

MANAGEMENT'S DISCUSSION AND ANALYSIS

The following Management's Discussion and Analysis ("MD&A") and Goodfellow Inc. (hereafter the "Company") interim consolidated financial statements were approved by the Audit Committee and the Board of Directors on April 13, 2022.

The MD&A should be read in conjunction with the consolidated financial statements and the corresponding notes for the years ended November 30, 2021 and November 30, 2020.

The MD&A provides a review of the significant developments and results of operations of the Company during the three months ended February 28, 2022 and February 28, 2021.

The interim consolidated financial statements ended February 28, 2022 and February 28, 2021 are prepared in accordance with International Financial Reporting Standards ("IFRS").

All amounts in this MD&A are in Canadian dollars unless otherwise indicated.

In addition, in this Management's Discussion and Analysis, we also use non-IFRS financial measures for which a complete definition is presented below and for which a reconciliation to financial information is accordance with IFRS is presented in the section "Non-IFRS Financial Measures" and in Note 15 "Segmented Information and Sales" to the unaudited interim consolidated financial statements for the three months ended February 28, 2022 and February 28, 2021. These measures should be considered as a complement to financial performance measures in accordance with IFRS. They do not substitute and are not superior to them.

Additional information relating to Goodfellow Inc., including the Annual Information Form and the Annual Report can be found on SEDAR at www.sedar.com.

FORWARD-LOOKING STATEMENTS

This MD&A contains implicit and/or explicit forecasts, as well as forward-looking statements on the objectives, strategies, financial position, operating results and activities of Goodfellow Inc. Forward-looking statements can be identified by words such as: "believe," "estimate," "expect," "strategy," "future," "likely," "may," "should," "will" and similar references to future periods. Examples of forward-looking statements include, among others, statements we make regarding liquidity and risk management in the current economic conditions. Forward-looking statements are neither historical facts nor assurances of future performance. Instead, these statements are forward-looking to the extent that they are based on expectations relative to markets in which the Company exercises its activities and on various assessments and assumptions. Although we believe that the expectations reflected in the forward-looking statements contained in this document, and the assumptions on which such forward-looking statements are made, are reasonable, there can be no assurance that such expectations and assumptions will prove to be correct. Readers are cautioned not to place undue reliance on forward-looking statements included in this document, as there can be no assurance that the plans, intentions or expectations upon which the forward-looking statements are based will occur. Our actual results could differ significantly from management's expectations if recognized or unrecognized risks and uncertainties affect our results or if our assessments or assumptions are inaccurate. These risks and uncertainties include, among other things; the effects of general economic and business conditions including the cyclical nature of our business; industry competition; inflation, credit, currency and interest rate risks; environmental risk; level of demand and financial performance of the manufacturing industry; competition from vendors; changes in customer demand; extent to which we are successful in gaining new long-term relationships with customers or retaining existing ones and the level of service failures that could lead customers to use competitors' services; increased customer bankruptcies; dependence on key personnel; impact of the COVID-19 pandemic and the related climate of uncertainty; laws and regulation; information systems, cost structure and working capital requirements; occurrence of hostilities, political instability or catastrophic events and other factors described in our public filings available at www.sedar.com. For these reasons, we cannot guarantee the results of these forward-looking statements. The MD&A gives an insight into our past performance as well as the future strategies and key performance indicators as viewed by our management team at Goodfellow Inc. The Company disclaims any obligation to update or revise these forward-looking statements, except as required by applicable law.

COVID-19

The Company's expectation of operating and financial performance in 2022 is based on certain assumptions including assumptions about the COVID-19 pandemic, such as the duration and impact of the COVID-19 pandemic on the business, operations and financial condition of the Company. These include in particular the assumption that the Company's manufacturing and distribution facilities will remain open and in operation, the assumption that its workforce will remain healthy, the assumption that hardware and lumber stores and other industrial and manufacturing clients will remain open and will continue ordering and selling the Company's products, the assumption that construction activity will not be halted by mandatory closures and the assumption that the Company's supply chain will not be interrupted. The Company's estimates, beliefs and assumptions are inherently subject to significant business, economic, competitive and other uncertainties and contingencies regarding future events, including the COVID-19 pandemic and as such, are subject to change. The Company can give no assurance that such estimates, beliefs and assumptions will prove to be correct.

