ElkLake Partners

Western Canadian M&A Update
August 2025

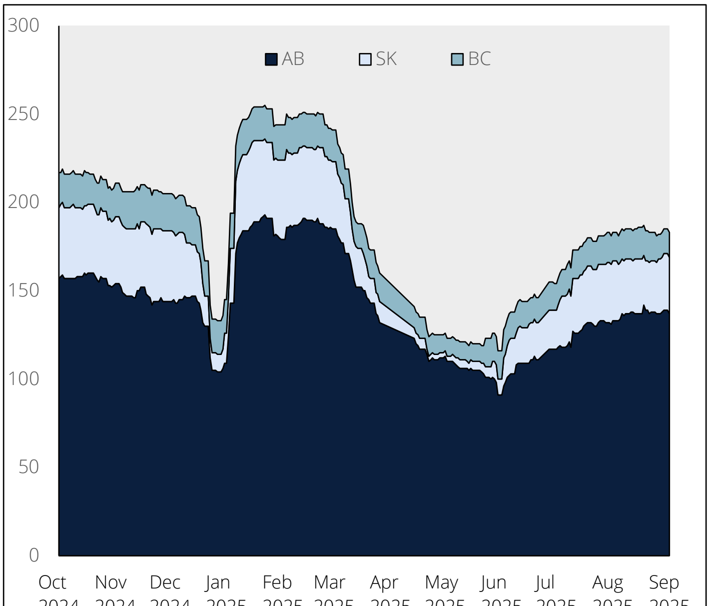
Marketplace Perspectives

- M&A activity in August showed a modest rebound, with 16 transactions closed. This exceeded the trailing 12-month average of 14 deals per month and signals renewed confidence in dealmaking. However, the broader Western Canadian economy continues to face headwinds.
- Unemployment rates in both Alberta and Canada have been trending upward in recent months (8.4% and 7.1% respectively), pointing to weaker labour market conditions. In addition, real GDP fell by 1.6% on an annualized basis in Q2, driven by sharp declines in exports and business investment. While this is the first quarter of contraction, ElkLake expects another quarter of negative GDP growth in Q3 (July to September), meeting the basic definition of a recession.
- Looking ahead, the federal government has expanded its infrastructure strategy with the launch of the Major Projects Office (MPO), which aims to fast-track nationally significant developments by capping approvals at two years and adopting a "one project, one review" approach.
- On September 11, the Prime Minister announced the first five projects referred to the MPO: LNG Canada Phase 2 in Kitimat, the Darlington New Nuclear Project, the Contrecœur Terminal expansion at the Port of Montréal, the McIlvenna Bay copper mine in Saskatchewan, and the Red Chris mine expansion in B.C. Collectively, these represent over $60 billion of investment and are expected to create thousands of jobs while supporting Canada's clean energy and critical minerals strategies.
- In our view, shovel-ready projects moving into construction remain the most direct path to restoring real GDP growth to positive levels. The new MPO framework and its inaugural project slate mark a clear step toward mobilizing capital, job creation, and supply chain activity. The central question is whether these projects commence construction on a timely basis to drive diversification and economic recovery?

