIAL ORDER ITEMS	\$1,118	28.9%	\$831	29.9%	\$287	34.6%	-96 bps
DELANEY SANDCAST GR3 BOX	\$983	45.3%	\$797	39.5%	\$187	23.5%	586 bps
CALLAN GR2 BOX	\$613	49.3%	\$835	50.3%	(\$222)	-26.6%	-99 bps
COMMERCIAL GR2 LOCKS	\$678	46.9%	\$724	46.4%	(\$47)	-6.5%	43 bps
COMMERCIAL EXIT DEVICES	\$719	48.2%	\$661	45.7%	\$58	8.8%	253 bps
COMMERCIAL DOOR CLOSERS	\$473	35.7%	\$642	36.8%	(\$168)	-26.2%	-111 bps
KEYING CHARGES	\$334	100.0%	\$356	100.0%	(\$23)	-6.3%	0 bps
CALLAN GR3 VIEW	\$370	50.1%	\$290	49.2%	\$80	27.5%	84 bps
EZSET GR3 BOX	\$231	30.7%	\$276	31.5%	(\$45)	-16.3%	-86 bps
CALLAN GR2 VIEW	\$231	49.7%	\$256	48.2%	(\$25)	-9.9%	158 bps
DIGITAL DOOR LOCKS	\$239	45.1%	\$219	42.1%	\$20	9.3%	298 bps
DELANEY GR2 VIEW	\$390	46.6%	\$48	48.5%	\$342	715.0%	-190 bps
HINGES RESIDENTIAL	\$231	55.6%	\$173	61.5%	\$58	33.4%	-593 bps
HINGES COMMERCIAL	\$73	60.5%	\$107	61.1%	(\$34)	-31.8%	-60 bps
COMMERCIAL GR1 LOCKS	\$49	49.7%	\$94	53.5%	(\$45)	-48.1%	-382 bps
ZWAVE SMARTLOCK	\$128	45.3%	\$10	50.9%	\$118	1134.1%	-556 bps
DELANEY PARTS	\$46	-9.8%	\$87	26.4%	(\$42)	-47.8%	-3625 bps
CONSTRUCTION LOCKS	\$93	13.8%	\$0	0.0%	\$93	0.0%	1383 bps
CALLAN PARTS	\$41	23.9%	\$46	34.9%	(\$5)	-11.7%	-1095 bps
HINGES SPRING	\$33	61.5%	\$48	60.5%	(\$15)	-30.5%	94 bps
EZSET PARTS	\$6	24.3%	\$5	25.6%	\$1	30.5%	-134 bps
DISPLAYS	\$7	-296.5%	\$0	0.0%	\$7	0.0%	-29647 bps
Grand Total	\$38,227	49.2%	\$36,758	48.8%	\$1,469	4.0%	48 bps

Sales exclude shipments to Premier. Excludes samples and display shipments.



YTD Delaney Sales & Product Margin by Customer

Customer Name	2019 Gross Sales	2019 Prod Mgn %	2018 Gross Sales	2018 Prod Mgn %	Gross Sales \$ Chg	Gross Sales % Chg	Margin Chg
BFS	\$3,614	39.8%	\$4,640	39.0%	(\$1,026)	-22.1%	80 bps
LMC	\$2,878	50.1%	\$2,242	53.0%	\$636	28.4%	-288 bps
BMC	\$2,016	48.4%	\$1,765	48.4%	\$251	14.2%	-3 bps
JONES DOOR	\$1,845	32.3%	\$1,156	33.6%	\$688	59.5%	-134 bps
84 LUMBER	\$1,113	50.7%	\$1,460	44.6%	(\$347)	-23.7%	608 bps
LBM	\$1,128	51.6%	\$813	53.4%	\$315	38.7%	-175 bps
MAJESTIC HDWR SVCS	\$813	49.8%	\$598	46.6%	\$215	36.0%	323 bps
IBP	\$722	52.0%	\$676	52.7%	\$46	6.8%	-71 bps
HOMEDEPOT.COM	\$703	59.8%	\$618	59.1%	\$85	13.7%	70 bps
J&L CONSTRUCTION GRO	\$612	38.9%	\$517	40.9%	\$95	18.5%	-199 bps
BUILD.COM	\$455	53.9%	\$648	52.0%	(\$193)	-29.8%	186 bps
DAIRYMANS	\$617	38.2%	\$485	36.7%	\$132	27.3%	149 bps
ATLANTA GLASS	\$479	49.9%	\$572	50.7%	(\$92)	-16.2%	-85 bps
HOUSE HASSON	\$488	52.6%	\$512	53.0%	(\$24)	-4.6%	-36 bps
WALACE HARDWARE	\$447	50.8%	\$544	51.6%	(\$97)	-17.8%	-80 bps
USLBM	\$478	54.1%	\$439	52.3%	\$39	8.8%	179 bps
PREMIER STEEL DOORS	\$549	0.0%	\$308	14.1%	\$241	78.3%	-1405 bps
CARTER LUMBER	\$441	53.8%	\$372	53.9%	\$68	18.4%	-10 bps
WAYFAIR LLC	\$493	59.0%	\$315	57.7%	\$178	56.7%	129 bps
SUPERIOR BLDG PRDS	\$425	49.4%	\$258	49.9%	\$167	64.8%	-53 bps
DO IT BEST	\$375	54.2%	\$249	54.0%	\$126	50.4%	17 bps
FERGUSON	\$270	51.1%	\$301	50.5%	(\$32)	-10.5%	63 bps
OB BUILDERS	\$402	19.3%	\$169	30.8%	\$233	138.1%	-1150 bps
FORTE	\$228	43.9%	\$315	37.5%	(\$87)	-27.5%	640 bps
MULHERIN LUMBER CO	\$286	58.5%	\$254	58.6%	\$32	12.6%	-14 bps
SECONDS AND SURPLUS	\$273	51.3%	\$224	45.1%	\$49	21.9%	622 bps
RESIDENTIAL HDWR & I	\$233	48.8%	\$257	48.0%	(\$25)	-9.5%	79 bps
LANAVE SHELVEING	\$223	52.3%	\$211	52.3%	\$11	5.4%	3 bps
GEORGIA HOME PRDS	\$205	55.0%	\$217	52.3%	(\$12)	-5.4%	278 bps
THERM-CON LLC	\$250	49.6%	\$169	50.6%	\$80	47.2%	-100 bps
All Other	\$15,719	52.7%	\$15,768	51.7%	(\$49)	-0.3%	107 bps
Grand Total	\$38,779	48.5%	\$37,072	48.5%	\$1,707	4.6%	7 bps

Highlighted lines denotes a buying-group. Excludes samples and display shipments.



