

CYMBRIA CORPORATION

2020

Management's Discussion & Analysis

Year Ended December 31, 2020

Management's Discussion and Analysis ("MD&A") provides a review of Cymbria Corporation's ("Cymbria") financial results for the year ended December 31, 2020 and assesses factors that may affect future results. The financial condition and results of operations are analyzed noting the significant factors that impacted the statements of financial position, statements of comprehensive income, statements of changes in equity, and statements of cash flows of Cymbria. As such, this MD&A should be read in conjunction with the audited annual financial statements and notes thereto included in this report. The MD&A and the audited annual financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS") to provide information about Cymbria.

The following MD&A is the responsibility of management and is dated March 11, 2021. The Board of Directors carries out its responsibility for the review of this disclosure through its Audit Committee, comprised exclusively of independent directors. The Audit Committee has reviewed and recommended approval of the MD&A by the Board of Directors. The Board of Directors has approved this disclosure.

The annual Financial Statements may be included at the back of the MD&A. You can obtain a free copy of the interim or annual Financial Statements by calling 1.866.757.7207, writing to EdgePoint Investment Group Inc., 150 Bloor St. W., Suite 500, Toronto, ON, M5S 2X9, or visiting our website at www.cymbria.com or the SEDAR website at www.sedar.com.

Likewise, shareholders can obtain copies of Cymbria's proxy voting policies and procedures, proxy voting disclosure records, and quarterly portfolio disclosures.

Please refer to Cymbria's Annual Information Form and the 2020 annual Financial Statements for more information which can be found on the SEDAR website at www.sedar.com. For Cymbria's current and historical adjusted net asset values per share, please visit www.cymbria.com.

Caution regarding forward-looking statements

This report may contain forward-looking statements about Cymbria, including its strategy, expected performance and condition. Forward-looking statements include statements that are predictive in nature, that depend upon or refer to future events or conditions, or that include words such as "expects," "anticipates," "intends," "plans," "believes," "estimates," or negative versions thereof and similar expressions.

This report may also contain backward-looking statements that are more definitive in nature that include words such as "last year," "before we were born" and "our encyclopedias say." We like to think we're pretty good at predicting what happened in the past so feel free to take most of these statements as truths.

In addition, any statement that may be made concerning future performance, strategies or prospects, and possible future action, is also a forward-looking statement. Forward-looking statements are based on current expectations and projections about future events and are inherently subject to, among other things, risks, uncertainties, and assumptions about Cymbria and economic factors.

Forward-looking statements are not guarantees of future performance, and actual events and results could differ materially from those expressed or implied in any forward-looking statements made by Cymbria. Any number of important factors could contribute to these differences, including, but not limited to, general economic, political and market factors, interest and foreign exchange rates, global equity and capital markets, business competition, technological change, changes in government regulations, unexpected judicial or regulatory proceedings, and catastrophic events.

We stress that the abovementioned list of important factors is not exhaustive but is super exhausting to read, let's be honest! We encourage you to consider these and other factors carefully before making any investment decisions, and urge you to avoid placing undue reliance on forward-looking statements. Further, you should be aware of the fact that Cymbria has no specific intention of updating any forward-looking statements whether as a result of new information, future events or otherwise, prior to the release of the next MD&A.

Management's Discussion and Analysis

The following presents the views of EdgePoint Investment Group Inc. (the "Manager") concerning significant factors and developments that have affected Cymbria's performance and outlook.

Please read the aforementioned caution regarding forward-looking statements.

Where we refer to the purchase or sale of businesses in this report, we are referring to Cymbria's purchase or sale of shares in a company. We use the term businesses as it more closely aligns with the portfolio management team's view that the investment is in a business and not simply ownership of stock.

Non-IFRS measures

Cymbria prepares and releases audited annual financial statements and unaudited interim financial statements in accordance with IFRS. In this MD&A, as a complement to results provided in accordance with IFRS, Cymbria discloses certain financial measures not recognized under IFRS and that do not have standard meanings prescribed by IFRS (collectively the "non-IFRS measures"). These non-IFRS measures are further described below. Cymbria has presented such non-IFRS measures, because we believe they are relevant measures of the ability to evaluate Cymbria's performance. These non-IFRS measures should not be construed as alternatives to net comprehensive income (loss) determined in accordance with IFRS as indicators of Cymbria's performance.

- Adjusted Net Asset Value ("aNAV") – represents the fair value of the net assets of Cymbria, which differs from IFRS Shareholders' Equity because it does not take into account the deferred income tax liability on the unrealized gain on investments and the deferred tax benefits associated with any realized losses on investments. The calculation of aNAV has not changed since the inception of Cymbria.

Net asset value calculations are different across companies and shareholders of Cymbria should be cautioned that its aNAV may not be comparable to other companies. Cymbria still believes aNAV is an important measure because it is the basis on which the Manager evaluates Cymbria's performance. The difference between aNAV and shareholders' equity is the deferred income tax liability. Deferred income taxes can differ from actual income taxes paid in the future due to fluctuations in investment prices and changes to income tax rates. In addition, \$29.2 million of the deferred income tax liability relates to a deferred liability on Cymbria's investment in EdgePoint Wealth Management Inc. The manager is compensated through the management fee that is based on Cymbria's aNAV calculation, not shareholders' equity. Below is a reconciliation of aNAV to shareholders' equity

	Dec. 31, 2020 ('000s)	Dec. 31, 2019 ('000s)
aNAV	\$1,229,894	\$1,247,265
Less: Deferred income tax liability	(37,776)	(39,529)
Shareholders' equity	\$1,192,118	\$1,207,736

- Adjusted net asset value per share – represents the aNAV of Cymbria by class divided by the respective number of shares in that class. Below is a reconciliation of adjusted net asset value per share to shareholders' equity per share.

Class A	Dec. 31, 2020	Dec. 31, 2019
Adjusted net asset value per share	\$ 52.38	\$ 53.09
Less: Deferred income tax liability	(1.61)	(1.69)
Shareholders' equity per share	\$ 50.77	\$ 51.40

Class J	Dec. 31, 2020	Dec. 31, 2019
Adjusted net asset value per share	\$ 58.16	\$ 58.75
Less: Deferred income tax liability	(1.78)	(1.86)
Shareholders' equity per share	\$ 56.38	\$ 56.89

Readers are cautioned not to view non-IFRS measures as alternatives to financial measures calculated in accordance with IFRS.

Our business

Cymbria is an investment corporation that trades on the Toronto Stock Exchange. At the end of 2020, Cymbria invested in a collection of 50 different business ideas, including a 20.7% ownership stake in EdgePoint Wealth Management Inc. ("EdgePoint").