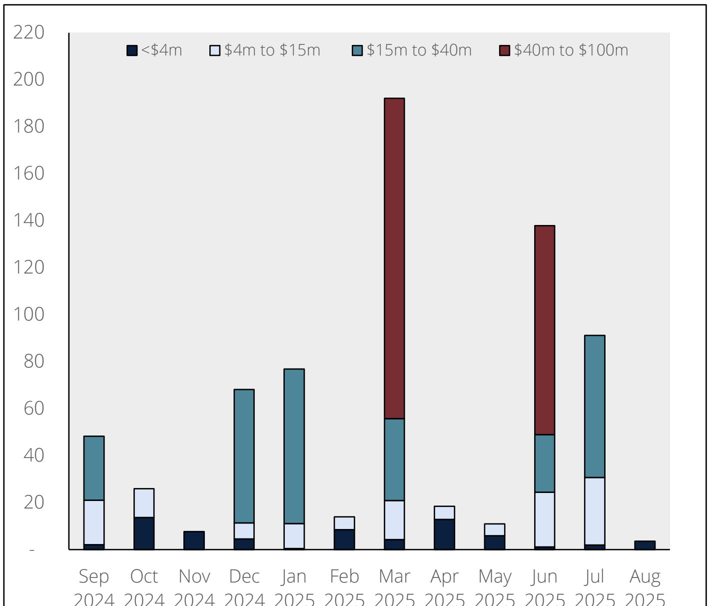
Select Western Canadian Transactions

- On August 12, 2025, J.S. Held announced the acquisition of **GHL Consultants**, a Vancouver-based firm specializing in building code consulting and fire protection engineering. The acquisition strengthens J.S. Held's forensic and technical services platform in Canada, adding deep expertise in life safety, regulatory compliance, and performance-based design. GHL's team enhances J.S. Held's ability to support complex construction, real estate, and infrastructure projects across North America.
- On August 6, 2025, Carbon DC announced the acquisition of **Elywhere North America**, a provider of modular DC-based charging infrastructure for commercial real estate. The acquisition strengthens Carbon DC's platform for deploying DC microgrids and fast-charging networks across North America. Elywhere's modular systems and real estate partnerships accelerate Carbon DC's mission to modernize grid infrastructure and support the energy transition through decentralized, high-efficiency power solutions.

Active Drilling Rigs by Province



Investments in Alberta Startups ($CAD Raised)



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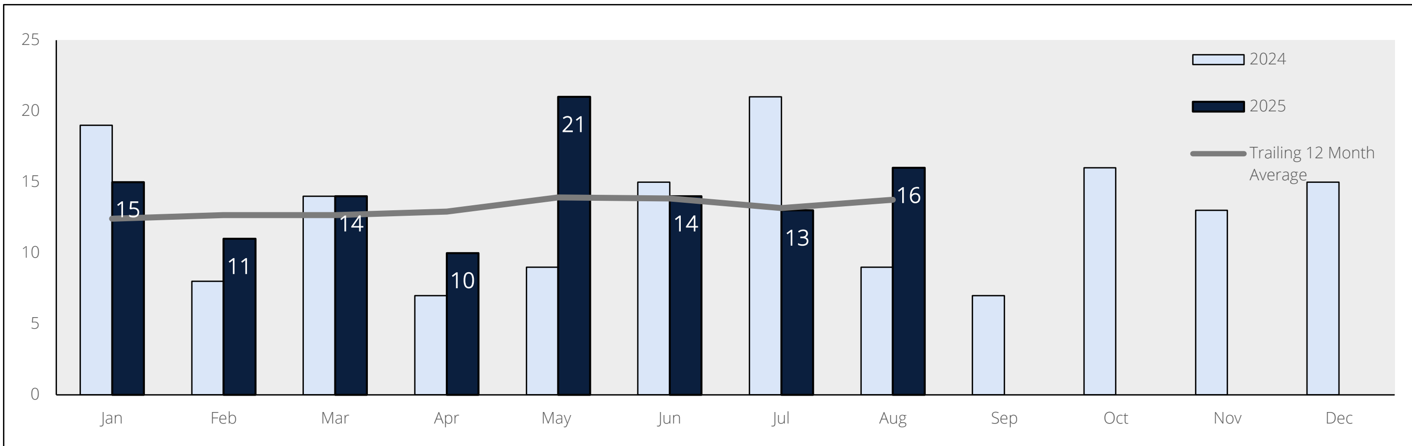
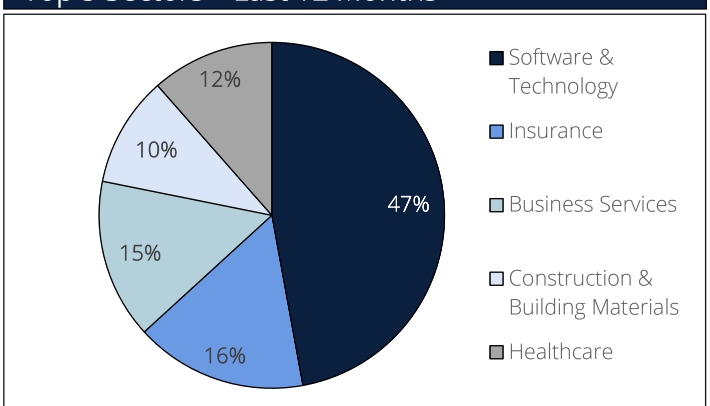
Western Canadian Transaction Details
August 2025

