

Management's Discussion and Analysis

For the three months ended March 31, 2021 and 2020

This Management's Discussion and Analysis ("MD&A") of Taiga Building Products Ltd. ("Taiga" or the "Company") has been prepared based on information available as at May 7, 2021 and should be read in conjunction with the unaudited condensed interim consolidated financial statements and the corresponding notes thereto for the three months ended March 31, 2021 and 2020. This discussion and analysis provides an overview of significant developments that have affected Taiga's performance during the three months ended March 31, 2021

The financial information reported herein has been prepared in accordance with International Financial Reporting Standards ("IFRS"), which is the required reporting framework for Canadian publicly accountable enterprises, and is expressed in Canadian dollars.

Taiga's consolidated financial statements and the accompanying notes included within this report include the accounts of Taiga and its subsidiaries. Unless otherwise noted, all references in this MD&A to "dollars" or "\$" are to Canadian dollars.

Unless otherwise noted, there are no material changes to the Company's contractual obligations and risks and uncertainties as described in its management's discussion and analysis for the year ended December 31, 2020.

Additional information relating to the Company including the Company's Annual Information Form dated February 26, 2021 can be found on SEDAR at www.sedar.com.

Forward-Looking Information:

This MD&A contains certain forward-looking information relating, but not limited, to future events or performance and strategies and expectations of Taiga. Forward-looking information typically contains statements with words such as "consider", "anticipate", "believe", "expect", "plan", "intend", "likely", "may", "will", "should", "predict", "potential", "continue" or similar words suggesting future outcomes or statements regarding expectations, beliefs, plans, objectives, assumptions, intentions or statements about future events or performance. Examples of such forward-looking information within this document include statements relating to: the Company's perception of the building products industry and markets in which it participates and anticipated trends in such markets in any of the countries in which the Company does business; the Company's anticipated business operations, inventory levels and ability to meet order demand; the Company's anticipated ability to procure products and its relationship with suppliers; sufficiency of cash flows; and the anticipated outcome of legal and regulatory proceedings. Readers should be aware that these statements are subject to known and unknown risks, uncertainties and other factors that could cause actual results to differ materially from those suggested by the forward-looking information. Forward-looking information reflects management's current expectations or beliefs and is based on information currently available to Taiga and although Taiga believes it has a reasonable basis for providing the forward-looking information included in this document, readers are cautioned not to place undue reliance on such forward-looking information. By its nature, the forward-looking information of Taiga involves numerous assumptions and inherent risks and uncertainties, both general and specific that contribute to the possibility that the predictions, forecasts and other forward-looking information will not occur. These factors include, but are not limited to: changes in business strategies; the effects of legal or regulatory proceedings, competition and pricing pressures; changes in operational costs; changes in laws and regulations, including tax, environmental, employment, competition, anti-terrorism and trade laws and Taiga's anticipation of and success in managing the risks associated with the foregoing; and other risks detailed in this MD&A and Taiga's filings with the Canadian securities regulatory authorities available at www.sedar.com. Forward-looking information speaks only as of the date of this discussion and analysis. Taiga does not undertake, and specifically disclaims, any obligation to update or revise any forward-looking information, whether as a result of new information, future developments or otherwise, except as required by applicable law.

Non-IFRS Financial Measure:

In this MD&A, reference is made to EBITDA, which represents earnings before interest, taxes, and amortization. As there is no generally accepted method of calculating EBITDA, the measure as calculated by Taiga might not be comparable to similarly titled measures reported by other issuers. EBITDA is presented as management believes it is a useful indicator of the Company's ability to meet debt service and capital expenditure requirements and because management interprets trends in EBITDA as an indicator of relative operating performance. EBITDA should not be considered by an investor as an alternative to net income or cash flows as determined in accordance with IFRS. Reconciliations of EBITDA to net earnings reported in accordance with IFRS are included in this MD&A.

Market and Industry Data:

Unless otherwise indicated, the market and industry data contained in this MD&A is based upon information of independent industry and government publications and management's knowledge of, and experience in, the markets in which the Company operates. While management believes this data to be reliable, market and industry data is subject to variation and cannot be verified with complete certainty due to limits on the availability and reliability of raw data, the voluntary nature of the data gathering process and other limitations and uncertainties inherent in any statistical survey. The Company has not independently verified any of the data from third party sources referred to in this MD&A and no representation is given as to the accuracy of any of the data referred to in this MD&A obtained from third party sources.

