

Mattr Corp.

CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2024 and 2023

INDEPENDENT AUDITOR'S REPORT

To the Shareholders of Mattr Corp.

Opinion

We have audited the consolidated financial statements of Mattr Corp. (the Entity), which comprise:

- the consolidated balance sheets as at December 31, 2024 and December 31, 2023
- the consolidated statements of (loss) income for the years then ended
- the consolidated statements of comprehensive income for the years then ended
- the consolidated statements of changes in equity for the years then ended
- the consolidated statements of cash flows for the years then ended
- and notes to the consolidated financial statements, including a summary of material accounting policy information

(hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the consolidated financial position of the Entity as at December 31, 2024 and December 31, 2023, its consolidated financial performance and its consolidated cash flows for the years then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the ***"Auditor's Responsibilities for the Audit of the Financial Statements"*** section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements for the year ended December 31, 2024. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. We have determined the matters described below to be the key audit matters to be communicated in our auditor's report.

Evaluation of goodwill and indefinite life intangible assets impairment analysis

Description of the matter

We draw attention to Notes 2 b), r), s), t) and 21 to the financial statements. The Entity has recorded a goodwill balance of $163,142 thousand and indefinite life intangible assets balance of $82,530 thousand. The Entity performs an impairment test for each specified group of cash generating units (GCGUs) that contains goodwill and/or intangible assets with indefinite life at the Entity's annual impairment testing date or when indicators of impairment exist at its GCGUs. The Entity determines the recoverable amount for its GCGUs as the higher of value in use and the fair value less costs of disposal (FVLCD). Key assumptions used in determining its FVLCD include projected operating margins, projected capital expenditures, terminal value growth rate and discount rates.

Why the matter is a key audit matter

We identified the evaluation of goodwill and indefinite life intangible assets impairment analysis for each GCGU as a key audit matter. This matter represented an area of significant risk of material misstatement due to the magnitude of the balance and the

high degree of estimation uncertainty in determining the FVLCD. Further, professionals with specialized skills and knowledge were required in performing and evaluating the results of our procedures due to the sensitivity of the recoverable amount to changes in key assumptions.

How the matter was addressed in the audit
The primary procedures we performed to address this key audit matter included the following on each GCGU with goodwill or indefinite life intangible assets:

We assessed the Entity's ability to accurately estimate projected operating margins and projected capital expenditures by comparing the Entity's historical estimated projected operating margins and projected capital expenditures to actual results.

We considered changes in conditions and events affecting each GCGU with goodwill or indefinite life intangible assets and assessed how they have been factored into the Entity's estimated projected operating margins and projected capital expenditures.

We involved valuation professionals with specialized skills and knowledge, who assisted in:

- Evaluating the Entity's terminal value growth rate against long-term estimates of inflation.

- Evaluating the Entity's discount rates of each GCGU, which was based on weighted average cost of capital (WACC), by comparing the Entity's WACC to a WACC that was independently developed using publicly available market data for comparable entities.

We assessed the reasonableness of the Entity's estimate of the recoverable amount of goodwill and indefinite life intangible assets for each GCGU by developing an estimated recoverable amount using the Entity's projected cash flows, which includes projected operating margins and projected capital expenditures, and terminal value growth rate for each GCGU and the independently developed discount rates developed by valuation professionals, and comparing the result to the Entity's estimated recoverable amount for each GCGU.

Other Information

Management is responsible for the other information. Other information comprises of the information included in Management's Discussion and Analysis filed with the relevant Canadian Securities Commissions.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit and remain alert for indications that the other information appears to be materially misstated.

We obtained the information included in Management's Discussion and Analysis filed with the relevant Canadian Securities Commissions as at the date of this auditor's report.

If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in the auditor's report.

We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

  The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

- Provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the financial statements. We are responsible

for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

- Determine, from the matters communicated with those charged with governance, those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our auditor's report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this auditor's report is Sarah Catherine deGuzman.



Chartered Professional Accountants, Licensed Public Accountants

Toronto, Canada

March 13, 2025

Mattr Corp.

Consolidated Statements of (Loss) Income

For the years ended December 31:

(in thousands of Canadian dollars, except per share amounts)		2024		2023
Revenue				
Sale of products	**$**	**872,501**	$	863,603
Rendering of services		**12,816**		16,926
		885,317		880,529
Cost of Goods Sold and Services Rendered		**641,482**		601,988
Gross Profit		**243,835**		278,541
Selling, general and administrative expenses		**133,717**		135,606
Research and development expenses		**10,775**		8,566
Foreign exchange losses		**10,374**		2,423
Depreciation and amortization		**40,435**		35,817
Gain on sale of land and other		**—**		(1,655)
Impairment		**—**		27,196
Restructuring costs and other, net (note 7)		**8,413**		2,474
Operating Income from Continuing Operations		**40,121**		68,114
Finance costs, net (note 9)		**(17,539)**		(20,831)
Cost associated with repayment of senior note (note 27)		**(6,750)**		—
Income from Continuing Operations before Income Taxes		**15,832**		47,283
Income tax expense (note 10)		**21,849**		4,918
Net (Loss) Income from Continuing Operations		**(6,017)**		42,365
Net Income from Discontinued Operations, net of income tax (recovery) expense (note 6)		**2,469**		44,854
Net (Loss) Income	**$**	**(3,548)**	$	87,219
Net (Loss) Income from Continuing Operations Attributable to:				
Shareholders of the Company	**$**	**(6,202)**	$	42,333
Non-controlling interests		**185**		32
Net (Loss) Income from Continuing Operations	**$**	**(6,017)**	$	42,365
Net Income from Discontinued Operations Attributable to:				
Shareholders of the Company	**$**	**2,469**	$	44,854
Non-controlling interests		**—**		—
Net Income from Discontinued Operations	**$**	**2,469**	$	44,854
(Loss) Earnings per Share ("EPS") (note 11)				
Basic	**$**	**(0.06)**	$	1.26
Diluted	**$**	**(0.06)**	$	1.25
(Loss) Earnings per Share ("EPS") – Continuing Operations (note 11)				
Basic	**$**	**(0.09)**	$	0.61
Diluted	**$**	**(0.09)**	$	0.61
Weighted Average Number of Shares Outstanding (000s) (note 11)				
Basic		**65,642**		69,204
Diluted		**65,642**		69,785

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

Mattr Corp.

Consolidated Statements of Comprehensive Income
For the years ended December 31:

(in thousands of Canadian dollars)	2024	2023
Net (Loss) Income	**$ (3,548)**	$ 87,219
Other Comprehensive Income (Loss) to be Reclassified to Net Income (Loss) in Subsequent Periods		
Exchange differences on translation of foreign operations	**48,968**	(15,834)
Reclassification of exchange difference on disposal of foreign operation	**—**	13,105
Other Comprehensive Income (Loss) not to be Reclassified to Net Income (Loss) in Subsequent Periods		
Actuarial gain (loss) on defined benefit plans (note 15)	**2,263**	(9,448)
Income tax (expense) recovery (note 10)	**(518)**	2,219
Net Other Comprehensive Income (Loss) not to be Reclassified to Net Income (Loss) in Subsequent Periods	**1,745**	(7,229)
Total Other Comprehensive Income (Loss), Net of Income Tax	**50,713**	(9,958)
Total Comprehensive Income	**$ 47,165**	$ 77,261
Comprehensive Income Attributable to:		
Shareholders of the Company	**$ 47,007**	$ 77,119
Non-controlling interests	**158**	142
Total Comprehensive Income	**$ 47,165**	$ 77,261
Comprehensive Income from Continuing Operations Attributable to:		
Shareholders of the Company	**$ 40,950**	$ 18,007
Non-controlling interests	**158**	142
Comprehensive Income from Discontinued Operations Attributable to:		
Shareholders of the Company	**$ 6,057**	$ 59,112
Non-controlling interests	**—**	—
Continuing Operations	**$ 41,108**	$ 18,149
Discontinued Operations	**6,057**	59,112
Total Comprehensive Income	**$ 47,165**	$ 77,261

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

Mattr Corp.

Consolidated Balance Sheets

As at December 31:

(in thousands of Canadian dollars)		2024		2023
ASSETS				
Current Assets				
Cash and cash equivalents	**$**	**375,239**	$	334,061
Restricted cash (note 27)		**127,251**		—
Accounts receivable (note 17)		**146,454**		157,689
Contract assets (note 25)		**3,982**		10,596
Income taxes receivable		**5,808**		4,510
Inventory (note 18)		**142,871**		122,536
Prepaid expenses		**5,435**		6,544
Derivative financial instruments		**—**		894
Assets held for sale (note 6)		**35,380**		—
Total current assets		**842,420**		636,830
Non-current Assets				
Property, plant and equipment (note 19)		**293,090**		203,980
Right-of-use assets (note 20)		**145,118**		76,396
Goodwill (note 21)		**163,142**		163,143
Intangible assets (note 21)		**141,862**		144,542
Deferred income tax assets (note 10)		**36,798**		45,163
Other assets (note 22)		**6,730**		8,245
Total non-current assets		**786,740**		641,469
TOTAL ASSETS	**$**	**1,629,160**	$	1,278,299
LIABILITIES AND EQUITY				
Current Liabilities				
Accounts payable and accrued liabilities (note 23)	**$**	**172,326**	$	178,807
Lease liabilities (note 20)		**9,180**		11,330
Provisions (note 24)		**18,705**		12,157
Income taxes payable		**4,110**		8,865
Contract liabilities (note 25)		**11,019**		39,494
Other liabilities (note 26)		**17,900**		28,656
Liabilities associated with assets held for sale (note 6)		**11,053**		—
Total current liabilities		**244,293**		279,309
Non-current Liabilities				
Long-term debt (note 27)		**471,238**		144,201
Lease liabilities (note 20)		**153,947**		76,933
Provisions (note 24)		**9,926**		11,903
Employee future benefits (note 15)		**5,395**		6,145
Deferred income tax liabilities (note 10)		**14,265**		19,565
Contract liabilities (note 25)		**—**		1,101
Other liabilities (note 26)		**9,315**		9,463
Total non-current liabilities		**664,086**		269,311
Total liabilities		**908,379**		548,620
Equity				
Share capital (note 29)		**639,408**		681,865
Contributed surplus		**22,917**		23,450
Retained deficit		**(109,647)**		(92,841)
Non-controlling interests		**(323)**		(481)
Accumulated other comprehensive income		**168,426**		117,686
Total equity		**720,781**		729,679
TOTAL LIABILITIES AND EQUITY	**$**	**1,629,160**	$	1,278,299

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

Mattr Corp.

Consolidated Statements of Changes in Equity
For the years ended December 31:

(in thousands of Canadian dollars)	Share Capital	Contributed Surplus	Retained Deficit	Non-controlling Interests	Accumulated Other Comprehensive Income	Total Equity
2024						
Balance – December 31, 2023	**$ 681,865**	**$ 23,450**	**$ (92,841)**	**$ (481)**	**$ 117,686**	**$ 729,679**
Net (loss) income	**—**	**—**	**(3,733)**	**185**	**—**	**(3,548)**
Other comprehensive (loss) income	**—**	**—**	**—**	**(27)**	**50,740**	**50,713**
Comprehensive (loss) income	**—**	**—**	**(3,733)**	**158**	**50,740**	**47,165**
Issued on exercise of stock options	**806**	**—**	**—**	**—**	**—**	**806**
Compensation cost on exercised options	**222**	**(222)**	**—**	**—**	**—**	**—**
Compensation cost on exercised Restricted Share Units	**1,597**	**(1,597)**	**—**	**—**	**—**	**—**
Share-based compensation expense	**—**	**1,286**	**—**	**—**	**—**	**1,286**
Share repurchase – NCIB (note 29)	**(35,526)**	**—**	**—**	**—**	**—**	**(35,526)**
Share repurchase – ASPP (note 29)	**(9,556)**	**—**	**—**	**—**	**—**	**(9,556)**
Excess of purchase price over stated value of shares	**—**	**—**	**(13,073)**	**—**	**—**	**(13,073)**
Balance – December 31, 2024	**$ 639,408**	**$ 22,917**	**$ (109,647)**	**$ (323)**	**$ 168,426**	**$ 720,781**
2023						
Balance – December 31, 2022	$ 707,400	$ 25,717	$ (161,212)	$ 275	$ 127,473	$ 699,653
Net Income	—	—	87,187	32	—	87,219
Other comprehensive income (loss)	—	—	—	110	(10,068)	(9,958)
Comprehensive Income (loss)	—	—	87,187	142	(10,068)	77,261
Purchase of non-controlling interests	—	—	—	(898)	281	(617)
Issued on exercise of stock options	1,343	—	—	—	—	1,343
Compensation cost on exercised options	416	(416)	—	—	—	—
Compensation cost on exercised Restricted Share Units	4,035	(4,035)	—	—	—	—
Share-based compensation expense	—	2,184	—	—	—	2,184
Share repurchase – NCIB (note 29)	(45,729)	—	—	—	—	(45,729)
Share repurchase – ASPP (note 29)	14,400	—	—	—	—	14,400
Excess of purchase price over stated value of shares	—	—	(18,816)	—	—	(18,816)
Balance – December 31, 2023	$ 681,865	$ 23,450	$ (92,841)	$ (481)	$ 117,686	$ 729,679

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

Mattr Corp.

Consolidated Statements of Cash Flows

For the years ended December 31:

(in thousands of Canadian dollars)		2024		2023
Operating Activities				
Net (Loss) Income from Continuing Operations	**$**	**(6,017)**	$	42,365
Add (deduct) items not affecting cash				
Depreciation and amortization		**40,435**		35,817
Impairment (note 14)		**—**		27,196
Interest expense on lease liabilities (note 9)		**9,198**		2,773
Share-based compensation and incentive-based compensation (note 13)		**5,601**		18,307
Deferred income taxes (note 10)		**5,140**		(11,997)
Gains on sale of land and other		**—**		(1,655)
Gain on disposal of property, plant and equipment		**(1,119)**		(1,288)
Unrealized loss on derivative financial instruments		**894**		547
Other		**14,559**		5,434
Change in non-cash working capital and foreign exchange (note 16)		**(17,714)**		(47,027)
Cash Provided by Operating Activities from Continuing Operations		**50,977**		70,472
Cash Provided by Operating Activities from Discontinued Operations		**369**		54,135
Cash Provided by Operating Activities	**$**	**51,346**	$	124,607
Investing Activities				
Decrease in loan receivable	**$**	**271**	$	—
Decrease in other asset		**525**		—
Purchase of property, plant and equipment		**(110,398)**		(70,958)
Proceeds on disposal of property, plant and equipment		**4,192**		13,827
Business acquisition, net of cash acquired		**—**		(8,125)
Purchase of non-controlling interests		**—**		(617)
Cash Used in Investing Activities from Continuing Operations		**(105,410)**		(65,873)
Cash (Used in) Provided by Investing Activities from Discontinued Operations		**(49,581)**		175,695
Cash (Used in) Provided by Investing Activities	**$**	**(154,991)**	$	109,822
Financing Activities				
Repayment of Senior Note (note 27)	**$**	**(156,750)**	$	(69,000)
Long-term debt issuance cost		**(8,050)**		(88)
Proceeds from issuance of Senior Note (note 27)		**302,344**		—
Proceeds from drawdown of credit facilities (note 27)		**179,900**		—
Repayment of lease liabilities (note 20)		**(11,007)**		(9,608)
Repurchase of shares – Normal Course Issuer Bids (note 29)		**(47,271)**		(64,545)
Proceeds from stock options exercised (note 29)		**806**		1,343
Cash Provided by (Used in) Financing Activities from Continuing Operations		**259,972**		(141,898)
Cash Used in Financing Activities from Discontinued Operations		**(132)**		(19,882)
Cash Provided by (Used in) Financing Activities	**$**	**259,840**	$	(161,780)
Effect of Foreign Exchange on Cash and Cash Equivalents		**12,234**		(2,578)
Net increase in Cash, Cash Equivalents, and Restricted Cash		**168,429**		70,071
Cash and Cash Equivalents – Beginning of Period		**334,061**		263,990
Cash, Cash Equivalents, and Restricted Cash – End of Period	**$**	**502,490**	$	334,061
Cash	**$**	**372,634**	$	293,373
Cash Equivalents		**2,605**		40,688
Restricted Cash		**127,251**		—
Total Cash and Cash Equivalents	**$**	**502,490**	$	334,061
Supplemental Cash Flow Information				
Interest paid	**$**	**12,690**	$	17,276
Interest received	**$**	**11,918**	$	3,114
Income taxes paid	**$**	**21,060**	$	17,974

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

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Mattr Corp. is a publicly listed company incorporated in Canada with its shares listed on the Toronto Stock Exchange under ticker symbol MATR. Mattr Corp., together with its wholly owned subsidiaries (collectively referred to as the "Company" or "Mattr"), is a growth oriented, global materials technology company broadly serving critical infrastructure markets including transportation, communication, water management, energy and electrification. The Company operates through a network of fixed manufacturing facilities within two operating units. These operating units are reported as two business segments, Composite Technologies and Connection Technologies which enable responsible renewal and enhancement of critical infrastructure while lowering risk and environmental impact. Further information as it pertains to the nature of operations is set out in note 5.

In November 2023, the Company closed the sale of a substantial part of what was previously referred to as its Pipeline and Pipe Services ("PPS") segment and it is accounted for as discontinued operations. Additionally, in September 2024, the Company entered into a definitive agreement to sell Thermotite do Brazil ("Thermotite"); a pipe coating subsidiary based out of Serra, Brazil. This is accounted for as held for sale and discontinued operations as at and for the period ended December 31, 2024 (note 6).

The head office, principal address and registered office of the Company is 25 Bethridge Road, Toronto, Ontario, M9W 1M7, Canada.