Date	Target	Sector	City	Buyer	Buyer HQ	Press
2025-08-26	Short URL	Software & Technology	BC	NameSilo	Vancouver, BC	Link
2025-08-26	Red Robin Canada	Food & Beverages	Surrey, BC	Salt Creek Capital	Woodside, CA	Link
2025-08-22	MEG Energy	Oil & Gas Upstream	Calgary, AB	Cenovus Energy	Calgary, AB	Link
2025-08-20	Cloud Codes	Software & Technology	Pune, India	Scope Technologies	Vancouver, BC	Link
2025-08-20	Wilsons Advisory	Financial Services	Sydney, Australia	Canaccord Genuity	Vancouver, BC	Link
2025-08-19	Feed That Brain	Consumer Products	Toronto, ON	Doseology	Kelowna, BC	Link
2025-08-19	Open Door Technology	Software & Technology	Calgary, AB	RUX Software	St. Petersburg, FL	Link
2025-08-14	Adauris	Software & Technology	Vancouver, BC	Landbase	San Francisco, CA	Link
2025-08-14	Remexian	Pharmaceuticals	Ludwigsfelde, Germany	High Tide	Calgary, AB	Link
2025-08-12	GHL Consultants	Safety Services	Vancouver, BC	J.S. Held	Jericho, NY	Link
2025-08-12	OneSoft Solutions	Software & Technology	Edmonton, AB	IRTH Solutions	Columbus, OH	Link
2025-08-11	PAIB	Insurance	Cochrane, ON	Westland Insurance	Surrey, BC	Link
2025-08-07	Cardinal Civil Resources	Engineering	Williamsburg, VA	ZenaTech	Vancouver, BC	Link
2025-08-06	Elywhere North America	Electrical Services / Utilites	Portland, OR	Carbon DC	Surrey, BC	Link
2025-08-05	Morgan Surveying	Engineering	Greensboro, NC	ZenaTech	Vancouver, BC	Link
2025-08-04	Hammersmith Medicines Research	Healthcare	London, UK	Nucleus Networks	Vancouver, BC	Link

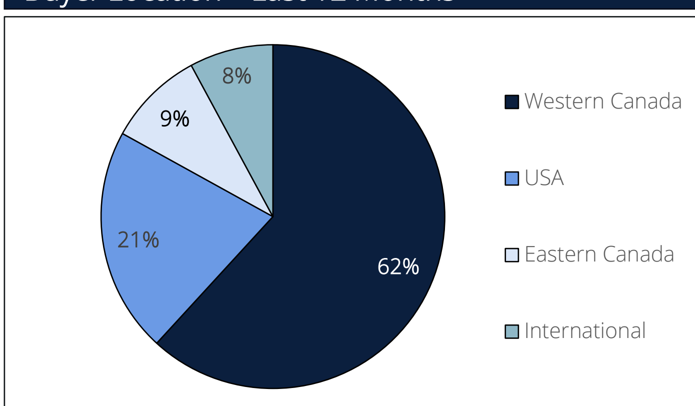
Historical Western Canadian Monthly Transaction Activity



Top 5 Sectors – Last 12 Months



Buyer Location – Last 12 Months



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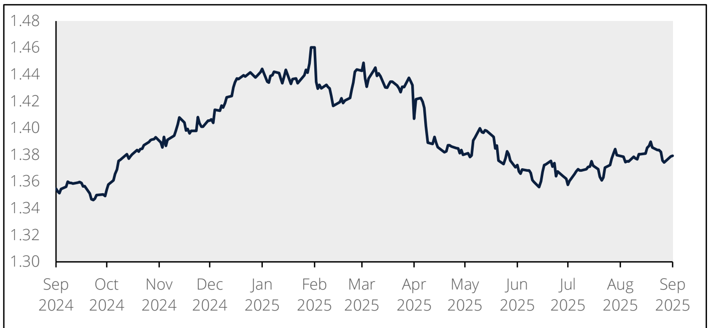
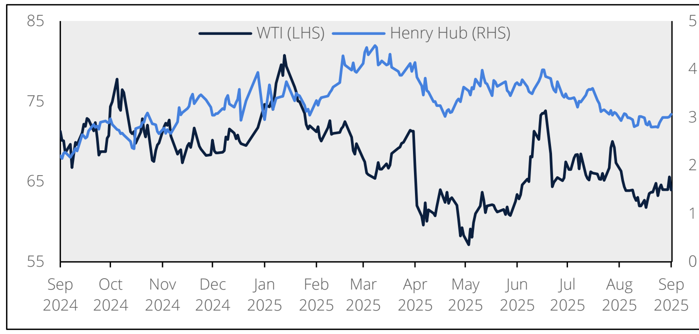
Regional Economic Indicators
August 2025

