

**EVERTZ TECHNOLOGIES LIMITED**  
**MANAGEMENT’S DISCUSSION AND ANALYSIS**  
**For the Third Quarter ended January 31, 2022**

The following Management’s Discussion and Analysis is a review of results of the operations and the liquidity and capital resources of the Company. It should be read in conjunction with the selected consolidated financial information and other data and the Company’s consolidated financial statements and the accompanying notes contained on SEDAR. The consolidated financial statements of the Company are prepared in accordance with International Financial Reporting Standards (“IFRS”) and are presented in Canadian dollars. The fiscal year of the Company ends on April 30 of each year. Certain information contained herein is forward-looking and based upon assumptions and anticipated results that are subject to risks, uncertainties and other factors. Should one or more of these uncertainties materialize or should the underlying assumptions prove incorrect, actual results may vary significantly from those expected.

**FORWARD-LOOKING STATEMENTS**

The report contains forward-looking statements reflecting Evertz’s objectives, estimates and expectations. Such forward-looking statements use words such as “may”, “will”, “expect”, “believe”, “anticipate”, “plan”, “intend”, “project”, “continue” and other similar terminology of a forward-looking nature or negatives of those terms.

Although management of the Company believes that the expectations reflected in such forward-looking statements are reasonable, all forward-looking statements address matters that involve known and unknown risks, uncertainties and other factors. Accordingly, there are or will be a number of significant factors which could cause the Company’s actual results, performance or achievements, or industry results to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements.

The report is based on information available to management on March 8, 2022.

**OVERVIEW**

Evertz is a leading solutions provider to the television broadcast, telecommunications and new-media industries. Founded in 1966, Evertz is a leading supplier of software, equipment and technology solutions to content creators, broadcasters, specialty channels and television service providers. Evertz designs, manufactures and markets video and audio infrastructure solutions for the production, post-production and transmission of television content. The Company’s solutions are purchased by content creators, broadcasters, specialty channels and television service providers to support their increasingly complex multi-channel digital and high definition television (“HDTV/Ultra HD”) and next generation high bandwidth low latency IP network environments and by telecommunications and new-media companies. The Company’s products allow its customers to generate additional revenue while reducing costs through efficient signal routing, distribution, monitoring and management of content as well as the automation and orchestration of more streamlined and agile workflow processes on premise and in the “Cloud”.

The Company made early research and development investments to establish itself as the leading supplier to the broadcast industry addressing the ongoing technical transition to IP and IT based production, workflow and distribution systems helping to create more efficient and agile workflows enabling the proliferation of high quality video emerging Ultra HD, High Dynamic range initiatives. The Company has maintained its track record of rapid innovation; is a leader in the expanding Internet Protocol Television (“IPTV”) market and a leader in Software Defined Video Network (“SDVN”) technology. The Company

is committed to maintaining its leadership position, and as such, a significant portion of the Company's staff is focused on research and development to ensure that the Company's products are at the forefront of the industry. This commitment contributes to the Company being consistently recognized as a leading broadcast and video networking industry innovator by its customers.

## **QUARTER END HIGHLIGHTS**

Revenue was \$120.6 million for the third quarter ended January 31, 2022; an increase of \$27.8 million or 30%, when compared to \$92.8 million for the same period ended January 31, 2021.

For the third quarter ended January 31, 2022, net earnings were \$21.6 million, an increase from \$10.4 million for the third quarter ended January 31, 2021. Fully diluted earnings per share were \$0.28 an increase from \$0.13 in the third quarter ended January 31, 2021.

For the third quarter ended January 31, 2022, foreign exchange gain during the quarter was \$1.7 million, compared to a foreign exchange loss of \$5.3 million for the third quarter January 31, 2021.

Gross margin during the third quarter ended January 31, 2022 was 57.4% compared to 56.0% in the third quarter ended January 31, 2021.

Selling and administrative expenses for the third quarter ended January 31, 2022 was \$16.0 million as compared to the third quarter ended January 31, 2021 of \$11.7 million. As a percentage of revenue, selling and administrative expenses totaled 13.3% for the third quarter ended January 31, 2022 compared to 12.6% in the third quarter ended January 31, 2021.

Research and development expenses were \$26.0 million for the third quarter ended January 31, 2022 as compared to \$21.4 million for the third quarter ended January 31, 2021.

