



## **INTERIM CONDENSED CONSOLIDATED FINANCIAL STATEMENTS**

FOR THE THREE MONTH PERIOD ENDED MARCH 31, 2022



## **DISCLOSURE OF NON-REVIEW OF INTERIM CONDENSED CONSOLIDATED FINANCIAL STATEMENTS FOR THE QUARTER ENDED MARCH 31, 2022**

The accompanying unaudited interim condensed consolidated financial statements of Magellan Aerospace Corporation (the "Corporation") for the quarter ended March 31, 2022 have been prepared in accordance with International Accounting Standards 34, *Interim Financial Reporting*, and are the responsibility of the Corporation's management.

The Corporation's external auditors, Ernst & Young LLP, have not performed a review of these interim condensed consolidated financial statements in accordance with the standards established by Chartered Professional Accountants Canada for a review of financial statements by the external auditors of an entity.

**MAGELLAN AEROSPACE CORPORATION**  
**INTERIM CONDENSED CONSOLIDATED STATEMENTS OF (LOSS) INCOME AND COMPREHENSIVE**  
**(LOSS) INCOME**

| (unaudited)<br>(expressed in thousands of Canadian dollars, except per share amounts)                   | Notes | Three month period<br>ended March 31 |              |
|---------------------------------------------------------------------------------------------------------|-------|--------------------------------------|--------------|
|                                                                                                         |       | 2022                                 | 2021         |
| Revenues                                                                                                | 8     | 187,709                              | 176,281      |
| Cost of revenues                                                                                        |       | 176,799                              | 159,202      |
| Gross profit                                                                                            |       | 10,910                               | 17,079       |
| Administrative and general expenses                                                                     |       | 12,814                               | 11,644       |
| Restructuring                                                                                           |       | 65                                   | 176          |
| Other                                                                                                   |       | (1,249)                              | (856)        |
| (Loss) income before interest and income taxes                                                          |       | (720)                                | 6,115        |
| Interest                                                                                                |       | 699                                  | 901          |
| (Loss) income before income taxes                                                                       |       | (1,419)                              | 5,214        |
| Income taxes                                                                                            |       |                                      |              |
| Current                                                                                                 | 9     | 1,847                                | 3,237        |
| Deferred                                                                                                | 9     | (1,241)                              | (1,285)      |
|                                                                                                         |       | 606                                  | 1,952        |
| <b>Net (loss) income</b>                                                                                |       | <b>(2,025)</b>                       | <b>3,262</b> |
| Other comprehensive (loss) income                                                                       |       |                                      |              |
| Other comprehensive (loss) income that may be<br>reclassified to profit and loss in subsequent periods: |       |                                      |              |
| Foreign currency translation                                                                            |       | (12,684)                             | (6,385)      |
| Items not to be reclassified to profit and loss<br>in subsequent periods:                               |       |                                      |              |
| Actuarial (loss) income on defined benefit pension plans, net of taxes                                  | 5     | (264)                                | 9,783        |
| <b>Comprehensive (loss) income</b>                                                                      |       | <b>(14,973)</b>                      | <b>6,660</b> |
| <b>Net (loss) income per share</b>                                                                      |       |                                      |              |
| Basic and diluted                                                                                       | 6     | (0.04)                               | 0.06         |