NON-IFRS FINANCIAL MEASURES

(unaudited)

We report our financial results in accordance with IFRS. However, in this document, the following non-IFRS measures, non-IFRS ratios and supplementary financial measures are used: EBITDA, Net Cash Flows from Operating Activities excluding impact of changes in non-cash working capital, income tax paid and interest paid, Gross profit, Gross margin, Shareholders' Equity per share and dividends paid per share. These measures do not have a standardized meaning under IFRS and could be calculated differently by other companies and accordingly, may not be comparable. We believe that many of our readers analyze the financial performance of the Company's activities based on these non-IFRS financial measures as such measures may allow for easier comparisons between periods. The Company also believes that these measures are useful indicators of the performance of its operations and its ability to meet its financial obligations. Furthermore, management also uses some of these non-IFRS financial measures to assess the performance of its activities and managers. These measures should be considered as a complement to financial performance

measures in accordance with IFRS. They do not substitute and are not superior to them. For measures displayed per share, the Company divided the measures by the total number of outstanding shares at February 28 of the period presented.

“EBITDA” represents earnings before income taxes, net financial costs, depreciation of property, plant and equipment and amortization. Management believes this metric is useful as it allows comparability of operating results from one period to another by excluding the effects of items that primarily reflect the impact of long-term investment and financing decisions, rather than the results of day-to-day operations.

The table below contain a reconciliation of EBITDA to the most directly comparable IFRS measure, net earnings.

Reconciliation of EBITDA (In thousands of dollars - unaudited)	For the three months ended		For the years ended	
	February 28	February 28	November 30	November 30
	2022	2021	2021	2020
	\$	\$	\$	\$
Net earnings	5,117	3,769	37,836	13,811
Income taxes	1,990	1,465	12,687	5,211
Net financial costs	564	568	2,694	2,719
Depreciation of property, plant and equipment	575	627	2,552	2,705
Amortization of right-of-use assets	1,050	1,013	4,141	4,324
Amortization of intangible assets	150	161	621	728
EBITDA	9,446	7,603	60,531	29,498

“Net Cash Flows from Operating Activities excluding impact of changes in non-cash working capital, income tax paid and interest paid” represents net cash flows from operating activities before changes in non-cash working capital, income tax paid and interest paid. Management believes this measure is useful as it provides an indication of the Company’s financial flexibility, i.e. cash available to the Company to service debt, meet other payment obligations, make investments and execute the Company’s strategy.

The tables below contain a reconciliation of Net Cash Flows from Operating Activities excluding impact of changes in non-cash working capital, income tax paid and interest paid to the most directly comparable IFRS measure, Net Cash Flows from Operating Activities.

Reconciliation of Net Cash Flows from Operating Activities excluding impact of changes in non-cash working capital, income tax paid and interest paid – First quarter (In thousands of dollars, except per share amounts - unaudited)	For the three months ended	
	February 28	February 28
	2022	2021
	\$	\$
Net Cash Flows from Operating Activities	(40,803)	(2,334)
Changes in non-cash working capital items	35,954	2,968
Interest paid	270	317
Income taxes paid	13,691	6,403
Net Cash Flows from Operating Activities excluding impact of changes in non-cash working capital, income tax paid and interest paid	9,112	7,354
Net Cash Flows from Operating Activities per share	(4.77)	(0.27)
Net Cash Flows from Operating Activities excluding impact of changes in non-cash working capital, income tax paid and interest paid per share	1.06	0.86
Number of share outstanding (thousands)	8,563	8,563

With respect to “Gross profit” and “Gross margin”, these measures are used under the sections “Cost of Goods Sold” in the discussion below for the results for the first quarter ended February 28, 2022. Please refer to such sections for a description of how these measures are calculated and a reconciliation to the most directly comparable IFRS measure.

In addition, the following tables set out the information supporting the per share calculation Shareholders’ Equity:

Reconciliation of Shareholders’ Equity per share (In thousands of dollars, except per share amounts - unaudited)	As at	As at
	February 28	November 30
	2022	2021
	\$	\$
Shareholders’ Equity	162,640	160,948
Shareholders’ Equity per share	18.99	18.80
Number of share outstanding (thousands)	8,563	8,563

BUSINESS OVERVIEW

Goodfellow Inc. is a diversified manufacturer of value-added lumber products, as well as a wholesale distributor of building material and floor coverings. Goodfellow Inc. has 9 processing plants and 13 distribution centres from coast-to-coast in Canada, as well as 1 distribution centre in the USA and 1 in the United Kingdom. The Company services customers in the commercial and residential sectors through lumber yard retailer networks, manufacturers, industrial and infrastructure project partners, and floor covering specialists.

