

## MANAGEMENT'S DISCUSSION & ANALYSIS

### Three- and six-month periods ended June 30, 2014 compared with the three- and six-month periods ended June 30, 2013

The following is Stella-Jones Inc.'s management discussion and analysis ("MD&A"). Throughout this MD&A, the terms "Company" and "Stella-Jones" shall mean Stella-Jones Inc., and shall include its independent operating subsidiaries.

This MD&A and the Company's condensed interim unaudited consolidated financial statements were approved by the Audit Committee and the Board of Directors on August 7, 2014. The MD&A provides a review of the significant developments and results of operations of the Company during the three- and six-month periods ended June 30, 2014 compared with the three- and six-month periods ended June 30, 2013. The MD&A should be read in conjunction with the Company's condensed interim unaudited consolidated financial statements for the periods ended June 30, 2014 and 2013 and the notes thereto, as well as the Company's annual consolidated financial statements and MD&A for the year ended December 31, 2013.

The MD&A contains statements that are forward-looking in nature. Such statements involve known and unknown risks and uncertainties that may cause the actual results of the Company to be materially different from those expressed or implied by such forward-looking statements. Such items include, among others: general economic and business conditions, product selling prices, raw material and operating costs, changes in foreign currency rates and other factors referenced herein and in the Company's continuous disclosure filings. Unless required to do so under applicable securities legislation, the Company's management does not assume any obligation to update or revise forward-looking statements to reflect new information, future events or other changes.

The condensed interim unaudited consolidated financial statements are reported in Canadian dollars and are prepared in accordance with International Financial Reporting Standards ("IFRS") as issued by the International Accounting Standards Board ("IASB") and Chartered Professional Accountants Canada Handbook Part I, applicable to the preparation of interim financial statements, including IAS 34, *Interim Financials Reporting*. All amounts in this MD&A are in Canadian dollars unless otherwise indicated.

Additional information, including the Company's annual information form, quarterly and annual reports, and supplementary information is available on SEDAR at [www.sedar.com](http://www.sedar.com). Press releases and other information are also available in the Investor/Media Centre section of the Company's Web site at [www.stella-jones.com](http://www.stella-jones.com).

### OUR BUSINESS

Stella-Jones Inc. is a leading producer and marketer of pressure treated wood products. The Company supplies North America's railroad operators with railway ties and timbers, and the continent's electrical utilities and telecommunication companies with utility poles. Stella-Jones also provides residential lumber and customized services to retailers and wholesalers for outdoor applications, as well as industrial products which include marine and foundation pilings, construction timbers, wood for bridges and coal tar based products. The Company's common shares are listed on the Toronto Stock Exchange (TSX: SJ).

As at June 30, 2014, the Company operates twenty-nine wood treating plants, ten pole peeling facilities and a coal tar distillery. These facilities are located in five Canadian provinces and seventeen American states and are complemented by an extensive distribution network across North America. As at June 30, 2014, the Company's workforce numbered approximately 1,570 employees.

Stella-Jones enjoys a number of key attributes which should further enhance the Company's strategic positioning and competitive advantage in the wood treating industry. Among these are the ability to service clients from multiple plants, a solid financial position that allows the Company to stockpile and air-season green wood for major long-term contracts, a long-standing stable source of wood supply, and a registration to produce and sell the wood preservative, creosote.

## OUR MISSION

Stella-Jones' objective is to be the performance leader in the wood preserving industry and a model corporate citizen, exercising environmental responsibility and integrity.

Stella-Jones will achieve these goals by focusing on customer satisfaction, core products, key markets, innovative work practices and the optimal use of its resources.

Stella-Jones is committed to providing a safe, respectful and productive environment for its employees, where problem solving, initiative and high standards of performance are rewarded.

## NON-IFRS FINANCIAL MEASURES

Operating income before depreciation of property, plant and equipment and amortization of intangible assets (also referred to as earnings before interest, taxes, depreciation and amortization ["EBITDA"]), operating income, and cash flow from operating activities before changes in non-cash working capital components and interest and income taxes paid are financial measures not prescribed by IFRS and are not likely to be comparable to similar measures presented by other issuers. Management considers these non-IFRS measures to be useful information to assist knowledgeable investors regarding the Company's financial condition and operating results as they provide additional measures of its performance.

| Reconciliation of EBITDA and operating income to net income<br>(thousands of dollars) | Three-month periods ended |               | Six-month periods ended |               |
|---|---------------------------|---------------|-------------------------|---------------|
|   | June 30, 2014             | June 30, 2013 | June 30, 2014           | June 30, 2013 |
| Net income for the period   | 28,821                    | 26,426        | 51,339                  | 45,183        |
| Plus:   |                           |               |                         |               |
| Provision for income taxes  | 9,449                     | 11,881        | 19,097                  | 20,064        |
| Financial expenses  | <u>3,347</u>              | <u>2,652</u>  | <u>5,916</u>            | <u>5,383</u>  |
| Operating income  | 41,617                    | 40,959        | 76,352                  | 70,630        |
| Depreciation and amortization   | <u>4,611</u>              | <u>3,958</u>  | <u>8,938</u>            | <u>8,162</u>  |
| EBITDA  | 46,228                    | 44,917        | 85,290                  | 78,792        |

## FOREIGN EXCHANGE

The table below shows exchange rates applicable to the periods ended June 30, 2014 and 2013 as well as the period ended December 31, 2013. Average rates are used to translate sales and expenses for the periods mentioned, while closing rates translate assets and liabilities of foreign operations and monetary assets and liabilities of the Canadian operations.