See accompanying notes to interim condensed consolidated financial statements

**MAGELLAN AEROSPACE CORPORATION**  
**INTERIM CONDENSED CONSOLIDATED STATEMENTS OF FINANCIAL POSITION**

| (unaudited)<br>(expressed in thousands of Canadian dollars) |  | Notes | March 31<br>2022 | December 31<br>2021 |
|-------------------------------------------------------------|--|-------|------------------|---------------------|
| <b>Current assets</b>                                       |  |       |                  |                     |
| Cash                                                        |  |       | 18,050           | 32,482              |
| Trade and other receivables                                 |  |       | 177,348          | 164,234             |
| Contract assets                                             |  |       | 68,008           | 66,337              |
| Inventories                                                 |  |       | 210,693          | 208,577             |
| Prepaid expenses and other                                  |  |       | 9,181            | 9,664               |
|                                                             |  |       | <b>483,280</b>   | <b>481,294</b>      |
| <b>Non-current assets</b>                                   |  |       |                  |                     |
| Property, plant and equipment                               |  |       | 384,836          | 396,845             |
| Right-of-use assets                                         |  |       | 32,769           | 34,389              |
| Investment properties                                       |  |       | 1,627            | 1,659               |
| Intangible assets                                           |  |       | 45,718           | 47,772              |
| Goodwill                                                    |  |       | 21,219           | 21,792              |
| Other assets                                                |  | 5     | 12,020           | 11,587              |
| Deferred tax assets                                         |  |       | 10,162           | 8,480               |
|                                                             |  |       | <b>508,351</b>   | <b>522,524</b>      |
| <b>Total assets</b>                                         |  |       | <b>991,631</b>   | <b>1,003,818</b>    |
| <b>Current liabilities</b>                                  |  |       |                  |                     |
| Accounts payable and accrued liabilities and provisions     |  | 8     | 136,391          | 123,382             |
| Debt due within one year                                    |  |       | 10,038           | 10,266              |
|                                                             |  |       | <b>146,429</b>   | <b>133,648</b>      |
| <b>Non-current liabilities</b>                              |  |       |                  |                     |
| Long-term debt                                              |  |       | 2,240            | 2,755               |
| Lease liabilities                                           |  |       | 29,534           | 30,644              |
| Borrowings subject to specific conditions                   |  |       | 22,940           | 24,101              |
| Other long-term liabilities and provisions                  |  | 5     | 6,858            | 7,223               |
| Deferred tax liabilities                                    |  |       | 39,718           | 39,623              |
|                                                             |  |       | <b>101,290</b>   | <b>104,346</b>      |
| <b>Equity</b>                                               |  |       |                  |                     |
| Share capital                                               |  |       | 252,342          | 252,342             |
| Contributed surplus                                         |  |       | 2,044            | 2,044               |
| Other paid in capital                                       |  |       | 13,565           | 13,565              |
| Retained earnings                                           |  |       | 470,737          | 479,965             |
| Accumulated other comprehensive income                      |  |       | 1,847            | 14,531              |
| Equity attributable to equity holders of the Corporation    |  |       | 740,535          | 762,447             |
| Non-controlling interest                                    |  |       | 3,377            | 3,377               |
|                                                             |  |       | <b>743,912</b>   | <b>765,824</b>      |
| <b>Total liabilities and equity</b>                         |  |       | <b>991,631</b>   | <b>1,003,818</b>    |

See accompanying notes to interim condensed consolidated financial statements

**MAGELLAN AEROSPACE CORPORATION**  
**INTERIM CONDENSED CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY**

| (unaudited)<br>(expressed in thousands of Canadian dollars) | Attributable to equity holders of the Corporation |                        |                             |                      |                                    | Total    | Non-<br>controlling<br>interest | Total<br>equity |
|-------------------------------------------------------------|---------------------------------------------------|------------------------|-----------------------------|----------------------|------------------------------------|----------|---------------------------------|-----------------|
|                                                             | Share<br>capital                                  | Contributed<br>surplus | Other<br>paid in<br>capital | Retained<br>earnings | Foreign<br>currency<br>translation |          |                                 |                 |
| <b>December 31, 2021</b>                                    | 252,342                                           | 2,044                  | 13,565                      | 479,965              | 14,531                             | 762,447  | 3,377                           | 765,824         |
| Impact of adoption of the amendments<br>to IAS 37 (note 3)  | —                                                 | —                      | —                           | (878)                | —                                  | (878)    | —                               | (878)           |
| January 1, 2022 after adoption                              | 252,342                                           | 2,044                  | 13,565                      | 479,087              | 14,531                             | 761,569  | 3,377                           | 764,946         |
| Net loss for the period                                     | —                                                 | —                      | —                           | (2,025)              | —                                  | (2,025)  | —                               | (2,025)         |
| Other comprehensive income (loss) for<br>the period         | —                                                 | —                      | —                           | (264)                | (12,684)                           | (12,948) | —                               | (12,948)        |
| Common share dividend                                       | —                                                 | —                      | —                           | (6,061)              | —                                  | (6,061)  | —                               | (6,061)         |
| <b>March 31, 2022</b>                                       | 252,342                                           | 2,044                  | 13,565                      | 470,737              | 1,847                              | 740,535  | 3,377                           | 743,912         |
| <b>December 31, 2020</b>                                    | 252,342                                           | 2,044                  | 13,565                      | 492,681              | 21,870                             | 782,502  | 3,377                           | 785,879         |
| Net income for the period                                   | —                                                 | —                      | —                           | 3,262                | —                                  | 3,262    | —                               | 3,262           |
| Other comprehensive income (loss) for<br>the period         | —                                                 | —                      | —                           | 9,783                | (6,385)                            | 3,398    | —                               | 3,398           |
| Common share dividend                                       | —                                                 | —                      | —                           | (6,062)              | —                                  | (6,062)  | —                               | (6,062)         |
| <b>March 31, 2021</b>                                       | 252,342                                           | 2,044                  | 13,565                      | 499,664              | 15,485                             | 783,100  | 3,377                           | 786,477         |