Measuring our results

We've made meaningful progress toward our goal of building long-term wealth for shareholders. The cumulative return of Cymbria's Class A aNAV since inception is 423.8% and the cumulative return of Cymbria's Class A shareholders' equity since inception is 407.7%.

We measure our investment results using Cymbria's aNAV rather than its stock price or shareholders' equity, as we feel this more closely reflects how our Investment team adds value. For instance, fluctuations in Cymbria's share price are not always consistent with the movements of its aNAV and can change based on numerous factors, some of which are independent of Cymbria's aNAV. Cymbria's shareholders' equity differs from aNAV because of accounting differences primarily related to deferred income taxes. Cymbria's aNAV includes a provision for current corporate income taxes, but excludes a provision for future taxes on unrealized capital gains and losses. Shareholders' equity includes both. Deferred tax does not impact the amount of capital that Cymbria has invested to earn a return. Therefore, when we measure our investment performance, we measure against the full amount of capital that was available to us to invest which is represented by aNAV. We are required to calculate aNAV daily and Cymbria's Class A aNAV is posted daily to our website.

Measuring Cymbria's worth

Cymbria's stock price has swung between a 14% discount and a 34% premium to aNAV since inception.

The publicly traded portion of Cymbria's portfolio consists of a collection of quality businesses we believe are trading for less than their true value. We try to buy businesses that can materially grow their cash flows over time and where we're not being asked to pay for that growth today. This should translate into healthy share-price appreciation.

To help investors make intelligent decisions about their investment in Cymbria, we post its aNAV daily to our website. Some have suggested that doing so encourages short-term thinking. We tend to agree. Cymbria's aNAV is different from its worth. The aNAV

represents the value of its holdings at today's prices, not tomorrow's worth. Not everyone uses Cymbria's aNAV as a guidepost, nor does posting it ensure that the stock will ever trade at that figure. Cymbria has traded within a wide band and people are free to ignore the guideposts.

Since we have no control over Cymbria's share price and don't know what's in the heads of sellers day-to-day, we also have no way of determining if there will be shareholders willing to sell at material discounts to aNAV (either knowingly or unknowingly). If Cymbria's stock price lags its aNAV, we also believe in buying back shares, as doing so at an attractive discount makes sense for our shareholders. Should these opportunities exist, our share repurchases should greatly enhance Cymbria's value for remaining shareholders. This will occur at the expense of those willing to sell to us at a discount. If we're right about the value of the businesses inside Cymbria's portfolio over time, our share repurchases will prove to be one of our better investments. Please see *Non-IFRS measures* for a discussion on aNAV.

Recent developments

During one of the most uncertain investment environments in a generation, market bifurcation remained at an extreme throughout 2020. The market was predominantly driven by a small group of businesses (obvious growers) where there was almost no price too high that investors were willing to pay.

In periods of uncertainty, investors flock to what is certain. When a global pandemic hit, it's not a surprise that investors crowded to a group of businesses that were very likely going to grow in the short term. The relative valuation of obvious growers versus the rest of the market has rarely been higher on a historical basis. Although we believe many of these stocks are great businesses, they may not necessarily be great investments. The inescapable reality of investing is that the price you pay ultimately determines your future return.

We think valuation is important and having a proprietary insight into a business is the key to compounding wealth. Therefore, we chose not to own any of these businesses.

From an investment standpoint, our team hadn't seen as many exciting investment opportunities since 2008. We continued to live in a narrow emotional band and looked for businesses that could thrive despite the pandemic, but where that view wasn't widely recognized by the market.

For the most part, the businesses in Cymbria performed well, especially considering the implications of COVID-19. On aggregate, the financial results of these businesses reported since the first impact of the virus have outperformed our expectations. Their strong position is affirmed in that, in many cases, improvements have been made to operations and cost structures that will likely endure after the pandemic.

Our investment approach is the cornerstone of what we do and it's proven to be successful over many decades. In order to beat the market over the long term, you have to look different than the market. Said another way, you must be willing to look wrong in the short term, in order to be right in the long term.

Outlook

Historically, our investment approach tends to underperform in markets where investors crowd into a small group of companies. This

typically happens during periods of euphoria or fear in the market. We think investors are placing too much emphasis on short-term certainty and ignoring high-quality companies whose next three or six months might be uncertain, but whose next three to five years are highly predictable.

The highly uncertain outlook driven by the pandemic has caused the most certain names to be the most expensive. However, there are many compelling businesses under the radar that are not in line with today's market narrative. Here are a few of these businesses that you own in Cymbria:

- Middleby is a global leader in the foodservice equipment industry. The stock sold off sharply this past year because investors were concerned about the slowdown in the restaurant sector. While there is a short-term impact to the business, Middleby has been gaining market share as their smaller competitors struggle to survive. If you take a longer-term view, restaurants will have to change the way they do business. Think about touchless delivery of pizzas, dark kitchens (kitchen-only concepts that process and produce orders for delivery) and connected kitchens (a form of smart kitchen that can be controlled remotely) – all the equipment is sold by Middleby.
- Philips is the leading provider in the health care equipment and technology space. In the short term, investors are worried about hospital budgets and the negative impact on elective surgeries. But the long-term secular growth drivers are still intact. Every year, an aging population will result in increased demand for all of Philips' product offerings. The pandemic has highlighted the stress that can be put on the medical system. There are not enough nurses and medical workers to meet the demographic trends, which should increase Philips' addressable market.
- O'Reilly Auto Parts is a leading provider of aftermarket auto parts. In the short term, the pandemic resulted in less driving, meaning less need for vehicle repairs and parts. However, in the long term, driving has the potential to steal market share from other forms of transportation (public transit, flights or even ridesharing) and O'Reilly has a long runway to expand their footprint.

Our investment approach has added the most value for investors when it looked the most wrong in the short term. If history is a guide, actions taken during these difficult and unpopular periods sow the seeds for satisfying long-term returns.

