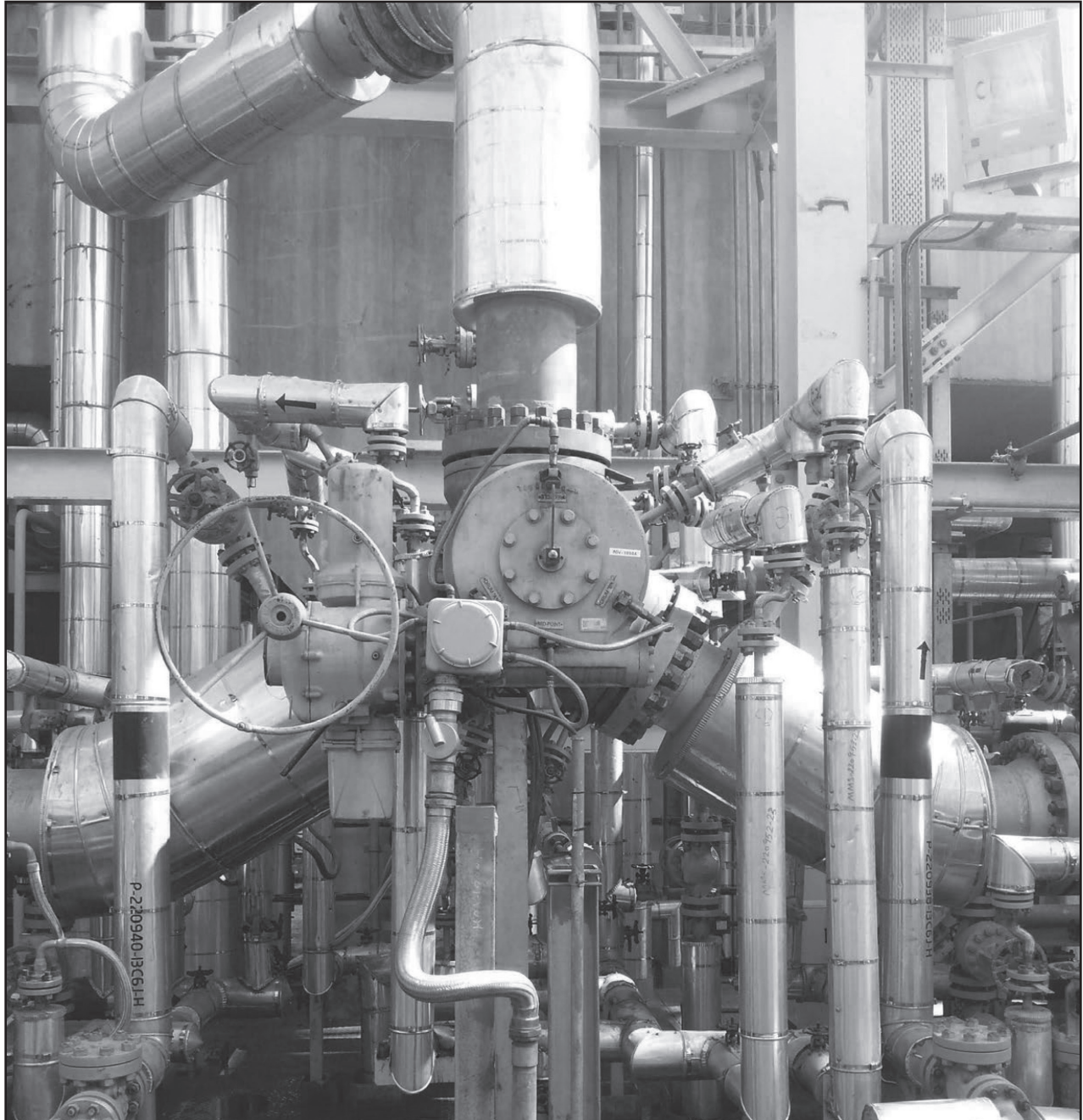


Report to shareholders

Third quarter

Nine month period ended November 30, 2020



VELAN

Quality that lasts.

Management's Discussion and Analysis

3rd QUARTER ENDED NOVEMBER 30, 2020

January 13, 2021

The following discussion provides an analysis of the consolidated operating results and financial position of Velan Inc. ("the Company") for the quarter ended November 30, 2020. This Management's Discussion and Analysis ("MD&A") should be read in conjunction with the Company's audited consolidated financial statements for the years ended February 29, 2020 and February 28, 2019. The Company's consolidated financial statements have been prepared in accordance with International Financial Reporting Standards as issued by the International Accounting Standards Board ("IFRS"). The significant accounting policies upon which these consolidated financial statements have been prepared are detailed in Note 2 of the Company's audited consolidated financial statements. All foreign currency transactions, balances and overseas operations have been converted to U.S. dollars, the Company's reporting currency. Selected annual information for the three most recently completed reporting periods and a summary of quarterly results for each of the eight most recently completed quarters are included further in this report. Additional information relating to the Company, including the Annual Information Form and Proxy Information Circular, can be found on SEDAR at www.sedar.com.

BASIS OF PRESENTATION AND ANALYSIS

The basis of presentation of the Company's third quarter unaudited condensed consolidated financial statements is detailed in Note 1 of the Company's audited consolidated financial statements for the years ended February 29, 2020 and February 28, 2019.

In this MD&A, the Company has presented measures of performance or financial condition which are not defined under IFRS ("non-IFRS measures") and are, therefore, unlikely to be comparable to similar measures presented by other companies. These measures are used by management in assessing the operating results and financial condition of the Company and are reconciled with the performance measures defined under IFRS. Reconciliations of these amounts can be found at the end of this report.

FORWARD-LOOKING INFORMATION

This MD&A may include forward-looking statements, which generally contain words like "should", "believe", "anticipate", "plan", "may", "will", "expect", "intend", "continue" or "estimate" or the negatives of these terms or variations of them or similar expressions, all of which are subject to risks and uncertainties. These risks and uncertainties are disclosed in the Company's filings with the appropriate securities commissions. While these statements are based on management's assumptions regarding historical trends, current conditions and expected future developments, as well as other factors that it believes are reasonable and appropriate in the circumstances, no forward-looking statement can be guaranteed and actual future results may differ materially from those expressed herein. The Company disclaims any intention or obligation to update or revise any forward-looking statements contained herein whether as a result of new information, future events or otherwise, except as required by the applicable securities laws. The forward-looking statements contained in this report are expressly qualified by this cautionary statement.

OVERVIEW

The Company designs, manufactures and markets on a worldwide basis a broad range of industrial valves for use in most industry applications including power generation, oil and gas, refining and petrochemicals, chemicals, LNG and cryogenics, pulp and paper, geothermal processes and shipbuilding. The Company is a world leader in steel industrial valves operating 12 manufacturing plants worldwide with 1,695 employees. The Company's head office is located in Montreal, Canada. The Company's business strategy is to design, manufacture, and market new and innovative valves with emphasis on quality, safety, ease of operation, and long service life. The Company's strategic goals include, but are not limited to, customer-driven operational excellence and margin improvements, accelerated growth through increased focus on key target markets where the Company has distinct competitive advantages and continuously improving and modernizing its systems and processes.

Management's Discussion and Analysis

The consolidated financial statements of the Company include the North American operations comprising two manufacturing plants in Canada, as well as one manufacturing plant and one distribution facility in the U.S. Significant overseas operations include manufacturing plants in France, Italy, Portugal, Korea, Taiwan, India, and China. The Company's operations also include a distribution facility in Germany and a 50%-owned Korean foundry.

CONSOLIDATED HIGHLIGHTS¹

(millions, excluding per share amounts)	Three-month period ended November 30, 2020	Three-month period ended November 30, 2019	Increase (decrease)	% Increase (decrease)
Demand data				
Net new orders received	167.6	97.2	70.4	72.4%
Period end backlog of orders	561.8	432.1	129.7	30.0%
Consolidated statements of earnings				
Sales	\$71.6	\$88.7	\$(17.1)	(19.3)%
Gross profit	22.0	22.2	(0.2)	(0.9)%
Gross profit %	30.7%	25.0%		
Net earnings (loss) ²	9.5	(0.8)	10.3	1,287.5%
Net earnings (loss) ² %	13.3%	(0.9)%		
Net earnings (loss) ² per share – basic and diluted	0.44	(0.04)	0.48	1,200.0%
Operating profit before restructuring and transformation costs ³	2.2	1.0	1.2	120.0%
Adjusted EBITDA ³	5.6	4.3	1.3	30.2%
Adjusted EBITDA ³ %	7.8%	4.8%		
Adjusted EBITDA ³ per share – basic and diluted	0.26	0.20	0.06	30.0%
Weighted average shares outstanding (millions of shares)	21.6	21.6		
Consolidated statements of cash flows				
Cash provided (used) by operating activities	(11.4)	10.4	(21.8)	(209.6)%
Cash provided (used) by investing activities	9.0	(3.7)	12.7	343.2%
Cash used by financing activities	(4.9)	(1.8)	(3.1)	(172.2)%

¹ All dollar amounts in this schedule are denominated in U.S. dollars.

² Net earnings or loss refers to net income or loss attributable to Subordinate and Multiple Voting Shares.

³ Non-IFRS measures – see reconciliations at the end of this report.

Management's Discussion and Analysis

(millions, excluding per share amounts)	Nine-month period ended November 30, 2020	Nine-month period ended November 30, 2019	Increase (decrease)	% Increase (decrease)
Demand data				
Net new orders received	345.7	252.1	93.6	37.1%
Period end backlog of orders	561.8	432.1	129.7	30.0%
Consolidated statements of earnings				
Sales	\$216.6	\$258.0	\$(41.4)	(16.0)%
Gross profit	57.5	60.2	(2.7)	(4.5)%
Gross profit %	26.5%	23.3%		
Net earnings (loss) ¹	2.5	(5.3)	7.8	147.2%
Net earnings (loss) ¹ %	1.2%	(2.1)%		
Net earnings (loss) ¹ per share – basic and diluted	0.12	(0.24)	0.36	150.0%
Operating loss before restructuring and transformation costs ²	(1.1)	(3.2)	(2.1)	(65.6)%
Adjusted EBITDA ²	8.6	6.2	2.4	38.7%
Adjusted EBITDA ² %	4.0%	2.4%		
Adjusted EBITDA ² per share – basic and diluted	0.40	0.29	0.11	37.9%
Weighted average shares outstanding (millions of shares)	21.6	21.6		
Consolidated statements of cash flows				
Cash provided by operating activities	7.8	13.4	(5.6)	(41.8)%
Cash provided (used) by investing activities	4.6	(8.5)	13.1	154.1%
Cash provided (used) by financing activities	24.9	(4.6)	29.5	641.3%

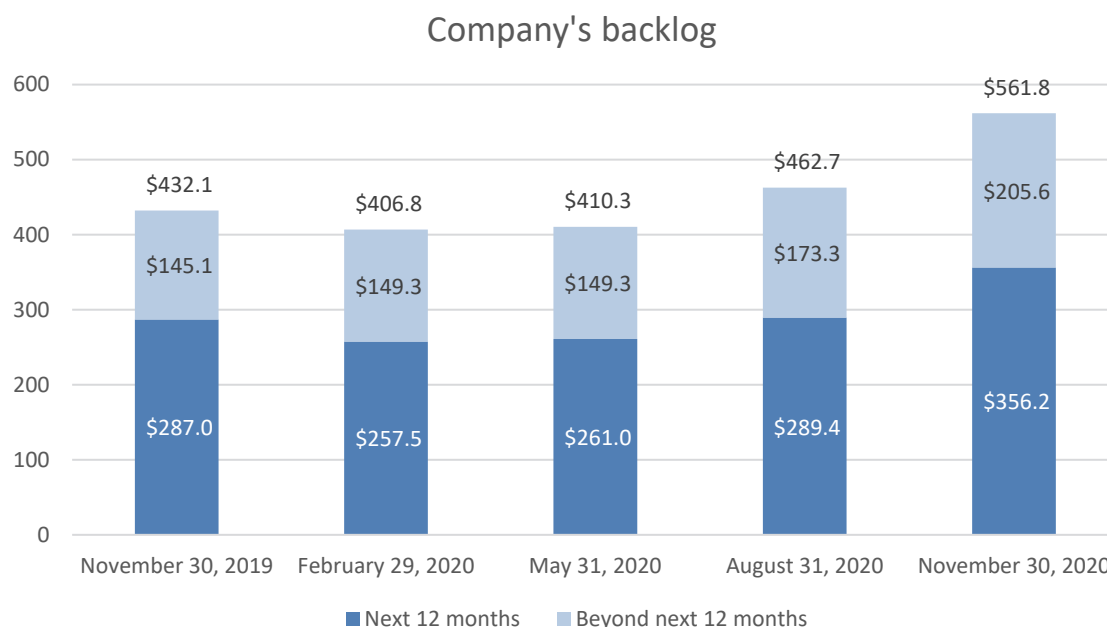
¹ Net earnings or loss refers to net income or loss attributable to Subordinate and Multiple Voting Shares

² Non-IFRS measures – see reconciliations at the end of this report.

