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Western Canadian M&A Update June 2025

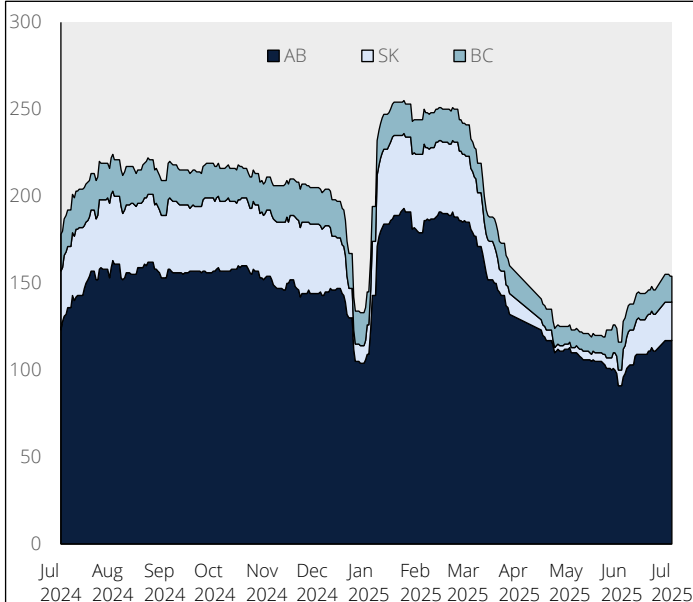
Marketplace Perspectives

- With Stampede Week now behind us, we've had numerous conversations with fellow professional service providers and spoke with Andrew Wong, a Partner in Gowling WLG's Corporate and M&A practice, to get his perspective on current market conditions: *"We're seeing and hearing cautious optimism for an uptick in M&A activity in the latter half of 2025. There is significant capital waiting to be deployed. A key question, particularly in the mid-market, is whether the gap between buyer and seller valuation expectations will narrow."*
- Cross-border capital inflows remained steady, with six inbound transactions recorded across a mix of infrastructure, industrial services, and technology linked verticals.
- Startup investments during June were elevated, largely driven by a \$89 million late-stage VC investment by Canada Growth Fund in Eavor, a Calgary-based energy technology company that develops and deploys closed-loop geothermal systems.
- The Bank of Canada maintained its benchmark interest rate at 2.75%, citing concerns over underlying inflationary pressures and the impact of ongoing U.S. tariffs on Canadian goods.
- Looking ahead, the potential resolution of trade tensions between Canada and the U.S. offers a glimmer of hope for reduced inflationary pressures and a more favorable deal-making environment. Nevertheless, stakeholders should remain vigilant, as the interplay between monetary policy, trade dynamics, and sector-specific trends will continue to shape the M&A landscape in the coming months.

