

Management's Discussion and Analysis of



Decisive Dividend

— Corporation —

For the nine months ended September 30, 2019

Corporate Overview

Decisive Dividend Corporation ("Decisive" or the "Company") was established to acquire a growing stable of successful manufacturing companies for the long term that provide steady and growing dividend payments to its shareholders. To date, the Company has completed the acquisition of five manufacturing companies.

The objectives of the Company are:

- (i) To provide shareholders with stable and growing dividends;
- (ii) To maximize share value through on-going active monitoring of, and investing in, its operating subsidiaries; and
- (iii) To continue to acquire additional companies or businesses, in order to expand and diversify the Company's investments.

The Company was incorporated under the *Business Corporations Act* (British Columbia) on October 2, 2012 and is listed on the TSX Venture Exchange (the "Exchange"), trading under the symbol "DE". The head office of the Company is located in Kelowna, British Columbia. The principal wholly-owned operating subsidiaries of the Company are as follows:

- Valley Comfort Systems Inc. and its wholly-owned subsidiary Blaze King Industries Inc.; acquired in February 2015; collectively referred to herein as "Blaze King".
- Unicast Inc. ("Unicast"); acquired in June 2016.
- Slimline Manufacturing Ltd. and its wholly-owned subsidiary Slimline Manufacturing (2016) Ltd.; acquired in May 2018; collectively referred to herein as "Slimline".
- Hawk Machine Works Ltd. ("Hawk"); acquired in June 2018.
- Northside Industries Inc. ("Northside"); acquired in August 2019.

Preface

This Management's Discussion and Analysis ("MD&A") focuses on key items from the unaudited interim condensed consolidated financial statements of Decisive for the three and nine months ended September 30, 2019 and 2018. The condensed consolidated financial statements of the Company have been prepared in accordance with International Accounting Standard 34, Interim Financial Reporting. All amounts are expressed in Canadian dollars unless otherwise noted. This discussion should not be considered all-inclusive as it excludes changes that may occur in general economic, political and environmental conditions. Additionally, other matters may occur which could affect the Company in the future.

This MD&A should be read in conjunction with the Company's unaudited interim condensed consolidated financial statements and the related notes for the period ended September 30, 2019, the annual audited consolidated financial statements and the related notes for the year ended December 31, 2018, the annual MD&A for the year ended December 31, 2018, the unaudited interim condensed consolidated financial statements for the period ended September 30, 2018, as well as the Cautionary Statement Regarding Forward-Looking Information and Statements in this MD&A. This MD&A covers the nine months ended September 30, 2019 and the subsequent period up to the date of filing. In this MD&A, the Company and its subsidiaries, collectively, are referred to as the "Group".

Additional information regarding the Company, including the Company's Annual Information Form, is available on SEDAR at www.sedar.com, or on the Company's website at www.decisivedividend.com.

This MD&A was prepared effective November 19, 2019.

Non-IFRS Measures

In this MD&A, reference is made to the measures "EBITDA" and "Adjusted EBITDA", which is believed to be meaningful in the assessment of the Company's performance.

- "EBITDA" is defined as earnings before finance costs, income taxes, depreciation and amortization.
- "Adjusted EBITDA" is defined as earnings before finance costs, income taxes, depreciation, amortization, foreign exchange gains or losses, other non-cash items such as gains or losses recognized on the fair value of contingent consideration items, asset impairment and restructuring costs, and any unusual non-operating one-time items such as acquisition costs.

Set forth below are descriptions of the financial items that have been excluded from net income or loss to calculate "EBITDA" and "Adjusted EBITDA" and the material limitations associated with using this non-IFRS financial measure as compared to profit or loss:

Exclusions re: EBITDA and Adjusted EBITDA

- The amount of interest expense incurred, or interest income generated, may be useful for investors to consider and may result in current cash inflows or outflows. However, management does not consider the amount of interest expense or interest income to be a representative component of the day-to-day operating performance of the Company.
- Additionally, management does not consider foreign exchange gains or losses to be a representative component of the day-to-day operating performance of the Company.
- Depreciation and amortization expense may be useful for investors to consider because it generally represents the wear and tear on our property and equipment used in our operations. However, management does not believe these charges necessarily reflect the current and ongoing cash charges related to our operating costs.

Exclusions re: Adjusted EBITDA

- Management does not consider one-time or non-recurring costs incurred to be a representative component of the day-to-day operating performance of the Company. Acquisition costs are non-operating items that can affect costs, with respect to planned and completed acquisitions. While a necessary expense as part of an acquisition, the magnitude and timing of these items may vary significantly depending upon the acquisition. As such, management does not consider acquisition costs incurred to be a representative component of the day-to-day operating performance of the Company.
- Manufacturing costs include non-cash charges to expense the fair value increment of acquired inventories sold in the period that were originally valued as part of the initial purchase in a business acquisition, inventory write downs, and allowances for inventory obsolescence. Management does not consider these non-cash charges to be a representative component of the day-to-day operating performance of the Company.
- Similarly, goodwill impairment losses are non-cash charges that management does not consider to be a representative component of the day-to-day operating performance of the Company.
- Share-based compensation may be useful for investors to consider because it is an estimate of the non-cash component of compensation received by the Company's directors, officers and employees. Management does not consider these non-cash charges to be a representative component of the day-to-day operating performance of the Company as the decisions that gave rise to these expenses were not made to increase revenue in a particular period, but were made for the Company's long-term benefit over multiple periods.

While EBITDA and Adjusted EBITDA are used by management of the Company to assess the historical financial performance of the Company and its businesses, as applicable, readers are cautioned that:

- Non-IFRS financial measures, such as EBITDA and Adjusted EBITDA, are not recognized financial measures under IFRS;
- The Company's method of calculating Non-IFRS financial measures, such as EBITDA and Adjusted EBITDA, may differ from that of other corporations or entities and therefore may not be directly comparable to measures utilized by other corporations or entities;
- In the future, the Company may disclose different non-IFRS financial measures in order to help our investors more meaningfully evaluate and compare our future results of operations to our previously reported results of operations.
- Non-IFRS financial measures, such as EBITDA and Adjusted EBITDA, should not be viewed as an alternative to measures that are recognized under IFRS such as net income or cash from operating activities; and
- A reader should not place undue reliance on any Non-IFRS financial measures.

For a reconciliation of a Non-IFRS financial measure to its most relevant IFRS measure, see "Overall Performance – Financial Highlights" in this MD&A.

Forward Looking Statements

Certain statements in this report constitute forward-looking information and forward-looking statements. All statements other than statements of historical fact contained in this report are forward-looking statements, including, without limitation, statements regarding the future financial position, operations, business strategy, future acquisitions, and the potential impact of completed acquisitions on the operations, financial condition, capital resources and business of the Company and its subsidiaries, the Company's policy with respect to the amount and/or frequency of dividends, budgets, litigation, projected costs and plans and objectives of or involving the Company and/or its subsidiaries. Readers can identify many of these forward-looking statements by looking for words such as "believes", "expects", "will", "may", "intends", "projects", "anticipates", "plans", "estimates", "continues" and similar words or the negative and grammatical variations thereof.

Forward-looking statements are necessarily based upon a number of expectations or assumptions that, while considered reasonable by management at the time the statements are made, are inherently subject to significant business, economic and competitive risks, uncertainties and contingencies, many of which are beyond the Company's control and many of which are subject to change. Readers are cautioned to not place undue reliance on forward-looking statements which only speak as to the date they are made. Although management believes that the expectations and assumptions underlying such forward-looking statements are reasonable, there can be no assurance that such expectations or assumptions will prove to be correct. A number of factors could cause actual future results, performance, achievements and developments of the Company to differ materially from anticipated results, performance, achievements and developments expressed or implied by such forward-looking statements. Such factors include, but are not limited to risks relating to: general economic conditions; government regulation; environmental regulation; operational performance and growth; acquisition risk; dependence on distributors and strategic relationships; ability to develop new products; weather and climate; supply and cost of raw materials and purchased parts; foreign exchange exposure; implementation of growth strategy; competition; reliance on management and key personnel; financing risk; litigation; product liability and warranty claims; credit facilities; income tax matters; dividends; reliance on technology; market trends and innovation; employee and labour relations; conflicts of interest; trading volatility of the Company's shares; information technology; potential failure to achieve synergies and customer concentration risk.

Assumptions about the performance of the businesses of the Company are considered in setting the business plan and financial targets for the Company and its businesses. Key assumptions include assumptions relating to the demand for products and services of the businesses of the Company and relating to the Canadian and other markets in which the businesses are active. **Should one or more of the risks materialize or the assumptions prove incorrect, actual results, performance or achievements of the Corporation and its Subsidiaries may vary materially from those described in forward-looking statements.**

All forward-looking statements contained herein are expressly qualified in their entirety by this cautionary statement. Except as required by law, the Company disclaims any obligation to update any forward-looking information or forward-looking statements to reflect future events or results or otherwise.

Overall Performance

Financial Highlights

The financial results of the Group for the periods indicated below are, as follows:

FINANCIAL PERFORMANCE				
<i>(Stated in thousands of dollars, except per share amounts)</i>				
September 30,	For the three months ended		For the nine months ended	
	2019	2018	2019	2018
Sales	\$ 12,122	\$ 13,616	\$ 33,124	\$ 24,379
Gross margin	4,770	4,885	12,699	9,443
Gross margin %	39%	36%	38%	39%
Adjusted EBITDA ¹	1,909	2,561	4,248	3,364
Per share basic	0.17	0.24	0.38	0.44
Profit before tax	447	1,130	663	1,066
Profit	268	672	303	683
Per share basic	0.02	0.06	0.03	0.09
Per share diluted	0.02	0.06	0.03	0.08
Dividends declared	1,019	987	3,011	2,240
Per share basic	0.09	0.09	0.27	0.27

¹ – see IFRS measurement to non-IFRS measurement reconciliation table below.