COVID-19 pandemic

The speed of the market decline in the spring of 2020 due to the unknowns around COVID-19 was unparalleled. Similar to the market, Cymbria experienced a significant drawdown but most of the businesses we own have recovered from the lows during the year. As in past periods of volatility and uncertainty, we continued to live in a narrow emotional band and adhered to our investment approach. We were very active, taking advantage of compelling opportunities amid extreme market volatility. We continued focusing on the long-term by looking for businesses that could thrive beyond the current challenged environment, but where these opportunities weren't recognized by the market and reflected in the price. Although there still may be uncertainty about the future impact of the

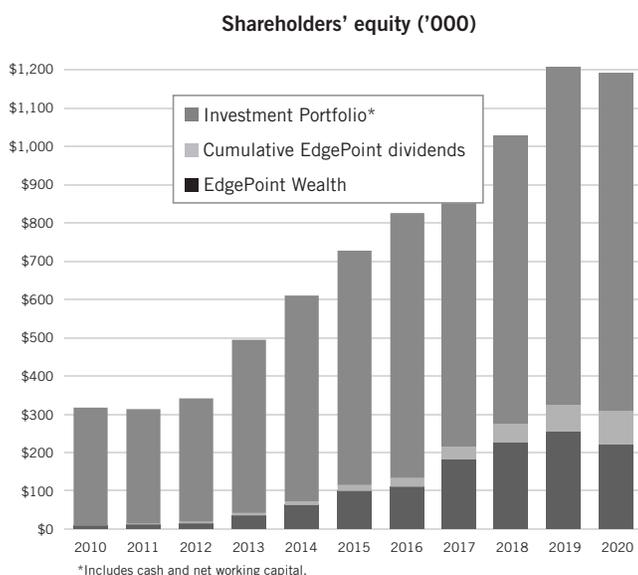
pandemic on our businesses in the short term, we believe Cymbria is well positioned today to deliver pleasing long-term investment performance.

Cymbria's fixed pool of capital and no significant liabilities meant that there were no liquidity concerns with our operations, even during the most volatile periods of the pandemic.

The pandemic also forced many organizations to rethink their workflow with many adopting significant health & safety measures and requiring employees to work remotely from home. We have taken preventative actions to ensure the wellbeing of EdgePoint's internal partners and to mitigate any disruption to our business. This includes a successful transition to a remote work structure and the implementation of health and safety measures to safeguard the eventual return to the office. The COVID-19 pandemic did not impact our financial reporting environment, nor did it significantly affect any judgment and measurement uncertainty with the portfolio.

Overall performance

For the year ended December 31, 2020, Cymbria's shareholders' equity decreased 1.3% to \$1,191 million (December 31, 2019: increased 16.4% to \$1,208 million). The decrease in shareholders' equity is largely attributable to investment performance, which is discussed in the *Investment performance* section of this report.



Summary of investment portfolio

To help frame the investment performance discussion, below is a summary of the top 15 public securities held by Cymbria as a percentage of shareholders' equity. This summary excludes Cymbria's privately owned businesses. A full list of the investment portfolio can be found in the *Schedule of Investment Portfolio* in the audited financial statements.

Business	Fair value ('000s)
Shiseido Co., Ltd.	\$ 45,045
Berry Global Group, Inc.	40,857
CSX Corp.	40,339
Mattel, Inc.	40,000
Affiliated Managers Group Inc.	39,653
Flowserve Corp.	34,509
Onex Corp.	33,092
Bank of America Corp.	28,910
The Middleby Corp.	28,885
Kubota Corp.	25,883
TE Connectivity Ltd.	25,848
Restaurant Brands International Inc.	25,617
Fujitsu Ltd.	25,430
AutoCanada Inc.	25,429
Computer Modelling Group Ltd.	24,936

Investment performance

Cymbria's collection of businesses can be separated between its portfolio of public securities and its portfolio of private equity, including EdgePoint.

Portfolio of public securities

While we provide these comments to fulfill the disclosure requirement of this report, we measure investment success over periods of 10 years or more, and believe it takes considerable skill to consistently add value over the long term. With a long-term view, it would not add a significant amount of value to discuss every business that is owned in the portfolio, including those that have had short-term fluctuations in value. However, in this section we will discuss the investments in public securities that we believe would be of interest to shareholders and/or highlight any material changes (if any) to the businesses we own.

These are the businesses that had the most meaningful positive impact on shareholders' equity during the year:

- AutoCanada Inc.

AutoCanada is one of Canada's largest multi-location automobile dealership groups. When we bought the business in August 2018, there were two elements to our thesis:

We believed the core operations (the existing set of dealerships) were underperforming their true potential and the new management team (that came into place in 2018) would significantly improve the operating profitability and steer the business towards used car service and parts. This side of the business accounts for over 50% of the company's profit. So far, management has done a great job executing on this task over the last year.

The second element of our thesis revolved around AutoCanada taking advantage of a very fragmented market. There is a very large number of "mom & pop" car dealerships that don't have a natural succession plan. We believe AutoCanada can be a

natural consolidator of competitors. This is a process that they've already started while improving the balance sheet, in order to take advantage of opportunities in the market.

In addition, management has a view that bricks-and-mortar-style car dealerships can be complemented by having an online experience to buy cars. We believe this presents an interesting opportunity for the future of the business.

The stock was up 90.6% during the year and Cymbria's unrealized gain in the business increased by \$12.1 million.

- Berry Global Group, Inc.

Berry Global is a packaging company. We first purchased the business in Cymbria in August 2019. It makes products such as food packaging, the plastic liners on diapers, components of surgical masks and protective medical clothing. The company has a remarkable track record of growth. Berry proved the resiliency of its business model in fiscal 2020, achieving record earnings results and exceeding all operating profit targets. Berry's food packaging and health/hygiene products outperformed expectations, given the favourable demand backdrop for these products. Organic volume growth reached mid-single digits in the fourth quarter of the year, a record high for the company since becoming a public company. These strong operating results have allowed Berry to deliver faster than anticipated and the company will be in a position to return capital to shareholders by the second half of calendar year 2021.

The stock was up 18.3% during the year and Cymbria's unrealized gain in the business increased by \$8.0 million.

- CSX Corp.

CSX is the fifth-largest freight railroad in North America, operating primarily on the U.S. eastern seaboard. We first purchased the company in January 2017 following the announcement of a new CEO who would be implementing "precision railroading." This is an operating model that runs trains on a fixed schedule, meaning fewer stops, a decrease in number of times that freight is handled and improved overall train velocity. Despite unprecedented volume declines due to the pandemic, CSX remained cash flow positive during all points of the downturn. Management responded to the pandemic by further reducing operating costs. A large portion of these costs are expected to be permanently removed, which will provide strong operating leverage as volumes return. Volumes have seen significant improvement since the April trough and evidence of strong near-term operating leverage is beginning to take hold. In the third quarter of 2020, volumes were 3% ahead of run-rate March 1st, 2020 volumes (pre-pandemic), while total active locomotives were down 8%. In turn, year-over-year operating profitability was nearly unchanged. We believe CSX is in a favourable position to drive structural volume growth to its rail network.

The stock was up 25.4% during the year and Cymbria's unrealized gain in the business increased by \$4.0 million.

The following businesses had the most meaningful negative impact on shareholders' equity during the year:

- Wells Fargo & Co.