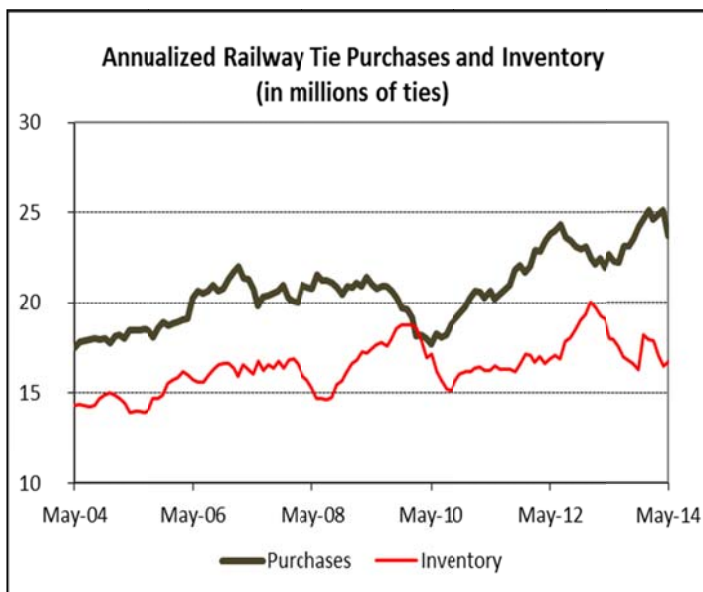
| Cdn\$/US\$ rate | 2014  |                                  | 2013  |                                      |
|-----------------|---|----------------------------------|---|--------------------------------------|
|                 | Average rate for the three-month period ended June 30, 2014 | Closing rate as at June 30, 2014 | Average rate for the three-month period ended June 30, 2013 | Closing rate as at December 31, 2013 |
|                 | 1.0952  | 1.0670                           | 1.0201  | 1.0636                               |

## INDUSTRY OVERVIEW

### Railway ties

As reported by the Railway Tie Association, railway tie purchases for the first five months of 2014 amounted to 9.3 million ties, resulting in industry purchases of 23.7 million ties for the 12-month period ended May 31, 2014. Meanwhile, industry inventory were 16.8 million ties as at May 31, 2014, representing an inventory-to-sales ratio of 0.71:1, below the previous ten-year average ratio of 0.80:1. The ratio has tightened over the last 12 months, as untreated railway tie availability has diminished.

Total traffic on North American railroads increased 4.0% in the first six months of 2014, according to data released by the Association of American Railroads. While the number of carloads increased by 2.4%, the volume of intermodal trailers and containers rose sharply, up 5.9% from 2013 levels.



Source: Railway Tie Association

## OPERATING RESULTS

The Company has increasingly been ensuring its own pole sourcing by harvesting logs on woodland territories. Harvested logs not meeting pole-quality standards are regularly sold to third parties. Sales of these non-pole-quality logs have become more significant to the consolidated operations of the Company. Accordingly, effective January 1, 2014, Stella-Jones' sales of non-pole-quality logs are reported as revenue in the consolidated statement of income and are no longer credited to cost of sales. Comparative figures have been restated to comply with the current year's presentation and details are presented in a new product category. Margins from non-pole-quality log sales are nominal as they are sold close to cost of sales.

### Sales

Sales for the quarter ended June 30, 2014 reached \$344.8 million, up \$63.9 million, or 22.7%, over last year's sales of \$280.9 million for the same period. The operating assets acquired from The Pacific Wood Preserving Companies® ("PWP") on November 15, 2013 contributed sales of approximately \$12.0 million, while the wood treating facilities acquired from Boatright Railroad Products, Inc. ("Boatright") on May 22, 2014 added sales of \$3.7 million. The conversion effect from fluctuations in the value of the Canadian dollar, Stella-Jones' reporting currency, versus the U.S. dollar, had a positive impact of \$18.0 million on the value of U.S.-dollar denominated sales when compared with the previous year's second quarter. Excluding these factors, sales increased approximately \$30.2 million, or 10.8%.

For the six-month period ended June 30, 2014, sales amounted to \$602.3 million, versus \$503.5 million for the corresponding period a year earlier. Acquisitions accounted for total sales of \$28.9 million, while the conversion effect from fluctuations in the value of the Canadian dollar versus the U.S.-dollar had a positive year-over-year impact of \$34.3 million on the value of U.S. dollar denominated sales. Excluding these factors, sales increased approximately \$35.7 million, or 7.1%.

## **Sales by product category**

### **Railway ties**

Railway tie sales for the second quarter of 2014 amounted to \$141.5 million, an increase of \$21.7 million, or 18.1%, over sales of \$119.8 million in the second quarter of 2013. Excluding sales from acquisitions and the conversion effect from fluctuations in the value of the Canadian dollar against the U.S. dollar, railway tie sales rose approximately \$7.7 million, or 6.4%, reflecting solid market demand from tie replacement programs. Railway tie sales accounted for 41.0% of the Company's second-quarter sales.

For the first six months of 2014, railway tie sales reached \$250.1 million, up from \$216.3 million in the first six months of 2013. Excluding sales from acquisitions and the conversion effect from fluctuations in the value of the Canadian dollar against the U.S. dollar, railway tie sales rose approximately \$9.6 million, or 4.4%.

### **Utility poles**

Utility pole sales reached \$121.6 million in the second quarter of 2014, up from \$95.1 million in the corresponding period in 2013. Excluding sales from acquisitions and the conversion effect from fluctuations in the value of the Canadian dollar against the U.S. dollar, sales increased \$14.0 million, or 14.7%. This increase reflects larger customer orders for distribution and transmission poles stemming from increased demand from replacement programs and certain special projects required to support networks for industrial growth. Utility pole sales accounted for 35.3% of the Company's total sales in the second quarter of 2014.