Notes to Consolidated Financial Statements		Page	Description
General Application			
1.	Basis of Financial Statement Preparation	11	Summary of financial statement preparation
2.	Summary of Material Accounting Policies	11	Summary of accounting policies and principles and the methods used in their application
3.	Capital Management	21	Summary of objectives, policies and processes for managing the capital structure
4.	Financial Instruments	22	Summary of financial instruments, including fair values and the management of associated risks
Consolidated Results of Operations Focused			
5.	Segment Information	25	Summary disclosure of segmented information regularly reported to the chief operating decision maker
6.	Assets and Liabilities Held for Sale and Discontinued Operations	27	Summary of Assets and Liabilities Held for Sale and Discontinued Operations
7.	Restructuring Costs and Other, Net	29	Summary of restructuring and other costs
8.	Employee Benefits Expense	30	Summary of employee benefits expense
9.	Finance Costs	30	Summary of items comprising finance costs
10.	Income Taxes	30	Summary of income tax expense, reconciliations of statutory rate income tax expense to income tax expense and analyses of deferred income tax liability
11.	(Loss) Earnings Per Share	33	Summary of numerators and denominators used in calculating per share amounts
12.	Key Management Compensation	33	Summary of key management compensation
13.	Share-based and Other Incentive-based Compensation	34	Summary of compensation arising from share option awards, restricted share units ("RSUs"), deferred share units ("DSUs") and employee share purchase plan
14.	Impairment	38	Summary of impairment charges
15.	Employee Future Benefits	38	Summary of employee future benefits and related disclosures

Consolidated Financial Position Focused			
16.	Supplemental Cash Flow Information	43	Summary of supplemental cash flow information
17.	Accounts Receivable	43	Summary of items comprising accounts receivable
18.	Inventory	44	Summary of items comprising inventory
19.	Property, Plant and Equipment	44	Summary of items comprising property, plant and equipment
20.	Leases	45	Summary of items comprising leases
21.	Goodwill and Intangible Assets	47	Summary of items comprising goodwill and intangible assets
22.	Other Assets	49	Summary of items comprising other assets
23.	Accounts Payable and Accrued Liabilities	49	Summary of items comprising accounts payable and accrued liabilities
24.	Provisions	50	Summary of items comprising provisions
25.	Contract Balances	51	Summary of Contract Asset and Contract Liabilities
26.	Other Liabilities	52	Summary of items comprising other liabilities
27.	Long-term Debt and Credit Facilities	52	Summary of long-term and credit facilities
28.	Commitments and Contingencies	54	Summary of contingent liabilities, claims and lawsuits
29.	Share Capital	54	Summary of authorized share capital
30.	Subsequent Event	55	Summary of business acquisition and tariffs

1. Basis of Financial Statement Preparation

These consolidated financial statements have been prepared in accordance with IFRS Accounting Standards, as issued by the International Accounting Standards Board ("IFRS").

Basis of Presentation and Consolidation

The consolidated financial statements have been prepared on the historical cost basis, except for liabilities for cash-settled share based payment arrangements and derivative financial instruments, which are measured at fair value, and employee future benefits measured at fair value of plan assets less the present value of the defined benefit obligation as explained in the accounting policies set out in note 2.

The consolidated financial statements are presented in Canadian dollars and all values are rounded to the nearest thousand, except when otherwise stated.

The consolidated financial statements comprise the financial statements of the Company and the entities under its control and the Company's equity accounted interests in joint ventures and associates.

The preparation of consolidated financial statements in conformity with IFRS requires the use of certain critical accounting estimates. It also requires management to exercise its judgment in the process of applying the Company's accounting policies. The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements, are disclosed in note 2.

The results of the subsidiaries are included in the consolidated financial statements from the date of the acquisition. Adjustments are made, where necessary, to the financial statements of the subsidiaries and joint arrangements and associates to ensure consistency with those policies adopted by the Company. All intercompany transactions, balances, income, expenses and profits are eliminated upon consolidation.

The audited consolidated financial statements and accompanying notes for the year ended December 31, 2024 were authorized for issue by the Company's Board of Directors (the "Board") on March 13, 2025.

2. Summary of Material Accounting Policies

The Company has considered the amendments to IAS 1: Presentation of Financial Statements, IAS 7: Statement of Cash Flows, IFRS 7: Financial Instruments: Disclosures and IFRS 16: Leases, which are effective for annual periods beginning on or after January 1, 2024 and has concluded that these amendments have no impact on the Company's consolidated financial statements.

New accounting standards issued but not yet effective

On April 9, 2024, the IASB issued IFRS 18 - Presentation and Disclosure in Financial Statements that will replace IAS 1 – Presentation of Financial Statement. The new standard is expected to improve the usefulness of information presented and disclosed in the financial statements of the Company. The new standard will be effective for annual periods beginning on or after January 1, 2027. The Company is currently assessing the impact of this new IFRS accounting standard on its consolidated financial statements.

The material accounting policies are as follows:

a. Critical Judgments in Applying Accounting Policies

The following are the critical judgments management has made in the process of applying accounting policies and that have the most significant effect on the amounts recognized in the consolidated financial statements.

Determination of Reportable Operating Segments

Management has exercised judgment in evaluating the defined aspects of its operating segments, aggregation criteria, and quantitative thresholds that form the reportable operating segments of the Company. Operating segments are reported in a manner consistent with the internal reporting provided to the CODM. The CODM is responsible for allocating resources and assessing the performance of the operating segments.

Determination of Cash-Generating Units ("CGUs")

Management has exercised judgment in identifying the CGUs of the Company. In performing impairment assessments of long-lived assets, assets that cannot be assessed individually are grouped together into the smallest group of assets that generates cash inflows that are largely independent of the cash inflows from other assets or groups of assets. Determination of CGUs is also required for annual impairment testing of goodwill.

Provisions and Contingent Liabilities

Provisions and liabilities for legal and other contingent matters are recognized in the period when it becomes probable that there will be a future outflow of economic benefits resulting from past operations or events and the amount of the cash outflow can be reliably measured. The timing of recognition and measurement of the provision requires the application of judgment to existing facts and circumstances, which can be subject to change. The carrying amounts of provisions and liabilities are reviewed regularly and adjusted to take into account changing facts and circumstances.

The Company is required to determine whether a loss is probable based on judgment and interpretation of laws and regulations and whether the loss can be reliably measured. When a loss is determined, it is charged to the consolidated statements of loss. The Company must continually monitor known and potential contingent matters and make appropriate provisions by charges to income when warranted by circumstances.

Income Taxes

The calculation of income taxes requires judgment in interpreting tax rules and regulations. There are transactions and calculations for which the ultimate tax determination is uncertain. The tax filings also are subject to audits, the outcome of which could change the amount of current and deferred income tax assets and liabilities. Management believes that it has sufficient amounts accrued for outstanding tax matters based on information that is currently available.

Uncertainties exist with respect to the interpretation of complex tax regulations, changes in tax laws, and the amount and timing of future taxable income. Management judgment is used to determine the amounts of deferred income tax assets and liabilities to be recognized, based upon the likely timing and the level of future taxable profit together with future tax planning strategies. In particular, judgment is required when assessing the timing of the reversal of temporary differences to which future income tax rates are applied.

b. Use of Estimates

The preparation of consolidated financial statements in conformity with IFRS requires management to make estimates and assumptions that affect the amounts of assets, liabilities and contingencies at the date of the consolidated financial statements, and the reported amounts of revenue and expenses during the period. These estimates and assumptions are made with management's best judgement given at the time; however, actual results could differ from the estimates.

Long-lived Assets and Goodwill

The Company evaluates the carrying values of the CGU or group of CGU's ("GCGU") goodwill and indefinite life intangible assets on an annual basis in the fourth quarter of each year to determine whether or not impairment of these assets has occurred and whether impairments of the value of these assets are required. Similarly, the Company evaluates the carrying values of CGUs with long-lived assets whenever circumstances arise that could indicate impairment or reversal of impairment, and at each reporting date. These impairment tests require the determination of recoverable amounts which include certain assumptions regarding discount rates and future cash flows generated by these assets in determining the value-in-use or fair value less costs of disposal calculations. Actual results could differ from these assumptions and estimates.

Employee Future Benefit Obligations

The Company provides future benefits to its employees under a number of defined benefit arrangements. The calculation of the defined benefit obligation recognized in the consolidated financial statements includes a number of assumptions regarding discount rates, rates of employee compensation increases, rates of inflation, and life expectancies. The outcome of any of these factors could differ from the estimates used in the calculations have an impact on operating expenses, non-current assets and non-current liabilities.

Income Taxes

The recording of income tax expense includes certain estimations related to the impact in the current year of future events. Differences between the estimated and actual impact of these events could impact tax expense, current taxes payable or deferred taxes. In particular, income and losses in foreign jurisdictions may be taxed at rates different from those expected in Canada. Deferred income tax assets are recognized to the extent that it is probable that future taxable income will be available against which the losses can be utilized. Given the wide range of international business relationships and the complexity and duration of contracts, differences arising between the actual results and the assumptions made, or future changes to such assumptions, could necessitate future adjustments to taxable income and tax expense already recorded. The Company establishes liabilities, based on reasonable estimates, for possible consequences of audits by the tax authorities of the respective countries in which it operates. The amount of such liabilities is based on various factors, such as experience of previous tax audits and differing interpretations of tax regulations by the taxable entity and the responsible tax authority. Such differences in interpretation may arise for a wide variety of issues, depending on the conditions prevailing in the domicile of the respective entity.

c. Business Combinations

Business combinations are accounted for using the acquisition method of accounting. Identifiable assets, liabilities and contingent liabilities acquired are measured at fair value at the acquisition date. The consideration transferred is measured at fair value and includes the fair value of any contingent consideration. Acquisition transaction costs and any restructuring costs are charged to the consolidated statements of Income (loss) in the period in which they are incurred. The excess of the aggregate consideration transferred over the fair value of the Company's share of the identifiable net assets acquired is recorded as goodwill.

d. Leases

The Company recognizes Right-of-Use ("ROU") assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). ROU assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of ROU assets includes the amount of lease liabilities recognized, initial direct costs incurred, an estimate of costs to restore the underlying asset, any site upon which it is located to the condition required by the terms and conditions of the lease, and lease payments made at or before the commencement date less any lease incentives received. Unless the Company is reasonably certain to obtain ownership of the leased asset at the end of the lease term, the recognized ROU assets are depreciated on a straight-line basis over the shorter of their estimated useful life and the lease term. ROU assets are subject to impairment.

Lease payments on short-term leases and leases of low-value assets are recognized as expenses on a straight-line basis over the lease term. The service component of a lease agreement is separated from the value of the asset and is not reported on the consolidated balance sheets. Purchase, renewal and termination options that are reasonably certain of being exercised are also included in the measurement of the lease liability.

At the commencement date of the lease, the Company recognizes lease liabilities measured at the present value of remaining lease payments to be made over the lease term. The lease payments include fixed payments, including in-substance fixed payments, variable lease payments that depend on an index or a rate less any lease incentives, amount expected to be payable

under a residual value guarantee, and the exercise price of a purchase option if the exercise of the extension option and early termination penalties is certain, unless the Company is reasonably certain it will not terminate early. In calculating the present value of lease payments, the Company uses the incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, such as a change in the lease term, a change in the fixed lease payments or a change in the assessment to purchase the underlying asset.

e. Foreign Currency Translation

Functional and Presentation Currency

Amounts included in the financial statements of each of the Company's subsidiaries, joint arrangements and associates are measured using the currency of the primary economic environment in which the entity operates (the "functional currency"). The consolidated financial statements of the Company are presented in Canadian dollars, which is the parent company's functional and presentation currency.

Foreign Currency Transactions

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognized in the consolidated statements of loss, except when deferred in other comprehensive income ("OCI") as qualifying net investment hedges or considered to form part of a net investment in a foreign operation as the settlement is neither planned nor likely in the foreseeable future.

Translation of Foreign Operations

The results and financial position of all the Company's entities that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- Assets and liabilities for each consolidated balance sheet presented are translated at the closing rate at the date of that consolidated balance sheet; and
- Income and expenses for each consolidated statement of income (loss) are translated at the average exchange rates prevailing for the year.

On consolidation, exchange differences arising from the translation of the net investment in foreign operations, and of borrowings and other currency instruments designated as hedges of such investments, are recorded in OCI.

When a foreign operation is sold, exchange differences that were recorded in accumulated OCI are recognized in the consolidated statements of loss as part of the gain or loss on sale.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity are treated as assets and liabilities of the foreign entity and translated at the closing rate.

f. Financial Instruments

Financial assets are recognized initially at fair value. On initial recognition, the Company classifies its financial assets as subsequently measured at either amortized cost or fair value, depending on its business model for managing the financial assets and the contractual cash flow characteristics of the financial assets. Financial assets are not reclassified subsequent to their initial recognition, unless the Company changes its business model for managing financial assets.

All financial liabilities are designated upon inception as fair value through profit or loss, or measured at amortized cost.

Financial liabilities classified as fair value through profit or loss include derivative financial instruments. Any changes in fair value are recognized through the consolidated statements of loss.

Loans and borrowings are initially recorded at fair value less any directly attributable transaction costs. After initial recognition, these liabilities are subsequently measured at amortized cost using the effective interest rate method.

The following is a summary of the classes of financial instruments included in the Company's consolidated balance sheets as well as their designation by the Company:

Balance Sheet Item	Designation
Cash and cash equivalents	Measured at amortized cost
Accounts receivable	Measured at amortized cost
Contract assets	Measured at amortized cost
Loans receivable	Measured at amortized cost
Deposit guarantee	Measured at amortized cost
Derivative financial instruments	Fair value through profit or loss
Accounts payable	Measured at amortized cost
Contract Liabilities	Measured at amortized cost
Income tax receivable (payable)	Measured at amortized cost
Long-term debt	Measured at amortized cost
Contingent consideration	Fair value through profit or loss

Derivative Financial Instruments

The Company's policy is to document its risk management objectives and strategy for undertaking various derivative financial instrument transactions. Derivative financial instruments designated as effective net investment hedges are reflected in the consolidated balance sheets at fair value, with any gains or losses resulting from fair value changes included in OCI to the extent of hedge effectiveness. Derivative financial instruments not designated as part of a formal hedging relationship are carried at fair value in the consolidated balance sheets, with gains or losses resulting from changes in fair value during a period recognized in the consolidated statements of loss.

Fair Value

Financial instruments measured at fair value are categorized into one of the following three levels in the fair value hierarchy for disclosure purposes:

- Level 1 – Quoted prices in active markets for identical instruments that are observable.
- Level 2 – Quoted prices in active markets for similar instruments; inputs other than quoted prices that are observable and derived from or corroborated by observable market data.
- Level 3 – Valuations derived from valuation techniques in which one or more significant inputs are unobservable.

The hierarchy requires the use of observable market data when available.

Derecognition

Financial assets are derecognized when the contractual rights to the receipt of cash flows expire or the asset is transferred to another party whereby the entity no longer has any significant continuing involvement in the risks and rewards associated with the asset. If neither the rights to receive cash flows from the asset have expired nor the Company has transferred its rights to receive cash flows from the asset, the Company will assess whether it has relinquished control of the asset or not. If the Company does not control the asset then de-recognition is appropriate.

Financial liabilities are derecognized when the related obligations are either discharged, cancelled, or expire. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the de-recognition of the original liability and the recognition of a new liability. The difference between the carrying value of the financial liability extinguished or transferred to another party and the fair value of the consideration paid, including the transfer of non-cash assets acquired or liabilities assumed, is recognized in the consolidated statements of loss as a gain or loss on debt extinguishment.

Impairment

Financial assets carried at amortized cost are assessed at each reporting date for any potential impairment. The Company uses the expected credit loss ("ECL") model for calculating impairment and recognizes expected credit losses as a loss

allowance for assets measured at amortized cost. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

The expected credit losses are required to be measured through a loss allowance at an amount equal to the 12 month expected credit losses (expected credit losses that result from those default events on the financial instrument that are possible within 12 months after the reporting date) or full lifetime expected credit losses (expected credit losses that result from all possible default events over the life of the financial instrument). A loss allowance for full lifetime expected credit losses is required for a financial instrument if the credit risk of that financial instrument has increased significantly since initial recognition.

The amount of the loss is measured as the difference between the carrying amount and the present value of the estimated future cash flows discounted using the original effective interest rate. The carrying amount of the asset is then reduced by the amount of the impairment and the impairment loss is recognized in the consolidated statements of loss.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognized, the reversal of the previously recognized impairment loss is recognized in the consolidated statements of loss.

Transaction Costs

Transaction costs associated with financial assets carried at fair value through profit or loss are expensed as incurred, while transaction costs associated with all other financial assets are included in the initial carrying amount of the asset and recorded using the effective interest rate method.

g. Revenue Recognition

Revenue is recognized to the extent that it is probable that the economic benefits will flow to the Company and the revenue can be reliably measured, regardless of when the payment is being made. Revenue is measured at the fair value of the consideration received or receivable, taking into account contractually defined terms of payment and net of taxes or duty.

The Company has concluded that it is the principal in its revenue arrangements since it is the primary obligor, has pricing latitude and is exposed to inventory and credit risks. Revenue is recognized when, or as, control of a good or service is transferred to a customer as satisfaction of a performance obligation. The majority of the Company's revenue is from short-term contracts associated with the sale of goods or the rendering of services including freight, installion, repair and other services provided in respect of customer-owned property.