## Selected Consolidated Financial Information

(in thousands of dollars except earnings per share and share data)

	Three month period ended		Nine month period ended	
	January 31,		January 31,	
	2022	2021	2022	2021
Revenue	\$ 120,563	\$ 92,776	\$ 324,927	\$ 249,595
Cost of goods sold	51,351	40,793	137,952	105,729
Gross margin	69,212	51,983	186,975	143,866
Expenses				
Selling and administrative	16,015	11,734	44,745	36,426
General	1,167	817	3,537	2,609
Research and development	25,989	21,427	75,110	57,671
Investment tax credits	(3,235)	(3,931)	(9,041)	(10,100)
Share based compensation	690	2,268	3,658	3,578
Foreign exchange (gain) loss	(1,741)	5,344	(5,374)	9,750
	38,885	37,659	112,635	99,934
Earnings before undernoted	30,327	14,324	74,340	43,932
Finance income	17	77	237	621
Finance costs	(598)	(471)	(1,238)	(1,193)
Net loss on Investment in Associate	(426)	-	(1,024)	-
Other income and expenses	(422)	96	(236)	(431)
Earnings before income taxes	28,898	14,026	72,079	42,929
Provision for (recovery of) income taxes				
Current	5,840	2,423	19,482	10,910
Deferred	1,466	1,215	(867)	(132)
	7,306	3,638	18,615	10,778
Net earnings for the period	\$ 21,592	\$ 10,388	\$ 53,464	\$ 32,151
Net earnings attributable to non-controlling interest	342	116	676	346
Net earnings attributable to shareholders	21,250	10,272	52,788	31,805
Net earnings for the period	\$ 21,592	\$ 10,388	\$ 53,464	\$ 32,151
Earnings per share				
Basic	\$ 0.28	\$ 0.13	\$ 0.69	\$ 0.42
Diluted	\$ 0.28	\$ 0.13	\$ 0.69	\$ 0.42
Consolidated Balance Sheet Data			As at	As at
			January 31, 2022	April 30, 2021
Cash and cash equivalents	\$	29,792	\$	108,771
Inventory	\$	175,481	\$	152,699
Working capital	\$	157,300	\$	214,515
Total assets	\$	422,890	\$	451,793
Shareholders' equity	\$	229,846	\$	292,734
Number of common shares outstanding:				
Basic		76,229,696		76,284,366
Fully-diluted		81,626,696		82,169,366
Weighted average number of shares outstanding:				
Basic		76,278,158		76,357,895
Fully-diluted		76,537,614		76,403,894

## REVENUE AND EXPENSES

### Revenue

#### Consolidated Statement of Operations Data

(in thousands of dollars except earnings per share and share data)

	Three month period ended January 31,		Nine month period ended January 31,	
	2022	2021	2022	2021
Revenue	100.0%	100.0%	100.0%	100.0%
Cost of goods sold	42.6%	44.0%	42.5%	42.4%
Gross margin	57.4%	56.0%	57.5%	57.6%
Expenses				
Selling and administrative	13.3%	12.6%	13.8%	14.6%
General	1.0%	0.9%	1.1%	1.0%
Research and development	21.5%	23.1%	23.1%	23.1%
Investment tax credits	(2.7%)	(4.2%)	(2.8%)	(4.0%)
Share based compensation	0.6%	2.4%	1.1%	1.4%
Foreign exchange (gain) loss	(1.5%)	5.8%	(1.6%)	3.9%
	32.2%	40.6%	34.7%	40.0%
Earnings before undernoted	25.2%	15.4%	22.8%	17.6%
Finance income	0.0%	0.1%	0.1%	0.3%
Finance costs	(0.5%)	(0.5%)	(0.4%)	(0.5%)
Loss on Investment in Associate	(0.3%)	-	(0.2%)	-
Other income and expenses	(0.4%)	0.1%	(0.1%)	(0.2%)
Earnings before income taxes	24.0%	15.1%	22.2%	17.2%
Provision for (recovery) of income taxes				
Current	4.9%	2.6%	6.0%	4.4%
Deferred	1.2%	1.3%	(0.3%)	(0.1%)
	6.1%	3.9%	5.7%	4.3%
Net earnings for the period	17.9%	11.2%	16.5%	12.9%
Net earnings attributable to non-controlling interest	0.3%	0.1%	0.2%	0.1%
Net earnings attributable to shareholders	17.6%	11.1%	16.3%	12.8%
Net earnings for the period	17.9%	11.2%	16.5%	12.9%
Earnings per share:				
Basic	\$ 0.28	\$ 0.13	\$ 0.69	\$ 0.42
Diluted	\$ 0.28	\$ 0.13	\$ 0.69	\$ 0.42

The Company generates revenue principally from the sale of software, equipment, and technology solutions to content creators, broadcasters, specialty channels, television service providers, government and corporate.