Delaney Sales Dashboard

	Dec-19 MONTH							Dec-19 YTD						
	Actual	Target	\$ Chg to Target	% to Target	PY	\$ Chg to PY	% to PY	Actual	Target	\$ Chg to Target	% to Target	PY	\$ Chg to PY	% to PY
ISAACS SALES	\$623,045	\$586,979	\$36,066	106.1%	\$510,759	\$112,286	122.0%	\$7,893,465	\$8,115,070	(\$221,605)	97.3%	\$7,289,510	\$603,955	108.3%
Bill Isaacs	\$714	\$3,327	(\$2,613)	21.5%	\$2,560	(\$1,846)	27.9%	\$43,457	\$46,000	(\$2,543)	94.5%	\$38,211	\$5,247	113.7%
Brent Wallace	\$5,425	\$5,425	\$5,431	200.1%	\$4,755	\$6,101	228.3%	\$92,035	\$75,000	\$17,035	122.7%	\$60,987	\$31,047	150.9%
Harry Isaacs	\$448,451	\$431,972	\$16,479	103.8%	\$377,742	\$70,708	118.7%	\$5,870,286	\$5,972,070	(\$101,785)	98.3%	\$5,382,721	\$487,565	109.1%
Pat Isaacs	\$163,024	\$146,255	\$16,768	111.5%	\$125,701	\$37,322	129.7%	\$1,887,687	\$2,022,000	(\$134,313)	93.4%	\$1,807,592	\$80,096	104.4%
MARTIN SALES	\$305,202	\$297,227	\$7,975	102.7%	\$248,106	\$57,096	123.0%	\$3,607,204	\$4,109,200	(\$501,996)	87.8%	\$3,608,186	(\$982)	100.0%
Tom Jordan	\$72,189	\$64,195	\$7,994	112.5%	\$45,947	\$26,242	157.1%	\$746,864	\$887,500	(\$140,636)	84.2%	\$740,715	\$6,150	100.8%
Robert Martin	\$233,013	\$233,032	(\$19)	100.0%	\$202,159	\$30,853	115.3%	\$2,860,340	\$3,221,700	(\$361,359)	88.8%	\$2,867,471	(\$7,131)	99.8%
BRUNELLE MORRIS & ASSOC	\$532,043	\$625,509	(\$93,466)	85.1%	\$555,664	(\$23,621)	95.7%	\$8,001,673	\$8,647,750	(\$646,077)	92.5%	\$7,741,604	\$260,069	103.4%
Dave Brunelle	\$54,556	\$20,016	(\$65,460)	45.5%	\$37,511	\$17,045	145.4%	\$723,924	\$1,659,239	(\$935,315)	43.6%	\$622,650	\$101,274	116.3%
Dodd Morris	\$201,762	\$165,713	\$36,050	121.8%	\$221,115	(\$19,352)	91.2%	\$2,918,251	\$2,291,000	\$627,251	127.4%	\$2,897,707	\$20,544	100.7%
Nick Zapalla	\$186,855	\$216,628	(\$29,773)	86.3%	\$211,338	(\$24,483)	88.4%	\$2,914,473	\$2,994,911	(\$80,438)	97.3%	\$2,758,771	\$155,702	105.6%
Chad Hathorne	\$65,622	\$78,914	(\$13,292)	83.2%	\$56,213	\$9,409	116.7%	\$950,537	\$1,091,000	(\$140,463)	87.1%	\$965,961	(\$15,424)	98.4%
Scott Potter	\$23,247	\$44,238	(\$20,991)	52.0%	\$29,487	(\$6,240)	78.8%	\$494,487	\$611,600	(\$117,113)	80.9%	\$496,516	(\$2,028)	99.6%
REHMAN GROUP	\$94,302	\$112,693	(\$18,391)	83.7%	\$107,521	(\$13,219)	87.7%	\$1,436,180	\$1,558,000	(\$121,820)	92.2%	\$1,294,200	\$141,980	111.0%
OCA GROUP	\$60,676	\$80,484	(\$19,808)	75.4%	\$58,497	\$2,179	103.7%	\$937,716	\$1,112,700	(\$174,984)	84.3%	\$909,460	\$28,256	103.1%
Steve Lonsway	\$27,428	\$29,294	(\$1,867)	93.6%	\$22,074	\$5,354	124.3%	\$331,475	\$405,000	(\$73,525)	81.8%	\$350,691	(\$19,216)	94.5%
Charlie Buelow	\$6,345	\$17,432	(\$11,087)	36.4%	\$5,850	\$495	108.5%	\$128,820	\$241,000	(\$112,180)	53.5%	\$185,633	(\$56,813)	69.4%
Jude Kundla	\$11,407	\$4,688	(\$6,719)	41.1%	\$2,970	\$1,718	157.8%	\$124,034	\$157,700	(\$33,666)	78.7%	\$101,290	\$22,745	122.5%
Terry O'Connor	\$22,215	\$22,351	(\$135)	99.4%	\$27,604	(\$5,388)	80.5%	\$353,387	\$309,000	\$44,387	114.4%	\$271,846	\$81,541	130.0%
SALES FORCE ONE	\$77,056	\$103,115	(\$26,059)	74.7%	\$94,241	(\$17,185)	81.8%	\$1,336,652	\$1,425,576	(\$88,924)	93.8%	\$1,197,609	\$139,043	111.6%
Dan Holden	\$32,363	\$29,352	\$3,011	110.3%	\$43,111	(\$10,757)	75.1%	\$498,997	\$405,794	\$93,203	123.0%	\$378,480	\$120,517	131.8%
Frank G	\$40,122	\$40,122	(\$13,265)	66.9%	\$39,129	\$7,536	139.0%	\$326,123	\$482,049	(\$155,926)	67.7%	\$425,305	(\$99,182)	76.7%
Jay Smith	\$17,836	\$33,640	(\$15,804)	53.0%	\$31,800	(\$13,964)	56.1%	\$511,532	\$537,733	(\$26,201)	95.1%	\$393,824	\$117,708	129.9%
ACTIVE SALES	\$140,861	\$172,966	(\$32,105)	81.4%	\$127,372	\$13,489	110.6%	\$2,376,243	\$2,391,283	(\$15,041)	99.4%	\$1,976,664	\$399,578	120.2%
HEARTLAND SALE- Jay Harms	\$69,228	\$63,110	\$6,118	109.7%	\$71,081	(\$1,853)	97.4%	\$659,802	\$872,500	(\$212,698)	75.6%	\$781,968	(\$122,166)	84.4%
RUSSELL FLOWERS	\$20,838	\$43,052	(\$22,214)	48.4%	\$19,455	\$1,383	107.1%	\$454,610	\$595,200	(\$140,590)	76.4%	\$480,052	(\$25,442)	94.7%
KEVIN RICH	\$669,633	\$640,925	\$28,708	104.5%	\$642,921	\$26,712	104.2%	\$8,270,923	\$8,754,416	(\$483,493)	94.5%	\$8,493,849	(\$222,926)	97.4%
MIKE NORRIS	\$8,185	\$10,863	(\$2,678)	75.3%	\$206	\$7,979	3972.4%	\$181,809	\$256,645	(\$74,836)	70.8%	\$109,420	\$72,390	166.2%
NORTH STAR	\$12,966	\$29,656	(\$16,690)	43.7%	\$9,699	\$3,267	133.7%	\$203,293	\$410,000	(\$206,707)	49.6%	\$272,890	(\$69,596)	74.5%
JNR	\$10,928	\$18,097	(\$7,170)	60.4%	\$5,944	\$4,983	183.8%	\$205,183	\$250,200	(\$45,017)	82.0%	\$225,199	(\$20,016)	91.1%
OES	\$3,537	\$18,228	(\$14,691)	19.4%	\$4,765	(\$1,228)	74.2%	\$64,765	\$252,000	(\$187,235)	25.7%	\$139,276	(\$74,511)	46.5%
VISION	\$26,501	\$13,656	\$12,845	194.1%	\$35,567	(\$9,066)	74.5%	\$209,998	\$188,800	\$21,198	111.2%	\$152,815	\$57,183	137.4%
NEFF GROUP	\$35,157	\$11,516	\$23,640	305.3%	\$10,469	\$24,687	335.8%	\$249,560	\$162,196	\$87,364	153.9%	\$147,451	\$102,109	169.2%
HOUSE ACCOUNTS	\$170,425	\$142,692	\$27,733	119.4%	\$107,774	\$62,650	158.1%	\$2,687,625	\$1,977,871	\$709,754	135.9%	\$2,246,260	\$441,365	119.6%
ONLINE (Excl Home Depot & Hdwr Direct)	\$139,336	\$108,399	\$30,938	127.9%	\$73,193	\$66,143	190.4%	\$1,515,264	\$1,541,655	(\$26,391)	98.3%	\$1,146,918	\$368,346	132.1%
HOUSE-CENTRAL	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$2,953	\$2,953	\$0	0.0%	\$6,066	(\$3,112)	48.7%
HOUSE-EAST	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$2,603	\$2,603	\$0	0.0%	\$4,159	(\$1,556)	62.6%
HOUSE-WEST	\$14,526	\$33,753	(\$19,227)	43.0%	\$31,724	(\$17,198)	45.8%	\$418,636	\$269,361	\$149,275	155.4%	\$585,295	(\$166,659)	71.5%
HOUSE	\$16,562	\$0	\$16,562	0.0%	\$2,857	\$13,705	579.7%	\$748,170	\$166,856	\$581,314	448.4%	\$503,822	\$244,348	148.5%
GRAND TOTAL	\$2,860,582	\$2,970,769	(\$110,186)	96.3%	\$2,610,042	\$250,540	109.6%	\$38,776,702	\$41,079,408	(\$2,302,706)	94.4%	\$37,066,412	\$1,710,290	104.6%