A performance obligation is a promise in a contract to transfer a distinct good or service to the customer and is the unit of account in IFRS 15, *Revenue from Contracts with Customers*. A contract's price is allocated to distinct performance obligations on a standalone selling price basis. The majority of the Company's contracts have a single performance obligation as the promise to transfer the goods or services is not separately identifiable from other promises in the contracts and, therefore, are not distinct. For contracts with multiple performance obligations, the allocation of the transaction price is done using management's best estimate of the standalone selling price of distinct goods or services in the contract using a cost plus a margin approach within typical and reasonable variance ranges for similar contracts.

Sale of Goods

Revenue from the sale of goods is recognized when the control of the goods has passed to the buyer, usually on delivery of the goods. Revenue from the sale of goods is measured at the fair value of the consideration received or receivable, net of returns and allowances, trade discounts and volume rebates. Revenue for the sale of goods is recognized at a point in time, upon transfer of control of the goods based upon the specified delivery terms.

Rendering of Services

Revenue from freight, installation, repair, storage and other services in respect of customer-owned property is recognized upon completion unless performance obligations are satisfied over time as the work progresses. Revenue recognized over time is done using output measures such as hours of service completed or over time on a straight-line bases for storage fees. Revenue from services is measured at the fair value of the consideration received or receivable, net of trade discounts and rebates.

Services performed in advance of billings are recorded as contract assets pursuant to contractual terms. In general, amounts become billable upon the achievement of contract milestones or in accordance with predetermined payment schedules. Changes in the scope of work are not included in net revenue unless the changes are probable and can be reliably measured.

The Company records payments received in advance of revenue recognition from customers as contract liabilities, which are then recognized as revenue as goods are delivered and as services are performed.

Contract Assets – Contract assets include unbilled amounts typically resulting from sales under contracts when an input or output method of revenue recognition is utilized and revenue recognized exceeds the amount billed to the customer. Amounts may not exceed their net realizable value. Additionally, capitalized costs to fulfill contracts are included within contract assets. Contract assets are generally classified as current.

Contract Liabilities – Contract liabilities consist of advance payments and billings in excess of revenue recognized. Contract assets and liabilities are reported on a net position on a contract-by-contract basis at the end of each reporting period. Advance payments and deferred revenue are combined and presented as contract liabilities under current liabilities.

h. Borrowing Costs

Borrowing costs directly attributable to the acquisition, construction or production of a qualifying asset are capitalized as part of the cost of the asset. All other borrowing costs are expensed in the period in which they occur. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

i. Employee Future Benefits

The Company provides future benefits to its employees under a number of defined benefit and defined contribution arrangements. The employee future benefits liability recognized on the consolidated balance sheets, in respect of the defined benefit pension plans, represents the deficit position for those defined benefit plans, whose defined benefit obligation exceeds that pension plan's assets. The Company has included in other assets the net surplus position of those defined benefit plans whose pension plan assets exceed the defined benefit obligation.

The defined benefit obligation is determined by independent actuaries using the projected unit credit method pro-rated on service. The defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of high-quality corporate bonds that have terms to maturity matching the terms of the related defined benefit arrangements. Plan assets are valued at quoted market prices at the consolidated balance sheet dates.

Past service costs arising from plan amendments are fully recognized in income when the plan amendment or curtailment occurs, or when related restructuring costs or termination benefits are recognized, whichever comes first.

Actuarial gains and losses resulting from experience adjustments and the effect of changes in actuarial assumptions, and actual returns on plan assets, as compared to returns using interest rates of high-quality corporate bonds, are recognized in OCI in the period in which they arise.

For the Company’s defined contribution plans, costs are determined based on the services provided by the Company’s employees and are recognized in the consolidated statements of income (loss) as those services are provided.

j. Share-based and Other Incentive-based Compensation

The Company has various stock-based compensation plans. The Company recognizes compensation expense in respect of all of its stock-based compensation plans. The compensation expense for equity-settled awards is equal to the estimated fair value, based on an appropriate pricing model of the incentive options, rights or units granted at the grant date, and is amortized over the vesting period of the incentive options, rights or units.

For each award of stock-based compensation that vests in instalments, the fair value is determined on each instalment as a separate award. Non-market vesting conditions are included in assumptions about the number of options that are expected to vest. At the end of each reporting period, the Company revises its estimates of the number of options, rights or incentive units that are expected to vest based on the non-market vesting conditions.

For options, units or rights that are settled with equity, an amount equal to compensation expense is initially credited to contributed surplus as the expense is recognized and transferred to share capital if and when the option, unit or right is exercised.

Consideration received on the exercise of a stock option, right or unit is credited to share capital, when additional equity instruments are issued. Options, units or rights that are settled with cash are classified as liability instruments.

Awards where the employee has the right to choose whether a share-based transaction is settled in cash or by issuing equity are accounted for as liabilities on the consolidated balance sheets.

For cash-settled awards, the fair value of the liability is recalculated at each consolidated balance sheet date until the awards are settled based on the estimated number of awards that are expected to vest, adjusting for non-market based performance conditions. During the vesting period, a liability is recognized representing the portion of the vesting period that has expired at the consolidated balance sheet date multiplied by the fair value of the awards at that date. After vesting, the full fair value of the unsettled awards at each consolidated balance sheet date is recognized as a liability. Movements in the liability are recognized in the consolidated statements of loss. The fair value is recalculated using an option pricing model or other appropriate valuation technique.

k. Research and Development Costs

Research and development costs are charged to the consolidated statements of loss, except for development costs, which are capitalized as an intangible asset when the following criteria are met:

- The project is clearly defined and the costs are separately identified and reliably measured;
- The technical feasibility of the project is demonstrated;
- The project will generate future economic benefit;
- Resources are available to complete the project; and
- The project is intended to be completed.

The intangible assets are carried at cost less any accumulated amortization and impairment losses, if any. Amortization of the asset commences when development has been completed and the asset is available for use. It is amortized over the period of expected future benefit, generally between 3 to 10 years. During the period of development, the asset is tested for impairment annually. All other development costs are charged to the consolidated statements of loss.

l. Income Taxes

Income tax expense comprises current and deferred income taxes. Income taxes are recognized in the consolidated statements of loss, except to the extent that they relate to items recognized in OCI.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the consolidated balance sheet dates in the countries where the Company and its subsidiaries operate and generate taxable income.

The Company accounts for income taxes using the liability method. Under this method, deferred income tax assets and liabilities are determined based on differences between the financial reporting and tax bases of assets and liabilities and are measured using the enacted or substantively enacted tax rates and laws that will be in effect when the differences are expected to reverse.

Deferred income tax liabilities are not recognized if they arise from the initial recognition of goodwill; and deferred income taxes are not accounted for if they arise from initial recognition of an asset or liability in a transaction, other than a business combination, that at the time of the transaction affects neither accounting nor taxable profit or loss.

Deferred income tax assets are recognized only to the extent that it is probable that future taxable income will be available against which the temporary differences can be utilized. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realized.

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income tax assets and liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities where there is an intention to settle the current income tax balances on a net basis.

Investment tax credits relating to the acquisition of assets are accounted for using the cost reduction approach, reducing the cost of the asset acquired or amortized to income over the useful life of the asset.

m. (Loss) Earnings Per Share ("EPS")

Basic EPS is calculated using the weighted average number of shares outstanding during the year.

Diluted EPS is calculated using the treasury stock method for determining the dilutive effect of outstanding financial instruments issued under the Company's various stock-based compensation plans. Under this method, the conversion of dilutive financial instruments and related issue of shares is assumed at the beginning of the period (or at the time of award, if later).

The proceeds from the conversion or exercise of dilutive financial instruments plus future period compensation expenses are assumed to be used to purchase common shares at the average market price during the period, and the incremental number of shares (the difference between the number of shares assumed issued and assumed purchased) is included in the denominator of the diluted EPS computation.

n. Cash and Cash Equivalents

Cash and cash equivalents consist of balances with banks and short-term, highly liquid investments with maturity dates on acquisition of 90 days or less. The amounts presented in the consolidated balance sheets approximate the fair value of cash and cash equivalents. Restricted cash is reserved for specific purposes and not available for general business use by the Company and therefore is not normally considered highly liquid

As of December 31, 2024, the Company had restricted cash reserved for the acquisition of AmerCable Incorporated which it subsequently deployed on January 2, 2025. As such, the Company determined that the restricted cash was liquid and considered a current asset.

o. Trade and Other Receivables

Trade and other receivables are recorded at amortized cost. Impairment of trade and other receivables is regularly monitored. The Company uses the ECL model for calculating impairment and recognizes ECLs. The model is based on observed customer solvency, the aging of trade and other receivables, historical values and customer-specific and industry risks; external credit ratings as well as bank and trade references are reviewed when available.

p. Inventory

Inventory is measured at the lower of cost or net realizable value. Cost is determined using weighted average cost method for certain raw materials and standard costing for certain categories of inventory, particularly those involving complex manufacturing processes. The average cost basis is employed in certain project-based businesses and includes direct materials, direct labour and variable and fixed manufacturing overheads. Net realizable value for finished goods, work-in-process and raw materials inventory required for production is the estimated amount that would be realized on eventual sale of completed products, less the estimated costs necessary to complete the sale, while for excess raw materials it is the current market price. Ownership of inbound inventory is recognized at the time title passes to the Company.

q. Property, Plant and Equipment

Property, plant and equipment are recorded at historical cost less accumulated amortization and any accumulated impairment losses. Direct costs are included in the asset's carrying amount, such as borrowing costs for long-term construction projects, major inspections and component replacements, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. For component replacements, the carrying amount of the replaced part is derecognized.

All other repair and maintenance costs are recognized in the consolidated statements of loss during the financial period in which they are incurred. The expected cost for the decommissioning and remediation of an asset is included in the cost of the respective asset if the recognition criteria are met.

Property, plant and equipment, other than land and project-related facilities and equipment, are amortized over their estimated useful lives commencing when the asset is available for use as follows:

- Land improvements are amortized over the estimated life of each site;
- 3% to 10% on buildings;
- 5% to 50% on machinery and equipment; and
- Project-related facilities are amortized over the estimated project life.

An item of property, plant and equipment is derecognized when no further economic benefits are expected from its use or disposal. Any gains or losses arising on derecognition of the asset (calculated as the difference between the net disposal proceeds or the net recoverable amount, and the carrying value of the asset) are included in the consolidated statements of loss in the period the asset is derecognized.

The assets' residual values, useful lives and methods of amortization are reviewed at the end of each reporting period and adjusted prospectively, if appropriate.

r. Intangible Assets

Intangible assets acquired separately are measured at cost. The cost of intangible assets acquired in a business combination is the fair value at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortization and any accumulated impairment losses. Internally generated intangible assets, excluding capitalized development costs, are not capitalized, and the expenditure is reflected in the consolidated statements of loss during the period in which they are incurred.

Intellectual Property and Intangible Assets with Limited Lives

Intellectual property and intangible assets with limited lives are amortized over their useful lives and assessed for impairment whenever there is an indication that the intangible asset may be impaired. Amortization is recorded on a straight-line basis over their estimated useful lives, which range from 2 years to 15 years. The amortization period and the amortization method are reviewed at least on an annual basis and adjusted prospectively if appropriate.

Intangible Assets with Indefinite Lives

Intangible assets with indefinite lives are not amortized but are tested for impairment annually, or when there is an indication that the asset may be impaired either individually, at the CGU level or as a GCGUs. The assessment of indefinite life is reviewed annually to determine whether the indefinite life continues to be supportable; if not, the change in useful life from indefinite to finite is made on a prospective basis.

Gains or losses arising from the derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognized in the consolidated statements of loss when the asset is derecognized.

s. Impairment of Non-financial Assets

Assets that have indefinite lives are not subject to amortization and are tested annually for impairment or when there is an indication that the asset may be impaired.

Assets that are subject to amortization are reviewed for impairment at the end of each reporting period or whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognized for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and its value-in-use. For the purposes of assessing impairment, assets are grouped into CGUs at the lowest level for which there are separately identifiable independent cash inflows. Non-financial assets, other than goodwill, that experienced an impairment are reviewed for possible reversal of the impairment whenever reversal indicators exist.

t. Goodwill

Goodwill represents the excess of the purchase price of the Company's interest in subsidiary entities over the fair value of the underlying net identifiable tangible and intangible assets arising at the date of acquisition.

Goodwill is deemed to have an indefinite life and is tested annually for impairment or when there is an indicator of impairment. Goodwill is carried at cost less accumulated impairment losses, if any. Impairment losses recognized on goodwill are not reversed.

Goodwill is allocated to CGUs for the purpose of impairment testing. The allocation is made to those CGUs or groups of CGUs that are expected to benefit from the business combination in which the goodwill arose, but are not allocated above the operating segment level at which management monitors the recovery of goodwill.

Gains or losses on the disposal of a CGU or component of a CGU include the carrying amount of goodwill relating to the entity sold.

u. Provisions

A provision is an accrued liability, legal or constructive, resulting from a past event with a high degree of uncertainty with respect to either the timing or amount. Provisions must be probable and should be measurable to be recognized, and are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognized as finance costs in the consolidated statements of loss.

v. Discontinued Operations

A disposal group qualifies as a discontinued operation if it is a component of the Company that either has been disposed of, or is classified as held for sale, and: (i) represents a separate major line of business or geographical area of operations; (ii) is part of a single coordinated plan to dispose of a separate major line of business or geographical area of operations; or (iii) is a subsidiary acquired exclusively with a view to resale. A component of the Company comprises an operation and cash flows that can be clearly distinguished, operationally and for financial reporting purposes, from the rest of the Company. Discontinued operations are excluded from the results of continuing operations and are presented as a single amount as earnings or loss after tax from discontinued operations in the consolidated statement of (loss) income and comprehensive income.

When an operation is classified as a discontinued operation, the comparative statement of (loss) income and statement of comprehensive income is re-presented as if the operation had been discontinued from the start of the comparative year.

3. Capital Management

The Company defines capital that it manages as the aggregate of its equity and interest-bearing liabilities. The Company's objectives when managing capital are to ensure that the Company will continue to operate as a going concern and continue to provide products and services to its customers, preserve its ability to finance expansion opportunities as they arise, and provide returns to its shareholders.

The following table sets forth the Company's total managed capital as at:

(in thousands of Canadian dollars)		**December 31, 2024**		December 31, 2023
Long-term debt	**$**	**471,238**	$	144,201
Lease liabilities		**163,127**		88,263
Equity		**720,781**		729,679
Total managed capital	**$**	**1,355,146**	$	962,143

The Company manages its capital structure and makes adjustments to it in light of changes in economic conditions, the risk characteristics of the underlying assets and business investment opportunities. To maintain or adjust the capital structure, the Company may issue or reacquire shares, acquire or dispose of assets, or adjust the amount of cash and cash equivalents, bank indebtedness or long-term debt balances. The Company's capital is not subject to any capital requirements imposed by any regulators; however, it is limited by the terms of its syndicated credit facility (the "Credit Facility"). Specifically, the Company has undertaken to maintain certain covenants in respect of its Credit Facility. The Company is in compliance with

these covenants as at December 31, 2024. Refer to note 27 for further information pertaining to the Company's debt covenant requirements.

4. Financial Instruments

The Company has classified its financial instruments as follows:

(in thousands of Canadian dollars)		**December 31, 2024**		December 31, 2023
Financial assets, Measured at Amortized Cost				
Cash and cash equivalents	**$**	**375,239**	$	334,061
Restricted cash		**127,251**		—
Accounts receivable (note 17)		**146,454**		157,689
Contract assets		**3,982**		10,596
Loans receivable		**460**		1,067
Deposit guarantee		**127**		485
Income taxes receivable		**5,808**		4,510
Fair Value through Profit or Loss				
Derivative financial instruments – assets	**$**	**—**	$	894
Redemption option derivative asset		**6,004**		—
Financial Liabilities, Measured at Amortized Cost				
Accounts payable (note 23)	**$**	**74,503**	$	54,507
Contract liabilities		**11,019**		39,494
Lease liabilities (note 20)		**163,127**		88,263
Income taxes payable		**4,110**		8,865
Long-term debt (note 27)		**482,244**		150,000

* Fair value equals carrying value for all above financial instruments except for long-term debt (see in section below for fair value of long-term debt).

Fair Value

IFRS 13, *Fair Value Measurement*, provides a hierarchy of valuation techniques based on whether the inputs to those valuation techniques are observable or unobservable. Observable inputs are those that reflect market data obtained from independent sources, while unobservable inputs reflect the Company's assumptions with respect to how market participants would price an asset or liability. These two inputs which are used to measure fair value fall into the following three different levels of the fair value hierarchy:

- Level 1 – Quoted prices in active markets for identical instruments that are observable.
- Level 2 – Quoted prices in active markets for similar instruments; inputs other than quoted prices that are observable and derived from or corroborated by observable market data.
- Level 3 – Valuations derived from valuation techniques in which one or more significant inputs are unobservable.

The hierarchy requires the use of observable market data when available.

The following table presents the fair value of financial assets and liabilities in the fair value hierarchy where instruments are measured at amortized cost and the carrying value does not approximate the fair value as at December 31, 2024:

(in thousands of Canadian dollars)	**Fair Value**	**Level 1**	**Level 2**	**Level 3**
Liabilities				
Long-term debt	**$ 491,898**	**$ —**	**$ 491,898**	**$ —**

Total long-term debt is comprised of Senior Notes, unsecured of $300 million and amounts drawn on Credit Facility of $179.9 million. The Senior Notes, unsecured have a fair market value of $312.0 million which is higher than the carrying

amount as the fixed interest rate is higher than the market rate of interest for this grade of Senior Note as at December 31, 2024. The Credit Facility is subject to a variable interest rate and therefore the carrying amount is approximately equal to the fair market value as at December 31, 2024.

