

2024

ESG Progress Report



Engineering a better future together.

Forward-Looking Statements and Disclaimer

This Environmental, Social and Governance (“ESG”) Report is for the period from January 1, 2024, to December 31, 2024. In this report, “we”, “us”, “Matrr”, and “the Company” refer to Matrr Corp.

This report includes certain statements that may constitute forward-looking information within the meaning of applicable securities laws. Words such as “may”, “will”, “should”, “anticipate”, “plan”, “expect”, “believe”, “predict”, “estimate”, “intend”, or variations of these words or other similar expressions or terminology are used to identify forward-looking information. In addition, any statement concerning future performance, ongoing strategies or prospects, and possible actions taken by the Company are also forward-looking information. Forward-looking statements in this report include, but are not limited to: the expected financial performance of the Company; the addition of Xerxes Hydrochain to the manufacturing facility in Rockwall, Texas; the timing of the completion of the new Shawflex manufacturing facility in Rexdale, Ontario; the anticipated delivery of innovative and high-quality products in the Company’s new manufacturing facilities; the Company’s monitoring

of regulations and requirements relating to ESG reporting; the Company’s evaluation of opportunities to improve efficiency throughout the organization; and the Company’s future ESG reporting practices. Forward-looking information involves known and unknown risks, uncertainties, and other factors which may cause actual results, performance, outcomes, 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 most recent Annual Information Form, annual and quarterly reports, and in other reports and filings made with the applicable Canadian securities regulatory authorities and available at sedarplus.ca and matrr.com.

The forward-looking information in this report 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.

The forward-looking information is provided as of the date of this report 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.

Forward-looking information related to ESG matters contained in this report are based on certain key estimates and assumptions and are subject to risks and uncertainties, both known and unknown, including but not limited to: our ability to successfully implement our strategic priorities and whether they will yield the expected benefits (or on their anticipated timelines), the Company’s plans and strategies to improve ESG performance and mitigate ESG-related risks, the availability of current technologies or technologies that are anticipated to be available are sufficient to support the Company’s ESG priorities, the commercial viability and scalability of greenhouse gas (“GHG”) emission reduction strategies and related technology and products, the anticipated costs and impacts on our operations and financial results of adopting these technologies or strategies, and the availability of data, samples, and information

necessary to develop and evaluate the Company’s programs and strategies. In addition, many of the standards and metrics used in preparing this report, including any underlying data and systems used to collect, prepare, and present such metrics, continue to evolve and are based on expectations and assumptions believed to be reasonable at the time of preparation, but should not be considered guarantees.

Certain ESG-related statements may be based on expectations and assumptions that are necessarily uncertain and may be prone to error or subject to misinterpretation given the long timelines involved and the lack of an established single approach to identifying, measuring, and reporting on many ESG matters. Calculations and statistics included in ESG-related statements may be based on historical estimates, assumptions, and projections and therefore subject to change. The metrics used, and the expectations and assumptions they are based on, have not been externally assured or verified by any independent third party. Moreover, our disclosures based on standards, including the International Financial Reporting Standards (“IFRS”) Sustainability Standards and the Sustainability Accounting Standards Board (“SASB”) standards, may change due to revisions in framework requirements, availability of information, timelines involved, changes in our industry and/or business or applicable governmental policies, rules or regulations, or other factors, some of which may be beyond our control.

In addition to any assumptions and other factors referred to specifically in connection with the forward-looking statements, factors that could cause our actual results to differ materially from those contemplated in any forward-looking statement include, among others: socio-demographic and economic trends, energy prices, access to such energy sources and the availability of alternatives, technological innovations, climate-related conditions and weather events, climate change-related impacts on our business, operations or the industries in which we and our customers operate, legislative and regulatory changes, our ability to gather and verify data regarding environmental impacts, our ability to successfully implement various initiatives throughout the Company under expected time frames, the compliance of

various third parties with our policies and procedures and legal requirements, our ability to comply with the policies, procedures, and other requirements of our customers and other stakeholders, the unavailability of adequate infrastructure and technology, and other unforeseen events or conditions.

This report contains matters that may be considered significant by the Company. However, such matters may not be considered “material” to the Company for the purposes of complying with applicable securities laws and other regulations. Additionally, inclusion or absence of information in the Company’s ESG-related statements should not be construed to represent any belief regarding the materiality or financial impact of that information. Given the uncertainties and assumptions required to make certain disclosures in this report, and the timelines involved, materiality is inherently difficult to assess for distant future periods. Moreover, given the inherent uncertainty of the estimates, assumptions, and timelines contained in this report, we may not be able to anticipate whether or the degree to which we will or will not be able to meet our plans or targets in advance. The complete text of Matrr’s non-ESG-related statement on forward-looking information is included in the Company’s annual Management’s Discussion and Analysis (MD&A) for the year ended December 31, 2024 dated March 13, 2025, which is available on SEDAR+ and on the Company’s website at matrr.com.

On June 20, 2024, the Canadian government implemented amendments to the Competition Act (Canada) that created uncertainty as to how Canadian companies may publicly communicate about their environmental and climate performance. The amendments also impose significant financial penalties for non compliance. On December 23, 2024, the Canadian Competition Bureau released draft guidance on the greenwashing provisions. However, uncertainty surrounding the interpretation and enforcement of the legislation remains. As a result, the disclosure contained in this ESG report may be more limited than in previous years. Further, while the Company has made significant progress against its previously established ESG goals, the Company will not release forward-looking ambitions or goals at this time due to the amendments. Matrr continues to assess the impact of the amendments to the Competition Act.