The Company markets and sells its products and services through both direct and indirect sales strategies. The Company's direct sales efforts focus on large and complex end-user customers. These customers have long sales cycles typically ranging from four to eight months before an order may be received by the Company for fulfillment.

The Company monitors revenue performance in two main geographic regions: (i) United States/Canada and (ii) International.

The Company currently generates approximately 60% to 70% of its revenue in the United States/Canada. The Company recognizes the opportunity to more aggressively target markets in other geographic regions and intends to invest in personnel and infrastructure in those markets.

While a significant portion of the Company's expenses are denominated in Canadian dollars, the Company collects substantially all of its revenues in currencies other than the Canadian dollar and therefore has significant exposure to fluctuations in foreign currencies, in particular the US dollar. Approximately 70% to 80% of the Company's revenues are denominated in US dollars.

### **Revenue**

(In thousands of Canadian dollars, except for percentages)	Three month period ended			% increase (decrease)	Nine month period ended		
	January 31,				January 31,		
	2022	2021			2022	2021	
United States/Canada	\$ 78,866	\$ 56,262	40%	\$ 221,512	\$ 159,104	39%	
International	41,697	36,514	14%	103,415	90,491	14%	
	\$ 120,563	\$ 92,776	30%	\$ 324,927	\$ 249,595	30%	

Total revenue for the third quarter ended January 31, 2022 was \$120.6 million, an increase of \$27.8 million or 30% as compared to revenue of \$92.8 million for the third quarter ended January 31, 2021.

Total revenue for the nine month period ended January 31, 2022 was \$324.9 million, an increase of \$75.3 million or 30% as compared to revenue of \$249.6 million for the nine month period ended January 31, 2021. The increase in revenue is due to projects coming online and a general increase in activity compared to the prior year.

Revenue in the United States/Canada region was \$78.9 million for the third quarter ended January 31, 2022, an increase of \$22.6 million or 40% when compared to revenue of \$56.3 million for the third quarter ended January 31, 2021.

Revenue in the United States/Canada region was \$221.5 million for the nine month period ended January 31, 2022, an increase of \$62.4 million or 39% when compared to revenue of \$159.1 million for the nine month period ended January 31, 2021.

Revenue in the International region was \$41.7 million for the third quarter ended January 31, 2022, an increase of \$5.2 million or 14% as compared to revenue of \$36.5 million for the third quarter ended January 31, 2021.

Revenue in the International region was \$103.4 million for the nine month period ended January 31, 2022, an increase of \$12.9 million or 14% as compared to revenue of \$90.5 million for the nine month period ended January 31, 2021.

### **Cost of Sales**

Cost of sales consists primarily of costs of manufacturing and assembly of products. A substantial portion of these costs is represented by components and compensation costs for the manufacture and assembly of products as well as inventory obsolescence and write-offs. Cost of sales also includes related overhead, certain depreciation, final assembly, quality assurance, inventory management and support costs. Cost of sales also includes the costs of providing services to clients, primarily the cost of service-related personnel.

### **Gross Margin**

(In thousands of Canadian dollars, except for percentages)	Three month period ended			% increase (decrease)	Nine month period ended		
	January 31,				January 31,		
	2022	2021			2022	2021	
Gross margin	\$ 69,212	\$ 51,793	33%	\$ 186,975	\$ 143,866	30%	
Gross margin % of sales	57.4%	56.0%		57.5%	57.0%		

Gross margin for the third quarter ended January 31, 2022 was \$69.2 million, compared to \$51.8 million for the third quarter ended January 31, 2021. As a percentage of revenue, the gross margin was 57.4% for the third quarter ended January 31, 2022 compared to 56.0% for the third quarter ended January 31, 2021.

Gross margin for the nine month period ended January 31, 2022 was \$187.0 million, compared to \$143.9 million for the nine month period ended January 31, 2021. As a percentage of revenue, the gross margin was 57.5% for the nine month period ended January 31, 2022 compared to 57.0% for the nine month period ended January 31, 2021.

