

## SkyWater Technology Reports First Quarter 2021 Results

#### Record Net Sales of \$48 Million

**BLOOMINGTON**, Minn., – May 18, 2021 – <u>SkyWater Technology</u> (NASDAQ: SKYT) today announced financial results for the first quarter of 2021, ended April 4, 2021.

- Net sales grew 30% year-over-year to \$48.1 million
- Net loss to shareholders of \$2.8 million, or (6%) of net sales
- Adjusted EBITDA of \$5.6 million, or 12% of net sales

"SkyWater delivered record net sales in our first quarter driven by continued growth in our Advanced Technology Services (ATS) business," said SkyWater Technology president and chief executive officer Thomas Sonderman. "Our Minnesota fab is ramping automotive and IoT-related production activities as we see significant increases in demand while continuing to transition customers from ATS into volume Wafer Services. During the quarter we also engaged with several new partners in both our ATS business and as part of our 130 nanometer (nm) mixed-signal offering."

Mr. Sonderman continued, "The start-up of SkyWater's Advanced Packaging fab in Florida is progressing as planned with the existing Department of Defense program commencement underway. Completing our initial public offering in April, while delivering a strong quarter, is a testament to the dedication and tenacity of SkyWater's employees as we co-create the next generation of disruptive technologies with our customers."

In USD millions	Q1 21	Q1 20	Y/Y	Q4 20	Q/Q
Advanced Technology Services sales	\$38.1	\$23.6	61%	\$26.3	45%
Wafer Services sales	\$10.0	\$13.3	(25%)	\$13.5	(26%)
Net sales	\$48.1	\$36.9	30%	\$39.8	21%
Gross Profit	\$9.2	\$6.4	43%	\$4.8	91%
Gross Margin	19.1%	17.4%	170 bps	12.0%	710 bps
Net loss to shareholders	(\$2.8)	(\$1.4)	(104%)	(\$12.3)	77%
Net loss to shareholders margin	(5.8%)	(3.7%)	(210) bps	(30.9%)	2,510 bps
Adjusted EBITDA	\$5.6	\$5.3	5%	\$0.4	1,370%
Adjusted EBITDA margin	11.7%	14.5%	(280) bps	1.0%	1,070 bps

#### Q1 2021 Results:

- **Net Sales:** Net sales of \$48.1 million increased 30% year-over-year. Advanced Technology Services sales of \$38.1 million increased 61% and Wafer Services sales of \$10.0 million decreased 25% compared to the first quarter of 2020.
- Gross Profit: Gross profit was \$9.2 million, or 19% of sales, compared to \$6.4 million, or 17% of sales, in the first quarter of 2020.
- **Net Loss:** Net loss to shareholders of \$2.8 million, or (6%) of sales, compared to a net loss to shareholders of \$1.4 million, or (4%) of sales, in the first quarter of 2020.
- Adjusted EBITDA: Adjusted EBITDA, a non-GAAP measure, was \$5.6 million, or 12% of sales, compared to \$5.3 million or 14% of sales in the first guarter of 2020.

A reconciliation between historical GAAP and non-GAAP information is contained in the tables below in the section titled "Non-GAAP Financial Measures".

### **Recent Business Highlights:**

- Completed our initial public offering and began trading on the NASDAQ market on April 21, 2021. Net proceeds from the IPO were approximately \$100 million.
- Our subsidiary, SkyWater Florida, launched operations of a state-of-the-art advanced packaging facility, through agreements with the government of Osceola County Florida, and ICAMR, Inc., a Florida non-profit, on January 25, 2021.
- Launched the first Google-sponsored open-source 130 nm multi-project wafer (MPW) shuttle.
- Expanded Wafer Services support for Leonardo DRS with an accelerated production ramp of thermal imaging products.
- Began processing copper interconnects in our newly commission fab in support of developing radiation-hardened process technology (RH90).

#### Investor Webcast

SkyWater will host a conference call on Wednesday, May 19, 2021, at 9:00 a.m. CT to discuss its first quarter financial results. A live webcast of the call will be available online at ir.skywatertechnology.com.

## **About SkyWater Technology**

SkyWater is a U.S.-owned and U.S.-based pure play semiconductor foundry and is a DOD-accredited Trusted supplier, specializing in custom technology development services, volume manufacturing, and advanced packaging capabilities. Through its Technology Foundry model, SkyWater's world-class operations in Bloomington, Minnesota and Kissimmee, Florida provide unique processing capabilities to enable quality production and advanced packaging for mixed-signal CMOS, power, rad-hard and ROIC solutions. SkyWater's Advanced Technology Services empower development of superconducting and 3D ICs, along with carbon nanotube, photonic and MEMS devices. The company serves customers in growing markets such as aerospace & defense, automotive, biomedical, cloud & computing, consumer, industrial and IoT. Please visit www.skywatertechnology.com/ for more information.