Management's Discussion and Analysis

Highlights *(unless otherwise noted, all amounts are in U.S. dollars and all comparisons are to the same period in the prior fiscal year)*

Results for the quarter ended November 30, 2020



- The Company ended the quarter with a backlog of \$561.8 million, an increase of \$155.0 million or 38.1% since the beginning of the current fiscal year. The backlog was positively impacted by the higher book-to-bill ratio and the strengthening of the euro spot rate against the U.S. dollar over the course of the nine-month period. The backlog also increased for the period due to the delays in shipments created by the novel coronavirus ("COVID-19") pandemic and the reconfiguration of the Canadian plants under the V20 program.
- Net new orders received ("bookings") amounted to \$167.6 million, an increase of \$70.4 million or 72.4% compared to last year. This increase is primarily attributable to strong booking performances by the Company's Italian and French operations. The Company's Italian operations achieved a record high for the subsidiary of \$48.9 million net new orders destined to the downstream oil and gas market while the Company's French operations recorded \$48.6 million of bookings for the quarter, primarily destined to the nuclear market. The increase for the quarter was also attributable to large project orders recorded by the Company's North American operation.
- This strong quarter in terms of bookings has been one of the main drivers that has allowed the Company to present a solid 2.34 book-to-bill ratio, despite another soft quarter in terms of non-project orders booked in the Company's North American operations.
- Sales amounted to \$71.6 million, a decrease of \$17.1 million or 19.3% from the prior year. Sales were again negatively impacted by the reduction of non-project orders recorded by the Company's North American operations due to the unfavorable market conditions triggered by the COVID-19 pandemic, as well as the drop in the oil price, which have significantly affected the Company's distribution channel. The Company's reduced quarterly shipments are also attributable to continued supply chain issues created by the COVID-19 pandemic as well as inefficiencies experienced in reconfiguring the Canadian plants under the V20 program that caused production delays. This decrease in sales was partially offset by increased shipments in the Company's Italian operations thanks to the delivery of previously delayed orders.

Management's Discussion and Analysis

- Gross profit percentage increased by 570 basis points from 25.0% to 30.7%. The increase in the gross profit percentage, which made up for the lower sales volume, was primarily attributable to the delivery of a product mix with a greater proportion of higher margin product sales, and from margin improvements resulting from the labour and overhead savings brought by the Company's restructuring and transformation initiatives. The increase is also attributable to the reversal of a \$1.6 million warranty provision due to a customer's withdrawal of his claim and the recording of \$1.5 million of wage subsidies. The subsidies were put in place by government authorities to prevent further staff lay-offs in the context of the COVID-19 pandemic by offering wage relief to companies negatively impacted by the virus.
- Operating profit before restructuring and transformation costs¹ amounted to \$2.2 million compared to \$1.0 million last year. Adjusted EBITDA¹ amounted to \$5.6 million or \$0.26 per share compared to \$4.3 million or \$0.20 per share last year. The increase in operating profit before restructuring and transformation costs¹ and adjusted EBITDA¹ is primarily attributable to an improved gross profit percentage partially offset by a lower sales volume. The Company's results were improved by the cost reductions related to the V20 program, as well as the recording of wage subsidies which in turn permitted the Company to avoid potentially significant lay-offs that otherwise would have been necessary to blunt the financial impact of the pandemic.
- Net earnings² amounted to \$9.5 million or \$0.44 per share compared to a net loss² of \$0.8 million or \$0.04 per share last year. The increase in net earnings² is primarily attributable to a \$9.6 million gain recognized on the disposal of one of the Company's Montreal plants, a vital part of the North American manufacturing footprint optimization plan which was planned in the scope of V20. The disposed plant's production has been transferred within the remaining North American plants and the Company's Indian operations. The Company's results were improved by the recording of \$2.9 million of wage subsidies which were allocated between cost of sales, administration expenses and restructuring and transformation costs. This increase was partially offset by a \$1.3 million unfavorable movement in income taxes (see *Results of operations* section).

Results for the nine-month period ended November 30, 2020

- The Company ended the period with net cash of \$73.0 million, an increase of \$42.0 million or 135.5% since the beginning of the year. The available net cash and unused credit facilities, along with future cash flows generated from operations, is sufficient for the Company to meet its financial obligations, increase its capacity of liquidity, satisfy its working capital requirements, and execute its business strategy. The increase in net cash is primarily attributable to proceeds on the disposal of a manufacturing plant, increase in long-term debt and short term bank loans and positive non-cash working capital movements, partially offset by investments in property, plant and equipment, long-term debt repayments and V20 related disbursements. Net cash was positively impacted by the strengthening of the euro spot rate against the U.S. dollar over the course of the period. In light of the ongoing pandemic and receipt of government subsidies, the Company has suspended the payment of all dividends as well as share buybacks this fiscal year.
- Bookings amounted to \$345.7 million, an increase of \$93.6 million or 37.1% compared to last year. This increase is primarily attributable to large project orders booked in the Company's French, Italian and North American operations, notably in the nuclear, downstream oil and gas and process markets. This increase was partially offset by a decrease in non-project orders booked in the Company's North American operations.
- Sales amounted to \$216.6 million, a decrease of \$41.4 million or 16.0% from the prior year. The decreased sales volume for the period is attributable to the negative impact the COVID-19 pandemic had on the global economy, especially on the Company's distribution channel. The reduction in sales is also attributable to production delays caused by the inefficiencies experienced while reconfiguring the Canadian plants under the V20 program.
- Gross profit percentage increased by 320 basis points from 23.3% to 26.5%. Despite the lower sales volume, the increase in gross profit percentage is primarily attributable to the delivery of a product mix with a greater proportion of higher margin product sales, and from margin improvements resulting from the labour and overhead savings brought by the Company's restructuring and transformation initiatives. The gross profit percentage was also

¹ Non-IFRS measures – see reconciliations at the end of this report.

² Net earnings or loss refers to net income or loss attributable to Subordinate and Multiple Voting Shares.

Management's Discussion and Analysis

improved by the Company's recording of \$5.7 million of wage subsidies. The subsidies were put in place by government authorities to prevent further staff lay-offs in the context of the COVID-19 pandemic by offering wage relief to companies negatively impacted by the virus. This increase was partially offset by unrealized foreign exchange losses primarily attributable to the weakening of the U.S. dollar against the euro incurred over the course of the period.

- Administration costs amounted to \$55.9 million, a decrease of \$7.8 million or 12.2% compared to last year. The decrease is primarily attributable to a \$4.7 million reduction of administration salary costs provided by wage subsidies combined with the on-going effort to reduce administration overhead expenses including travel expenses and office maintenance costs, caused principally by the downturn of the market conditions as well as the travel restrictions and social distancing measures that were enforced in a majority of countries over the course of the period. The Company also instituted select temporary salary reductions during the period. The decrease in administration costs was partially offset by a \$1.2 million increase in the costs recognized in connection with the Company's ongoing asbestos litigation (see *Contingencies* section). The fluctuation in asbestos costs for the period is due more to the timing of settlements in these two periods rather than to changes in long-term trends.
- Operating loss before restructuring and transformation costs¹ amounted to \$1.1 million compared to \$3.2 million last year. Adjusted EBITDA¹ amounted to \$8.6 million or \$0.40 per share compared to \$6.2 million or \$0.29 per share last year. The improvement in operating loss before restructuring and transformation costs¹ and adjusted EBITDA¹ is primarily attributable to lowered administration costs and the Company's recording of wage subsidies which in turn permitted the Company to avoid lay-offs that otherwise would have been necessary to blunt the financial impact of the pandemic, partially offset by an increase in unrealized foreign exchange losses, a lower gross profit and higher other expenses.
- Net earnings² amounted to \$2.5 million or \$0.12 per share compared to a net loss² of \$5.3 million or \$0.24 per share last year. The increase in net earnings² is primarily attributable to a \$9.6 million gain recognized on the disposition of one of the Company's Montreal plants and a reduction in administration costs. This increase was partially offset by a lower gross profit, an increase in other expenses (see *Results of operations* section) and restructuring and transformation costs combined with a \$2.9 million unfavorable movement in income taxes (see *Results of operations* section). The Company's results were improved by the recording of \$10.7 million of wage subsidies which were allocated between cost of sales, administration expenses and restructuring and transformation costs but were reduced by \$2.1 million of unrealized foreign exchange losses incurred over the course of the period.
- Foreign currency impacts:
 - Based on average exchange rates, the euro strengthened 2.3% against the U.S. dollar when compared to the same period last year. This resulted in the Company's net profits and bookings from its European subsidiaries being reported as higher U.S. dollar amounts in the current period.
 - Based on average exchange rates, the Canadian dollar weakened 1.9% against the U.S. dollar when compared to the same period last year. This resulted in the Company's Canadian dollar expenses being reported as lower U.S. dollar amounts in the current period.
 - Based on spot exchange rates, the euro strengthened by 9.1% against the U.S. dollar when compared to the rate at the end of the prior fiscal year. This strengthening resulted in the previously mentioned unrealized currency losses on the conversion of monetary assets and liabilities by the Company's European subsidiaries. Furthermore, the euro strengthening also resulted in a positive cumulative translation adjustment of \$11.3 million which was recorded directly in equity through other comprehensive income.
 - The net impact of the above currency swings was generally unfavourable on the Company's net earnings², although it was generally favourable on the Company's equity.

¹ Non-IFRS measures – see reconciliations at the end of this report.

² Net earnings or loss refers to net income or loss attributable to Subordinate and Multiple Voting Shares.

