

# December 2023 Investor Day

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December 11, 2023



# Forward Looking Information

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This presentation contains forward-looking information within the meaning of applicable securities laws. Words such as "may", "will", "should", "anticipate", "plan", "expect", "believe", "predict", "estimate" or similar terminology are used to identify forward-looking information. This forward-looking information is based on assumptions, estimates and analysis made in the light of the Company's experience and its perception of trends, current conditions and expected developments, as well as other factors that are believed by the Company to be reasonable and relevant in the circumstances. Forward-looking information involves known and unknown risks, uncertainties and other factors which may cause actual results, performance or achievements to be materially different from those predicted, expressed or implied by the forward-looking information.

Additional information on the risks and uncertainties on the Company's business can be found in the Company's current Annual Information Form, annual and quarterly reports and in other reports and filings made with the securities regulatory authorities and available at [www.sedar.com](http://www.sedar.com) and [www.shawcor.com](http://www.shawcor.com). The forward-looking information is provided as of the date of this presentation and the Company does not assume any obligation to update or revise the forward-looking information to reflect new events or circumstances, except as required by law. The complete text of Mattr's statement on forward looking information is included at the outset of the Company's Third Quarter 2023 Management Discussion and Analysis (MD&A) report, which is available on SEDAR and on the Company's website at [mattr.com](http://mattr.com).

# Agenda

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Topic	Speaker
Mattr Vision	Mike Reeves, <i>Mattr, President &amp; CEO</i>
Connection Technologies	Frank Cistrone, <i>Mattr, Group President, Connection Technologies</i>
Bruce Power	Mike Rencheck, <i>Bruce Power, President &amp; CEO</i>
Composite Technologies	Martin Perez, <i>Mattr, Group President, Composite Technologies</i>
QuikTrip	Keith Spiker, <i>QuikTrip, Head of Fuels Systems</i>
ESG & Investor Landscape	Meghan MacEachern, <i>Mattr, Director External Communications &amp; ESG</i>
Financial Overview	Tom Holloway, <i>Mattr, SVP Finance and CFO</i>
Q&A	Mattr Senior Leadership
Closing Remarks	Mike Reeves, <i>Mattr, President &amp; CEO</i>



# Vision

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**Mike Reeves**

**PRESIDENT AND CHIEF EXECUTIVE OFFICER**

## Mattr Vision

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**Investing to create a technology driven, high-growth, high-margin infrastructure products business that consistently returns capital to shareholders.**

**Engineering a better future.**

# Engineering a Better Future

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We **Engage**

We **Innovate**

We **Create**

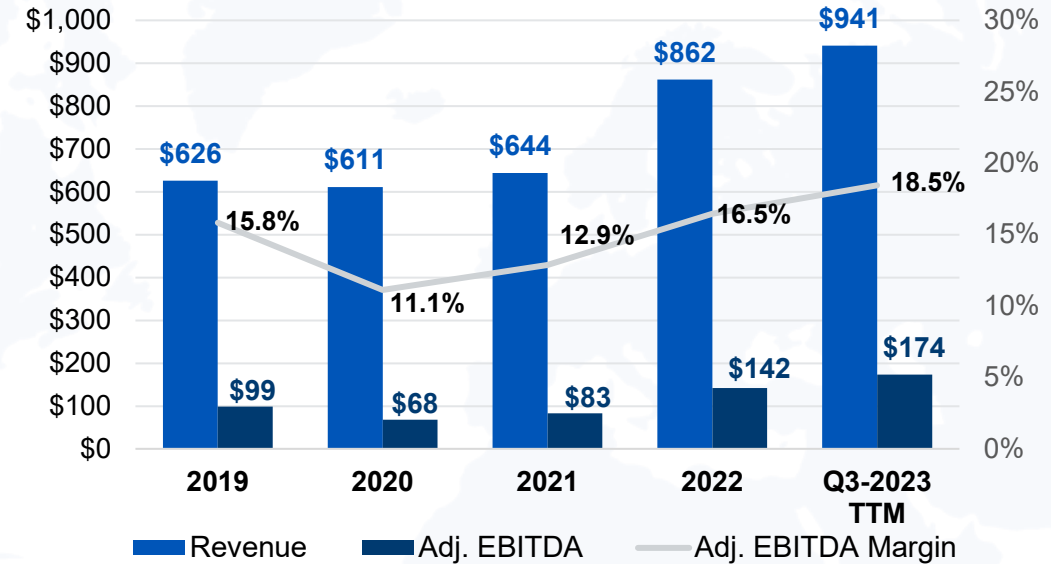
## To enable a world where:

- Critical infrastructure is reliable and carbon efficient
- Electrification is everywhere
- Nuclear is a significant energy source
- Liquid fuel storage is safe and long-lasting
- Water quality and availability is a priority
- High speed wireless communication is universal
- Hydrocarbon gathering is safe, efficient and carbon efficient

# Fundamentally Transformed



Revenue and Adj. EBITDA



2021-23 Revenue CAGR  
**21%**

2021-23 EBITDA Margin Growth  
**45%**

# A Materials Technology Company Enabling Renewal & Expansion of Critical Infrastructure

## Composite Technologies

Manufacturer of flexible and environmentally-friendly composite solutions for severe environments and applications— extending lifespan and lowering risk



Spoolable Composite Pipe



Premium Underground Liquid Storage Tanks



Premium Storm Water Management Systems

## Connection Technologies

Supporting global electrification by providing specialty wire, cable and integrated heat shrink solutions for severe environments and applications – extending lifespan and lowering risk



Heat Shrink and Cold Applied Tubing



Automated Heat Shrink Installation Devices



Engineered Wire, Cable and Assemblies

# Positioned to Benefit from Long-Cycle Macro Themes



## Replacements needed for infrastructure at end of life

- Tank Replacements
- Power Generation Upgrades
- Power Distribution Upgrades



## New infrastructure needed to support population growth & movement

- Communication Network Buildout
- Mass Transit Buildout
- Roadway & Refueling Network Expansion



## Infrastructure needed for water & energy security

- Storm Water and Wastewater Management Systems
- Hydrocarbon Gathering Lines
- Energy Generation Site Expansion



## High quality, lower CO2 footprint products needed to support emissions reductions

- Electrification
- Energy generation with lower emissions
- Lower Operating Emission Profiles
- Conversion from Steel/Concrete to Lower Carbon/Longer-life Materials

# An Opportunity Rich Landscape

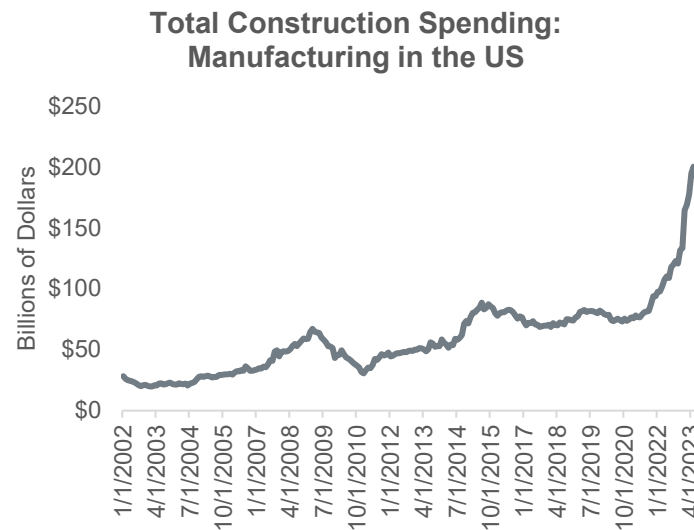
Biden administration committed  
**US \$2 trillion**  
under US Inflation Reduction Act

Source: H.R. 812 (IH) - Inflation Reduction Act of 2023.

Global Net Zero will require  
**\$21 trillion**  
investment in power grids

Source: Bloomberg NEF, March 2023

At ~\$200 billion, construction spending in the US has increased 2.5x since early 2020 as near-shoring continues



Source: U.S. Census Bureau, Total Construction Spending: Manufacturing in the United States [TLMFGCONS], retrieved from FRED, Federal Reserve Bank of St. Louis

## THE WATER CHALLENGE IN NUMBERS:

**2 billion**

people lack access to safely managed drinking water services

**3.6 billion**

people lack access to safely managed sanitation services

**US\$120 billion**

of economic losses from urban property flood damages per year globally

**US\$ 1 trillion**

is the estimated global cost per year of achieving SDG 6<sup>1</sup>

Source: OECD (2022), Financing a Water Secure Future

<sup>1</sup>United Nations Sustainable Development Goal 6 (SDG 6): Ensure access to water and sanitation for all

# Why Our Solutions Matter

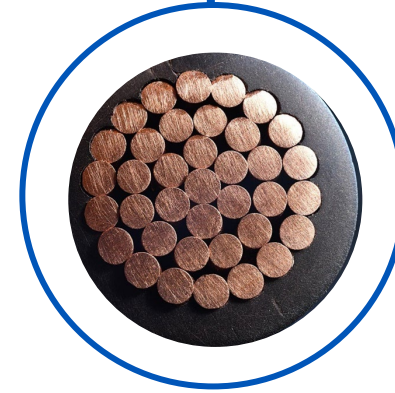
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Extreme capability & reliability in harsh environments

Confidence where the cost of failure is highest

A small fraction of total project costs

Delivering a low-friction customer experience



Continuous Technology Evolution



Expanding & Protecting Proprietary Knowledge



Designing for Reliability in the Harshes of Environments



Actively Partnering with Customers

# Moving Beyond Transformation

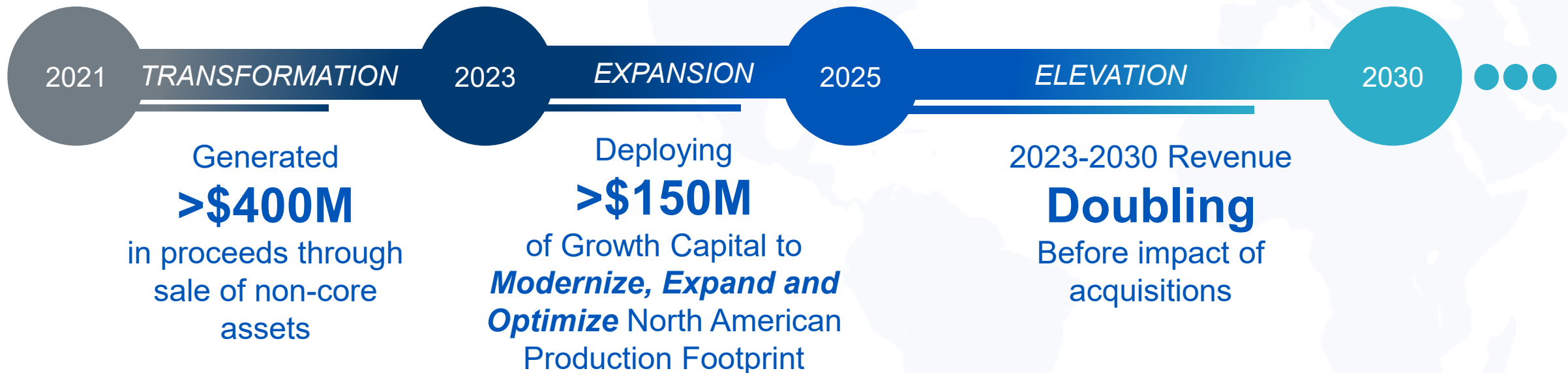
Organic Performance Ambitions:

>10% Annual Revenue Growth

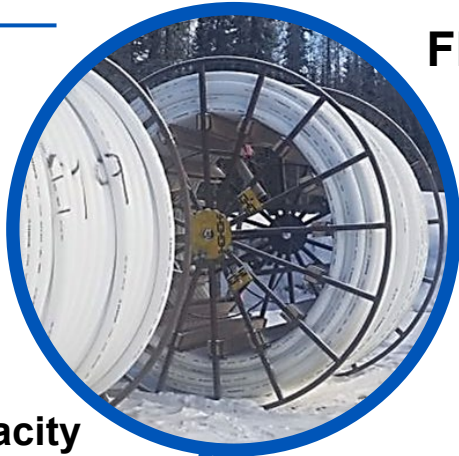
>20% EBITDA Margins

>70% FCF Conversion

Further Enhanced by M&A



# Catalysts to Achieve Organic Performance Ambitions



**Flexpipe large-diameter & international market penetration**

**DSG-Canusa industrial market penetration**



**Adding Capacity in both businesses**

**Organic Performance Ambitions**

**>10%** Annual Revenue Growth

**>20%** EBITDA Margins

**>70%** FCF Conversion



**Adding Capacity in both businesses**

**Xerxes Water to rival fuel in size**

**Primary M&A Focus**

**Shawflex access to new geographies & end markets**

**Adding Capacity in both businesses**



# Strong Growth Momentum & Powerful Balance Sheet, Trading Significantly Below Peer Group Average

2021-23 Adj EBITDA CAGR

**45%**

2023-30 Aspirational  
Revenue CAGR

**10%+**

Net Debt/Adj. EBITDA

2019 **3.2x**

Q3-23 TTM **0.5x**

With PPG transaction closed, Mattr  
has **>\$400M of deployable capital**

**Net-debt-to-adjusted EBITDA  
ceiling currently 1.5x**

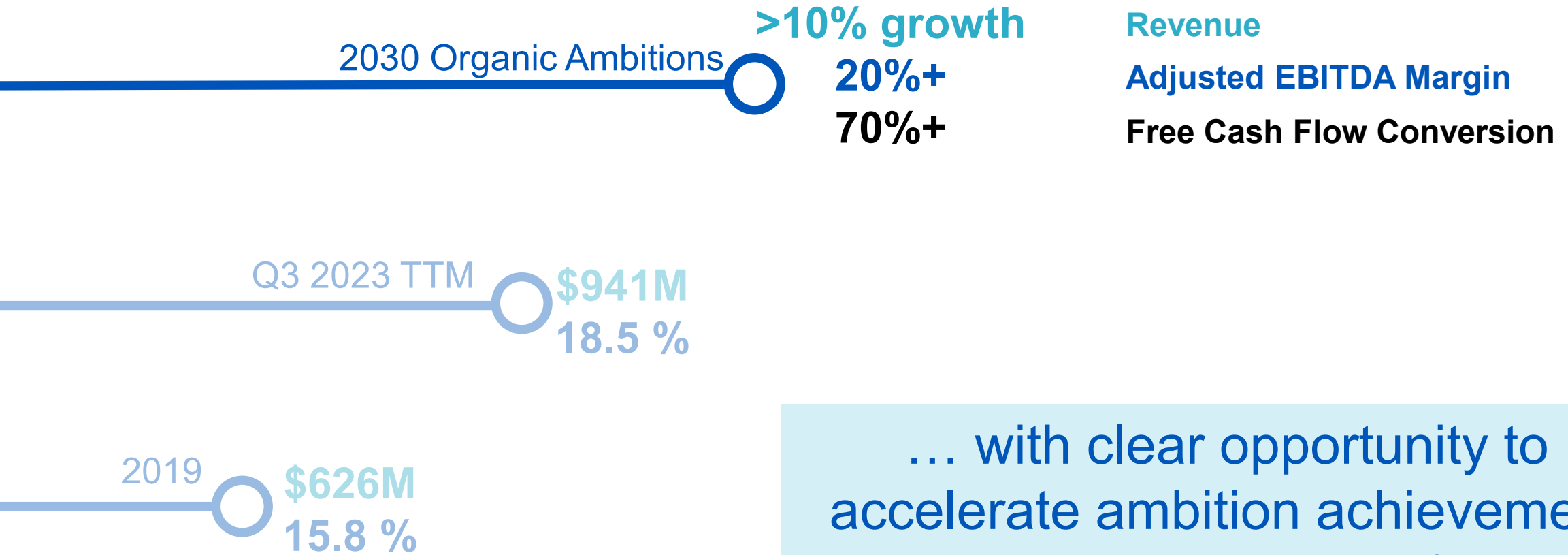
## Our Peers are Premium Industrial Product Manufacturers

Ticker	Company	EV/EBITDA Multiple*	
		TTM	NTM
AIN-USQ	Albany International	13.1	11.1
ESE-USQ	Esco Technologies	15.0	13.7
THR-USQ	Thermon Holdings	13.5	10.2
VNT-USQ	Vontier	10.9	9.8
MATR-T	Mattr	5.5	6.8

\*As of December 7, 2023

\*\*Per consensus EBITDA estimates

# Organically Doubling Revenue by 2030...



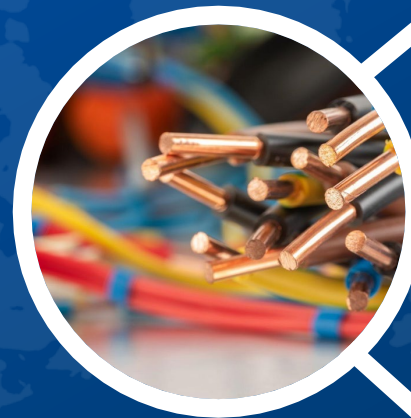
... with clear opportunity to accelerate ambition achievement through targeted M&A

# Connection Technologies

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**Frank Cistrone**

GROUP PRESIDENT, CONNECTION TECHNOLOGIES



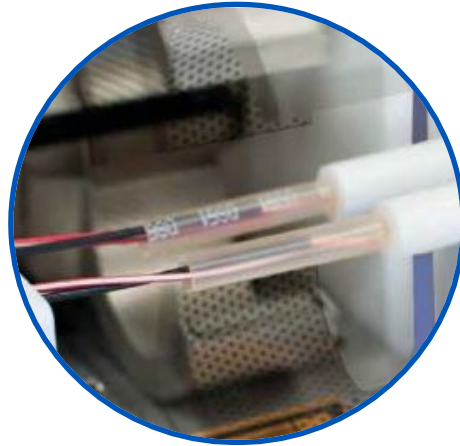
# Connection Technologies

 **SHAWFLEX**



Engineered Wire,  
Cable and Cable  
Assemblies

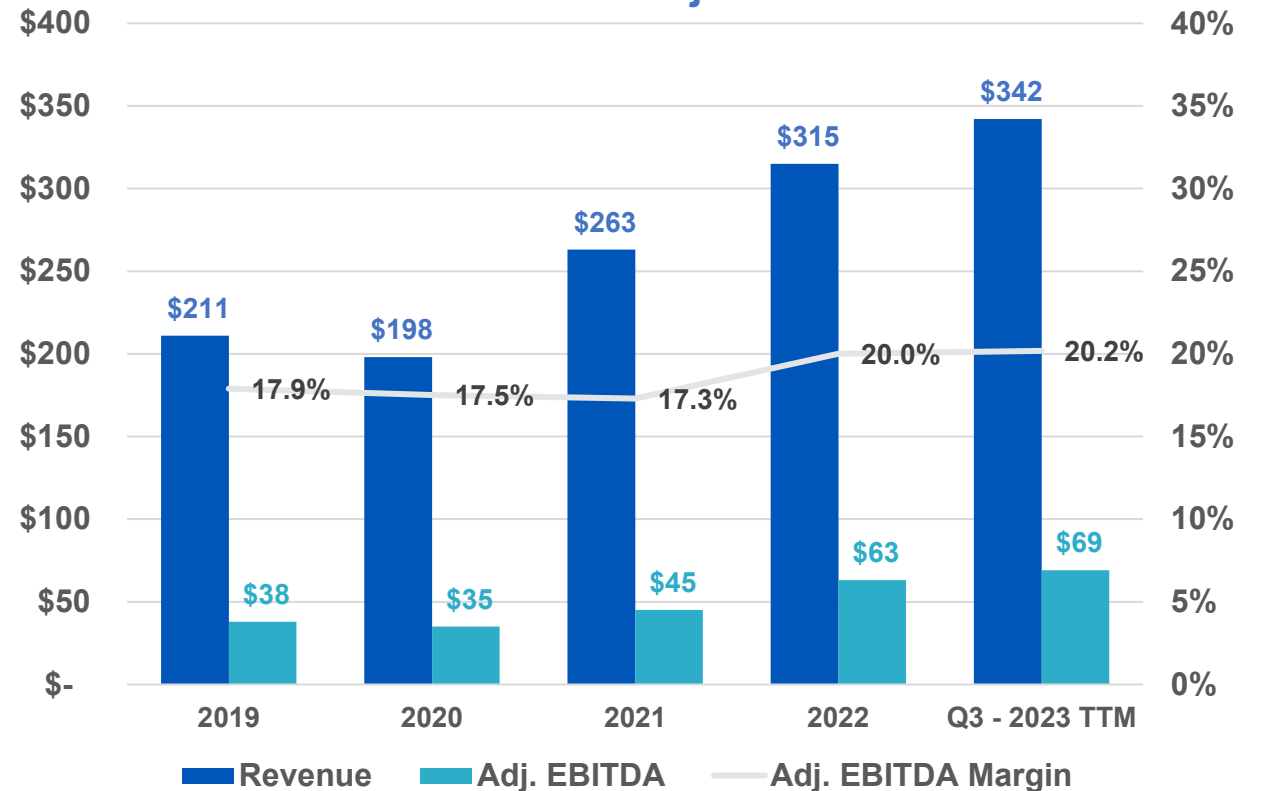
 **DSG-CANUSA**



Premium Heat Shrink,  
Cold Applied and  
Application Equipment

**Highly engineered connection technologies  
directly addressing the global  
electrification mega trend**

## Revenue and Adj. EBITDA



**24% Adjusted EBITDA CAGR 2021-2023**

# What We Do

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Extreme Capability &  
Reliability in Harsh  
Environments



Confidence Where  
the Cost of Failure  
is Highest



# Shawflex

## Differentiators

**60 YEARS**

Industry leader of high quality and customer service

Technology capabilities generating

**>10%** new product revenue annually

**167 BILLION**

Cable design and manufacturing possibilities

**Flexible**

Manufacturing optimizes product design configurations

## Shawflex Applications



Instrumentation



Control



Power



Assembly



# DSG-Canusa

## Differentiators

### 50 YEARS

Proven application and product engineering capability

Technology capabilities generating

### 20+ new products

annually

### 3 Continents

A global R&D, manufacturing and distribution expertise

### Fully Integrated

design and build of customer application equipment

## DSG-Canusa Applications



Seal



Protect



Insulate



Identify

# Differentiated Products Levering Our Core Competence in Materials Technology & Complex Manufacturing

## 170%

**Increase in R&D spending expected from 2021 to 2025**

Investments in material, process and equipment development

## 125%

**Increase in New Product Revenue expected from 2022 to 2026**

Executing on market and customer requirements, enhancing our margin performance



Proprietary knowledge serves as our cornerstone, allowing us to create differentiated products, enhancing customer value, improve operational efficiency, and maintain quality standards

# Market Outlook and Drivers

 SHAWFLEX

 DSG-CANUSA

Infrastructure

Industrial

Transportation

Outlook

Changing climate patterns, aging infrastructure, electrical transition, connected cities, and population growth & movement continues to drive demand

Geopolitics, near shoring and climate change driving demand for more and efficient buildings, automation and electrification critical minerals

Electrification and population growth & movement driving demand for automotive, aerospace, defense, space, mass transit, marine and military

Market Drivers

- Global demand for clean energy
- Aging and new Electrical Utility
- Smart Grid Technology
- Communication upgrades
- Government civil infrastructure

- Industrial building permits
- Total construction spending
- Global mining demand
- Metallurgical, heavy industry, semi-conductor near shoring

- Electrification adoption
- Normalized vehicle production
- Aerospace, space, defense and transit spending
- Marine fleet replacement