Gross margins vary depending on the product mix, manufacturing volumes, geographic distribution, competitive pricing pressures and currency fluctuations. During fiscal 2022, a global supply chain disruption, including a global semi conductor chip shortage has caused the Company to experience unstable procurement capabilities leading to increased lead times and increased component costs. The Company has taken proactive steps to minimize the impact, resulting in \$17.5 million increase in raw materials since April 30, 2021. The pricing environment continues to also be very competitive with substantial discounting by our competition.

The Company expects that it will continue to experience competitive pricing pressures and increased lead time of components. The Company continually seeks to build its products more efficiently and enhance the value of its product and service offerings in order to reduce the risk of declining gross margin associated with the competitive environment.

### ***Operating Expenses***

The Company's operating expenses consist of: (i) selling, administrative and general; (ii) research and development and (iii) foreign exchange.

Selling expenses primarily relate to remuneration of sales and technical personnel. Other significant cost components include trade show costs, advertising and promotional activities, demonstration material and sales support. Selling and administrative expenses relate primarily to remuneration costs of related personnel, legal and professional fees, occupancy and other corporate and overhead costs. The Company also records certain depreciation and amortization charges as general expenses. For the most part, selling, and administrative expenses are fixed in nature and do not fluctuate directly with revenue. The Company has certain selling expenses that tend to fluctuate in regards to the timing of trade shows.

The Company invests in research and development to maintain its position in the markets it currently serves and to enhance its product portfolio with new functionality and efficiencies. Although the Company's research and development expenditures do not fluctuate directly with revenues, it monitors this spending in relation to revenues and adjusts expenditures when appropriate. Research and development expenditures consist primarily of personnel costs and material costs. Research and development expenses are presented on a gross basis (without deduction of research and development tax credits). Research and development tax credits associated with research and development expenditures are shown separately under research and development tax credits.

### ***Selling and Administrative***

(In thousands of Canadian dollars, except for percentages)	Three month period ended			% increase (decrease)	Nine month period ended			% increase (decrease)		
	January 31,		2021		January 31,		2021			
	2022	2021			2022	2021				
Selling and administrative	\$	16,015	\$	11,734	36%	\$	44,745	\$	36,426	23%
Selling and administrative % of sales		13.3%		12.6%			13.8%		14.6%	

Selling and administrative expenses excludes stock based compensation, depreciation and amortization of intangibles. Selling and administrative expenses for the third quarter ended January 31, 2022 were \$16.0 million or 13.3% of revenue, as compared to selling and administrative expenses of \$11.7 million or 12.6% of revenue for third quarter ended January 31, 2021. The increase of \$4.3 million includes a \$1.4 million increase in travel and promotion costs associated with increased selling activities and a \$1.8 million increase in net salary.

Selling and administrative expenses for the nine month period ended January 31, 2022 were \$44.7 million or 13.8% of revenue, as compared to selling and administrative expenses of \$36.4 million or 14.6% of revenue for the nine month period ended January 31, 2021. The increase of \$8.3 million includes a \$2.8 million increase in travel and promotion costs associated with increased selling activities and a \$3.7 million increase in net salary costs.

### ***Share Based Compensation***

In March 2016, the Company adopted a restricted share unit (RSU) plan to attract, motivate and compensate persons who are integral to the growth and success of the Company. During the nine month and three month periods ended January 31, 2022, share based compensation expense associated with the plan was \$2.4 million and \$0.3 million respectively, as compared to \$2.7 million and \$1.9 million for the nine month and three month periods ended January 31, 2021.

### ***Research and Development (R&D)***

(In thousands of Canadian dollars, except for percentages)	Three month period ended			Nine month period ended		
	January 31,		% increase (decrease)	January 31,		% increase (decrease)
	2022	2021		2022	2021	
Research and development expenses	\$ 25,989	\$ 21,427	21%	\$ 75,110	\$ 57,671	30%
Research and development % of sales	21.5%	23.1%		23.1%	23.1%	

Research and development expenses exclude stock based compensation but includes depreciation. For the third quarter ended January 31, 2022, gross R&D expenses were \$26.0 million, an increase of \$4.6 million or 21% as compared to an expense of \$21.4 million for the third quarter ended January 31, 2021. The increase of \$4.6 million includes a \$4.4 million increase in net salary costs.