#### **Forward-Looking Statements**

This press release contains "forward-looking" statements within the meaning of the Private Securities Litigation Reform Act of 1995, including statements that are based on the Company's current expectations or forecasts of future events, rather than past, events and outcomes, and such statements are not guarantees of future performance. Forward-looking statements include all statements other than statements of historical fact contained in this presentation, including information or predictions concerning the Company's future business, results of operations, financial performance, plans and objectives, competitive position, market trends, and potential growth and market opportunities. In some cases, you can identify forward-looking statements by words such as "intends," "estimates," "predicts," "potential," "continues," "anticipates," "plans," "expects," "believes," "should," "could," "may," "will", "targets," "projects," "seeks" or the negative of these terms or other comparable terminology.

Forward-looking statements are subject to risks, uncertainties and assumptions, which may cause the Company's actual results, performance or achievements to be materially different from those expressed or implied by such forward-looking statements. Key factors that could cause the Company's actual results to be different than expected or anticipated include, but are not limited to: our goals and strategies; our future business development, financial condition and results of operations; our ability to continue operating our sole semiconductor foundry at full capacity; our ability to appropriately respond to changing technologies on a timely and cost-effective basis; our customer relationships and our ability to retain and expand our customer relationships; our ability to accurately predict our future revenues for the purpose of appropriately budgeting and adjusting our expenses; our ability to diversify our customer base and develop relationships in new markets; our expectations regarding dependence on our largest customer; the performance and reliability of our thirdparty suppliers and manufacturers; our ability to control costs, including our operating and capital expenses; the size and growth potential of the markets for our solutions, and our ability to serve and expand our presence in those markets; the level of demand in our customers' end markets; our ability to attract, train and retain key qualified personnel; adverse litigation judgments, settlements or other litigationrelated costs; changes in trade policies, including the imposition of tariffs; our ability to raise additional capital or financing; our ability to accurately forecast demand; the impact of the COVID-19 pandemic on our business, results of operations and financial condition; the impact of the COVID-19 pandemic on the global economy; our ability to maintain compliance with certain U.S. Government contracting requirements; regulatory developments in the United States and foreign countries; our ability to protect our intellectual property rights; and other factors discussed in the "Risk Factors" section of the prospectus the Company filed with the SEC on April 22, 2021 and in other documents that the Company files with the SEC, which are available at http://www.sec.gov. The Company assumes no obligation to update any forward-looking statements, which speak only as of the date of this press release.

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# CMI ACQUISITION, LLC AND SUBSIDIARIES (now known as SKYWATER TECHNOLOGY, INC.) Consolidated Balance Sheets (Unaudited)

	April 4, 2021	January 3, 2021
		nds, except unit
Annata	(	data)
Assets Current assets:		
Cash and cash equivalents	\$ 4,216	\$ 7,436
Accounts receivable, net	26,730	29,995
Inventories	31,230	27,169
Prepaid expenses and other current assets	8,009	11,972
Total current assets	70,185	76,572
Property and equipment, net	173,174	178,078
Intangible assets, net	4,345	4,561
Other assets	4,607	3,998
Total assets	\$ 252,311	\$ 263,209
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Liabilities and Members' Equity (Deficit)  Current liabilities:		
Current portion of long-term debt	\$ 3,853	\$ 2,772
Accounts payable	15,845	16,792
Accrued expenses	22,107	25,496
Income taxes payable	4,517	1,710
Current portion of contingent consideration	6,641	8,904
Deferred revenue - current	22,537	30,653
Total current liabilities	75,500	86,327
Long-term liabilities:		
Long-term debt, less current portion and unamortized debt issuance costs	81,688	69,828
Contingent consideration, less current portion	959	1,996
Long-term incentive plan	3,415	3,185
Deferred revenue - long-term	89,001	95,399
Deferred income tax liability, net	6,361	8,058
Total long-term liabilities	181,424	178,466
Total liabilities	256,924	264,793
Commitments and contingencies		
Members' equity (deficit):		
Class A Preferred Units (2,000,000 Class A Preferred Units authorized; none issued and		
outstanding)	_	_
Class B Preferred Units (18,000,000 Class B Preferred Units authorized; 18,000,000 Units issued		
and outstanding)	_	_
Common Units (5,000,000 Common Units authorized; 3,057,344 Units issued and 2,105,936 and 2,107,452 outstanding at April 4, 2021 and January 3, 2021, respectively)	3,772	3,767
Retained deficit	(6,594)	(3,783
Total members' deficit, CMI Acquisition, LLC	(2,822)	(16
Non-controlling interests	(1,791)	(1,568
Total members' deficit	(4,613)	(1,584
Total liabilities and members' deficit	\$ 252,311	\$ 263,209
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The accompanying notes are an integral part of these consolidated financial statements.