FINANCIAL POSITION		
<i>(Stated in thousands of dollars)</i>		
	September 30,	December 31,
	2019	2018
Working capital	\$ 13,015	\$ 10,523
Property and equipment	5,469	5,226
Total assets	62,764	44,329
Long-term debt, excluding debt issuance costs	26,517	11,646
Equity	22,333	23,417
Share Information (000s)		
Common shares issued	11,433	11,025
Common shares issued and outstanding	11,433	10,878

The non-IFRS measures referenced in the table above reconcile to the IFRS measures reported in the Company's consolidated financial statements as follows:

<i>(Stated in thousands of dollars)</i>				
September 30,	For the three months ended		For the nine months ended	
	2019	2018	2019	2018
Profit (loss) for the period	\$ 268	\$ 672	\$ 303	\$ 683
Add (deduct):				
Financing costs	461	207	881	488
Income tax expense (recovery)	179	458	360	383
Amortization and depreciation	725	514	1,995	1,034
EBITDA	1,633	1,851	3,539	2,588
Add (deduct):				
Acquisition costs	284	21	329	470
Inventory fair value adjustments and write downs	-	275	-	336
Share-based compensation expense	64	308	161	459
Foreign exchange expense (income)	(47)	109	276	(485)
Interest income	(2)	(3)	(34)	(4)
Gain on sale of equipment	(23)	-	(23)	-
Adjusted EBITDA	1,909	2,561	4,248	3,364

Discussion of Overall Performance

Q3 Consolidated Financial Highlights

Sales for the three months ended September 30, 2019 for the Group decreased to \$12.1 million, from \$13.6 million in Q3 2018. The primary drivers of the decrease were lower unit sales for Blaze King and a decrease in Hawk sales relative to its record third quarter in 2018. These decreases were partially offset by the contribution of Northside for half of Q3 2019, after being acquired on August 16, 2019. The lower Blaze King sales were attributed to dealer concerns that Blaze King competitors would saturate the market by discounting their stoves that are not compliant under new EPA regulations that come into force in May 2020. Blaze King management believes it is well positioned to realize higher future sales since its entire product line is compliant under these EPA 2020 regulations. In fact, Blaze King had a record month in terms of sales in October 2019.

Overall gross profit for the Group decreased by \$0.1 million, or 2%, in Q3 2019 relative to Q3 2018. However, gross profit percentage for the Group over the same period increased to 39% from 36%, driven by pricing increases and/or cost containment initiatives within the Group. The \$0.3 million of non-cash costs related to expensing the fair value increment of acquired inventory in Q3 2018 also impacted gross profit and gross profit percentages in that quarter.

In each subsidiary, there are substantial fixed costs that do not meaningfully fluctuate with product demand in the short-term. Such costs are included in both manufacturing costs and operating expenses. Overall operating expenses increased from \$3.6 million in Q3 2018 to \$4.4 million in Q3 2019. The primary drivers of the year-over-year quarterly increase were: amortization and depreciation which increased by \$0.2 million; financing costs which increased by \$0.3 million; and professional fees which increased by \$0.3 million. The increase in financing costs was driven by the long-term debt incurred in connection with the acquisition of Northside, the higher interest rate on the new credit facility, and an increase in non-cash charges to amortize deferred financing costs. The increase in professional fees

primarily related to higher acquisition costs in Q3 2019 relative to Q3 2018, due to timing of acquisitions in 2019 versus 2018.

Adjusted EBITDA for the three months ended September 30, 2019 was \$1.9 million, a \$0.7 million decrease compared to Q3 2018. The \$0.1 million decrease in the Finished Product segment was primarily a result of lower Blaze King sales, as well as higher salaries, wages and benefits and selling, general and administrative costs. The decrease in the Component Manufacturing segment was driven by lower sales for Hawk in the quarter, down from its record quarter in Q3 2018. Although adjusted EBITDA for Hawk in Q3 2019 was below Q3 2018, it was significantly higher relative to the first two quarters of 2019. The decrease in the Head Office segment was due primarily to the expansion of the Decisive management team in late 2018.

Year-to-Date Consolidated Financial Highlights

Sales for the nine months ended September 30, 2019 for the Group increased to \$33.1 million, 36% over the same period in 2018. The primary drivers of the increase were the contributions of Slimline, Hawk and Northside, which were acquired on May 30, 2018, June 28, 2018, and August 16, 2019 respectively.

Overall gross profit for the Group increased by \$3.3 million, or 35%, in the first nine months of 2019 relative to the same period in 2018. Gross profit percentage for the Group over the same period declined slightly to 38% from 39%, driven by the change in overall product mix in the period related to the acquisitions described above, the negative impact of tariffs on Chinese steel products on Unicast's gross profit, and the negative effect of the slowdown in oil and gas activity in Western Canada on Hawk's results, particularly in the first half of 2019.

In each subsidiary, there are substantial fixed costs that do not meaningfully fluctuate with product demand in the short-term. Such costs are included in both manufacturing costs and operating expenses. Overall operating expenses increased from \$8.9 million in the first nine months of 2018 to \$11.8 million in the first nine months of 2019. The primary drivers of the year-over-year increase were: amortization and depreciation which increased by \$0.6 million; financing costs which increased by \$0.4 million; salaries, wages and benefits which increased by \$1.3 million; and selling, general and administration costs which increased by \$0.7 million. The increase in financing costs was driven primarily by the increase in long-term debt issued to acquire Northside and the higher interest rate on the new credit facility. The increases in salaries, wages and benefits, and selling, general and administration costs were based primarily on increased scale with the acquisitions of Slimline, Hawk and Northside, and some increases were also experienced in Blaze King and Head Office. These increases were partially offset by a \$0.1 million decrease in professional fees related to lower acquisition costs in the respective periods.

Adjusted EBITDA for the nine months ended September 30, 2019 was \$4.2 million, a \$0.9 million increase compared to the first nine months of 2018. Adjusted EBITDA increased due primarily to the acquisitions of Slimline, Hawk and Northside but was negatively affected by the tariffs and slowdown in oil and gas activity noted above.

Foreign exchange gains and losses also impacted overall profit differences negatively by \$0.8 million between the first nine months of 2019 and the first nine months of 2018. Fluctuations in the value of the United States dollar, relative to the Canadian dollar, result in foreign exchange gains or losses on the translation of monetary assets and liabilities within the Group. The year-to-date 2019 foreign exchange losses of \$0.3 million were a result of the \$0.04 decrease in the value of the United States dollar, relative to the Canadian dollar, through the first nine months of the year. Conversely, in the same period in 2018 the foreign exchange gains of \$0.5 million were a result of the \$0.04 increase in the value of the United States dollar through the first nine months of last year.

Acquisition

On August 16, 2019, the Company acquired all of the issued and outstanding shares of Northside Industries ("Northside"). Northside, a privately held specialty manufacturing company, is a full-service provider of welding and fabrication solutions for a diverse number of industries. The current focus of Northside is in the commercial vehicle and forestry sectors, and Northside also has exposure to the agriculture, environmental, and oil and gas sectors, among others.

The aggregate purchase price for the acquisition of Northside was \$12.5 million, including customary post-closing adjustments, plus up to an additional \$4.0 million contingent on Northside meeting certain earnings targets over the next three years. The purchase consideration was comprised of \$11.3 million in cash and 316,539 common shares of Decisive (representing \$1.2 million divided by \$3.791, being the volume weighted average trading price of the common shares of Decisive for the ten trading day period ended August 15, 2019). The Company funded the cash portion of the consideration through a debt financing, as described under "Long-Term Debt" in this MD&A. The Company incurred acquisition-related costs of \$0.3 million relating to legal fees, accounting fees, and due diligence costs, which are included in professional fees expense in the Head Office segment.

The components of the consideration paid to acquire Northside are as follows:

<i>(stated in thousands of dollars)</i>		
Cash	\$	11,282
Shares		1,200
Contingent consideration		1,006
	\$	13,488

The contingent consideration recorded by the Company reflects the estimated fair value of the future earnings targets being met over the next three years, as at the acquisition date.

The Company is still determining the final allocation of the purchase price and expects to complete the allocation in Q4 2019. The preliminary allocation of the purchase price, to the fair value of the assets acquired and liabilities assumed is, as follows:

<i>(stated in thousands of dollars)</i>		
Cash	\$	881
Working capital, excluding cash		1,132
Right of use asset		1,774
Property and equipment		787
Intangible assets		5,560
Goodwill		6,795
Lease obligation		(1,774)
Deferred income taxes		(1,667)
	\$	13,488

The acquisition of Northside is anticipated to have a positive financial impact on Decisive as it is expected to result in an increase in profit before taxes, EBITDA, and Adjusted EBITDA. Further particulars regarding certain (unaudited) historical financial information concerning Northside and the combined pro forma historical financial results of Decisive and Northside are set forth in Decisive's material change report dated August 8, 2019, a copy of which is available on SEDAR at www.sedar.com.

Outlook

The Company completed its third acquisition in fifteen months, after acquiring Northside in August 2019. This acquisition further diversifies the Group and its customer base, and strategically strengthens its mix of product offerings and industry exposure. Moreover, the expanded scale of the Group will better position Decisive to withstand near-term fluctuations in demand driven by weather, seasonality or other macro-economic factors and therefore sustain a base level of cash flow for servicing the Company's debt obligations and its monthly dividend.