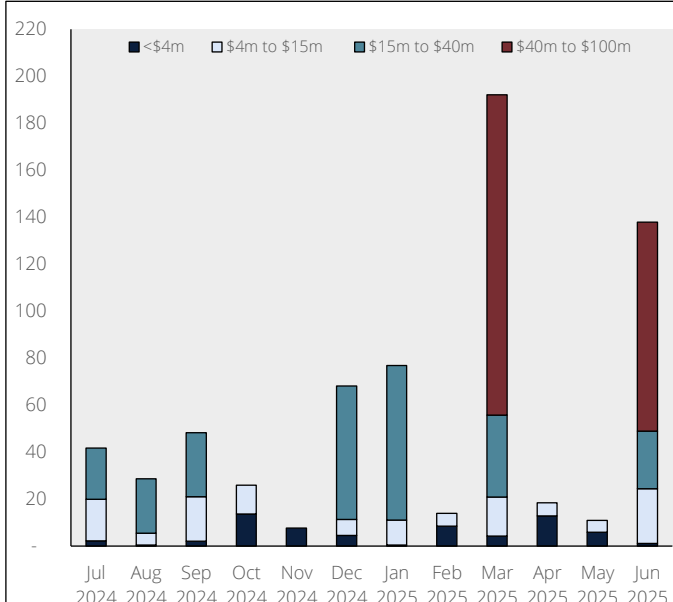
Select Western Canadian Transactions

- On June 30, 2025, [Karbon-X Corp.](#) announced it had acquired **ALLCOT**, a global climate solutions company with over two decades of experience in carbon project development and sustainability services. This strategic acquisition broadens Karbon-X's presence across international carbon markets and enhances its capabilities in project origination, consulting, and emissions reduction solutions. The acquisition aligns with Karbon-X's mission to build a robust, technology-driven platform that supports climate-positive actions globally.
- On June 27, 2024, [Universal Group](#) (a CAI Capital Partners' portfolio company) announced it had acquired Oregon-based D&H Flagger, a provider of traffic control services. This strategic acquisition marks Universal Group's entry into the Oregon market and expands its geographic footprint in the Pacific Northwest. The acquisition strengthens Universal's position as a leading provider of traffic management services in Western North America and supports its broader growth strategy through regional expansion.
- On June 4, 2025, [SGS](#) announced it had acquired Calgary-based **H2Safety Services Inc.**, who provide emergency management and response planning for industrial sectors. The acquisition supports SGS's broader goal of expanding its industrial risk and resilience services, strengthening its position as a comprehensive partner in safety, sustainability, and emergency preparedness.

Active Drilling Rigs by Province



Investments in Alberta Startups (\$CAD Raised)

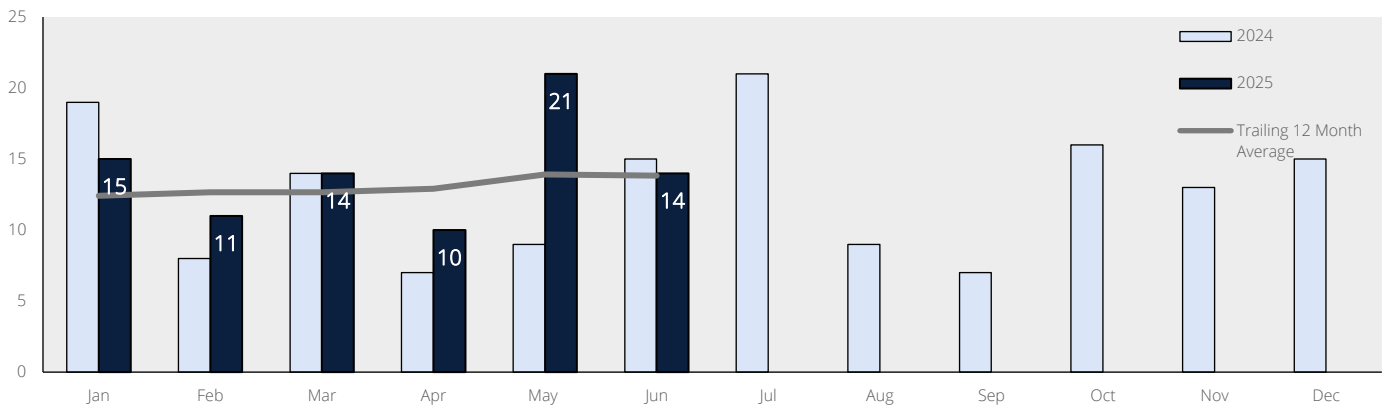


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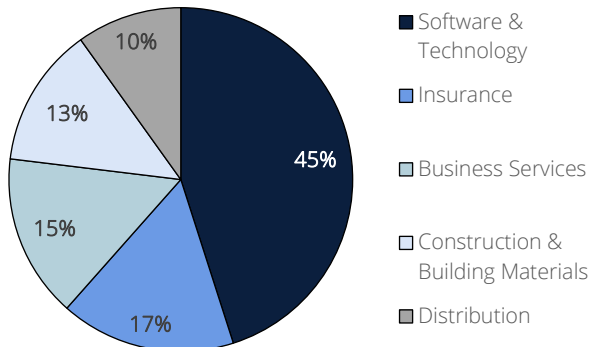
Western Canadian Transaction Details June 2025