USD / CAD Exchange Rate ($CAD)

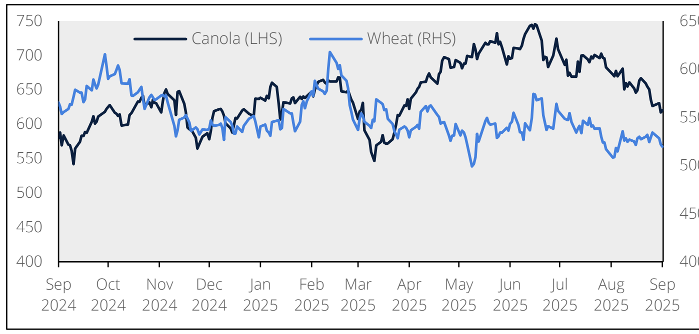


WTI ($USD/bbl.) & Natural Gas Henry Hub ($USD/MMBtu)

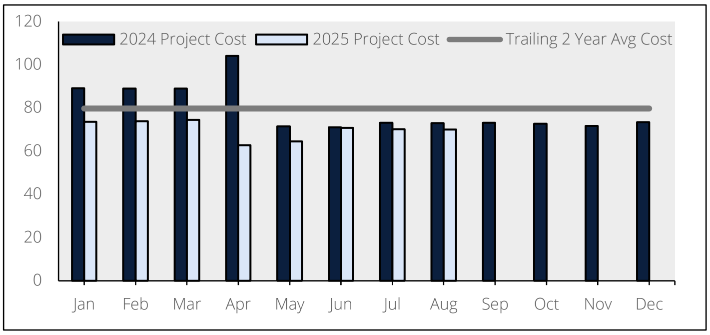


Lumber ($USD/mbf)

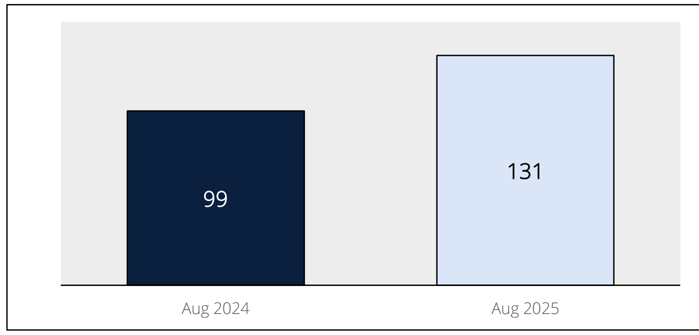
Canola ($CAD/tonne) & Wheat ($USD/bushel)



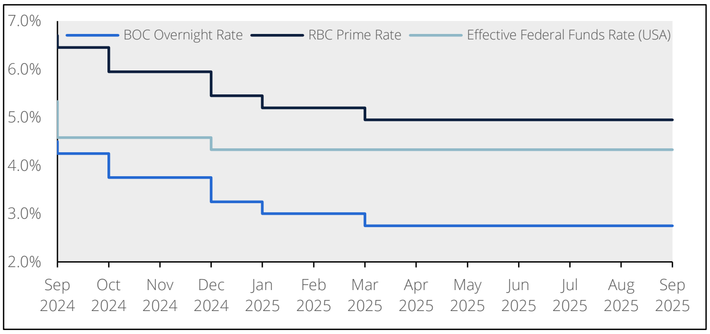
Alberta Projects – Under Construction ($ billions)



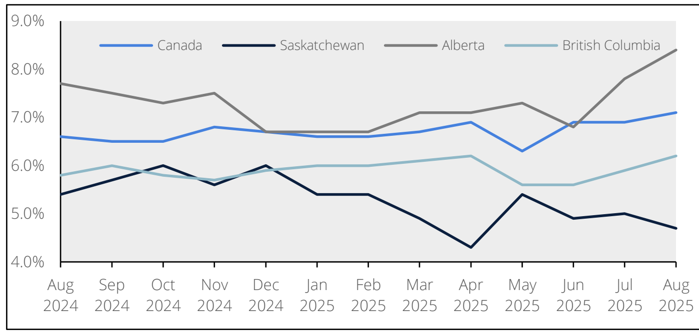
Alberta Projects – Proposed ($ billions)