# Serving Diverse Critical Markets that Connect Our World

## SHAWFLEX



Civil



Hydro



Mining



Natural Gas



Nuclear



Space



Wastewater

## SHAWFLEX & DSG-CANUSA



Aerospace



Communication



EV Charging



Marine



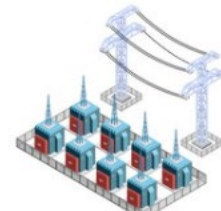
Outer Space



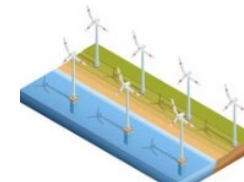
Solar



Transit



Utility



Wind

## DSG-CANUSA



Automotive

**>\$10 Billion**

Connection Technologies SAM\*

\*SAM = Serviceable Available Market

# Built to Operate in Extreme Environments with Uncompromising Reliability



**COMMUNICATION**



**AEROSPACE**



**ELECTRIC VEHICLES**



**SPACE**



**NUCLEAR**



**TRANSIT**



Excellent Low Temperature Characteristics



High Flexibility



Flame Retardant



High Temperature Tolerance



Low Smoke, Zero Halogen Options



High Radiation Tolerance

# Diverse Global End Users and Customer Base

## Infrastructure



DSG-CANUSA



SHAWFLEX

## Industrial



DSG-CANUSA



SHAWFLEX

## Transportation

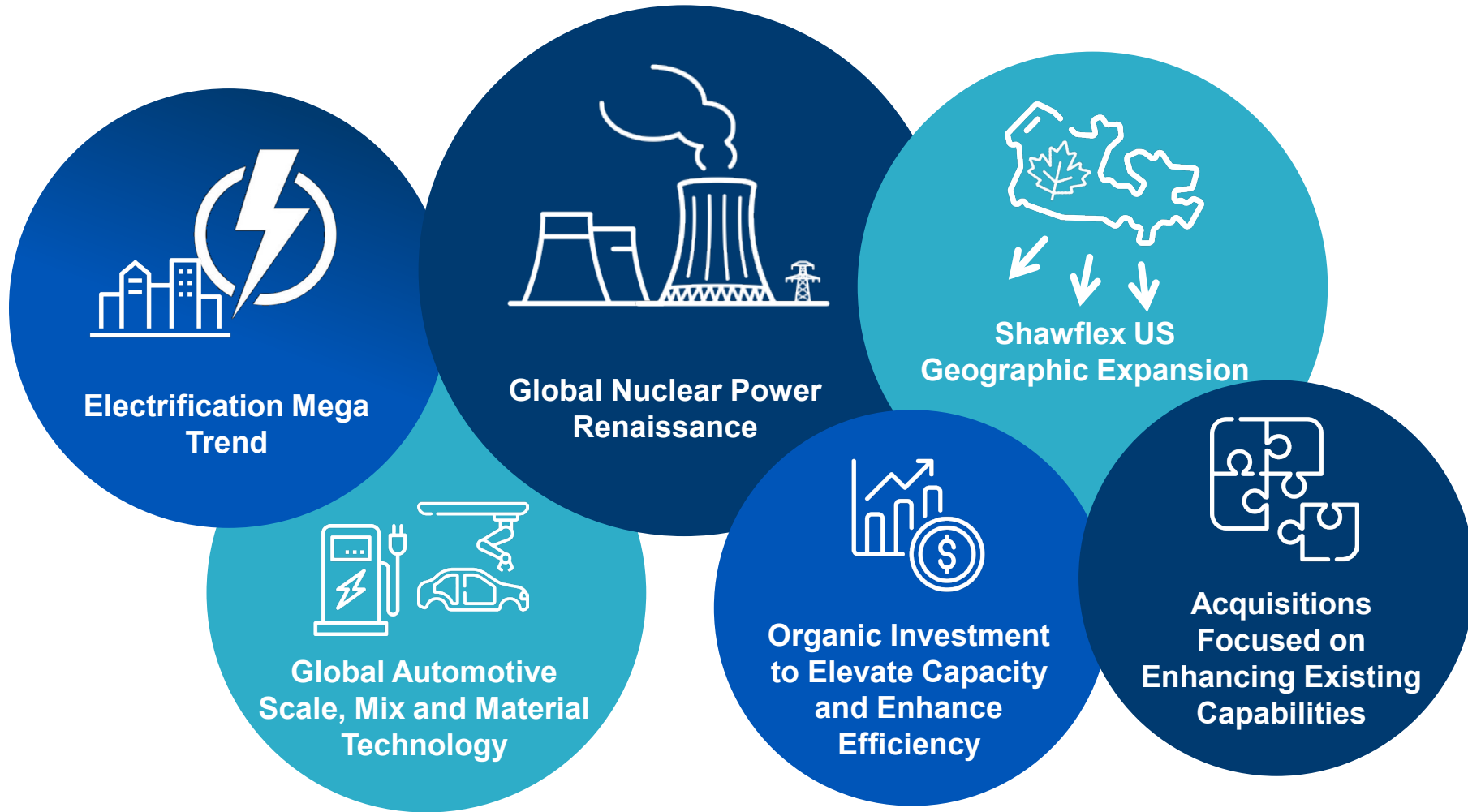


DSG-CANUSA



SHAWFLEX

# The Road to 2030: Growth Drivers



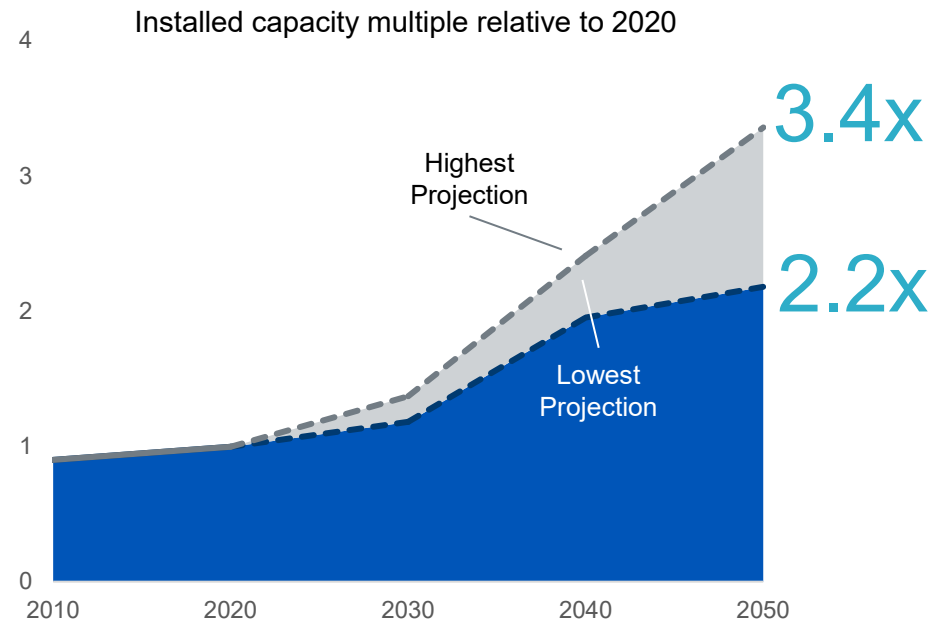
# Electrification Mega Trend, A Strong and Overarching Tailwind

Globally, electrical capacity must **DOUBLE** by 2050 to meet net zero goals and support population growth

this requires **\$21 trillion** in investment in electrical infrastructure

Source: Bloomberg NEF, March 2023

## Projected Electricity Capacity Requirements in Canada, 2019 - 2050

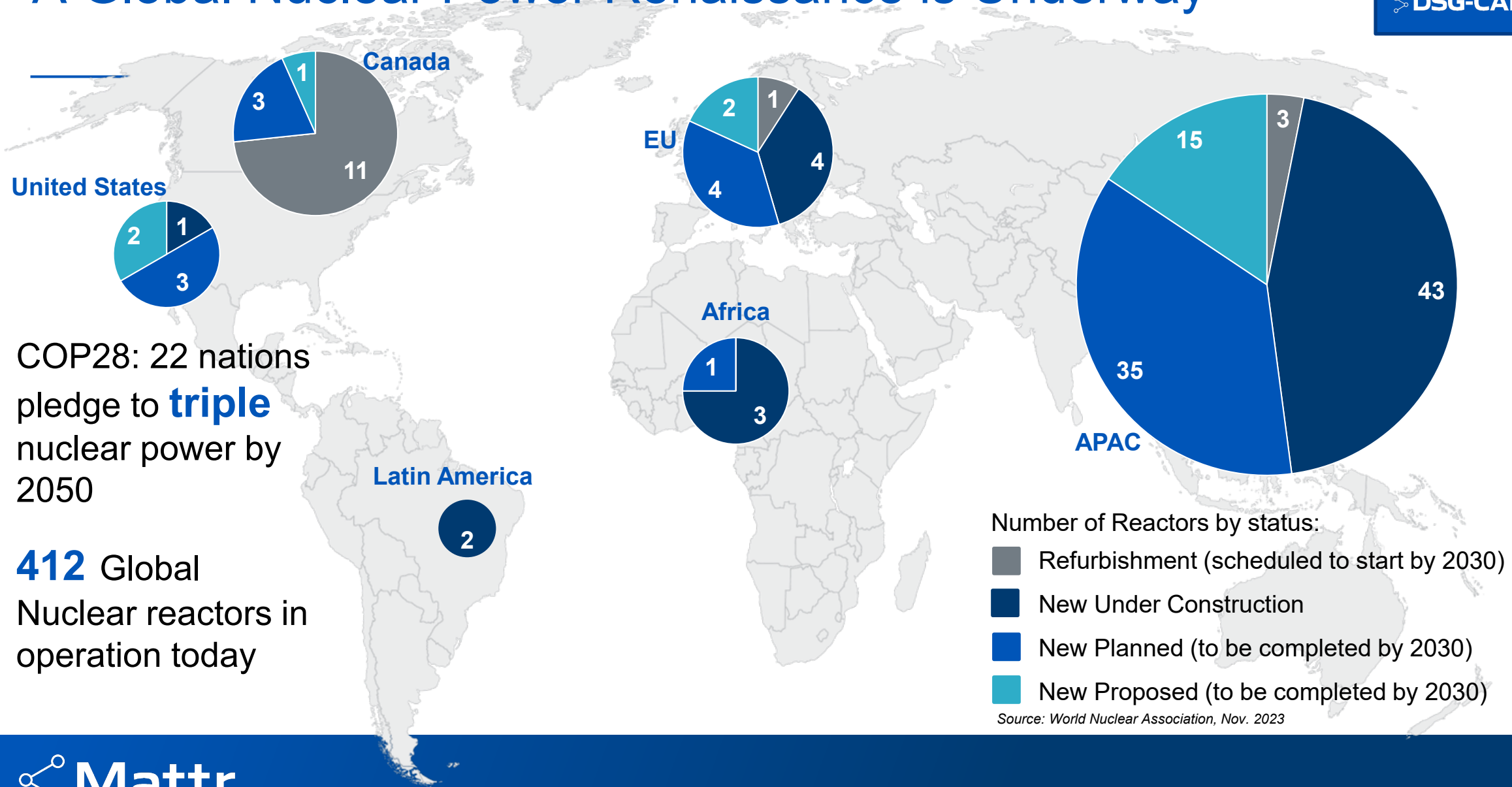


Source: Canadian Climate Institute (2022), *Bigger, Cleaner, Smarter: Pathways for Aligning Canadian Electricity Systems with Net Zero*

In Canada alone, **>\$400 Billion** of investment is needed to replace aging facilities and expand generation capacity to reach the country's net zero by 2035 target

**Substantial investment needed across all three of our primary market verticals**

# A Global Nuclear Power Renaissance is Underway



COP28: 22 nations pledge to **triple** nuclear power by 2050

**412** Global Nuclear reactors in operation today

Number of Reactors by status:

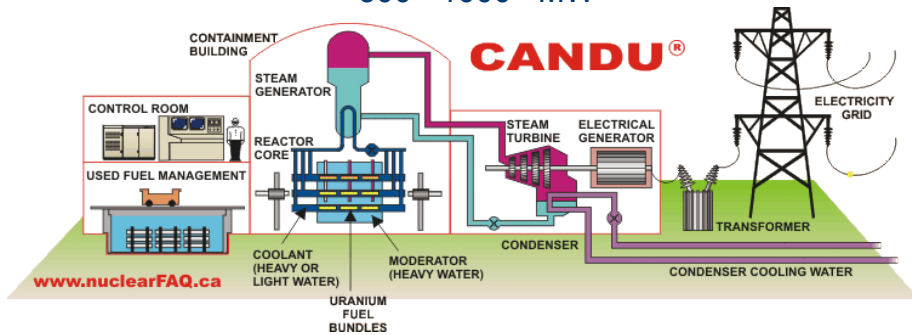
- Refurbishment (scheduled to start by 2030)
- New Under Construction
- New Planned (to be completed by 2030)
- New Proposed (to be completed by 2030)