# CMI ACQUISITION, LLC AND SUBSIDIARIES (now known as SKYWATER TECHNOLOGY, INC.) Consolidated Statements of Operations

(Unaudited)

	Three Months Ended		
	April 4, 2021	March 29, 2020	
		usands)	
Net sales	\$ 48,101	\$ 36,904	
Cost of sales	38,935	30,480	
Gross profit	9,166	6,424	
Research and development	1,927	662	
Selling, general and administrative expenses	8,603	5,633	
Change in fair value of contingent consideration	56	841	
Operating loss	(1,420)	(712)	
Other expense:			
Change in fair value of warrant liability	_	(141)	
Interest expense	(1,058)	(1,462)	
Total other expense	(1,058)	(1,603)	
Loss before income taxes	(2,478)	(2,315)	
Income tax benefit	(425)	(943)	
Net loss	(2,053)	(1,372)	
Less: net income attributable to non-controlling interests	758		
Net loss attributable to CMI Acquisition, LLC	\$ (2,811)	\$ (1,372)	

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

# CMI ACQUISITION, LLC AND SUBSIDIARIES (now known as SKYWATER TECHNOLOGY, INC.) Consolidated Statements of Cash Flows

(Unaudited)

Age of the properties of the p		Three Months Ended		
Cash flows from operating activities:         \$ (2,053)         \$ (1,372)           Adjustments to reconcile net loss to net cash flows provided by (used in) operating activities:         6,482         4,322           Popreciation and amoritzation         6,482         4,322           Foundry services obligation         — (223)           Gain on sale of property and equipment         — (223)           Amortization of debt issuance costs included in interest expense         160         387           Long-term incentive and unli-based compensation         235         676           Change in fair value of warrant liability         — (141)         — (141)           Change in fair value of contingent consideration         3,356         — (141)           Cash paid for contingent consideration in excess of initial valuation         3,356         — (141)           Cash paid for contingent consideration in excess of initial valuation         3,356         — (141)           Non-cash revenue related to customer equipment         (2,481)         —           Changes in operating assets and liabilities:         3,265         13,754           Accounts receivable         3,265         13,754           Inventories         4,546         3,933           Accounts receivable         3,265         4,546         3,933           A				
Net loss		(in the	ousands	·)
Adjustments to reconcile net loss to net cash flows provided by (used in) operating activities:		<b>ሲ</b> (2.052)	¢.	(4.272)
Depreciation and amortization         6,482         4.322           Foundry services obligation         —         (2,055)           Gain on sale of property and equipment         —         (223)           Amortization of debt issuance costs included in interest expense         160         387           Long-term incentive and unit-based compensation         235         676           Change in fair value of variant liability         —         141           Cash paid for contingent consideration in excess of initial valuation         (3,566)         —           Deferred income taxes         (1,667)         1,146           Non-cash revenue related to customer equipment         (2,481)         —           Changes in operating assets and liabilities:         3,265         13,754           Inventories         (4,061)         474           Prepaid expenses and other assets         (4,061)         474           Prepaid expenses and other assets         (4,061)         474           Prepaid expenses and other assets         (4,061)         33,585           Accruet acquist expenses         (1,141)         33,489           Accruet acquist expenses         (1,141)         33,489           Accruet expenses         (2,162)         4,246         3,933 <t< td=""><td></td><td>\$ (2,053)</td><td>Ф</td><td>(1,372)</td></t<>		\$ (2,053)	Ф	(1,372)
Foundry services obligation		6 492		4 222
Gain on sale of property and equipment         —         (323)           Amortization of debt issuance costs included in interest expense         160         335           Long-term incentive and unit-based compensation         235         676           Change in fair value of variant liability         —         141           Change in fair value of contingent consideration         56         841           Cash paid for contingent consideration in excess of initial valuation         (3,356)         —           Deferred income taxes         (1,697)         1,146           Non-cash revenue related to customer equipment         (2,481)         —           Changes in operating assets and liabilities:         —         CAMORIA           Accounts receivable         3,255         13,754           Inventories         4,546         (3,933)           Accounts receivable         3,555         (696)           Accounts payable         3,555         (696)           Accounts payable         3,585         (696)           Accounts payable and receivable         2,807         (2,275)           Net cash (used in) provided by operating activities         (8,424)         50,451           Cash flows from investing activities         (219         —           Purchase of softwar		0,462		
Amortization of debt issuance costs included in interest expense         160         387           Long-term incentive and unit-based compensation         235         676           Change in fair value of warrant liability         —         141           Change in fair value of contingent consideration         3.356         —           Deferred income taxes         (1,697)         1,146           Non-cash revenue related to customer equipment         (2,481)         —           Changes in operating assets and liabilities:         —         Changes in operating assets and liabilities:           Accounts receivable         3,265         13,754           Inventories         (4,061)         474           Prepaid expenses and other assets         4,546         (3,993)           Accounts payable         3,595         (666)           Accrude expenses         (1,408)         5,835           Deferred revenue         (14,514)         33,489           Income tax payable and receivable         (8,224)         50,451           Cash flows from investing activities:         (8,224)         50,451           Purchase of property and equipment         (8,224)         50,451           Cash flows from financing activities         (5,397)         (17,775)           Cash paid		_		
Long-term incentive and unit-based compensation   235   676   67		160		