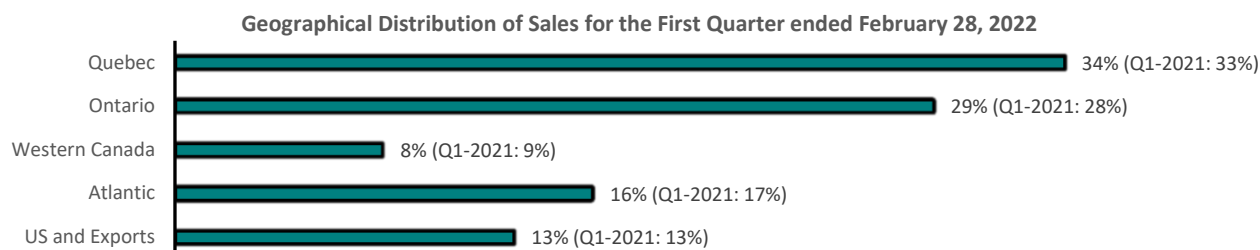
COMPARISON FOR THE THREE MONTHS ENDED FEBRUARY 28, 2022 AND 2021

(In thousands of dollars, except per share amounts)

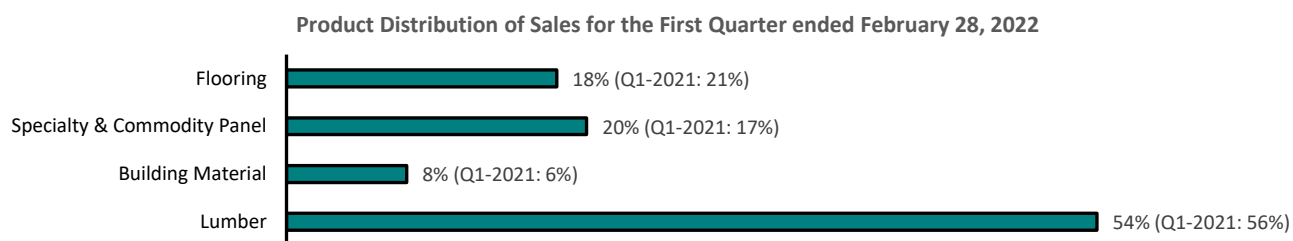
HIGHLIGHTS FOR THE THREE MONTHS ENDED FEBRUARY 28, 2022 AND 2021	Q1-2022	Q1-2021	Variance
	\$	\$	%
Sales	129,365	119,433	+8.3
Earnings before income taxes	7,107	5,234	+35.8
Net earnings	5,117	3,769	+35.8
Net earnings per share – Basic and Diluted	0.60	0.44	+36.4
Net cash flow from Operating Activities excluding impact of changes in non-cash working capital, income tax paid and interest paid ⁽¹⁾	9,112	7,354	+23.9
Net cash flow from Operating Activities	(40,803)	(2,334)	-1,648.2
EBITDA ⁽¹⁾	9,446	7,603	+24.2

(1) Non-IFRS financial measure – refer to section “Non-IFRS Financial Measures” for more information and a reconciliation to the most directly comparable IFRS measure.

Sales in Canada during the first quarter of 2022 increased 8% compared to last year due to an increase in sales of all the product categories except for flooring products. Quebec sales increased 15% due to an increase in sales of specialty and commodity panels, building material and lumber products. Sales in Ontario increased 11% mainly due to an increase in sales of specialty and commodity panels, building material and lumber products. Sales in Western Canada decreased 10% due to a decrease in sales of flooring products. Atlantic region sales increased 2% due to an increase in sales of specialty and commodity panels but offset by a decrease in sales of lumber and building material products.



Sales in the United States for the first quarter of 2022 increased 21% on a Canadian dollar basis compared to last year mostly due to an increase in sales of specialty and commodity panel and lumber products. On US dollar basis, US denominated sales increased 22% compared to last year. Finally, export sales decreased 8% during the first quarter of 2022 compared to last year mostly due to a decrease in sales of lumber products and specialty and commodity panels.



In terms of the distribution of sales by product, all product categories increased their sales except for flooring products. Flooring sales during the first quarter of 2022 decreased 7% compared to last year. Specialty and commodity panel sales increased 25% compared to last year. Building material sales increased 37% compared to last year. Finally, lumber sales increased 6% compared to last year.