Financial Risk Management

The Company's operations expose it to a variety of financial risks including market risk (including foreign exchange risk and interest rate risk), credit risk and liquidity risk. The Company's overall risk management program focuses on the unpredictability of financial markets and seeks to minimize potential adverse effects on the Company's financial position and financial performance. Risk management is the responsibility of the Company's management. Material risks are monitored and are regularly reported to the Board.

Market Risk

Foreign Exchange Risk

The majority of the Company's business is transacted outside of Canada through subsidiaries operating in several countries. The net investments in these subsidiaries as well as their revenue, operating expenses and non-operating expenses are denominated in foreign currencies. As a result, the Company's consolidated revenue, expenses and financial position may be impacted by fluctuations in foreign exchange rates as these foreign currency items are translated into Canadian dollars. As at December 31, 2024, fluctuations of +/- 5% in the Canadian dollar, relative to those foreign currencies, would impact the Company's consolidated revenue, income from operations, and net income (attributable to shareholders of the Company) for continuing operations for the year ended December 31, 2024 by approximately $29.4 million, $0.2 million and $0.8 million, respectively, prior to foreign exchange forward contract activities. In addition, such fluctuations would impact the Company's consolidated total assets, consolidated total liabilities and consolidated total equity by approximately $61.1 million, $11.7 million and $49.4 million, respectively, as at December 31, 2024.

The objective of the Company's foreign exchange risk management activities is to minimize transaction exposures associated with the Company's foreign currency denominated cash streams and the resulting variability of the Company's earnings. The Company utilizes foreign exchange forward contracts to manage this foreign exchange risk. The Company does not enter into foreign exchange forward contracts for speculative purposes.

Foreign Exchange Forward Contracts

The Company utilizes financial instruments to manage the risk associated with foreign exchange rates.

The following table sets out the notional amounts outstanding under foreign exchange forward contracts, the average contractual exchange rates and the settlement of these contracts as at December 31:

(in thousands, except weighted average rate amounts)	**2024**	2023
U.S. dollars sold for Euros		
Less than one year	—	U.S.$13,014
Weighted average rate	—	0.94
Canadian dollars sold for British pounds		
Less than one year	—	Can$3,734
Weighted average rate	—	0.61

The Company does not apply hedge accounting to account for its foreign exchange forward contracts.

As at December 31, 2024, the Company does not have any outstanding foreign exchange forward contracts, therefore the unrealized foreign exchange gain (loss) on these forward contracts is nil (2023 – $20.9 million of foreign exchange forward contracts outstanding and $0.9 million net unrealized gain from foreign exchange forward contracts).

Interest Rate Risk

The following table summarizes the Company's exposure to interest rate risk as at December 31, 2024:

(in thousands of Canadian dollars)	Non-interest Bearing	Floating Rate	Fixed Interest Rate	Total
Financial Assets				
Cash equivalents	**$ —**	**$ —**	**$ 2,605**	**$ 2,605**
Financial Liabilities				
Standard letters of credit for performance, bid and surety bonds	**$ 34,213**	**$ —**	**$ —**	**$ 34,213**
Long-term debt	**—**	**179,900**	**300,000**	**479,900**
	$ 34,213	**179,900**	**$ 300,000**	**$ 514,113**

As at December 31, 2024, the Company estimates that a 100- basis point increase [decrease] in short-term interest rates, with all other variables held constant, would result in an increase [decrease] of approximately $1.8 million in annual finance costs.

Credit Risk

Credit risk arises from cash and cash equivalents held with banks, foreign exchange forward contracts, as well as credit exposure of customers, including outstanding accounts receivable. The maximum credit risk is equal to the carrying value of the financial instruments.

For both years ended December 31, 2024 and 2023, there was no customer who generated more than 10% of total consolidated revenue. As at December 31, 2024, no customer accounted for more than 10% of total consolidated trade accounts receivable.

The carrying value of accounts receivable is reduced using ECL, and the amount of the loss is recognized in the consolidated statements of loss with a charge to selling, general and administrative expenses. When a receivable balance is considered to be uncollectible, it is written off against the ECL accounts. Subsequent recoveries of amounts previously written off are credited against selling, general and administrative expenses.

As at December 31, 2024, $3.5 million, or 2%, of trade accounts receivable was more than 90 days overdue, compared to $8.7 million, or 6%, as at December 31, 2023. The Company expects to receive full payment on accounts receivable that are neither past due nor impaired. Refer to note 17 for the trade accounts receivable aging schedule.

The following is an analysis of the change in the ECL accounts for the years ended December 31:

(in thousands of Canadian dollars)	2024	2023
Balance – Beginning of Year	**$ (2,715)**	$ (4,042)
ECL expense	**(1,371)**	(2,171)
Recovery of amounts previously provided for	**769**	1,078
ECL written off	**486**	204
Disposals [(a)]	**—**	2,208
Impact of change in foreign exchange rates	**(45)**	8
Balance - End of Year	**$ (2,876)**	$ (2,715)

(a) Balances disposed of in conjunction with the sale of PPG.

Liquidity Risk

The Company's objective in managing liquidity risk is to maintain sufficient, readily available cash reserves in order to meet its liquidity requirements at any point in time. The Company achieves this by maintaining sufficient cash and cash equivalents and through the availability of funding from committed credit facilities. As at December 31, 2024, the Company had cash and cash equivalents totaling $375.2 million (2023 – $334.1.0 million) and had unutilized lines of credit available to use of $291.2 million (2023 – $445.9 million).

The following are the contractual maturities of the Company's purchase commitments and financial liabilities as at December 31, 2024:

(in thousands of Canadian dollars)	2025	2026	2027	2028	2029	Thereafter	Total
Purchase commitments	$ 65,482	$ 4,203	$ 597	$ 298	$ 530	$ 15,626	$ 86,736
Accounts payable	74,503	—	—	—	—	—	74,503
Long-term debt (note 27)	—	—	—	179,900	—	300,000	479,900
Interest obligations on long- term debt	21,750	21,750	21,750	21,750	21,750	32,625	141,375
Obligations under leases	16,707	14,816	13,879	13,072	13,070	246,793	318,337
Common area maintenance obligations under leases	2,299	1,751	1,676	1,574	1,574	4,529	13,403
Total	**$ 180,741**	**$ 42,520**	**$ 37,902**	**$ 216,594**	**$ 36,924**	**$ 599,573**	**$ 1,114,254**

5. Segment Information

Mattr's operating segments are being reported based on the financial information provided to the Chief Executive Officer, who has been identified as the Chief Operating Decision Maker ("CODM") in monitoring segment performance and allocating resources between segments. The CODM assesses segment performance based on segment operating income or loss, which is measured differently than income from operations in the consolidated financial statements. Income taxes are managed at a consolidated level and are not allocated to the reportable operating segments.

Inter-segment transactions, if any, among Composite Technologies, and Connection Technologies are accounted for at negotiated transfer prices. Financial and Corporate (previously referred to as Financial, Corporate and Other) represents operating income, property, plant and equipment, and Corporate office costs that are not allocated to the Composite Technologies or Connection Technologies Segment. This section previously included Thermotite which is now being reported as Discontinued Operations and as such prior period information has been retrospectively revised. The aggregation of the reportable segments is based on the customers and markets that the Company services.

Composite Technologies

The Composite Technologies reportable segment comprises the following division:

- Composite Production Technologies manufacturers flexible composite pipes used primarily for oil and gas gathering lines, and other applications requiring corrosion resistance and high pressure capabilities operating under the Flexpipe® brand. Under the Xerxes® brand, this operating unit also manufactures FRP underground storage tanks for the retail fuel, water and wastewater, and oil and gas markets.

Connection Technologies

The Connection Technologies segment consists of the Connection Technologies operating unit.

- Connection Technologies includes DSG Canusa, a global manufacturer of heat-shrinkable products including thin, medium and heavy-walled tubing, sleeves and molded products as well as heat-shrink accessories and equipment; and Shawflex, a manufacturer of highly engineered, low-voltage wire, cable, connector and harness solutions for control, instrumentation, thermocouple, power, and industrial applications.

Financial and Corporate

The financial and corporate division for Mattr does not meet the definition of a reportable operating segment as defined under IFRS, as it does not earn revenue.

The entities in Malaysia, Italy, and the United Kingdom, which were not in the substantial part of the pipe coating division of PPG that was sold, have been included in Financial and Corporate.

Segment

The following table sets forth information by segment for the years ended December 31:

	2024						
(in thousands of Canadian dollars)	**Composite Technologies**	**Connection Technologies**	**Financial and Corporate**	**Eliminations and Adjustments**	**Total Continuing Operations**	**Discontinued Operations**	**Total Continuing and Discontinued Operations**
	$	**$**	**$**	**$**	**$**	**$**	**$**
External Revenue	**528,435**	**356,882**	**—**	**—**	**885,317**	**74,395**	**959,712**
Total Revenue	**528,435**	**356,882**	**—**	**—**	**885,317**	**74,395**	**959,712**
Operating expenses [a]	**448,950**	**298,621**	**38,002**	**—**	**785,573**	**52,893**	**838,466**
Research and development	**8,694**	**2,861**	**(780)**	**—**	**10,775**	**—**	**10,775**
Depreciation and amortization	**29,405**	**8,998**	**2,032**	**—**	**40,435**	**1,237**	**41,672**
Restructuring costs and other, net	**4,571**	**3,844**	**(2)**	**—**	**8,413**	**—**	**8,413**
Income (Loss) from Operations for CODM	**36,815**	**42,558**	**(39,252)**	**—**	**40,121**	**20,265**	**60,386**
Additions to property, plant and equipment, net of disposals	**63,853**	**45,033**	**79**	**—**	**108,965**	**179**	**109,144**
Goodwill	**145,553**	**17,589**	**—**	**—**	**163,142**	**—**	**163,142**
Total assets	**667,946**	**354,654**	**473,918**	**97,262**	**1,593,780**	**35,380**	**1,629,160**
Total liabilities	**189,944**	**201,176**	**500,257**	**5,949**	**897,326**	**11,053**	**908,379**

(a) Operating expenses include cost of goods and services rendered, selling, general and administrative expenses, and foreign exchange gain and loss.

	2023						
(in thousands of Canadian dollars)	Composite Technologies	Connection Technologies	Financial and Corporate [c]	Eliminations and Adjustments	Total Continuing Operations	Discontinued Operations [c]	Total Continuing and Discontinued Operations
	$	$	$	$	$	$	$
External Revenue	535,549	344,980	—	—	880,529	874,383	1,754,912
Total Revenue	535,549	344,980	—	—	880,529	874,383	1,754,912
Operating expenses [a]	417,554	278,833	43,630	—	740,017	633,316	1,373,333
Research and development	6,985	1,921	(340)	—	8,566	1,335	9,901
Depreciation and amortization	27,045	5,752	3,020	—	35,817	28,568	64,385
Restructuring costs and other, net	—	747	1,727	—	2,474	1,465	3,939
Gains on sale of land and other	(1,995)	—	340	—	(1,655)	—	(1,655)
Income (Loss) from Operations for CODM	85,960	57,727	(48,377)	—	95,310	209,699	305,009
Impairment (note 14)	18,544	—	8,652	—	27,196	—	27,196
Income (Loss) from Operations [b]	67,416	57,727	(57,029)	—	68,114	209,699	277,813
Additions to property, plant and equipment, net of disposals	60,007	11,390	730	—	72,127	56,720	128,847
Goodwill	145,889	17,254	—	—	163,143	—	163,143
Total assets	611,457	227,104	401,600	22,525	1,262,686	15,613	1,278,299
Total liabilities	182,270	101,241	227,701	4,128	515,340	33,280	548,620

(a) Operating expenses include cost of goods and services rendered, selling, general and administrative expenses, and foreign exchange gain and loss.

(b) As of the first quarter of 2024, the Company began allocating corporate administrative costs to the Connection Technologies segment. This aligns with the Company's historical practice of allocating corporate administrative costs to the Composite Technologies segment. As a result, the comparative figures for the year ended December 31, 2023 have been retrospectively restated to reflect this allocation. Corporate administrative costs of $2.6 million were reflected in Income (Loss) from Operations for the year ended December 31, 2023.

(c) The Financial and Corporate segment and Discontinued Operations were restated to reflect the inclusion of Thermotite as part of Discontinued Operations.

Geographical Information

The following table sets forth information by geographic region for the years ended December 31; the geographic region is determined by the country or location of operation.

(in thousands of Canadian dollars)	2024						
	Canada	**USA**	**Latin America**	**EMEA[a]**	**Asia Pacific**	**Eliminations**	**Total**
Revenue - Continuing Operations	**$ 297,123**	**$ 477,156**	**$ —**	**$ 95,708**	**$ 15,330**	**$ —**	**$ 885,317**
Revenue - Discontinued Operations	**—**	**—**	**74,395**	**—**	**—**	**—**	**74,395**
Non-current assets [b]	**$ 388,689**	**$ 296,879**	**$ —**	**$ 54,810**	**$ 4,479**	**$ —**	**$ 744,857**

(in thousands of Canadian dollars)	2023						
	Canada	USA	Latin America	EMEA[a]	Asia Pacific	Eliminations	Total
Revenue - Continuing Operations	$ 287,277	$ 482,665	$ —	$ 93,913	$ 16,674	$ —	$ 880,529
Revenue - Discontinuing Operations	52,387	47,487	532,001	85,362	157,146	—	874,383
Non-current assets [b]	$ 289,691	$ 231,809	$ 8,748	$ 55,961	$ 5,017	$ —	$ 591,226

(a) Refers to the Europe, Middle East, and Africa
(b) Excluding loans receivable, investment in associates, deferred income tax assets and accrued employee future benefit asset.

6. Assets and Liabilities Held for Sale and Discontinued Operations

Through a coordinated plan to dispose of a major line of business, the Company has disposed of various operations within what was formerly referred to as the PPS segment. Additionally, on September 16, 2024, the Company entered into a definitive agreement to sell Thermotite do Brazil ("Thermotite"), its subsidiary in Brazil. Thermotite is accounted as held for sale and the related results of its operations and those of the disposed operations are presented as discontinued operations. The comparative consolidated statement of (loss) income, statement of comprehensive income and other relevant notes have been restated to separately show the results from the discontinued operations from the Company's continuing operations.

During the fourth quarter of 2023, the Company completed the sale of a substantial majority of the assets of its pipe coating business to Tenaris S.A. The Company received gross proceeds of $241.2 million, which included the agreed-upon purchase price of $225.4 million and an initial working capital estimate. The final net cash proceeds, which were contingent upon a customary final true-up of the working capital calculation as set forth in the definitive purchase and sale agreement, were ultimately determined after an agreement between Mattr and Tenaris was reached in August 2024. The agreed upon total net cash outflow to settle the working capital adjustment was $47.4 million, of which $36.6 million was disbursed in June 2024 with the balance disbursed in August 2024. The year ended December 31, 2024 reflects an additional $16.4 million loss from the sale of the Pipeline Performance Group ("PPG") business in Discontinued Operations, predominantly driven by the final working capital adjustment noted here.

In the year ended December 31, 2024, an agreement for $0.8 million (or 0.5 million GBP) was reached to settle costs related to the sale of the specialty pipe coating business and related assets in Ellon, Scotland ("Ellon"). The sale of Ellon was completed on May 23, 2023. This agreement and subsequent payment has been recorded as a loss within discontinued operations in the second quarter of 2024. Also in 2024, the Company reached an agreement for $1.1 million (or $0.8 million U.S.$) to settle costs related to the sale of its 100% controlling interest in its Socotherm Americas Subsidiary in Argentina ("Socotherm"), which was completed on December 2, 2022. This agreement and subsequent payment has also been recorded as a loss within discontinued operations in 2024.

(in thousands of Canadian dollars)	**Sale of PPG**	**Sale of Ellon**	**Sale of Socotherm**	**2024 Discontinued Operations Total**	Sale of PPG	Sale of SPS	Sale of Ellon	2023 Discontinued Operations Total
	$	**$**	**$**	**$**	$	$	$	$
Purchase price	**—**	**—**	**—**	**—**	225,445	8,856	538	234,839
Net working capital adjustments	**(14,681)**	**—**	**—**	**(14,681)**	(16,294)	(1,496)	—	(17,790)
Total adjusted purchase price	**(14,681)**	**—**	**—**	**(14,681)**	209,151	7,360	538	217,049
Costs related to sale	**(1,700)**	**(811)**	**(1,143)**	**(3,654)**	(12,703)	(2,915)	(1,609)	(17,227)
Carrying amount of net assets sold	**—**	**—**	**—**	**—**	(289,053)	(9,057)	(286)	(298,396)
Cumulative Translation Adjustment balance	**—**	**—**	**—**	**—**	(12,366)	(56)	(8)	(12,430)
Loss on Sale before Income Tax	**(16,381)**	**(811)**	**(1,143)**	**(18,335)**	(104,971)	(4,668)	(1,365)	(111,004)
Total adjusted purchase price	**(14,681)**	**—**	**—**	**(14,681)**	209,151	7,360	538	217,049
Payables - current	**(32,710)**	**—**	**—**	**(32,710)**	32,011	—	—	32,011
Receivables - current	**—**	**—**	**—**	**—**	—	—	(210)	(210)
Non-current Note Receivables	**—**	**—**	**—**	**—**	—	(681)	—	(681)
Cash (paid) received from Sale, net of receivables	**(47,391)**	**—**	**—**	**(47,391)**	241,162	6,679	328	248,169
Other costs paid	**—**	**(811)**	**(1,143)**	**(1,954)**	—	—	(1,060)	(1,060)
Cash balance transferred as part of sales	**—**	**—**	**—**	**—**	(28,974)	(596)	—	(29,570)
Net Cash (paid) received from Sale, net of receivables and cash balance transferred	**(47,391)**	**(811)**	**(1,143)**	**(49,345)**	212,188	6,083	(732)	217,539

During the third quarter of 2024, the Company entered into a definitive agreement to sell its subsidiary Thermotite, its final remaining pipe coating business to Vallourec Tubular Solutions, a subsidiary of Vallourec S.A. ("Vallourec"). The transaction, under which Vallourec will acquire 100% of the shares of the Thermotite legal entity, is subject to customary closing conditions, including Brazilian anti-trust review and approval, which the Company currently anticipates will be completed within the standard review time. Thermotite provides thermal insulation pipe coating services to the offshore oil and gas industry from its plant in Serra, Brazil. The Company will retain all earnings from the business until the transaction closes, and upon closing, the Company expects to receive the gross sale proceeds of approximately $25.2 million (or U.S.$17.5 million) based on December 31, 2024 exchange rates, on a cash-free, debt-free basis, subject to normal working capital adjustments. The regulatory approval for this transaction and subsequent closing is expected to conclude by mid - 2025. Thermotite, which was previously accounted for under the Financial and Corporate, is accounted as held for sale and is now reflected as Discontinued Operations. For the year ended December 31, 2024, revenue of $74.4 million and income from operations of $20.3 million from Thermotite is included as discontinued operations.