Table of Contents

- 4** About Mattr
- 5** Mattr at a Glance
- 6** Letter from CEO
- 7** Reporting Scope and Boundaries
- 8** Greenhouse Gas Emissions Data
- 9** 2024 Strategic Developments
- 10** Governance
- 11** Risk Management
- 12** Data Tables



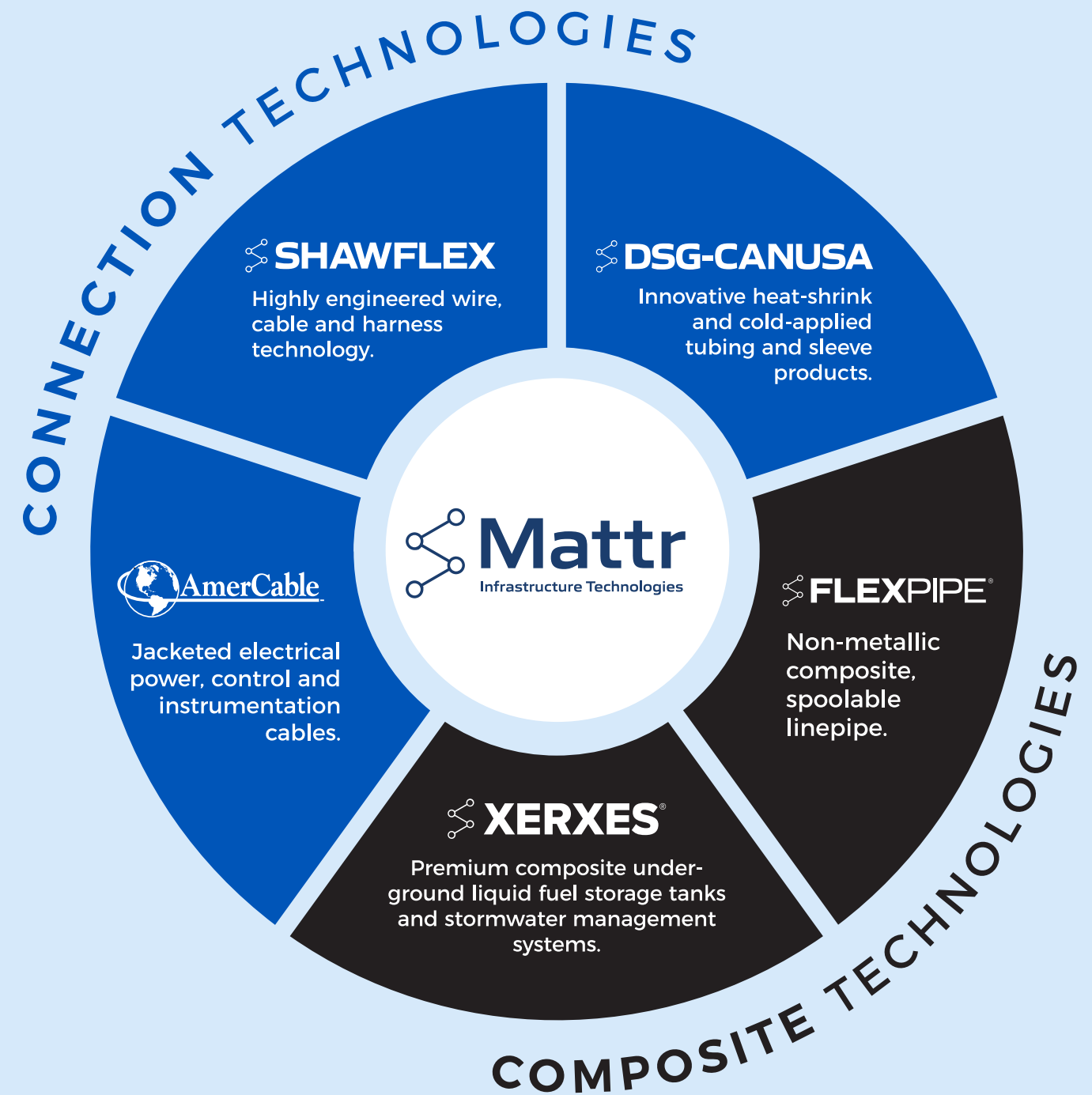
About Matrr

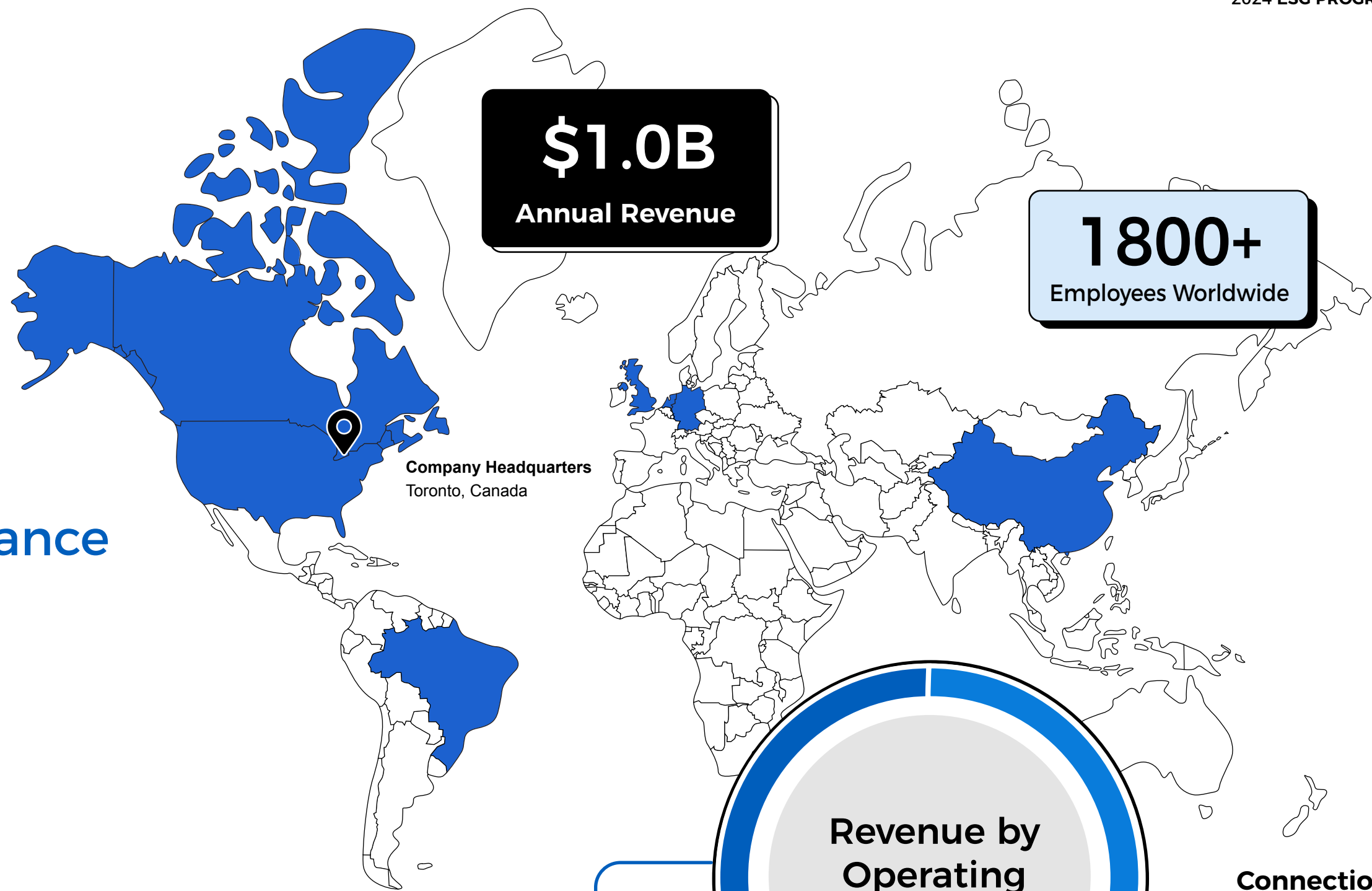
Matrr is a global materials technology company enabling renewal and expansion of critical infrastructure.

We deliver advanced material technology and complex manufacturing expertise through our two business segments, Connection Technologies and Composite Technologies, which operate a global network of manufacturing and technology centers.

Matrr Corp. is a publicly traded company listed on the Toronto Stock Exchange. Matrr's 2024 Annual Information Form, filed on SEDAR Plus, details the Company's principal subsidiaries and affiliates.

Our product portfolio supports electrification, transportation, communication, water management, and energy generation and transmission, enabling renewal and enhancement of critical infrastructure.

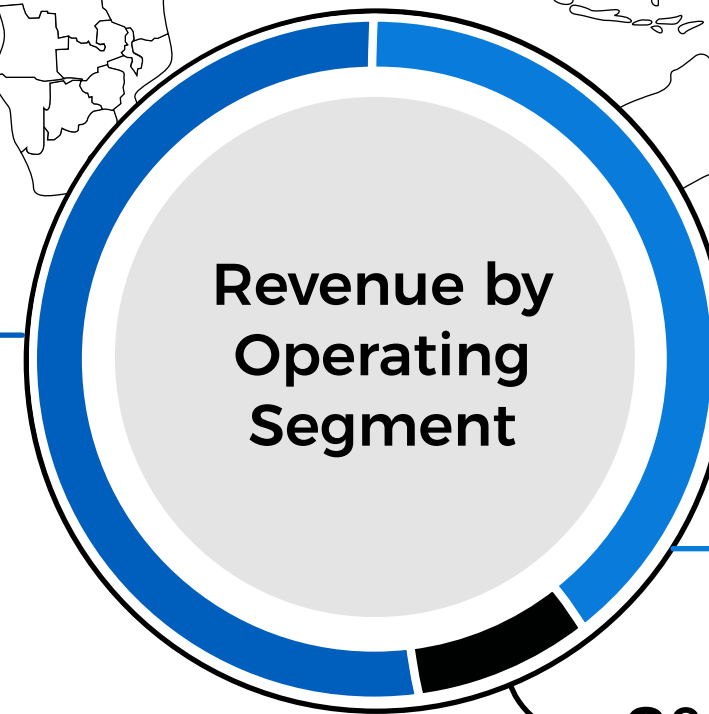




Mattr at a Glance

Global Presence¹

- Brazil
- Canada
- China
- Germany
- Netherlands
- United Kingdom of Great Britain & Northern Ireland
- United States of America



Composite Technologies
55%

Connection Technologies
37%

8% Thermotite
(Discontinued operations)²

1. Details and metrics shared throughout this report do not reflect the acquisition of AmerCable Incorporated, which closed January 2, 2025.
2. The Thermotite segment, which transitioned to discontinued operations in the third quarter of 2024, accounted for 8% of total consolidated revenue for 2024.

Letter from CEO



2024 was another busy year for Matttr as we continued to execute on our strategic priorities, investing to optimize our physical footprint while remaining steadfast in our commitments to safety, efficiency and organic growth. We made remarkable progress, while solidifying our status as a trusted industrial products manufacturer.

This year, the company significantly expanded its manufacturing capacity with the addition of three new facilities in the US and one in Canada. These state-of-the-art facilities will improve operational efficiency, enhance customer service, and position the company for continued growth in critical infrastructure markets.