See accompanying notes to interim condensed consolidated financial statements

**MAGELLAN AEROSPACE CORPORATION**  
**INTERIM CONDENSED CONSOLIDATED STATEMENTS OF CASH FLOWS**

| (unaudited)<br>(expressed in thousands of Canadian dollars)                                              | Notes | Three month period<br>ended March 31 |                 |
|----------------------------------------------------------------------------------------------------------|-------|--------------------------------------|-----------------|
|                                                                                                          |       | 2022                                 | 2021            |
| <b>Cash flow from operating activities</b>                                                               |       |                                      |                 |
| Net (loss) income                                                                                        |       | (2,025)                              | 3,262           |
| Amortization/depreciation of intangible assets, right-of-use<br>assets and property, plant and equipment |       | 12,131                               | 13,041          |
| Gain on disposal of property, plant and equipment                                                        |       | (121)                                | (7)             |
| (Decrease) increase in defined benefit plans                                                             |       | (309)                                | 120             |
| Accretion of financial liabilities                                                                       |       | 587                                  | 650             |
| Deferred taxes                                                                                           |       | (1,173)                              | (1,377)         |
| (Income) loss on investments in joint ventures                                                           |       | (44)                                 | 65              |
| Changes to non-cash working capital                                                                      |       | (9,094)                              | (36,652)        |
| <b>Net cash used in operating activities</b>                                                             |       | <b>(48)</b>                          | <b>(20,898)</b> |
| <b>Cash flow from investing activities</b>                                                               |       |                                      |                 |
| Purchase of property, plant and equipment                                                                |       | (4,356)                              | (2,663)         |
| Proceeds from disposal of property, plant and equipment                                                  |       | 262                                  | 86              |
| Increase in intangible and other assets                                                                  |       | (874)                                | (1,003)         |
| <b>Net cash used in investing activities</b>                                                             |       | <b>(4,968)</b>                       | <b>(3,580)</b>  |
| <b>Cash flow from financing activities</b>                                                               |       |                                      |                 |
| Decrease in debt due within one year                                                                     |       | —                                    | (8,877)         |
| Decrease in long-term debt                                                                               |       | (420)                                | (458)           |
| Lease liability payments                                                                                 |       | (1,465)                              | (1,677)         |
| Decrease in long-term liabilities and provisions                                                         |       | (233)                                | (180)           |
| Decrease in borrowings, net                                                                              |       | (1,327)                              | (1,104)         |
| Common share dividend                                                                                    | 6     | (6,061)                              | (6,062)         |
| <b>Net cash used in financing activities</b>                                                             |       | <b>(9,506)</b>                       | <b>(18,358)</b> |
| <b>Decrease in cash during the period</b>                                                                |       | <b>(14,522)</b>                      | <b>(42,836)</b> |
| Cash at beginning of the period                                                                          |       | 32,482                               | 113,938         |
| Effect of exchange rate differences                                                                      |       | 90                                   | 208             |
| <b>Cash at end of the period</b>                                                                         |       | <b>18,050</b>                        | <b>71,310</b>   |

See accompanying notes to interim condensed consolidated financial statements



## **MAGELLAN AEROSPACE CORPORATION**

### **NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL STATEMENTS**

(Unaudited, expressed in thousands of dollars except share and per share data)

#### **NOTE 1. DESCRIPTION OF BUSINESS AND NATURE OF OPERATIONS**

Magellan Aerospace Corporation (the "Corporation" or "Magellan") is a publicly listed company incorporated in Ontario, Canada under the Ontario Business Corporations Act and its shares are listed on the Toronto Stock Exchange. The registered and head office of the Corporation is located at 3160 Derry Road East, Mississauga, Ontario, Canada, L4T 1A9.