Date	Target	Sector	City	Buyer	Buyer HQ	Press
2025-06-30	vLex	Software & Technology	Miami, FL	Clio	Burnaby, BC	Link
2025-06-30	ALLCOT	Environmental Services	Zug, Switzerland	Karbon-X	Calgary, AB	Link
2025-06-26	WavTool	Software & Technology	Vancouver, BC	Suno	Cambridge, MA	Link
2025-06-18	Agents Only	Software & Technology	Vancouver, BC	Teleperformance	Paris, France	Link
2025-06-16	CGS Labs	Software & Technology	Ljubljana, Slovakia	Transoft Solutions	Richmond, BC	Link
2025-06-12	D&H	Safety Services	Portland, OR	Universal Group	Langley, BC	Link
2025-06-11	E-xact Transactions	Software & Technology	Vancouver, BC	Paynt	Vilnius, Lithuania	Link
2025-06-10	Steadyhand	Financial Services	Vancouver, BC	Purpose Financial	Toronto, ON	Link
2025-06-09	Dave Dale Insurance	Insurance	Grand Forks	Westland Insurance	Surrey, BC	Link
2025-06-05	Nuclear Fuels	Metals & Mining	Vancouver, BC	Premier American Uranium	Toronto, ON	Link
2025-06-04	H2Safety Services	Safety Services	Calgary, AB	SGS	Geneva, Switzerland	Link
2025-06-04	Langley Concrete Group	Construction & Building Materials	Langley, BC	Holcim	Zug, Switzerland	Link
2025-06-03	Concrete Crushers - Concrete Recycling	Construction & Building Materials	Calgary, AB	Heidelberg Materials	Irving, TX	Link
2025-06-02	Cellular Highways	Healthcare	Melbourn, UK	STEMCELL	Vancouver, BC	Link

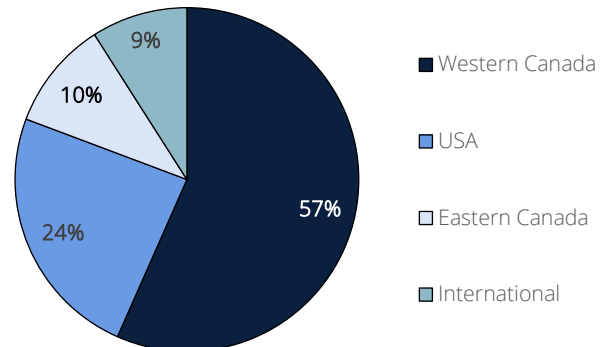
Historical Western Canadian Monthly Transaction Activity



Top 5 Sectors – Last 12 Months



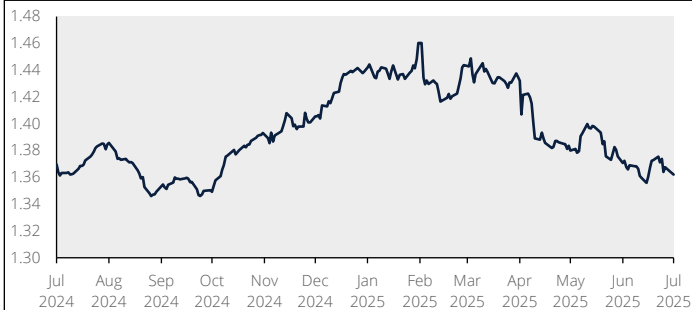
Buyer Location – Last 12 Months



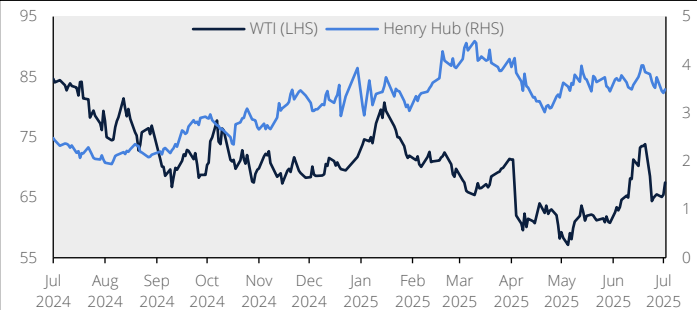
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Regional Economic Indicators June 2025

USD / CAD Exchange Rate (\$CAD)



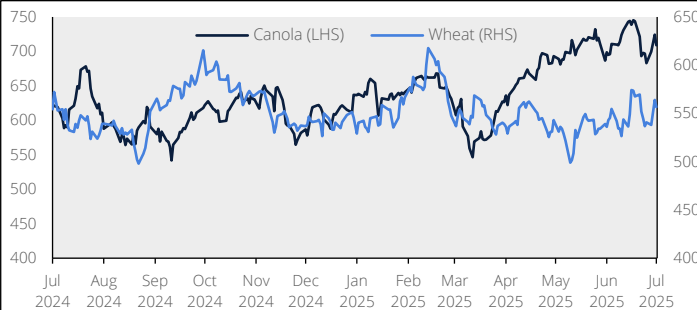
WTI Prices (\$USD/bbl.) & Henry Hub Prices (\$USD/MMBtu)