In conjunction with the acquisition of Northside, the Company also entered into a credit agreement to refinance its pre-existing debt structure. The new debt arrangement doubled the size of the Company's available operating line to \$10 million and replaced the current amortizing term loan with an interest only term loan. Moving to interest only financing better aligns with Decisive's objectives as it provides flexibility to manage through short-term fluctuations in demand driven by weather, seasonality or other macro-economic factors.

Management remains confident in its long-term strategic and operational plans. The Company's seasoned leadership is encouraged about the long-term business prospects of each of its subsidiaries and believes that Group is well positioned for future growth.

Finished Product Segment

- Blaze King is well positioned to take advantage of new EPA 2020 regulations coming into force in May of next year. Unlike many of its current competitors, all of Blaze King's products are certified under the new EPA 2020 regulations, so its market share is expected to increase as these new regulations come into force.
- Management believes that Slimline produces best in class agricultural sprayers that can compete with any sprayers currently on the market, and there are several untapped markets they could be sold into. With respect to its evaporators, the marketing efforts over the last year are expected to yield meaningful returns in coming years.

Component Manufacturing Segment

- Unicast has improved product quality and this is driving sales into new markets. Any relief on current U.S. tariffs on Chinese steel products will improve operating results.
- Hawk has sized its business for the current market. It is working with its main customer to stabilize sales in 2020 and is taking steps toward customer and industry diversification.
- Northside has a reputation for quality and customer service. It is actively pursuing more business with its current customer base, as well as working to further diversify its business in terms of both the customers it serves and the products it manufactures.

Management is also confident that its disciplined acquisition approach is the best path to generating shareholder value in the long term. Decisive continues to identify and evaluate potential acquisitions which, if completed, will bolster its diversity and add strength and resilience to operations. Decisive's acquisition pipeline includes target companies identified through an expanded network of referral sources that regularly present it with potential acquisitions and by Company management who independently assesses certain markets and regions to identify potential targets. While deal flow is considered strong, there can be no assurance that target companies identified from time to time will meet Decisive's acquisition criteria or that Decisive will successfully acquire identified target companies that meet such criteria.

Summary of Quarterly Results

The Group's interim results are impacted by seasonality factors primarily driven by weather patterns in North America, including the impact on heating and planting and harvesting seasons, as well as the timing of ground freeze and thaw in Western Canada and the effect thereof on the oil and gas industry. Blaze King's business historically experiences lower demand in the first and second quarters of the calendar year, Slimline's business historically experiences lower demand in the third and fourth quarters and Hawk's business historically experiences lower demand in the second quarter. Seasonality does not have a significant impact on Unicast's or Northside's businesses. In each subsidiary, there are substantial fixed costs that do not meaningfully fluctuate with product demand in the short-term.

QUARTERLY PERFORMANCE

(Stated in thousands of dollars, except per share amounts)

	Q3 2019	Q2 2019	Q1 2019	Q4 2018
Sales	\$ 12,122	\$ 11,137	\$ 9,866	\$ 13,613
Gross margin	4,770	4,163	3,766	3,794
Gross margin %	39%	37%	38%	28%
Adjusted EBITDA ¹	1,909	1,559	780	1,206
Per share basic	0.17	0.14	0.07	0.11
Profit (loss) before tax	447	519	(301)	(392)
Profit (loss)	268	280	(242)	(133)
Per share basic	0.02	0.03	(0.02)	(0.01)
Per share diluted	0.02	0.02	n/a	n/a

	Q3 2018	Q2 2018	Q1 2018	Q4 2017
Sales	13,616	5,302	5,462	7,544
Gross margin	4,885	2,292	2,266	3,190
Gross margin %	36%	43%	41%	42%
Adjusted EBITDA ¹	2,561	463	340	1,824
Per share basic	0.24	0.08	0.06	0.31
Profit (loss) before tax	1,130	(322)	258	428
Profit (loss)	672	(262)	273	551
Per share basic	0.06	(0.04)	0.05	0.09
Per share diluted	0.06	n/a	0.04	0.08

¹ – see IFRS measurement to non-IFRS measurement reconciliation table below.

The non-IFRS measures referenced in the table above reconcile to the IFRS measures reported in the Company's consolidated financial statements as follows:

(Stated in thousands of dollars)

	Q3 2019	Q2 2019	Q1 2019	Q4 2018
Profit (loss) for the period	\$ 268	\$ 280	\$ (242)	\$ (133)
Add (deduct):				
Financing costs	461	211	209	201
Income tax expense (recovery)	179	239	(59)	(259)
Amortization and depreciation	725	664	607	512
EBITDA	1,633	1,394	515	321
Add (deduct):				
Acquisition costs	284	12	31	12
Goodwill impairment losses	-	-	-	717
Inventory fair value adjustments and write downs	-	-	-	621
Share-based compensation expense	64	53	44	49
Foreign exchange expense (income)	(47)	106	217	(500)
Interest income	(2)	(6)	(27)	(5)
Gain on sale of equipment	(23)	-	-	(9)
Adjusted EBITDA	1,909	1,559	780	1,206
	Q3 2018	Q2 2018	Q1 2018	Q4 2017
Profit (loss) for the period	\$ 672	\$ (262)	\$ 273	\$ 551
Add (deduct):				
Financing costs	206	169	113	161
Income tax expense (recovery)	459	(60)	(15)	(123)
Amortization and depreciation	514	282	237	179
EBITDA	1,851	129	608	768
Add (deduct):				
Acquisition costs	21	324	127	-
Inventory fair value adjustments and write downs	275	61	-	478
Share-based compensation expense	308	75	75	68
Foreign exchange expense (income)	109	(126)	(469)	517
Interest income	(3)	-	(1)	(7)
Adjusted EBITDA	2,561	463	340	1,824

Discussion of Quarterly Performance

In addition to the effects of seasonality as described above, the variation in the Group's results on a quarterly basis are as follows:

Q3 2019 Consolidated Financial Highlights

For the discussion of Q3 results see "Overall Performance" earlier in this MD&A.

Q2 2019 Consolidated Financial Highlights

Sales for the three months ended June 30, 2019 for the Group increased to \$11.1 million, 110% over Q2 2018. The primary drivers of the increase were the contributions of Slimline and Hawk, which were acquired on May 30, 2018 and June 28, 2018 respectively. Blaze King and Unicast also achieved sales increases relative to Q2 2018, of 27% and 48% respectively.

Overall gross profit for the Group increased by \$1.9 million, or 82%, in Q2 2019 relative to Q2 2018. Gross profit percentage for the Group over the same period declined to 37% from 43%, driven by the change in overall product mix in the period related to the acquisitions of Slimline and Hawk, as well as

product mix changes in Blaze King, and the negative impact of tariffs on Chinese steel products on Unicast's gross profit.

In each subsidiary, there are substantial fixed costs that do not meaningfully fluctuate with product demand in the short-term. Such costs are included in both manufacturing costs and operating expenses. Overall operating expenses increased from \$2.7 million in Q2 2018 to \$3.5 million in Q2 2019. The primary drivers of the year-over-year quarterly increase were: amortization and depreciation which increased by \$0.3 million; salaries, wages and benefits which increased by \$0.5 million; and selling, general and administration costs which increased by \$0.3 million. The increases in salaries, wages and benefits, and selling, general and administration costs were based primarily on increased scale with the acquisitions of Slimline and Hawk, and some increases were also experienced in Blaze King and Head Office. These increases were partially offset by a \$0.3 million decrease in professional fees related to lower acquisition costs in Q2 2019 relative to Q2 2018.

Adjusted EBITDA for the three months ended June 30, 2019 was \$1.6 million, a \$1.1 million increase compared to Q2 2018. Adjusted EBITDA increased in both the Finished Product and Component Manufacturing segments, due primarily to the acquisitions of Slimline and Hawk and despite the negative affect of the steel tariffs noted above.

Foreign exchange gains and losses also impacted overall profit differences between Q2 2019 and Q2 2018 and were a result of fluctuations in the value of the United States dollar, relative to the Canadian dollar, in the comparative periods.

Q1 2019 Consolidated Financial Highlights

Sales for the three months ended March 31, 2019 for the Group increased to \$9.9 million, 81% over Q1 2018. The primary drivers of the increase were the contributions of Slimline and Hawk, which were acquired on May 30, 2018 and June 28, 2018 respectively.

Overall gross profit for the Group increased by \$1.5 million, or 66%, in Q1 2019 relative to Q1 2018. Gross profit percentage for the Group over the same period declined to 38% from 41%, driven by the change in overall product mix in the period related to the acquisitions of Slimline and Hawk, the negative impact of tariffs on Chinese steel products on Unicast's gross profit, and the negative effect of the slowdown in oil and gas activity in Western Canada on Hawk's results.

Overall operating expenses increased from \$2.5 million in Q1 2018 to \$3.9 million in Q1 2019. The primary drivers of the year-over-year increase were: amortization and depreciation which increased by \$0.2 million; financing costs which increased by \$0.1 million; salaries, wages and benefits which increased by \$0.7 million; and selling, general and administration costs which increased by \$0.4 million. Specifically, the increase in financing costs is a result of the additional debt issued in 2018 in connection with the acquisitions completed last year. The increases in salaries, wages and benefits, and selling, general and administration costs were based primarily on increased scale with the acquisitions of Slimline and Hawk, and some increases were also experienced in Blaze King and Head Office.