We first purchased Wells Fargo in Cymbria in November 2009. We believed the company was undervalued following the 2008-09 Financial Crisis and it had the potential to grow faster than the economy, cut expenses and use their excess capital for stock buybacks and dividends. Several regulatory issues occurred during our holding period and the bank became subject to consent orders while also being hindered by an unprecedented U.S. Federal Reserve cap on its balance sheet growth. A new CEO was brought in who had spent over half of his career working for Jamie Dimon, a leader we admire. We believed he would be able to reignite the business, accelerate earnings growth with share buybacks and add significant shareholder value by growing the business once they were no longer subjected to government restrictions owing to previous violations.

Despite overcoming several regulatory hurdles, politicians and regulators continued making Wells Fargo an example for previous violations and maintained the US\$1.95 trillion asset cap, the maximum amount the bank could manage. After pleading with the regulators to let them participate in the small business lending program to help businesses during the COVID-19 pandemic, the regulators temporarily and narrowly lifted this restriction. We concluded that regulators were not going to permanently lift the asset cap any time soon (other than exceptional events like COVID-19). In addition, their high-cost structure relative to revenue was a headwind during the COVID-19 downturn, as their competitors were able to weather the storm better. We exited the position and Cymbria realized a loss of \$11.0 million during the year.

- Air Canada

We initially purchased Air Canada in Cymbria in May 2019 after the company brought its loyalty program, Aeroplan, back in-house. Our view was that Air Canada was transitioning from a decade-long period of investing in the company to reaping the benefits of those investments. We believed that this change would result in improved income without additional significant costs. Our internal projections showed that it could generate about 50% of its market value between 2019 and 2021 in income after expenses. Management indicated that this money would be returned to shareholders in the form of share repurchases.

While Air Canada looked objectively attractive based on this 2019-2021 forecast, we believed Air Canada was also an appealing business based on how we expected it to perform in a downturn. The business had materially improved its costs and overall finances. We believed Air Canada could withstand events like the previous SARS pandemic and 2008-09 Financial Crisis with minimal long-term effect. However, COVID-19 materially worsened Air Canada's outlook and the near-term impacts on its business were harsher than any scenario we ever envisioned. As an example, Air Canada announced that it would reduce its capacity by 85% to 90% in the second quarter of 2020. A similar decrease in revenue could be assumed for the third quarter. This was far worse than the annual 15% decline in revenues

Air Canada experienced during SARS and the 2008-09 Financial Crisis. Our initial assumption of its finances not being materially impaired following a downturn would likely be incorrect. This also meant a very high probability that our assumptions about income and capital return wouldn't materialize, invalidating our original idea in Air Canada. We sold Air Canada at a loss and redeployed this capital into other ideas in which we had stronger conviction.

The holding period return was -66.4% and Cymbria realized a loss of \$10.4 million when the business was sold during the year.

- **Flowserve Corp.**

Flowserve is a leading supplier and aftermarket service provider of industrial flow management equipment, such as pumps, valves and seals. We first purchased the business in Cymbria in December 2014. Flowserve services industries such as power, oil, gas and chemical. About half of its business is after-market maintenance, which is higher margin, more stable and is a very attractive aspect of the overall business. The other part of the business, which focuses on plant construction, hasn't held up well as oil prices collapsed. Flowserve's management team brought in talent and centralized operations. This, combined with a solid balance sheet and cash flows, leads us to believe that the company is still in a good position to benefit should the oil price rebound. A significant part of Flowserve's profit comes from servicing existing customers, with 30% to 35% based on replacing existing parts. With the largest number of Quick Response Centers in the industry, it is well-positioned to continue to grow this side of its business.

We have confidence in the management team to not let a crisis "go to waste." They have introduced over US\$100 million in cost savings and continue slashing expenses, so they are positioned to come out stronger on the other side.

During the year the stock was down 26.0% and Cymbria had an unrealized loss of \$11.2 million.

Businesses purchased

During the year, we purchased stakes in 23 new businesses. Two of the largest purchases, in terms of significance to Cymbria as at December 31, 2020, were:

- **Onex Corp.**

Onex is one of the best private equity firms in North America. Over more than 30 years, it has had an excellent track record of wealth creation. We classify Onex as a non-obvious survivor. It isn't the type of business that the average investor feels safe and comfortable owning during periods of volatility. General perception of Onex is that they are a private equity firm and private equity by its nature operates with a lot of leverage, making it more fragile. Another observation investors make about Onex has to do with the privatization of WestJet. Airlines have been disproportionately impacted by COVID-19.

Our view is very different. There is a big difference between the companies Onex invests in and Onex the parent company. Onex the parent company has no debt, which means it will essentially

survive any environment. All the individual investments are non-recourse, in other words, not correlated to any other investment. Not only does it not have any debt, but it also entered the downturn with over \$2 billion in cash. We didn't have a differentiated view regarding the concerns people had about the airline, but we noted that WestJet made up just 3% or 4% of Onex's entire portfolio. Even if WestJet has no value, it represents at most 3% or 4% of a long-term impact.

- **Bank of America Corp.**

The Bank of America thesis was, in part, born out of our Wells Fargo holding. In 2016, Wells Fargo was embroiled in a fake accounts scandal. We had assumed that this scandal would be put behind them over the span of 12 to 18 months. This assumption proved incorrect. The COVID-19 crisis amplified the negative consequences of Wells Fargo's political issues, and we exited the position. Wells Fargo was not unique among banks in seeing its share price decline during the pandemic. Fears surrounding the economy caused all banks share prices to sell off, and gave us the opportunity to use the majority of the proceeds from our Wells Fargo sale to purchase Bank of America.

Our Bank of America thesis focused on its strength relative to its competitors during the recent crisis. By having a stronger credit profile and an overcapitalized balance sheet due to attracting more deposits, it could mitigate credit risk and has the raw material to grow following the downturn. Additionally, Bank of America shifted from acquiring varying businesses to becoming a strong operator of them. This diversified business model protects it against interest rates staying lower for longer, something we believe wasn't factored into its share price.

Businesses sold

We generally sell a stake in a business for one of two reasons. First, if our thesis about the business is deemed no longer valid. Second, there is a constant culling process whereby we continuously strive to upgrade the quality of Cymbria's portfolio with better ideas.

During the year we sold our stakes completely in 17 businesses. Below are the most significant businesses sold based on the gross amount of realized gains and losses:

- **Berkshire Hathaway Inc.**

We first purchased Berkshire Hathaway in November 2015. We have been through a couple of phases with Berkshire over the last eight months. The first phase occurred earlier in 2020 and was one of outperformance as the market sold off and Berkshire was seen as a safe haven. During this time, we reduced materially our Berkshire position and redeployed the proceeds into other names that we thought were being unfairly impacted during the downturn. The second phase was during the summer of 2020 where we decided to reallocate the remaining ownership into ideas that we believe had better prospects coming out of the pandemic. We still believe in Warren Buffett and see Berkshire as having a great business model. We just saw better ideas elsewhere after considering the future prospects of Berkshire.