For the first six months of 2014, utility pole sales stood at \$229.2 million, up from \$185.9 million in the first six months of 2013. Excluding sales from acquisitions and the conversion effect from fluctuations in the value of the Canadian dollar against the U.S. dollar, utility pole sales rose approximately \$17.1 million, or 9.2%.

### **Residential lumber**

Sales in the residential lumber category totalled \$49.4 million in the second quarter of 2014, up from \$41.3 million a year earlier. The variation is mainly attributable to solid demand in Western Canada and in the United States due to the general improvement in the North American economy. Residential lumber accounted for 14.3% of Stella-Jones' sales in the second quarter of 2014. For the six-month period ended June 30, 2014, residential lumber sales stood at \$66.6 million, versus \$59.2 million a year earlier.

### **Industrial products**

Industrial product sales reached \$25.1 million in the second quarter of 2014, compared with \$17.0 million in the second quarter of 2013. This increase mainly reflects the contribution of the PWP and Boatright assets as well as increased sales of rail-related industrial products. Industrial products represented 7.3% of sales in the three-month period ended June 30, 2014. For the first six months of 2014, industrial product sales totalled \$40.9 million, up from \$28.9 million in the first six months of 2013.

### **Non-pole-quality logs**

For the second quarter of 2014, non-pole-quality log sales amounted to \$7.2 million, down from \$7.7 million in the second quarter of 2013. This variation is attributable to the timing of timber harvesting. Non-pole-quality log sales represented 2.1% of sales in the three-month period ended June 30, 2014. In the first half of 2014, non-pole-quality log sales reached \$15.5 million, versus \$13.3 million in the first half of 2013.

## **Sales by destination**

Sales in the United States amounted to \$278.3 million, or 80.7% of sales, in the second quarter of 2014, up 28.3% from sales of \$216.9 million in the corresponding period of 2013. The year-over-year increase is mainly attributable to the contribution from the PWP and Boatright assets, the effect of local currency translation on U.S.-dollar denominated sales, and higher sales as a result of healthy industry demand. For the first six months of 2014, sales in the United States reached \$496.0 million, versus \$391.7 million in the first six months of 2013.

Sales in Canada in the second quarter of 2014 were \$66.5 million, representing 19.3% of Stella-Jones' total sales, versus sales of \$64.0 million in the second quarter of 2013. The year-over-year variation mainly reflects higher residential lumber sales in Western Canada. For the first six months of 2014, sales in Canada stood at \$106.3 million, versus \$111.7 million in the first six months of 2013.

### **Cost of sales**

Cost of sales, including depreciation of property, plant and equipment, as well as amortization of intangible assets, was \$284.7 million, or 82.6% of sales, for the three-month period ended June 30, 2014. This compares with \$223.1 million, or 79.4% of sales, in the three-month period ended June 30, 2013. The increase in absolute dollars essentially reflects the addition of the PWP and Boatright assets and the effect of currency translation, while the increase as a percentage of sales is mainly attributable to higher year-over-year costs for untreated railway ties, partially offset by greater efficiency throughout the Company's plant network. Reflecting the PWP and Boatright acquisitions, depreciation and amortization charges stood at \$4.6 million for the second quarter of 2014, versus \$4.0 million in the corresponding period of 2013. As a result, gross profit reached \$60.1 million, or 17.4% of sales, in the second quarter of 2014, up from \$57.8 million, or 20.6% of sales, in the second quarter of 2013.

For the first six months of 2014, cost of sales reached \$492.0 million, or 81.7% of sales, versus \$402.5 million, or 79.9% of sales, in the first six months of 2013. The variations, both in dollars and as a percentage of sales, are attributable to the factors described in the above paragraph. Depreciation and amortization charges were \$8.9 million in the first six months of 2014, up from \$8.2 million a year earlier. As a result, gross profit reached \$110.3 million, or 18.3% of sales, in the six-month period ended June 30, 2014, up from \$101.0 million, or 20.1% of sales, in the six-month period ended June 30, 2013.

### **Selling and administrative**

Selling and administrative expenses for the second quarter of 2014 were \$17.8 million, compared with expenses of \$14.7 million in the second quarter of 2013. This variation is mainly attributable to acquisition-related costs of \$616,000 in connection with the Boatright transaction, higher year-over-year expenses related to the Company's distribution network, and the effect of currency translation. As a percentage of sales, selling and administrative expenses were stable year-over-year at 5.2% of sales.

For the six-month period ended June 30, 2014, selling and administrative expenses reached \$33.2 million, or 5.5% of sales, compared with \$28.2 million, or 5.6% of sales, in the six-month period ended June 30, 2013. In addition to the factors described in the above paragraph, the year-over-year increase in selling and administrative expenses reflects higher stock-based compensation, mainly in the first quarter.

### **Other losses, net**

Stella-Jones' other net losses of \$650,000 for the three-month period ended June 30, 2014 are primarily related to a \$1.6 million write-off of certain property, plant and equipment in the United States, partially offset by a foreign exchange gain of \$909,000. This compares to other net losses of \$2.1 million for the three-month period ended June 30, 2013, resulting from a \$2.4 million loss on the disposal of property, plant and equipment which was partially offset by a foreign exchange gain of \$349,000. For the first six months of 2014, other net losses amounted to \$738,000 compared with net losses of \$2.2 million for the corresponding period in 2013.