Adjusted EBITDA for the three months ended March 31, 2019 was \$0.8 million, a \$0.4 million increase compared to Q1 2018. Adjusted EBITDA increased due primarily to the acquisitions of Slimline and Hawk but was negatively affected by the tariffs and slowdown in oil and gas activity noted above.

Foreign exchange gains and losses also impacted overall profit differences between Q1 2019 and Q1 2018 and were a result of fluctuations in the value of the United States dollar, relative to the Canadian dollar, in the comparative periods.

Q4 2018 Consolidated Financial Highlights

Sales for Q4 2018 increased by 80% relative to Q4 2017, which was driven by the acquisitions of Slimline and Hawk. Similarly, the \$0.6 million, or 19%, increase in gross profit was also primarily driven by the addition of the Slimline and Hawk results. Gross profit percentage overall decreased by 14 percentage points in Q4 2018 compared to Q4 2017. The decrease was due partially to the change in overall product

mix in the relative periods, with the acquisitions of Slimline and Hawk, and also as a result of gross profit decreases in Blaze King and Unicast. Blaze King sold 9% fewer units in Q4 of this year versus Q4 last year and was negatively affected by certain fixed overhead costs and inventory adjustments that did not fluctuate with the decrease in sales. Steel tariffs on Unicast's products sourced in China and sold into the United States negatively affected gross profit in the quarter. Unicast also recorded a total of \$0.3 million in non-cash inventory write downs and allowances in Q4 2018, which further reduced gross profit. Sales and gross profit in Hawk were also lower than expected for the quarter, due to the impact of production limits imposed by the Alberta government, and the general decrease in oil and gas activity in Western Canada in Q4 2018. Also impacting gross profit and gross profit percentages in the quarter were higher levels of depreciation and amortization being included in manufacturing costs for Slimline and Hawk in Q4 2018, than were included earlier in the year.

Overall operating expenses increased from \$2.3 million in Q4 2017 to \$4.0 million in Q4 2018. The increases were based primarily on increased scale with the acquisitions of Slimline and Hawk, but also on increases in Blaze King, Unicast and Head Office. Included in selling, general and administration costs in Unicast for Q4 2018 are \$0.1 million in non-cash bad debt expenses.

Adjusted EBITDA for Q4 2018 was \$1.2 million compared to \$1.8 million in Q4 2017. The decrease was a result of the gross profit challenges in the quarter and the effect of increased operating costs noted above.

The negative effect of the above noted tariffs on Unicast's profitability also resulted in a \$0.7 million non-cash impairment loss being recorded against Unicast's goodwill in Q4 2018. The Company conducted its annual goodwill impairment testing on a value-in-use basis, using estimated future cash flows that considered past experience, economic trends and industry trends, including tariffs on Chinese steel products sold into the United States. These tests indicated that the carrying amount of Unicast's assets exceeded their recoverable amounts resulting in a goodwill impairment loss. These forecasts represent management's best estimates at a specific point in time, and as a result are subject to measurement uncertainty, specifically with respect to the ultimate duration of the above noted tariff regime.

Foreign exchange gains and losses also impacted overall profit differences between Q4 2018 and Q4 2017. The Q4 2018 unrealized foreign exchange gains were a result of the \$0.07 increase in the value of the United States dollar, relative to the Canadian dollar, in the last three months of the year. In Q4 2017, the Group recorded unrealized foreign exchange losses for the quarter.

Segment Overview and Performance

Decisive's overall business is conducted through three operating segments comprised of finished product; component manufacturing; and head office. An overview of these segments and the businesses within each segment is set forth below.

Finished Product Segment Overview

The finished product segment manufactures and sells products that are purchased and used by end customers as designed. Within the finished product segment, there are two separate businesses: Blaze King and Slimline.

Blaze King

The Company acquired Blaze King in February 2015. This transaction served as the Company's "qualifying transaction" for the purposes of the TSX Venture Exchange. The business of Blaze King is producing and selling high-quality, high-efficiency wood burning stoves, wood burning fireplace inserts, gas stoves, and gas fireplace inserts. All of its products are manufactured in its premises in Penticton, British Columbia and Walla Walla, Washington. Blaze King has been operating since 1977, and its hearth products are sold worldwide. Blaze King's wood burning stoves and inserts are recognized as some of the longest-burning and most efficient in the hearth market. Blaze King management believes that its products have developed a strong reputation for quality. These factors have helped build the Blaze King brand and reputation, which drives sales through dealer and customer loyalty. Blaze King has a growing

distribution base that includes a large network of retailers and distributors across Canada, the United States and New Zealand.

Slimline

The Company acquired Slimline in May 2018. Slimline and predecessor companies have been manufacturing and selling air blast sprayers since 1948. The air blast sprayers are used primarily in the agricultural industry to apply treatments to crops such as apples, cherries, grapes, almonds, walnuts, oranges and peaches. Slimline also designs, manufactures and sells EcoMister evaporator systems primarily used in the mining, oil and gas, and waste management industries. In addition to its two main product lines, Slimline manufactures custom products and sells various sprayer, evaporator, and other industrial parts. Slimline's sprayers and evaporators utilize common technology including pumps and turbines. Slimline sells its sprayers under the name "Turbo Mist" which includes a heavy-duty series, a standard series, a cherry blower, a multi-row air blast sprayer and a rotomister sprayer used to combat insect plagues. Slimline's sprayers are primarily sold through its dealer network throughout Canada and the United States. Slimline's EcoMister evaporator division has been in operation since 1996. It produces an environmental and economical, patented, state of the art solution that meets specific customer needs in the elimination of wastewater. Slimline's evaporators are sold into markets throughout the world.

Finished Product Segment Performance

(Stated in thousands of dollars)

	For the three months ended		For the nine months ended	
September 30,	2019	2018	2019	2018
Sales	\$ 4,614	\$ 5,382	\$ 16,528	\$ 12,072
Gross profit	1,985	1,930	6,801	4,414
Gross profit %	43%	36%	41%	37%
Profit	182	144	1,098	225
Add (deduct):				
Financing costs	53	53	125	87
Income tax expense (recovery)	(42)	78	126	60
Amortization and depreciation	333	304	991	537
EBITDA	526	579	2,340	909
Add (deduct):				
Acquisition costs	-	-	-	-
Goodwill impairment losses	-	-	-	-
Inventory fair value adjustments and write downs	-	147	-	208
Share-based compensation expense	-	-	-	-
Foreign exchange expense (income)	54	(6)	75	69
Interest income	(1)	(2)	(28)	(4)
Gain on sale of equipment	-	-	-	-
Adjusted EBITDA	579	718	2,387	1,182

IFRS measurement to non-IFRS measurement reconciliation presented in the table above.

Three Months Ended September 30, 2019

Sales for the segment decreased by 14% for the three-month period ended September 30, 2019, compared to the same period in 2018, due primarily to a 28% decrease in the number of units sold by Blaze King. The decrease in Blaze King units sold was a result of customers being cautious on their inventory levels amidst the uncertainty surrounding the new EPA 2020 regulations that come into force in May 2020. Blaze King's entire product line is compliant with the new EPA 2020 regulations; however, its dealers were concerned that retailers with competitors' non-compliant inventory would be liquidating those models prior to May 2020 thereby saturating the market. Blaze King management is optimistic that these concerns have been alleviated following a record month in terms of sales in October 2019.

Despite the decrease in overall sales for the segment, gross profit percentages increased for the three-month period ended September 30, 2019 compared to the same period in 2018, resulting in similar gross profit this year versus last. This was a result of higher prices and gross profit percentages in Blaze King as well as lower costs in Slimline in Q3 2019 compared to Q3 2018.

Overall adjusted EBITDA in Q3 2019 was \$0.6 million, a decrease of \$0.1 million relative to Q3 2018. The decrease was driven by higher salaries, wages and benefits and selling, general and administrative costs.

Nine Months Ended September 30, 2019

Overall sales increased by 37% in the first nine months of 2019, compared to the first nine months of 2018, due to the acquisition of Slimline in May 2018 and pricing increases in Blaze King. Year-to-date units sold for Blaze King are down 10% compared to the first nine months of 2018, however overall revenues are similar due to pricing increases implemented over the last year. Slimline's sales in the first nine months were generated by strong demand of its agricultural sprayers and parts, with sales of evaporators contributing as well.

Overall gross profit increased by 54% in 2019 compared to the first nine months of 2018. The increase was driven by higher prices and gross profit percentages in Blaze King as well as lower costs in Slimline.

The gross profit increases for the segment led to significantly higher adjusted EBITDA of \$2.4 million in the first nine months of 2019, an increase of \$1.2 million relative to the same period in 2018.

Finished Product Segment Industry Trends and Outlook

Blaze King

Design trends for the hearth industry continue to evolve, and consumer tastes vary from region to region. Rural markets continue to favor traditional designs while urban areas tend to favor more modern designs. Eastern North American markets place more emphasis on cast iron surfaces while western North American markets prefer steel finishes. Regional variances can also be seen in fuel choices: gas remains the most desirable fuel in urban areas as a plentiful supply is available, whereas wood remains the fuel choice in rural areas. Blaze King offers a wide variety of designs. Whether it is cast iron or steel including painted or enamel color finishes, modern or a traditional design, gas or wood, freestanding or insert, Blaze King has a model that will meet most regional preferences.