Change in fair value of ownrant liability         — 141           Change in fair value of contingent consideration         56         841           Cash paid for contingent consideration in excess of initial valuation         (3,356)         — 141           Deferred income taxes         (1,697)         1,146           Non-cash revenue related to customer equipment         (2,481)         — Changes in operating assets and liabilities:           Accounts receivable         3,265         13,754           Inventories         (4,061)         474           Prepaid expenses and other assets         4,546         (3,993)           Accounts receivable         3,595         (9696)           Accounts payable         3,595         (9696)           Accrued expenses         (1,408)         5,835           Deferred revenue         (14,514)         33,499           Income tax payable and receivable         2,807         (2,275)           Net cash (used in) provided by operating activities         (8,424)         50,451           Cash flows from investing activities:         (219)         —           Purchase of software and licenses         (219)         —           Purchases of property and equipment         5,537         (10,775)           Cash flows from financing activities:<				
Change in fair value of contingent consideration         3.56         841           Cash paid for contingent consideration in excess of initial valuation         (3.356)         —           Deferred income taxes         (1.697)         1,146           Non-cash revenue related to customer equipment         (2.481)         —           Changes in operating assets and liabilities:         3.265         13,754           Inventories         (4,061)         4,744           Prepaid expenses and other assets         4,546         (3,933)           Accounts payable         3,595         (696)           Accrued expenses         (1,408)         5,835           Deferred revenue         (14,514)         33,489           Income tax payable and receivable         (2,275)         (2,275)           Net cash (used in) provided by operating activities         (2,107)         (2,275)           Net cash flows from investing activities:         (219)         —           Purchase of software and licenses         (219)         —           Purchase of software and licenses         (219)         —           Purchase of software and licenses         (219)         —           Proceeds from investing activities:         (219)         —           Proceeds from Revolver <td< td=""><td></td><td>200</td><td></td><td></td></td<>		200		
Cash paid for contingent consideration in excess of initial valuation         (3,356)         —           Deferred income taxes         (1,697)         1,146           Non-cash revenue related to customer equipment         (2,481)         —           Changes in operating assets and liabilities:         3,265         13,754           Inventories         (4,061)         474           Prepaid expenses and other assets         4,546         (3,933)           Accounts payable         3,595         (696)           Accrued expenses         (1,408)         5,835           Deferred revenue         (14,514)         33,489           Income tax payable and receivable         2,807         (2,275)           Net cash (used in) provided by operating activities         (8,424)         50,451           Cash flows from Investing activities:         (219)         —           Purchase of software and licenses         (219)         —           Proceeds from sale of property and equipment         (5,178)         (1,425)           Purchase of property and equipment         (5,178)         (1,1425)           Repayment of term loan         —         (5,178)         (1,1425)           Net cash flows from financing activities:         —         (9,822)           Net procee		<u></u>		
Deferred income taxes				
Non-cash revenue related to customer equipment         (2,481)         —           Changes in operating assets and liabilities:         3,265         13,754           Inventories         (4,061)         474           Prepaid expenses and other assets         4,546         (3,993)           Accounts payable         3,595         (696)           Accrued expenses         (1,408)         5,835           Deferred revenue         (14,514)         33,489           Income tax payable and receivable         2,807         (2,275)           Net cash (used in) provided by operating activities         (8,424)         50,451           Cash flows from investing activities:				
Changes in operating assets and liabilities:         3,265         13,754           Accounts receivable         3,265         13,754           Inventories         (4,061)         474           Prepaid expenses and other assets         3,595         (696)           Accounts payable         3,595         (696)           Accrued expenses         (14,018)         5,835           Deferred revenue         (14,514)         33,489           Income tax payable and receivable         2,807         (2,275)           Net cash (used in) provided by operating activities         (8,424)         50,451           Cash flows from investing activities:				1,140
Accounts receivable         3,265         13,764           Inventories         (4,061)         474           Prepaid expenses and other assets         4,546         (3,993)           Accounts payable         3,595         (896)           Accrued expenses         (11,408)         5,835           Deferred revenue         (14,514)         33,489           Income tax payable and receivable         2,807         (2,275)           Net cash (used in) provided by operating activities         (8,424)         50,451           Cash flows from investing activities:         (219)         —           Purchase of software and licenses         (219)         —           Purchase of property and equipment         (5,178)         (11,425)           Net cash used in investing activities         (5,397)         (10,775)           Cash flows from financing activities:         —         (6,397)         (10,775)           Cash flows from financing activities:         —         (1,787)           Repayment of term loan         —         (1,787)           Net (repayment on) proceeds from line of credit         —         (1,787)           Net (repayment on Proceeds from Revolver         13,030         —           Repayment of Financing         (249) <t< td=""><td></td><td>(2,401)</td><td></td><td>_</td></t<>		(2,401)		_
Inventories		2 265		12 754
Prepaid expenses and other assets         4,546         (3,93)           Accounts payable         3,595         (6,96)           Accrued expenses         (1,408)         5,835           Deferred revenue         (14,514)         33,489           Income tax payable and receivable         2,807         (2,275)           Net cash (used in) provided by operating activities         8,424         50,451           Cash flows from investing activities:         (219)         —           Purchase of software and licenses         (219)         —         650           Purchases of property and equipment         —         650         10,775)         (5,178)         (11,425)           Purchases of property and equipment         —         6,507         (10,775)           Cash flows from financing activities:         (5,37)         (10,775)           Cash flows from financing activities:         —         (1,877)           Repayment of term loan         —         (1,787)           Net (repayment on) proceeds from line of credit         —         (249)         —           Repayment of Financing         (249)         —         (20)         —           Cash paid for offering costs         (1,199)         —         (100)         —         (2,539)<				