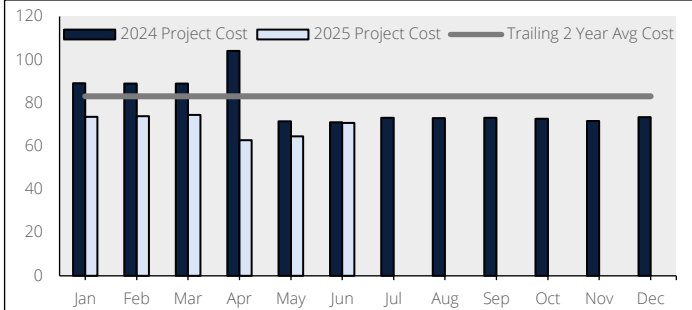
Lumber Prices (\$USD/mbf)



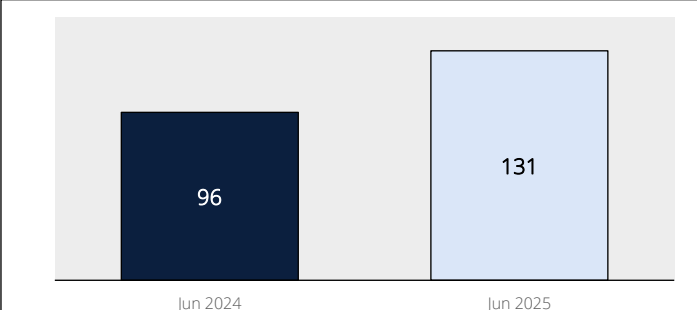
Canola Prices (\$CAD/tonne) & Wheat Prices (\$USD/bushel)



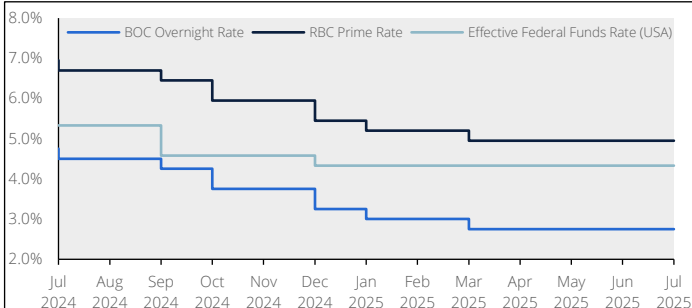
Alberta Projects – Under Construction (\$ billions)



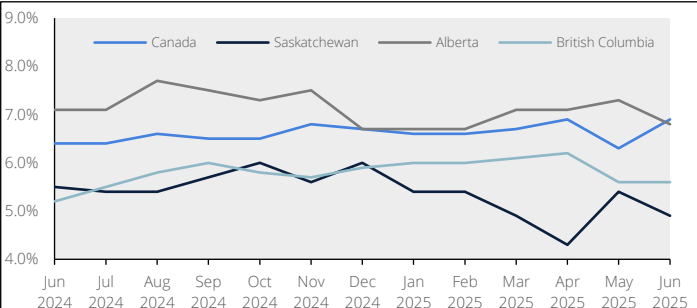
Alberta Projects – Proposed (\$ billions)



Key Interest Rates



Select Unemployment Rates

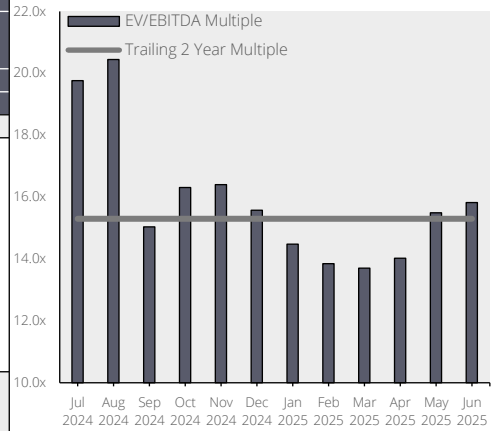


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Public Company Trading Multiples June 2025