The assets and liabilities of Thermotite are measured at the lower of their carrying amount and fair value less cost of disposal (“FVLCD”). The Company determined FVLCD based on management's best estimate of the future proceeds of purchase price and remaining future cash flows from certain existing contracts, net of estimated selling costs. As of December 31, 2024, the Company determined that the carrying amount of the net assets of Thermotite are recoverable. Upon closing, the Company will reassess the determination of FVLCD and any gain or loss on the sale will be recognized in discontinued operations in the consolidated statements of (loss) income.

The Net Income from discontinued operations for the year ended December 31, 2024 and 2023 are as follows:

(in thousands of Canadian dollars)	2024	2023
Revenue - External	**$ 74,395**	$ 874,383
Operating expenses [(a)]	**51,923**	636,108
Research and development expenses	**—**	1,335
Foreign exchange loss (gain)	**970**	(2,792)
Depreciation and amortization	**1,237**	28,568
Restructuring costs and other, net	**—**	1,465
Income from Discontinued Operations	**$ 20,265**	209,699
Loss on sale of operating unit	**(18,335)**	(111,004)
Finance costs (income)	**406**	(698)
Net Income before Income Tax	**2,336**	97,997
Income tax (recovery) expense from discontinued operations	**(133)**	53,143
Net Income from Discontinued Operations	**$ 2,469**	$ 44,854

(a) Operating expenses include cost of goods and services rendered, and selling, general and administrative expenses.

The assets and liabilities of Thermotite included in the held for sale categories as at December 31, 2024 are summarized below:

(in thousands of Canadian dollars)	2024
Assets	
Accounts receivable	**$ 6,211**
Contract assets	**7,962**
Income taxes receivable	**1,918**
Inventory	**8,846**
Prepaid expenses	**306**
Property, plant and equipment, net	**6,613**
Right-of-use assets	**73**
Deferred income tax assets	**3,451**
Total assets held for sale	**$ 35,380**
Liabilities	
Accounts payable and accrued liabilities	**4,945**
Provisions	**343**
Contract liabilities	**5,765**
Total liabilities associated with assets held for sale	**$ 11,053**

7. Restructuring Costs and Other, net

In the year ended December 31, 2023, the Company recorded restructuring costs of $2.5 million. These costs reflect the revaluation of share-based incentive compensation costs associated with historical restructuring actions, including previously completed executive leadership changes and severance costs related to the relocation initiative from the Rexdale facility to the new facilities in Vaughn, Ontario and Ohio, USA.

In the year ended December 31, 2024, the Company recorded $8.4 million of restructuring costs associated with organizational changes and rightsizing of the Company's workforce and the shut-down and exit of a production site in Anaheim, California.

8. Employee Benefits Expense

(in thousands of Canadian dollars)		**2024**	2023
Salaries, wages and employee benefits	**$**	**220,288**	$ 191,827
Pension (note 15)		**9,884**	4,319
Share-based and other incentive-based compensation (note 13)		**5,975**	15,699
Employee Benefits Expense from Continuing Operations	**$**	**236,147**	$ 211,845
Salaries, wages and employee benefits	**$**	**8,458**	$ 173,317
Pension (note 15)		**—**	3,095
Share-based and other incentive-based compensation (note 13)		**—**	236
Employee Benefits Expense from Discontinued Operations	**$**	**8,458**	$ 176,648

9. Finance Costs

The following table sets forth the Company's finance costs for the years ended December 31:

(in thousands of Canadian dollars)		**2024**	2023
Interest income	**$**	**(11,264)**	$ (2,310)
Interest expense on long-term debt		**13,223**	15,858
Interest expense, other		**6,382**	4,510
Interest expense on lease liabilities		**9,198**	2,773
Finance Costs – Net from continuing operations	**$**	**17,539**	$ 20,831
Interest income	**$**	**(1,147)**	$ (1,912)
Interest expense, other		**738**	549
Interest expense on lease liabilities		**3**	2,061
Finance Costs – Net from discontinued operations	**$**	**(406)**	$ 698

10. Income Taxes

The following table sets forth the Company’s income tax (recovery) expense for the years ended December 31:

(in thousands of Canadian dollars)		**2024**	2023
Current Income Taxes			
Based on taxable income of current year	**$**	**15,484**	$ 16,883
Adjustment to prior year provision		**1,225**	32
		16,709	16,915
Deferred Income Taxes			
Reversal of temporary differences		**5,140**	(11,997)
Total Income Tax Expense	**$**	**21,849**	$ 4,918

The following table sets forth the Company's income taxes on items recognized in OCI for the years ended December 31:

(in thousands of Canadian dollars)		**2024**		2023
Income tax expense (recovery) on actuarial gains and losses on defined benefit plans	**$**	**518**	$	(2,219)
Income Tax Expense (Recovery) Charged to OCI	**$**	**518**	$	(2,219)

The following table sets forth a reconciliation of the Company's effective income tax rate for the years ended December 31:

(in thousands of Canadian dollars)		**2024**		2023
Expected income tax expense based on statutory rate	**$**	**3,872**	$	11,535
Income tax rate differential on earnings of foreign subsidiaries		**1,344**		793
Benefit of previously unrecognized deferred tax assets		**(503)**		(15,236)
Deferred tax not recognized		**13,495**		1,961
Change in estimates related to prior years		**972**		(1,030)
Non-deductible amounts		**418**		5,044
Withholding taxes		**1,148**		1,523
Recognition of previously unrecognized temporary difference on investment in subsidiary		**405**		(555)
State tax and other		**698**		883
Income Tax Expense	**$**	**21,849**	$	4,918

The expected income tax rate is computed using the average Canadian federal and provincial income tax rates based on an estimated allocation of income before tax to the various provinces.

Recognized Deferred Income Tax Assets and Liabilities

The following table sets forth the Company's deferred income tax assets and liabilities as at:

(in thousands of Canadian dollars)		**December 31, 2024**		December 31, 2023
Deferred Income Tax Assets				
Property, plant and equipment	**$**	**46**	$	69
Provisions and future expenditures		**29,904**		17,774
Non-capital losses and tax credits		**38,014**		55,505
		67,964		73,348
Offset of deferred tax assets and liabilities		**(31,166)**		(28,185)
Deferred Income Tax Assets total		**36,798**		45,163
Deferred Income Tax Liabilities				
Property, plant and equipment		**(7,902)**		(7,043)
Provisions and future expenditures		**(37,529)**		(40,708)
		(45,431)		(47,751)
Offset of deferred tax assets and liabilities		**31,166**		28,186
Deferred Income Tax Liabilities total		**(14,265)**		(19,565)
Net Deferred Income Tax Asset	**$**	**22,533**	$	25,598

The following table sets forth the Company's deferred income tax assets and liabilities as presented in the consolidated balance sheets as at:

(in thousands of Canadian dollars)		**December 31, 2024**		December 31, 2023
Deferred income tax assets	**$**	**36,798**	$	45,163
Deferred income tax liabilities		**(14,265)**		(19,565)
	$	**22,533**	$	25,598

The Company has recorded deferred tax assets of $38.0 million as at December 31, 2024 (2023 – $55.5 million), pertaining to operating loss carryforwards based on management's financial projections and the relevant tax legislation in each jurisdiction.

	Consolidated Statements of Loss (Income)	
(in thousands of Canadian dollars)	**2024**	2023
Deferred Income Tax Assets		
Property, plant and equipment	**$ 23**	$ 3,099
Provisions and future expenditures	**(12,130)**	28,893
Non-capital losses and tax credits	**17,491**	(2,300)
Change in deferred income tax assets	**5,384**	29,692
Deferred Income Tax Liabilities		
Property, plant and equipment	**859**	(1,417)
Provisions and future expenditures	**(3,178)**	(8,799)
Change in deferred income tax liabilities	**(2,319)**	(10,216)
Change in Deferred Income Taxes	**3,065**	19,476
Deferred income taxes in OCI	**(518)**	2,219
Reclass of investment tax credit recoverable	**—**	(7,976)
Sale of operating units and subsidiaries	**—**	(26,209)
Foreign exchange and other	**2,593**	493
Deferred Income Tax Expense (Recovery) in Net Income	**$ 5,140**	$ (11,997)

The Company has not recognized a deferred income tax liability for taxes that would be payable on the unremitted earnings of certain of the Company's subsidiaries, associates and joint ventures for the years ended December 31, 2024 and 2023, as the Company has determined that the undistributed profits of its subsidiaries will not be distributed in the foreseeable future. The temporary difference associated with investments in subsidiaries, associates and joint ventures, for which a deferred income tax liability has not been recognized, aggregated to $85.5 million and $75.8 million for the years ended December 31, 2024 and 2023, respectively.

The Company has net operating losses of $192.4 million for the year ended December 31, 2024 (2023 – losses of $108.9 million) in various jurisdictions for which no deferred income tax asset has been recognized. These losses expire subsequent to the 2031 fiscal year. The Company has capital losses of $89.8 million and $91.5 million for the years ended December 31, 2024 and 2023, respectively, in various jurisdictions for which no deferred income tax asset has been recognized. These capital losses can be carried forward indefinitely.

International Tax Reform - Pillar Two Model Rules

On June 19, 2024, the Government of Canada substantively enacted legislation implementing the Global Minimum Tax Act ("GMTA"), which includes the introduction of a 15% global minimum tax ("top-up tax") that applies to large multinational enterprise groups with global consolidated revenues over €750 million, similar to previously enacted Pillar Two legislation in other jurisdictions in which the Company operates. As a result, the Company will be subject to the top-up tax rules for its financial year beginning January 1, 2024. The GMTA did not have a material impact on the Company for the year ended December 31, 2024, as none of our current jurisdictions were subject to any material top up tax amount. In accordance with the amendments to IAS 12 "Income Taxes" issued by the IASB on May 23, 2023, the Company has applied a temporary mandatory exception from deferred tax accounting for the impacts of the top-up tax and will account for it as a current tax when incurred.

11. (Loss) Earnings Per Share

The following table details the weighted average number of shares outstanding for the purposes of calculating basic and diluted EPS:

(in thousands of Canadian dollars, except share and per share amounts)	**Year ended December 31, 2024**		
	Continuing Operations	**Discontinued Operations**	**Total**
Net (loss) income (attributable to shareholders of the Company) for the period	**$ (6,202)**	**$ 2,469**	**$ (3,733)**
Weighted average number of shares outstanding – basic (000s)	**65,642**	**65,642**	**65,642**
Basic EPS	**$ (0.09)**	**$ 0.04**	**$ (0.06)**
Net (loss) income (attributable to shareholders of the Company) for the period	**$ (6,202)**	**$ 2,469**	**$ (3,733)**
Weighted average number of shares outstanding – diluted (000s)	**65,642**	**66,014**	**65,642**
Diluted EPS [(a)]	**$ (0.09)**	**$ 0.04**	**$ (0.06)**

(a) Potentially dilutive instruments are anti-dilutive for continuing operations and total and therefore are not included in the calculation of EPS. At December 31, 2024, a net of 372 options (2023 – 581 options) were excluded from the diluted weighted average number of ordinary shares calculation because their effect would have been anti-dilutive.

(in thousands of Canadian dollars, except share and per share amounts)	Year ended December 31, 2023		
	Continuing Operations	Discontinued Operations	Total
Net income (attributable to shareholders of the Company) for the period	$ 42,333	$ 44,854	$ 87,187
Weighted average number of shares outstanding – basic (000s)	69,204	69,204	69,204
Basic EPS	$ 0.61	$ 0.65	$ 1.26
Net income (attributable to shareholders of the Company) for the period	$ 42,333	$ 44,854	$ 87,187
Weighted average number of shares outstanding – diluted (000s)	69,785	69,785	69,785
Diluted EPS	$ 0.61	$ 0.65	$ 1.25

12. Key Management Compensation

Key management includes directors (executive and non-executive) and corporate officers. The compensation paid or payable to key management for employee and director services is shown below for the years ended December 31:

(in thousands of Canadian dollars)	**2024**	2023
Salaries and other short-term incentive compensation and employee benefits	**$ 3,338**	$ 4,732
Post-employment benefits – defined benefit plans	**109**	84
Share-based and other incentive-based compensation	**2,831**	5,070
Directors' fees and other compensation	**(203)**	2,833
Total	**$ 6,075**	$ 12,719

13. Share-based and Other Incentive-based Compensation

Incentive-based Compensation

The following table sets forth the incentive-based compensation expense for the years ended December 31:

(in thousands of Canadian dollars)		**2024**		2023
Stock option (recovery) expense	**$**	**(261)**	$	491
DSU (recovery) expense		**(374)**		2,608
RSU expense		**1,547**		1,693
SAR (recovery) expense		**(229)**		950
CPSU expense		**4,918**		12,693
Other plans recovery		**—**		(128)
Total Share-based and Other Incentive-based Compensation Expense – Continuing Operations	**$**	**5,601**	$	18,307
CPSU expense	**$**	**—**	$	236
Total Share-based and Other Incentive-based Compensation Expense – Discontinued Operations	**$**	**—**	$	236

As at December 31, 2024, the Company had the following stock option plan, which was initiated in 2001:

Under the Company's 2001 employee stock option plan (the ″2001 Employee Plan″), which is a traditional stock option plan, the options granted have a term of approximately 5 to 10 years from the date of the grant. Exercises of stock options are permitted on the basis of 20% of the optioned shares per year over five years, on a cumulative basis, commencing one year following the date of the grant. The grant price equals the closing market price of the common shares on the day prior to the grant.

On March 3, 2010, the Board approved the amended 2001 Employee Plan (the ″Amended 2001 Employee Plan″). All stock options granted in 2010, and certain options granted thereafter, under the Amended 2001 Employee Plan have a tandem share appreciation right (″SAR″) attached, which allows the option holder to exercise either the option and receive a share, or exercise the SAR and receive a cash payment that is equivalent to the difference between the grant price and fair market value. All stock options granted under the Amended 2001 Employee Plan have the same characteristics as stock options that were granted under the original 2001 Employee Plan with respect to vesting requirements, term, termination and other provisions.

A summary of the status of the Company's stock option plan and changes during the year is presented below:

Stock Options without SARs

		2024		2023
	Total Shares	**Weighted Average Exercise Price**	Total Shares	Weighted Average Exercise Price
Balance Outstanding – Beginning of Year	**1,282,198**	**$ 19.21**	1,486,551	$ 18.41
Exercised	**(76,418)**	**7.56**	(135,113)	7.62
Cancelled/Forfeited	**(219,135)**	**10.70**	(58,940)	21.09
Expired	**(26,300)**	**35.79**	(10,300)	45.73
Balance Outstanding – End of Year	**960,345**	**$ 21.62**	1,282,198	$ 19.21
Options Exercisable	**877,431**	**$ 23.09**	857,172	$ 24.50

December 31, 2024

	Options Outstanding			Options Exercisable	
Range of Exercise Prices	**Outstanding as at December 31, 2024**	**Weighted Average Remaining Contractual Life (years)**	**Weighted Average Exercise Price**	**Exercisable as at December 31, 2024**	**Weighted Average Exercise Price**
$1.62 to $5.00	**95,819**	**6.37**	**$ 4.28**	**50,328**	**$ 3.95**
$5.01 to $10.00	**178,486**	**5.20**	**7.92**	**141,063**	**7.95**
$20.01 to $25.00	**163,820**	**4.00**	**21.05**	**163,820**	**21.05**
$25.01 to $30.00	**321,520**	**2.45**	**25.57**	**321,520**	**25.57**
$30.01 to $35.00	**45,000**	**1.00**	**32.19**	**45,000**	**32.19**
$35.01 to $40.00	**155,700**	**2.00**	**37.40**	**155,700**	**37.40**
Balance Outstanding – End of Year	**960,345**	**3.48**	**$ 21.62**	**877,431**	**$ 23.09**

December 31, 2023

	Options Outstanding			Options Exercisable	
Range of Exercise Prices	Outstanding as at December 31, 2023	Weighted Average Remaining Contractual Life (years)	Weighted Average Exercise Price	Exercisable as at December 31, 2023	Weighted Average Exercise Price
$1.62 to $5.00	116,819	7.13	$ 4.14	38,163	$ 3.70
$5.01 to $10.00	402,179	6.55	7.91	98,229	7.99
$20.01 to $25.00	212,100	5.00	21.05	169,680	21.05
$25.01 to $30.00	324,100	3.46	25.57	324,100	25.57
$30.01 to $35.00	45,000	2.00	32.19	45,000	32.19
$35.01 to $40.00	182,000	2.71	37.17	182,000	37.17
Balance Outstanding – End of Year	1,282,198	4.86	$ 19.21	857,172	$ 24.50

The fair value of options granted under the Amended 2001 Employee Plan will be amortized to compensation expense over the five-year vesting period of the options. The compensation cost from the amortization of granted stock options for the year ended December 31, 2024, included in selling, general and administrative expenses, was a recovery of $0.3 million (2023 – $0.5 million expense).