New Account Setup

New Account Setup	MTD	MTD PY	YTD	YTD PY
# of Accounts	25	24	405	357
Gross Sales	\$25,434	\$3,585	\$1,685,632	\$1,112,547

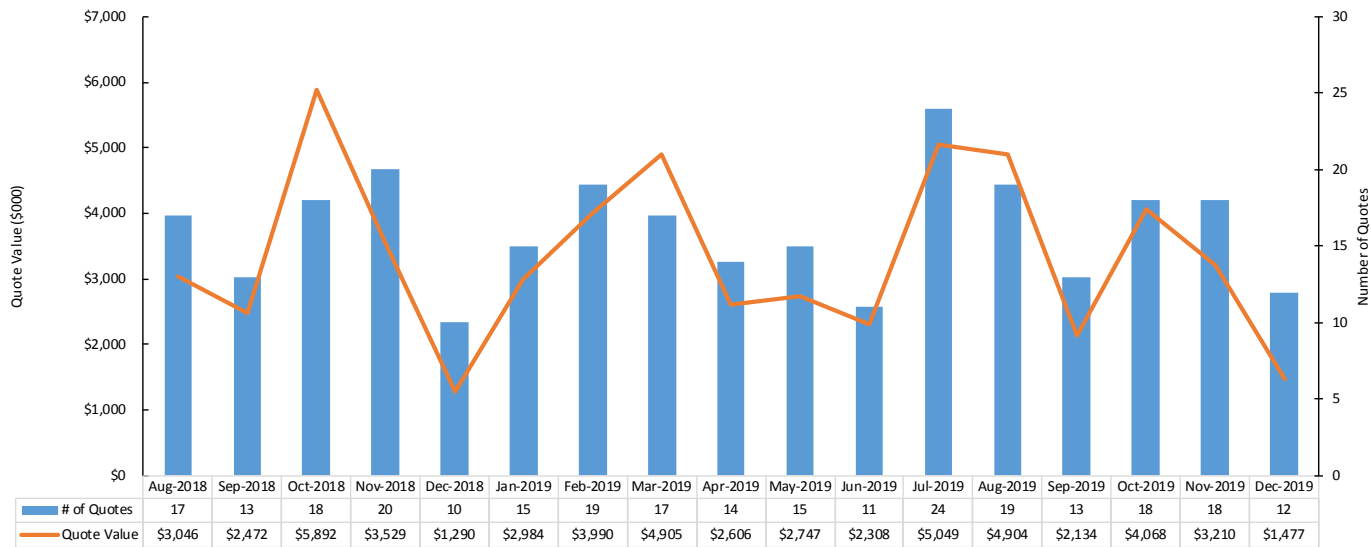


Delaney Inventory

Item Class	Dec-19	Dec-18	Chg to Dec-18	2019 Turns	Nov-19	Chg to last Month	Dec-18	Change to PY
BRAVURA GR2 BOX	\$2,514	\$1,801	\$712	0.3	\$2,555	(\$41)	\$1,801	\$712
DELANEY GR3 BOX	\$2,085	\$1,646	\$439	0.8	\$2,018	\$66	\$1,646	\$439
CALLAN GR3 BOX	\$723	\$1,561	(\$838)	7.9	\$724	(\$1)	\$1,561	(\$838)
DELANEY GR2 VIEW	\$784	\$449	\$335	0.3	\$793	(\$9)	\$449	\$335
BATH ACCESSORIES	\$645	\$591	\$54	1.8	\$581	\$63	\$591	\$54
COMMERCIAL EXIT DEVICES	\$395	\$342	\$53	1.1	\$407	(\$12)	\$342	\$53
COMMERCIAL GR2 LOCKS	\$422	\$414	\$8	1.5	\$407	\$15	\$414	\$8
DELANEY SANDCAST GR3 BOX	\$366	\$288	\$78	1.5	\$394	(\$28)	\$288	\$78
CALLAN SQUARE GR3 BOX	\$238	\$178	\$61	2.5	\$217	\$22	\$178	\$61
COMMERCIAL DOOR CLOSERS	\$285	\$260	\$25	1.3	\$260	\$24	\$260	\$25
BUILDERS HARDWARE	\$302	\$312	(\$10)	3.8	\$331	(\$30)	\$312	(\$10)
BARN DOOR HARDWARE	\$566	\$399	\$167	2.0	\$433	\$133	\$399	\$167
DISPLAYS	\$140	\$154	(\$14)	1.4	\$147	(\$7)	\$154	(\$14)
ZWAVE SMARTLOCK	\$193	\$158	\$36	0.5	\$187	\$7	\$158	\$36
CALLAN GR2 BOX	\$128	\$170	(\$42)	2.5	\$116	\$12	\$170	(\$42)
CALLAN GR3 VIEW	\$107	\$173	(\$66)	1.6	\$113	(\$6)	\$173	(\$66)
CALLAN GR2 VIEW	\$119	\$179	(\$60)	1.0	\$128	(\$9)	\$179	(\$60)
DIGITAL DOOR LOCKS	\$57	\$200	(\$143)	2.4	\$63	(\$5)	\$200	(\$143)
COMMERCIAL GR1 LOCKS	\$69	\$56	\$13	1.0	\$71	(\$2)	\$56	\$13
HINGES RESIDENTIAL	\$72	\$67	\$5	1.4	\$59	\$14	\$67	\$5
HINGES COMMERCIAL	\$61	\$75	(\$14)	1.6	\$57	\$3	\$75	(\$14)
CALLAN PARTS	\$45	\$63	(\$18)	0.8	\$66	(\$22)	\$63	(\$18)
EZSET GR3 BOX	\$39	\$106	(\$66)	10.5	\$43	(\$4)	\$106	(\$66)
CONSTRUCTION LOCKS	\$29	\$0	\$29	2.2	\$45	(\$16)	\$0	\$29
EZSET PARTS	\$22	\$19	\$3	2.5	\$21	\$1	\$19	\$3
HINGES SPRING	\$16	\$23	(\$7)	0.8	\$17	(\$0)	\$23	(\$7)
SPECIAL ORDER ITEMS	\$24	\$15	\$9	3.4	\$33	(\$9)	\$15	\$9
HOLLOW METAL	\$6	\$3	\$2	9.2	\$0	\$6	\$3	\$2
KEYING CHARGES	\$0	\$0	\$0	#DIV/0!	\$0	\$0	\$0	\$0
COMMERCIAL HARDWARE	\$0	\$0	\$0	#DIV/0!	\$0	\$0	\$0	\$0
DELANEY PARTS	\$63	\$72	(\$9)	-	\$73	(\$10)	\$72	(\$9)
CATALOGS & BROCHURES	\$1	(\$0)	\$1	#N/A	\$1	(\$0)	(\$0)	\$1
Sub-Total	\$10,515	\$9,772	\$743	1.7	\$10,361	\$154	\$9,772	\$743
Prepaid Inventory	\$685	\$1,148	(\$463)	N/A	\$542	\$143	\$1,148	(\$463)
Grand Total	\$11,200	\$10,920	\$280	1.6	\$10,903	\$297	\$10,920	\$280
Grand Excluding Bravura	\$8,686	\$9,119	(\$432)	2.1	\$8,348	\$338	\$9,119	(\$432)