Management's Discussion and Analysis

RESULTS OF OPERATIONS – comparison of three and nine-month periods ended

November 30, 2020 and 2019 (unless otherwise noted, all amounts are in U.S. dollars and all comparisons are to same period in the prior fiscal year)

Sales

(millions)	Three-month period ended November 30, 2020	Three-month period ended November 30, 2019	Nine-month period ended November 30, 2020	Nine-month period ended November 30, 2019
Sales	\$71.6	\$88.7	\$216.6	\$258.0

Sales decreased by \$17.1 million or 19.3% for the quarter and by \$41.4 million or 16.0% for the nine-month period. The decrease for both periods is primarily attributable to lower non-project valve sales caused by the unfavorable impacts the COVID-19 global pandemic as well as the drop in the oil price have had on the Company's distribution channel. The decrease for both periods was also due to reduced shipments caused by supply chain issues created by the pandemic as well as inefficiencies experienced in reconfiguring the Canadian plants under the V20 program that caused production delays. The Company had to manage many disruptions related to its supply chain which caused significant delays on certain customer orders, and due to travel restrictions, experienced difficulties in getting inspection clearance to deliver certain large project orders. The decrease in sales for the quarter was partially offset by increased shipments in the Company's Italian operations thanks to the delivery of previously delayed orders.

Net bookings and backlog

(millions)	Three-month period ended November 30, 2020	Three-month period ended November 30, 2019	Nine-month period ended November 30, 2020	Nine-month period ended November 30, 2019
Net bookings	\$167.6	\$97.2	\$345.7	\$252.1

Bookings increased by \$70.4 million or 72.4% for the quarter and \$93.6 million or 37.1% for the nine-month period. The increase for all periods is due to higher large project orders booked by the Company's Italian, French and North American operations, particularly in the downstream oil and gas, nuclear and process sectors. The increase for both periods was partially offset by lower non-project orders recorded in the Company's North American operations due to the unfavorable market conditions caused by the COVID-19 pandemic as well as the drop in the oil price, affecting the Company's distribution channel.

(millions)	November 2020	February 2020	November 2019
Backlog	\$561.8	\$406.8	\$432.1
For delivery within the next twelve months	\$356.2	\$257.5	\$287.0
For delivery beyond the next twelve months	\$205.6	\$149.3	\$145.1
Percentage – beyond the next twelve months	36.6%	36.7%	33.6%

As a result of bookings outpacing sales, the Company's strong book-to-bill ratios were 2.34 for the quarter and 1.60 for the nine-month period. Furthermore, the total backlog increased by \$155.0 million or 38.1% since the beginning of the fiscal year, settling at \$561.8 million. The backlog was positively impacted by the higher book-to-bill ratio and the strengthening of the euro spot rate against the U.S. dollar over the course of the nine-month period. The backlog also increased due to the delays in shipments created by the COVID-19 pandemic and the reconfiguration of the Canadian plants under the V20 program.

Management's Discussion and Analysis

Gross profit

(millions)	Three-month period ended November 30, 2020	Three-month period ended November 30, 2019	Nine-month period ended November 30, 2020	Nine-month period ended November 30, 2019
Gross profit	\$22.0	\$22.2	\$57.5	\$60.2
Gross profit percentage	30.7%	25.0%	26.5%	23.3%

Gross profit decreased by \$0.2 million for the quarter and \$2.7 million for the nine-month period. The gross profit percentage increased by 570 basis points for the quarter and 320 basis points for the nine-month period. The gross profit in both periods was negatively impacted by the lower sales volume delivered by the Company. Despite the lower sales volume for both periods, the gross profit percentage was positively impacted by margin improvements which resulted in the delivery of a product mix with a greater proportion of higher margin product sales, and from margin improvements resulting from the labour and overhead savings brought about by the Company's restructuring and transformation initiatives. The gross profit percentage for both periods was also improved by the Company's recording of wage subsidies of \$1.5 million for the quarter and \$5.7 million for the nine-month period. The subsidies were put in place by government authorities to prevent further job losses in the context of the COVID-19 pandemic by offering wage relief to companies negatively impacted by the virus. The gross profit percentage for the quarter was positively impacted by the reversal of a \$1.6 million warranty provision since the customer withdrew his claim while its was negatively impacted for the nine-month period by unrealized foreign exchange losses primarily attributable to the weakening of the U.S. dollar against the euro.

Administration Costs

(millions)	Three-month period ended November 30, 2020	Three-month period ended November 30, 2019	Nine-month period ended November 30, 2020	Nine-month period ended November 30, 2019
Administration costs*	\$19.3	\$21.3	\$55.9	\$63.7
As a percentage of sales	27.0%	24.0%	25.8%	24.7%
*Includes asbestos-related costs of:	\$2.9	\$3.6	\$8.1	\$6.9

Administration costs decreased by \$2.0 million or 9.4% for the quarter and decreased by \$7.8 million or 12.2% for the nine-month period. The decrease for the nine-month period is primarily attributable to the on-going effort to reduce administration overhead expenses including travel expenses and office maintenance costs, caused principally by the downturn of the market conditions as well as the travel restrictions and social distancing measures that were enforced in a majority of countries over the course of the period. The Company also instituted select temporary salary reductions during the nine-month period. Administration costs for both periods were positively impacted by the Company's recording of wage subsidies of \$1.2 million for the quarter and \$4.7 million for the nine-month period. The decrease in administration costs for the nine-month period was partially offset by a \$1.2 million increase in the costs recognized in connection with the Company's ongoing asbestos litigation. The fluctuation in asbestos costs for the period is due more to the timing of settlements in these two periods rather than to changes in long-term trends.

Like many other U.S. valve manufacturers, two of the Company's U.S. subsidiaries have been named as defendants in a number of pending lawsuits brought on behalf of individuals seeking to recover damages for their alleged asbestos exposure. These lawsuits are related to products manufactured and sold in the past. Management believes that any asbestos was encapsulated entirely within the product in such a way that it would not allow for release of any asbestos in ambient air during normal operation, inspection or repairs. Management strongly believes its products, which were supplied in accordance with valve industry practice and customer mandated specifications, did not contribute to any asbestos-related illness. The Company will continue to vigorously defend against these claims but given the ongoing course of asbestos litigation in the U.S. and the unpredictability of jury trials, it is not possible to make an estimate of any settlement costs and legal fees.

Management's Discussion and Analysis

Other expense (income)

(millions)	Three-month period ended November 30, 2020	Three-month period ended November 30, 2019	Nine-month period ended November 30, 2020	Nine-month period ended November 30, 2019
Other expense (income)	\$0.4	\$(0.1)	\$2.5	\$(0.2)

Other expense increased by \$0.5 million for the quarter and \$2.7 million the nine-month period. The increase in other expenses for the nine-month period is primarily due to land clean-up costs of a former factory. These costs are unrelated to the sale of the Montreal manufacturing plant that occurred this quarter.

Income taxes

(in thousands, excluding percentages)

	Three-month period ended November 30, 2020		Three-month period ended November 30, 2019	
	\$	%	\$	%
Income tax at statutory rate of 26.6% (November 30, 2019 – 26.7%)	2,735	26.6	(296)	26.7
<u>Tax effects of:</u>				
Difference in statutory tax rates in foreign jurisdictions	264	2.6	444	(40.1)
Non-deductible (taxable) foreign exchange loss (gain)	(352)	(3.4)	(75)	6.8
Losses not tax effected (Losses utilized not previously tax effected)	(1,528)	(14.9)	(154)	13.9
Benefit attributable to a financing structure	(65)	(0.6)	(217)	19.6
Other permanent differences	(173)	(1.7)	(102)	9.2
Provision for (recovery of) income taxes	881	8.6	(400)	36.1

(in thousands, excluding percentages)

	Nine-month period ended November 30, 2020		Nine-month period ended November 30, 2019	
	\$	%	\$	%
Income tax at statutory rate of 26.6% (November 30, 2019 – 26.7%)	989	26.6	(1,755)	26.7
<u>Tax effects of:</u>				
Difference in statutory tax rates in foreign jurisdictions	400	10.8	811	(12.3)
Non-deductible (taxable) foreign exchange loss (gain)	(364)	(9.8)	347	(5.3)
Losses not tax effected (Losses utilized not previously tax effected)	773	20.8	(202)	3.1
Benefit attributable to a financing structure	(190)	(5.1)	(661)	10.1
Other permanent differences	(119)	(3.3)	92	(1.4)
Provision for (recovery of) income taxes	1,489	40.0	(1,368)	20.8

A separate estimated average annual tax rate is determined for each taxing jurisdiction and applied to their respective interim pre-tax income.

Management's Discussion and Analysis

Net earnings (loss)¹, Operating profit (loss) before restructuring and transformation costs² and Adjusted EBITDA²

(millions)	Three-month period ended November 30, 2020	Three-month period ended November 30, 2019	Nine-month period ended November 30, 2020	Nine-month period ended November 30, 2019
Net earnings (loss) ¹	\$9.5	\$(0.8)	\$2.5	\$(5.3)
As a percentage of sales	13.3%	(0.9)%	1.2%	(2.1)%
Operating profit (loss) before restructuring and transformation costs ²	\$2.2	\$1.0	\$(1.1)	\$(3.2)
Adjusted EBITDA ²	\$5.6	\$4.3	\$8.6	\$6.2
As a percentage of sales	7.8%	4.8%	4.0%	2.4%

Net earnings¹ for the quarter amounted to \$9.5 million or \$0.44 per share compared to a net loss¹ of \$0.8 million or \$0.04 per share last year. The increase in net earnings¹ for the quarter is primarily attributable to a \$9.6 million gain recognized on the disposal, achieved earlier than planned, of one of the Company's Montreal plants, a vital part of the North American manufacturing footprint optimization plan under the V20 program. This increase was partially offset by an unfavorable movement in income taxes. Operating profit before restructuring and transformation costs² for the quarter amounted to \$2.2 million compared to \$1.0 million last year. Adjusted EBITDA² for the quarter amounted to \$5.6 million or \$0.26 per share compared to \$4.3 million or \$0.20 per share last year. The increase in operating profit before restructuring and transformation costs² and adjusted EBITDA² is primarily attributable to an improved gross profit percentage partially offset by a lower sales volume. The Company's results were improved by the cost reductions related to the V20 program, as well as \$2.9 million of wage subsidies which in turn permitted the Company to avoid lay-offs that otherwise would have been necessary to blunt the financial impact of the pandemic. The wage subsidies were allocated between cost of sales, administration expenses and restructuring and transformation costs.

Net earnings¹ for the nine-month period amounted to \$2.5 million or \$0.12 per share compared to a net loss¹ of \$5.3 million or \$0.24 per share last year. The increase in net earnings¹ for the nine-month period is primarily attributable to a \$9.6 million gain recognized on the disposition of one of the Company's Montreal plant and a reduction in administration costs. This increase was partially offset by a lower gross profit, an increase in other expenses and restructuring and transformation costs combined with an unfavorable movement in income taxes. Operating loss before restructuring and transformation costs² for the nine-month period amounted to \$1.1 million compared to \$3.2 million last year. Adjusted EBITDA² for the nine-month period amounted to \$8.6 million or \$0.40 per share compared to \$6.2 million or \$0.29 per share last year. The improvement in operating loss before restructuring and transformation costs² and adjusted EBITDA² is primarily attributable to lowered administration costs, partially offset by a lower gross profit and higher other expenses. The Company's results were improved by the recording of \$10.7 million of wage subsidies which in turn permitted the Company to avoid lay-offs that otherwise would have been necessary to blunt the financial impact of the pandemic, but were reduced by \$2.1 million of unrealized foreign exchange losses. The wage subsidies were allocated between cost of sales, administration expenses and restructuring and transformation costs.

¹ Net earnings or loss refers to net income or loss attributable to Subordinate and Multiple Voting Shares.

² Non-IFRS measures – see reconciliations at the end of this report.

Management's Discussion and Analysis

LIQUIDITY AND CAPITAL RESOURCES – a discussion of liquidity risk, credit facilities, cash flows and proposed transactions *(unless otherwise noted, all dollar amounts are denominated in U.S. dollars)*

Liquidity risk is the risk that the Company will not be able to meet its financial obligations as they come due. The Company manages its liquidity risk by continually monitoring its future cash requirements. Cash flow forecasting is performed in the operating entities and aggregated by the Company's corporate finance team. The Company's policy is to maintain sufficient cash and cash equivalents and available credit facilities in order to meet its present and future operational needs.