Stock Options with SARs

	2024		2023	
	Total Shares	**Weighted Average Fair Value[(a)]**	Total Shares	Weighted Average Fair Value[(a)]
Balance Outstanding – Beginning of Year	**600,345**	**$ 3.91**	700,661	$ 6.60
Exercised	**(35,089)**	**6.48**	(42,170)	7.43
Forfeited/Cancelled	**(194,374)**	**23.64**	(18,046)	7.18
Expired	**(80,800)**	**24.59**	(40,100)	45.73
Balance Outstanding – End of Year	**290,082**	**$ 8.49**	600,345	$ 3.91
Options Exercisable	**142,659**	**$ 4.43**	321,594	$ 5.88

(a) The weighted average fair value refers to the fair value of the underlying shares of the Company on the grant date of the SARs.

The mark-to-market liability for the stock options with SARs as at December 31, 2024 is $2.3 million (2023 – $2.5 million), all of which is included in current and non-current other liabilities on the consolidated balance sheets.

On March 3, 2010, the Board approved a long-term incentive program ("LTIP") for executives and key employees and a DSU plan for directors of the Company. Additional details with respect to the LTIP and DSU plan are as follows:

LTIP

The LTIP includes the existing stock option plan discussed above, the Restricted Share Unit Plan ("RSU Plan"), previously known as the Employee Share Unit Plan ("ESUP"), and the Mattr Cash Performance Share Unit Plan ("CPSU Plan").

RSU Plan

The RSU Plan authorizes the Board to grant awards of restricted share units ("RSUs") and performance share units ("PSUs") to employees of the Company as a form of incentive compensation. All RSUs and PSUs are to be settled with common shares and are valued on the basis of the underlying weighted average trading price of the common shares over the five trading days preceding the grant date. The valuation is not subsequently adjusted for changes in the market price of the common shares prior to the settlement of the award. Each RSU and PSU granted under the ESUP represents one common share. The RSU Plan provides that the maximum number of common shares that are reserved for issuance from time to time shall be fixed at 1,000,000 common shares. The RSUs and PSUs vest in two tranches over a period of three to five years, and become exercisable once vesting is completed. Compensation cost is recognized over the vesting period in accordance with IFRS. All RSUs and PSUs granted are classified as equity instruments in accordance with IFRS as their terms require that they be settled in shares.

The following table sets forth the Company's RSU/PSU reconciliation for the years ended December 31:

	2024		2023	
	Total Shares	**Weighted Average Grant Date Fair Value[(a)(b)]**	Total Shares	Weighted Average Grant Date Fair Value[(a)(b)]
Balance Outstanding – Beginning of Year	**551,377**	**$ 9.76**	683,238	$ 11.16
Granted	**136,846**	**15.17**	127,349	13.73
Exercised	**(161,468)**	**9.92**	(237,669)	16.09
Forfeited/Cancelled	**(83,117)**	**6.72**	(21,541)	7.85
Expired	**(291)**	**40.48**	—	—
Balance Outstanding – End of Year	**443,347**	**$ 11.91**	551,377	$ 9.76
RSUs/PSUs Exercisable	**63,933**	**$ 11.24**	71,570	$ 15.85

(a) RSU awards do not have an exercise price; their weighted average grant date fair value is the weighted average trading price of the common shares over the five trading days preceding the grant date.
(b) PSU awards do not have an exercise price; their weighted average grant date fair value is the weighted average trading price of the common shares over the five trading days preceding the grant date.

CPSU Plan

The CPSU Plan (previously referred to as SPSP) is a cash-based awards plan, which seeks to further align the interests of employees with those of the shareholders of the Company and associates a portion of the compensation of executives and key employees with the returns achieved by the shareholders. The plan provides senior executives and senior employees a reward opportunity directly tied to Mattr's long term share price performance, modified by one or more performance factors. Participants are awarded cash performance share units ("CPSUs") with a vested value based on a five-day trading average Mattr share price and adjusted based on performance factors identified at grant date. Relative total shareholder return when compared to the Mattr Performance Peer Group was used as the performance factor for 2022, 2023 and 2024 award grants, which can modify vested unit values from a range of 0% to 200%. In 2024, a tranche of awards for senior executives included a value modifier tied to 3-year return on invested capital performance against a target value. The vesting schedule for performance units is set each year at the time of grant. In 2023, the units awarded to participants are broken up into three equal tranches that vest on January 3 of three subsequent years. For 2024 awards, the vesting schedule is 100% of the total grant over a 3-year period on the grant anniversary date. The value of the units is determined based on Mattr's share performance as of the vesting date. Compensation cost is recognized over the vesting periods and adjusted based on Mattr's share price. All units granted under the CPSU plan will be classified as liability instruments in accordance with IFRS as their terms require that they be settled in cash.

The CPSU liability as at December 31, 2024 is $10.4 million (2023 – $19.9 million).

DSUs

The annual equity retainer component of the Company's independent director compensation program is satisfied through deferred share units ("DSUs") issued under the Company's Deferred Share Unit plan. In addition, each independent director may elect to receive up to 100% of their annual cash retainer and travel fees in the form of DSUs. Each DSU has the notional value of one common share. DSUs reflecting each independent director's equity retainer and, if applicable, their cash retainer or a portion thereof, are credited to such participant's account at the end of each quarter by dividing the relevant retainer by the weighted average trading price of the Company's common shares on the TSX for the five trading days immediately preceding the grant of DSUs.

If applicable, each participant's account is also credited with "dividend equivalents" in the form of additional DSUs on each payment date where a cash dividend on common shares is paid. The Company did not pay a dividend at any time in 2024.

DSUs are fully vested at the time awarded and upon ceasing to be an independent director:

i. participants in the DSU Plan, other than U.S. participants, may elect up to two separate dates (each an "Entitlement Date") as of which all or a portion of their DSUs will be redeemed, such dates to be no later than December 15th of the calendar year following that in which the date such participant ceases to be a director ("Termination Date") occurs. Where a participant, other than a U.S. participant, does not elect an Entitlement Date(s), the Entitlement Date will be December 15th of the calendar year following the year in which such participant's Termination Date occurs; and

ii. the Entitlement Date for U.S. participants in the DSU plan will occur by December 15th of the year following the year in which the U.S. participant's Termination Date occurs; provided that, if the U.S. participant is a Specified Employee, as defined in Section 4.09A of the U.S. Internal Revenue Code of 1986, the Entitlement Date will occur on a date that is at least six (6) months after the Participant's Termination Date.

DSUs are settled by a cash payment calculated by multiplying the number of DSUs being redeemed on the applicable Entitlement Date by the volume weighted average trading price of the common shares for the five trading days immediately preceding the Entitlement Date. All DSU's granted will be classified as liability instruments on the date of the grant in accordance with IFRS.

The following table sets forth the Company's DSU reconciliation for the years ended December 31:

	2024		2023	
	Total Shares	**Weighted Average Grant Date Fair Value[(a)]**	Total Shares	Weighted Average Grant Date Fair Value[(a)]
Balance Outstanding – Beginning of Year	**665,787**	**$ 14.44**	675,433	$ 14.90
Granted	**81,626**	**11.21**	88,252	15.25
Exercised	**(126,659)**	**14.81**	(97,898)	18.35
Balance Outstanding – End of Year	**620,754**	**$ 13.94**	665,787	$ 14.44
DSU Exercisable	**263,063**	**$ 8.42**	—	$ —

(a) DSU awards do not have an exercise price; their weighted average grant date fair value is the weighted average trading price of the common shares over the five trading days preceding the grant date.

The mark-to-market liability for the DSUs as at December 31, 2024 is $7.8 million (2023 – $10.1 million), all of which is included in current other liabilities on the consolidated balance sheets.

14. Impairment

2024

The Company did not record any impairment charges for the year ended December 31, 2024.

2023

The following table sets forth the Company's impairment charges for the years ended December 31, 2023:

	2023					
(in thousands of Canadian dollars)	Composite Production Technologies	Connection Technologies	Financial and Corporate	Total Continuing Operations	Discontinued Operations	Total Continuing & Discontinued Operations
Impairment of property, plant and equipment	$ 968	$ —	$ 8,652	$ 9,620	$ —	$ 9,620
Impairment of intangible assets	17,576	—	—	17,576	—	17,576
Total Impairment	$ 18,544	$ —	$ 8,652	$ 27,196	$ —	$ 27,196

During 2023, the Company performed impairment testing on its property, plant and equipment, intangible assets and goodwill and concluded that the recoverable amounts, based on FVLCD indicated by the sale price of the Lake Superior Consulting CGU, Oilfield Asset Management CGU, and Socotherm Americas (Argentina) CGU and the quoted prices in active markets for Shaw Pipeline Services CGU and the Composite Production Technologies Plant in Saudi Arabia, were less than their respective carrying amounts. As such, impairments of property, plant and equipment, and intangible assets were recorded. The FVLCD was categorized as Level 3 fair value measurement.

(in thousands of Canadian dollars)	2023		
CGU or GCGUs	Impairment Test Date	Nature of Assets Impaired	Impairment Loss
Composite Production Technologies (USA)	December 31, 2023	Intangible assets [(1)] and Property, plant and equipment	$ 18,544
Finance and Corporate	September 30, 2023	Property, plant and equipment	$ 8,652
Total			$ 27,196

(1) See note 21 for impairment testing for each cash-generating unit containing goodwill and intangible assets with an indefinite life.

15. Employee Future Benefits

The Company provides future benefits to its employees under a number of defined benefit and defined contribution arrangements. The defined benefit pension plans are in Canada and the United Kingdom and include both flat-dollar plans for hourly employees and final earnings plans for salaried employees. The Company also provides a post-employment life insurance benefit to its Canadian retirees and a post-employment benefit to its hourly and salaried employees in Indonesia.

The Company's funding policy for the Canadian registered pension plans is to fund in accordance with the requirements of applicable pension legislation. The determination of the required funding is made on the basis of periodic actuarial valuations as required under applicable pension legislation. The Company is responsible for the governance of the pension plans, including overseeing investment decisions. The Company has also appointed experienced independent professional experts such as investment managers, actuaries and consultants to assist in the management of the pension plans.

By their nature, defined benefit pension plans carry many types of financial risk. The main financial risks faced by the Company's pension plans can be summarized as follows:

- Longevity risk: The risk that retirees will, on average, collect a pension for a longer period of time than expected based on the mortality assumption.
- Investment risk: The risk that the invested assets of the plan will not yield the assumed rate of return, resulting in insufficient assets to provide for the benefits promised and/or requiring the Company to make additional contributions to fund the deficit.
- Interest rate risk: The risk from changing market interest rates. A decrease in corporate bond yields will increase plan liabilities. This risk is greater to the extent that there is a mismatch between the characteristics of the assets and liabilities.

- Regulatory/legal risk: The risk of regulatory/jurisprudence changes that can alter the benefits promised.

The total cash payments made by the Company to fund the defined benefit pension plans, the post-retirement insurance plans and the post-employment benefit plan during 2024 were $0.9 million (2023 – $1.5 million). The total cash payments made by the Company to fund the defined contribution pension arrangements during 2024 were $6.3 million (2023 – $7.1 million).

The Company measures the fair value of plan assets and the defined benefit obligation as at December 31 of each year. Actuarial valuations for the Company's registered defined benefit pension plans and the Supplementary Executive Retirement Plan ("SERP") for Executives of Mattr are generally required at least every three years. The most recent actuarial valuations of the plans were conducted as of January 1, 2022 (one plan), July 31, 2022 (one plan), October 31, 2023 (two plans), January 1, 2024 (one plan), and August 1, 2024 (one plan).

The employee future benefit amounts recognized in the consolidated balance sheets are as follows:

(in thousands of Canadian dollars)		**December 31, 2024**		December 31, 2023
Accrued Employee Future Benefit Asset				
Pension plans (note 22)	**$**	**4,625**	$	4,013
Accrued Employee Future Benefit Liability				
Pension plans	**$**	**(5,296)**	$	(6,043)
Post-employment benefits		**—**		—
Post-retirement life insurance		**(99)**		(102)
	$	**(5,395)**	$	(6,145)

The following was the composition of plan assets at the consolidated balance sheet dates, for the Canadian registered defined benefit pension plans:

	December 31, 2024	December 31, 2023
Investments Quoted in Active Markets		
Cash and cash equivalents	4%	3%
Equity instruments	63%	64%
Debt instruments	33%	33%
	100%	100%

The following was the composition of invested plan assets at the consolidated balance sheet dates for the SERP:

	December 31, 2024	December 31, 2023
Investments Quoted in Active Markets		
Equity instruments[(a)]	100%	100%

(a) The amounts in the above table exclude amounts held in the refundable tax account by the Canada Revenue Agency.

Actual Return on Plan Assets

The actual return on plan assets for the years ended December 31, 2024 and 2023 amounted to $4.8 million and $10.5 million, respectively.

Employee Future Benefit Cost

The employee future benefit cost recognized in the consolidated statements of income is as follows:

(in thousands of Canadian dollars)		**December 31, 2024**		December 31, 2023
Current service costs	**$**	**233**	$	1,156
Administrative expenses		**1,364**		1,084
Past service costs and impact of settlements, curtailments and termination benefits		**40**		(2,158)
Interest cost on defined benefit obligation		**4,865**		5,543
Interest income on plan assets		**(5,532)**		(6,157)
		970		(532)
Impact of asset ceiling/minimum funding requirement		**781**		599
Defined benefit cost recognized		**1,751**		67
Defined contribution cost recognized		**8,133**		7,347
Employee Future Benefit Cost Recognized[(a)]	**$**	**9,884**	$	7,414

(a) The total amount is included in the consolidated statements of loss in selling, general and administrative expenses.

The employee future benefit income recognized in OCI is as follows:

(in thousands of Canadian dollars)		**December 31, 2024**		December 31, 2023
Valuation effect	**$**	**(2)**	$	—
Return on plan assets (excluding amounts included in interest income)		**713**		(4,948)
Net actuarial loss (gains) recognized in the year		**(66)**		4,294
Other changes in asset ceiling/minimum funding requirement not included in net interest cost		**(2,888)**		9,335
Foreign exchange differences		**(20)**		—
Disposals				767
Employee Future Benefit Income Recognized in OCI	**$**	**(2,263)**	$	9,448

Changes in the defined benefit obligation are as follows:

(in thousands of Canadian dollars)		**December 31, 2024**		December 31, 2023
Balance – Beginning of Year	**$**	**108,185**	$	114,787
Valuation effect		**(2)**		(15)
Employer current service cost		**233**		1,156
Net interest cost		**4,865**		5,543
Past service costs and impact of settlements, curtailments and termination benefits		**(110)**		(2,158)
Transfer of defined benefit for company mergers/divestitures		**(61,888)**		(8,463)
Benefit payments		**(18,370)**		(7,126)
Actuarial (gains) losses due to changes in demographic assumptions		**(10)**		(229)
Actuarial losses (gains) due to changes in economic assumptions		**3**		4,229
Experience (gains) losses		**(59)**		664
Foreign exchange differences		**400**		(203)
Balance – End of Year	**$**	**33,247**	$	108,185

Changes in the fair value of the plan assets for the year ended December 31 are as follows:

(in thousands of Canadian dollars)		**December 31, 2024**		December 31, 2023
Balance – Beginning of Year	**$**	**122,642**	$	123,607
Valuation effect		**—**		(91)
Employer contributions		**850**		1,727
Transfer of defined benefit for company mergers/divestitures		**(62,038)**		(5,045)
Benefit payments		**(18,370)**		(7,126)
Interest income on plan assets		**5,532**		6,157
Administrative expense paid from fund		**(1,364)**		(1,084)
Return on plan assets (excluding amounts included in interest income)		**(713)**		4,534
Foreign exchange differences		**554**		(37)
Balance – End of Year	**$**	**47,093**	$	122,642

The following are the principal assumptions for the actuarial valuation of the plans as at December 31:

(in thousands of Canadian dollars)	**2024**	2023
Canada		
Defined benefit obligation		
Discount rate	**4.54%**	4.63%
Future salary increase	**n/a**	n/a
Future pension increase	**n/a**	n/a
Mortality	**Custom Mortality rates with scale CPM-B**	Custom Mortality rates with scale CPM-B
Benefit cost for the year ended December 31		
Discount rate	**4.63%**	5.05%
Future salary increase	**n/a**	3.00%
United Kingdom		
Defined benefit obligation		
Discount rate	**5.50%**	4.80%
Future salary increase	**n/a**	n/a
Future pension increase	**2.90%**	2.90%
Mortality	**S3PMA (projected)**	S3PMA (projected)
Benefit cost for the year ended December 31		
Discount rate	**4.8%**	5.00%
Future salary increase	**n/a**	n/a

Sensitivity Analysis

A quantitative sensitivity analysis for significant assumptions as at December 31, 2024 is as shown below:

Significant Assumptions	**Impact of Sensitivity Analysis on Defined Benefit Obligation**	
(in thousands of Canadian dollars)	$ Change	% Change
Discount rate		
Decrease of 50 basis points	**1,198**	**4.4%**
Increase of 50 basis points	**(1,111)**	**-4.0%**
Future salary increase		
Decrease of 50 basis points	**n/a**	**n/a**
Increase of 50 basis points	**n/a**	**n/a**
Mortality Assumption - Impact of Life Expectancy being one year longer	**858**	**3.1%**

The sensitivity analysis noted above has been determined based on a method that extrapolates the impact on the defined benefit obligation as a result of reasonable changes in key assumptions occurring during the year ended December 31, 2024.