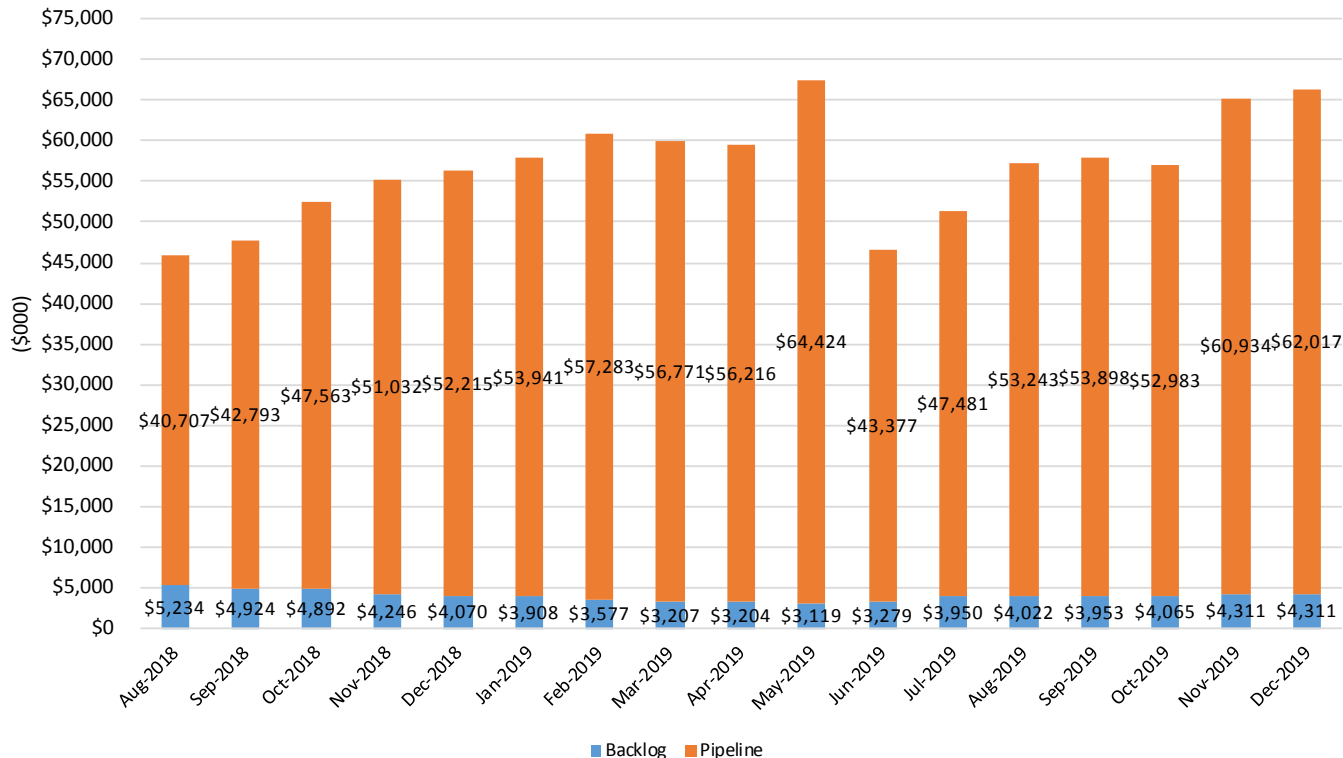


Commercial – Quote Data





Commercial – Backlog & Pipeline Tracker





Service Levels

	On-time %	Complete %	Accurate %	TOTAL
Jan-19	99.5%	96.6%	99.3%	95.4%
Feb-19	98.9%	97.1%	99.4%	95.4%
Mar-19	99.1%	97.1%	99.5%	95.8%
Apr-19	99.1%	97.0%	99.5%	95.6%
May-19	99.1%	95.6%	99.4%	94.2%
Jun-19	99.2%	96.4%	99.4%	95.1%
Jul-19	99.4%	95.8%	99.7%	94.9%
Aug-19	99.6%	95.2%	99.4%	94.2%
Sep-19	99.7%	95.6%	99.6%	94.9%
Oct-19	99.5%	95.7%	99.6%	94.9%
Nov-19	99.8%	95.0%	99.5%	94.3%
Dec-19	99.5%	95.0%	99.4%	94.0%
YTD	99.4%	96.0%	99.5%	94.9%
Budget/PY	98.7%	97.5%	99.5%	95.7%



Phone Metrics

Sales		Avg. Agents	Total Calls	Direct to Agent	Queued	Abnd	Avg Talk	Avg. Wait	Max Wait	0:00-0:30 Wait	0:31-1:00 Wait	1:01-1:30 Wait	1:31-2:00 Wait	2:01-5:00 Wait	>5:01 Wait	Service Level
	Dec-18	11	3258	2768	483	7	2:43	0:14	3:52	3026	163	43	9	10	0	97.27%
	Jan-19	11	3766	3199	564	3	2:47	0:13	3:21	3535	193	27	4	4	0	97.88%
	Feb-19	11	3433	2808	613	12	2:44	0:14	4:45	3134	237	31	10	9	0	96.88%
	Mar-19	11	3666	2906	751	9	2:55	0:16	3:46	3282	286	65	13	11	0	96.19%
	Apr-19	9	3883	3021	844	18	2:58	0:17	4:07	2414	326	83	28	14	0	95.27%
	May-19	10	4590	3699	871	20	3:02	0:15	3:29	4133	306	94	23	14	0	96.09%
	Jun-19	10	3379	2712	655	12	2:49	0:14	3:33	3067	187	85	17	11	0	96.24%
	Jul-19	9	3634	2850	766	18	2:53	0:16	6:49	3250	238	80	22	25	1	94.82%
	Aug-19	11	3689	2989	691	9	2:46	0:15	3:10	3357	246	55	14	8	0	96.65%
	Sep-19	9	3286	2817	457	12	2:46	0:13	6:36	3078	156	31	3	4	2	97.63%
	Oct-19	10	3759	3154	600	5	2:48	0:13	3:27	3488	212	45	5	4	0	97.45%
	Nov-19	11	3265	2814	448	3	2:47	0:12	4:32	3083	148	22	4	5	0	97.47%
	Dec-19	11	3112	2589	511	12	2:48	0:14	7:37	2862	189	34	5	6	4	96.97%