Accounts payable         3,595         (696)           Accrued expenses         (1,408)         5,835           Deferred revenue         (14,514)         33,489           Income tax payable and receivable         2,807         (2,275)           Net cash (used in) provided by operating activities         (8,42)         50,451           Cash flows from investing activities:         (219)         —           Purchase of software and licenses         (219)         —           Proceeds from sale of property and equipment         (5,178)         (11,425)           Net cash used in investing activities         (5,397)         (10,775)           Cash flows from financing activities:         —         (6,397)         (10,775)           Cash flows from financing activities:         —         (1,787)         (10,775)           Cash flows from financing activities:         —         (1,787)         (10,775)         (10,775)         (10,775)         (10,775)         (10,775)         (10,775)         (10,775)         (10,775)         (10,775)         (10,775)         (10,775)         (10,775)         (10,775)         (10,775)         (10,775)         (10,775)         (10,775)         (10,775)         (2,822)         (2,822)         (2,822)         (2,822)         (2,822)         (				
Accrued expenses         (1,408)         5,835           Deferred revenue         (14,514)         33,489           Income tax payable and receivable         2,807         (2,275)           Net cash (used in) provided by operating activities         (8,424)         50,451           Cash flows from investing activities:         (219)         —           Purchase of software and licenses         (219)         —           Purchases of property and equipment         (5,178)         (11,425)           Net cash used in investing activities         (5,397)         (10,775)           Cash flows from financing activities:         —         (1,787)           Repayment of term loan         —         (1,787)           Net (repayment on) proceeds from line of credit         —         (9,822)           Net proceeds from Revolver         13,030         —           Repayment of Financing         (249)         —           Cash paid for debt issuance costs         —         (100)           Cash paid for offering costs         —         (1,199)         —           Cash paid for contingent consideration         —         (2,539)           Distributions to VIE member         (981)         —           Net cash provided by (used in) financing activities <t< td=""><td></td><td></td><td></td><td></td></t<>				
Deferred revenue         (14,514)         33,489           Income tax payable and receivable         2,807         (2,275)           Net cash (used in) provided by operating activities         (8,424)         50,451           Cash flows from investing activities:         Purchase of software and licenses         (219)         —           Proceeds from sale of property and equipment         —         650           Purchases of property and equipment         (5,178)         (11,425)           Net cash used in investing activities         (5,397)         (10,775)           Cash flows from financing activities:         —         (1,787)           Repayment of term loan         —         (1,787)           Net (repayment on) proceeds from line of credit         —         (9,822)           Net proceeds from Revolver         13,030         —           Repayment of Financing         (249)         —           Cash paid for odebt issuance costs         —         (100)           Cash paid for offering costs         1(1,199)         —           Cash paid for offering costs         1(1,199)         —           Cash paid for contingent consideration         —         (2,539)           Distributions to VIE member         (3,220)         (2,428)           Net cas				
Income tax payable and receivable         2,807         (2,275)           Net cash (lused in) provided by operating activities         (8,424)         50,451           Cash flows from investing activities:         """"""""""""""""""""""""""""""""""""				
Net cash (used in) provided by operating activities         (8,424)         50,451           Cash flows from investing activities:         (219)         —           Purchase of software and licenses         (219)         —           Proceeds from sale of property and equipment         —         650           Purchases of property and equipment         (5,178)         (11,425)           Net cash used in investing activities         —         (1,787)           Cash flows from financing activities:         —         —         (1,787)           Repayment of term loan         —         —         (9,822)           Net (repayment on) proceeds from line of credit         —         —         (9,822)           Net proceeds from Revolver         13,030         —         —           Repayment of Financing         (249)         —         —           Cash paid for debt issuance costs         —         (100)         —           Cash paid for offering costs         —         (100)         —         —           Cash paid for offering costs         —         (100)         —         —         —         (2,539)         —         —         —         —         —         (2,539)         —         —         Net cash paid for offering costs				
Cash flows from investing activities:         (219)         —           Purchase of software and licenses         (219)         —           Proceeds from sale of property and equipment         (5,178)         (11,425)           Net cash used in investing activities         (5,397)         (10,775)           Cash flows from financing activities:         —         (1,787)           Repayment of term loan         —         (1,787)           Net (repayment on) proceeds from line of credit         —         (9,822)           Net proceeds from Revolver         13,030         —           Repayment of Financing         (249)         —           Cash paid for debt issuance costs         —         (100)           Cash paid for coffering costs         —         (100)           Cash paid for contingent consideration         —         (2,539)           Distributions to VIE member         (981)         —           Net change in cash and cash equivalents         (3,220)         25,428           Cash and cash equivalents - beginning of period         7,436         4,605           Cash and cash equivalents - end of period         \$ 4,216         \$ 30,033           Supplemental disclosure of cash flow information:         S 1,009         \$ 1,166           Interest	· •			