The following table presents the Company's financial obligations identified by type and future contractual dates of payment:

(In thousands)	As at November 30, 2020					
	Carrying value \$	Less than 1 year \$	1 to 3 Years \$	4 to 5 Years \$	After 5 years \$	Total \$
Long-term debt	43,741	7,833	20,565	7,252	11,655	47,305
Long-term lease Liabilities	15,437	1,942	2,859	2,269	13,619	20,689
Accounts payable and accrued liabilities	79,676	79,676	-	-	-	79,676
Customer deposits	57,594	57,594	-	-	-	57,594
Bank indebtedness and short-term bank loans	12,856	12,856	-	-	-	12,856
Derivative liabilities	336	336	-	-	-	336

On November 30, 2020, the Company's order backlog was \$561.8 million and its net cash plus unused credit facilities amounted to \$169.9 million, which it believes, along with future cash flows generated from operations, is sufficient to meet its financial obligations, increase its capacity of liquidity, satisfy its working capital requirements, and execute its business strategy. However, there can be no assurance that the risk of another sharp downturn in the economy will not materially adversely affect the Company's results of operations or financial condition.

As part of managing its liquidity risk, the Company also monitors the financial health of its key customers and suppliers.

The Company secured over the course of the fiscal year new financing in the form of a \$17.3 million secured mortgage loan and a \$65.0 million revolving credit facility which will be used to support the Company's operations, complete its restructuring and transformation plan as well as provide the necessary capital to pursue future growth initiatives, while strengthening its balance sheet as the world economy faces a period of uncertainty.

Proposed transactions

The Company has not committed to any material asset or business acquisitions or dispositions, other than those already discussed in this MD&A.

Management's Discussion and Analysis

Cash flows - comparison of three and nine-month periods ended November 30, 2020 and 2019

(unless otherwise noted, all amounts are in U.S. dollars and all comparisons are to same period in the prior fiscal year)

Net cash

(millions)	November 30, 2020	August 31, 2020	May 31, 2020	February 29, 2020	November 30, 2019	August 31, 2019	May 31, 2019
Net cash	\$73.0	\$80.7	\$44.6	\$31.0	\$39.0	\$34.9	\$39.4

The Company's net cash decreased by \$7.7 million or 9.5% since the beginning of the current quarter and increased by \$42.0 million or 135.5% since the beginning of the current fiscal year. The decrease for the quarter is primarily attributable to revolving credit facility, long-term debt and lease liabilities repayments, cash used by operating activities and investments in property, plant and equipment, partially offset by proceeds on the disposal of a manufacturing plant and an increase in short-term bank loans. The increase for the nine-month period is primarily attributable to an increase in long-term debt and short term bank loans, proceeds on the disposal of a manufacturing plant, cash provided by operating activities and the strengthening of the euro spot rate against the U.S. dollar over the course of the period, partially offset by investments in property, plant and equipment combined with long-term debt and lease liabilities repayments. The net cash for both periods was reduced by V20 related disbursements. In light of the ongoing pandemic and receipt of government subsidies, the Company has suspended the payment of all dividends as well as share buybacks this fiscal year.

Cash provided (used) by operating activities

(millions)	Three-month period ended November 30, 2020	Three-month period ended November 30, 2019	Nine-month period ended November 30, 2020	Nine-month period ended November 30, 2019
Net cash provided (used) by operating activities	\$(11.4)	\$10.4	\$7.8	\$13.4

Cash used by operating activities amounted to \$11.4 million for the current quarter compared to cash provided by operating activities of \$10.4 million in the prior year. The current quarter's usage of funds consisted of net earnings¹ of \$3.3 million when adjusted for non-cash items and negative non-cash working capital movements of \$14.7 million. The non-cash working capital decrease for the quarter resulted from an increase in inventories and accounts receivable and a decrease in provisions partially offset by an increase in accounts payable. Cash provided by operating activities amounted to \$7.8 million for the current nine-month period compared to \$13.4 million in the prior year. The current nine-month period's source of funds consisted of net earnings¹ of \$1.4 million when adjusted for non-cash items and positive non-cash working capital movements of \$6.4 million, which was primarily the result of a decrease in accounts receivables partially offset by an increase in inventories.

Accounts receivable

(millions)	Three-month period ended November 30, 2020	Three-month period ended November 30, 2019	Nine-month period ended November 30, 2020	Nine-month period ended November 30, 2019
Accounts receivable decrease (increase)	\$(2.3)	\$(4.7)	\$22.5	\$12.6

Accounts receivable balances are a function of the timing of sales and cash collections. The accounts receivable balance decreased since the beginning of the fiscal year due to a combination of lower sales output in both the quarter and the nine-month period, coupled with increased collections of prior year accounts in the first quarter of the current fiscal year.

¹ Net earnings or loss refers to net income or loss attributable to Subordinate and Multiple Voting Shares.

Management's Discussion and Analysis

Inventories

(millions)	Three-month period ended November 30, 2020	Three-month period ended November 30, 2019	Nine-month period ended November 30, 2020	Nine-month period ended November 30, 2019
Inventory increase	\$10.3	\$4.3	\$15.1	\$15.3
Customer deposits increase	\$0.3	\$9.6	\$6.8	\$12.4

Inventories typically increase in times of rising backlog and order bookings and decrease when the opposite occurs. Inventories are also a function of timing between receipts and shipments. For the current quarter and nine-month period, inventories increased as a result of the increase in the Company's bookings and backlog. In order to help finance its investment in inventories, the Company, where possible, obtains customer deposits for large orders. Customer deposits increased due to higher customer deposits on certain large export project orders in the Company's French operations for the quarter and French, North American and German operations for the nine-month period.

Accounts payable and accrued liabilities

(millions)	Three-month period ended November 30, 2020	Three-month period ended November 30, 2019	Nine-month period ended November 30, 2020	Nine-month period ended November 30, 2019
Accounts payable and accrued liabilities increase	\$4.2	\$10.5	\$2.2	\$1.5

The increase in accounts payable and accrued liabilities in the current quarter and nine-month period was primarily related to the timing of payments.

Additions to property, plant and equipment

(millions)	Three-month period ended November 30, 2020	Three-month period ended November 30, 2019	Nine-month period ended November 30, 2020	Nine-month period ended November 30, 2019
Additions to property, plant and equipment	\$3.6	\$5.7	\$7.5	\$7.4
Proceeds on disposal of property, plant and equipment, and intangible assets	\$12.7	\$0.1	\$13.7	\$0.1

The fluctuation in additions to property, plant and equipment for any period when compared to the prior comparable period is due to the timing of the receipts of certain equipment.

On November 2, 2020, the Company sold one of its Montreal manufacturing plants. The sale was a vital part of the North American manufacturing footprint optimization plan which was planned in the scope of its restructuring and transformation plan. The disposed plant's production has been transferred within the remaining North American plants and the Company's Indian operations. The net proceeds for the disposition of the building and the land was \$12.4 million, while the net book value of the assets was \$2.8 million which resulted in a gain of \$9.6 million. In the previous quarter, the Company used the service of an auctioneer to dispose of some excess machinery and equipment in preparation for the plant sale.

Management's Discussion and Analysis

Dividends paid

(millions)	Three-month period ended November 30, 2020	Three-month period ended November 30, 2019	Nine-month period ended November 30, 2020	Nine-month period ended November 30, 2019
Dividends paid	\$-	\$0.5	\$0.5	\$1.5

At the end of the fiscal year ended February 29, 2020, the Board of Directors deemed appropriate to suspend the quarterly dividend. The decision remains unchanged and will be reviewed on a quarterly basis.

Long-term debt and short-term bank loans

(millions)	Three-month period ended November 30, 2020	Three-month period ended November 30, 2019	Nine-month period ended November 30, 2020	Nine-month period ended November 30, 2019
Additions to long-term debt	\$-	\$-	\$14.3	\$1.1
Repayment of long-term debt	\$0.9	\$0.6	\$2.9	\$2.4
Change in revolving credit facility	\$(9.5)	\$-	\$10.8	\$-
Short-term bank loans increase (decrease)	\$5.9	\$(0.1)	\$4.5	\$(0.6)

During the current quarter, the Company continued to pay down its outstanding long-term debt without undertaking any new long-term debt issuances. During the nine-month period, its North American operations borrowed \$10.9 million in the form of a secured mortgage loan bearing monthly interest payments at a yearly interest rate of 3.80%, with principal payments beginning in October 2021 and repayable over 20 years. Additionally, its Italian subsidiary secured three new long-term debt issuances with two financial institutions as part of the measures and initiatives put in place by the Italian government to support companies in the current pandemic context. Specifically, the subsidiary borrowed \$3.4 million in the form of unsecured state bank loans, bearing interest between 1.00% and 1.25%, with principal repayments beginning in 2021 and 2022 and repayable in monthly and quarterly installments, expiring in 2025 and 2026.

On July 3, 2020, the Company secured new financing in the form of a \$65,000 multi-currency revolving credit facility subject to a borrowing base calculation and renewable every three years. This revolving credit facility can be drawn in US dollars or Canadian dollars. Drawings bear interest at either the US Base rate, US Prime rate, Canadian prime rate, CDOR or LIBOR, plus a margin based on the Company's excess availability. Under the terms of the credit facility, the Company is required to satisfy a restrictive covenant based on a financial ratio. As at November 30, 2020, the Company was in compliance with its covenant. During the current quarter, the Company used the proceeds from the sale of one of its manufacturing plants to reimburse a portion of amounts borrowed against its revolving credit facility.

Over the course of the quarter, one of the Company's French subsidiaries borrowed funds through short-term bank loans and used the liquidities for short-term working capital requirements.

Management's Discussion and Analysis

FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT

The Company's activities expose it to a variety of financial risks: market risk (including currency risk, cash flow interest rate risk and fair value interest rate risk), credit risk and liquidity risk. The Company's overall financial risk management program focuses on mitigating unpredictable financial market risks and their potential adverse effects on the Company's financial performance.

The Company's financial risk management is generally carried out by the corporate finance team, based on policies approved by the Board of Directors. The identification, evaluation and hedging of the financial risks are the responsibility of the corporate finance team in conjunction with the finance teams of the Company's subsidiaries. The Company uses derivative financial instruments to hedge certain risk exposures. Use of derivative financial instruments is subject to a policy which requires that no derivative transaction be entered into for the purpose of establishing a speculative or leveraged position (the corollary being that all derivative transactions are to be entered into for risk management purposes only).

Risk overview

The Company's financial instruments and the nature of risks which they may be subject to are set out in the following table:

Financial instrument	Risks			
	Market		Credit	Liquidity
	Currency	Interest rate		
Cash and cash equivalents	x	x	x	
Short-term investments	x	x	x	
Accounts receivable	x		x	
Derivative assets	x		x	
Bank indebtedness	x	x		x
Short-term bank loans	x	x		x
Accounts payable and accrued liabilities	x			x
Customer deposits	x			x
Derivative liabilities	x			x
Long-term debt	x	x		x

Market risk

Currency risk

Currency risk on financial instruments is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Company operates internationally and is exposed to foreign exchange risk arising from various currency exposures. Currency risk arises when future commercial transactions and recognized assets and liabilities are denominated in a currency other than a company's functional currency. The Company has operations with different functional currencies, each of which will be exposed to currency risk based on its specific functional currency.