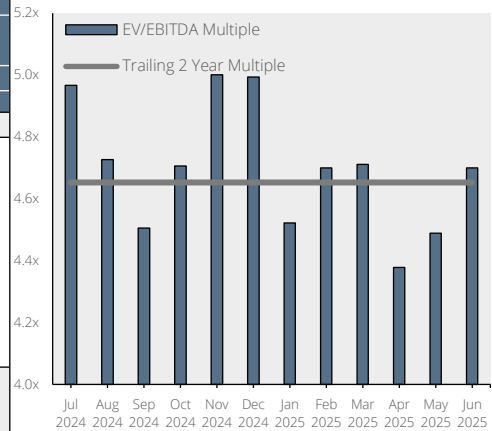
Engineering & Construction Sector

Company	Ticker	Cur.	Market Information			Financials			Multiples	
			Stock Price	Market Cap	EV	Rev	EBITDA	Diluted EPS	EV/EBITDA	P/E
			(\$)	(\$mm)	(\$mm)	(\$mm)	(\$mm)	(\$)		
Aecon Group	ARE	CAD	20.57	1,291	1,528	4,245	-\$92	-1.39	n.m.	n.m.
AECOM	ACM	USD	112.86	14,891	16,619	16,048	1,153	4.58	14.4x	24.2x
AtkinsRéalis Group	ATRL	CAD	95.51	16,282	17,858	9,474	760	1.67	21.6x	56.5x
Bird Construction	BDT	CAD	28.79	1,565	1,719	3,263	163	1.73	8.9x	16.4x
KBR	KBR	USD	47.94	6,253	8,776	7,979	684	2.98	12.0x	16.2x
Jacobs Solutions	J	CAD	131.45	15,602	18,167	11,687	1,311	3.66	13.9x	42.4x
NV5 Global	NVEE	USD	23.09	1,498	1,716	963	120	0.45	14.3x	50.9x
Stantec	STN	CAD	148.17	17,134	18,935	5,760	808	3.21	20.4x	47.0x
Tetra Tech	TTEK	USD	35.96	9,391	10,435	4,555	617	0.69	16.9x	51.6x
WSP Global	WSP	CAD	277.77	36,103	41,293	16,241	1,772	5.22	20.0x	53.1x
Min									8.9x	16.2x
Average									15.8x	39.8x
Max									21.6x	56.5x



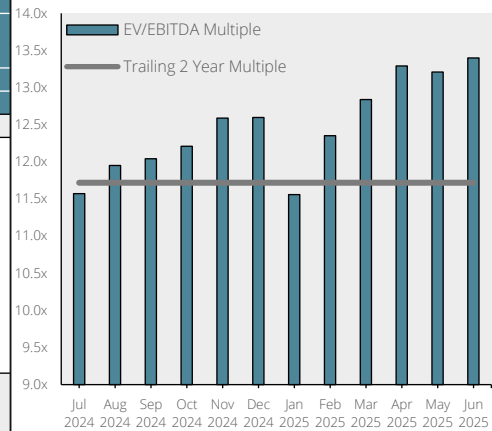
Energy Services Sector

Company	Ticker	Cur.	Market Information			Financials			Multiples	
			Stock Price	Market Cap	EV	Rev	EBITDA	Diluted EPS	EV/EBITDA	P/E
			(\$)	(\$mm)	(\$mm)	(\$mm)	(\$mm)	(\$)		
Enerflex	EFX	CAD	10.75	1,814	3,049	2,328	380	0.60	4.1x	13.2x
Ensign Energy Services	ESI	CAD	2.25	408	1,447	1,609	402	-0.08	3.6x	n.m.
Pason Systems	PSI	CAD	12.28	957	875	402	140	0.86	6.1x	14.3x
PHX Energy Services	PHX	CAD	8.05	376	423	654	98	1.17	4.2x	7.1x
Precision Drilling	PD	CAD	64.49	876	1,722	1,781	478	7.12	3.5x	9.1x
Source Energy Services	SHLE	CAD	13.19	179	424	679	85	2.19	4.0x	6.1x
SECURE Waste Infra.	SES	CAD	15.57	3,385	4,076	9,994	396	0.77	9.8x	20.0x
Total Energy Services	TOT	CAD	10.80	410	471	908	164	1.56	2.8x	7.1x
Trican Well Services	TCW	CAD	4.51	805	837	922	196	0.49	4.2x	9.2x
Min									2.8x	6.1x
Average									4.7x	10.8x
Max									9.8x	20.0x