Purchase of software and licenses         (219)         —           Proceeds from sale of property and equipment         —         650           Purchases of property and equipment         (5,178)         (11,425)           Net cash used in investing activities         (5,397)         (10,775)           Cash flows from financing activities:         —         (1,787)           Repayment of term loan         —         (1,787)           Net (repayment on) proceeds from line of credit         —         (9,822)           Net proceeds from Revolver         13,030         —           Repayment of Financing         (249)         —           Cash paid for debt issuance costs         —         (100)           Cash paid for offering costs         (1,199)         —           Cash paid for contingent consideration         —         (2,539)           Distributions to VIE member         (981)         —           Net cash provided by (used in) financing activities         10,601         (14,248)           Net change in cash and cash equivalents         (3,220)         25,428           Cash and cash equivalents - end of period         3,220         25,428           Cash paid (received) during the period for:         1,009         1,166           Income taxes	·	(8,424)		50,451
Proceeds from sale of property and equipment         —         650           Purchases of property and equipment         (5,178)         (11,425)           Net cash used in investing activities         (5,397)         (10,775)           Cash flows from financing activities:         Sepayment of term loan         —         (1,787)           Net (repayment on) proceeds from line of credit         —         (9,822)           Net proceeds from Revolver         13,030         —           Repayment of Financing         (249)         —           Cash paid for debt issuance costs         —         (100)           Cash paid for offering costs         (1,199)         —           Cash paid for contingent consideration         —         (2,539)           Distributions to VIE member         (981)         —           Net cash provided by (used in) financing activities         10,601         (14,248)           Net change in cash and cash equivalents - beginning of period         3,220         25,428           Cash and cash equivalents - beginning of period         3,4216         30,033           Supplemental disclosure of cash flow information:         2         1,009         1,166           Income taxes         \$1,09         1,166         1,166         1,166         1,166         1,16				
Purchases of property and equipment         (5,178)         (11,425)           Net cash used in investing activities         (5,397)         (10,775)           Cash flows from financing activities:         -         (1,787)           Repayment of term loan         -         (1,787)           Net (repayment on) proceeds from line of credit         -         (9,822)           Net proceeds from Revolver         13,030         -           Repayment of Financing         (249)         -           Cash paid for debt issuance costs         (1,199)         -           Cash paid for offering costs         (1,199)         -           Cash paid for contingent consideration         -         (2,539)           Distributions to VIE member         (981)         -           Net cash provided by (used in) financing activities         10,601         (14,248)           Net change in cash and cash equivalents - beginning of period         3,220         25,428           Cash and cash equivalents - beginning of period         7,436         4,605           Cash and cash equivalents - end of period         3,4216         30,033           Supplemental disclosure of cash flow information:         -         -           Cash paid (received) during the period for:         1,166         1,009         1		(219)		_
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Cash flows from financing activities:         Repayment of term loan       —       (1,787)         Net (repayment on) proceeds from line of credit       —       (9,822)         Net proceeds from Revolver       13,030       —         Repayment of Financing       (249)       —         Cash paid for debt issuance costs       —       (100)         Cash paid for offering costs       —       (1,199)       —         Cash paid for contingent consideration       —       (2,539)         Distributions to VIE member       (981)       —         Net cash provided by (used in) financing activities       10,601       (14,248)         Net change in cash and cash equivalents       (3,220)       25,428         Cash and cash equivalents - beginning of period       7,436       4,605         Cash and cash equivalents - end of period       \$ 4,216       \$ 30,033         Supplemental disclosure of cash flow information:       **       **         Cash paid (received) during the period for:       **       1,009       \$ 1,166         Income taxes       \$ 1,009       \$ 1,166         Supplemental disclosures of noncash investing and financing activity:       **       **         Capital expenditures incurred, not yet paid       \$ 6,622       \$ 12,				
Repayment of term loan         — (1,787)           Net (repayment on) proceeds from line of credit         — (9,822)           Net proceeds from Revolver         13,030         —           Repayment of Financing         (249)         —           Cash paid for debt issuance costs         — (100)           Cash paid for offering costs         (1,199)         —           Cash paid for contingent consideration         — (2,539)           Distributions to VIE member         (981)         —           Net cash provided by (used in) financing activities         10,601         (14,248)           Net change in cash and cash equivalents         (3,220)         25,428           Cash and cash equivalents - beginning of period         7,436         4,605           Cash and cash equivalents - end of period         \$ 4,216         \$ 30,033           Supplemental disclosure of cash flow information:         Supplemental disclosure of cash flow information:         \$ 1,009         \$ 1,166           Income taxes         \$ (1,534)         \$ —           Supplemental disclosures of noncash investing and financing activity:         Capital expenditures incurred, not yet paid         \$ 6,622         \$ 12,853	Net cash used in investing activities	(5,397)		(10,775)
Net (repayment on) proceeds from line of credit         — (9,822)           Net proceeds from Revolver         13,030         —           Repayment of Financing         (249)         —           Cash paid for debt issuance costs         — (100)           Cash paid for offering costs         (1,199)         —           Cash paid for contingent consideration         — (2,539)           Distributions to VIE member         (981)         —           Net cash provided by (used in) financing activities         10,601         (14,248)           Net change in cash and cash equivalents         (3,220)         25,428           Cash and cash equivalents - beginning of period         7,436         4,605           Cash and cash equivalents - end of period         \$ 4,216         \$ 30,033           Supplemental disclosure of cash flow information:         * 1,009         \$ 1,166           Income taxes         \$ 1,009         \$ 1,166           Income taxes         \$ (1,534)         —           Supplemental disclosures of noncash investing and financing activity:         * 6,622         \$ 12,853	Cash flows from financing activities:			