1. Business Overview

Taiga is the largest independent wholesale distributor of building products in Canada. Taiga distributes building products in Canada, the United States and overseas. As a wholesale distributor, Taiga maintains substantial inventories of building products at fifteen strategically located distribution centres throughout Canada and two distribution centres in California and one in Washington. In addition, Taiga regularly distributes through the use of third party reload centres. Taiga also owns and operates four wood preservation plants that produce pressure-treated wood products. Factors that affect Taiga's year-over-year profitability include, among others, sales levels, price fluctuations and product mix.

Taiga's primary market is Canada. Taiga expects the Canadian housing market in calendar year 2021 to improve significantly compared to 2020. Taiga's secondary market, the United States, is expected to improve in 2021 compared to calendar year 2020. See Item 9 "Outlook".

2. Results of Operations

Sales

The Company's consolidated net sales for the quarter ended March 31, 2021 were \$535.9 million compared to \$320.3 million over the same period last year. The increase in sales by \$215.6 million or 67% was largely due to increased selling prices for commodity products.

Sales by segments are as follows:

	Revenue by point of sale			
	Three months ended March 31,			
	2021		2020	
	\$000's	%	\$000's	%
Canada	437,244	81.6	250,828	78.3
United States	98,674	18.4	69,451	21.7

For the quarter ended March 31, 2021, export sales totalled \$84.7 million compared to \$50.4 million in the same quarter in the previous year. These export sales were primarily to the United States and Asia and are included as part of the Canadian segment in the table above.

The Company's sales of dimension lumber and panel, as a percentage of total sales, was 63.3% for the quarter ended March 31, 2021 and 58.9% over the same period last year. Allied, engineered and treated wood product sales, as a percentage of total sales, was 36.7% for 2021 and 41.1% over the same period last year.

Gross Margin

Gross margin for the quarter ended March 31, 2021 increased to \$90.4 million from \$30.6 million over the same period last year. The increase in gross margin was primarily due to rising commodity prices in the current quarter compared to the same quarter last year.

Expenses

Distribution expense for the quarter ended March 31, 2021 increased to \$7.1 million compared to \$6.4 million over the same period last year primarily due to higher delivery and warehousing costs.

Selling and administration expense for the quarter ended March 31, 2021 increased to \$41.2 million compared to \$13.8 million over the same period last year primarily due to higher compensation costs.

Finance expense for the quarter ended March 31, 2021 was \$1.7 million compared to \$2.3 million over the same period last year. The decrease was primarily due to lower interest expenses due to lower long term debt.

Subordinated debt interest expense was \$0.2 million for both quarters ended March 31, 2021 and 2020.

Other income for the quarter ended March 31, 2021 was \$0.05 million compared to \$0.03 million last year.

Net Earnings

Net earnings for the quarter ended March 31, 2021 increased to \$29.2 million from \$6.6 million for the same period last year primarily due to increased gross margin.

EBITDA

EBITDA for the quarter ended March 31, 2021 was \$45.1 million compared to \$13.1 million for the same period last year.

Reconciliation of net earnings to EBITDA:

<i>(in thousands of dollars)</i>	Three Months Ended March 31,	
	2021	2020
Net earnings	29,176	6,613
Income tax expense	11,134	1,311
Finance and subordinated debt interest expense	1,891	2,495
Amortization	2,906	2,673
EBITDA	45,107	13,092

3. Cash Flows

Operating Activities

Cash flows from operating activities used cash of \$80.7 million for the quarter ended March 31, 2021 compared to \$58.0 million for the same period last year. Changes between the comparative periods were primarily due to changes in non-cash working capital and changes in income tax expense and income taxes payable.

Investing Activities

Investing activities used cash of \$0.8 million for the quarter ended March 31, 2021 compared to \$0.9 million over the same period last year.

Financing Activities

Financing activities generated cash of \$81.5 million for the quarter ended March 31, 2021 compared to \$58.9 million for the same period last year. The increase was due to more borrowing from the Company's revolving credit facility offset by a one-time special dividend payment.