Our holding period return for Class A shares was 23.5% and 48.6% for Class B shares and Cymbria realized a total gain of \$6.8 million during the year.

- **Realty Holdings Corp.**

Realty is an American real estate and relocation services company. We first purchased the business in Cymbria in May 2014, at which point it was the largest real estate broker in the U.S. with a 20% market share. It owned several real estate brands, such as Century 21, Coldwell Banker and Sotheby's. Realty had two main sources of income: royalties (real estate agents operating under a Realty brand) and brokerage (directly employing agents).

Our thesis focused on real estate transactions keeping pace with population growth and inflation, along with a return to historical averages of real estate transactions compared to total population as the country recovered from the 2008-2009 Financial Crisis. We believed that Realty could grow by double-digits each year based on this.

Although we predicted both traditional competitors and possible disruption from other sources, we didn't foresee another competitor with both a willingness to lose money for several years and well-financed backers. Compass, funded by Japan's SoftBank, began gathering top agents by offering them 100% of the commission. This meant that Compass earned no money but created relationships with the best performers. Compass started to adjust the commission split, but when COVID-19 struck, we believed that the industry's business model may have changed and decided to sell the remaining position as we did not think buyers or sellers would be interested in traditional home sales involving open houses and visits.

Our holding period return was -74.7% and Cymbria realized a loss of \$20.4 million during the year.

- **Wells Fargo & Co.**

Please refer to comments above on Wells Fargo.

- **Swedish Orphan Biovitrum AB (SOBI)**

SOBI is an international biopharmaceutical company dedicated to treatments in the areas of hematology, immunology and specialty care, based in Sweden. We first purchased the business in March 2017. When we purchased SOBI, the big opportunity was their drug in hemophilia treatment – patients who lack the ability to make blood clots and can bleed from very small internal injuries. We exited our position in the business as we believe the valuation was reached.

The holding period return of the business was 35.8% and Cymbria realized a gain of \$6.8 million during the year.

Portfolio of private equity

Cymbria has the flexibility to invest in both public and private markets. Below is an update on the largest private equity businesses in our portfolio as at December 31, 2020:

- **EdgePoint Wealth Management Inc.**

The most significant private equity business in Cymbria is EdgePoint. Cymbria's original \$509,585 investment in EdgePoint represents a 20.7% ownership share as at December 31, 2020. Since inception, we have received \$89.5 million in dividends from EdgePoint and its value in Cymbria has increased to between \$202.7 million and \$257.7 million, making EdgePoint the most valuable contributor to Cymbria's investment portfolio.

Negative market volatility caused by fear over the economic impact of the COVID-19 pandemic led assets under management to fall from \$28.9 billion as at December 31, 2019 to \$26.8 billion as at December 31, 2020.

With the assistance of a third-party valuator, Cymbria's stake in EdgePoint was revalued in December 2020 at a range of \$202.7 million to \$257.7 million. For financial statement purposes, EdgePoint is valued using the mid-point of the range at \$220.5 million, representing a 13.3% decrease from its value as at December 31, 2019. The discounted cash flow model used for the valuation has a specific set of assumptions of which the significant ones are outlined in Note 11 of the financial statements. The range noted above changes only the discount rate in the valuation. In reality, the possible results for EdgePoint can vary far outside of this range. To highlight how wide a range could be without going to extremes, please refer to the sensitivity analysis in Note 11 of the financial statements. A change to any one or all of the assumptions can have a material impact on the valuation of EdgePoint as highlighted in Note 11.

In determining the fair value of EdgePoint, we have considered the potential impact of the COVID-19 pandemic in our assumptions; however, we have not assumed a long-term impact of the COVID-19 pandemic. The duration and full economic impact of the COVID-19 pandemic is unknown at this time, and accordingly, there is a degree of uncertainty surrounding the potential impact it may have on the business and/or operations of EdgePoint.

We spend a considerable amount of time on the assumptions that go into the base cash flow model to determine the valuation range and believe that this represents fair market value as at December 31, 2020. However, valuing a business like EdgePoint is an imperfect science and depending on actual results there could be considerable variance both positively or negatively from today's value.

- **Neptune Acquisition LP (MDA Inc.)**

MDA, formerly MacDonald, Dettwiler and Associates, is a Canadian supplier of mission-critical space-based technologies. The company has a long legacy of success in high-profile space programs such as Canadarm and RADARSAT, and is a leader in a number of space-related technologies that include earth observation, space robotics and satellite subsystems. We purchased the business in April 2020. While revenues declined this year because of the COVID-19 pandemic, MDA's technologies are mission-critical and continued to generate

earnings through a challenging economic environment. We are starting to see accelerating growth in their key end-markets as lower costs and improved technology enable new use-cases. MDA is well positioned to benefit from these trends and we expect to see pleasing growth over the next decade.

Financial review

This section discusses the significant changes in Cymbria's financial performance, financial condition and cash flows for the fiscal year ended December 31, 2020 compared to those for the years ended December 31, 2019 and 2018.

This section should be read in conjunction with Cymbria's audited financial statements and corresponding notes thereto.

Financial performance

	Year ended December 31,		
	2020	2019	2018
	('000s)	('000s)	('000s)
Income			
Net realized gain (loss) on investments	\$ (37,006)	\$ 69,142	\$ 124,909
Change in net unrealized gain on investments	(10,973)	82,581	(113,663)
Dividend and interest income	47,081	48,647	27,711
Foreign currency gain (loss) on hedging	(4,086)	4,111	(4,542)
Foreign currency gain (loss), excluding hedging	(4,561)	(184)	259
Total income (loss)	\$ (9,545)	\$ 204,297	\$ \$34,674
Expenses			
Management fees	\$ 7,529	\$ 7,793	\$ 7,387
Withholding taxes, HST, and transaction costs	3,561	3,282	3,470
Other expenses	2,393	2,604	2,600
Total expenses	\$ 13,483	\$ 13,679	\$ 13,457
Profit for the period before taxes	\$ (23,028)	\$ 190,618	\$ 21,217
Income taxes	(9,229)	20,159	(528)
Net comprehensive income (loss)	\$ (13,799)	\$ 170,459	\$ 21,745

(a) Net realized gain (loss) on investments

During the year ended December 31, 2020, the realized loss on investments of \$37.0 million is largely attributable to a loss from the sale of shares of Realty Holdings Inc. of \$20.4 million, Wells Fargo & Co. of \$11.0 million and Air Canada of \$10.4 million. Realized losses were offset by gains from the sale of Berkshire Hathaway Inc. of \$6.8 million and Swedish Orphan Biovitrum AB of \$6.8 million. Net realized gain on investments is not comparable to prior periods due to the different transactions from period to period. More details relating to the most significant contributors to Cymbria's performance are discussed in the *Investment performance* section.