When possible, the Company matches cash receipts in a foreign currency with cash disbursements in that same currency. The remaining anticipated net exposure to foreign currencies is hedged. To hedge this exposure, the Company uses foreign currency derivatives, primarily foreign exchange forward contracts. These derivatives are not designated as hedges for accounting purposes.

Management's Discussion and Analysis

The amounts outstanding as at November 30, 2020 and February 29, 2020 are as follows:

	Range of exchange rates		Gain (loss)		Notional amount	
			(In thousands of U.S. dollars)		(In thousands of indicated currency)	
	November 30, 2020	February 29, 2020	November 30, 2020 \$	February 29, 2020 \$	November 30, 2020	February 29, 2020
Foreign exchange forward contracts						
Sell US\$ for CA\$ – 0 to 12 months	1.33-1.34	1.33-1.34	(91)	(923)	US\$17,000	US\$68,000
Buy US\$ for CA\$ – 0 to 12 months	1.31-1.33	1.31-1.33	1	357	US\$17,000	US\$68,000
Buy US\$ for € – 0 to 12 months	-	1.10-1.11	-	(3)	-	US\$1,205
Sell € for US\$ – 0 to 12 months	1.11-1.14	1.11-1.14	(245)	(174)	€7,690	€16,790
Buy € for US\$ – 0 to 12 months	1.10-1.11	1.10-1.11	-	198	€7,690	€16,790
Sell US\$ for KW – 0 to 12 months	-	1,139-1,171	-	(70)	-	US\$1,647
Total Gain (loss)			(335)	(615)		

Foreign exchange forward contracts are contracts whereby the Company has the obligation to sell or buy the currencies at the strike price. The fair value of the foreign currency instruments is recorded in the consolidated statement of income and reflects the estimated amounts the Company would have paid or received to settle these contracts as at the financial position date. Unrealized gains are recorded as derivative assets and unrealized losses as derivative liabilities on the consolidated statement of financial position.

Cash flow and fair value interest rate risk

The Company's exposure to interest rate risk is related primarily to its credit facilities, long-term debt and cash and cash equivalents. Items at variable rates expose the Company to cash flow interest rate risk, and items at fixed rates expose the Company to fair value interest rate risk. The Company's long-term debt and credit facilities predominantly bear interest, and its cash and cash equivalents earn interest at variable rates. An assumed 0.5% change in interest rates would have no significant impact on the Company's net income or cash flows.

Credit risk

Credit risk is the risk of an unexpected loss if a customer or counterparty to a financial instrument fails to meet its contractual obligations. Credit risk arises primarily from the Company's trade accounts receivable.

The Company's credit risk related to its trade accounts receivable is concentrated. As at November 30, 2020, five (February 29, 2020 – four) customers accounted for more than 5% each of its trade accounts receivable, of which one customer accounted for 16.6% (February 29, 2020 – 15.0%), and the Company's ten largest customers accounted for 70.1% (February 29, 2020 – 61.2%) of trade receivables. In addition, there was two (November 30, 2019 – one) customers who accounted for more than 10% of the Company's sales.

In order to mitigate its credit risk, the Company performs a continual evaluation of its customers' credit and performs specific evaluation procedures on all its new customers. In performing its evaluation, the Company analyzes the ageing of accounts receivable, historical payment patterns, customer creditworthiness and current economic trends. A specific credit limit is established for each customer and reviewed periodically. An allowance for doubtful accounts is recorded when, based on management's evaluation, the collection of an account receivable is not reasonably certain.

For some trade accounts receivable, the Company may obtain security in the form of credit insurance which can be called upon if the counterparty is in default under the terms of the agreement.

The Company is also exposed to credit risk relating to derivative financial instruments, cash and cash equivalents and short-term investments, which it manages by dealing with highly rated financial institutions.

The Company's primary credit risk is limited to the carrying value of the trade accounts receivable and gains on derivative assets.

Management's Discussion and Analysis

The table below summarizes the ageing of the trade accounts receivable as at:

(In thousands of U.S. dollars)	November 30, 2020 \$	February 29, 2020 \$
Current	67,775	83,711
Past due 0 to 30 days	17,837	16,619
Past due 31 to 90 days	6,893	7,445
Past due more than 90 days	16,703	21,989
	109,208	129,764
Less: Loss allowance	1,698	2,002
Trade accounts receivable	107,510	127,762
Other receivables	12,349	7,480
Total accounts receivable	119,859	135,242

The table below summarizes the movement in the allowance for doubtful accounts:

(In thousands of U.S. dollars)	November 30, 2020 \$	November 30, 2019 \$
Balance – Beginning of the year	2,002	1,662
Loss allowance expense	28	292
Recoveries of trade accounts receivable	(172)	(447)
Write-off of trade accounts receivable	(263)	(233)
Foreign exchange	103	(11)
Balance – End of the period	1,698	1,263

Liquidity risk – see discussion in *liquidity and capital resources* section

CONTINGENCIES (in thousands of U.S. dollars, excluding number of cases)

Two of the Company's U.S. subsidiaries have been named as one of the defendants in a number of pending lawsuits that seek to recover damages for personal injury allegedly caused by exposure to asbestos-containing products manufactured and sold in the past. Management believes it has a strong defence related to certain products that may have contained an internal asbestos containing component. 1,683 claims were outstanding at the end of the reporting period (February 29, 2020 – 1,561). These claims were filed in the states of Arizona, California, Connecticut, Delaware, Florida, Georgia, Illinois, Indiana, Louisiana, Maine, Maryland, Massachusetts, Michigan, Missouri, New Jersey, New York, North Carolina, Pennsylvania, Rhode Island, South Carolina, Texas, Virginia, Washington and West Virginia. During the reporting period, the Company resolved 275 claims (November 30, 2019 – 324) and was the subject of 397 new claims (November 30, 2019 – 489). Because of the many uncertainties inherent in predicting the outcome of these proceedings, as well as the course of asbestos litigation in the United States, management believes that it is not possible to make an estimate of the Company's asbestos liability. Accordingly, no provision has been set up in the accounts. Settlement costs and legal fees related to these asbestos claims amounted to \$2,897 for the quarter (November 30, 2019 - \$3,601) and \$8,114 (November 30, 2019 - \$6,944) for the nine-month period.

OFF-BALANCE SHEET ARRANGEMENTS

There have been no material changes from those identified in the annual MD&A.

Management's Discussion and Analysis

RELATED PARTY TRANSACTIONS (in thousands of U.S. dollars)

The Company has entered into the following transactions with related parties, which are measured at their exchange value.

- a) PDK Machine Shop Ltd. ("PDK") is a company owned by certain relatives of the controlling shareholder. PDK is a supplier of machined material components for use in the Company's plants.

	Three-month period ended November 30,		Nine-month period ended November 30,	
	2020	2019	2020	2019
Purchases of material components	\$278	\$384	\$400	\$575

The Company entered into an agreement with PDK pursuant to which it has the right to purchase the shares of PDK for a consideration equal to the book value thereof in the event that they propose to sell their shares to a third party. In the event that PDK proposes to sell all or substantially all of its assets to a third party, the Company has the right to purchase inventory at cost and other assets at book value. In the event of a proposed liquidation or sale of sufficient assets such that PDK cannot fulfill its obligations to the Company under any outstanding purchase orders, the Company also has the right and the obligation to purchase PDK's inventory at an amount equal to the cost thereof. The maximum obligation of the Company pursuant to such put right is \$200.

INTERNAL CONTROLS AND PROCEDURES

In accordance with National Instrument 52-109 – Certification of Disclosure in Issuer's Annual and Interim Filings, disclosure controls and procedures have been designed to provide reasonable assurance that the information presented in the Company's interim and annual reports to shareholders is accumulated and communicated to management on a timely basis, including the Chief Executive Officer and the Chief Financial Officer, in order for appropriate decisions to be made in regards to disclosures. Internal controls over financial reporting have also been designed to provide reasonable assurance regarding the reliability of the financial reporting and the preparation of financial statements in accordance with IFRS.

The Company did not make any changes to the design of internal controls over financial reporting during the three-month and nine-month periods ended November 30, 2020 that have materially affected, or are reasonably likely to materially affect, the Company's internal controls over financial reporting.

CRITICAL ACCOUNTING ESTIMATES & JUDGEMENTS

The Company's financial statements are prepared in accordance with IFRS as issued by the IASB. The Company's significant accounting policies as described in note 2 and 3 of the Company's audited consolidated financial statements are essential to understanding the Company's financial positions, results of operations and cash flows. Certain of these accounting policies require critical accounting estimates that involve complex and subjective judgments and the use of assumptions, some of which may be for matters that are inherently uncertain and susceptible to change. The assumptions and estimates used are based on parameters which are derived from the knowledge at the time of preparing the financial statements and believed to be reasonable under the circumstances. In particular, the circumstances prevailing at this time and assumptions as to the expected future development of the global and industry-specific environment were used to estimate the Company's future business performance. Where these conditions develop differently than assumed and beyond the control of the Company, the actual results may differ from those anticipated (see *Forward-looking information* section above). These estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimate is changed. There were no significant changes made to critical accounting estimates during the past two fiscal years.

There have been no material changes from those identified in the annual MD&A.

Management's Discussion and Analysis

CERTAIN RISKS THAT COULD AFFECT OUR BUSINESS

There have been no material changes from those identified in the annual MD&A.

SUMMARY OF QUARTERLY RESULTS

Summary financial data derived from the Company's unaudited financial statements from each of the eight most recently completed quarters are as follows:

For the quarters in months ending May, August, November and February
(in thousands of U.S. dollars, excluding per share amounts)

	QUARTERS ENDED							
	November 2020	August 2020	May 2020	February 2020	November 2019	August 2019	May 2019	February 2019
Sales	\$71,560	\$68,340	\$76,653	\$113,641	\$88,701	\$85,467	\$83,816	\$105,345
Net earnings (loss) ¹	9,527	(5,112)	(1,886)	(11,116)	(819)	1,369	(5,824)	1,519
Net earnings (loss) ¹ per share								
- Basic and diluted	0.44	(0.24)	(0.09)	(0.51)	(0.04)	0.06	(0.27)	0.07

Sales can vary from one quarter to the next due to the timing of the shipment of large project orders. Sales were higher in the quarter ended in February 2020 due to increased shipments of such orders, while the lower sales amounts for the quarters ended in May 2019, August 2019 and November 2019 were due to delays on the shipments of such orders. Sales were higher in the quarter ended in February 2019 due to increased shipments of a large project order in China, but, more significantly, as a result of a large surge in the MRO business. Sales were lower in the quarters ended in May 2020, August 2020 and November 2020 primarily due to the many disruptions caused by the COVID-19 pandemic as well as inefficiencies experienced in reconfiguring the Canadian plants under the V20 program. Net earnings¹ for the quarter ended in February 2019 was higher due to an improved sales volume and a more profitable product mix. The net loss¹ for the quarter ended in May 2019 was due to a less profitable product mix partly caused by the shipment of technically complex orders with lower margins. Net earnings¹ for the quarter ended August 2019 was due to a more profitable product mix. The net loss¹ for the quarter ended in February 2020 was due to the de-recognition of unused tax losses as well as the \$7.1 million spent on the Company's restructuring and transformative initiative, V20. The net loss¹ for the quarters ended in May 2020 and August 2020 was due to a lower sales volume, the expenses incurred by the Company in the scope of its restructuring and transformation plan as well as unrecognized tax losses, primarily in the Company's North American operations. The net loss¹ for the quarter ended in August 2020 was also negatively impacted by land clean-up costs of a former factory. Net earnings¹ for the quarter ended in November 2020 was achieved through the gain realized on the disposal of one of the Company's manufacturing plants in Montreal.