Cost of Goods Sold

Cost of goods sold during the first quarter of 2022 was \$101.3 million compared to \$94.0 million last year. Cost of goods sold increased 7.7% compared to last year. Total freight outbound cost increased 10.6% compared to last year. Gross profits were \$28.1 million compared to \$25.4 million last year. Gross profits increased 10.5% compared to last year. Gross margins were 21.7% for the three months ended February 28, 2022 (21.3% last year). Gross profit and Gross margins are non-IFRS financial measures. See section “Non-IFRS Financial Measures” for more information. Gross profit is calculated as sales less cost of goods sold. Gross margin is calculated Gross profit over sales. The table below contains a reconciliation of Gross profit to sales.

Reconciliation of Gross profit

(In thousands of dollars, except Gross margins as %)

	For the three months ended	
	February 28 2022	February 28 2021
	\$	\$
Sales	129,365	119,433
Cost of goods sold	101,256	93,992
Gross profit	28,109	25,441
Gross margins	21.7%	21.3%

Selling, Administrative and General Expenses

Selling, Administrative and General Expenses during the first quarter of 2022 was \$20.4 million compared to \$19.6 million last year. Selling, Administrative and General Expenses increased 4.1% compared to last year.

Net Financial Costs

Net financial costs during the first quarter of 2022 were \$0.6 million (same last year). The average Canadian prime rate remained stable at 2.45% (same last year). The average US prime rate remained stable at 3.25% (same last year).

SUMMARY OF THE LAST EIGHT MOST RECENTLY COMPLETED QUARTERS

(In thousands of dollars, except per share amounts - unaudited)

	May-2021	Aug-2021	Nov-2021	Feb-2022
	\$	\$	\$	\$
Sales	185,525	167,953	143,035	129,365
Net earnings	13,976	10,039	10,052	5,117
Net earnings per share	1.63	1.17	1.18	0.60

	May-2020	Aug-2020	Nov-2020	Feb-2021
	\$	\$	\$	\$
Sales	103,763	138,843	122,641	119,433
Net earning	3,399	6,696	5,776	3,769
Net earnings per share	0.40	0.78	0.67	0.44

As indicated above, our results over the past eight quarters follow a seasonal pattern with sales activities traditionally higher in the second and third quarters. In the second quarter of 2021, revenue was unusually high compared to the second quarter of 2020 due to increasing sales prices.

STATEMENT OF FINANCIAL POSITION**Total assets**

Total assets at February 28, 2022 were \$275.6 million compared to \$237.6 million as at November 30, 2021. Cash at February 28, 2022 was \$3.0 million compared to \$4.3 million as at November 30, 2021. Trade and other receivables at February 28, 2022 was \$71.1 million (\$63.2 million as at November 30, 2021). Income tax receivable was \$2.7 million compared to nil as at November 30, 2021. Inventories at February 28, 2022 was \$129.3 million compared to \$109.8 million as at November 30, 2021. Prepaid expenses at February 28, 2022 was \$12.5 million (\$4.2 million as at November 30, 2021). Defined benefit plan asset was \$10.4 million at February 28, 2022 compared to \$10.4 million as at November 30, 2021. Other assets were \$0.8 million at February 28, 2022 (same as at November 30, 2021).

Property, plant, equipment, intangible and right-of-use assets

Property, plant and equipment at February 28, 2022 was \$29.9 million compared to \$30.0 million as at November 30, 2021. Capital expenditures during the first quarter of 2022 amounted to \$0.4 million compared to \$0.2 million for the same period last year. Property, plant and equipment capitalized during the first quarter of 2022 mainly included buildings, yard equipment, computers and rolling stock. Intangible assets at February 28, 2022 was \$2.5 million compared to \$2.7 million as at November 30, 2021. Right-of-use assets at February 28, 2022 was \$13.4 million (\$12.3 million as at November 30, 2021). Depreciation of property, plant, equipment, intangible, and right-of-use assets during the first quarter of 2022 amounted to \$1.8 million (same for the same period last year).

Total liabilities

Total liabilities at February 28, 2022 were \$112.9 million compared to \$76.6 million as at November 30, 2021. Bank indebtedness was \$50.4 million compared to \$9.2 million as at November 30, 2021. Trade and other payables at February 28, 2022 was \$37.6 million compared to \$37.9 million as at November 30, 2021. Income taxes payable was nil at February 28, 2022 compared to \$9.0 million as at November 30, 2021. Provision at February 28, 2022 was \$2.2 million (\$2.1 million as at November 30, 2021). Dividend payable at February 28, 2022 was \$3.4 million (nil as at November 30, 2021). Lease liabilities at February 28, 2022 were \$16.2 million compared to \$15.2 million as at November 30, 2021. Deferred income taxes at February 28, 2022 was \$3.2 million (same as at November 30, 2021).