4. Summary of Quarterly Results

Year ending December 31

	2021	2020				2019		
<i>(in thousands of dollars, except per share amount in dollars)</i>	Q1	Q4	Q3	Q2	Q1	Q4	Q3	Q2
Sales	535,918	411,283	500,667	356,894	320,279	298,125	358,875	354,723
Net earnings	29,176	17,635	33,430	13,148	6,613	5,763	8,373	7,071
Net earnings per share ⁽¹⁾	0.27	0.16	0.31	0.12	0.06	0.05	0.07	0.06
EBITDA	45,107	29,410	50,489	23,862	13,143	12,874	17,272	16,412

Notes:

- (1) The amounts are identical on a basic and fully-diluted per share basis. Earnings per share is calculated using the weighted-average number of shares.

Seasonality

Taiga's sales are subject to seasonal variances that fluctuate in accordance with the normal home building season. Taiga generally experiences higher sales in the quarters ended June 30 and September 30 and reduced sales in the late fall and winter during its quarters ended December 31 and March 31 of each fiscal year.

5. Liquidity and Capital Resources

Revolving Credit Facility

On June 28, 2020, the Company renewed its senior credit facility with a syndicate of lenders led by JPMorgan Chase Bank (the "Facility"). The Facility was increased from \$225 million to \$250 million, with an option to increase the limit by up to \$50 million. The Facility also features an ability to draw on additional term loans in an aggregate amount of approximately \$23 million at favourable rates, which Taiga utilized for the Business Acquisition referred to in Note 5 of the Notes to the Audited Consolidated Financial Statements. The Facility continues to bear interest at variable rates plus variable margins, is secured by a first perfected security interest in all personal property of the Company and certain of its subsidiaries, and will mature on June 28, 2023. Taiga's ability to borrow under the Facility is based upon a defined percentage of accounts receivable and inventories. The terms, conditions, and covenants of the Facility have been met as at March 31, 2021.

Taiga expects to meet its future cash requirements through a combination of cash generated from operations and its credit facilities. However, any severe weakening of the Canadian housing market driving reduced product demand or a significant increase in bad debts in accounts receivable could adversely impact the Company's liquidity in the short term.

Working Capital

Working capital as at March 31, 2021 decreased to \$185.8 million from \$189.1 million as at December 31, 2020 due to decreased liabilities. Taiga believes that current levels are adequate to meet its working capital requirements.

Summary of Financial Position

<i>(in thousands of dollars)</i>	March 31, 2021	March 31, 2020	December 31, 2020
Current Assets	474,139	317,757	330,138
Current Liabilities (excluding Revolving Credit Facility)	(167,254)	(83,970)	(132,282)
Revolving Credit Facility	(121,063)	(112,744)	(8,742)
Working Capital	185,822	121,043	189,114
Long Term Assets	146,653	152,812	144,026
Long Term Liabilities (excluding Subordinated Notes)	(116,896)	(110,072)	(115,621)
Subordinated Notes	(12,500)	(12,500)	(12,500)
Shareholders' Equity	203,079	151,283	205,019

Assets

Total assets were \$620.9 million as at March 31, 2021 compared to \$474.2 million as at December 31, 2020. The increase was primarily the result of additional accounts receivable and inventories.

Inventories increased to \$221.4 million as at March 31, 2021 compared to \$190.0 million as at December 31, 2020 primarily due to inventory build up in preparation for the busier spring season as well as higher commodity prices.

Accounts receivable increased to \$248.7 million as at March 31, 2021 compared to \$136.8 million as at December 31, 2020 primarily due to significantly higher commodity prices leading to higher selling prices on products.

Liabilities

Total liabilities increased to \$417.7 million as at March 31, 2021 from \$269.1 million as at December 31, 2020. The increase was primarily due to increased accounts payable and accrued liabilities, income taxes payable and revolving credit facility balance.

Accounts payable and accrued liabilities increased to \$144.9 million as at March 31, 2021 compared to \$122.8 million as at December 31, 2020 due to increased payroll liabilities and inventory purchases.