Accounting		Avg. Agents	Total Calls	Direct to Agent	Queued	Abnd	Avg Talk	Avg. Wait	Max Wait	0:00-0:30 Wait	0:31-1:00 Wait	1:01-1:30 Wait	1:31-2:00 Wait	2:01-5:00 Wait	>5:01 Wait	Service Level
	Dec-18	3	133	112	15	6	2:03	0:08	1:51	123	3	0	1	0	0	94.36%
	Jan-19	3	141	106	28	7	1:46	0:21	1:30	127	6	1	0	0	0	93.44%
	Feb-19	3	123	99	20	4	1:56	0:15	0:57	112	7	0	0	0	0	95.33%
	Mar-19	3	129	107	18	4	1:45	0:15	1:12	120	4	1	0	0	0	95.74%
	Apr-19	3	135	113	20	2	1:59	0:16	4:31	124	5	1	1	2	0	95.37%
	May-19	3	199	159	33	7	1:52	0:20	2:30	183	4	2	2	1	0	94.10%
	Jun-19	2	139	115	20	4	1:58	0:19	2:30	129	1	3	1	1	0	94.60%
	Jul-19	3	117	90	22	5	2:05	0:20	2:35	103	6	2	0	1	0	90.42%
	Aug-19	3	143	113	28	2	1:57	0:16	3:28	128	10	1	0	2	0	95.45%
	Sep-19	3	130	99	24	7	2:09	0:25	0:49	115	8	0	0	0	0	93.08%
	Oct-19	3	136	105	27	4	2:18	0:26	4:25	121	6	1	1	3	0	93.38%
	Nov-19	3	115	85	19	11	1:43	0:36	1:48	97	4	1	2	0	0	87.83%
	Dec-19	3	117	95	14	8	2:12	0:30	4:37	101	5	2	0	1	0	90.17%

Operator		Avg. Agents	Total Calls	Direct to Agent	Queued	Abnd	Avg Talk	Avg. Wait	Max Wait	0:00-0:30 Wait	0:31-1:00 Wait	1:01-1:30 Wait	1:31-2:00 Wait	2:01-5:00 Wait	>5:01 Wait	Service Level
	Dec-18	10	305	252	37	16	2:08	0:08	1:23	270	16	3	0	0	0	92.79%
	Jan-19	10	329	285	42	2	1:49	0:14	2:41	304	18	2	2	1	0	96.73%
	Feb-19	10	266	228	36	2	2:08	0:13	1:36	251	10	2	1	0	0	97.37%
	Mar-19	9	288	228	58	2	2:21	0:57	2:59	252	24	6	2	2	0	94.97%
	Apr-19	9	277	217	55	5	2:07	0:17	2:18	245	19	6	1	1	0	94.31%
	May-19	9	327	254	67	8	1:54	0:21	5:54	280	27	10	0	3	1	93.06%
	Jun-19	7	236	193	40	3	1:55	0:14	1:27	216	9	8	0	0	0	95.66%
	Jul-19	9	299	246	51	2	2:01	0:16	6:50	274	12	3	3	4	1	90.79%
	Aug-19	10	307	241	63	3	1:58	0:17	3:27	267	25	7	1	4	0	94.46%
	Sep-19	9	300	241	53	6	2:02	0:23	1:46	275	14	4	1	0	0	95.67%
	Oct-19	9	329	287	41	1	1:46	0:12	1:26	310	15	3	0	0	0	97.95%
	Nov-19	10	251	206	34	11	1:40	0:25	5:54	230	6	2	0	1	1	94.02%
	Dec-19	10	225	181	39	5	2:01	0:19	1:14	204	15	1	0	0	0	95.67%