New EPA regulations, set to take effect in May 2020, are pushing the wood burning stove industry to meet new stringent emissions levels of under 2 grams of particulate emissions per hour. As of the date of this MD&A, all of Blaze King's products meet the requirements of the EPA 2020 Regulations, and 10 of 12 (83%) product lines offered by Blaze King are more than 50% lower than the new maximum 2-grams of particulate emissions per hour limit. Of note, Blaze King's King and Princess model woodstoves are ranked first and second in North America in terms of efficiency by the EPA. This represents a significant achievement for Blaze King and the investment made in research and development over the last four years have Blaze King well positioned to take advantage of a growing market share. According to information published by the EPA, as of the date hereof, the total number of wood stove manufacturers is expected to decline by 60% and the total number of certified wood stove models is expected to decline by 73%. The ultimate increase in market share will be dependent on the number wood stove models that get certified between now and May 2020; however, a number of competitors have indicated they are exiting the wood stove market.

While Blaze King is set to take advantage of the new 2020 EPA regulations, there is a potential concern that Blaze King's competitors will be focusing on selling older non-2020 EPA approved products, as it will be illegal to sell these older products in the United States after May 2020. This focus could adversely affect sales volumes for newer approved products until the older inventory is cleared out.

There are also market opportunities for Blaze King's wood products outside of North America and Blaze King has expanded into the New Zealand market. The New Zealand wood stove market is subject to the Ultra-Low Emission Burners ("ULEB") test which stipulate a maximum of 0.5 grams of emissions per

kilogram of wood burned. Blaze King currently has four models that have passed all testing requirements of the New Zealand ULEB emission standards.

Management of Blaze King believes that the Blaze King brand has significant opportunities for growth in both the wood and gas sectors of the hearth industry. Blaze King continues its product development in gas fireplaces and inserts and anticipates new models to be ready for market in Q1 2020. Blaze King's distribution network in eastern Canada, the northeastern United States, and New Zealand is now established, and it is anticipated that this will lead to Blaze King increasing its market share in these areas.

With further product launches anticipated in 2020, the business is in a solid position to capitalize on the new 2020 EPA emissions standards in the United States and the new ULEB emission standards in New Zealand, as well as continue to grow its gas offering for the North American market.

Slimline

Technological developments as well as a general market consolidation in agriculture have been influential in driving changes in the farm sector. Innovations in animal and crop genetics, chemicals, equipment, and farm organization have enabled continuing output growth without adding much to inputs. As a result, even as the amount of land and labor used in farming declined, total farm output more than doubled between 1948 and 2015. As the Agriculture industry continues to focus on crop diversification, efficiency and productivity, producers will continue to embrace revolutionary strategies for producing food, increasing productivity, and making sustainability a priority. The major advancement in spray application technology over the next few years will be in the area of matching the sprayer characteristics to the target canopy. This will be accomplished by using a system of sensors that detect the height, shape, and density of the tree and adjust the sprayer, air jet(s), spray droplet size, and spray application rate to match the target tree. Slimline is working to adapt to these changing conditions in the industry.

Slimline has two primary product lines: agricultural sprayers and industrial evaporators; as well as a parts department to service both lines. The agriculture equipment market is in its maturity and the dealership groups are consolidating into larger corporate groups across its customer base. This consolidation provides an opportunity to direct sales to a larger dealership group and offer incentives on that basis, rather than standalones. The focus of Slimline previously was selling sprayers in the Pacific Northwest; new management is looking to serve the existing base in the Pacific Northwest while also focusing on aggressive expansion through a number of markets in North America, such as California, Florida, Georgia, South Carolina and New York, and targeting large grower operations. Initially the expansion will be targeted in California and Florida where there are significant opportunities in tree nut farms, wineries, stone fruits and citrus fruits. Slimline will continue to develop its current new technology to maximize its opportunities in several of these markets, such as multi row sprayers for the specific fruit varieties.

The industrial evaporator market is still in the relatively early stages of development, and Slimline is looking to partner with other service providers to deliver comprehensive remediation solutions to the waste management, oil and gas and mining industries. Management is developing a new go-to-market strategy and building on previous success in the oil and gas, mining, solid and wastewater, food and beverage, power generation and chemical processing industries. The initial focus will be North American centric, but Slimline anticipates adding resources to meet the needs of the global application and customer base for the product.

Component Manufacturing Segment Overview

The component manufacturing segment manufactures and sells products based on specifications determined by its customers for use in its customers' processes. Within the component manufacturing segment, there are three separate businesses: Unicast, Hawk and Northside.

Unicast

The Company acquired Unicast in June 2016. The business of Unicast is producing and distributing wear parts and valves for the mining, aggregate and cement industries. Wear parts are consumable parts for machinery that wear out when crushing rock, which is done extensively in the mining, aggregate and

cement industries. Unicast has been in operation since 1994. Unicast is focused on providing wear parts that are more durable and last longer than the products of its competitors. Unicast's products are also designed to have fewer issues regarding installation and maintenance. Unicast management believes that these are Unicast's primary competitive advantages over its competitors. Unicast has a growing dealer distribution base that includes distributors across Canada and the United States, with planned growth in Latin America and the Middle East.

Hawk

The Company acquired Hawk in June 2018. Hawk was founded in 1998 and is positioned in the computer numerical control (CNC) machining/fabrication market as a complete turnkey solution for customized machining products. Over the last five years, customers of Hawk have primarily been market participants in the down hole tool sector of the oil and gas industry, power utility generation, appliance, and other original equipment manufacturers. Products and services include: general machining; fracking tools; ground and subsurface tools; rods and couplings; reconditioning services; and resale parts. Hawk's primary focus is on servicing producers of multi-stage fracking sleeves for the oil and gas industry. Hawk is currently the only turnkey supplier for its main customer. Hawk routinely delivers product direct to end-users rather than customers' facilities for inspection as its historical failure rate is less than 0.005%.

Northside

The Company acquired Northside in August 2019. Northside was founded in 1967 and is a full-service provider of welding and fabrication solutions for a diverse number of industries. The primary focus of Northside is in the commercial vehicle and forestry sectors; however, Northside also has exposure to the agriculture, environmental, and oil and gas sectors, among others. Northside has produced an expansive range of products for its customers over the years including: truck and automotive components, fuel-hydraulic fluid tanks, j-brackets and straps, bumpers, truck chassis components, cab panels, tanks, architectural components, tool and battery boxes, steel under-decking and much more.

Component Manufacturing Segment Performance

(Stated in thousands of dollars)

	For the three months ended		For the nine months ended	
September 30,	2019	2018	2019	2018
Sales	\$ 7,508	\$ 8,234	\$ 16,596	\$ 12,307
Gross profit	2,785	2,955	5,898	5,029
Gross profit %	37%	36%	36%	41%
Profit	1,111	1,240	1,413	2,405
Add (deduct):				
Financing costs	48	6	82	7
Income tax expense (recovery)	287	372	232	326
Amortization and depreciation	387	210	988	497
EBITDA	1,833	1,828	2,715	3,235
Add (deduct):				
Acquisition costs	-	-	-	-
Goodwill impairment losses	-	-	-	-
Inventory fair value adjustments and write downs	-	128	-	128
Share-based compensation expense	-	-	-	-
Foreign exchange expense (income)	(101)	115	201	(554)
Interest income	-	-	(2)	-
Gain on sale of equipment	(23)	-	(23)	-
Adjusted EBITDA	1,709	2,071	2,891	2,809

IFRS measurement to non-IFRS measurement reconciliation presented in the table above.

Three Months Ended September 30, 2019

For the three-month period ended September 30, 2019, the 9% decrease in sales over the same period in 2018, was a result of a decrease in Hawk sales, which were partially offset by sales at Northside since its acquisition on August 16, 2019.

Despite the 9% decrease in sales, the decreases in overall gross profit relative to Q3 2018 were limited to 6% based on higher gross profit percentages in both Hawk and Unicast and the gross profit generated by Northside in the first six weeks of being part of the Decisive Group.. For Unicast, the increase in gross profit in the quarter, compared to Q3 2018, was limited to 7% due to the negative impact of steel tariffs on its products sourced in China and sold into the United States. Absent the effect of the steel tariffs, which began in Q3 2018, Unicast's gross profit in Q3 2019 would have increased 10% over Q3 2018.

Overall adjusted EBITDA for the segment was \$1.7 million in Q3 2019, a decrease of \$0.4 million relative to Q3 2018. The decrease was driven by lower sales for Hawk in the quarter, down from its record quarter in Q3 2018. Although activity for Hawk in Q3 2019 was below Q3 2018, Hawk generated significantly higher sales, gross profit and adjusted EBITDA compared to the first two quarters of 2019. In Q3 2019, Hawk's sales were 58% higher than in Q1 2019 and 83% higher than in Q2 2019. Hawk's adjusted EBITDA in Q3 2019 was 331% higher than in Q1 2019 and 287% higher than in Q2 2019. The increases relative to Q1 2019 are notable since historically, the first quarter of the year is the most active for Hawk.

Nine Months Ended September 30, 2019

Overall sales increased by 35% in the first nine months of 2019, compared to the first nine months of 2018, due to the acquisition of Hawk at the end of Q2 2018, the acquisition of Northside on August 16, 2019 and a 10% increase in sales at Unicast.

Similar to sales, the increase in overall gross profit in the first nine months of 2019, compared to the same period in 2018, was driven by the acquisitions of Hawk and Northside. On a stand-alone basis, for Unicast overall gross profit decreased by 4%, relative to the first nine months of 2018, as a result of the negative impact of tariffs on Chinese steel products sold into the United States. Absent the effect of the steel tariffs, which began in Q3 2018, Unicast's gross profit in the first nine months of 2019 would have been 12% higher and its gross profit percentage would have been 1% higher compared to the same period in 2018.