Source: World Nuclear Association, Nov. 2023

# Investing to Become the World Leader in Nuclear Interconnect Technologies

## Today's Position

Large-Scale **Heavy** Water Reactor  
300 - 1000+ MW

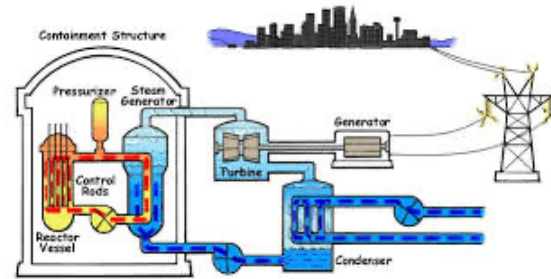


**>40 years** of serving Candu customer, expanding to service **>\$700 Million** TAM by 2030

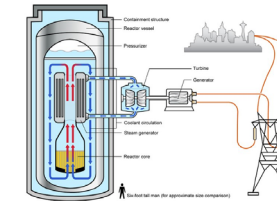


## Opportunities for Technology and Geographic Expansion

Large-Scale **Light** Water Reactor  
300 - 1000+ MW



Small Modular Reactor  
20 - 300 MW



Micro Reactor  
1 - 20 MW

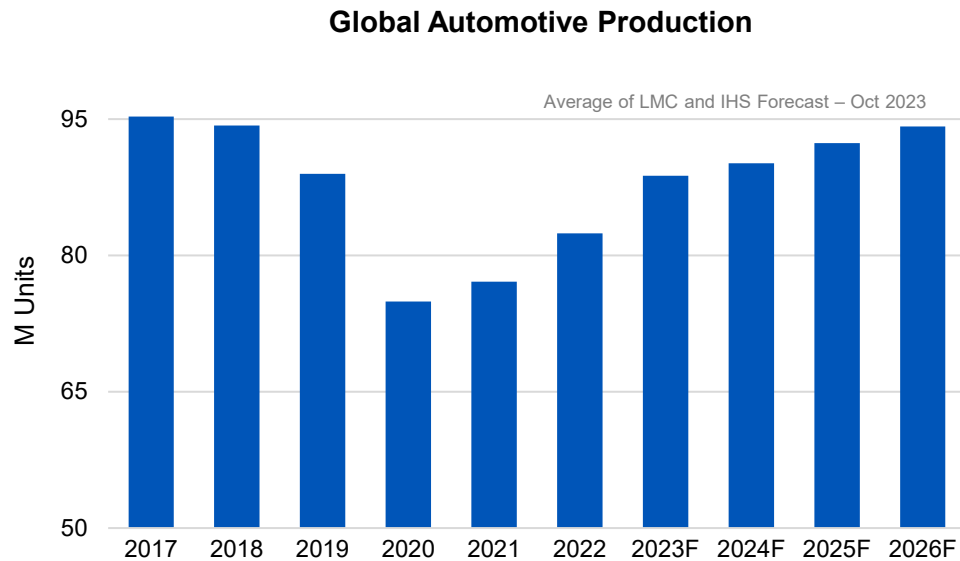


Strong international development opportunities to service **>\$10 Billion** TAM for light water reactors and small/micro modular reactors by 2030

TAM = Total Available Market

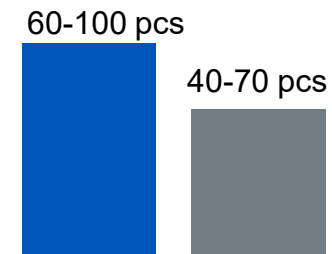
# Global Automotive Production – Leveraging Opportunities for Scale, Mix & Material Technology

## DSG-Canusa Products

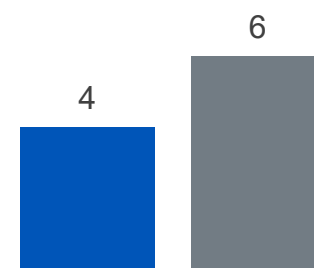


2023 global automotive production is approximately **93%** of 2017 levels

### Units Per Vehicle



### \$ Per Vehicle



■ ICE ■ EV

EV requires **~40% less** DSG-Canusa product vs ICE, however more demanding EV operating, and reliability requirements means **revenue per vehicle is potentially ~50% higher**



# Substantial Organic Investment to Elevate Capacity and Enhance Efficiency

**>25%**

**Incremental capacity by 2026\***

With opportunity to reach >100% incremental capacity by 2030\*

**10%+**

**Margin improvement\***

From modernization, optimization, and efficiency

**20%+**

**After tax IRR of capital deployed for both sites**

Projects are on-time and on-budget



**DSG-CANUSA**

Relocation to Fairfield, OH, USA  
Heat Shrink Tubing Manufacturing  
Expected Start-up: Late '24  
Upsizing: 127,400 sq ft to 204,000 sq ft

**SHAWFLEX**

Relocation to Vaughan, ON, Canada  
Wire & Cable Manufacturing  
Expected Start-up: Late '25  
Upsizing: 108,000 sq ft to 226,000 sq ft

\* Versus 2023 baseline

# Shawflex US Geographic Expansion Opportunity

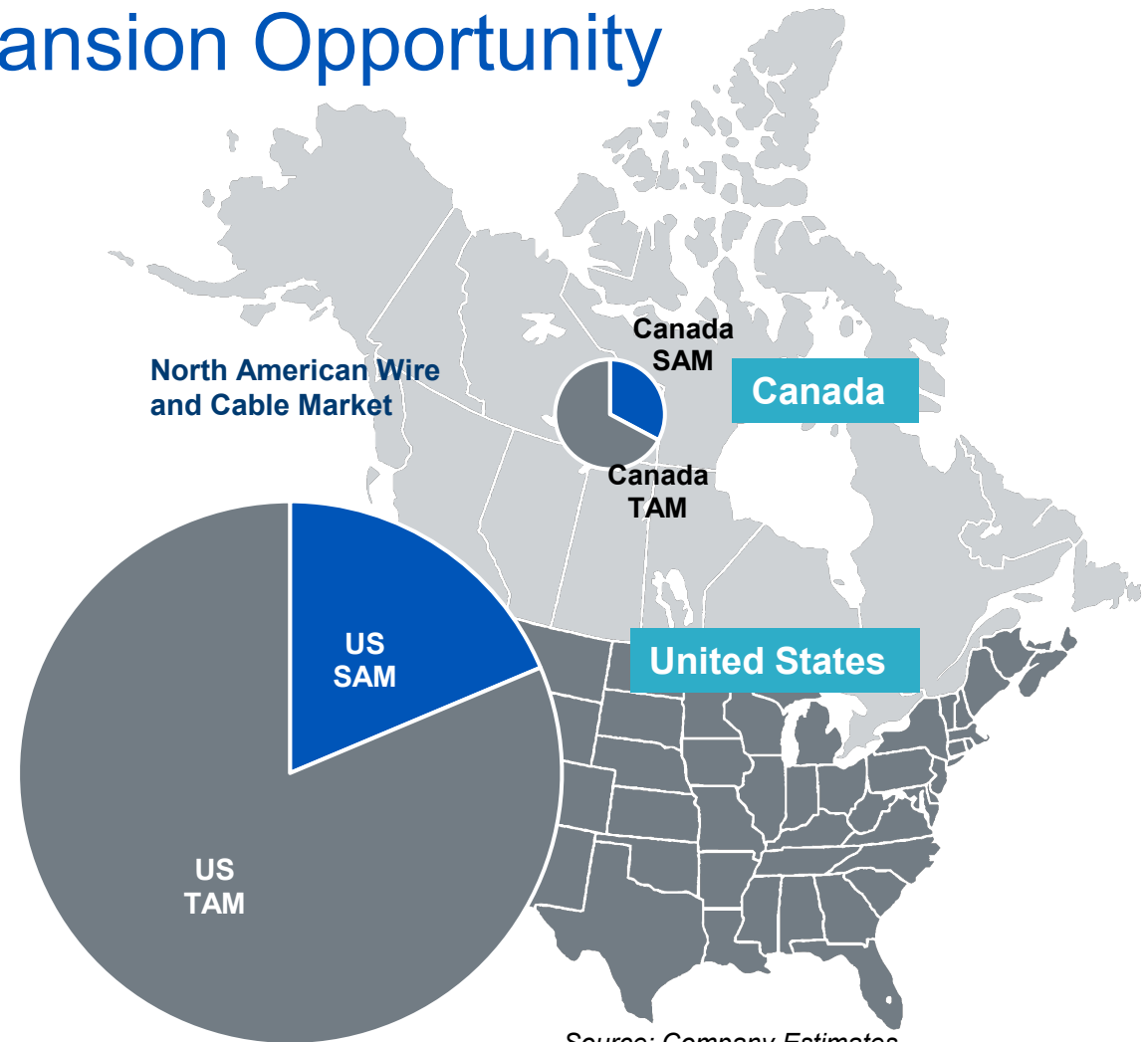
US addressable market is approximately **9 times** the size of the Canadian addressable market

US total construction spending on manufacturing is at **\$200 Billion**

**>70%** of US Electrical Utility Grid is >25 years old  
THE WHITE HOUSE

**>25%** increase in US electrical consumption projected by 2030  
University of California, Berkeley

**2/3** of global electricity generation from renewables by 2050



TAM = Total Available Market

SAM = Serviceable Available Market – the segment of the TAM targeted by the Company's products

# Acquisitions Focused on Enhancing Existing Capabilities

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## Acquisition Success Story



- Purchased at <4x forward 12-month Adjusted EBITDA
- Leveraged cross-selling and international opportunities
- Integration & synergies executed as planned

**Focused on attractive end markets, strategic value, and strong financials, ~100 targets evaluated in the last 12 months, with multiple opportunities to explore transactions in 2024**

**Highest priorities for M&A are Shawflex access to new geographies & end markets and DSG-Canusa electrical infrastructure enhancements**

# Connection Technologies Key Takeaways



## Proven Track Record

*24% EBITDA CAGR since 2020, on-budget & on-time execution of organic plans and successful acquisition integration*



## The Road to 2030

*Electrification mega trend, large addressable markets and defined growth drivers to double revenue and enhance EBITDA margins*



## 2023 & 2024

### Organic Growth Investments

*Significant investments in high-return opportunities with revenue and margin expansion in 2024 and beyond, achieving IRR of >20%*



## Inorganic Growth Driver

*Significant funnel of targets established, with multiple opportunities to explore transactions in 2024, our priority is Shawflex access to new geographies & end markets*



# Bruce Power

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## Mike Rencheck

PRESIDENT & CHIEF EXECUTIVE OFFICER,  
BRUCE POWER



# Composite Technologies

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**Martin Perez**

**GROUP PRESIDENT, COMPOSITE TECHNOLOGIES**



# Composite Technologies

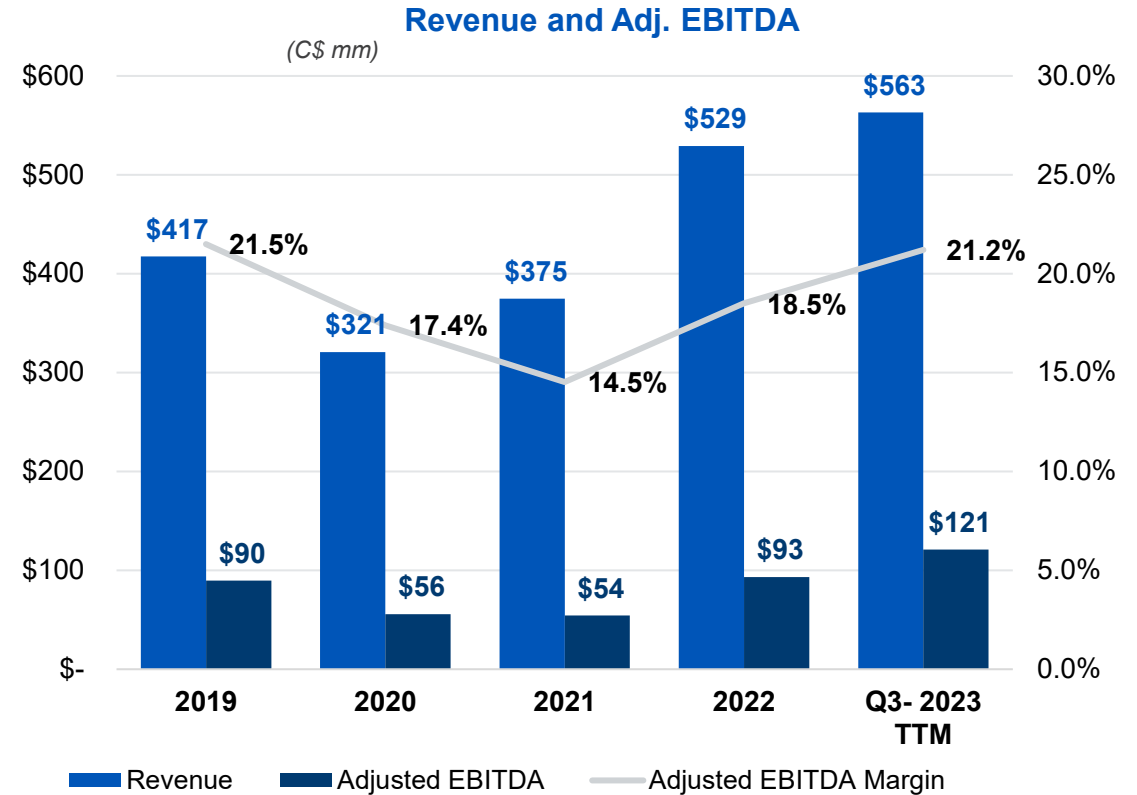


Market Leading Composite Underground Storage Tanks & Treatment Solutions



Premium Spoolable Composite Pipe

Replacing concrete/steel in harsh environments where the risk and consequence of failure is high (pressures, corrosion etc.)