The safety of our employees remains at the foundation of everything we do. In 2024, we achieved a 55% reduction in recordable injuries and a 94% reduction in lost workdays versus 2023—reaching the lowest levels in Matttr’s history. These achievements reflect the combined efforts of every employee, alongside initiatives like our Summer of Safety campaign. As we look to 2025, we are committed to maintaining and enhancing these programs to achieve our ultimate goal: an incident and injury free workplace.

We refreshed our Code of Conduct in 2024 to emphasize our continuing commitment to business ethics, respect, and accountability in a complex global environment. We also rolled out a Supplier Code of Conduct to ensure that our commitment to business ethics, respect and accountability is shared by our vendors.

What truly sets Matttr apart is our team. In 2024, we expanded training programs, developed our talented workforce, and prepared to welcome the employees of AmerCable, who officially joined Matttr in early January of 2025, subsequent to our reporting year. These investments in our people are investments in our future; investments that support us in fostering an engaged, innovative, and customer-focused culture that drives long-term success.

I would like to thank the entire Matttr team for their dedication, resilience, and contributions throughout the year. It was a year of substantial change, and our team’s willingness to support and embrace this change has positioned Matttr for continued growth and success. I am proud of what we’ve achieved in 2024 and excited about the opportunities ahead.

Let’s continue engineering a better future together.

Sincerely,

A handwritten signature in white ink that reads "Michael Reeves".

Michael Reeves
President and Chief Executive Officer

Reporting Scope and Boundaries

This report is Mattr’s sixth annual ESG report. This report complements our 2024 business performance and financial results, which can be found in the Company’s management discussion and analysis (MD&A) for the year ended December 31, 2024 (available on SEDAR Plus).

We are committed to providing regular and transparent communications regarding our performance. We monitor and disclose Environmental, Social, and Governance factors that we believe are most relevant to Mattr’s operations and that align with our current understanding of industry best practices and applicable standards and frameworks for disclosures.

Referenced Frameworks and Standards

This report was developed referencing International Financial Reporting Standards (IFRS) Sustainability Standards to inform disclosures. It should be noted that referencing standards does not indicate full compliance. In addition, Mattr continues to utilize SASB Standards (Sustainability Accounting Standards Board) to conduct industry-specific materiality assessments and inform disclosure practices for this year’s reporting.

Given the current uncertainty surrounding disclosure requirements in alignment with Canada’s Bill C-59, the Company will no longer release forward-looking ambitions or goals. This report is intended to detail actual performance without reference to future expectations.

IFRS Sustainability Standards have been adopted by the Canadian Sustainability Standards Board (CSSB) as the basis for Canada’s sustainability

disclosure standards, which were released in December of 2024. The CSSB finalized and issued Canadian Sustainability Disclosure Standards (CSDS 1 and CSDS 2) along with the Criteria for Modification Framework which outlines how the CSSB decides to make changes to IFRS Sustainability Disclosure Standards to reflect Canadian priorities. While the CSDS are not yet mandatory in Canada, Mattr will continue to monitor the development of CSDS 1 and 2 and adjust reporting practices to achieve compliance as local regulations evolve.

Methodology and Assumptions

Unless otherwise stated:

- The operational and environmental data and metrics presented in this report cover Mattr Corp. and our wholly owned subsidiaries worldwide as of the end of the 2024 fiscal year.
- People data has not been adjusted or restated to account for acquisitions or

divestitures; metrics and data presented in this report cover Mattr Corp. and our wholly owned subsidiaries worldwide as of the end of the 2024 fiscal year.

- Data presented herein does not include information related to AmerCable Incorporated, as the company was acquired subsequent to December 31, 2024.
- Data and metrics presented in this report reflect performance during the 2024 fiscal year (January 1, 2024 - December 31, 2024).
- All references to employees include full-time permanent, contract personnel and part-time employees under the Company’s supervision and control.
- Dollar amounts referenced in this report are in Canadian dollars.
- Values included in this report are based on the Company’s best estimates and have not received external third-party verification.

Greenhouse Gas (GHG) Emissions Data

The GHG data presented in this report was calculated based on the GHG Protocol methodology, following the operational control approach for establishing our organizational boundary.

More specifically, we follow the Corporate Standard under the GHG Protocol for determining our energy consumption and scope 1 and 2 emissions and the Corporate Value-Chain (scope 3) Standard, also under the GHG Protocol, for determining scope 3 emissions from the sources which we disclose. Our scope 3 disclosed data is limited to Category 6 (business travel) data, and only includes air travel booked through our Company’s travel platform.

Historical GHG data is updated annually, in alignment with the GHG Protocol, to reflect acquisitions and divestitures

completed by the Company before December 31, 2024. Updates also incorporate changes to methodology, standards, and accuracy improvements. Additionally, we continue to update our systems to improve both data accuracy and timeliness of data delivery.

Notes:

- Emissions data for the Xerxes fuel tanks manufacturing facility in Anaheim, CA is included in Mattr’s total emissions until the site activities shut down in mid-2024.
- Values referenced within this report do not include contributions from the AmerCable business (acquired in January of 2025).

Improvements have been made to our GHG emissions reporting platform, allowing some, but not all, invoice data entry to be automated. Minor adjustments to historical data have been made as a result of this update. There is a potential that minor discrepancies in the data exist because of errors in data entry, particularly where manual entry processes still exist.

New Facilities

While we continue to evaluate efficiency opportunities within our existing network, our physical footprint has fundamentally grown, with four new facilities commencing production in 2024.

These include:

Flexpipe Pipe Manufacturing in Rockwall, TX, USA

First production commenced in the third quarter of 2024. Xerxes Hydrochain™ will occupy a portion of the site, to be completed in 2025.

