



20 YEARS OF SUSTAINABLE BUSINESS



2025 SUSTAINABILITY REPORT
WWW.STRIKEGROUP.CA

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CHIEF EXECUTIVE OFFICER ADDRESS



Sustainability has been a driving force behind Strike's success over the past 20 years. It remains central to our vision **"To be a sustainable, professionally led, and profitable organization."** From the beginning, we've focused on ownership, longevity, and community support—along with strong Indigenous partnerships, environmental responsibility, and a culture of safety.

One of our pivotal sustainability strategies has been Indigenous engagement, fostering economic opportunities, training, and employment. We've also prioritized workplace safety and employee well-being, evolving our programs to exceed industry standards, including mental health support. As we've grown, we've expanded our Sustainability Purpose and Objectives, guiding us to be a respected, credible, and trusted brand.

Our Sustainability Purpose is **"To provide trusted services to our customers that support communities, enhance people's lives, and protect the environment."** A key milestone was launching our first Sustainability Report in 2022, which annually shares our progress and keeps us accountable.

Looking Ahead: The Future of Sustainability in Construction

Sustainability in construction is evolving, and our focus includes:

- **Indigenous Engagement:** Expanding training, employment, and partnerships.
- **Diversity in Construction:** Increasing representation and fostering an inclusive industry.
- **Environmental Responsibility:** Reducing emissions, improving energy efficiency, and adopting sustainable practices.

Q&A WITH OUR PRESIDENT AND COO



Q: Looking into the future, how do we position Strike to continually grow our business to remain an industry leader?

Strike's opportunity for growth is built on our relationships and reputation. We build strong alliances within the industry with our customers, suppliers, subcontractors, employees, communities, and all other stakeholders. Strike's brand recognition is known for delivering successful projects and focusing on providing top tier value added services.

Q: How has Strike created the right culture and mindset to engage its people and reinforce the right behaviours?

Strike's vision is to be a sustainable, professionally led, profitable organization. Our mission is exceptional execution. Our purpose is to make a difference. Strike's values are centered around safety, quality, respect, improvement, rewarding our people, leadership, community, and

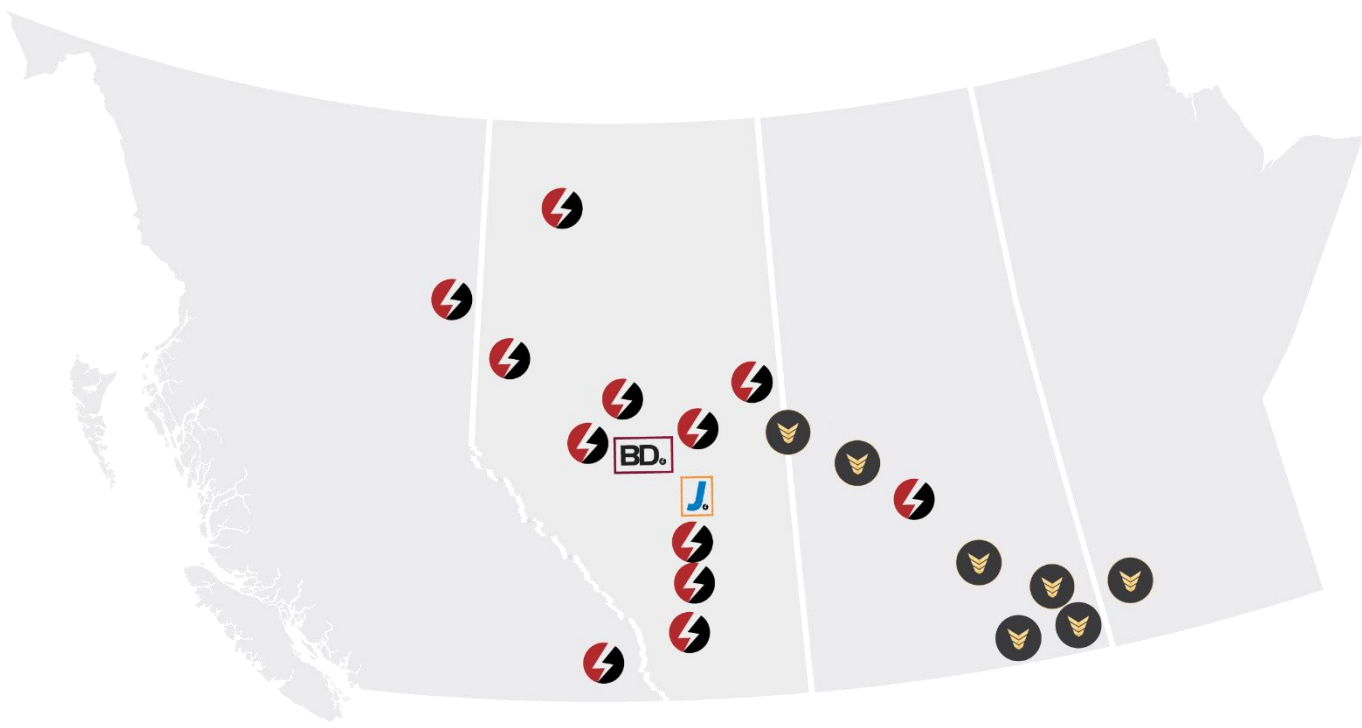
environment. Strike's culture revolves around our vision, mission, purpose, and values.