The Corporation is a diversified supplier of components to the aerospace industry. Through its wholly owned subsidiaries, controlled entity and joint venture, Magellan designs, engineers and manufactures aeroengine and aerostructure components for aerospace markets, including advanced products for defence and space markets, and complementary specialty products. The Corporation also supports the aftermarket through the supply of spare parts as well as through repair and overhaul services.

#### **NOTE 2. SIGNIFICANT ACCOUNTING POLICIES**

These unaudited interim condensed consolidated financial statements have been prepared in accordance with International Accounting Standard ("IAS") 34, *Interim Financial Reporting* as issued by the International Accounting Standards Board ("IASB") and using the same accounting policies and methods as were used for the Corporation's consolidated financial statements and the notes thereto for the year ended December 31, 2021, except for the new accounting pronouncements which have been adopted as disclosed in note 3.

These unaudited interim condensed consolidated financial statements do not include all the information required for full annual financial statements and should be read in conjunction with the Corporation's annual financial statements for the year ended December 31, 2021, which are available at [www.sedar.com](http://www.sedar.com) and on the Corporation's website at [www.magellan.aero](http://www.magellan.aero).

The timely preparation of the interim condensed consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingencies, if any, as at the date of the financial statements and the reported amounts of revenue and expenses during the period. By their nature, estimates are subject to measurement uncertainty and changes in such estimates in future periods could require a material change in the interim condensed consolidated financial statements.

The Covid-19 pandemic continues to cause disruptions to businesses globally resulting in an economic slowdown and decreased demand in the aerospace industry. The duration and full financial effect of the COVID-19 pandemic is unknown at this time, as is the efficacy of the government and central bank interventions, the Corporation's business continuity plan and other mitigating measures.

The invasion of Ukraine by Russia ("Conflict") and the resulting imposition of sanctions and counter sanctions have disrupted supply chains and caused instability in the global economy. The short and long-term implications of the Conflict are difficult to predict at this time. The ongoing Conflict could result in the imposition of future economic sanctions, which may have a greater adverse effect on economic markets and could result in an even greater impact related to global supply and pricing of energy, precious metals, raw materials and other commodities and components.

Any estimate of the length and severity of these developments is therefore subject to significant uncertainty, and accordingly estimates of the extent to which the COVID-19 pandemic and Conflict may materially and adversely affect the Corporation's operations, financial results and condition in future periods are also subject to significant uncertainty. Therefore, uncertainty about judgements, estimates and assumptions made by management during the preparation of the Corporation's unaudited interim condensed consolidated financial statements related to potential impacts of the COVID-19 pandemic and Conflict on revenue, expenses, assets, liabilities, and note disclosures could result in a material adjustment to the carrying value of the asset or liability affected in future periods.

These unaudited interim condensed consolidated financial statements were authorized for issuance by the Board of Directors of the Corporation on May 3, 2022.

#### **NOTE 3. ADOPTION OF NEW STANDARDS, INTERPRETATIONS AND AMENDMENTS**

The Corporation adopted the following accounting standards and amendments that were effective January 1, 2022.

- Amendments to IAS 37, *Provisions, Contingent Liabilities and Contingent Assets*, clarifying the standard regarding costs a company should include as the cost of fulfilling a contract when assessing whether a contract is onerous. Prior to the application of the amendments, the Corporation had not identified any contracts as being onerous as the unavoidable

costs under the contracts, which were the costs of fulfilling them, comprised only incremental costs directly related to the contracts. As a result of the amendments, certain other directly related costs have been included by the Corporation in determining the costs of fulfilling the contracts. Therefore, as of January 1, 2022, the adoption of the amendments resulted in a \$1,177 increase to Other long-term liabilities and provisions, and \$878 and \$299 decreases to the opening retained earnings and deferred tax liabilities, respectively.