Key Interest Rates



Select Unemployment Rates



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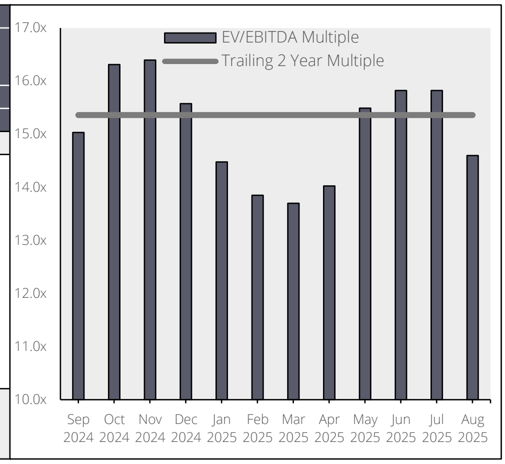
Public Company Trading Multiples
August 2025

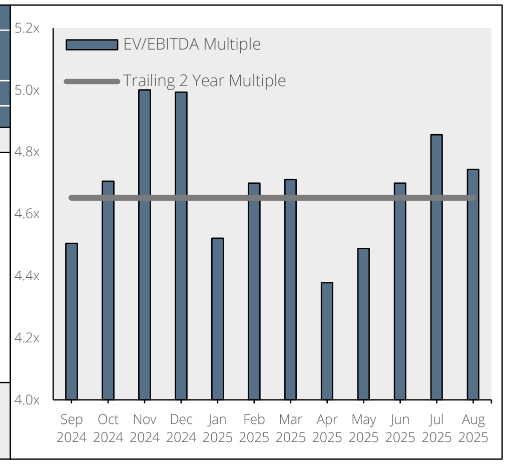
Engineering & Construction Sector

Company	Ticker	Cur.	Market Information: Stock Price ($)	Market Information: Market Cap ($mm)	Market Information: EV ($mm)	Financials: Rev ($mm)	Financials: EBITDA ($mm)	Financials: Diluted EPS ($)	Multiples: EV/ EBITDA	Multiples: P/E
Aecon Group	ARE	CAD	20.41	1,308	1,532	4,964	96	0.40	10.2x	n.m.
AECOM	ACM	USD	124.89	16,654	18,243	16,075	1,191	4.59	15.0x	24.4x
AtkinsRéalis Group	ATRL	CAD	94.44	15,622	16,054	10,423	858	14.71	16.8x	6.3x
Bird Construction	BDT	CAD	22.61	1,274	1,514	3,445	156	1.80	7.9x	13.1x
KBR	KBR	USD	50.46	6,607	9,021	8,047	704	2.75	12.0x	16.9x
Jacobs Solutions	J	CAD	146.23	17,561	20,190	11,835	1,250	4.00	16.3x	37.7x
NV5 Global	NVEE	USD	22.56	1,512	1,730	983	116	0.54	14.5x	n.m.
Stantec	STN	CAD	149.28	17,270	19,067	6,226	895	3.87	18.8x	39.5x
Tetra Tech	TTEK	USD	36.42	9,699	10,528	4,599	647	0.80	16.2x	45.9x
WSP Global	WSP	CAD	279.68	36,833	41,627	17,652	1,975	6.17	18.3x	46.2x
Min									7.9x	6.3x
Average									14.6x	28.8x
Max									18.8x	46.2x