Q: How do we attract, develop, and retain the leadership, talent and skills needed to drive successful strategy and outcomes?

Strike likes to take an internal approach to leadership development as a first priority. Succession planning, mentorship, and coaching are key strategies to create the next level of success. Our management trainee program is designed to identify high performing personnel who have management potential and to develop supervisory staff with the broad managerial, technical, and administrative skills necessary to deliver quality service to the customer and to ensure projects are properly administered. Graduates of this program populate a core group of highly qualified candidates from which selections are made to fill future management and/or supervisory vacancies. Strike is our own leadership engine.

WHO WE ARE

Established in 2004, Strike Group is an industry leader providing infrastructure construction and maintenance services to energy and diversified industries across Western Canada. Our fabrication, mechanical and electrical teams work efficiently together providing synergies to get the job completed on schedule. We have grown to offering 28 business units operating in 22 locations that are supporting sustainability, local and Indigenous relations, and community initiatives in their surrounding areas. In 2024, Strike was again recognized as one of Canada’s Best Managed Companies.



STRIKE DIVISIONS



Project Services



Pipeline Services



Industrial Services



Electrical & Instrumentation



Field Services

MARKETS WE SERVE



UPSTREAM
OIL & GAS



MIDSTREAM &
TRANSPORTATION



DOWNSTREAM &
PETROCHEMICAL



POWER &
UTILITY



INDUSTRIAL &
COMMERCIAL



RENEWABLES &
ENVIRONMENTAL

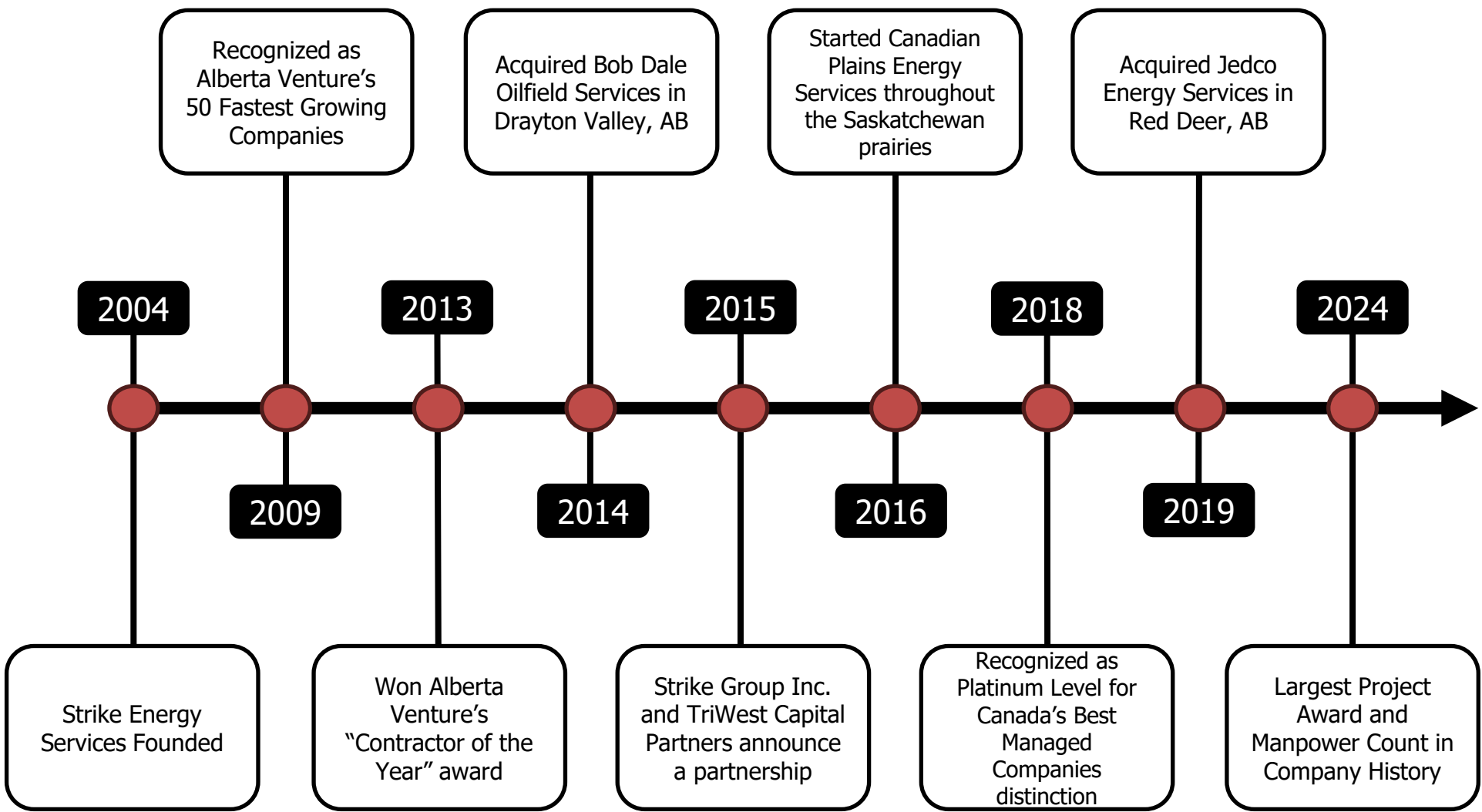


MINING &
AGRICULTURE

OUR DIVERSIFIED CUSTOMERS



JOURNEY TO 20



THE EARLY DAYS



First Business Unit - Whitecourt



Founding Board of Directors



Founding Shareholders



First Major Project in Waterton

2024 HIGHLIGHTS

Strike continues to grow and set records in various aspects of our business and operations. The following are a few key highlights of the past year:



Business Anniversary



Joel Goy (E&I Area Manager), selected for 2024 Top 40 Under 40 in Canadian Construction

Number of Employees with Milestone Anniversary

<u>5yr</u>	<u>10yr</u>
80	29
<u>15yr</u>	<u>20yr</u>
3	4

\$36,105

Record High SOC Charity Contribution

Major Projects Awarded and Kicked Off The Largest Project in Company History

Canadian Plains Secured a 5-year MSA for Pipeline Construction with a Key Customer

1596

Record High Peak Employee Count



Named as one of the Top 40 Contractors in Canada by Onsite Magazine



Ft Sask Operations Awarded Industrial Business of the Year



Record Level of Topline Sales

MISSION, VISION AND VALUES

Since Strike’s inception, we have always been committed to sustainable practices which are highlighted in our Vision, Mission, Purpose, and Values.

MISSION

Exceptional Execution.