- Amendments to IAS 16, *Property, Plant and Equipment*, clarifying the accounting for the net proceeds from selling any items produced while bringing an item of property, plant and equipment into use. The adoption had no impact on the Corporation's financial results.

The IASB has issued the following new standards and amendments that are not yet adopted by the Corporation and could have an impact on future periods. The Corporation is currently assessing the potential impact on its consolidated financial statements.

- Amendments to IAS 1, *Presentation of Financial Statements*, clarifying the requirements for classifying liabilities as current or non-current.
- Amendments to IAS 8 – *Definition of Accounting Estimates*, helping entities distinguish changes in accounting estimates from changes in accounting policies.
- Amendments to IAS 1 and IFRS Practice Statement 2 – *Disclosure of Accounting Policies*, providing guidance and examples to help entities apply materiality judgements to accounting policy disclosures.
- Deferred Tax related to Assets and Liabilities arising from a Single Transaction - Amendments to IAS 12, *Income Taxes*, which narrow the scope of the initial recognition exception under IAS 12, so that it no longer applies to transactions that give rise to equal taxable and deductible temporary differences.

#### NOTE 4. BANK INDEBTEDNESS

The Corporation has a multi-currency operating credit facility with a syndicate of banks, with a Canadian dollar limit of \$75,000. Extensions of the facility are subject to mutual consent of the syndicate of lenders and the Corporation. The credit agreement also includes a \$75,000 uncommitted accordion provision which will provide the Corporation with the option to increase the size of the operating credit facility. On June 30, 2021 the Corporation extended its credit facility for an additional two-year period expiring on June 30, 2023. As at March 31, 2022, the Corporation was debt-free under its credit facility. Bank indebtedness bears interest at the bankers' acceptance or LIBOR rates plus 1.00%. At March 31, 2022, the Corporation had letters of credit outstanding totalling \$4,041 [December 31, 2021 – \$4,143] such that \$70,959 [December 31, 2021 – \$70,857] was unused and available. A fixed and floating charge debenture on accounts receivable, inventories and property, plant and equipment is pledged as collateral for the operating credit facility.

#### NOTE 5. EMPLOYEE FUTURE BENEFITS

The Corporation has a number of defined benefit and defined contribution plans providing pension, other retirement and post-employment benefits to substantially all of its employees.

The employee benefit reflected in the interim condensed consolidated statement of financial position is as follows:

|                                                                             | March 31<br>2022 | December 31<br>2020 |
|-----------------------------------------------------------------------------|------------------|---------------------|
| Included in Other Assets - Pension Benefit Plans                            | 2,293            | 2,347               |
| Included in Other long-term liabilities and provisions - Other Benefit Plan | (947)            | (1,038)             |
|                                                                             | 1,346            | 1,309               |

The discount rate assumption used in determining the obligation for pension and other benefit plans is selected based on a review of current market interest rates of high-quality, fixed rate debt securities adjusted to reflect the duration of the expected future cash outflows for pension benefit payments. As a result of changes in the market interest rates of high-quality, fixed rate debt securities, the Corporation increased the assumed discount rate for the Canadian pension plans to 3.9% as at March 31, 2022 from the 2.9% rates used in calculating the pension obligation as at December 31, 2021. The return on plan assets were below the expected return during the three month period ended March 31, 2022. The change in the discount rate assumptions, the difference between the actual and expected rate of return on the plan assets and the effect of asset ceiling resulted in an actuarial loss of \$264, net of taxes of \$92 recorded in other comprehensive (loss) income in the first quarter of 2022.

## NOTE 6. SHARE CAPITAL

### Net (loss) income per share

|                                               | Three month period<br>ended March 31 |        |
|-----------------------------------------------|--------------------------------------|--------|
|                                               | 2022                                 | 2021   |
| Net (loss) income                             | (2,025)                              | 3,262  |
| Weighted average number of shares             | 57,729                               | 57,729 |
| Basic and diluted net (loss) income per share | (0.04)                               | 0.06   |

### Dividends

On March 31, 2022, the Corporation paid quarterly dividends on 57,729,106 common shares of \$0.105 per common share, amounting to \$6,061 in the aggregate.