Shareholders' Equity

Total Shareholders' Equity at February 28, 2022 was \$162.6 million compared to \$160.9 million as at November 30, 2021. The Company generated a return on Shareholders' Equity of 12.6% at February 28, 2022 compared to 23.5% as at November 30, 2021. The share price closed at \$13.88 per share on February 28, 2022 (\$9.56 on November 30, 2021). The Shareholders' Equity per share at February 28, 2022 was \$18.99 per share ⁽¹⁾ compared to \$18.80 per share ⁽¹⁾ as at November 30, 2021. Share capital was \$9.4 million at February 28, 2022 (same as at November 30, 2021).

(1) Supplementary financial measure – refer to section “Non-IFRS Financial Measures” for more information.

The following dividends were declared and paid by the Company:

2022					2021				
Declared					Declared				
	Record date	Per share	Amount	Payment date		Record date	Per share	Amount	Payment date
		\$	\$				\$	\$	
Quarter 1	Mar 4, 2022	0.40	3,425	Mar 18, 2022		Mar 5, 2021	0.30	2,569	Mar 19, 2021
		0.40	3,425				0.30	2,569	
Quarter 4						Nov 5, 2021	0.30	2,569	Nov 19, 2021
							0.60	5,138	

The Company is continually assessing its declaration of dividend in the context of overall profitability, cash flows, capital requirements, general economic conditions, and other business needs.

LIQUIDITY AND CAPITAL RESOURCES

Financing

In May 2021, the Company renewed its credit agreement with its present lenders, two chartered Canadian banks. The credit agreement has a maximum revolving operating facility of \$90 million maturing in May 2024. In addition, an accordion of \$10 million is available once per fiscal year for a maximum of 150 days only. Funds advanced under these credit facilities bear interest at the prime rate plus a premium and are secured by first ranking security on the universality of the movable and immovable property of the Company. As at February 28, 2022, the Company was compliant with its financial covenants. As at February 28, 2022, under the credit agreement, the Company was using \$34.0 million of its facility compared to \$2.0 million as at November 30, 2021. As at February 28, 2022, the Company has \$0.8 million of issued letters of credits which reduces the availability of its facility compared to \$0.9 million as at November 30, 2021.

The Company's business follows a seasonal pattern with sales activities traditionally higher in the second and third quarter. As a result, cash flow requirements are generally higher during these periods. The current facility is considered by management to be adequate to support its current forecasted cash flow requirements. Source of funding and access to capital is disclosed in detail under LIQUIDITY AND RISK MANAGEMENT IN THE CURRENT ECONOMIC CONDITIONS.

Cash Flow

Net cash flow from operating activities for the first quarter of fiscal 2022 was \$(40.8) million compared to \$(2.3) million last year. Financing activities during the first quarter of 2022 was \$30.8 million compared to \$1.7 million last year. Investing activities during the first quarter of 2022 was \$(0.4) million compared to \$(0.2) million last year (See Property, plant, equipment, intangible and right-of use assets for more details).

LIQUIDITY AND RISK MANAGEMENT IN THE CURRENT ECONOMIC CONDITIONS

The Company's objectives are as follows:

1. Maintain financial flexibility in order to preserve its ability to meet financial obligations;
2. Maintain a low Debt-to-capitalization ratio to preserve its capacity to pursue its organic growth strategy;
3. Maintain financial ratios within covenants requirements;
4. Provide an adequate return to its shareholders.

The Company defines its capitalization as shareholders' Equity and debt. Shareholders' Equity includes the amount of paid-up capital in respect of all issued and fully paid common shares together with the retained earnings, calculated on a consolidated basis in accordance with IFRS. Debt includes bank indebtedness reduced by the amounts of cash and cash equivalents. Capitalization represents the sum of debt and Shareholders' Equity.

The Company manages its capital and makes adjustments to it in the light of changes in economic conditions and the risk characteristics of the underlying assets. In order to maintain or adjust its capital, the Company may adjust the amount of dividends paid to shareholders, issue new shares or repurchase shares under a normal course issuer bid, acquire or sell assets to improve its financial performance and flexibility or return capital to shareholders. The Company's primary uses of capital are to finance increases in non-cash working capital and capital expenditures for capacity expansion. The Company currently funds these requirements out of its internally generated cash flows and credit facilities. The Company's financial objectives and strategy remain substantially unchanged.

The Company is subject to certain covenants on its credit facilities. The covenants include a Debt-to-capitalization ratio and an Interest coverage ratio. The Company monitors the ratios on a monthly basis. The Company currently complies with all externally imposed capital requirements.