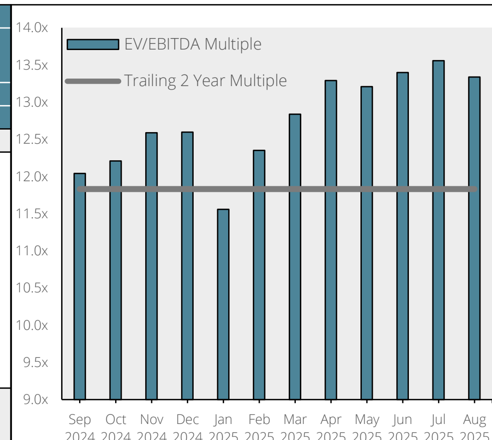
Energy Services Sector

Company	Ticker	Cur.	Market Information: Stock Price ($)	Market Information: Market Cap ($mm)	Market Information: EV ($mm)	Financials: Rev ($mm)	Financials: EBITDA ($mm)	Financials: Diluted EPS ($)	Multiples: EV/ EBITDA	Multiples: P/E
Enerflex	EFX	CAD	13.84	2,329	3,605	2,329	380	1.04	4.7x	9.5x
Ensign Energy Services	ESI	CAD	2.22	408	1,391	1,690	407	-0.21	3.3x	n.m.
Pason Systems	PSI	CAD	11.75	908	844	428	150	0.94	5.7x	12.8x
PHX Energy Services	PHX	CAD	7.77	349	413	709	98	1.15	4.1x	6.8x
Precision Drilling	PD	CAD	79.50	1,030	1,737	1,870	501	7.21	3.4x	11.0x
Source Energy Services	SHLE	CAD	14.22	195	427	747	90	2.99	3.5x	4.7x
SECURE Waste Infra.	SES	CAD	16.39	3,578	4,552	10,467	416	0.85	10.2x	19.4x
Total Energy Services	TOT	CAD	13.33	491	572	1,003	183	1.72	3.1x	7.8x
Trican Well Services	TCW	CAD	5.96	1,060	1,043	982	213	0.55	4.7x	10.7x
Min									3.1x	4.7x
Average									4.7x	10.3x
Max									10.2x	19.4x



Midstream & Utilities Sector

Company	Ticker	Cur.	Market Information: Stock Price ($)	Market Information: Market Cap ($mm)	Market Information: EV ($mm)	Financials: Rev ($mm)	Financials: EBITDA ($mm)	Financials: Diluted EPS ($)	Multiples: EV/ EBITDA	Multiples: P/E
AltaGas	ALA	CAD	40.71	12,224	23,036	12,984	1,963	2.63	11.9x	16.0x
Canadian Utilities	CU	CAD	38.23	10,349	23,097	3,762	1,765	1.66	13.1x	23.1x
Capital Power	CPX	CAD	57.27	8,967	16,237	3,227	1,005	2.98	16.2x	19.8x
Enbridge	ENB	CAD	66.45	143,434	253,069	65,246	17,090	2.88	14.8x	22.9x
Fortis	FTS	CAD	68.35	34,214	71,394	12,015	5,580	3.44	12.9x	20.3x
Gibson Energy	GEI	CAD	26.03	4,226	6,944	10,894	512	0.98	13.1x	26.5x
Keyera	KEY	CAD	44.25	10,163	13,963	7,356	1,233	2.34	11.1x	19.4x
Pembina Pipeline	PPL	CAD	51.87	29,982	45,106	8,159	3,728	3.00	12.0x	17.5x
TC Energy	TRP	CAD	71.52	73,871	143,928	14,473	8,930	4.13	16.0x	17.1x
TransAlta	TA	CAD	16.87	5,140	10,455	2,537	828	-0.57	12.3x	n.m.
Min									11.1x	16.0x
Average									13.3x	20.3x
Max									16.2x	26.5x



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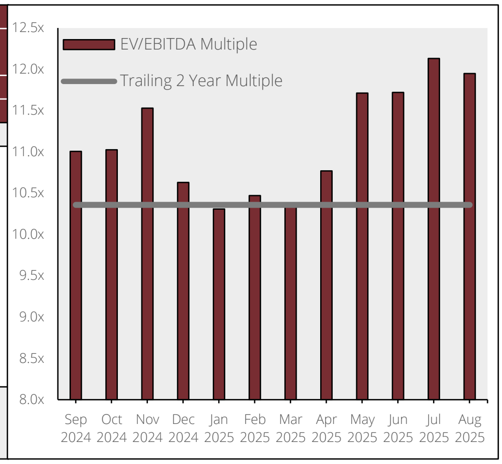
Public Company Trading Multiples
August 2025