Subsequent to March 31, 2022, the Corporation declared dividends to holders of common shares in the amount of \$0.08 per common share payable on June 30, 2022, for shareholders of record at the close of business on June 16, 2022.

### Normal Course Issuer Bid

On May 27, 2021, the Corporation's application to commence a normal course issuer bid ("NCIB") was re-approved, which allowed the Corporation to purchase up to 2,886,455 common shares, over a 12-month period commencing May 27, 2021 and ending May 26, 2022. During the first quarter of 2022 and 2021, the Corporation had not purchased common shares for cancellation under the program.

## NOTE 7. FINANCIAL INSTRUMENTS

### Fair value hierarchy

The Corporation's financial assets and liabilities recorded at fair value on the interim condensed consolidated statement of financial position have been categorized into three categories based on a fair value hierarchy. Fair value of assets and liabilities included in Level 1 are determined by reference to quoted prices in active markets for identical assets and liabilities. Assets and liabilities in Level 2 include valuations using inputs other than the quoted prices for which all significant inputs are based on observable market data, either directly or indirectly. Level 3 valuations are based on inputs that are not based on observable market data.

The fair value hierarchy requires the use of observable market inputs whenever such inputs exist. A financial instrument is classified to the lowest level of the hierarchy for which a significant input has been considered in measuring fair value.

### Fair values

The Corporation has determined the estimated fair values of its financial instruments based on appropriate valuation methodologies; however, considerable judgement is required to develop these estimates. Accordingly, these estimated fair values are not necessarily indicative of the amounts the Corporation could realize in a current market exchange. The estimated fair value amounts can be materially affected by the use of different assumptions or methodologies. The methods and assumptions used to estimate the fair value of financial instruments are described as follows:

#### *Cash, trade and other receivables and accounts payable and accrued liabilities*

Due to the short period to maturity of these instruments, the carrying values as presented in the interim condensed consolidated statement of financial positions approximate their fair values.

#### *Foreign exchange contracts*

The Corporation enters into foreign forward exchange contracts to mitigate future cash flow exposures in United States dollars. Under these contracts the Corporation is obliged to purchase specific amounts at predetermined dates and exchange rates. These contracts are matched with anticipated operational cash flows in United States dollars.

As at March 31, 2022, the Corporation had forward foreign exchange contracts outstanding in the amount of \$21,525 US dollars [December 31, 2021 – \$6,650 US dollars] and £13,850 British pounds [December 31, 2021 – £9,490], of which the fair value is determined to be immaterial and categorized within Level 2 of the fair value hierarchy.

#### *Long-term debt*

As at March 31, 2022, the carrying amount of the Corporation's long-term debt of \$6,897 [December 31, 2021 – \$7,307] approximates its fair value. The fair value was determined by discounting the expected future cash flow based on current rate for debt with similar terms and maturities, and is categorized as Level 2 in the fair value hierarchy.

#### *Borrowings subject to specific conditions*

As at March 31, 2022, the Corporation has recognized \$24,282 [December 31, 2021 – \$25,428] as the amount repayable to Canadian government agencies. The contributions are repayable as future royalty payments; a liability is recorded for the amounts received that will be repaid based on future estimated sales. The fair value was determined by discounting the expected future royalty payments based on prevailing market rate for borrowings with similar terms and maturities, and is categorized as Level 2 in the fair value hierarchy.

#### **NOTE 8. SEGMENTED INFORMATION**

Operating segments are defined as components of the Corporation for which separate financial information is available that is evaluated regularly by the chief operating decision maker in allocating resources and assessing performance. The chief operating decision maker of the Corporation is the President and Chief Executive Officer. The Corporation operates substantially all of its activities in one reportable segment, Aerospace, which includes the design, development, manufacture, repair and overhaul and sale of systems and components for defence and civil aviation.