In addition, during the first half of 2019, the impact of production limits imposed by the Alberta government in late 2018, and the general decrease in oil and gas activity in the period, reduced Hawk's gross profit well below historical levels for the business, particularly in the first quarter. In response, Hawk management reduced its labour force by approximately one-third and worked diligently to contain costs to date in 2019. The labour reductions resulted in \$0.1 million in severance costs in the first half of 2019. Hawk's sales and gross profit increased significantly in Q3 2019 compared to the first half of the year, and combined with the cost containment efforts during the year led to significantly higher adjusted EBITDA levels relative to the first and second quarters of 2019, although still lower compared to Hawk's record quarter in Q3 2018.

Due in part to the acquisition of Northside and despite the negative effects of the above noted steel tariffs on Unicast, as well as muted oil and gas activity levels and severance costs on Hawk, adjusted EBITDA for the segment increased by \$0.1 million in first nine months of 2019, compared to the same period in 2018.

Component Manufacturing Segment Industry Trends and OutlookUnicast

Industry trends in the mining, aggregate and cement plant wear-parts industry include a shift towards different alloys and metals and away from traditional manganese and steel fabrication. Demand for titanium carbide wear parts and ceramic imbedded wear parts is continuing to grow due to the increases in wear life attributed to these new innovations. Unicast has developed titanium carbide and ceramic imbedded wear parts over the last several years and is in a position to improve its market share in both of

these areas by continuing to add more titanium carbide products to its current product line and continue introducing new ceramic embedded products as they are designed and tested.

The market for Unicast's wear parts continues to be buoyant. Increased infrastructure spending has caused continued upward demand on the cement industry. Additionally, certain commodity prices have strengthened and new mines are opening across North, Central and South America. Unicast has continued to introduce new products to grow its product line in response to customer demands. Unicast is pursuing new opportunities in Latin America and the Middle East, which represent new markets for Unicast and areas for potential growth in 2020.

Suppliers in China have been impacted by the pollution controls and inspections implemented by the Chinese government. Consistent with many companies that utilize factories in China, emissions inspections and shutdowns have resulted in late deliveries to customers. Unicast management continues to manage supplier risk through the use of secondary vendors to meet demand with sufficient time to prevent any major delays. Unicast management also continues to balance the proportion of its supply from any one foundry (or group of foundries) to mitigate the risk of late deliveries and quality issues. Steel tariffs introduced in Q3 2018, on Chinese steel products entering the United States, negatively impacted gross margins for Unicast in the second half of 2018 and to date in 2019. Unicast is looking at options to source some products from foundries in other countries, however, until it is able to secure suppliers outside of China, the above noted steel tariffs will continue to negatively impact gross margin for the remainder of 2019.

Hawk

Hawk's products are primarily sold to one customer in the North American exploration and production ("E&P") industry. Hawk's ability to generate revenues from its products depends upon oil and natural gas drilling and production activity in North America, which in turn is directly related to oil and natural gas prices.

Over the past several years, North American E&P companies have been able to reduce their cost structures in response to lower oil and natural gas prices and have also utilized technologies to increase efficiency and improve well performance. Sustained declines in commodity prices, combined with potential increases in the cost of drilling and completing wells resulting from high utilization in certain oilfield services categories could lead North American E&P companies to reduce drilling and completion activity, which could negatively impact Hawk's business.

The imposition of production limits in Alberta and the general decrease in oil and gas activity in Western Canada, have negatively impacted Hawk's results in the past year. Hawk management responded to the decrease by reducing its labour force by approximately one-third and will work diligently to contain costs until activity levels improve. Hawk management is focused on meeting the needs and exceeding the expectations of the current customer base as well as diversifying its overall customer base. Hawk's efforts in this regard paid off in Q3 2019, and resulted in significantly higher sales, gross profit and adjusted EBITDA compared to the first two quarters of the year. Based on guidance from its main customer, Hawk management expects activity in the fourth quarter to remain similar to Q3 2019.

Northside

Currently, Northside's primary focus is in the commercial vehicle and forestry sectors and Northside has two main customers in these areas.

After a robust period of activity in the forestry sector, over the last few months demand for forestry equipment has reduced significantly. This is a result of a combination of decreased activity in the British Columbia forestry industry and high levels of available forestry equipment. This decrease is expected to have a negative effect on Northside in the near-term.

Conversely, demand in the commercial vehicle market remains relatively strong and Northside is seeing opportunities for additional work on the commercial vehicle side of its business.

Northside is also actively working to further diversify its business in terms of both the customers it serves and the products it manufactures. Opportunities to supply products it currently produces, like fuel tanks, to different industries are starting to bear fruit. The distribution of Hydrau-Flo fueling products to augment its fuel tank manufacturing is another business diversification effort that Northside management has undertaken and is continuing to expand. Additionally, Northside is working toward a longer-term goal of manufacturing and supplying its own line of after-market products and has started to gain some results in the commercial truck market with its Iron Feather backpack products.

Head Office Segment Overview

The Canadian public company parent, Decisive Dividend Corporation, is considered a third and separate segment, as its function is as an investment holding and management company.

(Stated in thousands of dollars)

September 30,	For the three months ended		For the nine months ended	
	2019	2018	2019	2018
Loss	\$ (1,025)	\$ (712)	\$ (2,208)	\$ (1,947)
Add (deduct):				
Financing costs	360	148	674	394
Income tax expense (recovery)	(66)	8	2	(3)
Amortization and depreciation	5	-	16	-
EBITDA	(726)	(556)	(1,516)	(1,556)
Add (deduct):				
Acquisition costs	284	21	329	470
Share-based compensation expense	64	308	161	459
Interest income	(1)	(1)	(4)	-
Adjusted EBITDA	(379)	(228)	(1,030)	(627)

IFRS measurement to non-IFRS measurement reconciliation presented in the table above.

Three Months Ended September 30, 2019

During the three-month period ended September 30, 2019, Head Office expended \$1.1 million, before income taxes, on corporate activities (\$0.7 million in 2018), an increase of \$0.4 million. The change was driven primarily by a \$0.2 million increase in professional fees and a \$0.2 million increase financing costs. The increase in professional fees primarily related to higher acquisition costs in Q3 2019 relative to Q3 2018, due to timing of acquisitions in 2019 versus 2018. The increase in financing costs was driven by the increase in long-term debt concurrent with the acquisition of Northside, the higher interest rate on the new credit facility, and an increase in non-cash charges to amortize deferred financing costs. In addition, a \$0.2 million increase in salaries, wages and benefits and selling, general and administrative costs, as a result of additions to Decisive's management team in late 2018 and the introduction of Director's fees in 2019, was offset by a \$0.2 million decrease in share-based compensation expense.

Nine Months Ended September 30, 2019

For the nine months ended September 30, 2019, Head Office expended \$2.2 million, before income taxes, on corporate activities (\$1.9 million in 2018), an increase of \$0.3 million. The change was driven by a \$0.3 million increase in financing costs and a \$0.3 million increase in salaries, wages and benefits. The increase in financing costs was a result of the additional debt issued in Q2 2018 in connection with the acquisitions completed last year and again in Q3 2019 concurrent with the acquisition of Northside. The increase in salaries, wages and benefits was a result of additions to Decisive's management team and the introduction of Director's fees in 2019. Given the increased scale of the overall organization and the objective of continuing growth through further acquisitions, a full-time chief operating officer and a new chief financial officer were added in the fall of 2018, which also allowed the former chief financial officer to transition into a chief corporate development officer role within the Company. These increases were partially offset by lower acquisition costs and lower share-based compensation expense.

Liquidity and Capital Resources

The Company's objectives when managing capital are to safeguard the Group's ability to continue as a going concern, so that it can provide returns for shareholders and benefits for other stakeholders.

The capital structure of the Group currently consists of equity and debt. The Company manages the capital structure and makes adjustments to it in the light of changes in economic conditions and the risk characteristics of the underlying assets. In order to maintain or adjust the capital structure, the Company may issue new shares, place new debt, refinance existing debt, or sell assets to fund operations. Management reviews its capital management approach on a regular basis.

The industry trends outlined in the "Finished Product Segment Industry Trends and Outlook" and "Component Manufacturing Segment Industry Trends and Outlook", as well as the market risks described under "Risk Factors" in the Company's Annual MD&A can significantly affect the financial condition and liquidity of the Company.

Cash and Working Capital

As of the date of this MD&A, the Company had cash of \$1.2 million, compared to cash of \$0.6 million at September 30, 2019, and cash of \$1.8 million at December 31, 2018.

As at September 30, 2019, the Company had net working capital of \$13.0 million (December 31, 2018 - \$10.5 million) as follows:

<i>(Stated in thousands of dollars)</i>	September 30, 2019	December 31, 2018	Change
Cash, net of bank indebtedness	\$ 644	\$ 1,815	\$(1,171)
Accounts receivable	10,173	8,274	1,899
Inventory	9,357	7,064	2,293
Prepaid expenses	844	629	215
Accounts payable	(5,973)	(4,562)	(1,411)
Dividends payable	(343)	(331)	(12)
Warranty provision	(372)	(410)	38
Prepaid deposits	(362)	(283)	(79)
Current portion of lease obligations	(855)	-	(855)
Current portion of long-term debt	(98)	(1,673)	1,575
Net working capital	\$ 13,015	\$ 10,523	\$ 2,492

Dividends Declared and Paid

The Company's dividend policy is to pay cash dividends on or about the 15th of each month to shareholders of record on the last business day of the previous month. The Company's Board of Directors regularly examines the dividends paid to shareholders.