**50% Adjusted EBITDA CAGR 2021-2023**

# Composite Technologies' Verticals

**>\$4 Billion\***

Composite Technologies SAM

*SAM = Serviceable Available Market – the segment of the TAM targeted by the Company's products*

We excel in the design and delivery of composite based products which replace higher cost, higher risk, higher-carbon concrete and steel solutions in fuel, water and oilfield applications

## Two core businesses within three primary verticals

 **FLEXPIPE®**

Energy



 **XERXES®**

Liquid Fuels

Water

*\*Composite Fuel and Water SAM includes North America only  
Source: Company Estimates*

# Composite Technologies Outlook and Market Drivers

	 <b>FLEXPipe®</b>	 <b>XERXES®</b>	
	<b>Energy</b>	<b>Liquid Fuels</b>	<b>Water</b>
<b>Outlook</b>	Strong outlook for our business driven by new technology introductions and healthy demand, supply constraints	Demand from aggressive convenience store expansion and tank replacement requirements presents compelling growth opportunity	Tightening regulations, changing climate patterns, aging infrastructure and urbanization continue to drive demand
<b>Market Drivers</b>	<ul style="list-style-type: none"><li>○ Supply and demand for O&amp;G</li><li>○ Drilling activity</li><li>○ Well pad design</li><li>○ Environmental regulations</li></ul>	<ul style="list-style-type: none"><li>○ New store development</li><li>○ Fuel profit margins</li><li>○ Tank replacements</li><li>○ Regulatory requirements</li></ul>	<ul style="list-style-type: none"><li>○ Aging infrastructure</li><li>○ Urbanization &amp; mega-cities</li><li>○ Resource scarcity</li><li>○ Environmental regulations</li></ul>

# Flexpipe Product Applications



## Energy

Diesel & Refined Chemicals  
Natural Gas Distribution  
Enhanced Oil Recovery  
Oil & Gas Gathering  
Lithium Mining



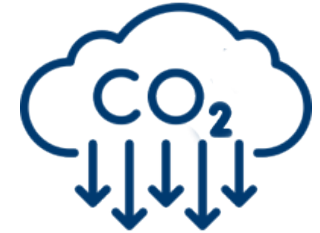
## New Fuels

- High-Pressure Gas Injection
- Helium Gathering
- Hydrogen\*
- Biogas



## Water

- Produced Water Disposal
- Frac Water Management
- Water Gathering



## Decarbonization

- Steel Pipeline Remediation
- 100% CO<sub>2</sub> Transportation
- Zero Flaring

\* Under evaluation

# Line Pipe has Evolved

**35%**

**INSTALLATION  
cost reduction**

**20%**

**QUICKER TIME  
to first oil**

**Significantly  
Lower  
CORROSION  
Failure Risk**

*“The efficiency we gained by using Flexpipe was immense, and we were able to bring on production earlier than expected. The product and service that I received from the Flexpipe team is second to none in the industry”*

*- LEAD ENGINEER, CANADIAN OIL & GAS COMPANY*

# Benefits of Flexpipe



Lower  
Lifecycle  
Costs



Corrosion  
and Abrasion  
Resistance



Quick and  
Easy  
Installation



Reliability and  
Traceability



Engineering  
Field Support

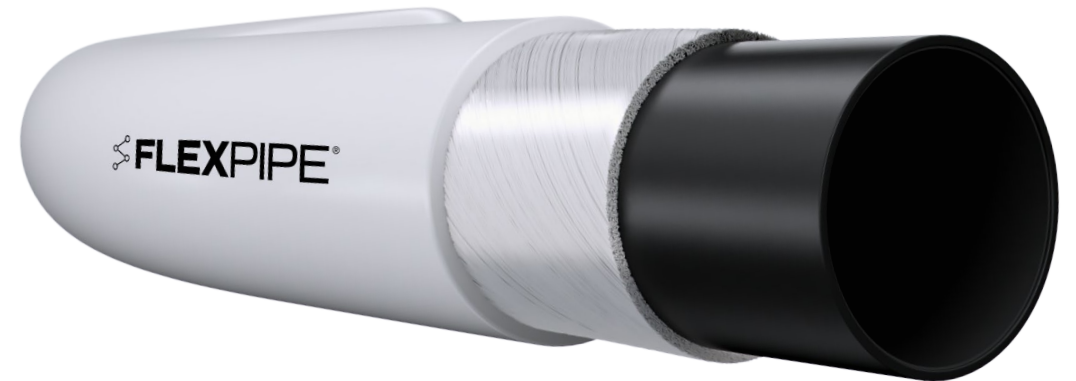


Lower  
Environment  
al Impact

Estimated annual cost of  
corrosion in Oil and Gas  
production and  
transportation:

**US\$13 Billion\***

in the US Alone!



\* Source: NACE International

# Flexpipe Primary Market Volatility Has Reduced....

Investment decisions leading to increased oil and natural gas production activity & driving demand for Flexpipe are governed by several factors:

Commodity Prices



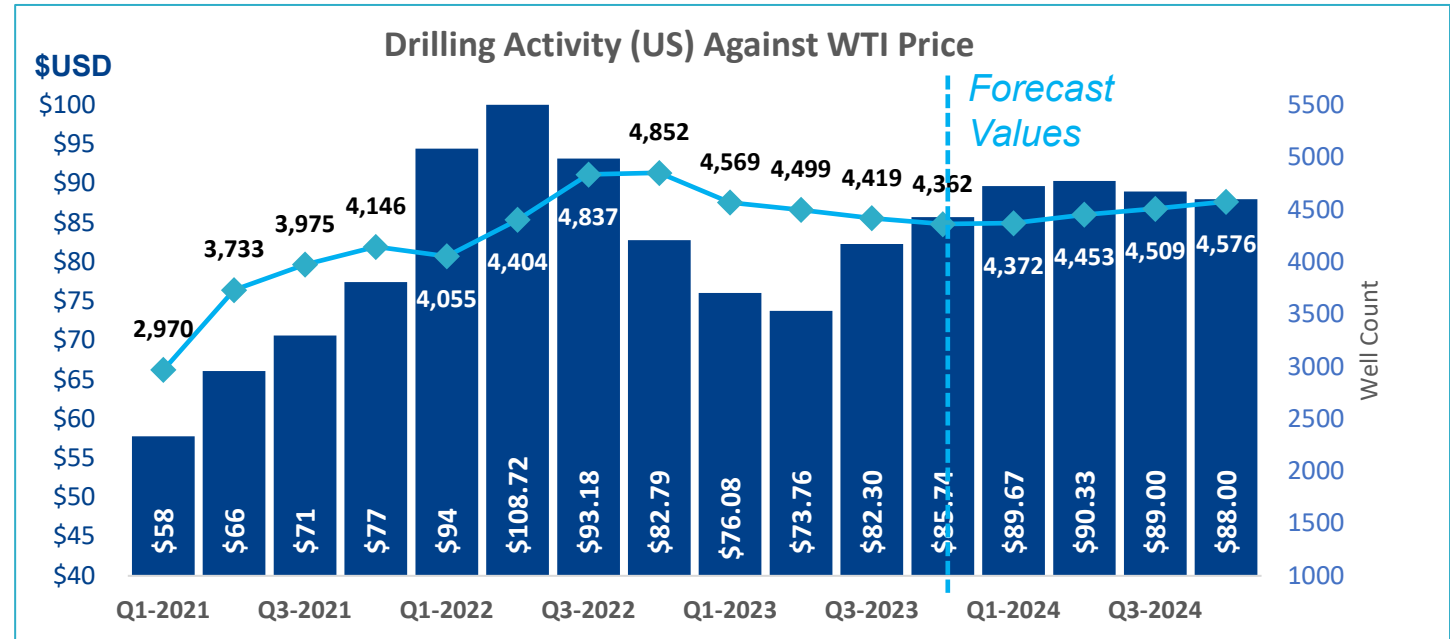
Environmental Legislation



Energy Security



Geopolitics

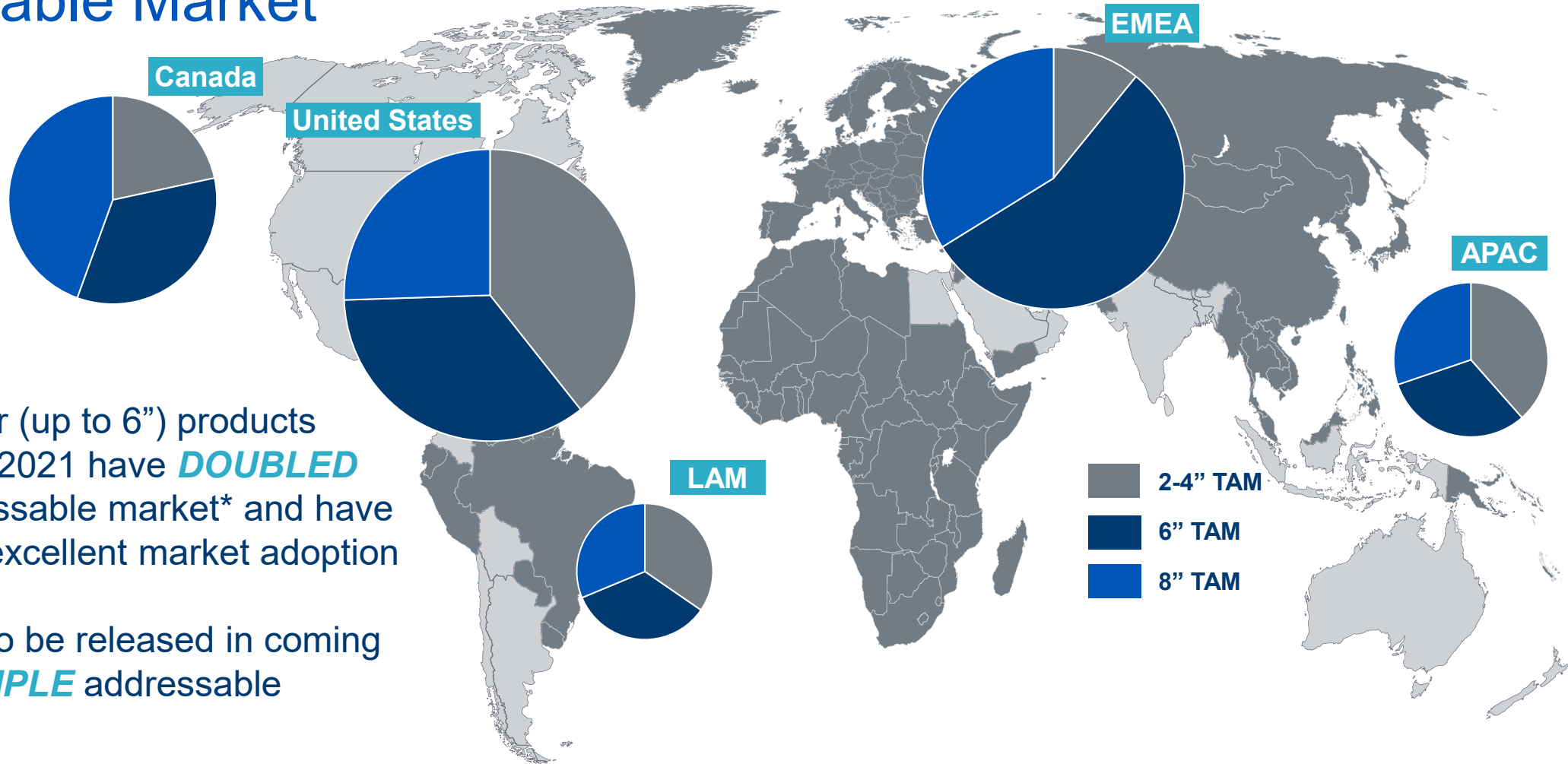


\*Source: North American land wells Spears & Associates DPO forecast DEC 2023

\*\*Forecast Oil prices are reported per EIA's Short Term Energy Forecast (STEO)-Nov 2023

*While North American onshore oilfield activity is cyclical, E&Ps have become more disciplined with capital plans since COVID-19, dampening the volatility of a cycle.*

# ...But Flexpipe Technology Advancement Dramatically Expands Addressable Market



- Larger diameter (up to 6") products released since 2021 have **DOUBLED** Flexpipe addressable market\* and have demonstrated excellent market adoption
- New products to be released in coming 3-years will **TRIPLE** addressable market\*

TAM = Total Available Market

\* Versus 2020 baseline

# International Adoption of Non-Metallics Presents Incremental Flexpipe Growth Opportunity

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Non-metallics are quickly being adopted over legacy materials, particularly in the Middle East.

For example, TWI, Saudi Aramco, and ADNOC have partnered to create the Non-Metallic Innovation Center (NIC) with the goal of advancing non-metallic materials for industrial applications.