¹ Net earnings or loss refers to net income or loss attributable to Subordinate and Multiple Voting Shares.

Management's Discussion and Analysis

SUMMARY OF RESULTS

Summary financial data derived from the Company's financial statements prepared in accordance with IFRS for the three most recently completed reporting periods are as follows:

For the reporting periods ended on the following dates
(in thousands of U.S. dollars, excluding number of shares and per share amounts)

	Fiscal year ended February 29, 2020	Fiscal year ended February 28, 2019	Fiscal year ended February 28, 2018
Operating Data			
Sales	\$371,625	\$366,865	\$337,963
Net loss ¹	(16,390)	(4,882)	(17,811)
Loss per Share			
- Basic and diluted	(0.76)	(0.23)	(0.82)
Balance Sheet Data			
Total Assets	538,496	524,357	540,193
Total Long-Term Financial Liabilities	19,609	21,723	22,200
Shareholder Data			
Cash dividends per share			
- Multiple Voting Shares ²	0.09	0.09	0.31
- Subordinate Voting Shares	0.09	0.09	0.31
Outstanding Shares at report date			
- Multiple Voting Shares ²	15,566,567		
- Subordinate Voting Shares	6,019,068		

Sales for fiscal year 2020 increased by 1.3% compared to fiscal year 2019. This increase was primarily attributable to an increase in shipments from the Company's Italian operations which continued to deliver the record backlog, destined to the upstream oil and gas industry. This increase was partially offset by decreased shipments from the Company's North American and French operations. The decrease in shipments from the Company's North American operations is primarily attributable to an unusually high surge of non-project valve restocking orders from its distributors in the first quarter of the prior fiscal year. Sales for fiscal year 2019 increased by 8.6% compared to fiscal year 2018. This increase was primarily attributable to an increase in shipments from the Company's North American, Korean and Indian subsidiaries, which were partially offset by decreased shipments from the Company's German operations. The Company was able to notably improve its MRO business as well as increasing its shipments related to large project orders.

Gross profit for fiscal year 2020 amounted to \$88.1 million, an increase of \$2.5 million from fiscal year 2019, while the gross profit percentage increased from the 23.3% reported in fiscal year 2019 to 23.7% in fiscal year 2020. This reflected a much-improved performance in the last three quarters of the year, each delivering above 24% in gross profit, a notable recovery from the first quarter where gross profit was only 19.2%. The recovery came from the strong sales volume and higher margin sales in the Company's European operations. Meanwhile, on a full-year comparison basis, this increase was partially offset by the lower sales volume shipped by the Company's North American operations. The gross profit percentage was also negatively impacted by the very low margins experienced in the first quarter in the Company's North American operations. However, these saw an overall improvement in margins through the last three quarters, thanks to the reduction of its production overhead in accordance with the V20 plan, a better mix, and its business units' increased focus on higher quality orders. Gross profit for fiscal year 2019 amounted to \$85.6 million, an increase of \$14.7 million from fiscal year 2018, while the gross profit percentage increased from the 21.0% reported in fiscal year 2018 to 23.3% in fiscal year 2019. This increase was due primarily to the higher sales volume achieved by the Company's North American, Korea and Indian operations combined with the shipment of a more efficient product mix by the Company's French operations, which was partially offset by the lower sales volume shipped by the Company's German operations.

Administration costs for fiscal year 2020 decreased by \$8.1 million when compared to fiscal year 2019. This decrease was attributable to lower sales commissions and freight charges as well as benefiting from the reduction of staff levels, for which the related retirement packages were recorded in the last quarter of the previous year. This decrease was partially offset by a \$0.9 million expense regarding the settlement of a product claim that was filed against the Company in a prior year as well as a slight increase in costs recognized in connection with the Company's ongoing asbestos litigation (see *Contingencies* section). Administration costs for fiscal year 2019 increased by \$5.6 million when compared to fiscal year 2018. This fluctuation was attributable to an increase in bad debt expense, selling expenses, retirement expenses and freight charges for certain overseas project customers resulting from the higher sales volume as well as the need to incur air freight costs on a large delayed order. The Company had also invested \$1.0 million in the assessment of its current restructuring and transformation initiative, V20. The Company also experienced an increase in costs recognized in connection with the Company's ongoing asbestos litigation (see *Contingencies* section).

¹ Net earnings or loss refers to net income or loss attributable to Subordinate and Multiple Voting Shares.

² Multiple Voting Shares (five votes per share) are convertible into Subordinate Voting Shares on a 1 to 1 basis.

Management's Discussion and Analysis

RECONCILIATIONS OF NON-IFRS MEASURES

In this MD&A, the Company presented measures of performance or financial condition which are not defined under IFRS ("non-IFRS measures") and are therefore unlikely to be comparable to similar measures presented by other companies. These measures are used by management in assessing the operating results and financial condition of the Company and are reconciled with the performance measures defined under IFRS. Reconciliations of these measures can be found below.

Operating profit (loss) before restructuring and transformation costs and Adjusted net earnings (loss) before interest, taxes, depreciation and amortization ("EBITDA")

	Three-month period ended November 30, 2020	Three-month period ended November 30, 2019	Nine-month period ended November 30, 2020	Nine-month period ended November 30, 2019
Operating profit (loss)	10.4	(0.4)	4.2	(5.7)
<u>Adjustments for:</u>				
Restructuring and transformation costs	1.4	1.4	4.3	2.5
Gain on disposal of Montreal plant	(9.6)	-	(9.6)	-
Operating profit (loss) before restructuring and transformation costs	2.2	1.0	(1.1)	(3.2)
Net earnings (loss) ¹	9.5	(0.8)	2.5	(5.3)
<u>Adjustments for:</u>				
Depreciation of property, plant and equipment	2.5	2.9	7.5	8.1
Amortization of intangible assets	0.7	0.5	1.9	1.5
Finance costs – net	0.2	0.7	0.5	0.8
Provision for (Recovery of) income taxes	0.9	(0.4)	1.5	(1.4)
EBITDA	13.8	2.9	13.9	3.7
<u>Adjustments for:</u>				
Restructuring and transformation costs	1.4	1.4	4.3	2.5
Gain on disposal of Montreal plant	(9.6)	-	(9.6)	-
Adjusted EBITDA	5.6	4.3	8.6	6.2

The term "operating profit or loss before restructuring and transformation costs" is defined as operating profit or loss plus restructuring and transformation costs less the gain on the disposal of a manufacturing plant. The forward-looking statements contained in this MD&A are expressly qualified by this cautionary statement.

The term "adjusted EBITDA" is defined as net income or loss attributable to Subordinate and Multiple Voting Shares plus restructuring and transformation costs, plus depreciation of property, plant & equipment, plus amortization of intangible assets, plus net finance costs, plus income tax provision less the gain on the disposal of a manufacturing plant. The forward-looking statements contained in this MD&A are expressly qualified by this cautionary statement.

¹ Net earnings or loss refers to net income or loss attributable to Subordinate and Multiple Voting Shares.

Velan Inc.

Unaudited Condensed Interim Consolidated Financial Statements For the three-month and nine-month periods ended November 30, 2020

Notice of No Auditor Review of Condensed Interim Consolidated Financial Statements

In accordance with National Instrument 51-102 released by the Canadian Securities Administrators, the Company discloses that its auditors PricewaterhouseCoopers LLP have not reviewed the unaudited condensed interim consolidated financial statements for the three-month and nine-month periods ended November 30, 2020

Velan Inc.

Condensed Interim Consolidated Statements of Financial Position

(Unaudited)

(in thousands of U.S. dollars)

As At	November 30, 2020 \$	February 29, 2020 \$
Assets		
Current assets		
Cash and cash equivalents	79,961	75,327
Short-term investments	827	627
Accounts receivable	119,859	135,242
Income taxes recoverable	9,794	8,747
Inventories (note 5)	191,894	170,265
Deposits and prepaid expenses	8,174	5,191
Derivative assets (note 9)	1	555
	<u>410,510</u>	<u>395,954</u>
Non-current assets		
Property, plant and equipment	97,821	98,179
Intangible assets and goodwill	17,626	17,148
Deferred income taxes	28,157	26,702
Other assets	948	513
	<u>144,552</u>	<u>142,542</u>
Total assets	<u>555,062</u>	<u>538,496</u>
Liabilities		
Current liabilities		
Bank indebtedness	6,941	44,317
Short-term bank loans	5,915	1,379
Accounts payable and accrued liabilities	79,676	74,271
Income taxes payable	612	1,493
Customer deposits	57,594	47,208
Provisions	11,950	14,963
Provision for performance guarantees	21,056	21,127
Derivative liabilities (note 9)	336	1,169
Current portion of long-term lease liabilities	1,609	1,621
Current portion of long-term debt (note 6)	7,796	8,311
	<u>193,485</u>	<u>215,859</u>
Non-current liabilities		
Long-term lease liabilities	13,828	13,722
Long-term debt (note 6)	35,945	10,986
Income taxes payable	1,411	1,576
Deferred income taxes	2,774	2,869
Other liabilities	9,230	8,623
	<u>63,188</u>	<u>37,776</u>
Total liabilities	<u>256,673</u>	<u>253,635</u>
Total equity	<u>298,389</u>	<u>284,861</u>
Total liabilities and equity	<u>555,062</u>	<u>538,496</u>
Contingencies (note 8)		

The accompanying notes are an integral part of these condensed interim consolidated financial statements.

Velan Inc.

Condensed Interim Consolidated Statements of Income (Loss)

(Unaudited)

(in thousands of U.S. dollars, excluding number of shares and per share amounts)

	Three-month periods ended November 30		Nine-month periods ended November 30	
	2020 \$	2019 \$	2020 \$	2019 \$
Sales (note 11)	71,560	88,701	216,553	257,984
Cost of sales (note 5)	49,538	66,548	159,086	197,755
Gross profit	22,022	22,153	57,467	60,229
Administration costs	19,288	21,275	55,911	63,659
Restructuring and transformation costs (income) (note 14)	(8,119)	1,406	(5,220)	2,480
Other expense (income)	411	(118)	2,535	(171)
Operating profit (loss)	10,442	(410)	4,241	(5,739)
Finance income	161	135	575	870
Finance costs	322	833	1,098	1,709
Finance costs – net	161	698	523	839
Income (Loss) before income taxes	10,281	(1,108)	3,718	(6,578)
Provision for (Recovery of) income taxes	881	(400)	1,489	(1,368)
Net income (loss) for the period	9,400	(708)	2,229	(5,210)
Net income (loss) attributable to:				
Subordinate Voting Shares and Multiple Voting Shares	9,527	(819)	2,529	(5,274)
Non-controlling interest	(127)	111	(300)	64
	9,400	(708)	2,229	(5,210)
Net income (loss) per Subordinate and Multiple Voting Share				
Basic	0.44	(0.04)	0.12	(0.24)
Diluted	0.44	(0.04)	0.12	(0.24)
Dividends declared per Subordinate and Multiple Voting Share	- (CA\$ -)	0.02 (CA\$0.03)	- (CA\$-)	0.07 (CA\$0.09)
Total weighted average number of Subordinate and Multiple Voting Shares				
Basic	21,585,635	21,617,207	21,585,635	21,616,543
Diluted	21,585,635	21,617,207	21,585,635	21,616,543

The accompanying notes are an integral part of these condensed interim consolidated financial statements.

Velan Inc.