For the nine month period ended January 31, 2022, gross R&D expenses were \$75.1 million, an increase of 30% or \$17.4 million as compared to an expense of \$57.7 million for the nine month period ended January 31, 2021. The increase of \$17.4 million includes a \$15.8 million increase in net salary costs.

### ***Investment Tax Credits***

For the third quarter ended January 31, 2022, investment tax credits were \$3.2 million compared to \$3.9 million in the third quarter ended January 31, 2021.

For the nine month period ended January 31, 2022, investment tax credits were \$9.0 million compared to \$10.0 million for the nine month period ended January 31, 2021. The decrease in investment tax credits during the nine month period is predominately a result of a successful appeal for a prior year.

### ***Foreign Exchange***

For the third quarter ended January 31, 2022, the foreign exchange gain was \$1.7 million, as compared to a foreign exchange loss for the third quarter ended January 31, 2021 of \$5.3 million. The current period

gain was predominantly driven by the increase in value of the US dollar against the Canadian dollar since October 31, 2021.

For the nine month period ended January 31, 2022, the foreign exchange gain was \$5.4 million, as compared to a foreign exchange loss for the nine month period ended January 31, 2021 of \$9.8 million. The current period gain was predominantly driven by the increase in value of the US dollar against the Canadian dollar since April 30, 2021.

### ***Investment in Associate, Finance Income, Finance Costs, Other Income and Expenses***

For the third quarter ended January 31, 2022, a loss of \$0.4 million was incurred in relation to the Company's share of losses in DDSports, Inc. an investment in an associate. For the third quarter ended January 31, 2022, finance income, finance costs, other income and expenses netted to a loss of less than \$1.0 million.

For the nine month period ended January 31, 2022, a loss of \$1.0 million was incurred in relation to the investment in an associate. For the nine month period end January 31, 2022, finance income, finance costs, other invoice and expenses netted to a loss of \$1.2 million.

## **LIQUIDITY AND CAPITAL RESOURCES**

Liquidity and Capital Resources			
(in thousands of dollars except ratios)			
Key Balance Sheet Amounts and Ratios:	As at		As at
	January 31, 2022		April 30, 2021
Cash and cash equivalents	\$	29,792	\$ 108,771
Working capital	\$	157,300	\$ 214,515
Long-term assets	\$	97,214	\$ 100,854
Days sales outstanding in accounts receivable		90	82

Statement of Cash Flow Summary	Three month period ended		Nine month period ended	
	January 31,		January 31,	
	2022	2021	2022	2021
Operating activities	\$ 8,262	\$ 10,297	\$ 47,186	\$ 67,426
Investing activities	\$ (703)	\$ (10,043)	\$ (3,662)	\$ (14,719)
Financing activities	\$ (15,721)	\$ (15,479)	\$ (122,544)	\$ (34,138)
Net decrease in cash	\$ (7,874)	\$ (15,979)	\$ (78,979)	\$ 19,038

### ***Operating Activities***

For the third quarter ended January 31, 2022, the Company generated cash from operations of \$8.3 million, compared to \$10.3 million cash generated for the third quarter ended January 31, 2021. Excluding the effects of the changes in non-cash working capital and current taxes, the Company generated cash from operations of \$28.6 million for the third quarter ended January 31, 2022 compared to \$16.4 million for the third quarter ended January 31, 2021.

For the nine month period ended January 31, 2022, the Company generated cash from operations of \$47.2 million, compared to \$67.4 million cash generated for the nine month period ended January 31, 2021. Excluding the effects of the changes in non-cash working capital and current taxes, the Company generated cash from operations of \$69.0 million for the nine month period ended January 31, 2022 compared to \$46.6 million for the nine month period ended January 31, 2021.

### ***Investing Activities***

The Company used cash from investing activities of \$0.7 million for the third quarter ended January 31, 2021 which was principally driven by the acquisition of capital assets of \$1.2 million.

The Company used cash from investing activities of \$3.7 million for the nine month period ended January 31, 2021 which was principally driven by the acquisition of capital assets of \$4.2 million.

### ***Financing Activities***

For the third quarter ended January 31, 2021, the Company used cash from financing activities of \$15.7 million, which was principally driven by dividends paid of \$13.7 million, \$1.0 million in principle payments on capitalized leases and \$0.7 million in the purchase of capital stock.