In 2023, the Company decided to wind down the Canadian Salaried Defined Benefit Plan and the Hourly Defined Benefit Plan and transfer all of its members to the Mattr Defined Contribution Plan to harmonize and streamline pension benefits for all employees across Canada. As such, the Company filed the related plan amendments with the Ontario regulator in August of 2023 and a re-measurement of the related assets and liabilities was required. As a result, the Company recorded a $1.9

million curtailment gain in SG&A and a $1.0 million remeasurement gain in Other Comprehensive Income in the year ended December 31, 2023.

Other Information

The Company expects to contribute $0.8 million to its defined benefit plans for the year ended December 31, 2025.

The average duration of the defined benefit plans as at December 31, 2024 is 9 years.

16. Supplemental Cash Flow Information

The following table sets forth the supplemental cash flow information on net change in non-cash working capital as at:

(in thousands of Canadian dollars)		**December 31, 2024**		December 31, 2023
Accounts receivable	**$**	**2,048**	$	3,573
Inventories		**(24,031)**		(12,094)
Prepaid expenses		**551**		(1,910)
Contract assets		**(1,653)**		(815)
Contract liabilities		**(2,384)**		1,415
Accounts payable and accrued liabilities, income taxes, and other liabilities		**12,602**		(18,411)
Foreign exchange losses and other		**(4,847)**		(18,785)
Total change in non-cash working capital from continuing operations	**$**	**(17,714)**	$	(47,027)

17. Accounts Receivable

The following table sets forth the Company's trade and other receivables as at:

(in thousands of Canadian dollars)		**December 31, 2024**		December 31, 2023
Trade accounts receivable	**$**	**141,679**	$	141,750
ECL provision		**(2,876)**		(2,715)
Other receivables		**7,651**		18,654
Total Accounts Receivable	**$**	**146,454**	$	157,689

The following table sets forth the aging of the Company's trade accounts receivable as at:

(all dollar amounts in thousands of Canadian dollars)		**December 31, 2024**		December 31, 2023
Current	**$**	**92,767**	$	86,361
Past due 1 to 30 days		**31,269**		30,589
Past due 31 to 60 days		**7,046**		9,985
Past due 61 to 90 days		**7,188**		6,137
Past due for more than 90 days		**3,409**		8,678
Total trade accounts receivable		**141,679**		141,750
Less: ECL accounts		**(2,876)**		(2,715)
Trade Accounts Receivable, Net	**$**	**138,803**	$	139,035

18. Inventory

The following table sets forth the Company's inventory as at:

(in thousands of Canadian dollars)	**December 31, 2024**	December 31, 2023
Raw materials and supplies	**$ 62,571**	$ 58,151
Work-in-progress	**12,384**	10,415
Finished goods	**75,966**	63,130
Inventory obsolescence	**(8,050)**	(9,160)
Total Inventory	**$ 142,871**	$ 122,536

19. Property, Plant and Equipment

The following table sets forth the Company's property, plant and equipment as at the periods indicated:

(in thousands of Canadian dollars)	**Land and Land Improvements**	**Buildings**	**Machinery and Equipment**	**Capital Projects-in-progress**	**Total**
Cost					
Balance – December 31, 2022	$ 71,125	$ 149,601	$ 683,767	$ 60,427	$ 964,920
Exchange differences	(1,155)	(1,166)	(18,598)	(3,529)	(24,448)
Additions	151	18,722	93,138	37,168	149,179
Acquisition	—	—	3,738	—	3,738
Disposals	(45,765)	(113,345)	(497,304)	(13,088)	(669,502)
Balance – December 31, 2023	$ 24,356	$ 53,812	$ 264,741	$ 80,978	$ 423,887
Exchange differences	21	316	4,974	5,346	10,657
Additions	336	25,263	71,758	16,975	114,332
Disposals	(4,690)	(3,644)	(24,547)	(6,299)	(39,180)
Balance – December 31, 2024	**$ 20,023**	**$ 75,747**	**$ 316,926**	**$ 97,000**	**$ 509,696**

(in thousands of Canadian dollars)	Land and Land Improvements	Buildings	Machinery and Equipment	Capital Projects-in-progress	Total
Accumulated Depreciation					
Balance – December 31, 2022	$ (13,340)	$ (74,436)	$ (494,302)	$ —	$ (582,078)
Exchange differences	1,363	1,003	20,644	—	23,010
Depreciation – from Continuing Operations	(229)	(2,509)	(12,328)	—	(15,066)
Depreciation – from Discontinued Operations	(122)	(2,887)	(12,028)	—	(15,037)
Disposals	7,108	57,889	327,510	—	392,507
Balance – December 31, 2023	$ (5,220)	$ (20,940)	$ (170,504)	$ —	$ (196,664)
Exchange differences	(8)	(722)	(4,849)	—	(5,579)
Depreciation	(363)	(3,335)	(14,958)	—	(18,656)
Disposals	3,023	4,454	14,111	—	21,588
Balance – December 31, 2024	**$ (2,568)**	**$ (20,543)**	**$ (176,200)**	**$ —**	**$ (199,311)**

(in thousands of Canadian dollars)	Land and Land Improvements	Buildings	Machinery and Equipment	Capital Projects-in-progress	Total
Accumulated Impairment					
Balance – December 31, 2022	$ (5,513)	$ (19,868)	$ (55,728)	$ (4,632)	$ (85,741)
Exchange differences	(9)	374	327	76	768
Impairment – from Continuing Operations	(7,078)	(1,999)	(543)	—	(9,620)
Disposals	11,691	20,922	37,466	1,271	71,350
Balance – December 31, 2023	$ (909)	$ (571)	$ (18,478)	$ (3,285)	$ (23,243)
Exchange differences	30	(403)	(242)	—	(615)
Disposals	529	517	2,232	3,285	6,563
Balance – December 31, 2024	**$ (350)**	**$ (457)**	**$ (16,488)**	**$ —**	**$ (17,295)**
Net Book Value					
As at December 31, 2023	$ 18,227	$ 32,301	$ 75,759	$ 77,693	$ 203,980
As at December 31, 2024	**$ 17,105**	**$ 54,747**	**$ 124,238**	**$ 97,000**	**$ 293,090**

20. Leases

The following table sets forth the carrying amounts of the Company's ROU assets and lease liabilities and the movements for the years ended December 31:

	ROU Assets				
(in thousands of Canadian dollars)	Real Estate Property	Vehicles	Equipment	Total	Lease liabilities
	$	$	$	$	$
Balance – December 31, 2022	47,391	613	2,282	50,286	59,439
Additions	71,443	129	1,701	73,273	75,469
Interest expense on lease liabilities – from Continuing Operations	—	—	—	—	2,773
Interest expense on lease liabilities – from Discontinued Operations	—	—	—	—	2,061
Amortization expense – from Continuing Operations	(8,710)	(158)	(568)	(9,436)	—
Amortization expense – from Discontinued Operations	(12,058)	(88)	(345)	(12,491)	—
Disposals	(24,379)	(175)	(1,112)	(25,666)	(18,017)
Payments	—	—	—	—	(34,324)
Foreign exchange difference	463	23	(56)	430	862
Balance – December 31, 2023	74,150	344	1,902	76,396	88,263
Additions	**77,249**	**435**	**2,792**	**80,476**	**82,265**
Interest expense on lease liabilities	—	—	—	—	**9,198**
Interest expense on lease liabilities – from Discontinued Operations	—	—	—	—	**3**
Amortization expense – from Continuing Operations	**(12,269)**	**(232)**	**(867)**	**(13,368)**	—
Amortization expense – from Discontinued Operations	**(72)**	—	—	**(72)**	—
Disposals	**(3,716)**	**6**	**4**	**(3,706)**	**(4,580)**
Payments	—	—	—	—	**(20,340)**
Foreign exchange difference	**5,261**	**5**	**126**	**5,392**	**8,318**
Balance – December 31, 2024	**$ 140,603**	**$ 558**	**$ 3,957**	**$ 145,118**	**$ 163,127**

Set out below are the amounts recognized in the consolidated statement of income (loss) for the years ended December 31:

(in thousands of Canadian dollars)		**2024**		2023
Amortization expense – ROU asset leases	**$**	**13,368**	$	9,396
Interest expense on lease liabilities		**9,198**		2,773
Rent expense – short-term and low-value leases		**212**		268
Rent expense – variable lease payments		**872**		716
Continuing Operations Total	**$**	**23,650**	$	13,153
Amortization expense – ROU asset leases		**72**		12,531
Interest expense on lease liabilities		**3**		2,061
Rent expense – short-term and low-value leases		**59**		2,896
Rent expense – variable lease payments		**—**		117
Discontinued Operations Total	**$**	**134**	$	17,605

21. Goodwill and Intangible Assets

The following table sets forth the Company's goodwill and intangible assets as at the periods indicated:

(in thousands of Canadian dollars)	Goodwill	Intellectual Property, with Limited Life[a]	Intangible Assets, with Limited Life[b]	Intangible Assets, with Indefinite Life[c]	Intangible Assets Total
Cost					
Balance – December 31, 2022	$ 404,004	$ 125,013	$ 111,955	$ 96,623	$ 333,591
Exchange differences	712	(66)	(1,427)	(1,893)	(3,386)
Acquisition	3,728	4,011	1,804	—	5,815
Disposals	(198,066)	(206)	(205)	—	(411)
Balance – December 31, 2023	$ 210,378	$ 128,752	$ 112,127	$ 94,730	$ 335,609
Exchange differences	(1)	(4,507)	11,405	6,684	13,582
Disposals	(3,801)	(3,063)	(63,054)	—	(66,117)
Balance – December 31, 2024	**$ 206,576**	**$ 121,182**	**$ 60,478**	**$ 101,414**	**$ 283,074**
Accumulated Amortization					
Balance – December 31, 2022	$ —	$ (80,508)	$ (28,347)	$ —	$ (108,855)
Exchange differences	—	37	500	—	537
Amortization	—	(9,160)	(3,199)	—	(12,359)
Disposals	—	130	169	—	299
Balance – December 31, 2023	$ —	$ (89,501)	$ (30,877)	$ —	$ (120,378)
Exchange differences	—	(181)	(2,174)	—	(2,355)
Amortization	—	(5,745)	(3,832)	—	(9,577)
Disposals	—	1,224	9,270	—	10,494
Balance – December 31, 2024	**$ —**	**$ (94,203)**	**$ (27,613)**	**$ —**	**$ (121,816)**
Accumulated Impairment					
Balance – December 31, 2022	$ (186,972)	$ (1,957)	$ (51,955)	$ —	$ (53,912)
Exchange differences	240	(147)	590	244	687
Impairment (note 14)	—	—	—	(17,576)	(17,576)
Disposals	139,497	76	36	—	112
Balance – December 31, 2023	$ (47,235)	$ (2,028)	$ (51,329)	$ (17,332)	$ (70,689)
Exchange differences	—	189	(2,967)	(1,552)	(4,330)
Disposals	3,801	1,839	53,784	—	55,623
Balance – December 31, 2024	**$ (43,434)**	**$ —**	**$ (512)**	**$ (18,884)**	**$ (19,396)**
Net Book Value					
As at December 31, 2023	$ 163,143	$ 37,223	$ 29,921	$ 77,398	$ 144,542
As at December 31, 2024	**$ 163,142**	**$ 26,979**	**$ 32,353**	**$ 82,530**	**$ 141,862**

(a) Intellectual property, with limited life, represents the cost of certain technology, know-how and patents obtained mainly through acquisitions. The Company amortizes the cost of intellectual property over its estimated useful life, which ranges from 10 years to 15 years.

(b) Intangible assets, with limited life, represent customer relationships, trademarks and non-compete agreements acquired directly or in conjunction with past business combinations. The Company amortizes the cost of intangible assets with limited life over their estimated useful lives, which ranges from 2 to 5 years for trademarks and non-compete agreements, and 10 years to 15 years for customer relationships. This estimate is based on expected customer attrition rates and considers the cyclicality of the global energy market (or the oil & gas market) where applicable. The net book value of customer relationships as at December 31, 2024 is $27.9 million (2023 – $29.7 million), and is included in intangible assets, with limited life, in the table above.

(c) Intangible assets, with indefinite life, represent the value of brands and air permits obtained in previous acquisitions. As the Company has the exclusive right to use and benefit from the brands and air permits of the acquired companies for an undefined period, certain acquired brands and air permits have been classified as intangible assets with indefinite life. As the cost of intangible assets, with indefinite life, is not amortized, the Company assesses these intangible assets for impairment on an annual basis or when there is an indicator of impairment.

(in thousands of Canadian dollars)	**December 31, 2024**		December 31, 2023	
	Goodwill	**Intangible Assets**	Goodwill	Intangible Assets
Flexpipe Systems	**$ 49,730**	**$ 1,976**	$ 49,730	$ 2,022
Xerxes	**95,823**	**135,164**	96,159	137,399
DSG-Canusa GmbH	**17,589**	**—**	17,254	—
Kanata	**—**	**4,722**	—	5,121
Total	**$ 163,142**	**$ 141,862**	$ 163,143	$ 144,542

Impairment Testing for Each Cash-generating Unit Containing Goodwill and Intangible Assets with Indefinite Life

The Company performs an impairment test for each specified GCGUs that contains goodwill and/or intangible assets with an indefinite life at the Company's annual impairment testing date of October 31 (“Annual Valuation Date”), or when indicators of impairment exist at its GCGUs.

Recoverable Amount

The Company determines the recoverable amount for its GCGUs as the higher of Value in Use (“VIU”) and the FVLCD. At the Annual Valuation Date of October 31, 2024, the Company concluded there was no impairment of goodwill or intangible assets with an indefinite life in any of its GCGUs, as the recoverable amount for these GCGUs was higher than their respective carrying amounts. In respect of the impairment tests in 2023, the recoverable amount for the GCGUs was also higher than their respective carrying amount and therefore no impairment on goodwill or intangible assets with an indefinite life.

The FVLCD is calculated net of selling costs that are estimated at 2%.

The FVLCD is determined by discounting the projected cash flows generated from the Company's continuing use of the respective GCGUs. The discount rates used are post-tax and reflect specific risks relating to the GCGUs. The discounted cash flow model employed by the Company reflects the specific risks of each GCGU and their business environment. The model calculates the FVLCD as the present value of the projected cash flows and the terminal value of each GCGU.

The calculation of FVLCD for each GCGU is most sensitive to the following key assumptions:

- Projected Cash Flows
- Discount Rate
- Terminal Value Growth Rate

Projected Cash Flows

The Projected Cash Flows for each GCGU are derived from the most recently completed three-year Business Plan, which is projected out for a further time period based on estimated terminal value growth rate. Projected Cash Flow is estimated by adjusting forecasted annual net income (for the forecast period) for non-cash items (such as amortization, accretion, and foreign exchange), investments in working capital and investments in property, plant and equipment. The most sensitive assumptions within projected cash flows are projected operating margins and investments in property, plant and equipment.

The forecasted revenue for a GCGU in the Business Plan is based on that GCGU securing an estimated number of projects or sales orders. A change in the number of estimated projects or sales orders to be secured by a GCGU can have a material impact on the projected cash flows for that particular GCGU. The gross margin for each GCGU in the Business Plan is also dependent on assumptions made about the price of raw materials in the future; a change in the assumptions of these key inputs can have a material impact on the projected future cash flows for a particular GCGU.

Estimating future income requires judgment, consideration of past and actual performance, as well as expected developments in the GCGU's respective markets and in the overall macroeconomic environment.

Discount Rate

The discount rate represents the current market assessment of the risks specific to each GCGU, regarding the time value of money and the individual risks of the underlying assets, which have not been incorporated in the cash flow estimates. The discount rate calculation is based on the specific circumstances of the Company and its GCGUs and is derived from the weighted average cost of capital ("WACC") for the consolidated Company. The WACC takes into account both debt and equity. The cost of equity is derived from the expected return on investment by the Company's investors. The cost of debt is based on the interest bearing borrowings the Company is obliged to service. The GCGU specific risk is incorporated by applying individual specific risk factors; these specific risk factors are evaluated annually.

The following are the discount rates used in the calculation of the valuations of the GCGUs:

	October 31, 2024	October 31, 2023
Flexpipe Systems	11%	12%
Xerxes	12%	12%
DSG-Canusa GmbH	11%	12%

Terminal Value Growth Rate

The Terminal Value Growth Rate is used to calculate the Terminal Value of the GCGUs at the end of the projected free cash flow. A Terminal Value Growth Rate of 3% was used (for all goodwill and indefinite life intangible asset impairment tests) reflecting terminal value growth rate expectation of long-term growth in energy infrastructure investment; this figure also reflects the Company's best estimate of the economic conditions that are expected to exist over the forecast period.

Sensitivity to Changes in Assumptions

With regard to the assessment of FVLCD of all of the Company's GCGUs, management believes that no reasonably possible change in any of the above key assumptions would cause the carrying value of each CGU to materially exceed its recoverable amount, as estimated by the GCGU's FVLCD.

22. Other Assets

The following table sets forth the Company's other assets as at:

(in thousands of Canadian dollars)	**December 31, 2024**	December 31, 2023
Long-term prepaid expenses	**$ 1,645**	$ 2,121
Loans receivable	**460**	1,067
Long-term receivable	**—**	1,044
Accrued employee future benefit asset (note 17)	**4,625**	4,013
	$ 6,730	$ 8,245

23. Accounts Payable and Accrued Liabilities

The following table sets forth the Company's accounts payable and accrued liabilities as at:

(in thousands of Canadian dollars)	**December 31, 2024**	December 31, 2023
Accounts payable	$ 74,503	$ 54,507
Accrued liabilities	97,823	124,300
	$ 172,326	$ 178,807

In 2024, the Company incurred $8.4 million in restructuring cost. As at December 31, 2024, $8.0 million of restructuring liabilities are included in accrued liabilities (December 31, 2023 – $6.3 million).