(b) Change in net unrealized gain on investments

The unrealized gain on investments decreased by \$11.0 million for the year ended December 31, 2020. This is a result of fluctuations in the value of investments during the period. The two largest contributors to the decrease during the period were EdgePoint Wealth Management Inc. with a \$33.9 million decrease and Flowserve Corp. with a \$11.2 million decrease. These decreases to net unrealized gains were offset by increases in certain securities, including AutoCanada Inc. with a \$12.1 million increase and Mattel Inc. with a \$9.1 million increase. Fluctuations in investment values are not comparable to prior periods due to the different composition of the investment portfolio from period to period. More details relating to the most significant contributors to Cymbria's performance are discussed in the *Investment performance* section.

(c) Dividend and interest income

Dividend and interest income is earned on the portfolio of public equities, the fixed income investment and the investment in EdgePoint. An important driver of wealth for Cymbria is the dividend from EdgePoint. During the year ended December 31, 2020, Cymbria received dividends totaling \$19.9 million from EdgePoint, representing a 10% decrease compared to 2019. This dividend can be reinvested by Cymbria in its portfolio of securities or used to buy back Cymbria shares. Dividends from investments other than EdgePoint amounted to \$26.3 million for the year ended December 31, 2020. Cymbria's portfolio is not managed with the intent to derive a certain amount of dividend or interest income. Therefore, it is typical that this type of income would fluctuate from period to period.

(d) Foreign currency gain (loss)

Cymbria is valued in Canadian dollars; however, it invests in securities denominated in foreign currencies. The foreign currency gains and losses of these securities are included in net realized and unrealized gain on investments. In order to reduce the impact of short-term fluctuations, we may employ currency hedging. Specifically, we may hedge all or a portion of our foreign currency exposure depending on our view of a currency's relative value and its associated risks. The Manager monitors and updates the degree of currency hedging based on a variety of economic factors, including the foreign currency's purchasing power parity versus the Canadian dollar.

As at December 31, 2019, Cymbria's most significant foreign currency exposure was the U.S. dollar, which as a percentage of shareholders' equity was approximately 38% and Cymbria hedged approximately 10% of that exposure. Cymbria's investments denominated in the Japanese Yen represent approximately 14% of shareholders' equity and Cymbria hedged approximately 9% of that exposure.

Cymbria did not have a hedge in place for its investment securities denominated in the euro, Indian rupee, British pound or Swiss franc as we did not believe there was material currency risk

with these investments. As a result of foreign currency hedging activities during the year ended December 31, 2020, Cymbria had a \$4.1 million net realized and unrealized loss from hedging activities.

(e) Expenses

Cymbria believes that low expenses are an important factor in evaluating our performance. Management fees decreased by \$0.3 million from 2019 due to the decrease in aNAV over the corresponding period, on which the fee is based. Management fees are charged based on the aNAV of Cymbria, excluding the value of EdgePoint. The effective management fees charged for the year ended December 31, 2020 were 0.80% for Class A shareholders and 0.40% for Class J shareholders.

Financial condition

	Dec. 31, 2020	Dec. 31, 2019	Dec. 31, 2018
	('000s)	('000s)	('000s)
Assets			
Investments	\$1,171,060	\$1,162,227	\$1,051,910
Cash and cash equivalents	47,609	85,283	20,325
Other assets	1,290	825	646
Income tax recovery	17,047	7,016	–
Total assets	\$1,237,006	\$1,255,351	\$1,072,881
Liabilities			
Foreign exchange forward contracts	\$ 40	\$ 59	\$ 3,769
Income tax payable	–	–	2,590
Accrued liabilities and other payables	–	1,009	502
Credit facility	6,000	6,000	–
Deferred share unit plan	1,072	1,018	940
Deferred income tax liability	37,776	39,529	27,803
Total liabilities	\$ 44,888	\$ 47,615	\$ 35,604
Shareholders' equity	\$1,191,118	\$1,207,736	\$1,037,277

(a) Investments

Cymbria's investments as at December 31, 2020, primarily consists of a portfolio of public securities of \$874.5 million and private equity of \$288.1 million, including an investment in EdgePoint of \$220.1 million. The increase of \$8.8 million from December 31, 2019 is primarily the result of the net purchase of investments of \$62.2 million and a net decrease in the value of investments of \$52.1 million. The *Investment performance* section of this MD&A discusses the significant changes in these investments. The *Schedule of Investment Portfolio* included in the Financial Statements discloses all of the investment positions of Cymbria.

(b) Cash and cash equivalents

Cymbria maintains cash and cash equivalents to purchase investments, pay expenses, and occasionally buy back shares. Cymbria does not distribute cash by issuing a dividend. Cash balances are monitored on a daily basis by the Manager. The decrease of \$37.7 million from the end of 2019 is primarily due

to the net purchase of investments of \$62.2 million offset by other cash generated from operating activities of \$30.9 million during the year ended December 31, 2020. Cash and cash equivalents is comprised entirely of cash held at the bank.

(c) Income tax recovery and Income taxes payable

The Income tax recovery of \$17.0 million is a result of the required income tax installments for 2020 being more than Cymbria's income tax liability as at December 31, 2020.

(d) Credit facility

As at December 31, 2020, Cymbria has drawn \$6.0 million on its credit facility. The amount is unchanged from December 31, 2019.

(f) Deferred share unit plan

Cymbria's deferred share unit plan exists to provide directors the option to receive their compensation in the form of deferred share units. The units are valued using the five-day volume-weighted average stock price of Cymbria prior to the period end. For the year ended December 31, 2020, Cymbria issued 2,243 units and the total value of the plan increased by approximately \$0.1 million.

(g) Deferred income tax liability

The deferred income tax liability represents temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes versus taxation purposes. As at December 31, 2020, Cymbria's deferred income tax liability is presented net and it is comprised of a liability on the unrealized gain of investments of \$38.0 million offset by an asset on deferred share units of \$0.2 million. Included in the deferred income tax liability is \$29.2 million liability related to Cymbria's investment in EdgePoint.

(h) Shareholders' equity

Cymbria's shareholders' equity is comprised of common stock, Class A, and Class J shareholders. The Manager owns 100% of the common stock of Cymbria. The number of common shares outstanding on December 31, 2020 and March 11, 2021 were 100. Class A shares are non-redeemable and traded on the Toronto Stock Exchange. As at December 31, 2020 and March 11, 2021, there were 15,820,746 and 16,287,190 shares outstanding, respectively. Class J shares are non-redeemable and were offered through a private placement. Class J shares can be exchanged for an equivalent value of Class A shares on the last business day of each week. As at December 31, 2020 and March 11, 2021, there were 6,899,137 and 6,478,877 shares outstanding, respectively.