*In the last 5 years alone, Aramco has deployed over 10,000km of non-metallic pipe.*



With over **50,000 KM** of Flexpipe installed in over **20 Countries**  
Flexpipe has more installed product than any other provider



**20+**  
Years of  
Experience

**15+**  
Patents

# Xerxes

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The North American leader in premium fiberglass underground liquid storage tanks

Specialize in systems for:

- Fuel storage
- Water, wastewater and stormwater storage

Systems offer many key benefits:

- Corrosion-resistance
- Lower carbon footprint than steel
- Longer warranty period
- Lightweight - easy to ship and install
- Double-wall systems have superior structural design and leak detection



# North American Fuel Tank Market

Xerxes fuel tanks are backed by:

- History of 40+ years of fiberglass tank manufacturing
- Industry-leading innovations
- 225,000+ tanks shipped

Retail Sites: USA 91% / CAN 9%



~50% Estimated to be 20+ years old



Fiberglass 60% / Steel 40%



*Today: 589,000 tanks (all brands) in 160,000 retail fuel locations across Canada and the US*



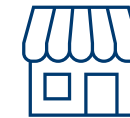
**55%**

of US retail fuel C-stores owned by one store owners



**27%**

Large chains  
> 200 stores



**15%**

Medium size  
< 200 stores

**Source:** NACS 2021, ASTSWMO 2015

# Fuel Tank Demand Drivers

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- Long-cycle C-store network expansion/renewal under-way
- Quantity, size and complexity of tanks continues to rise for new sites
- Existing tank population rapidly aging – many will require replacement
- EV adoption will take many years to impact fueling network

**Xerxes leads the industry in *quality, production capacity, efficiency and technology* - uniquely positioned to benefit from market conditions**



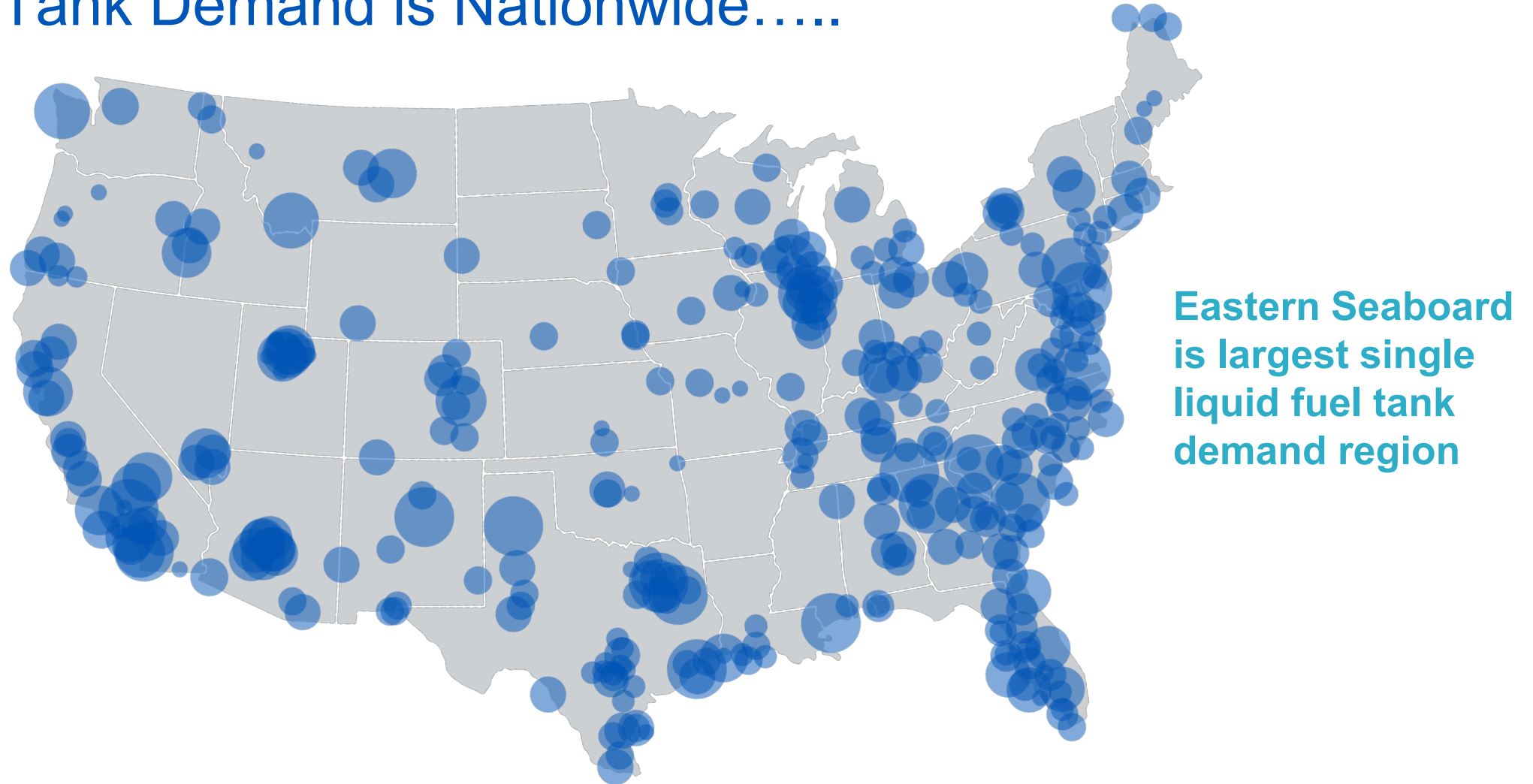
# Fuel Tank Customers



## MAJOR CUSTOMERS



# Fuel Tank Demand is Nationwide.....



Source: Company Estimates

...as are other markets for premium tanks & related products

# Stormwater Management

Increased regulations are driving demand in the North American stormwater sector. Several factors contributed to the mandated regulations:

**10 trillion**

gallons of untreated stormwater enter U.S. waterways each year

**750+ U.S.**

cities need new stormwater infrastructure.

**55% of precipitation**

becomes runoff in urban areas

**30% of pollutants**

in U.S. waters are from untreated runoff.



# Xerxes Stormwater Management Systems

In 2021, Xerxes expanded from discrete tank offering to complete storm water management solution

- Site-specific designs with highly engineered products that provide end-to-end stormwater management
- Lower life-cycle costs with high-performance, corrosion-resistant and sustainable products
- Increased development profitability – underground installation leaving more space for buildings, parking and green spaces
- Lightweight and easy-to-install products provide labor and energy savings in shipping and installation

## Capture and Conveyance



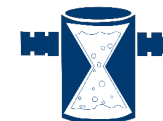
## Pre-Treatment



## Infiltration & Storage



## Treatment



# Also Accelerating Expansion into Other Water Applications

## WASTEWATER STORAGE

- Onsite septic
- Industrial and municipal wastewater
- Wastewater reuse

## WATER STORAGE

- Fire protection water
- Potable water
- Rainwater harvesting
- Stormwater collection

## PLUMBING ENGINEER SOLUTIONS

- Grease interceptors, oil interceptors
- Solids-sand interceptors
- Decontamination tanks
- Oil-water separators



# Water Product End Users

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Moving from a discrete product supplier to being a leader in complete engineered solutions, we are able to provide customers with a comprehensive system to *manage water volumes, prevent water pollution and restore water quality.*

# Why We Win

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1

First Class Front-End  
Engineering

2

Nimble and Responsive  
Customer Service

3

Superior Water Quality  
Products



# Substantial Organic Investment to Elevate Capacity and Enhance Efficiency

**>10%+**

**Margin improvement**

From modernization and efficiency

**20%+**

**After tax IRR of capital deployed for both sites**

Both projects on-time and on-budget

 **XERXES**<sup>®</sup>

Blythewood, SC, USA

Fuel & Water Tanks Manufacturing

Expected Start-up: Mid '24

At 156,000 sq. ft., will be the largest site in Xerxes manufacturing network

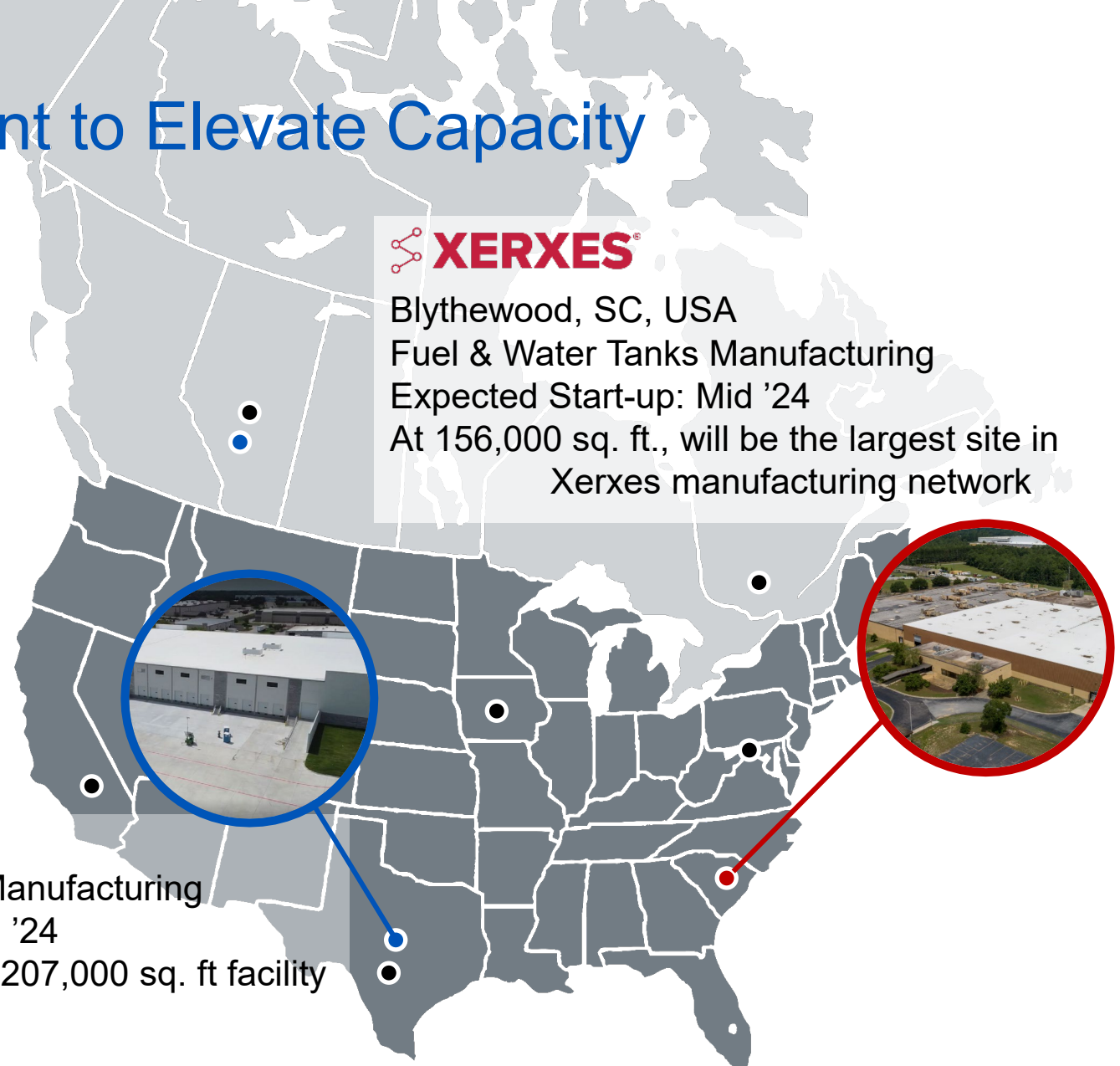
 **FLEXPPIPE**<sup>®</sup>

Rockwall, TX, USA

Large-Diameter Pipe Manufacturing

Expected Start-up: Mid '24

Doubling footprint with 207,000 sq. ft facility



# Composite Technologies Key Takeaways



## Proven Track Record

*50% EBITDA CAGR since 2021, maintained market leading positions in fuel tanks and successfully introduced larger diameter pipe*



## Road to 2030

*Continued growth of the water business to rival fuel and triple new revenue with even larger diameters of pipe*



## 2023 & 2024

### Organic Growth Investments

*Significant investments in high-return opportunities with revenue and margin expansion in 2025 and beyond*



## Inorganic Growth

*Accelerate growth, particularly in water markets with M&A*



# QuikTrip

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**Keith Spiker**

HEAD OF FUELS SYSTEMS



# ESG & Investor Landscape

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**Meghan MacEachern**

**DIRECTOR, EXTERNAL COMMUNICATIONS &  
ENVIRONMENTAL, SOCIAL, GOVERNANCE**



# ESG



## Environmental

- Energy efficiency
- Emissions reduction
- Local partnerships
- Water business expansion
- Products that support electrification