Xerxes Fuel & WaterTanks Manufacturing in Blythewood, SC, USA

First production commenced in the third quarter of 2024.

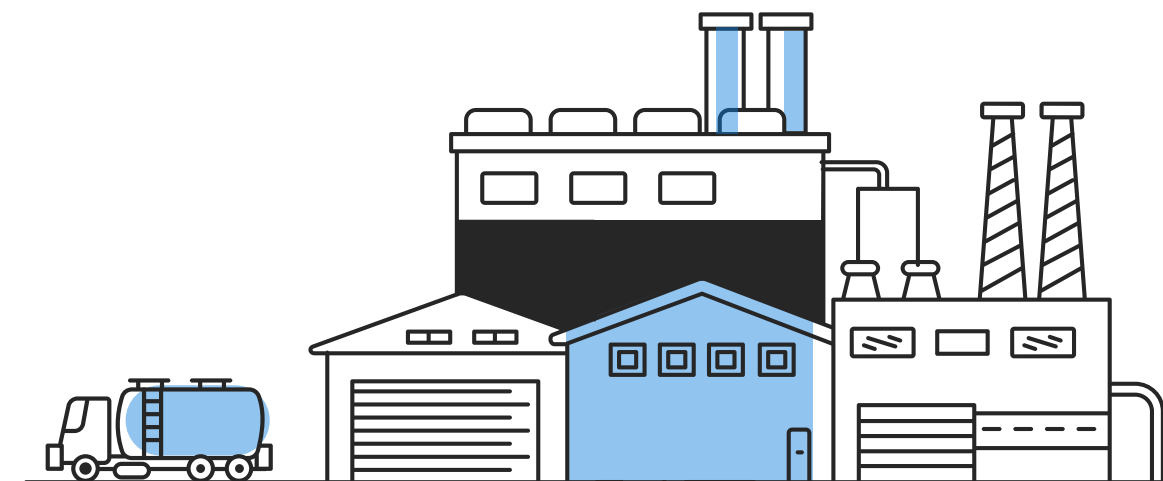
DSG-Canusa Heat Shrink Tubing Manufacturing in Fairfield, OH, USA

First production commenced in the fourth quarter of 2024.

Shawflex Wire & Cable Manufacturing in Vaughan, ON, Canada

First production commenced in the fourth quarter of 2024; relocation from current facility in Rexdale, Ontario, is expected to be complete by mid-2025.

We have begun to obtain preliminary utility information from these new sites; however, it will take some time to fully integrate this data into Mattr’s data platform.





2024 Strategic Developments

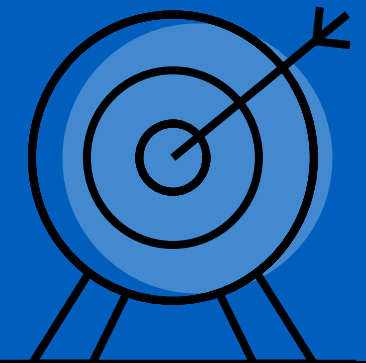
Mattr is a global, growth-oriented materials technology company, dedicated to supporting the renewal and expansion of critical infrastructure worldwide.

Our organizational strategy prioritizes operational efficiency, aligning with our business focus on capital allocation towards high-growth, differentiated product lines. This strategic approach has driven significant financial success, with consolidated revenue expanding at a compound annual rate of 11.5% from 2021 to 2024.

To support our future growth, we initiated substantial investments to modernize, expand and optimize our manufacturing footprint during 2023, with this investment activity continuing throughout 2024 and into mid-2025. The completion of three new manufacturing facilities during 2024—in Texas, Ohio, and South Carolina—represents a key milestone in our efforts to serve our customers

and meet growing demand. Our fourth site, a new Shawflex facility in Ontario, is expected to be complete in 2025. We anticipate that these facilities will allow us to deliver innovative, high-quality products more efficiently, supporting our customers' success in critical infrastructure projects worldwide.