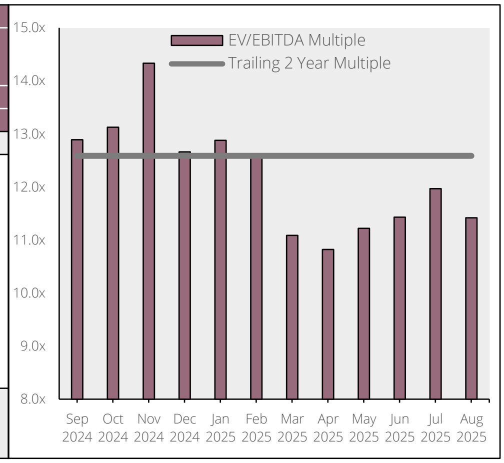
Distribution Sector

Company	Ticker	Cur.	Stock Price ($)	Market Cap ($mm)	EV ($mm)	Rev ($mm)	EBITDA ($mm)	Diluted EPS ($)	EV/ EBITDA	P/E
			Market Information			Financials			Multiples	
Adentra	ADEN	CAD	34.37	1,151	2,364	2,239	144	1.78	6.8x	14.3x
Doman Building Mat.	DBM	CAD	9.76	861	2,029	3,087	212	0.86	8.1x	11.6x
Fastenal Company	FAST	USD	49.66	57,588	57,896	7,774	1,742	1.04	33.4x	48.6x
Finning International	FTT	CAD	56.94	7,588	9,772	11,515	1,122	4.70	8.0x	14.5x
Richelieu Hardware	RCH	CAD	36.57	2,034	2,326	1,906	167	1.51	11.5x	24.8x
Russel Metals	RUS	CAD	41.60	2,317	2,597	4,563	301	2.91	8.0x	14.3x
Taiga Building Pro.	TBL	CAD	3.58	386	528	1,674	70	0.43	6.7x	8.2x
Toromont Industries	TIH	CAD	143.59	11,776	11,738	5,172	903	5.99	12.8x	24.1x
Wajax	WJX	CAD	23.80	532	1,011	2,175	112	1.65	6.8x	14.3x
W.W. Grainger	GWW	USD	1,013.50	48,524	51,065	17,481	2,950	39.41	17.4x	25.9x
Min									6.7x	8.2x
Average									12.0x	20.1x
Max									33.4x	48.6x



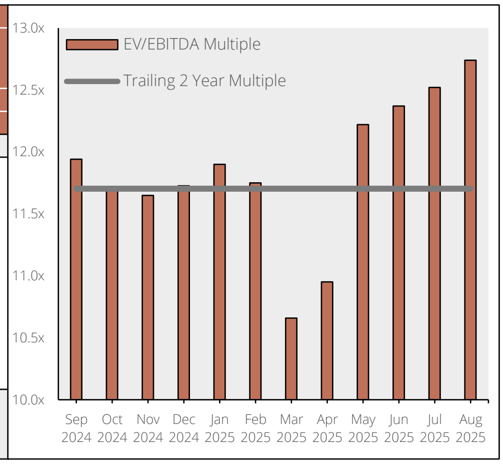
Transport & Logistics Sector

Company	Ticker	Cur.	Stock Price ($)	Market Cap ($mm)	EV ($mm)	Rev ($mm)	EBITDA ($mm)	Diluted EPS ($)	EV/ EBITDA	P/E
			Market Information			Financials			Multiples	
Canadian Nat. Railway	CNR	CAD	132.95	82,519	103,237	17,348	8,920	7.34	11.6x	18.0x
Canadian Pac. Kansas	CP	CAD	104.61	96,342	118,755	15,095	7,926	4.54	14.8x	22.7x
Knight-Swift Transport.	KNX	USD	43.90	7,130	10,057	7,427	1,049	1.02	9.8x	44.2x
Mullen Group	MTL	CAD	13.77	1,208	2,220	2,094	285	1.12	6.6x	12.4x
Old Dominion Freight	ODFL	USD	150.97	31,462	31,608	5,639	1,787	5.12	18.8x	31.1x
Saia	SAIA	USD	296.46	7,766	8,191	3,236	631	10.83	14.2x	29.6x
Schneider National	SNDR	USD	24.72	4,318	4,639	5,477	587	0.70	8.1x	36.2x
TFI International	TFII	CAD	130.12	14,810	20,437	8,263	1,063	4.34	8.9x	22.3x
Titanium Transport.	TTNM	CAD	1.49	68	207	478	33	-0.56	4.8x	n.m.
XPO	XPO	USD	129.70	15,327	19,352	8,009	1,219	2.89	16.6x	47.5x
Min									4.8x	12.4x
Average									11.4x	29.3x
Max									18.8x	47.5x