#### Corporation's primary sources of revenue

|               | Three month period ended |         |
|---------------|--------------------------|---------|
|               | 2022                     | 2021    |
| Sale of goods | 150,444                  | 142,684 |
| Services      | 37,265                   | 33,597  |
|               | 187,709                  | 176,281 |

#### Timing of revenue recognition based on transfer of control

|                    | Three month period ended |         |
|--------------------|--------------------------|---------|
|                    | 2022                     | 2021    |
| At a point of time | 104,959                  | 101,569 |
| Over time          | 82,750                   | 74,712  |
|                    | 187,709                  | 176,281 |

Advance payments received for contracts in progress in excess of revenue recognized were recorded as contract liabilities and included in accounts payable, accrued liabilities and provisions on the interim condensed consolidated statement of financial position. As at March 31, 2022, contract liabilities were \$18,550 [December 31, 2021 – \$17,704].

Revenues from the Corporation's three largest customers accounted for 44.3% of total sales for the three month period ended March 31, 2022 [March 31, 2021 – three largest customers accounted for 41.3% of total sales for the three month period ended].

#### Geographic segments

|                             | 2022   |               |        |         | Three month period ended March 31 2021 |               |        |         |
|-----------------------------|--------|---------------|--------|---------|----------------------------------------|---------------|--------|---------|
|                             | Canada | United States | Europe | Total   | Canada                                 | United States | Europe | Total   |
| Revenue                     | 84,794 | 44,934        | 57,981 | 187,709 | 81,036                                 | 45,809        | 49,436 | 176,281 |
| Export revenue <sup>1</sup> | 59,388 | 8,724         | 10,576 | 78,688  | 57,071                                 | 6,408         | 10,393 | 73,872  |

<sup>1</sup>Export revenue is attributed to countries based on the location of the customers

|                                                                                    | March 31, 2022 |               |         |         | December 31, 2021 |               |         |         |
|------------------------------------------------------------------------------------|----------------|---------------|---------|---------|-------------------|---------------|---------|---------|
|                                                                                    | Canada         | United States | Europe  | Total   | Canada            | United States | Europe  | Total   |
| Property, plant and equipment, right-of-use assets, intangible assets and goodwill | 172,740        | 157,517       | 154,285 | 484,542 | 176,635           | 163,527       | 160,636 | 500,798 |

**NOTE 9. TAXATION**

The Corporation's tax expense is calculated by using the rates applicable in each of the tax jurisdictions that the Corporation operates in, adjusted for the main permanent differences identified. The effective tax rate for the three month period ended March 31, 2022 was negative 42.7% [37.4% for the three month period ended March 31, 2021]. The difference between the effective tax rate and the standard tax rate is primarily attributable to the change in mix of income across the different jurisdictions in which the Corporation operates.

**NOTE 10. MANAGEMENT OF CAPITAL**

The Corporation's objective is to maintain a capital base sufficient to maintain investor, creditor and market confidence and to sustain future development of the business. Management defines capital as the Corporation's shareholders' equity and interest bearing debt, including the debt and equity components of the convertible debentures.

Total managed capital as at March 31, 2022 of \$747,412 [December 31, 2021 – \$769,754] is comprised of shareholders' equity attributable to equity holders of the Corporation of \$740,535 [December 31, 2021 – \$762,447] and interest-bearing debt of \$6,877 [December 31, 2021 – \$7,307].

The Corporation manages its capital structure and makes adjustments to it in light of economic conditions, the risk characteristics of the underlying assets and the Corporation's working capital requirements. In order to maintain or adjust its capital structure, the Corporation, upon approval from its Board of Directors, may issue or repay long-term debt, issue shares, repurchase shares through the normal course issuer bid, pay dividends or undertake other activities as deemed appropriate under the specific circumstances. The Board of Directors reviews and approves any material transactions out of the ordinary course of business, including proposals on acquisitions or other major investments or divestitures, as well as capital and operating budgets. There were no changes in the Corporation's approach to capital management during the period.

**NOTE 11. CONTINGENT LIABILITIES AND COMMITMENTS**

In the ordinary course of business activities, the Corporation may be contingently liable for litigation and claims with, among others, customers, suppliers and former employees. Management believes that adequate provisions have been recorded in the accounts where required. Although, it is not possible to accurately estimate the extent of the potential costs and losses, if any, management believes, but can provide no assurance, that the ultimate resolution of such contingencies would not have a material adverse effect on the financial position of the Corporation.

At March 31, 2022, capital commitments in respect of purchase of property, plant and equipment totalled \$8,056 [2021 – \$4,948], all of which had been ordered. There were no other material capital commitments at the end of the period.