Cumulative dividends for the nine months ended September 30, 2019 and 2018 are as follows:

<i>(Stated in thousands of dollars)</i>	September 30, 2019	September 30, 2018
Cumulative dividends, beginning of period	\$ 7,578	\$ 4,348
Dividends declared during the period	3,011	2,240
Cumulative dividends, end of period	\$ 10,589	\$ 6,588

The amounts and record dates of the dividends for the nine months ended September 30, 2019 and 2018 are as follows:

(Stated in thousands of dollars, except per share amounts)

Month	2019		2018	
	Per share (\$)	Dividend Amount (\$)	Per share (\$)	Dividend Amount (\$)
January	\$ 0.03	331	\$ 0.03	\$ 186
February	0.03	331	0.03	186
March	0.03	332	0.03	186
April	0.03	332	0.03	187
May	0.03	333	0.03	195
June	0.03	333	0.03	312
July	0.03	333	0.03	329
August	0.03	343	0.03	329
September	0.03	343	0.03	329
October	-	-	0.03	330
November	-	-	0.03	330
December	-	-	0.03	331
Total	\$ 0.27	\$ 3,011	\$ 0.36	\$ 3,230

Of the dividends paid during the nine months ended September 30, 2019, \$2.9 million were settled in cash and \$0.1 million were reinvested in additional common shares of the Company, pursuant to the Company's dividend reinvestment and cash purchase plan ("DRIP").

Subsequent to September 30, 2019 and before the filing of this MD&A, the Company undertook the following dividend actions:

- a dividend of \$0.03 per share was declared on October 15, 2019 for shareholders of record on October 31, 2019 and was paid on November 15, 2019.
- a dividend of \$0.03 per share was declared on November 15, 2019 for shareholders of record on November 29, 2019 and will be paid on December 13, 2019.

Long-Term Debt

		November 19, 2019	September 30, 2019	December 31, 2018
<i>(Stated in thousands of dollars)</i>	Authorized	Outstanding	Outstanding	Outstanding
Bank of Nova Scotia revolving term loan (a)	10,000	\$ 3,380	\$ 5,490	\$ -
Roynat Capital non-amortizing term loan (b)	21,200	20,945	20,945	-
Bank of Nova Scotia amortizing term loan (c)	-	-	-	12,847
Bank of Nova Scotia equipment loans (c)	-	-	-	213
Trumpf Finance equipment loans	172	172	180	259
	31,372	24,497	26,615	13,319
Less: current portion		(98)	(98)	(1,673)
Long-term portion		24,399	26,517	11,646

On August 16, 2019 the Company entered into a credit agreement with its senior lenders, the Bank of Nova Scotia ("BNS") and Roynat Capital Inc., a subsidiary of BNS, to refinance the Company's pre-existing BNS debt and fund the cash portion of the Northside acquisition. The pre-existing BNS debt facilities described in (c) below, have been replaced with the credit facilities described in (a) and (b) below:

- a) The revolving term loan with BNS is for a committed three-year term and all drawn amounts are due in August 2022. The Company's ability to access the revolving term loan is dependent on a borrowing base which is determined quarterly and measured against the Group's accounts receivable and inventory. The revolving term loan bears interest at the lender's prime rate plus 1% or bankers' acceptances plus 2.5%. Standby fees of 0.25% per annum are paid quarterly on the unused portion of the revolving term loan.
- b) The non-amortizing term loan with Roynat Capital Inc. is for a committed three-year term and all drawn amounts are due in August 2022. The term loan bears interest at a fixed rate of 8% with no required principal payments for the three-year term of the loan.
- c) Prior to August 16, 2019, the Company's credit facilities with BNS consisted of: a \$5.0 million operating loan, subject to a borrowing base and bearing interest at the lender's prime rate plus 0.75% (undrawn at December 31, 2018); a \$1.0 million equipment financing term revolving loan, requiring installments of \$0.02 million per quarter at an effective interest rate of 5.2%; and a term loan paid through monthly instalments of \$0.13 million plus interest at the bank's prime rate plus 1.25% or bankers' acceptances plus 2.5%.

The credit facilities with the Company's senior lenders are collectively secured by a general security agreement, assignment of insurance, and guarantees. In addition, the Company and its subsidiaries have agreed to maintain the following ratios as a group on a trailing twelve-month basis:

- Maximum total funded debt to EBITDA of 3.0:1
- Minimum fixed charge coverage ratio of 1:1:1

As at September 30, 2019, the Group was in compliance with these ratios.

As at September 30, 2019, principal payments required over the next three years were estimated as follows:

<i>(Stated in thousands of dollars)</i>		
For the years ending September 30,		
2020	\$	98
2021		82
2022		26,435
		26,615
Less: current portion		(98)
Long-term portion	\$	26,517

Off-Balance Sheet Arrangements

The Group's does not have any off-balance sheet arrangements.

Disclosure of Outstanding Share Data

The following table sets forth the Company's share capital data as at November 19, 2019, September 30, 2019 and December 31, 2018. Each stock option and each agents' warrant entitle the holder thereof to purchase one common share of the Company.

	November 19, 2019	September 30, 2019	December 31, 2018
Common shares, basic	11,447,295	11,433,340	10,878,391
Contingent common shares	-	-	146,666
Common shares issued	11,447,295	11,433,340	11,025,057
Equity incentive awards outstanding	943,500	868,500	813,500
Agents' warrants outstanding	228,951	228,951	241,951
Common shares, fully diluted	12,619,746	12,530,791	12,080,508

For the nine months ended September 30, 2019, an aggregate of 91,744 common shares were issued through Decisive's employee share purchase plan, DRIP, and the exercise of agent warrants. These share issuances generated cash proceeds of \$0.2 million and reduced the amount of cash dividends paid by \$0.1 million.

Additionally, in June 2019, the Company released from escrow 183,332 common shares related to the Unicast acquisition. Of the escrowed shares released, 146,666 had been treated as share-based compensation, and so prior to release, these common shares were considered issued but not outstanding for accounting purposes.

On August 16, 2019, 316,539 common shares were issued as consideration for the acquisition of Northside as described under "Acquisition" earlier in this MD&A.

Subsequent to the end of the quarter, 55,000 restricted share units were granted at a fair market value of \$3.83 per share and 20,000 stock options were granted at an exercise price of \$3.85 per share.

As at September 30, 2019, there were 957,572 shares in escrow (December 31, 2018 – 1,144,881) relating to the Company's completed acquisitions, as follows:

- Slimline – 188,771 to be released at one-half per year in June 2020 and 2021 respectively.
- Hawk – 452,261 to be released at one-half per year in July 2020 and 2021 respectively.
- Northside – 316,539 to be released at one-third per year in August 2020, 2021 and 2022 respectively.

Related Party Transactions

The Group's related parties consist of directors, officers and key management or companies associated with them.

Key management, including directors and officers of the Group, are those personnel having the authority and responsibility for planning, directing, and controlling the Group.

Key management compensation for the nine months ended September 30, 2019 included \$0.5 million of salaries and benefits and director fees (September 30, 2018 - \$0.2 million of salaries and benefits and \$0.2 million of share-based compensation). Currently, the Chief Executive Officer position does not receive cash compensation. The Chief Operating Officer position became a paid position in September 2018 and the Chief Corporate Development Officer position was added in October 2018.

During the nine months ended September 30, 2019, the Company incurred legal fees of \$0.02 million (2018 - \$0.03 million) with a law firm in which a director of the Company was a partner.

During the nine months ended September 30, 2019, the Company made lease obligation payments of \$0.14 million (2018 - \$0.05 million) to a president of one of the Company's wholly owned subsidiaries.

Accounting Policies

The Company's significant accounting policies are disclosed in Note 3 of Decisive's audited consolidated financial statements for the year ended December 31, 2018. Accounting policy changes during 2019 are as follows:

Changes in Accounting Policies

Effective January 1, 2019, the Company adopted IFRS 16: Leases. IFRS 16 eliminated the previous dual accounting model for lessees, which distinguished between on-balance sheet finance leases and off-balance sheet operating leases. Under the new standard, operating leases become an on-balance sheet liability that attracts interest, together with a corresponding right-of-use asset, which is depreciated. In addition, lessees will recognize a front-loaded pattern of expense for most leases, even when cash rentals are constant. The Company applied IFRS 16 using the modified retrospective method. Under this method, comparative financial information is not restated and is reported under the accounting standards in effect for those periods. Prior to 2019, leases of office and shop premises were classified as operating leases and the related costs were included in occupancy costs or manufacturing costs.

Effective January 1, 2019, the Company recognized lease obligations of \$2.1 million related to its operating lease commitments which were measured at the present value of the remaining lease payments, discounted using the Company's incremental borrowing rate as at January 1, 2019. The associated right of use assets were measured at the lease obligation amounts, resulting in no adjustment to the opening balance of retained earnings. The Company applied the following practical expedients permitted under the new standard: (i) leases of low dollar value will continue to be expensed as incurred; and (ii) the Company did not apply any grandfathering practical expedients

Critical Accounting Estimates

This MD&A is based on the Company's consolidated financial statements. The preparation of the consolidated financial statements requires that certain estimates and judgements be made with respect to the reported amounts of revenues and expenses and the carrying amounts of assets and liabilities. These estimates are based on historical experience and management's judgement. Anticipating future events involves uncertainty and consequently the estimates used by management in the preparation of the consolidated financial statements may change as future events unfold, additional experience is acquired or the Company's operating environment changes. The estimates and judgements considered to be the most significant in the preparation of the consolidated financial statements were described in the Company's 2018 Annual MD&A under the heading "Critical Accounting Estimates". There were no significant changes to the methodologies employed in applying these estimates and judgements in the first nine months of 2019.