The Company's exposure to foreign exchange gains or losses from currency fluctuations is related to its sales and purchases in U.S. dollars by its Canadian-based operations and to U.S.-dollar denominated long-term debt held by its Canadian companies. Stella-Jones U.S. Holding Corporation, the Company's wholly-owned U.S. subsidiary, is a foreign operation that has a different functional currency from that of the Company and foreign exchange gains and losses on translating its financial statements are deferred in shareholders' equity. The Company monitors its transactions in U.S. dollars generated by Canadian-based operations. Its basic hedging activity for economic purposes consists of entering into foreign exchange forward contracts for the sale of U.S. dollars and purchasing certain goods and services in U.S. dollars. The Company will also consider foreign exchange forward contracts for the purchase of U.S. dollars for significant purchases of goods and services that are not covered by natural hedges.

## **Financial expenses**

Financial expenses for the three- and six-month periods ended June 30, 2014 amounted to \$3.3 million and \$5.9 million, respectively, up from \$2.7 million and \$5.4 million, respectively, for the three- and six-month periods ended June 30, 2013. This variation is due to higher year-over-year borrowings in relation to the acquisitions of PWP and Boatright, partially offset by a lower average interest rate in 2014, as certain higher interest bearing debts matured in 2013.

## **Income before income taxes and income tax expense**

Stella-Jones generated income before income taxes of \$38.3 million, or 11.1% of sales, in the second quarter of 2014, versus income before income taxes of \$38.3 million, or 13.6% of sales, in the second quarter of 2013. The provision for income taxes totalled \$9.4 million in the second quarter of 2014, representing an effective tax rate of 24.7%, compared with a provision for income taxes of \$11.9 million, equivalent to an effective tax rate of 31.0%, in the second quarter of 2013.

For the first half of 2014, income before income taxes stood at \$70.4 million, or 11.7% of sales, while the provision for income taxes amounted to \$19.1 million, representing an effective tax rate of 27.1%. In the first half of 2013, income before income taxes was \$65.2 million, or 13.0% of sales, while the provision for income taxes was \$20.1 million, equivalent to an effective tax rate of 30.8%.

For the three- and six-month periods ended June 30, 2014, the year-over-year decrease in income before income taxes as a percentage of sales essentially reflects a lower gross profit as a percentage of sales. The lower effective tax rate for the three- and six –month periods ended June 30, 2014, compared with the three- and six-month periods ended June 30, 2013, is attributable to a favourable allocation of taxable income within the different tax jurisdictions and to a deduction, for Canadian tax purposes, of dividends received from a related party.

## **Net income**

Net income for the three-month period ended June 30, 2014 reached \$28.8 million, or \$0.42 per share, fully diluted, compared with \$26.4 million, or \$0.38 per share, fully diluted, in the three-month period ended June 30, 2013. This represents a year-over-year increase in net income of 9.1%.

For the first six months of 2014, net income rose 13.6% to \$51.3 million, or \$0.74 per share, fully diluted, from \$45.2 million, or \$0.65 per share, fully diluted, in the first six months of 2013.

## **BUSINESS ACQUISITION**

On May 22, 2014, the Company completed, through its wholly-owned U.S. subsidiaries, the acquisition of substantially all of the operating assets employed in the wood treating facilities of Boatright, located in Montevallo and Clanton, Alabama. These facilities manufacture, sell and distribute creosote and borate-treated crossties as well as switch ties, tie plugs and bridge timbers to the railroad industry and was acquired for synergistic reasons.

Total cash outlay associated with the acquisition was approximately \$37.0 million (US\$33.9 million), excluding acquisition costs of approximately \$616,000 (US\$563,000), recognized in the interim consolidated statement of income under selling and administrative expenses.

The following fair value determination of the assets acquired and liabilities assumed is preliminary and is based on Management's best estimates and information known at the time of preparing the interim consolidated financial statements. This fair value determination is expected to be completed within 12 months of the acquisition date and consequently, significant changes could occur mainly with respect to intangible assets, goodwill and deferred income taxes.

The following is a summary of the assets acquired, the liabilities assumed and the consideration transferred at fair value as at the acquisition date. The original transaction was made in U.S. dollars and converted into Canadian dollars as at the acquisition date.

| (tabular information presented in thousands of dollars)               | \$                   |
|---|----------------------|
| <b>Assets acquired</b>  |                      |
| Inventories   | 9,718                |
| Property, plant and equipment   | 22,370               |
| Customer relationships  | 19,232               |
| Customer backlog  | 1,473                |
| Goodwill  | 24,234               |
| Deferred income tax assets  | 1,534                |
|   | <u>78,561</u>        |
| <b>Liabilities assumed</b>  |                      |
| Accounts payable and accrued liabilities                              | 160                  |
| Site remediation provision  | 6,145                |
| <b>Total net assets acquired and liabilities assumed</b>              | <b><u>72,256</u></b> |
| <b>Consideration transferred</b>                                      |                      |
| Cash  | 37,000               |
| Unsecured promissory note   | 13,426               |
| Consideration payable for the purchase of the Montevallo plant assets | 21,830               |
| <b>Consideration transferred</b>                                      | <b><u>72,256</u></b> |

The Company's valuation of intangible assets has identified customer relationships and customer backlog. The assigned useful lives are 20 years for customer relationships and 6 months for customer backlog. Significant assumptions used in the determination of intangible assets, as defined by Management, include year-over-year sales growth, discount rate and operating income before depreciation and amortization margin. Goodwill is amortized and deductible for U.S. tax purposes, and represents the future economic value associated with the increased distribution network, acquired workforce and synergies with the Company's operations. For impairment test purposes, goodwill is allocated to cash generating units, which are defined as either plants specialized in the treatment of utility poles or plants specialized in the treatment of railway ties. In the case of the Boatright acquisition, goodwill is allocated to plants specialized in the treatment of railway ties.