Net proceeds from Revolver       13,030       —         Repayment of Financing       (249)       —         Cash paid for debt issuance costs       —       (100)         Cash paid for offering costs       (1,199)       —         Cash paid for contingent consideration       —       (2,539)         Distributions to VIE member       (981)       —         Net cash provided by (used in) financing activities       10,601       (14,248)         Net change in cash and cash equivalents       (3,220)       25,428         Cash and cash equivalents - beginning of period       7,436       4,605         Cash and cash equivalents - end of period       \$ 4,216       \$ 30,033         Supplemental disclosure of cash flow information:       Supplemental disclosure of cash flow information:       \$ 1,009       \$ 1,166         Income taxes       \$ 1,009       \$ 1,166       \$ 1,009       \$ 1,166         Income taxes       \$ 1,534)       \$ —         Supplemental disclosures of noncash investing and financing activity:       \$ 6,622       \$ 12,853	Repayment of term loan	_		(1,787)
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Cash paid for debt issuance costs—(100)Cash paid for offering costs(1,199)—Cash paid for contingent consideration—(2,539)Distributions to VIE member(981)—Net cash provided by (used in) financing activities10,601(14,248)Net change in cash and cash equivalents(3,220)25,428Cash and cash equivalents - beginning of period7,4364,605Cash and cash equivalents - end of period\$ 4,216\$ 30,033Supplemental disclosure of cash flow information: Cash paid (received) during the period for: Interest\$ 1,009\$ 1,166Income taxes\$ 1,534)\$ -Supplemental disclosures of noncash investing and financing activity: Capital expenditures incurred, not yet paid\$ 6,622\$ 12,853	Net proceeds from Revolver	13,030		_
Cash paid for offering costs(1,199)—Cash paid for contingent consideration—(2,539)Distributions to VIE member(981)—Net cash provided by (used in) financing activities10,601(14,248)Net change in cash and cash equivalents(3,220)25,428Cash and cash equivalents - beginning of period7,4364,605Cash and cash equivalents - end of period\$ 4,216\$ 30,033Supplemental disclosure of cash flow information: Cash paid (received) during the period for:\$ 1,009\$ 1,166Income taxes\$ 1,099\$ 1,166Supplemental disclosures of noncash investing and financing activity: Capital expenditures incurred, not yet paid\$ 6,622\$ 12,853	Repayment of Financing	(249)		_
Cash paid for contingent consideration—(2,539)Distributions to VIE member(981)—Net cash provided by (used in) financing activities10,601(14,248)Net change in cash and cash equivalents(3,220)25,428Cash and cash equivalents - beginning of period7,4364,605Cash and cash equivalents - end of period\$ 4,216\$ 30,033Supplemental disclosure of cash flow information:Cash paid (received) during the period for:1,009\$ 1,166Interest\$ 1,009\$ 1,166Income taxes\$ (1,534)\$ -Supplemental disclosures of noncash investing and financing activity:\$ 6,622\$ 12,853		`— `		(100)
Distributions to VIE member  Net cash provided by (used in) financing activities  10,601  (14,248)  Net change in cash and cash equivalents  Cash and cash equivalents - beginning of period  7,436  Cash and cash equivalents - end of period  \$4,216  Supplemental disclosure of cash flow information:  Cash paid (received) during the period for:  Interest  Income taxes  \$1,009 \$1,166  Income taxes  \$(1,534) \$-  Supplemental disclosures of noncash investing and financing activity:  Capital expenditures incurred, not yet paid	Cash paid for offering costs	(1,199)		<u> </u>
Net cash provided by (used in) financing activities  Net change in cash and cash equivalents Cash and cash equivalents - beginning of period Cash and cash equivalents - end of period Supplemental disclosure of cash flow information: Cash paid (received) during the period for: Interest Income taxes Supplemental disclosures of noncash investing and financing activity: Capital expenditures incurred, not yet paid  10,601 (14,248) (3,220) 25,428 4,605 (3,220) 5,428 5,005  1,400 5,4216 5,000 5,100 5	Cash paid for contingent consideration	· — ·		(2,539)
Net change in cash and cash equivalents  Cash and cash equivalents - beginning of period  Cash and cash equivalents - end of period  Cash and cash equivalents - end of period  Supplemental disclosure of cash flow information:  Cash paid (received) during the period for:  Interest  Income taxes  Supplemental disclosures of noncash investing and financing activity:  Capital expenditures incurred, not yet paid  (3,220)  25,428  4,605  \$ 1,005  \$ 1,009  \$ 1,166  \$ (1,534)  \$ -	Distributions to VIE member	(981)		_
Net change in cash and cash equivalents  Cash and cash equivalents - beginning of period  Cash and cash equivalents - end of period  Cash and cash equivalents - end of period  Supplemental disclosure of cash flow information:  Cash paid (received) during the period for:  Interest  Income taxes  Supplemental disclosures of noncash investing and financing activity:  Capital expenditures incurred, not yet paid  (3,220)  25,428  4,605  \$ 1,005  1,1009  \$ 1,166  \$ 1,009  \$ 1,166  \$ 1,534)  \$ -	Net cash provided by (used in) financing activities	10,601		(14,248)
Cash and cash equivalents - beginning of period 7,436 4,605 Cash and cash equivalents - end of period \$ 4,216 \$ 30,033  Supplemental disclosure of cash flow information: Cash paid (received) during the period for: Interest \$ 1,009 \$ 1,166 Income taxes \$ (1,534) \$ —  Supplemental disclosures of noncash investing and financing activity: Capital expenditures incurred, not yet paid \$ 6,622 \$ 12,853				
Cash and cash equivalents - end of period \$4,216 \$30,033  Supplemental disclosure of cash flow information: Cash paid (received) during the period for: Interest \$1,009 \$1,166 Income taxes \$(1,534) \$—  Supplemental disclosures of noncash investing and financing activity: Capital expenditures incurred, not yet paid \$6,622 \$12,853				
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Interest \$ 1,009 \$ 1,166 Income taxes \$ (1,534) \$ — Supplemental disclosures of noncash investing and financing activity: Capital expenditures incurred, not yet paid \$ 6,622 \$ 12,853	Supplemental disclosure of cash flow information:			
Income taxes \$ (1,534) \$ — Supplemental disclosures of noncash investing and financing activity: Capital expenditures incurred, not yet paid \$ 6,622 \$ 12,853		<b>.</b>	Φ.	4 400
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Capital expenditures incurred, not yet paid \$ 6,622 \$ 12,853		\$ (1,534)	\$	_
		Ф 0000	<b>A</b>	40.050
Equipment acquired through capital lease obligations \$ 2,470 \$ —				12,853
	Equipment acquired through capital lease obligations	\$ 2,470	\$	_