Other than the covenants required for the credit facilities, the Company is not subject to any externally imposed capital requirements. The Company believes that all its ratios are within reasonable limits, in light of the relative size of the Company and its capital management objectives.

As at February 28, 2022, 2021 and November 30, 2021, the Company achieved the following results regarding its capital management objectives:

	As at February 28 2022	As at November 30 2021	As at February 28 2021
Capital management			
Debt-to-capitalization ratio	22.7%	3.5%	20.2%
Interest coverage ratio	26.8	26.2	16.9
Return on Shareholders' Equity	12.6%	23.5%	12.3%
Current ratio	2.2	2.9	2.0
EBITDA (in thousands of dollars) ⁽¹⁾	\$9,446	\$60,531	\$7,603

(1) Non-IFRS financial measure – refer to section “Non-IFRS Financial Measures” for more information and a reconciliation to the most directly comparable IFRS measure.

These measures are not prescribed by IFRS and are defined by the Company as follows:

- Debt-to-capitalization ratio represents debt over total Shareholders' Equity, expressed as a percentage. Debt is defined as bank indebtedness less cash and cash equivalents. Capitalization is debt plus Shareholders' Equity. This ratio excludes lease liabilities under IFRS 16 to conform to the bank's covenant requirement.
- Interest coverage ratio represents the EBITDA during the period for which the calculation is made over interest expenses for the same period on a consolidated basis, calculated on a rolling four-quarter basis. This ratio excludes interest expense related to lease liabilities under IFRS 16 to conform to the bank's covenant requirement.
- Return on Shareholders' Equity is the net earnings (loss) divided by Shareholders' Equity, expressed as a percentage.
- Current ratio is total current assets divided by total current liabilities.
- EBITDA represents earnings before income taxes, net financial costs, depreciation of property, plant and equipment and amortization.

Cost Structure, Working Capital Requirements

At February 28, 2022, the Company's Debt-to-capitalization ratio stood at 22.7% compared to 3.5% as at November 30, 2021.

For further information, the principal risk factors to which the Company is exposed are described in the Management's Report contained in its Annual Report for the year ended November 30, 2021 as well as in the 2021 Annual Information Form available on SEDAR (www.sedar.com).

FINANCIAL COMMITMENTS AND CONTINGENCIES

Obligations	Payments due by period (in thousands of dollars) - undiscounted				
	Total	Less than 1 year	2 – 3 Years	4 – 5 Years	After 5 years
Lease liability obligations	20,640	5,344	8,320	4,141	2,835
Purchase obligations	641	641	-	-	-
Total obligations	21,281	5,985	8,320	4,141	2,835

Contingent liabilities

During the normal course of business, certain product liability and other claims have been brought against the Company and, where applicable, its suppliers. While there is inherent difficulty in predicting the outcome of such matters, management has vigorously contested the validity of these claims, where applicable, and based on current knowledge, believes that they are without merit and does not expect that the outcome of any of these matters, in consideration of insurance coverage maintained, or the nature of the claims, individually or in the aggregate, would have a material adverse effect on the consolidated financial position, results of operations or future earnings of the Company.

RISKS AND UNCERTAINTIES

The risks and uncertainty factors affecting the Company in the future remain substantially unchanged from those included in the Company's Annual MD&A contained in its 2021 Annual report. Only those factors with variability components are described below:

Dependence on Major Customers

The Company does not have long-term contracts with any of its customers. Distribution agreements are usually awarded annually and can be revoked. Only one major customer exceeds 10% of total Company sales during the first quarter of 2022 (same last year).

The following represents the total sales consisting primarily of various wood products of the major customer:

	For the three months ended			
(in thousands of dollars)	February 28, 2022		February 28, 2021	
	\$	%	\$	%
Sales to the major customer that exceeded 10% of total Company's sales	18,504	14.3	19,773	16.6

The loss of any major customer could have a material effect on the Company's results, operations and financial position. The carrying amounts of financial assets represent the maximum credit exposure.