Retail & Apparel Sector

Company	Ticker	Cur.	Stock Price ($)	Market Cap ($mm)	EV ($mm)	Rev ($mm)	EBITDA ($mm)	Diluted EPS ($)	EV/ EBITDA	P/E
			Market Information			Financials			Multiples	
Aritzia	ATZ	CAD	82.22	9,373	9,987	2,915	429	2.00	18.4x	39.6x
Canada Goose	GOOS	CAD	17.80	1,759	2,315	1,376	144	0.49	9.2x	32.9x
Canadian Tire	CTC.A	CAD	171.25	9,488	20,217	16,789	1,683	13.80	10.0x	11.5x
Dollarama	DOL	CAD	187.26	51,118	55,979	6,517	1,737	4.36	28.7x	44.2x
Gildan Activewear	GIL	CAD	74.98	15,523	18,940	3,343	839	3.15	11.8x	17.7x
Groupe Dynamite	GRGD	CAD	35.24	3,863	4,162	995	244	1.26	13.7x	27.9x
Leon's Furniture	LNF	CAD	29.86	2,038	2,201	2,573	203	2.37	7.0x	12.8x
Lululemon Athletica	LULU	USD	202.20	24,545	24,926	10,750	2,977	14.75	8.5x	14.1x
Pet Valu	PET	CAD	39.00	2,637	3,434	1,138	194	1.35	14.7x	28.3x
Roots	ROOT	CAD	3.15	124	229	265	25	-0.81	5.4x	n.m.
Min									5.4x	11.5x
Average									12.7x	25.4x
Max									28.7x	44.2x



Contact Details
August 2025

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Managing Director

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- Mark has nearly fifteen years experience advising clients on corporate strategy, financings, mergers, acquisitions and divestitures. He is passionate for growth and assisting his clients through some of their toughest business issues.
- Mark built his career with the corporate finance businesses at both Deloitte LLP and KPMG LLP. He has held Vice President roles at both companies and has led a team of finance professionals at both investment banks to assist clients on the execution of major strategic initiatives.
- Mark holds a Bachelor of Arts in Economics (honours) from the University of Victoria. He obtained a Masters of Business Administration from the University of Alberta. Mark is also a Chartered Business Valuator.

Felix Lee
Associate

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- Originally from New Zealand, Felix joined ElkLake Partners after spending 3 years as an Investment Banking Analyst at boutique Investment Bank / Corporate Advisory firm, Campbell MacPherson (based out of Auckland, New Zealand).
- During his tenure at Campbell MacPherson, Felix gained significant experience in public and private company valuations, transactions across multiple industries, budgeting/forecasting, banking reviews and extensive financial modeling.
- Felix holds a Bachelor of Commerce (Accounting and Finance majors) from the University of Otago. In addition, Felix gained a Master of Finance (Distinction), also from the University of Otago.

Our Services

Mergers and Acquisitions

- We offer comprehensive strategic, financial, and operational support for businesses navigating acquisitions, sales, or consolidations.
- Our services encompass developing acquisition or sale strategies, conducting business valuations, performing financial modeling, and carrying out due diligence to evaluate risks and opportunities.
- We guide negotiations, structure transactions, & secure optimal terms while providing expertise in capital raising & financing to ensure successful deal execution.

Capital Advisory

- Our Capital Advisory services specialize in helping businesses access equity capital to support growth, acquisitions, and strategic initiatives.
- We work with companies to explore and secure equity investments from private equity sponsors, institutional investors, and other sources, tailoring solutions to meet specific needs.
- Whether you're raising capital to fuel rapid expansion, fund acquisitions, or achieve strategic shifts, we guide you through this process.

Special Situations

- Our Special Situations services are designed to support businesses facing unique circumstances, including identifying new growth opportunities, the need for business model transformation, or financial distress.
- We work closely with clients to reimagine and revitalize their business models, uncover untapped market potential, and craft actionable strategies for sustainable growth.
- Our goal is to help businesses overcome obstacles, unlock value, and position themselves for long-term success.

Terms and Conditions