Condensed Interim Consolidated Statements of Comprehensive Income (Loss)

(Unaudited)

(in thousands of U.S. dollars)

	Three-month periods ended November 30		Nine-month periods ended November 30	
	2020	2019	2020	2019
	\$	\$	\$	\$
Comprehensive income (loss)				
Net income (loss) for the period	9,400	(708)	2,229	(5,210)
Other comprehensive income (loss)				
Foreign currency translation adjustment on foreign operations whose functional currency is other than the reporting currency (U.S. dollar)	490	(124)	11,299	(4,694)
Comprehensive income (loss)	9,890	(832)	13,528	(9,904)
Comprehensive income (loss) attributable to:				
Subordinate Voting Shares and Multiple Voting Shares	9,886	(1,002)	13,663	(9,855)
Non-controlling interest	4	170	(135)	(49)
	9,890	(832)	13,528	(9,904)

Other comprehensive income (loss) is composed solely of items that may be reclassified subsequently to the consolidated statement of income (loss).

The accompanying notes are an integral part of these condensed interim consolidated financial statements.

Velan Inc.

Condensed Interim Consolidated Statements of Changes in Equity

(Unaudited)

(in thousands of U.S. dollars, excluding number of shares)

	Equity attributable to the Subordinate and Multiple Voting shareholders						Non-controlling interest	Total equity
	Number of shares	Share capital (note 7)	Contributed surplus	Accumulated other comprehensive income (loss)	Retained earnings	Total		
Balance - February 28, 2019	21,621,935	73,090	6,074	(28,990)	254,606	304,780	4,053	308,833
Net income (loss) for the period	-	-	-	-	(5,274)	(5,274)	64	(5,210)
Other comprehensive loss	-	-	-	(4,581)	-	(4,581)	(113)	(4,694)
Effect of share-based compensation (note 7 (d))	-	-	2	-	-	2	-	2
Share repurchase (note 7 (c))	(16,900)	(184)	94	-	-	(90)	-	(90)
Dividends								
Multiple Voting Shares	-	-	-	-	(1,048)	(1,048)	-	(1,048)
Subordinate Voting Shares	-	-	-	-	(413)	(413)	-	(413)
Balance - November 30, 2019	21,605,035	72,906	6,170	(33,571)	247,871	293,376	4,004	297,380
Balance - February 29, 2020	21,585,635	72,695	6,260	(34,047)	236,269	281,177	3,684	284,861
Net income (loss) for the period	-	-	-	-	2,529	2,529	(300)	2,229
Other comprehensive income	-	-	-	11,134	-	11,134	165	11,299
Balance - November 30, 2020	21,585,635	72,695	6,260	(22,913)	238,798	294,840	3,549	298,389

The accompanying notes are an integral part of these condensed interim consolidated financial statements.

Velan Inc.

Condensed Interim Consolidated Statements of Cash Flow

(Unaudited)

(in thousands of U.S. dollars)

	Three-month periods ended November 30		Nine-month periods ended November 30	
	2020 \$	2019 \$	2020 \$	2019 \$
Cash flows from				
Operating activities				
Net income (loss) for the period	9,400	(708)	2,229	(5,210)
Adjustments to reconcile net income (loss) to cash provided (used)				
by operating activities (note 12)	(6,096)	3,590	(837)	10,503
Changes in non-cash working capital items (note 13)	(14,657)	7,536	6,358	8,080
Cash provided (used) by operating activities	(11,353)	10,418	7,750	13,373
Investing activities				
Short-term investments	327	2,207	(200)	569
Additions to property, plant and equipment	(3,575)	(5,711)	(7,511)	(7,425)
Additions to intangible assets	(470)	(175)	(993)	(308)
Proceeds on disposal of property, plant and equipment, and intangible assets (note 14)	12,683	109	13,712	148
Net change in other assets	63	(156)	(426)	(1,484)
Cash provided (used) by investing activities	9,028	(3,726)	4,582	(8,500)
Financing activities				
Dividends paid to Subordinate and Multiple Voting shareholders	-	(495)	(482)	(1,457)
Repurchase of shares	-	(90)	-	(90)
Short-term bank loans	5,913	(146)	4,536	(638)
Net change in revolving credit facility	(9,537)	-	10,798	-
Increase in long-term debt	-	-	14,305	1,122
Repayment of long-term debt	(873)	(579)	(2,931)	(2,438)
Repayment of long-term lease liabilities	(428)	(485)	(1,284)	(1,143)
Cash provided (used) by financing activities	(4,925)	(1,795)	24,942	(4,644)
Effect of exchange rate differences on cash	(430)	(779)	4,736	(2,067)
Net change in cash during the period	(7,680)	4,118	42,010	(1,838)
Net cash – Beginning of the period	80,700	34,910	31,010	40,866
Net cash – End of the period	73,020	39,028	73,020	39,028
Net cash is composed of:				
Cash and cash equivalents	79,961	77,143	79,961	77,143
Bank indebtedness	(6,941)	(38,115)	(6,941)	(38,115)
	73,020	39,028	73,020	39,028
Supplementary information				
Interest paid	(482)	(480)	(945)	(938)
Income taxes paid	(3,039)	(1,025)	(5,548)	(4,532)

The accompanying notes are an integral part of these condensed interim consolidated financial statements.

Velan Inc.

Notes to Condensed Interim Consolidated Financial Statements

(Unaudited)

(in thousands of U.S. dollars, excluding number of shares and per share amounts)

For the three-month and nine-month periods ended November 30, 2020

1 General information

These unaudited condensed interim financial statements represent the consolidation of the accounts of Velan Inc. (the “Company”) and its subsidiaries. The Company is an international manufacturer of industrial valves and is a public company listed on the Toronto Stock Exchange under the symbol “VLN”. It was incorporated under the name Velan Engineering Ltd. on December 12, 1952 and continued under the *Canada Business Corporations Act* on February 11, 1977. It changed its name to Velan Inc. on February 20, 1981. Velan Inc. maintains its registered head office at 7007 Cote de Liesse, Montreal, Quebec, Canada, H4T 1G2. The Company’s ultimate parent company is Velan Holdings Co. Ltd.

These unaudited condensed interim consolidated financial statements were approved for issue by the Company’s Board of Directors on January 13, 2021. The Company’s auditors have not performed a review of these unaudited condensed interim consolidated financial statements.

2 Basis of preparation

These unaudited condensed interim consolidated financial statements for the three-month and nine-month periods ended November 30, 2020 have been prepared in accordance with International Financial Reporting Standards (“IFRS”) in accordance with International Accounting Standard (“IAS”) 34, *Interim Financial Reporting*. These unaudited condensed interim consolidated financial statements have been prepared using the same basis of presentation, accounting policies, and methods of computation as outlined in Note 2, *Summary of significant accounting policies*, in the Company’s annual consolidated financial statements for the year ended February 29, 2020, which have also been prepared in accordance with IFRS. Accordingly, these unaudited condensed interim consolidated financial statements should be read in conjunction with the Company’s annual consolidated financial statements for the year ended February 29, 2020.

3 Estimates

The preparation of interim financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities, income and expense. Actual results may differ from these estimates.

In preparing these unaudited condensed interim consolidated financial statements, the significant judgements made by management in applying the Company’s accounting policies and the key sources of estimation uncertainty were the same as those that applied to the annual consolidated financial statements for the year ended February 29, 2020.

Velan Inc.

Notes to Condensed Interim Consolidated Financial Statements

(Unaudited)

(in thousands of U.S. dollars, excluding number of shares and per share amounts)

However, the occurrence of the novel coronavirus (“COVID-19”) pandemic has caused disruptions in the Company’s global operations which have materially adversely affected its business and financial results. The economic slowdown triggered by the global pandemic has translated in a lower sales volume and subsequently depressed results for the Company while net order bookings have showed positive trends for the three-month and nine-month periods ended November 30, 2020. The Company has implemented proactive measures to protect its global workforce and mitigate the numerous effect of the pandemic, but given the ongoing dynamic nature of circumstances surrounding COVID-19, it is not possible to reliably estimate the length, severity and long term impact the global pandemic may have on the Company’s results, conditions and cash-flows.

During the nine-month period ended November 30, 2020, the company has applied for wage subsidies which provided a reduction of salaries of \$5,714 in Cost of sales, \$4,673 in Administration costs and \$350 in Restructuring and transformation costs. During the three-month period ended November 30, 2020, the Company has applied for wage subsidies which provided a reduction of salaries of \$1,541 in Cost of sales, \$1,239 in Administration costs and \$83 in Restructuring and transformation costs.

4 Seasonality

The Company’s sales are not subject to seasonality. Quarterly sales can vary greatly based on the timing of revenue recognition on large project orders.

5 Inventories

	November 30, 2020 \$	February 29, 2020 \$
Raw materials	42,023	35,920
Work in process and finished parts	115,712	95,123
Finished goods	34,159	39,222
	<u>191,894</u>	<u>170,265</u>

As a result of variations in the ageing of its inventories, the Company recognized a net additional inventory provision for the nine-month period ended November 30, 2020 of \$4,069 (November 30, 2019 – \$3,365), including reversals of \$5,528 (November 30, 2019 - \$3,252). The Company recognized a net additional inventory provision for the three-month period ended November 30, 2020 of \$1,256 (November 30, 2019 – \$518), including reversals of \$2,985 (November 30, 2019 - \$1,695).

Velan Inc.

Notes to Condensed Interim Consolidated Financial Statements

(Unaudited)

(in thousands of U.S. dollars, excluding number of shares and per share amounts)

6 Long-term debt

	November 30, 2020 \$	February 29, 2020 \$
Revolving credit facility	10,798	-
Canadian subsidiary		
Secured bank loan (\$CAD 15,000; February 29, 2020 – nil)	11,323	-
French subsidiaries		
Unsecured bank loan (€3,422; February 29, 2020 – €4,570)	4,099	5,017
Italian subsidiary		
Unsecured bank loan (nil; February 29, 2020 – €330)	-	363
Unsecured state bank loan (€4,035; February 29, 2020 – €1,183)	4,834	1,299
Korean structured entity		
Secured bank loan (KW7,187,410; February 29, 2020 – KW7,757,040)	6,483	6,431
Other	6,204	6,187
	43,741	19,297
Less: Current portion	7,796	8,311
	35,945	10,986

On July 3, 2020, the Company secured new financing in the form of a \$65,000 multi-currency revolving credit facility subject to a borrowing base calculation and renewable every three years. This revolving credit facility can be drawn in US dollars or Canadian dollars. Drawings bear interest at either the US Base rate, US Prime rate, Canadian prime rate, CDOR or LIBOR, plus a margin based on the Company's excess availability. Under the terms of the credit facility, the Company is required to satisfy a restrictive covenant based on a financial ratio. As at November 30, 2020, the Company had drawn down \$10,798 on the revolving credit facility and had \$5,338 in the form of outstanding letters of credit and letters of guarantee on a total \$52,590 borrowing availability. Furthermore, the Company was in compliance with its covenant.

During the course of the nine-month period ended November 30, 2020, the Company's Canadian subsidiary borrowed \$11,323 in the form of a secured mortgage loan bearing monthly interest payments at a yearly interest rate of 3.80%, with principal repayments beginning in October 2021 and repayable over 20 years. Additionally, its Italian subsidiary borrowed \$3,425 in the form of three unsecured state bank loans, bearing interest between 1.00% and 1.25%, with principal repayments beginning in one to two years and repayable in monthly and quarterly installments, expiring in 2025 and 2026.

Velan Inc.