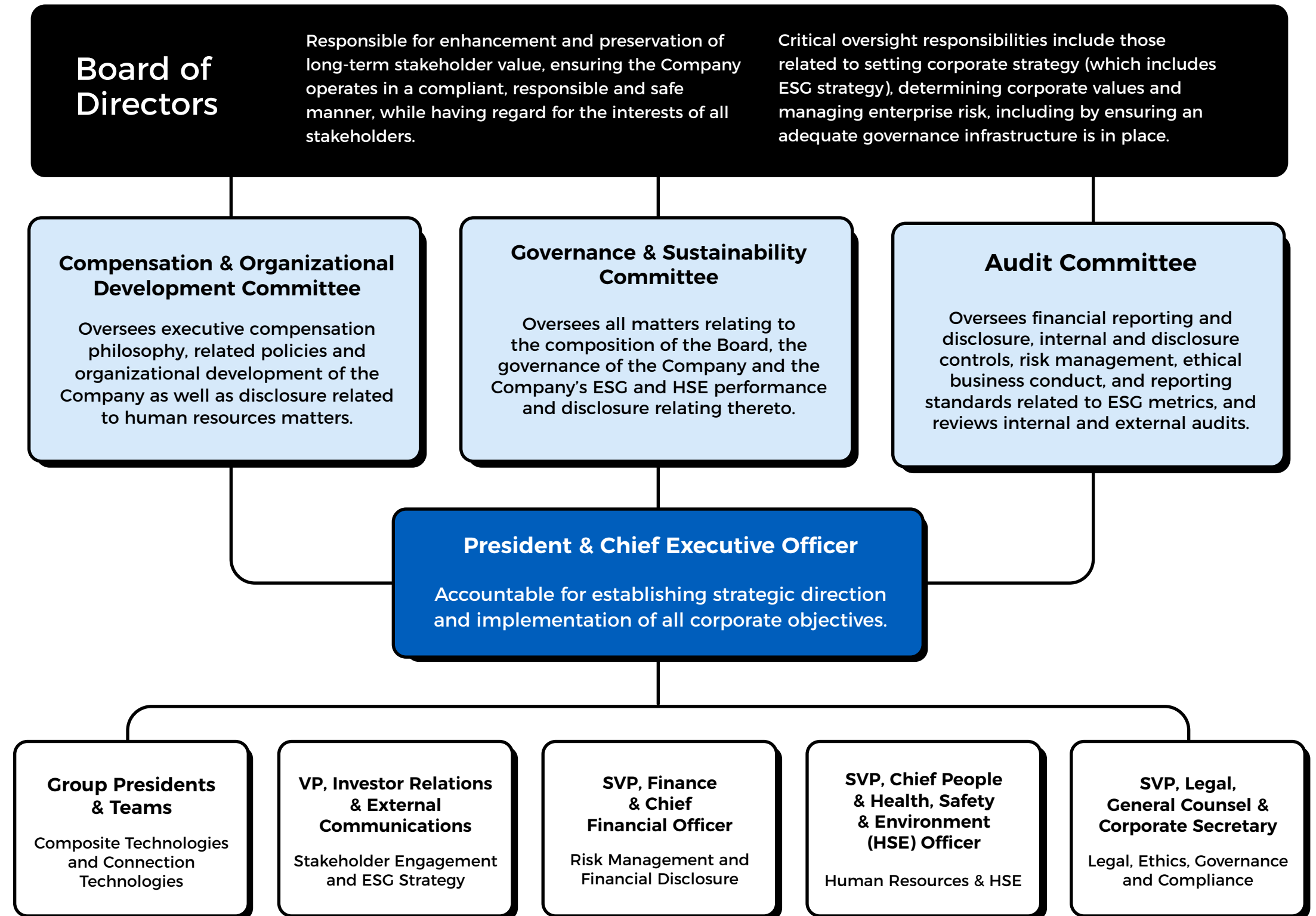
We continue to actively collect and analyze ESG data, including energy consumption, emissions, and safety performance, across our operations. This data-driven approach will help guide our investments and future planning as new facilities come online and more data becomes available.



Governance

The Mattr Corp. mandate for the Board of Directors specifies the board’s role in overseeing ESG matters.

Key responsibilities include reviewing and approving corporate strategies for incorporating ESG-related opportunities and risk management strategies into the Company’s broader corporate strategy. Further information on Board and committee mandates relating to ESG can be found on our [Investor Centre](#).



Risk Management

Mattr's Enterprise Risk Management (ERM) process is the central framework used for identifying, assessing, monitoring, prioritizing, and managing ESG-related (and other) risks and opportunities.

This integrated approach ensures that risks and opportunities inform strategic decisions, operational plans, and financial planning across all business operations.

Identification and Assessment of Risks and Opportunities

To effectively identify and address challenges related to ESG, Mattr uses a structured approach that integrates industry standards and analytical tools to ensure comprehensive risk and opportunity assessment.

Inputs and Parameters

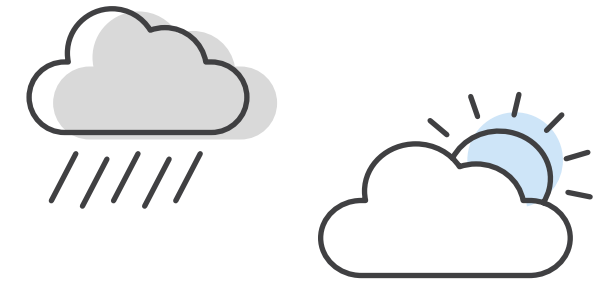
Mattr leverages industry-specific materiality assessments from SASB to narrow disclosure topics and evaluate sustainability-related risks and opportunities. This includes data from internal operational benchmarks, hazard ID processes and external scenario analyses.

Scenario Analysis

Informs the evaluation of transition risks, such as regulatory changes and carbon pricing, and physical risks, such as natural disasters and resource availability.

Prioritization

ESG risks are evaluated alongside other operational risks, with prioritization based on materiality thresholds and potential revenue impacts.



Risks Identified

The ESG-related risks facing Mattr's business are identified in its 2024 Annual Information Form (available on SEDAR Plus). These risks include the physical impacts of severe and changing weather patterns, evolving regulatory landscape and supply chain vulnerabilities. Addressing these risks requires ongoing observation and resource allocation, and compliance with increasingly stringent reporting and regulatory standards.

Opportunities Identified

Aging Infrastructure

Infrastructure is aging in the United States and globally. Mattr's high-quality products support long-lasting infrastructure and power generation and distribution upgrades.

Resource Scarcity

Water and energy security are a key concern globally. Our operations include products that support water management systems, hydrocarbon gathering lines and energy generation site expansion.

Population Movement

Whether it's build-outs for mass transit, communication networks, or expanding roadway and refueling networks, Mattr's products enable expansion of critical infrastructure to support a growing and moving global population.

Revenue

METRIC	UNITS	2023	2024
Total Consolidated Revenue	Millions of Canadian Dollars	925	960

1. Total Consolidated Revenue includes revenue for the respective years generated from the businesses categorized as continuing and discontinued operations as of December 31, 2024. Continuing operations includes Shawflex, DSG-Canusa, Flexpipe and Xerxes. Discontinued operations includes Thermotite, which was classified as held for sale as of December 31, 2024. Intensity figures utilize revenue from consolidated operations as the denominator throughout. For more detail on the Company's financial information, refer to our prior year financial statements which can be found on SEDAR+ at www.sedarplus.ca.