Copper Tracker

LME Copper: January 1, 2020





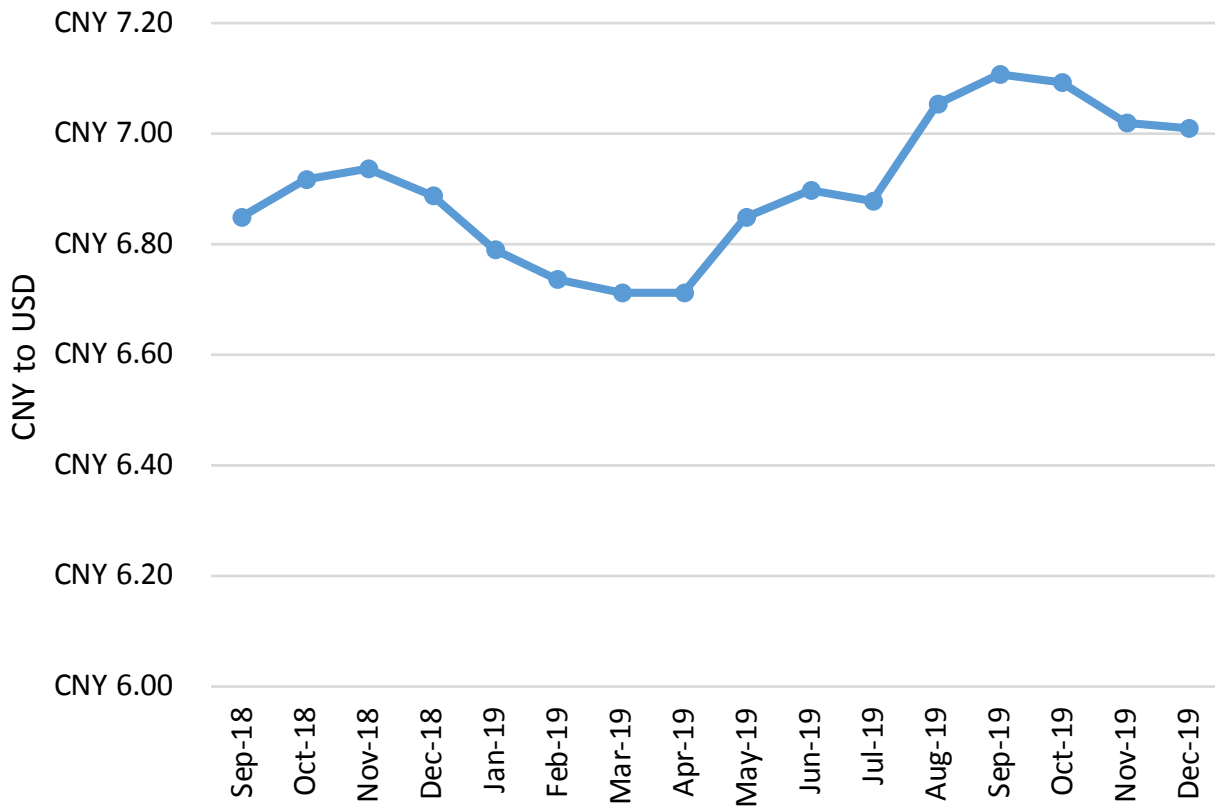
Zinc Tracker

LME Zinc: January 1, 2020



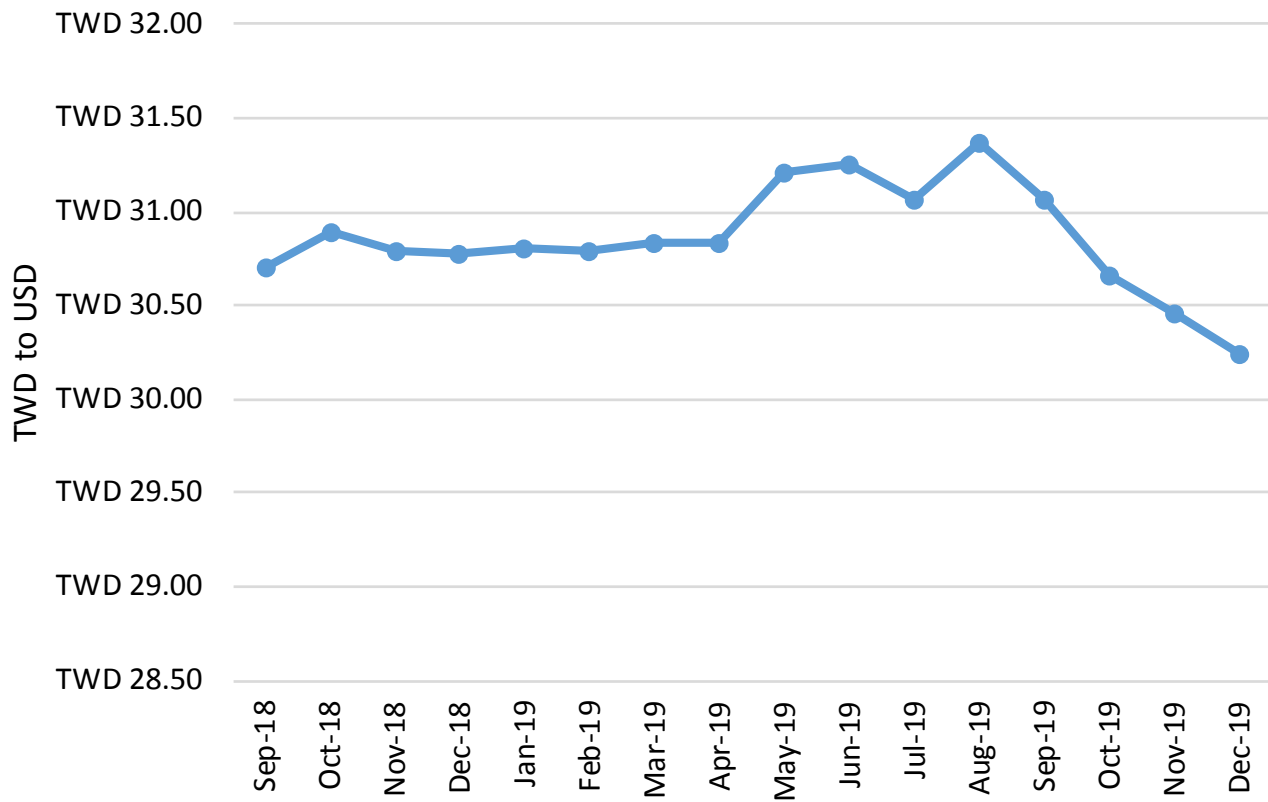


Currency Tracker - CNY





Currency Tracker - TWD





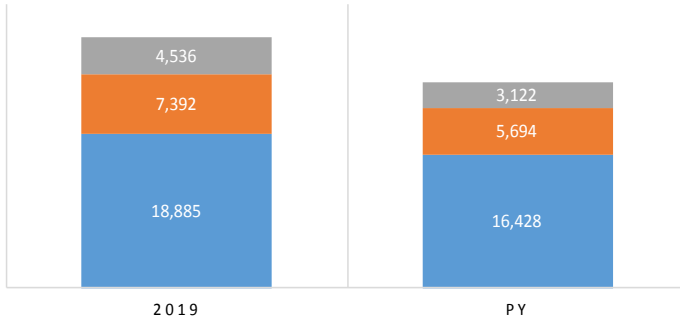
Premier
Financials



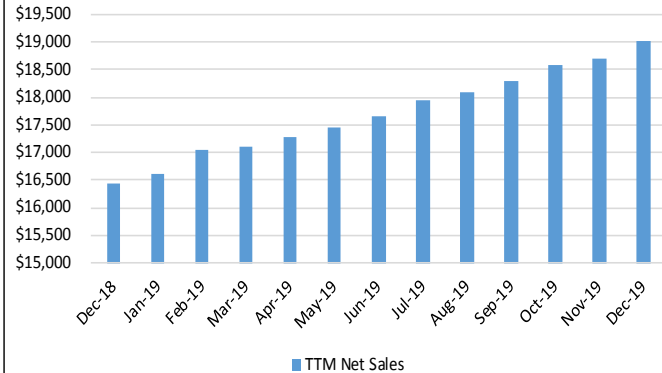
Premier Business Results

PREMIER YTD METRICS

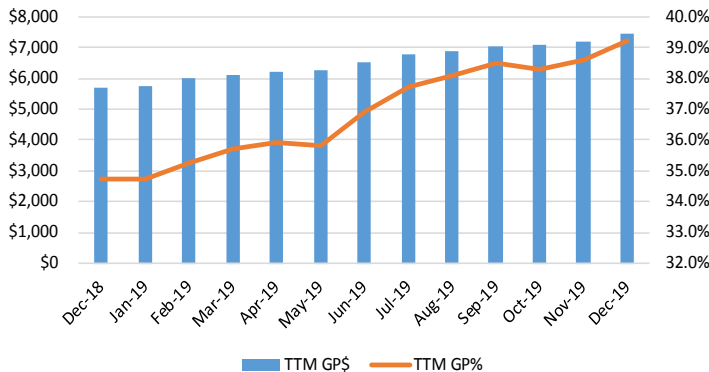
Net Sales Gross Margin EBITDA



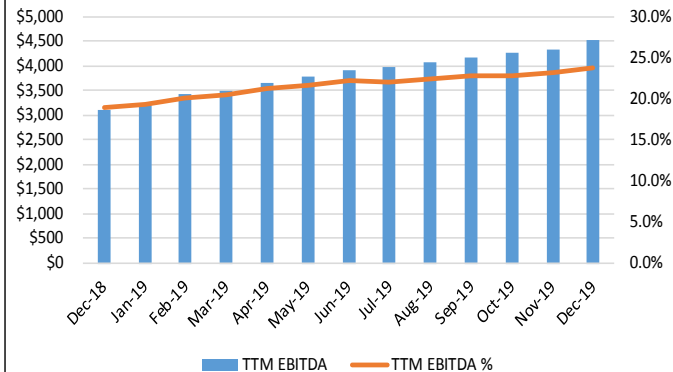
TTM Net Sales



TTM Gross Margin



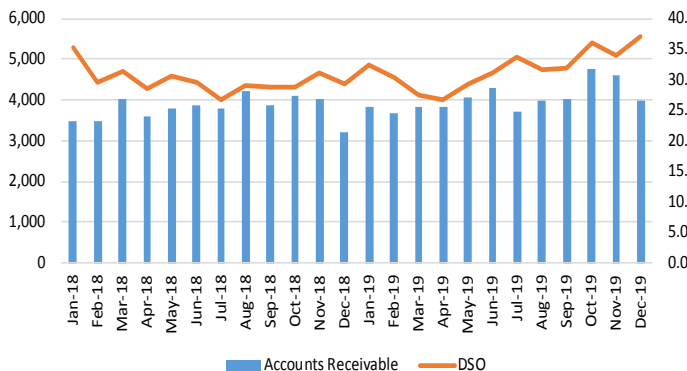
TTM EBITDA



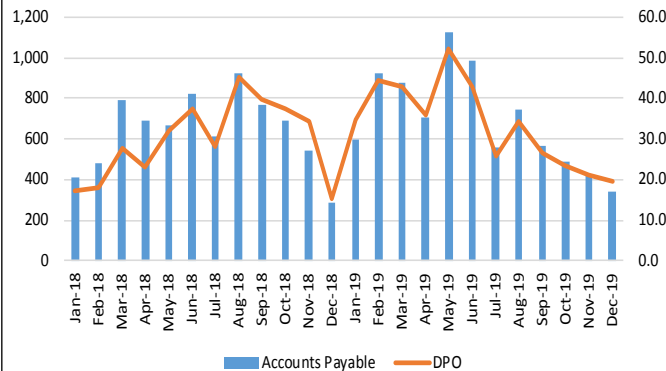


Premier Business Results Con't

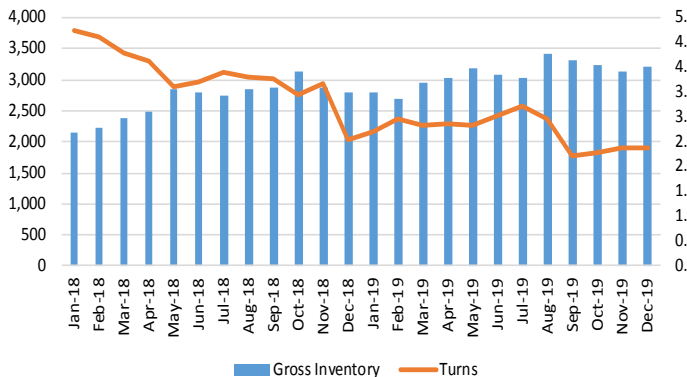
Accounts Receivable



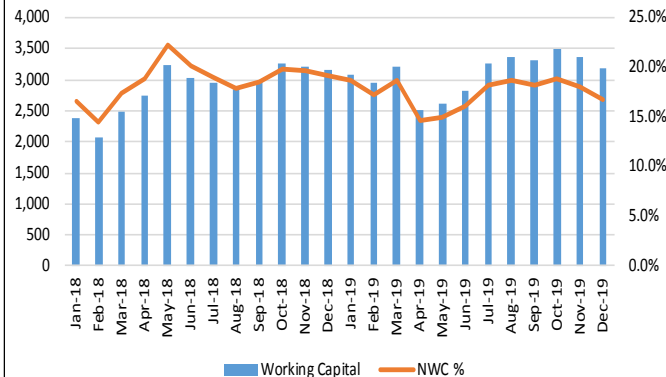
Accounts Payable



Gross Inventory



Net Working Capital Excl. Cash





P&L - Premier Dec-19

(\$ in thousands)

Gross Sales (\$)

% Chg

Net Sales (\$)

% Chg

Gross Margin (\$)

% of Sales

SG&A (\$)

% of Sales

Operating Income (\$)

% of Sales

Adjusted EBITDA (\$) (per A&M QofE)

% of Sales

Dec-19		
Dec Actual	Actual 2018	Δ to 2018
1,466	1,144	322
		28.1%
1,459	1,138	321
		28.2%
658	417	241
45.1%	36.6%	846 bps
355	221	(134)
24.3%	19.4%	-491 bps
303	196	107
20.8%	17.2%	354 bps
315	104	211
21.6%	9.1%	1249 bps

vs PY

- Gross sales up \$322k due to continued strong backlog and new market share gains. Distributor up \$310k, Pre-Assembled \$6k, OEM up \$27k, and Cash down (\$22k).

- Net Sales up \$321k due to Volume up \$276k, Pricing \$43k, and favorable cash discounts \$2k.

- Gross Margin up \$241k and 846bps as percent of sales. Volume up \$118k, favorable pricing \$43k, favorable cash discounts \$2k, productivity of \$55k, favorable inventory adjustment of \$35k, partially offset by unfavorable mix (\$11k).

- SG&A unfavorable (\$134k) - See next slide for details.



SG&A – Premier Dec-19

(\$ in thousands)

	Dec-19				
	Dec Actual	% of Net Sales	Actual 2018	% of Net Sales	Δ to 2018
Facility Costs	98	6.7%	97	8.5%	(1)
Bank Charges / Payroll Fees	3	0.2%	4	0.4%	1
Supplies	7	0.5%	15	1.3%	8
Taxes & Licenses	-	0.0%	-	0.0%	-
Software Enhancement Fees	3	0.2%	2	0.2%	(1)
Communications	1	0.1%	-	0.0%	(1)
Vehicles, Entertainment, Dues	-	0.0%	-	0.0%	-
AR Finance Charges	-	0.0%	-	0.0%	-
Bad Debt	-	0.0%	8	0.7%	8
Professional Fees	5	0.3%	4	0.4%	(1)
Insurance, Property & Casualty	9	0.6%	10	0.9%	1
Depreciation Expense	3	0.2%	3	0.3%	-
Miscellaneous	-	0.0%	11	1.0%	11
Sales Commissions	12	0.8%	7	0.6%	(5)
Outbound Freight	(13)	-0.9%	(19)	-1.7%	(6)
Sales Tools	3	0.2%	26	2.3%	23