Notes to Condensed Interim Consolidated Financial Statements

(Unaudited)

(in thousands of U.S. dollars, excluding number of shares and per share amounts)

7 Capital stock

- a) Authorized – in unlimited number
Preferred Shares, issuable in series
Subordinate Voting Shares
Multiple Voting Shares (five votes per share), convertible into Subordinate Voting Shares

- b) Issued

	November 30, 2020 \$	February 29, 2020 \$
6,019,068 Subordinate Voting Shares	65,569	65,569
15,566,567 Multiple Voting Shares	7,126	7,126
	<u>72,695</u>	<u>72,695</u>

- c) Pursuant to its Normal Course Issuer Bid, the Company was entitled to repurchase for cancellation a maximum of 151,384 of the issued Subordinate Voting Shares of the Company, representing approximately 2.5% of the issued shares of such class as at October 10, 2019, during the ensuing 12-month period ending October 22, 2020. The Company elected not to renew its Normal Course Issuer Bid in the current quarter for the next fiscal year. No shares were repurchased for cancellation during the three-month and nine-month periods ended November 30, 2020. During the three-month and nine-month periods ended November 30, 2019, 16,900 Subordinate Voting Shares were purchased for a cash consideration of \$90 and cancelled.
- d) The Company established a fixed share option plan (the “Share Option Plan”) in 1996, amended in fiscal 2007, to allow for the purchase of Subordinate Voting Shares by certain of its full-time employees, directors, officers and consultants. The remaining outstanding options expired during the nine-month period ended November 30, 2020.
- e) On July 13, 2017, the Company adopted a PSU plan allowing the Board of Directors, through its Corporate Governance and Human Resources (“CGHR”) Committee, to grant performance share units (“PSUs”) to certain of its full-time employees. A PSU is a notional unit whose value is based on the volume weighted average price of the Company’s Subordinate Voting Shares on the Toronto Stock Exchange for the 20 trading days immediately preceding the grant date. The PSU plan is non-dilutive since vested PSUs shall be settled solely in cash. Each PSU grant shall vest at the end of a three-year performance cycle, which will normally start on March 1 of the year in which such PSU is granted and end on the last day of February of the third year following such grant, subject to the achievement of certain performance objectives over such cycle, as determined by the Company’s CGHR Committee.

As at November 30, 2020, the Company had no PSU’s outstanding since they all expired at the end of the prior fiscal year.

Velan Inc.

Notes to Condensed Interim Consolidated Financial Statements

(Unaudited)

(in thousands of U.S. dollars, excluding number of shares and per share amounts)

- f) On July 13, 2017, the Company adopted a DSU plan allowing the Board of Directors, through its CGHR Committee, to grant deferred share units (“DSUs”) to certain of its independent directors and full-time employees. A DSU is a notional unit whose value is based on the volume weighted average price of the Company’s Subordinate Voting Shares on the Toronto Stock Exchange for the 20 trading days immediately preceding the grant date. The DSU plan is non-dilutive since vested DSUs shall be settled solely in cash.

Each DSU grant shall vest at the earlier of:

- the sixth anniversary of its grant date; or
- the day the holder of the DSU attains the retirement age, which, unless otherwise determined by the CGHR Committee, is the earliest of age 65, or the age at which the combination of years of service at the Company plus his or her age is equal to 75, being understood that the retirement age shall not be less than 55 years old.

Additionally, a grant made to an independent director will be deemed immediately vested.

Movements in outstanding DSUs and related expense were as follow:

	Three-month periods ended November 30,		Nine-month periods ended November 30,	
	2020	2019	2020	2019
<i>In number of DSUs</i>				
Opening balance	80,877	51,678	45,268	27,748
Issues	-	222	37,681	24,152
Settled	-	-	(2,072)	-
Closing balance of outstanding DSUs	80,877	51,900	80,877	51,900
DSU expense for the periods	\$24	\$8	\$46	\$29
Fair value of vested outstanding DSUs, end of periods	\$173	\$127	\$173	\$127

8 Contingent liabilities

Two of the Company’s U.S. subsidiaries have been named as defendants in a number of asbestos-related legal proceedings pertaining to products they formerly sold. Management believes it has a strong defence, and the subsidiaries have previously been dismissed from a number of similar cases. Because of the many uncertainties inherent in predicting the outcome of these proceedings, as well as the course of asbestos litigation in the United States, management believes that it is not possible to make an estimate of the subsidiaries’ asbestos liability. Accordingly, no provision has been set up in the accounts.

During the nine-month period ended November 30, 2020, legal and related costs for these matters amounted to \$8,114 (November 30, 2019 – \$6,944). During the three-month period ended November 30, 2020, legal and related costs for these matters amounted to \$2,897 (November 30, 2019 – \$3,601).

Velan Inc.

Notes to Condensed Interim Consolidated Financial Statements

(Unaudited)

(in thousands of U.S. dollars, excluding number of shares and per share amounts)

9 Fair value of financial instruments

The fair value hierarchy has the following levels:

- Level 1 – quoted market prices in active markets for identical assets or liabilities;
- Level 2 – inputs other than quoted market prices included in Level 1 that are observable for the asset or liability, either directly (as prices) or indirectly (derived from prices); and
- Level 3 – unobservable inputs such as inputs for the asset or liability that are not based on observable market data. The level in the fair value hierarchy within which the fair value measurement is categorized in its entirety is determined on the basis of the lowest level input that is significant to the fair value measurement in its entirety.

The fair value of financial assets and financial liabilities on the condensed interim consolidated statements of financial position are as follows:

As at November 30, 2020				
Financial position classification and nature	Total \$	Level 1 \$	Level 2 \$	Level 3 \$
Assets				
Derivative assets	1	-	1	-
Liabilities				
Derivative liabilities	336	-	336	-
As at February 29, 2020				
Financial position classification and nature	Total \$	Level 1 \$	Level 2 \$	Level 3 \$
Assets				
Derivative assets	555	-	555	-
Liabilities				
Derivative liabilities	1,169	-	1,169	-

Fair value measurements of the Company's derivative assets and liabilities are classified under Level 2 because such measurements are determined using published market prices or estimates based on observable inputs such as interest rates, yield curves, and spot and future exchange rates. The carrying value of the Company's financial instruments is considered to approximate fair value, unless otherwise indicated.

Velan Inc.

Notes to Condensed Interim Consolidated Financial Statements

(Unaudited)

(in thousands of U.S. dollars, excluding number of shares and per share amounts)

10 Related party transactions and balances

Transactions and balances with related parties are in the ordinary course of business. Related party transactions and balances not otherwise disclosed separately in these consolidated financial statements are as follows:

	Nine-month periods ended November 30,	
	2020 \$	2019 \$
Affiliated company owned by certain relatives of the controlling shareholder		
Purchases – Material components	400	575
Key management ¹ compensation		
Salaries and other short-term benefits	2,836	3,402
Share-based compensation – Options	-	2
Share-based compensation – PSUs and DSUs	46	(3)
	November 30, 2020 \$	February 29, 2020 \$
Accounts payable and accrued liabilities		
Affiliated companies	88	91

11 Segment reporting

The Company reflects its results under a single reportable operating segment. The geographic distribution of its sales is as follows:

	November 30, 2020						
	Canada \$	United States \$	France \$	Italy \$	Other \$	Consolidated Adjustment \$	Consolidated \$
Sales							
Customers -							
Domestic	12,470	64,006	27,384	1,243	9,283	-	114,386
Export	22,812	-	26,868	41,269	11,218	-	102,167
Intercompany (export)	17,945	8,369	73	9	43,142	(69,538)	-
Total	53,227	72,375	54,325	42,521	63,643	(69,538)	216,553

¹ Key management includes directors (executive and non-executive) and certain senior management.

Velan Inc.

Notes to Condensed Interim Consolidated Financial Statements

(Unaudited)

(in thousands of U.S. dollars, excluding number of shares and per share amounts)

	November 30, 2019					
	Canada	United States	France	Italy	Other	Consolidated
	\$	\$	\$	\$	\$	Adjustment
						Consolidated
						\$
Sales						
Customers -						
Domestic	21,704	78,737	30,674	970	16,468	-
Export	32,059	-	26,191	39,150	12,031	-
Intercompany (export)	39,986	11,544	46	322	44,617	(96,515)
Total	93,749	90,281	56,911	40,442	73,116	(96,515)
						257,984

12 Adjustments to reconcile net income (loss) to cash provided (used) from operating activities

	Three-month periods ended November 30,		Nine-month periods ended November 30,	
	2020	2019	2020	2019
	\$	\$	\$	\$
Depreciation of property, plant and equipment	2,541	2,871	7,516	8,045
Amortization of intangible assets	674	504	1,868	1,499
Deferred income taxes	207	(79)	(649)	779
Share-based compensation expense (note 7 (d))	-	-	-	2
Gain on disposal of property, plant and equipment	(9,562)	(102)	(9,560)	(69)
Net change in derivative assets and liabilities	(357)	31	(280)	136
Net change in other liabilities	401	365	268	111
	(6,096)	3,590	(837)	10,503

Velan Inc.

Notes to Condensed Interim Consolidated Financial Statements

(Unaudited)

(in thousands of U.S. dollars, excluding number of shares and per share amounts)

13 Changes in non-cash working capital items

	Three-month periods ended November 30,		Nine-month periods ended November 30,	
	2020 \$	2019 \$	2020 \$	2019 \$
Accounts receivable	(2,349)	(4,663)	22,517	12,553
Inventories	(10,299)	(4,337)	(15,104)	(15,293)
Income taxes recoverable	(1,172)	(2,474)	(990)	(741)
Deposits and prepaid expenses	(1,205)	(330)	(2,621)	191
Accounts payable and accrued liabilities	4,176	10,512	2,215	1,544
Income taxes payable	(478)	(536)	(1,083)	168
Customer deposits	296	9,649	6,801	12,432
Provisions	(3,143)	(196)	(3,548)	(1,275)
Accrual for performance guarantees	(483)	(89)	(1,829)	(1,499)
	<u>(14,657)</u>	<u>7,536</u>	<u>6,358</u>	<u>8,080</u>

14 Restructuring and transformation costs (income)

	Three-month periods ended November 30,		Nine-month periods ended November 30,	
	2020 \$	2019 \$	2020 \$	2019 \$
Restructuring and transformation costs	1,433	1,406	4,332	2,480
Gain on disposal of Montreal plant	(9,552)	-	(9,552)	-
	<u>(8,119)</u>	<u>1,406</u>	<u>(5,220)</u>	<u>2,480</u>

Restructuring and transformation costs consist primarily of project resources as well as the moving costs related to dismantling and transportation of machinery and equipment to reflect the optimized manufacturing footprint plan.

On November 2, 2020, the Company sold one of its Montreal manufacturing plants. The sale was a vital part of the North American manufacturing footprint optimization plan which was planned in the scope of the Company's restructuring and transformation plan. The Company's production has gradually been reorganized from four North American plants to three more specialized plants. The production of certain non-project valves produced in North America, as well as less complex project valves have also been transferred to India. The net proceeds for the disposition of the building and the land was \$12,389, while the net book value of the assets was \$2,837 which resulted in a gain of \$9,552.

Velan Inc.

Notes to Condensed Interim Consolidated Financial Statements

(Unaudited)

(in thousands of U.S. dollars, excluding number of shares and per share amounts)

Movements in the Company's severance provision relating to its restructuring and transformation initiative were as follows:

	November 30, 2020 \$	February 29, 2020 \$
Balance – Beginning of year	4,967	-
Additional provisions	-	6,241
Used during the period	(1,885)	(1,274)
Reversed during the period	(700)	-
Balance – End of period	2,382	4,967

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Velan Inc. is listed on the Toronto stock exchange under the symbol VLN

Visit us on the Web: <http://www.velan.com>

Velan inc.
7007 chemin de la Côte-de-Liesse,
Montréal, (Québec) H4T 1G2 Canada
Tél : +1 514 748 7743
Télec : +1 514 748 8635