Midstream & Utilities Sector

Company	Ticker	Cur.	Market Information			Financials			Multiples	
			Stock Price	Market Cap	EV	Rev	EBITDA	Diluted EPS	EV/EBITDA	P/E
			(\$)	(\$mm)	(\$mm)	(\$mm)	(\$mm)	(\$)		
AltaGas	ALA	CAD	39.53	11,545	22,517	12,152	1,603	1.80	14.1x	21.6x
Canadian Utilities	CU	CAD	37.68	10,166	22,690	3,557	1,605	1.39	14.2x	27.0x
Capital Power	CPX	CAD	54.80	8,681	13,548	3,366	1,179	4.40	11.4x	12.8x
Enbridge	ENB	CAD	61.75	133,869	244,831	58,024	15,617	2.58	15.7x	23.9x
Fortis	FTS	CAD	65.02	32,423	69,999	11,167	5,159	3.15	13.6x	20.6x
Gibson Energy	GEI	CAD	23.90	3,973	6,594	10,702	482	0.93	13.1x	26.1x
Keyera	KEY	CAD	44.54	10,080	13,863	7,025	1,171	2.27	11.5x	19.5x
Pembina Pipeline	PPL	CAD	51.13	29,615	44,763	7,738	3,547	2.92	12.4x	17.5x
TC Energy	TRP	CAD	66.48	69,680	142,507	13,221	8,198	4.01	17.4x	17.5x
TransAlta	TA	CAD	14.69	4,337	9,761	2,529	915	0.00	10.6x	n.m.
Min									10.6x	12.8x
Average									13.4x	20.7x
Max									17.4x	27.0x

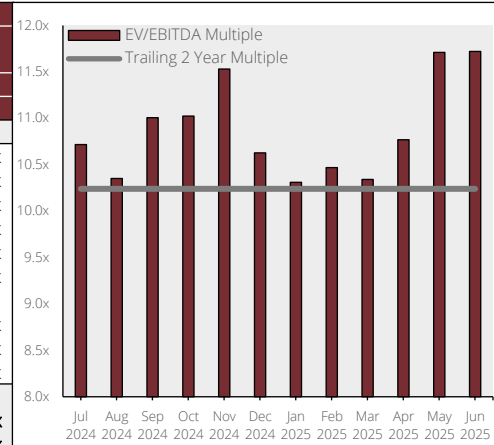


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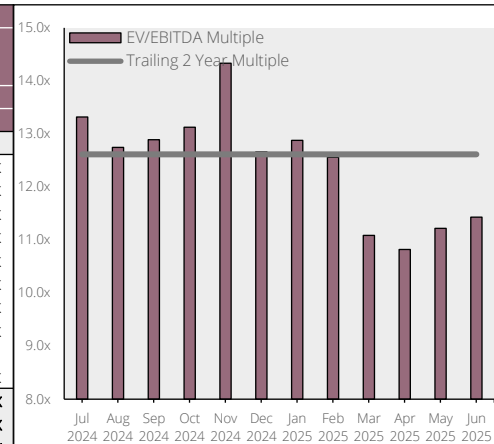
Distribution Sector

Company	Ticker	Cur.	Market Information			Financials			Multiples	
			Stock Price	Market Cap	EV	Rev	EBITDA	Diluted EPS	EV/EBITDA	P/E
			(\$)	(\$mm)	(\$mm)	(\$mm)	(\$mm)	(\$)		
Adentra	ADEN	CAD	28.85	941	2,214	2,192	126	1.60	7.0x	12.7x
Doman Building Mat.	DBM	CAD	8.72	766	2,039	2,718	178	0.69	9.8x	12.7x
Fastenal Company	FAST	USD	42.00	48,138	48,402	7,610	1,691	1.00	28.6x	42.0x
Finning International	FTT	CAD	58.22	7,703	9,965	10,893	1,052	3.39	8.8x	17.1x
Richelieu Hardware	RCH	CAD	36.59	1,986	2,288	1,768	156	1.43	12.0x	25.2x
Russel Metals	RUS	CAD	43.85	2,438	2,688	4,165	264	2.53	9.4x	17.2x
Taiga Building Pro.	TBL	CAD	3.37	363	340	1,562	65	0.39	4.7x	8.6x
Toromont Industries	TIH	CAD	122.39	9,908	9,923	4,851	830	5.75	11.9x	21.3x
Wajax	WJX	CAD	22.81	493	1,020	2,067	111	1.77	7.2x	12.8x
W.W. Grainger	GWW	USD	1,040.24	49,420	51,800	17,239	2,917	38.95	17.8x	26.4x
Min									4.7x	8.6x
Average									11.7x	19.6x
Max									28.6x	42.0x