Financial Instruments

Fair Value Measurement and Disclosure of Financial Assets and Liabilities

The following fair value hierarchy reflects the significance of inputs of valuation techniques used in making fair value measurements and/or disclosures.

Level 1 – Unadjusted quoted prices in active markets that are accessible at the measurement date for identical, unrestricted assets or liabilities.

Level 2 – Quoted prices in markets that are not active, or inputs that are observable, either directly or indirectly, for substantially the full term of the asset or liability.

Level 3 – Prices or valuation techniques that require inputs that are both significant to the fair value measurement and unobservable (supported by little or no market activity).

The Group's financial assets and financial liabilities, when required, are measured at fair value by level within the fair value hierarchy described above. Assets and liabilities are classified in their entirety based on the lowest level of input that is significant to the fair value measurement.

The Group's policy is to recognize transfers in and out of the fair value hierarchy as of the date of the event or change in circumstances that caused the transfer. There were no such transfers during the current period.

Fair Value Disclosures

At September 30, 2019 and December 31, 2018, the carrying amounts of cash and cash equivalents, accounts receivable, accounts payable and accrued liabilities, and dividends payable, approximate their fair value due to their short-term nature.

Management determined that the fair value of the Company's long-term debt was not materially different than their carrying amounts as they are based on current market interest rates.

Financial Risk Management

The Group's primary business activities consist of the acquisition of corporations in the manufacturing sector. The business plan of the Company is to acquire profitable, well-established companies with strong cash flows to create a portfolio of diversified and strong returns. The Company examines the various financial risks to which it is exposed and assesses the impact and likelihood of occurrence. These risks may include liquidity risk, credit risk, currency risk, and interest rate risk. The Company's risk management program strives to evaluate the unpredictability of financial and commodity markets and its objective is to minimize the potential adverse effects of such risks on the Group's financial performance, where financially feasible to do so. When deemed material, these risks may be monitored by the Group's corporate finance group and they are regularly discussed with the Company's board of directors or one of its committees.

Liquidity risk is the risk that the Group will not be able to meet its financial obligations when they become due. To mitigate this risk, the Group has a planning and budgeting process in place to determine the funds required to support its ongoing operations and capital expenditures. The Group's cash and cash equivalents are held in business accounts which are available on demand for the Group's programs. The contractual maturities of financial instruments are as follows:

(Stated in thousands of dollars)

September 30, 2019	Carrying value	Total contractual cash flows	Within one year	Two to five years	More than five years
Accounts payable	\$ 5,974	\$ 5,974	\$ 5,974	\$ -	\$ -
Dividends payable	343	343	343	-	-
Long-term debt	26,327	31,734	2,051	29,683	-
Lease obligations	3,424	3,789	998	2,791	-
	\$ 36,068	\$ 41,840	\$ 9,366	\$ 32,474	\$ -

December 31, 2018	Carrying value	Total contractual cash flows	Within one year	Two to five years	More than five years
Accounts payable	\$ 4,562	\$ 4,562	\$ 4,562	\$ -	\$ -
Dividends payable	331	331	331	-	-
Long-term debt	13,275	14,659	2,269	12,390	-
Lease obligations	-	2,321	663	1,658	-
	\$ 18,168	\$ 21,873	\$ 7,825	\$ 14,048	\$ -

Counterparty credit risk is the risk that the financial benefits of contracts with a specific counterparty will be lost if a counterparty defaults on its obligations under the contract. This includes any cash amounts owed to the Group by those counterparties, less any amounts owed to the counterparty by the Group where a legal right of set-off exists and also includes the fair values of contracts with individual counterparties which are recorded in the consolidated financial statements.

The Group's credit risk is predominantly limited to cash and cash equivalent balances held in financial institutions, and the recovery of the Group's accounts receivable. The maximum exposure to the credit risk is equal to the carrying value of such financial assets. At September 30, 2019, the Company expects to recover the full amount of such assets, less any allowance for doubtful accounts in accounts receivable.

The following details the aging of the Group's trade accounts receivable:

(Stated in thousands of dollars)

	September 30, 2019		December 31, 2018	
Current	\$	5,254	52.6%	\$ 3,618 45.7%
31-60 days		2,254	22.6%	1,922 24.3%
61-90 days		637	6.4%	803 10.1%
>90 days		1,844	18.4%	1,577 19.9%
	\$	9,989	100.0%	\$ 7,920 100.0%

The increase in amounts over 90 days past due, relative to December 31, 2018, is a result of Blaze King's early buy program wherein certain sales under the program are not payable until the fourth quarter. As a percentage of total trade accounts receivable, the amounts over 90 days past due decreased relative to December 31, 2018.

The objective of managing counterparty credit risk is to minimize potential losses in financial assets. The Group assesses the quality of its counterparties, taking into account their creditworthiness and reputation, past performance and other factors.

Cash and cash equivalents are only deposited with or held by major financial institutions where the Group conducts its business. In order to manage credit and liquidity risk, the Group invests only in highly rated investment grade instruments that have maturities of three months or less. Limits are also established based on the type of investment, the counterparty and the credit rating.

The Group's functional currency for Blaze King Industries Inc. and Unicast is the US dollar ("USD"), while all other entities in the group have a Canadian dollar functional currency ("CAD"), and the reporting currency is the Canadian dollar, therefore the Group's earnings and total comprehensive income are in part impacted by fluctuations in the value of the USD in relation to the CAD.

The table below summarizes the quantitative data about the Group's exposure to currency risk:

(Stated in thousands of dollars)

2019	Entities with a CAD functional currency		Entities with a USD functional currency		Total
	CAD	USD	CAD	USD	
Cash (bank indebtedness)	\$ 330	\$ 277	\$ (230)	\$ 267	644
Accounts receivable	5,766	1,841	274	2,293	10,174
Accounts payable	(4,896)	(304)	(116)	(658)	(5,974)
Dividend payable	(343)	-	-	-	(343)
Inter-company amounts	8,190	(613)	(7,577)	-	-
Long-term debt	(26,147)	(180)	-	-	(26,327)
Net exposure	(17,101)	1,021	(7,649)	1,902	(21,827)
Effect of 5% strengthening of USD vs. CAD:					
Profit (loss)	-	51	382	-	433
OCI	\$ -	\$ -	\$ -	\$ (95)	(95)

(Stated in thousands of dollars)

2018	Entities with a CAD functional currency		Entities with a USD functional currency		Total
	CAD	USD	CAD	USD	
Cash	\$ 1,451	\$ 761	\$ (840)	\$ 443	1,815
Accounts receivable	2,369	2,515	549	2,841	8,274
Accounts payable	(2,547)	(815)	(272)	(928)	(4,562)
Dividend payable	(331)	-	-	-	(331)
Inter-company amounts	7,367	255	(7,622)	-	-
Long-term debt	(12,996)	(279)	-	-	(13,275)
Net exposure	(4,687)	2,437	(8,185)	2,356	(8,079)
Effect of 5% strengthening of USD vs. CAD:					
Profit (loss)	-	122	409	-	531
OCI	\$ -	\$ -	\$ -	\$ (118)	(118)

The calculations above are based on the Group's statement of financial position exposure at September 30, 2019 and December 31, 2018 respectively.

The Group is exposed to interest rate risk on its long-term debt, as described under the heading "Long-term Debt" earlier in this MD&A, due to the interest rate on certain of its credit facilities being variable. Of the Group's interest-bearing debt at September 30, 2019, 21% was variable rate (December 31, 2018 - 96%). The Group does not enter into derivative contracts to manage this risk.

The table below summarizes the quantitative data about the Group's exposure to interest rate risk:

(Stated in thousands of dollars)

Interest rate risk	September 30, 2019	December 31, 2018
Floating instruments	\$ 5,490	\$ 12,847
Average balance	11,374	10,624
Impact on profit (loss) of a change in interest rates:		
-1%	114	106
+1%	\$ (114)	\$ (106)

Risk Factors

The Company and its subsidiaries are subject to a number of risks. These risks relate to the organizational structure of the Company and to the operations of its subsidiaries. There were no changes to the principal risks and uncertainties from those reported in the Company's Annual MD&A for the year ended December 31, 2018.

Internal Controls Over Financial Reporting

The Chief Executive Officer and Chief Financial Officer of the Company, in accordance with National Instrument 52-109 ("NI 52-109"), have both certified that they have reviewed the most recent interim financial report and this MD&A (the "Interim Filings") of the Company and that, based on their knowledge having exercised reasonable diligence: (a) the Interim Filings do not contain any untrue statement of a material fact or omit to state a material fact required to be stated or that is necessary to make a statement not misleading in light of the circumstances under which it was made with respect to the period covered by the Interim Filings; and (b) the interim financial report together with the other financial information included in the Interim Filings fairly present in all material respects the financial condition, financial performance and cash flows of the Company as of the date of and for the periods presented in the Interim Filings.

Investors should be aware that there are inherent limitations on the ability of the certifying officers to cost effectively design and implement Disclosure Controls and Procedures and Internal Controls over Financial Reporting (as those terms are used in NI 52-109). This may result in additional risks to the quality, reliability, transparency and timeliness of interim and annual filings and other reports provided under securities legislation.