The consideration payable of \$21.8 million (US\$20.0 million) is the counterpart of a cash amount held in escrow pending the formal title transfer of the Montevallo plant assets, which shall occur concurrently with the issue to the Company, of certain governmental permits relating to the facility. The balance held in escrow was recorded under restricted cash in the interim consolidated statement of financial position as at June 30, 2014.

The Company has financed the acquisition through a combination of its existing committed revolving credit facility, which was increased from \$400.0 million to \$450.0 million as at May 12, 2014 and an unsecured promissory note of \$15.5 million (US\$14.2 million), bearing interest at 1.93% and repayable in 5 equal instalments over a 5-year period. The unsecured promissory note was fair-valued at \$13.4 million (US\$12.3 million) using an interest rate of 7.0%.

## QUARTERLY RESULTS

The Company's sales follow a seasonal pattern, with railway tie, utility pole and industrial lumber shipments strongest in the second and third quarters to provide industrial end users with product for their summer maintenance projects. Residential lumber sales also follow a similar seasonal pattern. In the fall and winter seasons, there tends to be less activity; thus the first and fourth quarters are typically characterized by relatively lower sales levels.

The table below sets forth selected financial information for the Company's last ten quarters:

## 2014

| For the quarters ended   | March 31 | June 30 | Sept. 30 | Dec. 31 | Total |
|--|----------|---------|----------|---------|-------|
| (thousands of dollars, except per share data)  | \$       | \$      | \$       | \$      | \$    |
| Sales  | 257,498  | 344,796 |          |         |       |
| Operating income before depreciation of property, plant and equipment and amortization of intangible assets <sup>1</sup> | 39,062   | 46,228  |          |         |       |
| Operating income <sup>1</sup>  | 34,735   | 41,617  |          |         |       |
| Net income for the period  | 22,518   | 28,821  |          |         |       |
| Earnings per common share  |          |         |          |         |       |
| Basic  | 0.33     | 0.42    |          |         |       |
| Diluted  | 0.33     | 0.42    |          |         |       |

## 2013

| For the quarters ended   | March 31 | June 30 | Sept. 30 | Dec. 31 | Total     |
|--|----------|---------|----------|---------|-----------|
| (thousands of dollars, except per share data)  | \$       | \$      | \$       | \$      | \$        |
| Sales  | 222,580  | 280,894 | 285,304  | 222,512 | 1,011,290 |
| Operating income before depreciation of property, plant and equipment and amortization of intangible assets <sup>1</sup> | 33,875   | 44,917  | 42,516   | 33,713  | 155,021   |
| Operating income <sup>1</sup>  | 29,671   | 40,959  | 38,550   | 29,519  | 138,699   |
| Net income for the period  | 18,757   | 26,426  | 27,663   | 19,690  | 92,536    |
| Earnings per common share  |          |         |          |         |           |
| Basic  | 0.27     | 0.38    | 0.40     | 0.29    | 1.35      |
| Diluted  | 0.27     | 0.38    | 0.40     | 0.29    | 1.34      |

## 2012

| For the quarters ended   | March 31 | June 30 | Sept. 30 | Dec. 31 | Total   |
|--|----------|---------|----------|---------|---------|
| (thousands of dollars, except per share data)  | \$       | \$      | \$       | \$      | \$      |
| Sales  | 163,185  | 206,418 | 200,022  | 162,807 | 732,432 |
| Operating income before depreciation of property, plant and equipment and amortization of intangible assets <sup>1</sup> | 26,508   | 35,160  | 34,462   | 24,171  | 120,301 |
| Operating income <sup>1</sup>  | 24,090   | 32,580  | 31,799   | 21,127  | 109,596 |
| Net income for the period  | 15,006   | 20,835  | 20,683   | 16,546  | 73,070  |
| Earnings per common share  |          |         |          |         |         |
| Basic  | 0.24     | 0.33    | 0.32     | 0.25    | 1.14    |
| Diluted  | 0.23     | 0.32    | 0.32     | 0.25    | 1.13    |

<sup>1</sup> Operating income before depreciation of property, plant and equipment and amortization of intangible assets and operating income are financial measures not prescribed by IFRS and are not likely to be comparable to similar measures presented by other issuers. Management considers they represent useful information for comparison with other similar operations in the industry, as they present financial results related to industry practice, not affected by non-cash charges or capital structure. Operating income before depreciation of property, plant and equipment and amortization of intangible assets and operating income are readily reconcilable to net income presented in Stella-Jones' IFRS consolidated financial statements, as there are no adjustments for unusual or non-recurring items.

Note: due to rounding, the sum of results for the quarters may differ slightly from the total shown for the full year.



## STATEMENT OF FINANCIAL POSITION

### Assets

As at June 30, 2014, total assets reached \$1,223.5 million, up from \$1,071.9 million as at December 31, 2013. The increase is mainly attributable to the acquisition of Boatright as well as items set out below.

Current assets amounted to \$671.8 million as at June 30, 2014, compared with \$581.9 million as at December 31, 2013. This variation of \$89.9 million reflects increases of \$51.6 million and \$15.8 million, respectively, in accounts receivable and inventories, as described below, as well as a net increase of \$18.1 million in cash and restricted cash. Restricted cash of \$21.3 million as at June 30, 2014 is related to the Boatright acquisition (see “Business Acquisition” above).

The value of accounts receivable was \$159.6 million as at June 30, 2014, compared with \$108.0 million as at December 31, 2013. The variation is attributable to higher sales volumes in the second quarter of 2014 when compared with the fourth quarter of 2013.

Inventories stood at \$474.4 million as at June 30, 2014, up from \$458.6 million as at December 31, 2013. This increase reflects the acquisition of Boatright as well as anticipated sales growth in the second half of the year.