Cash flows

For the year ended December 31, 2020, Cymbria had a net decrease in cash and cash equivalents of \$37.7 million. The majority of the net decrease in cash and cash equivalents is due to cash generated from operating activities, including the net purchase of investments of \$62.2 million. Cymbria did not generate a significant amount of cash flows from financing activities.

Shareholder activity

Cymbria refiled its Normal-Course Issuer Bid (“NCIB”) for the 12-month period beginning on May 25, 2020 to May 24, 2021. Cymbria will use the NCIB to repurchase shares in the event that we believe the company is being undervalued by the market and an attractive opportunity exists to enhance the value for its shareholders. During the year ended December 31, 2020, Cymbria repurchased Class A shares using the NCIB. In total, 40,300 shares were repurchased and cancelled at a weighted average discount to aNAV of 6.1%. Since inception, Cymbria has repurchased and cancelled 501,100 Class A shares at an average price of \$15.54 per share and a total cost of \$7.8 million.

On June 27, 2013, Cymbria’s shareholders overwhelmingly approved a proposal to amend its constating documents to provide for a Liquidity Realization Opportunity (“LRO”) in respect of both Class A and Class J shares. The LRO gives Cymbria the right to repurchase a number of shares from time to time at a very small discount to aNAV where (i) Cymbria’s portfolio has experienced growth in the previous fiscal year, (ii) Class A shares are trading at a price less than 97% of aNAV, and (iii) on the Manager’s recommendation. When these events occur, shareholders may elect to participate in the LRO and have an opportunity to dispose of shares at a price close to aNAV. This feature was introduced to increase Cymbria’s attractiveness as an investment by recognizing that liquidity requirements and investment time horizons vary from investor to investor. We believe that Cymbria’s aNAV, which is disclosed daily, is a fair representation of Cymbria’s portfolio at current prices. When Class A shares trade at prices not reflective of the aNAV, the LRO provides another venue whereby shareholders may dispose of their shares at a price closer to aNAV. The LRO does not affect Cymbria’s ability to continue repurchasing shares through the NCIB. Please see the Management Information Circular dated May 28, 2013 for more information on the LRO. Cymbria did not announce an LRO for the year ended December 31, 2020, as Cymbria’s Class A shares have been trading above 97% of aNAV on average over the year.

Fourth quarter results

The following table shows Cymbria’s fourth quarter financial performance for the three months ended December 31, 2020 and 2019.

	Three months ended Dec. 31,	
	2020	2019
	(‘000s)	(‘000s)
Income		
Net realized gain (loss) on investments	\$ (11,537)	\$ 16,292
Change in unrealized gain on investments	102,732	12,246
Dividend and interest income	21,378	9,358
Foreign currency gain on hedging	2,651	1,925
Foreign currency loss excluding hedging	(2,275)	(47)
Total income	\$ 112,949	\$ 39,774
Expenses		
Management fees	\$ 2,021	\$ 2,056
Withholding taxes, HST, and transaction costs	770	648
Other expenses	624	641
Total expenses	\$ 3,415	\$ 3,345
Profit for the period before taxes	\$ 109,534	\$ 36,429
Income taxes	11,748	3,639
Net comprehensive income	\$ 97,786	\$ 32,790

During the quarter ended December 31, 2020, Cymbria had net comprehensive income of \$97.8 million that was driven by a net realized and unrealized gain on investments totaling \$91.2 million. The investments that had the most significant contribution to the change in unrealized gain during the quarter were Affiliated Managers Group, Mattel Inc. and Flowserve Corp. Investments with significant contributions for the year ended December 31, 2020 are discussed in the in the *Investment performance* section.

Summary of interim results

The financial information summarized below is derived from Cymbria’s condensed interim financial statements from the three month periods ended December 31, September 30, June 30, and March 31, 2020, and the same periods from 2019. In each of the periods, the changes in Total income (loss) and Net income (loss) are primarily a result of the realized and unrealized changes in the fair value of Cymbria’s investments. No meaningful correlations can be made by comparing these figures from period to period.

	Three months ended							
(in ‘000s except per share amounts)	Dec. 31, 2020	Sep. 30, 2020	Jun. 30, 2020	Mar. 31, 2020	Dec. 31, 2019	Sep. 30, 2019	Jun. 30, 2019	Mar. 31, 2019
Total income (loss)	\$ 112,949	\$ 36,095	\$ 107,003	\$ (265,592)	\$ 39,774	\$ 21,298	\$ 55,445	\$ 87,780
Total expenses	\$ 3,415	\$ 3,733	\$ 2,939	\$ 3,396	\$ 3,345	\$ 3,741	\$ 3,446	\$ 3,147
Net income (loss)	\$ 97,786	\$ 29,538	\$ 91,324	\$ (232,447)	\$ 32,790	\$ 16,232	\$ 47,163	\$ 74,274
Net income (loss), per share								
Class A	\$ 4.15	\$ 1.24	\$ 3.87	\$ (9.92)	\$ 1.38	\$ 0.67	\$ 1.98	\$ 3.14
Class J	\$ 4.63	\$ 1.42	\$ 4.34	\$ (10.89)	\$ 1.58	\$ 0.80	\$ 2.29	\$ 3.53

Credit facility

On September 22, 2017, Cymbria entered into a five-year credit agreement with a Canadian chartered bank (the "Bank") that can be renewed on an annual basis. Cymbria renewed the credit agreement during the year to mature on September 22, 2025. The credit agreement allows Cymbria to borrow up to \$100 million. Interest is charged on the outstanding balance based on whether the facility is drawn as bankers acceptance or prime loan. When drawn upon, the credit facility will be secured by a selection of eligible securities in Cymbria's investment portfolio. As at December 31, 2020 and 2019, the outstanding balance of the credit facility was \$6 million. As at the date of this report, Cymbria has complied with all covenants, conditions or other requirements of the credit agreement.

The purpose of the credit facility is to provide Cymbria with increased flexibility to purchase additional investments when we believe an opportunity exists where the potential return is worth the added risk that leverage introduces.