Environment

Resource Use^{1, 2, 3}

METRIC	DESCRIPTION	2023	2024
Electricity	Gigajoules (GJ) of electricity consumed	135,688	148,050
Renewable Sources	GJ of electricity consumed	66,827	68,315
Non-renewable Sources	GJ of electricity consumed	68,861	79,735
Natural Gas	GJ of natural gas consumed	93,458	96,420
Diesel	GJ of diesel consumed	6,965	8,825
Propane	GJ of propane consumed	2,704	2,971
Gasoline	GJ of gasoline consumed	576	555
Total Energy Used	GJ of energy consumed	239,391	256,821
Renewable Sources	GJ of energy consumed	66,827	68,315
Non-renewable Sources	GJ of energy consumed	172,564	188,506
Energy Intensity Ratio	GJ of energy consumed per \$1M of revenue	259	268
Water Consumption	Megalitres	182	197

1. This report includes restated energy use and emissions data for 2023, resulting from adjustments associated with structural changes to the business including acquisitions and divestitures and methodology improvements/error corrections.

2. Values are based on internally generated information that has not been verified by a third-party.

3. Intensity values are calculated using the "Total Consolidated Revenue" values noted on page 12.

Environment

Emissions^{1, 2, 3}

METRIC	DESCRIPTION	2023	2024
Scope 1 Emissions	Metric tonnes of CO ₂ e emitted globally	5,390	5,685
Scope 2 Emissions⁴	Metric tonnes of CO ₂ e emitted globally using location-based factors	10,819	10,974
Scope 2 Emissions⁵	Metric tonnes of CO ₂ e emitted globally adjusted for market-based emission factors where appropriate	8,560	8,262
Scope 3 Emissions⁶	Metric tonnes of CO ₂ e emitted globally from air travel booked through the Company's travel platform	1,493	2,066
Aggregated Scope 1 & 2 Emissions⁷	Metric tonnes of CO ₂ e emitted (Scope 1 and Scope 2) globally	13,950	13,947
Emissions Intensity Ratio⁸	Metric tonnes of CO ₂ e emitted (Scope 1 and Scope 2) per \$1M in revenue	15	15

1. This report includes restated energy use and emissions data for 2023, resulting from adjustments associated with structural changes to the business including acquisitions and divestitures and methodology improvements/error corrections.
 2. Values are based on internally generated information that has not been verified by a third-party.
 3. The presented GHG data was calculated based on the GHG Protocol's Corporate Standard, following the operational control approach for establishing our organizational boundary.
 4. This calculation is based on utilizing location-based emission factors for all facilities, including facilities where market-based agreements are in place, for comparison and transparency. Our location-based emission factors are derived from the Environmental Protection Agency (EPA)'s eGRID database (for USA facilities), Canada's National Inventory (for Canadian facilities), and guidance from the International Energy Agency (for international facilities).
 5. This calculation is based on emission factors from specific market-based agreements in place at various Mattr facilities (such as renewable energy contracts and power purchase agreements) and location-based emission factors for all other facilities utilizing grid electricity. The Company has contractual power agreements at its Suzhou, China, and Rheinbach, Germany facilities. As such, emission factors associated with these sites have been adjusted under the "market-based approach" to reflect the emission factors from these contractual instruments. Data for all other facilities maintains location-based emission factors.
 6. Mattr follows the Corporate Value-Chain (Scope 3) Standard for Scope 3 data. Reported Scope 3 emissions include air travel booked through the Company travel system only.
 7. Reported "Aggregated Scope 1 & 2 Emissions" value includes the Company's Scope 1 Emissions and Scope 2 Emissions adjusted for market-based emission factors as described in footnote 5.
 8. Intensity values are calculated using the "Total Consolidated Revenue" values noted on page 12.

METRIC	UNITS	2023 ⁴	2024
Fatalities	-	0	0
Total Recordable Case Frequency (TRCF)	Total recordable cases / total working hours x 1,000,000 hours	3.0	2.1
Total Recordable Incident Rate (TRIR)	Number of recordable work-related injuries / number of hours worked x 200,000 hours	0.6	0.4
Lost Time Case Frequency (LTCF)	Number of lost working days associated with a reported work-related injury or illness / number of hours worked x 1,000,000 hours	1.2	0.2
High Potential Case Frequency (HPCF)	Total number of high potential cases / number of hours worked x 1,000,000 hours	0.5	0.5
Formal Corporate HSE Audits Conducted	-	11	10
Internal Inspections Conducted	-	5,846	707
Employee Observations Submitted	-	21,356	16,329
Hours Worked	-	11,524,757	4,315,617
Training Hours Logged	-	106,685	25,521
Training Hours	Per thousand work hours	9.3	5.9
Vehicle Incident rate	Total vehicle incidents / number of miles driven x 1,000,000 miles	0.8	0.0
Most Frequent Injury Types	-	Strain/Sprain, Laceration, Fracture	Strain/Sprain, Laceration, Abrasion
Most Frequent Injury Location	-	Fingers/Hand, Back, Foot/Ankle	Head, Eye, Back

People

Health & Safety^{1, 2, 3}

1. Values are based on internally generated information that has not been verified by a third-party.

2. Health and safety statistics for each year include statistics for all businesses and sites active within the organization for at least a portion of that year. There is no restatement for acquisitions or divestitures within the health and safety statistics.

3. Our performance metrics that include “employees” refers to direct employees under the Company’s supervision and control. This excludes contract personnel unless they are directly supervised by the Company and are included in the Company’s payroll system.

4. 2023 data includes contributions from a since divested business (PPG) which had a significant headcount.