Because of the long periods required to air season wood, which can occasionally exceed nine months before a sale is concluded, inventories are a significant component of working capital. However, solid relationships and long-term contracts with customers enable the Company to better ascertain inventory requirements. The Company believes that its cash flow from operations and available credit facilities are adequate to meet its working capital requirements for the foreseeable future.

The value of property, plant and equipment stood at \$257.3 million as at June 30, 2014, compared with \$234.2 million as at December 31, 2013. This increase is mainly related to the acquisition of Boatright and to a lesser extent, to the purchase of property, plant and equipment (\$7.8 million) partially offset by depreciation of \$4.6 million for the first six months of 2014 and the \$1.6 million write-off described under the “Other losses, net” section.

The value of intangible assets and goodwill reached \$110.7 million and \$180.4 million, respectively, as at June 30, 2014. Intangible assets include customer relationships, the discounted value of non-compete agreements, a creosote registration, cutting rights and standing timber. As at December 31, 2013, intangible assets and goodwill were \$94.0 million and \$156.2 million, respectively. The increase in the value of intangible assets stems from the acquisition of Boatright, partially offset by an amortization charge of \$4.3 million in the first six months of 2014. The increase in goodwill is also explained by the acquisition of Boatright.

### Liabilities

As at June 30, 2014, Stella-Jones’ total liabilities stood at \$610.6 million, up from \$499.7 million as at December 31, 2013. This variation mainly reflects increases in current liabilities and in long-term debt.

The value of current liabilities was \$92.0 million as at June 30, 2014, versus \$64.9 million as at December 31, 2013. This variation is mostly attributable to a \$23.2 million increase in accounts payable and accrued liabilities, as a result of a consideration payable recorded as part of the Boatright acquisition and greater business activity in the second quarter of 2014 compared with the fourth quarter of 2013.

The Company’s long-term debt, including the current portion, was \$456.8 million as at June 30, 2014, up from \$372.9 million as at December 31, 2013. The increase essentially reflects higher borrowings following the acquisition of Boatright as well as increased working capital requirements, as per normal seasonal demand patterns.

On May 12, 2014, the Company’s committed revolving credit facility was increased from \$400.0 million to \$450.0 million in order to partially finance the acquisition of Boatright. The increase was granted by the

syndicate of lenders under substantially the same conditions as the December 13, 2013 agreement. As at June 30, 2014, an amount of \$391.7 million was drawn against the Company's committed revolving credit facility.

### Shareholders' equity

Shareholders' equity reached \$612.9 million as at June 30, 2014 compared with \$572.2 million as at December 31, 2013. This increase is mainly attributable to net income of \$51.3 million for the six-month period ended June 30, 2014, partially offset by dividend payments of \$9.6 million. Book value stood at \$8.91 per common share as at June 30, 2014, up from \$8.33 per share as at December 31, 2013.

## LIQUIDITY AND CAPITAL RESOURCES

The following table sets forth summarized cash flow components for the periods indicated:

| Summary of cash flows<br>(thousands of dollars)           | Three-Month Periods Ended |                  | Six-Month Periods Ended |                   |
|---|---------------------------|------------------|-------------------------|-------------------|
|   | June 30, 2014             | June 30, 2013    | June 30, 2014           | June 30, 2013     |
| Operating activities                                      | \$22,448                  | \$35,211         | \$4,170                 | \$15,014          |
| Financing activities                                      | \$41,096                  | (\$26,986)       | \$61,811                | (\$14,969)        |
| Investing activities                                      | <u>(\$63,544)</u>         | <u>(\$8,225)</u> | <u>(\$69,172)</u>       | <u>(\$14,045)</u> |
| Net change in cash and cash equivalents during the period | \$---                     | \$---            | (\$3,191)               | (\$14,000)        |
| Cash and cash equivalents - beginning                     | <u>\$---</u>              | <u>\$---</u>     | <u>\$3,191</u>          | <u>\$14,000</u>   |
| Cash and cash equivalents - end                           | \$---                     | \$---            | \$---                   | \$---             |

The Company's activities, acquisitions and purchases of property, plant and equipment are primarily financed by cash flows from operating activities, long-term debt and the issuance of common shares. The Company's committed revolving credit facility is made available for a five-year term and is thus considered long-term debt.

Cash flow from operating activities before changes in non-cash working capital components and interest and income taxes paid was \$48.5 million for the three-month period ended June 30, 2014, compared with \$48.2 million for the same period in 2013. This increase mostly reflects a higher net income for the period.

Changes in non-cash working capital components reduced liquidity by \$5.9 million in the second quarter of 2014, as an increase of \$27.2 million in accounts receivable due to higher business activity was partially offset by a \$12.9 million reduction in inventories and an \$8.6 million increase in accounts payable and accrued liabilities. In the second quarter of 2013, changes in non-cash working capital components had used liquidity of \$4.2 million. Interest and income taxes paid further reduced liquidity by \$2.8 million and \$17.3 million, respectively, in the second quarter of 2014, versus \$2.7 million and \$6.0 million, respectively, a year earlier. As a result, cash flows provided by operating activities reached \$22.4 million in the second quarter of 2014, versus \$35.2 million in the second quarter of 2013.

For the six-month period ended June 30, 2014, cash flow from operating activities before changes in non-cash working capital components and interest and income taxes paid stood at \$88.8 million, up from \$82.5 million in the six-month period ended June 30, 2013. Changes in working capital components reduced liquidity by \$53.7 million in the first six months of 2014, compared with a liquidity reduction of \$53.0 million last year. Interest and income taxes paid further reduced liquidity by \$5.9 million and \$25.1 million, respectively, in the first half of 2014, versus \$5.8 million and \$8.7 million, respectively, a year earlier. As a result, cash flows provided by operating activities were \$4.2 million in the first six months of 2014, versus \$15.0 million in the first six months of 2013.