Marketing	7	0.5%	3	0.3%	(4)
Salary & Benefits	212	14.5%	45	4.0%	(167)
T&E	6	0.4%	5	0.4%	(1)
TOTAL SG&A as Reported	355	24.3%	221	19.4%	(134)

vs PY

- (\$167k) Salary & Benefits due to bonus accrual true up as well as favorable 401k true up in PY, not repeated

- \$23k Sales Tools driven by PY Expense of one time initiation fees, not repeated in 2019.



P&L - Premier YTD Dec-19

(\$ in thousands)

Gross Sales (\$)

% Chg

Net Sales (\$)

% Chg

Gross Margin (\$)

% of Sales

SG&A (\$)

% of Sales

Operating Income (\$)

% of Sales

Adjusted EBITDA (\$) (per A&M QofE)

% of Sales

YTD		
YTD Actual	Actual 2018	Δ to 2018
18,976	16,516	2,460
		14.9%
18,885	16,428	2,457
		15.0%
7,392	5,694	1,698
39.1%	34.7%	448 bps
2,956	2,650	(306)
15.7%	16.1%	48 bps
4,436	3,044	1,392
23.5%	18.5%	496 bps
4,536	3,122	1,414
24.0%	19.0%	501 bps

vs PY

- Gross Sales up \$2,460k due continued strong backlog and new customer gains. Cash up \$27k, OEM up \$2,079k, Distributor up \$121k, and Pre-Assembled up \$235k.

- Net Sales up \$2,457k due to Volume up \$1,925k partially, Pricing of \$522k, and cash discounts \$10k.

- Gross margin up \$1,698k and 448bps as percent of sales. Volume up \$852k, Pricing up \$522k, Cash Discounts \$10k, Productivity \$881k, Physical Inventory Adjustment \$86k, partially offset by unfavorable mix (\$653k)

- SG&A unfavorable (\$306k) - See next slide for details.



SG&A - Premier YTD Dec-19

(\$ in thousands)

	YTD					<u>vs PY</u>
	YTD Actual	% of Net Sales	YTD Actual 2018	% of Net Sales	Δ to 2018	
Facility Costs	1,143	6.1%	1,122	6.8%	(21)	- (\$292k) Salary & Benefits - driven by higher insurance costs, Bonus accrual true up and increased headcount.
Bank Charges / Payroll Fees	58	0.3%	63	0.4%	5	
Supplies	53	0.3%	61	0.4%	8	- (\$17k) Software Enhancement Fees related to new computers and and support.
Taxes & Licenses	-	0.0%	-	0.0%	-	
Software Enhancement Fees	28	0.1%	11	0.1%	(17)	- (\$11k) Professional Fees related to audit/tax expense
Communications	19	0.1%	19	0.1%	-	
Vehicles, Entertainment, Dues	-	0.0%	-	0.0%	-	
AR Finance Charges	-	0.0%	-	0.0%	-	
Bad Debt	4	0.0%	8	0.0%	4	
Professional Fees	60	0.3%	49	0.3%	(11)	
Insurance, Property & Casualty	103	0.5%	102	0.6%	(1)	
Depreciation Expense	40	0.2%	21	0.1%	(19)	
Miscellaneous	(7)	0.0%	7	0.0%	14	
Sales Commissions	98	0.5%	106	0.6%	8	
Outbound Freight	(238)	-1.3%	(245)	-1.5%	(7)	
Sales Tools	44	0.2%	84	0.5%	40	
Marketing	48	0.3%	40	0.2%	(8)	
Salary & Benefits	1,461	7.7%	1,169	7.1%	(292)	
T&E	41	0.2%	33	0.2%	(8)	
TOTAL SG&A as Reported	2,956	15.7%	2,650	16.1%	(306)	