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

#### Non-GAAP Financial Measures

The following table presents a reconciliation of net loss to adjusted EBITDA, our most directly comparable financial measure calculated and presented in accordance with U.S. GAAP.

#### **Adjusted EBITDA**

Adjusted EBITDA is not a financial measure determined in accordance with U.S. GAAP. We define adjusted EBITDA as net income or loss before interest expense, income tax provision (benefit), depreciation and amortization, equity-based compensation and certain other items that we do not view as indicative of our ongoing performance, including fair value changes in contingent consideration, fair value changes in warrants and management fees.

We believe adjusted EBITDA is a useful performance measure because it allows for an effective evaluation of our operating performance when compared to our peers, without regard to our financing methods or capital structure. We exclude the items listed above from net income or loss in arriving at adjusted EBITDA because these amounts can vary substantially within our industry depending upon accounting methods and book values of assets, capital structures and the method by which the assets were acquired. Adjusted EBITDA should not be considered as an alternative to, or more meaningful than, net income determined in accordance with U.S. GAAP. Certain items excluded from adjusted EBITDA are significant components in understanding and assessing a company's financial performance, such as a company's cost of capital and tax structure, as well as the historic costs of depreciable assets, none of which are reflected in adjusted EBITDA. Our presentation of adjusted EBITDA should not be construed as an indication that our results will be unaffected by the items excluded from adjusted EBITDA. In future fiscal periods, we may exclude such items and may incur income and expenses similar to these excluded items. Accordingly, the exclusion of these items and other similar items in our non-GAAP presentation should not be interpreted as implying that these items are non-recurring, infrequent or unusual, unless otherwise expressly indicated.

	First Quarter Ended		
	April 4, 2021	March 29, 2020	
	(in tho	usands)	
Net loss	\$ (2,053)	\$ (1,372)	
Interest expense	1,058	1,462	
Income tax benefit	(425)	(943)	
Depreciation and amortization	6,482	4,322	
EBITDA	5,062	3,469	
Fair value changes in contingent consideration (1)	56	841	
Equity-based compensation (2)	235	676	
Fair value changes in warrants (3)	_	141	
Management fees (4)	276	222	
Adjusted EBITDA	\$ 5,629	\$ 5,349	

- (1) Represents non-cash valuation adjustment of contingent consideration to fair market value during the period.
- (2) Represents non-cash equity-based compensation expense.
- (3) Represents non-cash valuation adjustment of warrants to fair market value during the period.
- (4) Represents a related party transaction with Oxbow, our principal financial investor. As these fees are not part of the core business, will not continue after our IPO and are excluded from management's assessment of the business, we believe it is useful to investors to view our results excluding these fees.