For the nine month period ended January 31, 2021, the Company used cash from financing activities of \$122.5 million, which was principally driven by dividends paid of \$117.5 million, including a special dividend of \$76.3 million, and \$3.3 million in principle payments on capitalized leases.

### **WORKING CAPITAL**

As at January 31, 2022, the Company had cash and cash equivalents of \$29.8 million, compared to \$108.8 million at April 30, 2021.

The Company had working capital of \$157.3 million as at January 31, 2022 compared to \$214.5 million as at April 30, 2021.

Notwithstanding the uncertainty surrounding the impact of the pandemic, the Company believes that the current balance in cash plus future cash flow from operations will be sufficient to finance growth and related investment and financing activities in the foreseeable future.

Day sales outstanding in accounts receivable were 90 days at January 31, 2022 as compared to 82 for April 30, 2021.

### **SHARE CAPITAL STRUCTURE**

Authorized capital stock consists of an unlimited number of common and preferred shares.

	<b>As at January 31, 2022</b>	<b>As at April 30, 2021</b>
Common shares	76,229,696	76,284,366
Stock options granted and outstanding	5,397,000	5,885,000

### **FINANCIAL INSTRUMENTS**

The Company's financial instruments consist of cash and cash equivalents, trade and other receivables, trade and other payables and long-term debt. Unless otherwise noted, it is management's opinion that the Company is not exposed to significant interest or credit risks arising from these financial instruments. The Company estimates the fair value of these instruments approximates the carrying values as listed below.

### ***Fair Values and Classification of Financial Instruments:***

The following summarizes the significant methods and assumptions used in estimating the fair values of financial instruments:

- I. Quoted prices (unadjusted) in active markets for identical assets or liabilities.
- II. Inputs other than quoted prices included in level I that are observable for the asset or liability, either directly or indirectly. Cash and cash equivalents, trade and other receivables, trade and other payables and long-term debt fair value measurements have been measured within level II.
- III. Inputs for the asset or liability that are not based on observable market data.

### **CONTRACTUAL OBLIGATIONS**

The following table sets forth the Company's contractual obligations as at January 31, 2022:

(In thousands)	Payments Due by Period					
	Total	Less than 1 Year	2-3 Years	4-5 Years	Thereafter	
Lease commitments	\$ 32,398	\$ 5,402	\$ 9,587	\$ 8,827	\$ 8,582	
Redemption Liabilities	3,057	-	3,057	-	-	
	\$ 35,455	\$ 5,402	\$ 12,644	\$ 8,827	\$ 8,582	

### **OFF-BALANCE SHEET FINANCING**

The Company does not have any off-balance sheet arrangements.

### **RELATED PARTY TRANSACTIONS**

In the normal course of business, we may enter into transactions with related parties. These transactions occur under market terms consistent with the terms of transactions with unrelated arms-length second parties. The Company continues to lease a premise from a company in which two shareholders' each indirectly hold a 16% interest, continues to lease a facility from a company in which two shareholders each indirectly hold a 20% interest, continues to lease three facilities for manufacturing where two shareholders indirectly own 100% interest, continues to lease a facility from a company in which two shareholders each indirectly own a 35% interest, and continues to lease a facility where two shareholders each indirectly own 46.6%.

### **SELECTED CONSOLIDATED QUARTERLY FINANCIAL INFORMATION**

The following table sets out selected consolidated financial information for each of the eight quarters ended January 31, 2021. In the opinion of management, this information has been prepared on the same basis as the audited consolidated financial statements. The operating results for any quarter should not be relied upon as any indication of results for any future period.