YTD Sales by Customer - Top 25 OEM

Customer	Gross Sales	Gross Sales	\$ Chg	% Chg
	2019	2018		
CENTRAL STATES MANUFACT	\$1,479	\$1,334	\$145	10.9%
METAL MART	\$778	\$802	(\$24)	-3.0%
REED'S METALS, LLC	\$819	\$727	\$92	12.7%
PINNACLE STRUCTURES INC	\$332	\$536	(\$204)	-38.1%
S&S STEEL BUILDINGS INC	\$311	\$59	\$253	430.6%
IDEAL STEEL, LLC	\$298	\$308	(\$10)	-3.3%
MCELROY METAL MILL INC	\$279	\$240	\$39	16.3%
METAL BUILDING PRODUCTS	\$249	\$322	(\$73)	-22.7%
TAYLOR & SONS PIPE & ST	\$215	\$0	\$215	100.0%
R&M STEEL COMPANY	\$212	\$199	\$13	6.7%
ROSENBERG VENTURES II,	\$187	\$131	\$55	42.2%
MCELROY METAL SERVICE C	\$174	\$181	(\$7)	-3.7%
UNITED STEEL STRUCTURES	\$172	\$17	\$155	923.3%
COWELL STEEL STRUCTURES	\$160	\$129	\$31	24.3%
MOORE'S FEED	\$149	\$86	\$63	73.7%
STANDARD INDUSTRIAL STR	\$142	\$25	\$117	465.2%
EAGLE NATIONAL STEEL LL	\$134	\$175	(\$41)	-23.6%
QUALITY BUILDINGS	\$128	\$85	\$43	50.6%
CUNNINGHAM STEEL	\$126	\$125	\$1	1.1%
GREENVILLE STEEL LTD	\$106	\$161	(\$55)	-34.1%
SERVICE & MANUFACTURING	\$104	\$87	\$17	18.9%
LUCAS METAL WORKS INC	\$101	\$81	\$20	24.5%
SBI METAL BUILDINGS AND	\$97	\$113	(\$16)	-13.9%
F.E. SAWYER BUILDING SY	\$86	\$106	(\$20)	-18.9%
TYSON STEEL BUILDING	\$82	\$60	\$22	36.5%
ALL OTHER	\$1,877	\$1,681	\$196	11.7%
Total Top 25 OEM	\$8,797	\$7,768	\$1,028	13.2%
Sales figures include freight revenue - will not tie to gross sales on P&L				



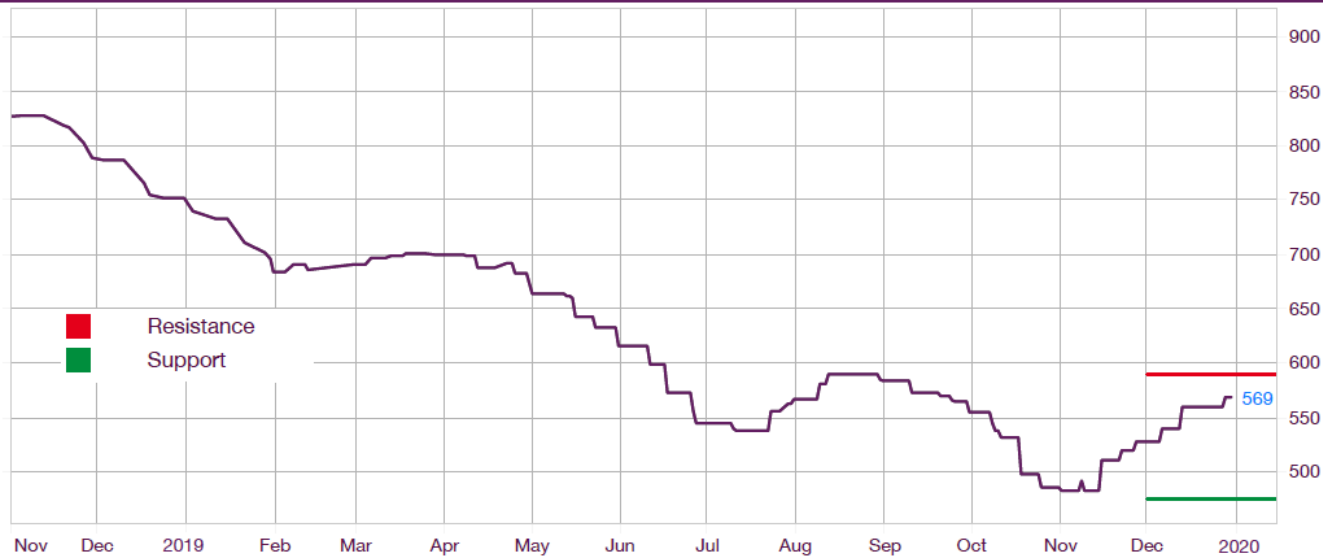
YTD Sales by Customer - Top 25 Distributor

Customer	Gross Sales 2019	Gross Sales 2018	\$ Chg	% Chg
THE DELANEY CO	\$1,255	\$1,509	(\$254)	-16.8%
ARKANSAS BOLT COMPANY	\$920	\$74	\$845	1135.9%
TAL-KNO BUILDING PRODUC	\$698	\$572	\$126	22.1%
DOOR PRODUCTS	\$562	\$462	\$100	21.6%
LUNSFORD DOOR &	\$553	\$525	\$28	5.4%
BUILDING SPECIALTIES	\$548	\$515	\$34	6.5%
BEACH DOOR SERVICE	\$439	\$483	(\$44)	-9.1%
FIBREBOND CORPORATION	\$361	\$304	\$58	19.0%
R G & ASSOCIATES	\$359	\$234	\$125	53.2%
TEXDOOR LTD	\$322	\$54	\$268	496.8%
PIONEER MATERIAL INC	\$280	\$142	\$137	96.5%
QUALITY HARDWARE & SPEC	\$277	\$270	\$7	2.7%
COMMERCIAL DOORS INC	\$247	\$208	\$38	18.5%
SEVEN OAKS DOORS & HARD	\$189	\$214	(\$25)	-11.9%
TWIN CITY DOOR & HARDWA	\$187	\$132	\$55	42.0%
AVAILABLE SUPPLY INC	\$148	\$195	(\$47)	-24.3%
COMMERCIAL DOOR & HARDW	\$147	\$192	(\$45)	-23.3%
A&A SAFE, LOCK AND DOOR	\$137	\$31	\$107	346.0%
DOOR KING	\$117	\$136	(\$19)	-13.8%
OVERHEAD DOOR COMPANY O	\$114	\$102	\$12	11.7%
BILL THROWER CO INC	\$110	\$183	(\$74)	-40.2%
DOOR & HARDWARE ASSOCIA	\$104	\$99	\$5	5.0%
SUPERIOR BUILDING PRODU	\$94	\$0	\$94	100.0%
BUILDERS DOOR & HARDWAR	\$93	\$96	(\$3)	-2.7%
VICTORIA BUILDERS SUPPL	\$92	\$83	\$10	11.6%
ALL OTHER	\$2,568	\$2,763	(\$195)	-7.1%
Total Top 25 Distributor	\$10,921	\$9,578	\$1,343	14.0%
Sales figures include freight revenue - will not tie to gross sales on P&L				



HRC Tracker

MetalMiner IndX (SM) HRC: January 1, 2020





CRC Tracker

MetalMiner IndX (SM) CRC: January 1, 2020





HDG Tracker

MetalMiner IndX (SM) HDG: January 1, 2020





Aluminum Tracker

LME Aluminum: January 1, 2020