Financing activities for the quarter ended June 30, 2014 provided funds of \$41.1 million. This cash generation stems from a net increase of \$50.3 million in long-term debt during the quarter to finance in part the acquisition of Boatright, partially offset by dividend payments on common shares amounting to \$9.6 million. During the quarter ended June 30, 2013, financing activities provided liquidity of \$27.0 million.

In the first six months of 2014, financing activities generated liquidity of \$61.8 million, compared with requiring funds of \$15.0 million in the first six months of 2013.

Investing activities used \$63.5 million in liquidity during the second quarter of 2014, as the acquisition of Boatright resulted in a disbursement of \$37.0 million and in an increase of \$21.8 million in restricted cash, while purchases of property, plant and equipment, essentially for the addition of various equipment upgrades and expansion, required an investment of \$5.1 million. For the quarter ended June 30, 2013, cash flows from investing activities decreased liquidity by \$8.2 million.

In the first six months of 2014, investing activities reduced liquidity by \$69.2 million, compared with a liquidity reduction of \$14.0 million in the first six months of 2013.

The following table details the maturities of the financial obligations as at June 30, 2014:

| (in thousands of dollars)                          | Carrying Amount<br>\$ | Contractual Cash flow<br>\$ | Less than 1 year<br>\$ | 1 – 3 years<br>\$ | 4 – 5 years<br>\$ | After 5 years<br>\$ |
|--|-----------------------|-----------------------------|------------------------|-------------------|-------------------|---------------------|
| Accounts payable and accrued liabilities           | 81,289                | 81,289                      | 81,289                 | -                 | -                 | -                   |
| Long-term debt obligations                         | 456,786               | 499,759                     | 16,806                 | 66,319            | 410,946           | 5,688               |
| Interest rate swaps                                | 1,162                 | 5,355                       | 2,087                  | 3,040             | 228               | -                   |
| Minimum payments under operating lease obligations | -                     | 66,482                      | 13,867                 | 22,900            | 11,892            | 17,823              |
| Non-compete agreements                             | 1,154                 | 1,245                       | 533                    | 605               | 107               | -                   |
| <b>Total</b>                                       | <b>540,391</b>        | <b>654,130</b>              | <b>114,582</b>         | <b>92,864</b>     | <b>423,173</b>    | <b>23,511</b>       |

## SHARE AND STOCK OPTION INFORMATION

As at June 30, 2014, the capital stock issued and outstanding of the Company consisted of 68,815,936 common shares (68,697,366 as at December 31, 2013). The following table presents the outstanding capital stock activity for the three- and six-month periods ended June 30, 2014:

| Number of shares (in thousands) | Three-month Period Ended<br>June 30, 2014 | Six-month Period Ended<br>June 30, 2014 |
|---------------------------------|---|---|
| Balance – Beginning of period   | 68,758                                    | 68,697                                  |
| Exercise of stock options       | 51  | 104                                     |
| Employee share purchase plans   | 7   | 15                                      |
| Balance – End of period         | 68,816                                    | 68,816                                  |

As at August 7, 2014, the capital stock issued and outstanding of the Company consisted of 68,815,936 common shares.

As at June 30, 2014, the number of outstanding options to acquire common shares issued under the Company's Stock Option Plan was 446,800 (December 31, 2013 – 550,400) of which 348,800 (December 31, 2013 – 440,400) were exercisable. As at August 7, 2014, the number of outstanding options was 446,800, of which 348,800 were exercisable.

## **DIVIDENDS**

On August 7, 2014, the Board of Directors approved a quarterly dividend of \$0.07 per common share payable on September 26, 2014 to shareholders of record at the close of business on September 2, 2014.

The declaration, amount and date of any future dividends will continue to be considered by the Board of Directors of the Company based upon and subject to the Company's covenants in its loan documentation as well as its financial performance and cash requirements. There can be no assurance as to the amount or timing of such dividends in the future.

## **COMMITMENTS AND CONTINGENCIES**

The commitments and contingencies susceptible to affect the Company in the future remain substantially unchanged from those included in the Company's annual MD&A contained in its 2013 Annual Report.

## **CURRENT ECONOMIC CONDITIONS**

### **Operations**

The Company's core railway tie and utility pole product categories are integral to the North American basic transportation and utility infrastructure. Such infrastructure needs to be regularly maintained which provides Stella-Jones with relatively steady demand for its core products. In periods of economic growth, the Company may also benefit from additional demand stemming from expansions to the railway and telecommunication networks.

Based on current market conditions, Management continues to expect business activity to remain healthy in 2014. In the railway tie market, increased freight volume on North American railroads is resulting in further investments in the continental rail network, as operators constantly seek optimal line efficiency. In the utility pole market, demand is expected to grow steadily over the next few quarters and Management believes that industry demand should further accelerate over the mid-term, as an increasing number of installed poles are approaching the end of their normal service life and will need to be replaced. Increased forecasted demand by some of the Company's larger utility pole customers supports this belief. The Company has invested in additional capacity to meet this anticipated demand.

### **Liquidity**

As at June 30, 2014, the Company is in full compliance with its debt covenants and contractual obligations. In addition, as at June 30, 2014, an amount of \$391.7 million had been drawn against the Company's committed revolving credit facility of \$450.0 million.

Accounts receivable increased during the first six months of 2014 as a result of higher sales volumes in the second quarter of 2014 when compared with the fourth quarter of 2013. Management considers that all recorded receivables are fully collectible as major customers, mainly Class 1 railroad operators and large-scale utility service providers, have good credit standing and limited history of default.