## Governance

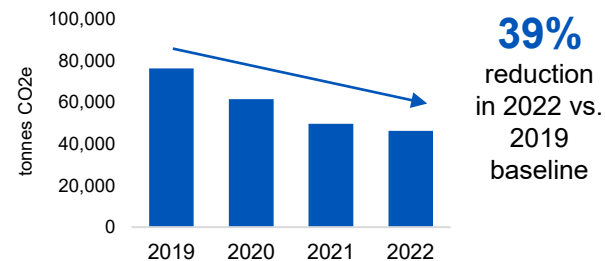
- Strategic business planning
- Stakeholder engagement
- Business ethics and compliance
- Data protection and privacy
- Risk management
- Board composition and duties

## Social

- Training and development
- Health & safety tracking and transparency
- Mental wellness support
- Community investment
- Diverse hiring and talent management

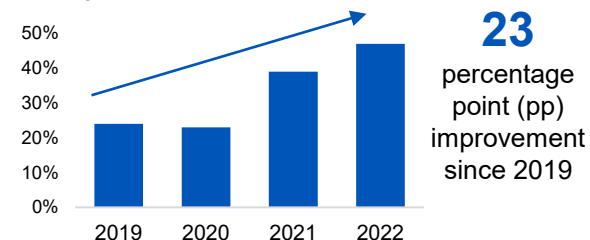
## ESG Performance to Date

### Scope 1&2 GHG Emissions



2030  
**50%**  
Scope 1 & 2  
GHG emissions  
reduction

### Diversity



2030  
**20pp**  
increase in diversity  
in senior  
management

**AMBITION  
ACHEIVED**

### HSE

**3.3**

Q3-2023 YTD Total Recordable Case Frequency (TRCF)

# Enabling Efficiencies For Our Customers



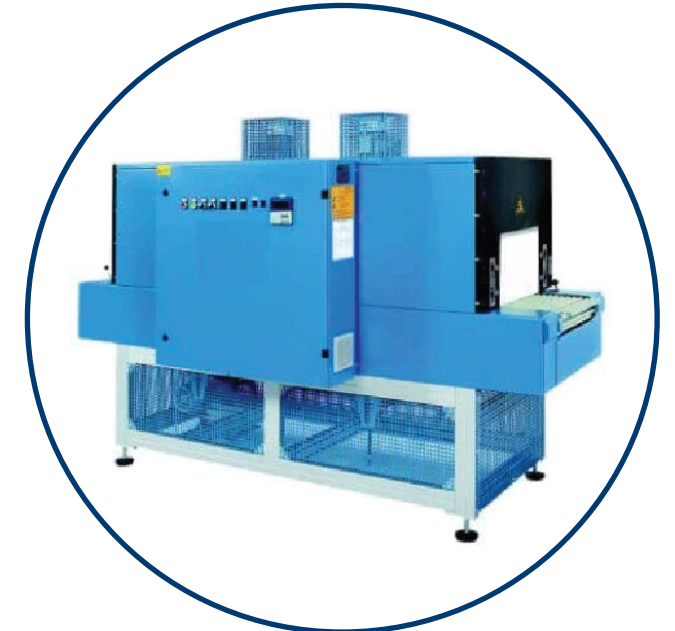
## SUSTAINABLE LINE PIPE

Spooled composite line pipe requires smaller crews and less equipment, and the installation process is safer, and has minimal impact on surrounding land and environment.



## STORMWATER MANAGEMENT

Xerxes' HydroChain™ composite stormwater chambers provide structural strength and environmental protection to stormwater management projects of any size and scope



## HEAT-SHRINK PRODUCTS IN ACTION

Our Shuttle 2.0, a highly efficient shrink-fit machine for terminal sealing applications, is now being incorporated into the manufacturing process for electric vehicles.

# Optimizing our Footprint

## Solar Array Installation and LED Retrofit at Calgary Flexpipe Facility

**~\$290k**

Annual savings  
on electricity  
costs

**~5%**

Reduction in Mattr's  
Scope 1&2 GHG  
Emissions\*

**>90%**

Project costs  
covered by grants  
and landlord  
funding

*\*based on reported emissions in 2022*

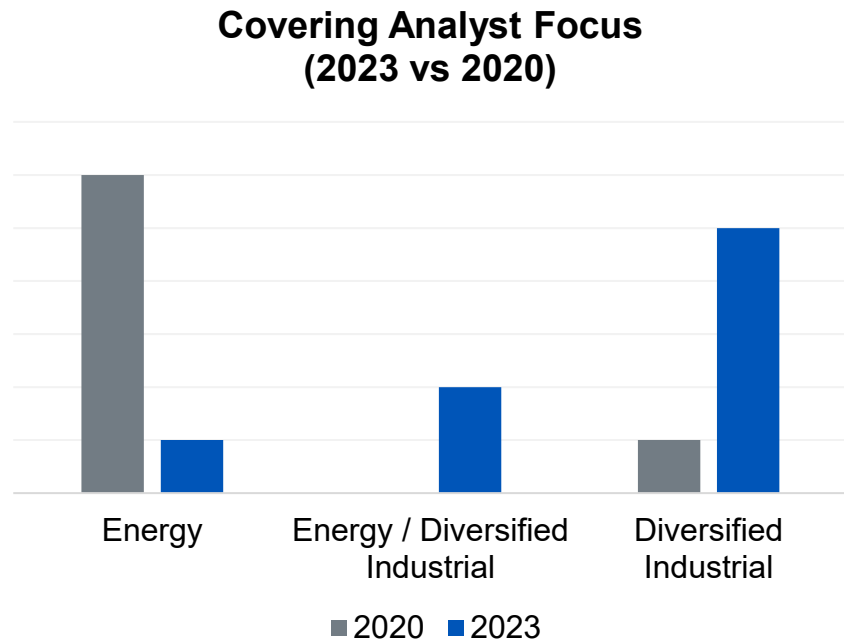


# Investor Landscape

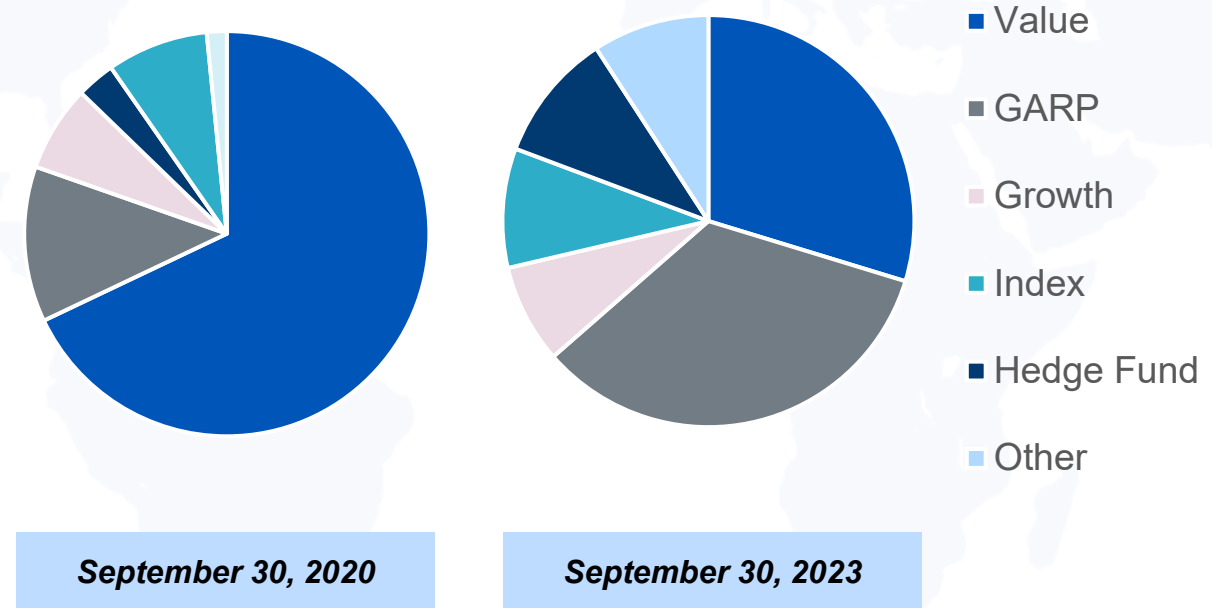
## Portfolio Shift

**2020:** 11 businesses, largely related to oilfield services  
**2023:** 4 core businesses, broadly serving critical infrastructure markets

### Shift in Analyst Coverage from Energy to Industrials



### Shift in Firm Investor Style from Value to Growth



# Financial Vision

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**Tom Holloway**

SENIOR VICE PRESIDENT, FINANCE AND  
CHIEF FINANCIAL OFFICER



# Moving Beyond Transformation

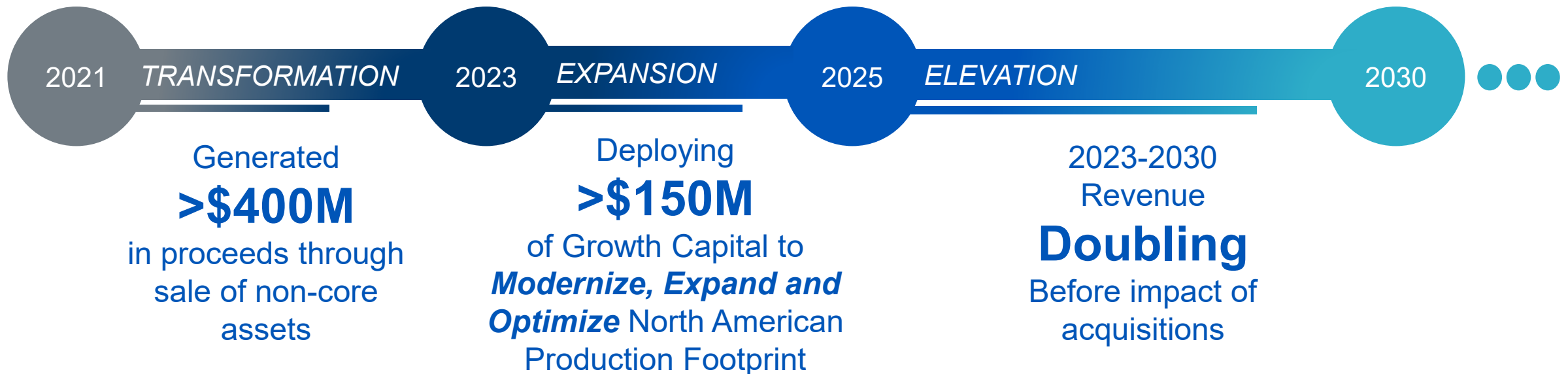
Organic Performance Ambitions:

>10% Annual Revenue Growth

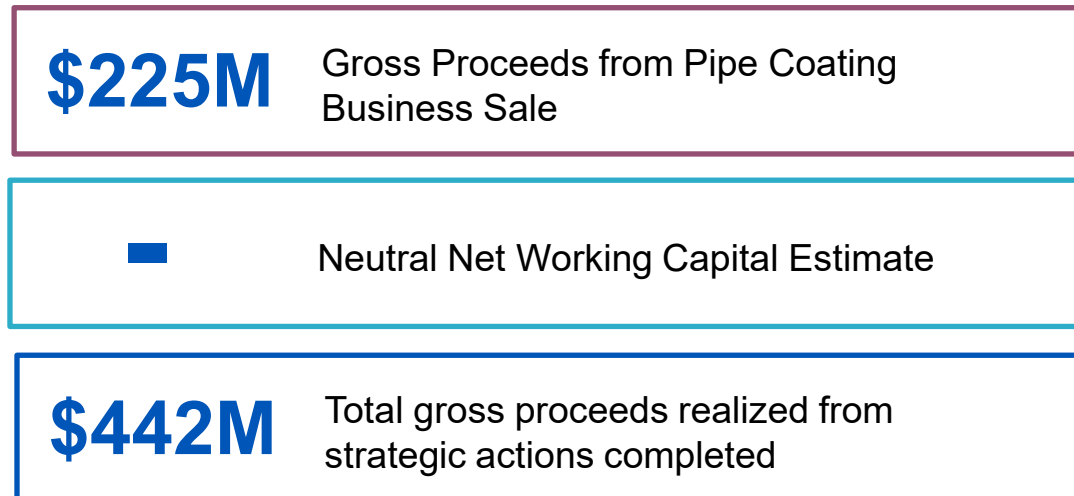
>20% EBITDA Margins

>70% FCF Conversion

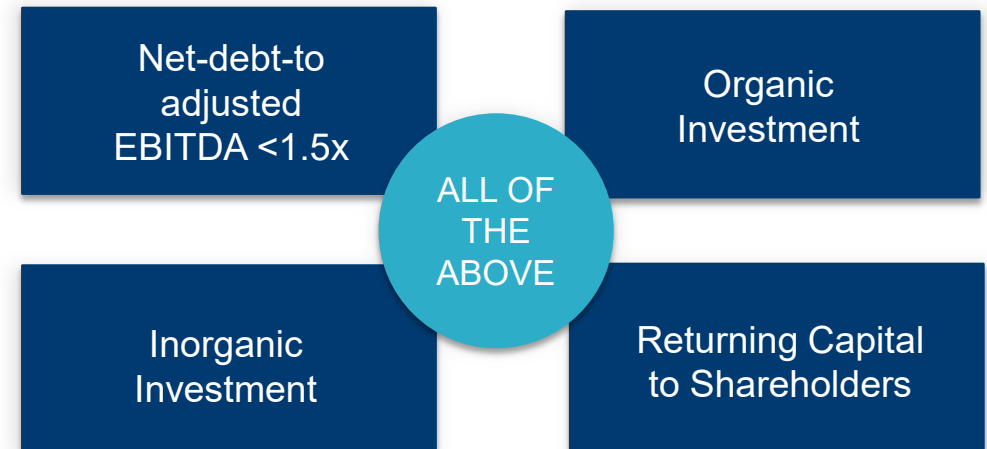
Further Enhanced by M&A



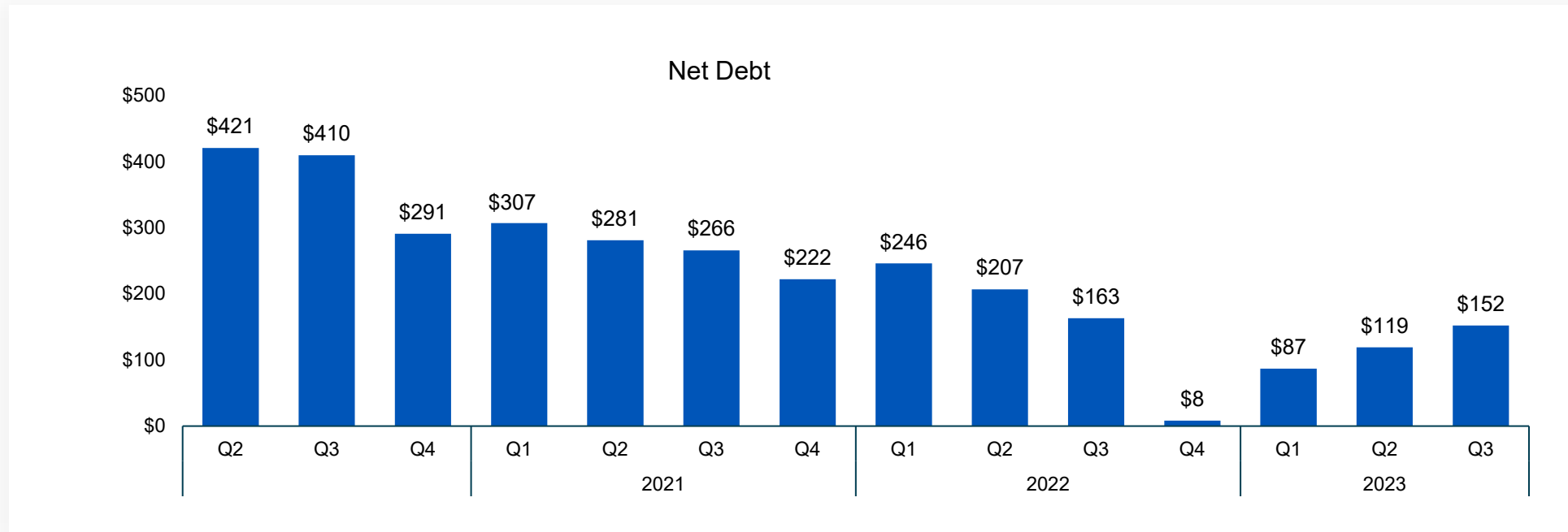
# Value Created from Transformation



Maintaining disciplined capital allocation approach with “all of the above” strategy



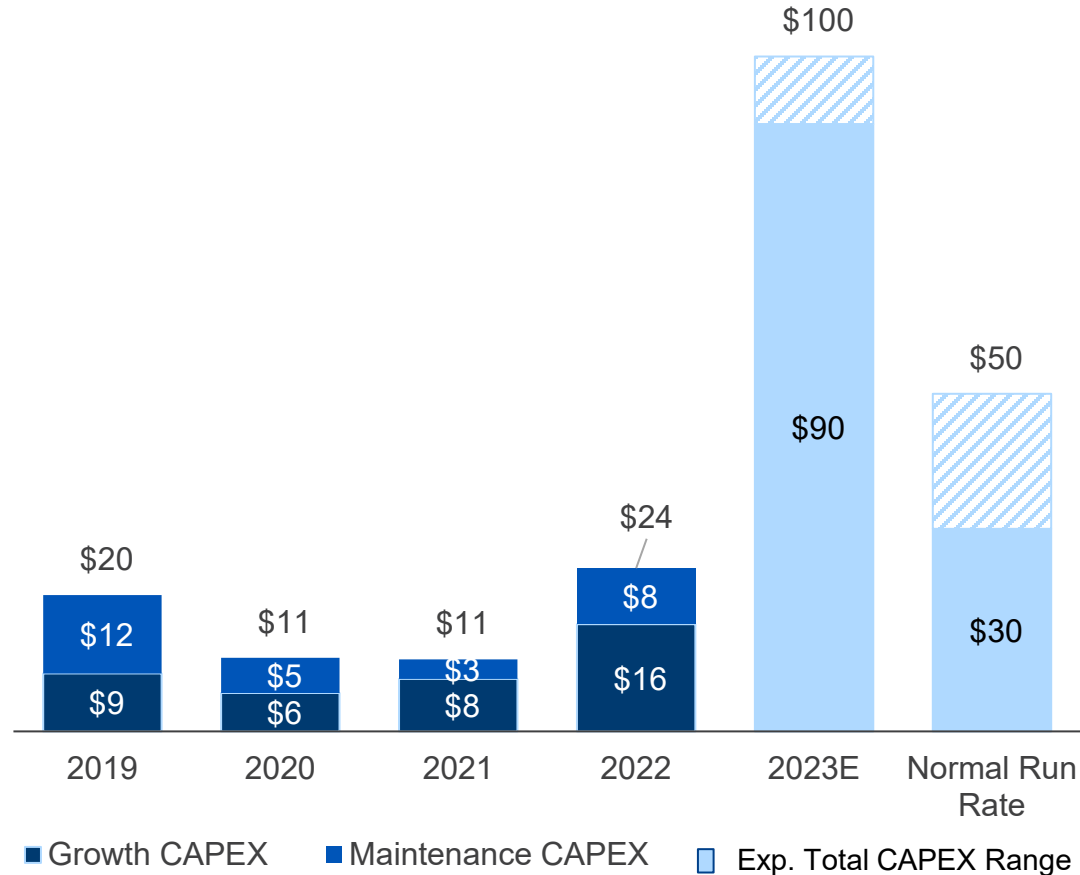
# Debt Journey



- Includes leases of \$76 million as of Q3 2023
- Achieved goal of net debt below 1.5x and now view that as ceiling
- Debt reduction creates dry powder for future growth opportunities

# Multi-Year, High-Return, Low-Risk Capital Growth Plan

Supporting high return organic growth opportunities with appropriate CAPEX and working capital



## Composite and Connection Technologies' Segments

- Annual maintenance CAPEX need is \$10-15M
- Remaining spend is growth CAPEX
- Hurdle Rate IRR > 20% after tax
- Investments include:
  - Modernization and efficiency improvements at existing sites
  - Several new production footprints
  - Automation and semi-automation
  - Water product manufacturing capability
  - Edmonton (Xerxes) facility expansion
  - Steel mold conversion
- Additional capital expenditures on the order of \$50-70M are anticipated in 2024 to complete growth plans initiated in 2023

# Returning Capital to Shareholders

## Normal Course Issuer Bid (NCIB)

Date Purchased	Purchase Shares	Avg Price	Net Amount	Shares Cancelled
Q3 2022	246,100	8.0781	1,990,482	-
Q4 2022	268,200	11.8333	3,176,372	514,300
<b>FYR 2022</b>	<b>514,300</b>	<b>10.0364</b>	<b>5,166,855</b>	<b>514,300</b>
Q1 2023	626,000	12.3117	7,713,407	571,600
Q2 2023	404,700	12.7778	5,175,239	439,100
Q3 2023	559,500	18.6868	10,460,885	534,500
Oct 2023	732,400	14.8541	10,886,492	710,000
<b>Total</b>	<b>2,836,900</b>	<b>13.8794</b>	<b>39,402,878</b>	<b>2,769,500</b>

- On June 26, 2023, the Company announced the termination of the existing Normal Course Issuer Bid (NCIB) and the approval by the Toronto Stock Exchange of the Company's notice of intention to renew its NCIB (the "New Bid") for common shares of the Company.
- Under the New Bid, which commenced on June 28, 2023 and expires on June 27, 2024, the Company may purchase up to 3.44 million common shares for cancellation.
- The New Bid removed the restriction previously limiting the total share repurchases to a maximum of \$25 million.
- The Company's ability to return capital to shareholders is governed by a builder's basket under the high yield note, which has sufficient capacity to continue to remain active.

# Expected EBITDA Growth Plus Potential Multiple Expansion Provides Opportunity

2021-23 Adj EBITDA CAGR

**45%**

2023-30 Aspirational Revenue CAGR

**10%+**

Net Debt/Adj. EBITDA

2019 **3.2x**

Q3-23 TTM **0.5x**

With PPG transaction closed, Mattr has **>\$400M of deployable capital**

**Net-debt-to-adjusted EBITDA ceiling currently 1.5x**

## Our Peers are Premium Industrial Product Manufacturers

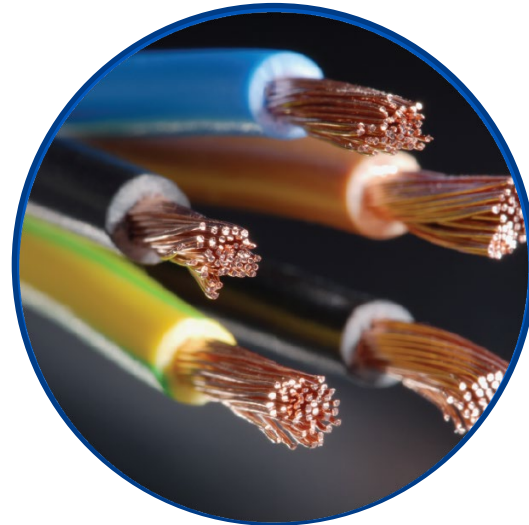
Ticker	Company	EV/EBITDA Multiple*	
		TTM	NTM
AIN-USQ	Albany International	13.1	11.1
ESE-USQ	Esco Technologies	15.0	13.7
THR-USQ	Thermon Holdings	13.5	10.2
VNT-USQ	Vontier	10.9	9.8
MATR-T	Mattr	5.5	6.8

\*As of December 7, 2023

\*\*Per consensus EBITDA estimates

# Philosophy around M&A

## Narrowly Focused Targets



## Appetite for Scale Expanded with Enhanced Balance Sheet Capacity

- Most current targets 'bolt-on' in nature
- ~\$10-\$15 million FY Adjusted EBITDA

Ready to act on more substantial opportunities which accelerate high-return growth in target domains

M&A provides accelerated growth opportunity

# Organically Doubling Revenue by 2030...

2030 Organic Ambitions

>10% growth

20%+

70%+

Revenue

Adjusted EBITDA Margin

Free Cash Flow Conversion

Q3 2023 TTM

\$941M

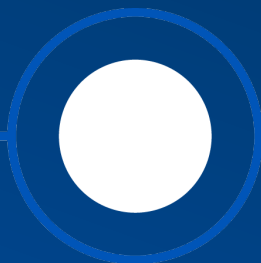
18.5 %

2019

\$626M

15.8 %

... with clear opportunity to accelerate ambition achievement through targeted M&A



# Q & A



**Mike Reeves**  
President & CEO



**Frank Cistrone**  
Group President,  
Connection Technologies



**Martin Perez**  
Group President,  
Composite Technologies



**Tom Holloway**  
SVP, Finance & CFO



**Aaron Klejman**  
VP & GM,  
Shawflex



**Mike Pejs**  
VP,  
Flexpipe



**Meghan MacEachern**  
Director, External  
Comms & ESG



**Thomas Schmidt**  
VP & GM,  
DSG-Canusa



**Tom Tietjen**  
VP,  
Xerxes



**Mattr**

Infrastructure Technologies