Liquidity

Cymbria maintains strong liquidity with cash and cash equivalents and its portfolio of public equities. In addition to financial liabilities that arise from its normal course of investing activities, Cymbria has a financial liability associated with drawn amounts on the credit facility. As at December 31, 2020, cash and cash equivalents represents 6.2% of Cymbria's total shareholders' equity. Cymbria's portfolio of securities includes actively traded global stocks that can be readily sold. As at December 31, 2020, the portfolio of public equities that the Manager believes can be readily sold represents 75% of Cymbria's total shareholders' equity. Cymbria has drawn \$6 million on its credit facility; however, the Manager does not believe this poses a significant risk to liquidity. There are no other outstanding debt or contractual obligations that would pose a significant risk to liquidity as at December 31, 2020.

Commitments and contingencies

In the ordinary course of business activities, Cymbria may be contingently liable for litigation and claims arising from investing. Where required, the Manager records adequate provisions in the accounts. The Manager is not aware of any current or pending litigation or claims against Cymbria.

Related parties***Manager and Investment Advisor***

Cymbria is managed by EdgePoint Investment Group Inc. (the "Manager"), which is responsible for Cymbria's day-to-day operations and is also the portfolio advisor to Cymbria. The Manager provides investment advisory and portfolio management services, which comprise investment selection, analysis and monitoring, including business travel to corporate head offices, other associated due diligence costs, portfolio construction, risk management and broker analysis, selection and monitoring, and trading expertise, and could also include marketing and promotion of Cymbria. These

services are in the normal course of operations and are charged at the rate agreed to by the parties.

As compensation for providing these management services, the Manager receives a monthly management fee based on the daily average aNAV of each class of Cymbria shares, excluding the value of EdgePoint. For the year ended December 31, 2020, management fees totaled \$7.5 million, compared to \$7.8 million for the same period in 2019. In addition, the Manager is entitled to be reimbursed by Cymbria for operating expenses associated with its advisory services, excluding salaries to the Manager's principal shareholders. Please see Non-IFRS Measures for a discussion on aNAV.

Cymbria is responsible for paying its own operating expenses which includes, but is not limited to, taxes (including income, capital, and harmonized sales taxes), accounting, legal fees, audit fees, Board of Directors' fees, custodial and safekeeping fees, portfolio transaction costs, registrar and transfer agency fees, regulatory costs and filing fees, shareholder reporting including the costs of preparing and distributing annual and interim reports, Annual Information Forms, statements and investment communications, interest and bank charges, and all administration expenses incurred by the Manager for its duties as Manager that could include salaries (excluding salaries to the Manager's principal shareholders), overhead and other costs related directly to Cymbria's operations. Except for interest, bank charges, and taxes paid or payable directly by Cymbria, the Manager incurs such expenses on Cymbria's behalf and is then reimbursed by Cymbria for such expenses.

Critical accounting estimates

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to estimates are recognized in the period in which the estimates are revised and in any future period affected.

The following discusses the most significant accounting judgments that Cymbria has made in preparing the financial statements:

i. Fair value measurement of derivatives and securities not quoted in an active market

Cymbria holds financial instruments that are not quoted in active markets, including derivatives. The determination of the fair value of these instruments is where Cymbria has made the most significant accounting judgments and estimates in preparing financial statements. See Note 11 of the annual financial statements for more information on the fair value measurement of Cymbria's financial instruments.

ii. Deferred tax assets

Deferred tax assets are recognized for unused tax losses to the extent that it is probable that taxable income will be available against which the losses can be utilized. Significant management judgment is required to determine the amount of deferred tax assets that can be recognized, based upon the likely timing and level of future taxable income, together with future tax planning strategies.

Adoption of new accounting standards

The accounting policies applied by Cymbria in the attached audited financial statements are the same as those applied by Cymbria in its financial statements for the year ended December 31, 2019, which were prepared in accordance with IFRS. Cymbria has not early adopted any standard, interpretation or amendment that has been issued but is not yet effective.

Financial instruments

In accordance with IFRS 9, *Financial Instruments*, Cymbria has accounted for its financial instruments as follows:

	Classification	Measurement
Financial assets		
Investments	Fair value through profit or loss	Fair value
Foreign exchange forward contracts	Fair value through profit or loss	Fair value
Cash and cash equivalents	Amortized cost	Amortized cost
Receivable for investments sold	Amortized cost	Amortized cost
Interest receivable	Amortized cost	Amortized cost
Dividends receivable	Amortized cost	Amortized cost
Income tax recovery	Amortized cost	Amortized cost
Financial liabilities		
Income taxes payable	Amortized cost	Amortized cost
Payable for investments purchased	Amortized cost	Amortized cost
Credit facility	Amortized cost	Amortized cost
Deferred share unit plan liability	Fair value through profit or loss	Fair value
Deferred income tax liability	Amortized cost	Amortized cost

Future changes in accounting policies

A number of new standards, amendments to standards and interpretations are not yet effective for the year ended December 31, 2020. The Manager has assessed that none of these will have a significant effect on the financial statements of Cymbria.

Risks

The risks associated with investing in Cymbria remain as disclosed in the Annual Information Form dated March 26, 2021 and filed on SEDAR. Any changes to Cymbria over the period have not affected the overall risks.

Disclosure Controls and Procedures and Internal Controls over Financial Reporting

Cymbria, under the supervision of its Co-Chief Executive Officers and Chief Financial Officer, is responsible for establishing and maintaining Cymbria's Disclosure Controls and Procedures ("DC&P") and Internal Controls over Financial Reporting ("ICFR") (as defined in National Instrument 52-109).

Consistent with NI 52-109, Cymbria's Co-Chief Executive Officers and Chief Financial Officer have reviewed the design of Cymbria's DC&P and ICFR and have concluded that as at December 31, 2020:

- Cymbria's DC&P provides reasonable assurance that (i) material information relating to Cymbria has been made known to them, particularly during the financial year ended December 31, 2020 and (ii) information required to be disclosed by Cymbria in its annual filings, interim filings or other reports filed or submitted by it under securities legislation has been recorded, processed, summarized and reported within the time periods specified in securities legislation; and
- Cymbria's ICFR provides reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with International Financial Reporting Standards.

Cymbria's Co-Chief Executive Officers and Chief Financial Officer have evaluated the effectiveness of Cymbria's DC&P as at December 31, 2020 and have concluded that Cymbria's DC&P were effective as of that date. Cymbria will continue to monitor and mitigate the risks associated with any potential changes to its control environment in response to COVID-19.

Cymbria's Co-Chief Executive Officers and Chief Financial Officer have also evaluated the effectiveness of Cymbria's ICFR as at December 31, 2020, using the Internal Control-Integrated Framework.

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Geoff MacDonald, CFA
Co-Chief Executive Officer

Diane Rossi
Corporate Secretary

Norman Tang, CPA, CA
Chief Financial Officer

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Ugo Bizzarri, CFA
Director

Reena Carter, CA, CPA, CBV, C.Dir
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