Inventories also increased during the first six months of 2014 due to the acquisition of Boatright and anticipated sales growth in the second half of the year. To ensure efficient treating operations, given that air-dried wood reduces treatment cycles, inventory turnover has historically been relatively low. Nevertheless, Management continuously monitors the levels of inventory and market demand for its products. Production is adjusted accordingly to optimize efficiency and capacity utilization.

## **RISKS AND UNCERTAINTIES**

The risk and uncertainty factors affecting the Company in the future remain substantially unchanged from those included in the Company's annual MD&A contained in its 2013 Annual Report.

## **SIGNIFICANT ACCOUNTING POLICIES**

The Company's significant accounting policies are described in Note 2 to the December 31, 2013 audited consolidated financial statements, except for those accounting policies adopted as of January 1, 2014 which are described in the Company's condensed interim unaudited consolidated financial statements for the periods ended June 30, 2014 and 2013.

The Company prepares its consolidated financial statements in accordance with IFRS as issued by the IASB and Chartered Professional Accountants Canada Handbook Part I.

The preparation of financial statements in conformity with IFRS requires Management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the dates of the financial statements and the reported amounts of revenues and expenses during the reported periods. Actual results could differ from those estimates and such differences could be material. Estimates are reviewed periodically, and, as adjustments become necessary, they are reported in the financial statements of the period in which they become known.

Significant items subject to estimates and assumptions include the estimated useful life of assets, impairment of goodwill and impairment of long-lived assets.

## **DISCLOSURE CONTROLS AND PROCEDURES**

The Company maintains appropriate information systems, procedures and controls to ensure that information used internally and disclosed externally is complete, accurate, reliable and timely. The disclosure controls and procedures ("DC&P") are designed to provide reasonable assurance that information required to be disclosed in the annual filings, interim filings or other reports filed under securities legislation is recorded, processed, summarized and reported within the time periods specified in the securities legislation and include controls and procedures designed to ensure that information required to be disclosed is accumulated and communicated to Management, including its certifying officers, as appropriate to allow timely decisions regarding required disclosure.

The President and Chief Executive Officer and the Senior Vice-President and Chief Financial Officer of the Company have evaluated, or caused the evaluation of, under their direct supervision, the design effectiveness of the Company's DC&P (as defined in Regulation 52-109 - Certification of Disclosure in Issuer's Annual and Interim Filings) as at June 30, 2014, and have concluded that such DC&P were designed effectively.

## **INTERNAL CONTROL OVER FINANCIAL REPORTING**

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

Management has evaluated the design of its ICFR as defined in Regulation 52-109 – Certification of Disclosure in Issuer's Annual and Interim Filings. The evaluation was based on the criteria established in the "Internal Control-Integrated Framework" issued by the Committee of Sponsoring Organizations of the Treadway Commission (1992) ("COSO"). This evaluation was performed by the President and Chief Executive Officer and the Senior Vice-President and Chief Financial Officer of the Company with the assistance of other Company management and staff to the extent deemed necessary. Based on this evaluation, the President and Chief Executive Officer and the Senior Vice-President and Chief Financial Officer concluded that the ICFR were effectively designed, as at June 30, 2014.

In spite of its evaluation, Management does recognize that any controls and procedures, no matter how well designed and operated, can only provide reasonable assurance and not absolute assurance of achieving the desired control objectives.

## **CHANGES IN INTERNAL CONTROL OVER FINANCIAL REPORTING**

No changes were made to the design of ICFR during the period from April 1, 2014 to June 30, 2014 that have materially affected or are reasonably likely to materially affect the Company's ICFR.

## **OUTLOOK**

As the North American economy continues to strengthen, Management expects demand for the Company's core products to remain healthy in 2014. In the railway tie market, increased freight volume on North American railroads is resulting in further investments in the continental rail network, as operators constantly seek optimal line efficiency. In the utility pole market, demand is expected to grow steadily over the next few quarters and Management believes that industry demand should further accelerate over the mid-term, as an increasing number of installed poles are approaching the end of their normal service life and will need to be replaced. Increased forecasted demand by some of the Company's larger utility pole customers supports this belief. The Company has invested in additional capacity to meet this anticipated demand.

However, a stronger economy is resulting in a tighter procurement market for untreated railway ties, as demand for other wood-based products also increases. This situation has been further aggravated by reduced hardwood sawmill capacity as well as inclement weather in some of the Company's key procurement areas which restricted logging activities. Nonetheless, the Company believes that the strength of its procurement network should allow Stella-Jones to meet demand at an optimal cost. Margins will be impacted in the short-term until the Company is able to adjust selling prices as per provisions in most of its multi-year contracts.

As one of the largest North American providers of industrial treated wood products, Stella-Jones will leverage the strength of its continental network to capture more of its existing clients' business in its core railway tie and utility pole markets, while diligently seeking market opportunities. The Company will also remain focused on improving operating efficiencies throughout the organization. The integration of the PWP and Boatright assets is a key priority, and the Company believes it will benefit from greater market penetration, synergies and additional operating efficiencies from a larger network.

In the short-term, the Company will continue to focus on cash generation and on maintaining a prudent use of leverage. The solid cash flow provided by operating activities will be used to reduce debt, invest in working capital as well as in property, plant and equipment and in maintaining an optimal dividend policy to the benefit of shareholders.

Over the long-term, the Company's strategic vision, focused on continental expansion, remains intact. A solid financial position will allow Stella-Jones to continue to seek opportunities to further expand its presence in its core markets, as evidenced by the recent acquisitions of PWP and Boatright. These opportunities must meet its stringent investment requirements, provide synergistic opportunities, and add value for shareholders.

August 7, 2014