(In thousands)	Quarter Ending							
	2022	2021				2020		
(Unaudited)	Jan 31	Oct 31	July 31	Apr 30	Jan 31	Oct 31	July 31	Apr 30
Revenue	\$ 120,563	\$ 107,199	\$ 97,165	\$ 93,293	\$ 92,776	\$ 100,482	\$ 56,337	\$ 92,167
Cost of goods sold	51,351	46,122	40,479	37,735	40,793	40,823	24,113	40,114
Gross margin	\$ 69,212	\$ 61,077	\$ 56,686	\$ 55,558	\$ 51,983	\$ 59,659	\$ 32,224	\$ 52,053
Operating expenses	38,885	37,377	36,373	41,503	37,659	30,986	31,289	30,653
Earnings from operations	\$ 30,327	\$ 23,700	\$ 20,313	\$ 14,055	\$ 14,324	\$ 28,673	\$ 935	\$ 21,400
Non-operating income	(1,429)	(279)	(553)	1,138	(298)	(555)	(150)	(423)
Earnings before taxes	\$ 28,898	\$ 23,421	\$ 19,760	\$ 12,917	\$ 14,026	\$ 28,118	\$ 785	\$ 20,977
Net earnings	21,250	16,991	14,547	9,954	10,272	21,048	485	15,900
Net earnings per share:								
Basic	\$ 0.28	\$ 0.22	\$ 0.19	\$ 0.13	\$ 0.13	\$ 0.28	\$ 0.01	\$ 0.21
Diluted	\$ 0.28	\$ 0.22	\$ 0.19	\$ 0.13	\$ 0.13	\$ 0.28	\$ 0.01	\$ 0.21
Dividends per share:	\$ 0.18	\$ 1.18	\$ 0.18	\$ 0.18	\$ 0.18	\$ 0.09	\$ 0.09	\$ 0.18

The Company's revenue and corresponding earnings can vary from quarter to quarter depending on the delivery requirements of our customers. Our customers can be influenced by a variety of factors including upcoming sports or entertainment events as well as their access to capital. Net earnings represent net earnings attributable to shareholders.

## DISCLOSURE CONTROLS AND PROCEDURES

Management, including the Chief Executive Officer and Chief Financial Officer, has evaluated the effectiveness of the Company's disclosure controls and procedures (as defined in National Instrument 52-109 of the Canadian Securities Administrators) as of January 31, 2022.

Management has concluded that, as of January 31, 2022, the Company's disclosure controls and procedures were effective to provide reasonable assurance that material information relating to the Company would be made known to them by others within the Company, particularly during the period in which this report was being prepared.

## INTERNAL CONTROLS OVER FINANCIAL REPORTING

Management is responsible for and has designed internal controls over financial reporting, or caused it to be designed under management's supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with IFRS. Management has concluded that, as of January 31, 2022, the Company's internal controls over financial reporting were effective to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with IFRS.

## CHANGES IN INTERNAL CONTROLS OVER FINANCIAL REPORTING

There have been no changes to the Company's internal controls over financial reporting during the period ended January 31, 2022 that have materially affected, or reasonably likely to materially affect, its internal controls over financial reporting.

On May 15, 2013 the Committee of Sponsoring Organizations of the Treadway Commission ("COSO") released *Internal Control-Integrated Framework: 2013*, which is an update to the internal control framework previously issued in 1992. Management is currently operating under the 1992 Framework and is transitioning to the updated Framework. While no significant changes to the Company's internal control

system are expected to result from the transition, any modifications to such expectation will be reported by the Company within the following MD&A.

## **OUTLOOK**

While the Company believes the pandemic to be temporary, and the Company has shown improvement since the first quarter of fiscal 2021, the situation is fluid and the impact of the pandemic on future operations and results, including the impact on overall customer demands is inherently uncertain at this time. Although the Company is an essential service provider and has increased health and safety protocols to continue operations, widespread customer delays, travel restrictions and the postponement or cancellation of sporting as well as other live events and various other related projects will have an adverse effect on the Company's revenues and financial results in future quarters. Furthermore, supply chain disruptions, including a global semi conductor chip shortage have increased the lead time and costs of some raw materials. Although the Company has taken proactive steps to minimize its impact, the length and severity of the shortage could have an adverse effect on the Company's revenue, costs and financial results in future quarters. Given the uncertainty regarding these situations, it cannot reasonably estimate the severity of any such impact at this time. The Company believes the situation is temporary and is well positioned to benefit from an economic revival and the industry transition to IP and Cloud based solutions. The Company will continue to maintain the financial flexibility needed to fund working capital needs and investment opportunities in the foreseeable future. Gross margin percentages may vary depending on the impact of the pandemic on operations, mix of products sold, the Company's success in winning more complete projects, utilization of manufacturing capacity and the competitiveness of the pricing environment. R&D will continue to be a key focus as the Company continues to invest in new product developments despite the uncertainty surrounding the pandemic.

## **RISKS AND UNCERTAINTIES**

The Company risk factors are outlined in our AIF filed on SEDAR.