FINANCIAL INSTRUMENTS AND OTHER INSTRUMENTS

The financial instruments and other instruments remain substantially unchanged from those included in the Company's Annual MD&A contained in its 2021 Annual report. Only those factors with variability components are described below:

The following are the contractual maturities of financial liabilities as at February 28, 2022:
(in thousands of dollars)

Financial Liabilities				
	Carrying Amount	Contractual cash flows	0 to 12 Months	12 to 36 Months
Bank indebtedness	50,440	50,440	50,440	-
Trade and other payables	37,590	37,590	37,590	-
Dividend payable	3,425	3,425	3,425	-
Total financial liabilities	91,455	91,455	91,455	-

The following are the contractual maturities of financial liabilities as at November 30, 2021:
(in thousands of dollars)

Financial Liabilities				
	Carrying Amount	Contractual cash flows	0 to 12 Months	12 to 36 Months
Bank indebtedness	9,246	9,246	9,246	-
Trade and other payables	37,897	37,897	37,897	-
Total financial liabilities	47,143	47,143	47,143	-

Interest Rate Risk

The Company uses a credit facility to finance working capital requirements. The interest cost of this facility is dependent upon Canadian and US bank prime rates as well as the Company's Debt-to-capitalization ratio. The profitability of the Company could be adversely affected with increases in the bank prime rate. Management does not believe that the impact of interest rate fluctuations will be significant on its operating results. A 1% fluctuation of interest rate on the \$50.4 million as at February 28, 2022 (\$9.2 million as at November 30, 2021) in bank indebtedness would impact interest expense annually by \$0.5 million as at February 28, 2022 (\$0.1 million as at November 30, 2021).

Currency Risk

Certain valuation risks exist depending on the performance of the Canadian dollar compared to the U.S. dollar, Euro and the Pound sterling. From time-to-time, the Company could enter into forward exchange contracts to hedge certain accounts payable and certain future purchase commitments denominated in U.S. dollars, Euros and Pound sterling. During the three months ended February 28, 2022, the Company did not use foreign exchange contracts to mitigate its effect on sales and purchases. Consequently, as at February 28, 2022 there were no outstanding foreign exchange contracts. A fluctuation in the Canadian dollar of 5% in relation to foreign currencies would not have a significant effect on the Company's net earnings.

As at February 28, 2022, the Company had the following currency exposure on:

Financial assets and liabilities measured at amortized costs

(in thousands of dollars)

	USD	GBP	Euro
Cash	1,401	268	8
Bank indebtedness	(2,549)	-	-
Trade and other receivables	6,817	119	(2)
Trade and other payables	(4,972)	(14)	(416)
Net exposure	697	373	(410)
CAD exchange rate as at February 28, 2022	1.2675	1.7012	1.4220
Impact on net earnings based on a fluctuation of 5% on CAD	32	23	(21)

As at November 30, 2021, the Company had the following currency exposure on:

Financial assets and liabilities measured at amortized costs

(in thousands of dollars)

	USD	GBP	Euro
Cash	2,317	275	88
Bank indebtedness	(1,993)	-	-
Trade and other receivables	7,196	63	93
Trade and other payables	(3,450)	(10)	(337)
Net exposure	4,070	328	(155)
CAD exchange rate as at November 30, 2021	1.2779	1.6993	1.4490
Impact on net earnings based on a fluctuation of 5% on CAD	187	20	(8)

Credit Risk

The Company is exposed to credit risks from customers. As a result of having a diversified customer mix, this risk is alleviated by minimizing the amount of exposure the Company has to any one customer. Additionally, the Company has a system of credit management to mitigate the risk of losses due to insolvency or bankruptcy of its customers. It also utilizes credit insurance to reduce the potential for credit losses. Finally, the Company has adopted a credit policy that defines the credit conditions to be met by its customers, and specific credit limit for each customer is established and regularly revised. Based on historical payment behaviour and current credit information and experience available, the Company believes that, apart from provision for doubtful accounts recorded, no impairment allowance is necessary in respect of trade receivables that are current or past due. The Company does not have long-term contracts with any of its customers. Distribution agreements are usually awarded annually and can be revoked. In its assessment of the loss allowance for credit losses as at February 28, 2022, the Company considered the economic impact of the COVID-19 pandemic on its assessment. This was not considered to be significant.

The following table presents information on credit risk exposure and expected credit losses related to trade accounts receivable:

(in thousands of dollars)

	As at February 28 2022	As at November 30 2021	As at February 28 2021
	\$	\$	\$
Current	69,897	57,966	64,656
31 - 60 days past due	612	3,131	2,571
61 - 90 days past due	135	1,079	1,295
91 - 120 days past due	49	158	852
Over 120 days past due	559	921	746
	71,252	63,255	70,120
Loss allowance	(251)	(170)	(121)
Balance, end of period	71,001	63,085	69,999

As at February 28, 2022, expected credit losses are limited to \$251 thousand and therefore, the expected credit losses by trade accounts receivable aging have not been presented separately in the table above.