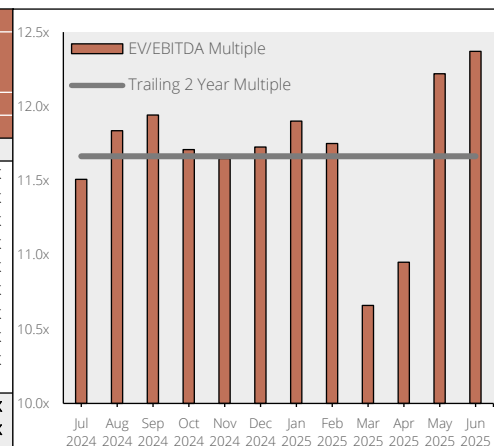
Transport & Logistics Sector

Company	Ticker	Cur.	Market Information			Financials			Multiples	
			Stock Price	Market Cap	EV	Rev	EBITDA	Diluted EPS	EV/EBITDA	P/E
			(\$)	(\$mm)	(\$mm)	(\$mm)	(\$mm)	(\$)		
Canadian Nat. Railway	CNR	CAD	141.89	89,028	110,053	16,378	8,358	6.80	13.2x	20.9x
Canadian Pac. Kansas	CP	CAD	108.18	99,903	122,857	14,113	7,386	3.92	16.7x	27.5x
Knight-Swift Transport.	KNX	USD	44.23	7,295	10,308	7,412	1,049	0.93	9.8x	48.3x
Mullen Group	MTL	CAD	14.19	1,239	2,102	1,927	279	1.13	6.5x	12.6x
Old Dominion Freight	ODFL	USD	162.30	34,590	34,553	5,730	1,845	5.33	18.7x	30.7x
Saia	SAIA	USD	273.99	7,364	7,766	3,242	659	11.99	11.8x	23.1x
Schneider National	SNDR	USD	24.15	4,287	4,710	5,373	573	0.71	8.2x	34.5x
TFI International	TFII	CAD	122.24	14,222	20,009	8,490	1,101	4.53	8.4x	20.0x
Titanium Transport.	TTNM	CAD	1.47	68	219	446	34	-0.60	5.4x	n.m.
XPO	XPO	USD	126.29	15,018	18,941	8,008	1,216	3.25	15.6x	39.2x
Min									5.4x	12.6x
Average									11.4x	28.5x
Max									18.7x	48.3x



Retail & Apparel Sector

Company	Ticker	Cur.	Market Information			Financials			Multiples	
			Stock Price	Market Cap	EV	Rev	EBITDA	Diluted EPS	EV/EBITDA	P/E
			(\$)	(\$mm)	(\$mm)	(\$mm)	(\$mm)	(\$)		
Aritzia	ATZ	CAD	70.55	7,963	8,596	2,593	357	1.69	19.0x	41.3x
Canada Goose	GOOS	CAD	15.23	1,516	1,940	1,290	197	0.93	7.0x	16.9x
Canadian Tire	CTC.A	CAD	185.39	10,249	22,579	15,773	1,625	14.55	11.7x	12.5x
Dollarama	DOL	CAD	191.87	52,714	57,169	6,478	1,727	4.34	28.7x	44.0x
Gildan Activewear	GIL	CAD	67.10	13,850	17,367	3,286	815	2.56	11.2x	19.1x
Groupe Dynamite	GRGD	CAD	26.25	2,816	3,115	989	242	1.26	10.5x	20.9x
Leon's Furniture	LNF	CAD	28.03	1,865	1,999	2,396	199	2.21	6.9x	12.4x
Lululemon Athletica	LULU	USD	237.58	28,166	28,548	10,750	2,977	14.75	9.6x	15.9x
Pet Valu	PET	CAD	33.03	2,227	2,966	1,068	180	1.23	13.8x	26.7x
Roots	ROOT	CAD	2.90	122	227	263	25	-0.80	5.3x	n.m.
Min									5.3x	12.4x
Average									12.4x	23.3x
Max									28.7x	44.0x



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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.



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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.

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