People

Diversity^{1, 2, 3, 4}

1. Values are based on internally generated information that has not been verified by a third-party.

2. The reported number of employees: The employee headcount for the year ended December 31, 2024. Employee breakdown by gender, age and country now includes all Mattr employees, both salaried and hourly. 2023 values do not include the Connection Technologies hourly workforce, which has a higher proportion of male employees.

3. Our performance metrics that include “employees” refers to direct employees under the Company’s supervision and control. This excludes contract personnel unless they are directly supervised by the Company and are included in the Company’s payroll system.

4. People data has not been restated to account for acquisitions or divestitures.

5. New hires: Calculated sum of hires in 2024/headcount in December 2024.

6. Turnover: Calculated as the sum of employee departures in 2024/headcount in December 2024.

METRIC	2023	2024
Female Diversity by Country		
Canada	38%	21%
United States of America	29%	20%
China	55%	37%
Other: Argentina, Australia, Brazil, France, Germany, India, Malaysia, Netherlands, Poland, Spain, UAE, Vietnam	-	14%
Total Female Employees	33%	20%
Employee Age		
Aged 30 or Less	6%	15%
Aged Between 30 – 50	63%	55%
Aged over 50	31%	30%
Human Capital		
New Employee Hires ⁵	26%	32%
Employee Turnover ⁶	24%	30%
Frontline Management Training (number of participants)	206	117
Financial Literacy Training (number of participants)	37	104

People

Diversity^{1, 2, 3, 4}

1. Values are based on internally generated information that has not been verified by a third-party.
 2. The reported number of employees: The employee headcount for the year ended December 31, 2024. Employee breakdown by gender, age and country accounts for salaried and hourly force.
 3. Our performance metrics that include “employees” refers to direct employees under the Company’s supervision and control. This excludes contract personnel unless they are directly supervised by the Company and are included in the Company’s payroll system.
 4. People data has not been restated to account for acquisitions or divestitures.
 5. Board diversity data for 2024: Values for the year ended December 31, 2024. These yearly figures may be post-dated in other annual documents (e.g. 2025 Management Information Circular available on SEDAR Plus) to show updated figures as per their review cycles.

METRIC	2023	2024
Board Diversity⁵		
Female	38%	43%
Persons with Disabilities	0	0
Indigenous Persons	0	0
Visible Minorities	13%	14%
Executive Diversity		
Female	35%	39%
Persons with Disabilities	6%	6%
Indigenous Persons	0%	0%
Visible Minority	29%	28%
Total Diversity in Senior Management	53%	56%

People

Diversity^{1, 2}

METRIC	2023	2024
Board Tenure		
0-3 years	63%	43%
4-7 years	25%	57%
8-11 years	0%	0%
12+ years	13%	0%
Board Age		
<55	13%	29%
55-60	13%	14%
61-65	38%	14%
66+	38%	43%

1. Values are based on internally generated information that has not been verified by a third-party.
 2. Board diversity data for 2024: Values for the year ended December 31, 2024. These yearly figures may be post-dated in other annual documents (e.g. 2025 Management Information Circular available on SEDAR Plus) to show updated figures as per their review cycles.

SASB Disclosure Topics & Metrics:

Resource Transformation Sector: Industrial Machinery & Goods

The following table discloses our alignment to SASB's sector-specific standard for Mattr. Since our core business focuses on manufacturing of industrial products and advanced materials technology, we leverage the following SASB industry code: Resource Transformation Sector: Industrial Machinery & Goods. The following are the industry-specific issues set by SASB standards that are deemed most relevant to our investors:

1. Energy Management, 2. Employee Health & Safety, 3. Materials Sourcing & Efficiency.

This sector standard is designed to address applicable issues of a typical company in the industry. Applicable disclosures associated with "Product Design & Lifecycle Management" are not included in this report because they are not relevant to the Company's core business activities. The Company's fleet size and use of stationary generators is de minimis. As our business model evolves, we will continue to assess the applicability and materiality of these metrics in future reports.

Topic	Topic Category	Units of Measure	Code	Reference
Energy Management	(1) Total energy consumed, (2) percentage grid electricity, and (3) percentage renewable	Quantitative (Gigajoules (GJ), Percentage (%))	RT-IG-130a.1	2024 ESG Progress Report data tables on pages 13 and 14.
Workforce Health & Safety	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR) for (a) direct employees and (b) contract employees	Quantitative (Rate)	T-IG-320a.1	2024 ESG Progress Report data table on page 15. Mattr does not currently disclose its Near Miss Frequency Rate (NMFR). We follow OSHA regulations regarding incident reporting, including near misses. We encourage all employees to report near misses immediately to their supervisor, just as they would an accident. We use insights gained from both leading and lagging indicators, including near miss reports, to inform our safety programs and procedures. This ongoing effort ensures a safe working environment for all employees. While we don't currently disclose the NMFR, we believe established metrics like the Total Recordable Case Frequency (TRCF) and Total Recordable Incident Rate (TRIR) provide a strong foundation for understanding our overall safety performance.
Materials Sourcing	Description of the management of risks associated with the use of critical materials	Discussion and Analysis	RT-IG-440a.1	2024 Fourth Quarter Management's Discussion and Analysis pages 56-58.
Remanufacturing Design & Services	Revenue from remanufactured products and remanufacturing services	Quantitative (Presentation currency)	RT-IG-440b.1	The Company does not provide remanufactured products or remanufacturing services.
Activity	Metric Category	Units of Measure	Code	Reference
Number of Units Produced by Product Category	Quantitative	Number	RT-IG-000.A	100% of our products are classified as parts and components. The Company does not disclose units produced for competitive purposes.
Number of Employees	Quantitative	Number	RT-IG-000.B	2024 ESG Progress Report page 5.