Fair Value

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value is based on available public market information or, when such information is not available, is estimated using present value techniques and assumptions concerning the amount and timing of future cash flows and discount rates which factor in the appropriate level of risk for the instrument. The estimated fair values may differ in amount from that which could be realized in an immediate settlement of the instruments. The carrying amounts of cash, trade and other receivables, bank indebtedness, trade and other payables and lease liabilities approximate their fair values.

RELATED PARTY TRANSACTIONS

The related party transactions remain substantially unchanged from those included in the Company's Annual MD&A contained in its 2021 Annual report.

CRITICAL ACCOUNTING ESTIMATES

The critical accounting estimates remain substantially unchanged from those included in the Company's Annual MD&A contained in its 2021 Annual report.

SIGNIFICANT ACCOUNTING POLICIES

The Company's significant accounting policies applied in the Company's interim financial statements are the same as those described in Note 3 contained in its 2021 Annual consolidated financial statements.

DISCLOSURE OF OUTSTANDING SHARE DATA

At February 28, 2022, there were 8,562,554 common shares issued (same at November 30, 2021 and February 28, 2021). The Company has authorized an unlimited number of common shares to be issued, without par value. At April 13, 2022, there were 8,562,554 common shares outstanding.

OUTLOOK

Issues with logistics, transport and freight are expected to continue to increase costs and cause havoc in the entire supply chain of raw materials used in the manufacturing of value-added wood products. Close attention is being paid to commodity prices as they have steadily increased and a correction is to be expected, however the timing will be difficult to predict. While consumer spending is expected to uptick in Q2 and Q3 related to seasonal levels, inflation and easing of travel restrictions will put downward pressure in the long-term.

COVID-19

The duration and impact of the COVID-19 pandemic on the Company are unknown at this time. As such, it is not possible to reliably estimate the length and severity of the COVID-19's related impacts on the financial results and operations of the Company. The Company continues to closely monitor the situation as it evolves day-to-day and may take further actions in response to the directives of the government and public health authorities or that are in the best interests of its colleagues, customers, suppliers or other stakeholders, as necessary. The Company has already taken and will continue to take swift actions to mitigate the effects of COVID-19 on its day-to-day business operations, with the best interests of its employees, customers, suppliers and other stakeholders at the crux of every action taken.

These changes and any additional changes in operations in response to COVID-19 could materially impact financial results and may include temporary closures of facilities, temporary or long-term labour shortages or disruptions, temporary or long-term impacts on supply chains and distribution channels, temporary or long-term restrictions on cross-border commerce and travel, greater currency volatility, and increased risks to IT systems, networks and digital services. Uncertain economic conditions resulting from the COVID-19 outbreak may, in the short or long term, adversely impact operations and the financial performance of the Company. The spread of COVID-19 has caused an economic slowdown and increased volatility in financial markets. Governments and central banks have responded with monetary and fiscal interventions intended to stabilize economic conditions. However, it is not currently known how these interventions will impact debt and equity markets or the economy generally. Although the ultimate impact of COVID-19 on the global economy and its duration remains uncertain, disruptions caused by COVID-19 may adversely affect the performance of the Company. Uncertain economic conditions resulting from the COVID-19 outbreak may, in the short or long term, adversely impact demand for the Company's products and/or the debt and equity markets, both of which could adversely affect the Company's financial performance. Governmental interventions aimed at containing COVID-19 could also impact the Company's available workforce, its supply chain and distribution channels and/or its ability to engage in cross-border commerce, which could in turn adversely affect the operations or financial performance of the Company.

CERTIFICATION

Disclosure Controls

Management is responsible for establishing and maintaining a system of disclosure controls and procedures to provide reasonable assurance that all material information relating to the Company and its subsidiaries is gathered and reported to senior management on a timely basis so that appropriate decisions can be made regarding public disclosure.

Procedures and Internal Controls Over Financial Reporting

Management is responsible for establishing and maintaining adequate internal controls over financial reporting to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial reports for external purposes in accordance with IFRS.

In designing such controls, it should be recognized that due to inherent limitations, any controls, no matter how well designed and operated, can provide only reasonable assurance of achieving the desired control objectives and may not prevent or detect misstatements. Projections of any evaluations of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate. Additionally, management is required to use judgment in evaluating controls and procedures.

There has been no change in the Company's internal control over financial reporting that occurred during the three months ended February 28, 2022 that has materially affected, or is reasonably likely to materially affect, the Company's internal control over financial reporting.

Delson, April 13, 2022



Patrick Goodfellow
President and Chief Executive Officer



Charles Brisebois, CPA, CMA
Chief Financial Officer