24. Provisions

The following table sets forth the Company's provisions as at the periods indicated:

(in thousands of Canadian dollars)	Decommissioning Liabilities	Warranties	Other Provisions	Total
Balance – December 31, 2022	$ 15,273	$ 6,566	$ 8,106	$ 29,945
Provision adjustments	747	1,836	38,899	41,482
Settlement of liabilities	(467)	(2,506)	(5,645)	(8,618)
Accretion expense	520	—	—	520
Foreign exchange differences	(209)	(101)	(251)	(561)
Disposal	(6,652)	—	(32,056)	(38,708)
Balance – December 31, 2023	$ 9,212	$ 5,795	$ 9,053	$ 24,060
Provision adjustments	154	4,891	3,393	8,438
Settlement of liabilities	(5)	(4,084)	(730)	(4,819)
Accretion expense	320	—	—	320
Foreign exchange differences	205	204	566	975
Disposal	(334)	—	(9)	(343)
Balance – December 31, 2024	**$ 9,552**	**$ 6,806**	**$ 12,273**	**$ 28,631**

(in thousands of Canadian dollars)	Decommissioning Liabilities	Warranties	Other Provisions	Total
Balance – December 31, 2023				
Current	$ 642	$ 5,795	$ 5,720	$ 12,157
Non-current	8,570	—	3,333	11,903
	$ 9,212	$ 5,795	$ 9,053	$ 24,060
Balance – December 31, 2024				
Current	**3,379**	**6,788**	**8,538**	**$ 18,705**
Non-current	**6,173**	**18**	**3,735**	**9,926**
	$ 9,552	**$ 6,806**	**$ 12,273**	**$ 28,631**

Decommissioning Liabilities

The total undiscounted cash flows estimated to settle all decommissioning liabilities were $9.6 million as at December 31, 2024. The current pre-tax risk-free rates at which the estimated cash flows have been discounted range between 2% and 15%. Settlement for all decommissioning liabilities is expected to be funded by future cash flows from the Company's operations.

The Company expects the following cash outflows over the next five years and thereafter for remediating its decommissioning liability obligations:

(in thousands of Canadian dollars)	
2025	$ 3,164
2026	2,486
2030 and thereafter	6,127
	$ 11,777

Warranties

Project specific warranties are provided by various divisions in the normal course of business that are usually valid for a term of less than one year.

Other Provisions

The other provisions consist of current and non-current employee related provisions (required by local law in international jurisdictions), provisions for lawsuits and other accrued liabilities related to operations for which there is a higher degree of uncertainty with respect to either the amount or timing of the underlying payment.

25. Contract Balances

Contract assets represent costs incurred and recorded margins on service contracts. The Contract assets balance was $4.0 million as at December 31, 2024 (2023 – $10.6 million).

Contract liabilities represent obligations to perform services or deliver products in the future for cash considerations that have been received from customers. Contract liabilities were as follows, as at:

(in thousands of Canadian dollars)		**December 31, 2024**		December 31, 2023
Composite Technologies	**$**	**11,019**	$	11,560
Connection Technologies		**—**		803
Financial and Corporate [(a)]		**—**		28,232
	$	**11,019**	$	40,595
Current	**$**	**11,019**	$	39,494
Non-current		**—**		1,101
Total Contract Liabilities	**$**	**11,019**	$	40,595

(a) In 2023 this represented the continuing operations of previous Pipeline and Pipe Services segment, which in 2024 has been included in assets held for sale (note 6).

26. Other Liabilities

The following table sets forth the Company's other liabilities as at the periods indicated:

(in thousands of Canadian dollars)	Incentive-based Compensation (note 13)	Other Liabilities	Total
Balance – December 31, 2022	$ 34,677	$ 830	$ 35,507
Adjustments	16,061	(805)	15,256
Settlement of liabilities	(18,449)	—	(18,449)
Foreign exchange differences	200	(416)	(216)
Acquisition	—	6,021	6,021
Balance – December 31, 2023	$ 32,489	$ 5,630	$ 38,119
Adjustments	4,299	509	4,808
Settlement of liabilities	(16,481)	—	(16,481)
Foreign exchange differences	257	512	769
Balance – December 31, 2024	**$ 20,564**	**$ 6,651**	**$ 27,215**
December 31, 2023			
Current	$ 28,100	$ 556	$ 28,656
Non-current	4,389	5,074	9,463
	$ 32,489	$ 5,630	$ 38,119
December 31, 2024			
Current	$ 17,295	$ 605	$ 17,900
Non-current	3,269	6,046	9,315
	$ 20,564	**$ 6,651**	**$ 27,215**

27. Long-term Debt and Credit Facilities

The following table sets forth the Company's long-term debt as at:

(in thousands of Canadian dollars)	December 31, 2024	December 31, 2023
Credit Facility	**$ 179,900**	$ —
Senior Notes, unsecured [(a)]	**308,348**	150,000
Redemption option derivative asset	**(6,004)**	—
Deferred transaction costs	**(11,006)**	(5,799)
Total Long-term Debt	**$ 471,238**	$ 144,201

(a) The Senior Notes includes initial redemption option of $6.0 million and $2.3 million premium.

Credit Facilities

The following table sets forth the Company's total credit facilities as at:

(in thousands of Canadian dollars)	December 31, 2024	December 31, 2023
Borrowings on Credit Facility	**$ 179,900**	$ —
Standard letters of credit for financial guarantees, performance and bid bonds	**34,213**	57,728
Total utilized credit facilities	**$ 214,113**	$ 57,728
Total available credit facilities [(a) (b)]	**505,302**	503,594
Unutilized Credit Facilities [(b)]	**$ 291,189**	$ 445,866

(a) The Company guarantees the bank credit facilities of its subsidiaries.
(b) Subject to covenant restrictions

The Company was in full compliance with financial covenants as at December 31, 2024.

Credit Facility Renewal

On April 19, 2024, the Company entered into a Sixth Amended and Restated Credit Facility *with Toronto-Dominion Bank and National Bank Financial as co-lead arrangers and Royal Bank of Canada, JP Morgan Chase Bank, Export Development Bank, and ATB Financial as lenders* to further extend the maturity date to April 19, 2028. Under the amendment, the Company is required to maintain an Interest Coverage Ratio of not less than 2.50:1.00 and a Secured Net Debt to Adjusted EBITDA covenant of not greater than 3.00:1.00. The Company will pay a floating interest rate on this Credit Facility that is a function of the Company's Net Debt to EBITDA and other adjustments. For calculating the Secured Leverage Ratio, Secured Net Debt excludes the Senior Notes and the first $100 million of performance and bid bond letters of credit and all standard letters of credit that are guaranteed by Export Development Canada ("EDC"). The Company incurred fees and expenses of $1.1 million to implement this renewal. As at December 31, 2024, the credit facility has $179.9 million borrowings (2023 - nil).

Senior Notes

On April 2, 2024, the Company closed its private offering (the "2024 Notes Offering") of $175 million aggregate principal amount of 7.25% senior unsecured notes (the "2024 Senior Notes") due 2031. The 2024 Senior Notes were issued at a price of $1,000 per $1,000 principal amount of 2024 Senior Notes. The Company utilized proceeds of the 2024 Notes Offering to fund the redemption of its outstanding 2021 Senior Notes, and to pay related fees and expenses and for general corporate purposes. The 2024 Notes Offering was underwritten by a syndicate led by National Bank Financial and TD Securities.

On December 19, 2024, the Company closed a private offering (the "December 2024 Subscription Receipts") of 125 million subscription receipts at a price of $1,018.75 per subscription receipt for proceeds to the Company of approximately $127.3 million. Each subscription receipt entitled the holder thereof to receive upon satisfaction of certain conditions, a newly authenticated 7.25% senior unsecured note due 2031 ("Additional Notes"). Conversion of the December 2024 Subscription Receipts occurred and Additional Notes were issued pursuant to the April 2, 2024 trust indenture between the Company and TSX Trust Company (the "Trust Indenture") as supplemented by a supplemental indenture dated December 24, 2024 between the Company and TSX Trust Company such that following the issuance of the Additional Notes, which become 2024 Senior Notes under the Trust Indenture, $300 million aggregate principal amount of 2024 Senior Notes was outstanding. The fair value and carrying value of the premium on the Additional Notes issued pursuant to the December 2024 Subscription Receipts is approximately $2.4 million and $2.3 million, respectively. The December 2024 Subscription Receipts were offered through TD Securities and National Bank Financial Markets.

The Company used the net proceeds of the December 2024 Subscription Receipts to pay a portion of the purchase price for the Company's acquisition of AmerCable Incorporated ("AmerCable") (note 30).

The Company incurred $7.0 million fees and expenses on issuing the 2024 Senior Notes and $6.8 million cost associated with redemption of its 2021 Senior Notes.

The 2024 Senior Notes are redeemable by the Company in whole or in part, for cash:

1. At any time prior to April 2, 2027, up to 40% of the original aggregate principal amount of the 2024 Senior Notes with the net cash proceeds of one or more equity offerings at a redemption price equal to 107.25% of the aggregate principal amount of the 2024 Senior Notes redeemed, plus accrued and unpaid interest.
2. At any time prior to April 2, 2027, at a redemption price equal to 100% of the aggregate principal amount of the 2024 Senior Notes, accrued and unpaid interest and a premium at the greater of 1% of the principal value of the notes to be redeemed, or the present value of remaining interest to April 2, 2027, discounted at the treasury yield plus 100 basis points.
3. On and after the dates provided below, at the redemption prices, expressed as a percentage of principal amount of the notes to be redeemed, set forth below, plus accrued and unpaid interest on the senior notes.

Date	Percentage
April 2, 2027	103.625%
April 2, 2028	101.813%
April 2, 2029 and thereafter	100.00%

The redemption features described above constitute an embedded derivative which was separately recognized at its fair value of $6.0 million on initial recognition of the 2024 Senior Notes and December 2024 Senior Notes recorded in other assets. The embedded derivative is classified as fair value through profit and loss. Future changes in fair value will be recognized in finance costs in the condensed consolidated statements of comprehensive income (loss).

The 2024 Senior Notes are subject to customary terms, conditions and covenants. The Company is in compliance with these covenants at December 31, 2024.

As of December 31, 2024, the Company has $127.3 million of restricted cash, which represents the proceeds from the December 2024 Subscription Receipts offering. In accordance with the terms of the December 2024 Subscription Receipts, these proceeds were only eligible to be used for the acquisition of AmerCable and, as such, are classified as restricted cash since they are not available for general use. The restricted cash is disclosed separately in the financial statements.

This amount is classified as a current asset as the acquisition of AmerCable is expected to be completed within the next 12 months. Upon the completion of the acquisition, the restricted cash will be applied toward the purchase price of AmerCable, in line with the conditions of the December 2024 Subscription Receipts.

28. Commitments and Contingencies

a. Legal Claims

In the ordinary course of business activities, the Company may be contingently liable for litigation and claims with customers, suppliers and other third parties. Management believes that adequate provisions have been recorded in the accounts where required. Although it is not possible to estimate the extent of potential costs and losses, if any, management believes, but can provide no assurance, that the ultimate resolution of such contingencies would not have a material adverse effect on the consolidated financial position of the Company.

b. Performance, Bid and Surety Bonds

The Company provides standby letters of credit for performance, bid and surety bonds through financial intermediaries to various customers in support of project contracts for the successful execution of these contracts. If the Company fails to perform under the terms of the contract, the customer has the ability to draw upon all or a portion of the bond as compensation for the Company's failure to perform. The contracts that these performance bonds support generally have a term of one to three years, but could extend up to four years. Bid bonds typically have a term of less than one year and are renewed, if required, over the term of the applicable contract. Historically, the Company has not made and does not anticipate that it will be required to make material payments under these types of bonds.

The Company utilizes the Credit Facility to support its bonds. The Company has utilized total credit facilities of $34.2 million as at December 31, 2024 (2023 – $57.7 million) including those used in support of its bonds. In addition, as at December 31, 2024, the Company had $12.6 million of outstanding surety bonds through insurance companies (2023 – $92.8 million).

29. Share Capital

There are an unlimited number of common shares authorized. Holders of common shares are entitled to one vote per share. All shares have been issued and fully paid and have no par value.

On September 26, 2022, the Company commenced a normal course issuer bid (the "Prior NCIB") that provided for the purchase and cancelation by the Company on the open market (or as otherwise permitted), at its discretion, of up to a maximum of 5.69 million common shares of the Company. Under this bid, the Company purchased for cancellation a total of $1.52 million common shares.

On June 26, 2023, the Company terminated the Prior NCIB and received the approval by the TSX of the Company's notice of intention to renew its normal course issuer bid (the "New Bid") for common shares of the Company. Under the New Bid, the Company could purchase for cancellation up to 3.44 million common shares, representing approximately 10% of the Company's public float as at June 26, 2023. (being 4.96 million common shares), less the 1.52 million common shares purchased under the Prior NCIB. In connection with the commencement of the New Bid, the Company removed the restriction previously limiting the aggregate common share repurchases to a maximum of $25 million.

On June 26, 2024, the Company announced the approval by the Toronto Stock Exchange of the Company's notice to renew its NCIB (the "New Bid") for common shares of the Company. Under the New Bid, the Company may purchase for cancellation up to 4.98 million common shares, representing approximately 10% of the Company's public float as at June 14, 2024.

In the year ended December 31, 2024, the Company repurchased for cancellation a total of 3.4 million of its common shares for an aggregate repurchase price of approximately $47.6 million of share repurchases at a weighted average price of approximately $14.17 per common share. On December 31, 2024 the Company initiated the application of an automatic repurchase plan ("ASPP") application between January 6th to March 14th a, which represents a potential maximum obligation of $9.6 million. The Company has recorded this obligation and the corresponding reduction in share capital.

The following table sets forth the changes in the Company's shares for the years ended December 31:

(all dollar amounts in thousands of Canadian dollars)		2024
Number of shares		
Balance – December 31, 2023		66,230,182
Issued on exercise of stock options		111,507
Issued on exercise of RSUs		161,468
Share repurchase – NCIB		(3,359,098)
Balance – December 31, 2024		**63,144,059**
Stated value		
Balance – December 31, 2023	$	681,865
Issued – stock options		806
Compensation cost on exercised options		222
Compensation cost on exercised RSUs		1,597
Share repurchase - NCIB		(35,526)
Share repurchase – ASPP		(9,556)
Balance – December 31, 2024	**$**	**639,408**

30. Subsequent events

Acquisition of Amercable

On January 2, 2025 ("the acquisition date"), the Company announced it had closed on its acquisition of AmerCable Incorporated ("AmerCable"). Under the terms of the transaction, the Company has acquired 100% of the outstanding shares of AmerCable from Nexans USA Inc. for consideration of $403 million (or U.S.$280 million) before any working capital adjustments. AmerCable will be reported under the Company's Connection Technologies segment. The acquisition of AmerCable increases the Company's North American footprint as a provider of highly engineered wire and cable technologies. In addition, the synergies of AmerCable's portfolio of low and medium voltage electric power, control and instrumentation cable products complement the Company's Shawflex branded products.

The Company has determined that the acquisition of AmerCable is a business combination for accounting purposes under IFRS 3 Business Combinations. The preliminary purchase price allocation ("PPA") is based on management's best estimates of the fair value of the assets acquired and liabilities assumed. The purchase price remains preliminary as the valuations of certain assets, including property, plant and equipment, intangible assets, and other identified assets and liabilities, are still in progress. As a result, adjustments to the initial estimates, including those related to goodwill, may be necessary once the final determination of the net assets acquired is completed.

The preliminary aggregate purchase consideration inclusive of estimated working capital adjustments for the acquired assets and liabilities assumed as of the acquisition date is $411.1 million (or U.S.$285.7 million). The Company preliminary valuations indicate a total of $343.6 million associated with goodwill and intangible assets.

(in thousands of Canadian dollars)

Total purchase consideration	**$**	**411,110**
Net assets acquired at fair value		
Current assets	$	113,718
Non-current assets		410,279
Total assets acquired	**$**	**523,997**
Assumed non-interest-bearing liabilities		112,887
Total liabilities assumed	**$**	**112,887**

The fair values allocated to assets acquired and liabilities assumed are preliminary and are subject to adjustment based on further analysis and evaluation over the course of the measurement period, which will not exceed twelve months from the acquisition date. Where preliminary values are used in accounting for a business combination, they may be materially adjusted retrospectively in subsequent periods. The Company will continue to evaluate new information about the facts and circumstances that exist at the acquisition date pertaining to the preliminary fair value of the assets acquired and liabilities assumed including the effects on goodwill, income tax and deferred income tax liabilities and any post-acquisition date working capital adjustments.

The Company incurred $1.7 million as at December 31, 2024 in acquisition related costs recorded in selling, general and administrative expenses.

Tariffs

In 2025, the government of the United States announced tariffs on certain good imported from the Canada, Mexico and China. The governments of these three countries have announced their intentions to respond with tariffs on certain goods imported from the U.S. On March 6, 2025, it was announced that the implementation of the tariffs between the United States and Canada and between the United States and Mexico for USMCA compliant goods would be paused for 30 days. The Company acknowledges that extreme uncertainty exists regarding the magnitude and duration of tariffs impacting the movement of goods across North American borders, and is currently assessing the business consequences arising from such tariffs.