Revolving credit facility increased to \$121.1 million as at March 31, 2021 compared to \$8.7 million as at December 31, 2020. The increase was primarily due to the associated inventory build up in preparation for the busier spring season as well as due to the one-time special dividend paid during the quarter ended March 31, 2021.

Outstanding Share Data

The Company has only one class of shares outstanding, its common shares without par value. On March 31, 2021, there were 108,541,557 common shares issued and outstanding.

On August 13, 2020, the Company commenced a further NCIB for its common shares. Under the terms of the NCIB, the Company may purchase up to 5,489,272 of its then outstanding 109,785,457 common shares, representing 5% of the outstanding common shares. For the year ended December 31, 2020, the Company purchased 2,979,026 of its common shares for cash payments of \$3,230,202. These common shares purchased by the Company have been cancelled. At March 31, 2021 there were 4,245,372 remaining common shares permitted to be purchased by the Company per the terms of the NCIB with an expiration on August 31, 2021. The Company has not purchased any of its common shares under this NCIB during the three months ended March 31, 2021.

6. Critical Accounting Policies and Estimates, and Future Accounting Changes

The significant accounting policies of Taiga are described in Note 3 to the Consolidated Financial Statements for the year ended December 31, 2020.

The preparation of financial statements in conformity with IFRS requires management to make assumptions and estimates that affect the amounts reported in the financial statements and notes thereto. Financial results as determined by actual events could be different from those estimates. These estimates are described in the management's discussion and analysis for the year ended December 31, 2020 and there have been no material changes to such policies and estimates since that time.

7. Off-Balance Sheet Arrangements

Taiga does not have off-balance sheet arrangements except for commitments under operating leases as discussed under "Commitments and Contingencies" in this Management's Discussion and Analysis.

For a detailed description of financial instruments and their associated risks, see Note 24 to the Company's audited consolidated financial statements for the period ended December 31, 2020.

8. Disclosure Controls and Procedures and Internal Controls over Financial Reporting

Taiga's management is responsible for establishing and maintaining adequate disclosure controls and procedures and internal controls over financial reporting ("ICFR") to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external reporting purposes in accordance with IFRS.

The CEO and CFO of Taiga acknowledge responsibility for the design of ICFR and confirm that there were no changes in these controls that occurred during the quarter ended March 31, 2021 which materially affected or are reasonably likely to materially affect the Company's ICFR.

9. Outlook

Taiga's financial performance is primarily dependent on the residential construction, renovation and repairs markets. These markets are affected by the strength or weakness in the general economy and as such are influenced by interest rates and other general market indicators.

The outbreak of the coronavirus, also known as "COVID-19", has spread across the globe and is impacting worldwide economic activity. Conditions surrounding the coronavirus continue to rapidly evolve and government authorities have implemented emergency measures to mitigate the spread of the virus. As at the financial statement approval date, the outbreak and the related mitigation measures have had the following impacts on the Company's operations, among others: sales declined by over 30% early on in the pandemic (April 2020) but have since recovered and exceeded expectations both in fiscal 2020 and so far in fiscal 2021. The pandemic has increased demand for detached housing which combined with record high commodity prices and low borrowing rates has had a positive impact on Taiga's business. The extent to which these events may continue to impact the Company's business activities will depend on future developments, such as the ultimate geographic spread of the disease, the duration of the outbreak, travel restrictions, the rate at which vaccines are administered, the effectiveness of vaccines against the coronavirus and its mutations, subsequent outbreaks, business disruptions, and the effectiveness of actions taken in Canada, the United States and other countries to contain and treat the disease. These events are highly uncertain and as such, the Company cannot predict with any certainty how the progression of the coronavirus pandemic and these events will ultimately impact the Company's financial performance in 2021.

In Canada, according to the Canada Mortgage and Housing Corporation (“CMHC”) Housing Market Outlook, Canadian Edition for Fall 2020, housing starts are forecasted to range from 194,000 to 204,300 units in the 2021 calendar year. CMHC is reporting that housing starts are expected to recover after their forecasted decline in 2020.

In the United States, the National Association of Home Builders reported in March 2021 that housing starts are forecasted to total 1,431,000 units in the 2021 calendar year compared to 1,395,000 units in calendar year 2020.