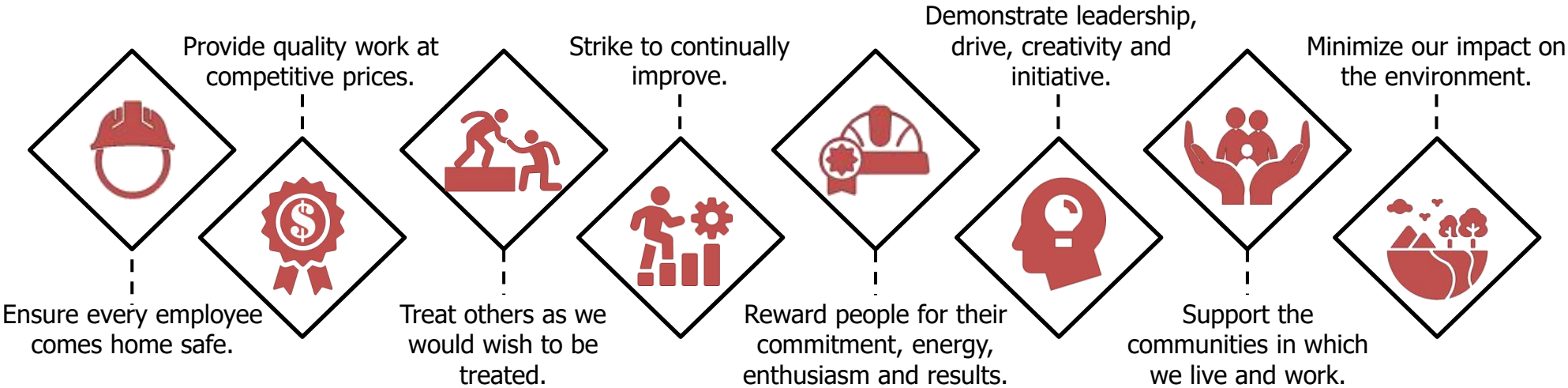
VISION

To be a sustainable, professionally led, profitable organization.

PURPOSE

To make a difference.

VALUES



Strike's core values are reflected in our strategy and sustainability initiatives which has enabled us to become an industry leader.

STRIKE'S APPROACH

Our Sustainability Purpose

To provide trusted services to our customers that supports communities, enhances people's lives and protects the environment.

Our Sustainability Objectives

- Reduce our impact on the environment
- Expand our business in diversified markets
- Support our people and communities



- Grow our customer relationships
- Optimize our business practices
- Grow long-term value and sustainability

In 2022, Strike released its inaugural Sustainability Report which formalized our commitment to sustainability and ESG efforts.

“Strike has demonstrated leadership in many sustainability initiatives, but we also recognize the need for continual improvement and are expanding our efforts to understanding and incorporating all aspects that impact our business, company culture and the environment.” - Stephen Smith, CEO

STRIKE'S APPROACH

Our core values, sustainability objectives and initiatives are aligned with the **United Nations (UN) Sustainable Development Goals**. Strike is committed to fostering and cultivating an inclusive environment alongside protecting and preserving our planet. The following diagram identifies Strike's direct and indirect contributions in support of the UN Sustainable Development Goals.



Direct Contribution - the result of the execution of our business which is linked to the achievement of the relevant objectives.

Indirect Contribution - are supported through philanthropy and means of giving.

SUSTAINABILITY INITIATIVES

We are continually focused on our commitment to sustainability and efforts in protecting the environment, social responsibility and governance of our business through these initiatives.



Responsible Solutions For Our Business, Customers & Communities

Responsible Together!

IN THIS SECTION

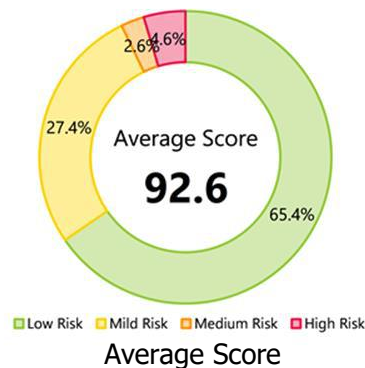
- Fleet Performance
- Fleet Idle Management
- Waste Management & Diversion
- Print Relief Program
- Spill Management
- Asset Maintenance & Retirement Program
- Energy Transition & Diversification Projects

FLEET PERFORMANCE

As part of our continued commitment to environmental stewardship, we are making conscious efforts to reduce emissions and minimize our impact on the environment. Strike executes the following practices in our daily operations:

- Strike leverages Nektar to assist with schedule maintenance and utilization of its equipment. Additionally, Geotab was implemented to monitor our vehicle activity, driver behaviours, NSC electronic logbook requirements. Utilizing Geotab data, a Safety Scorecard is calculated and posted weekly on Strike’s Fleet intranet site.
- Since the implementation of the National Safety Code (NSC) e-learning 530 drivers have completed the training. This has assisted Districts in the timely roll-out of new NSC drivers.
- Work planning strategies for large- and small-scale projects, we incorporate multi-person (buses) or car-pooling transportation to minimize vehicle use and emissions.

Safety Scorecard



of Heavy Equipment Assets

157

of Vehicle Assets

381

Preventative Maintenance

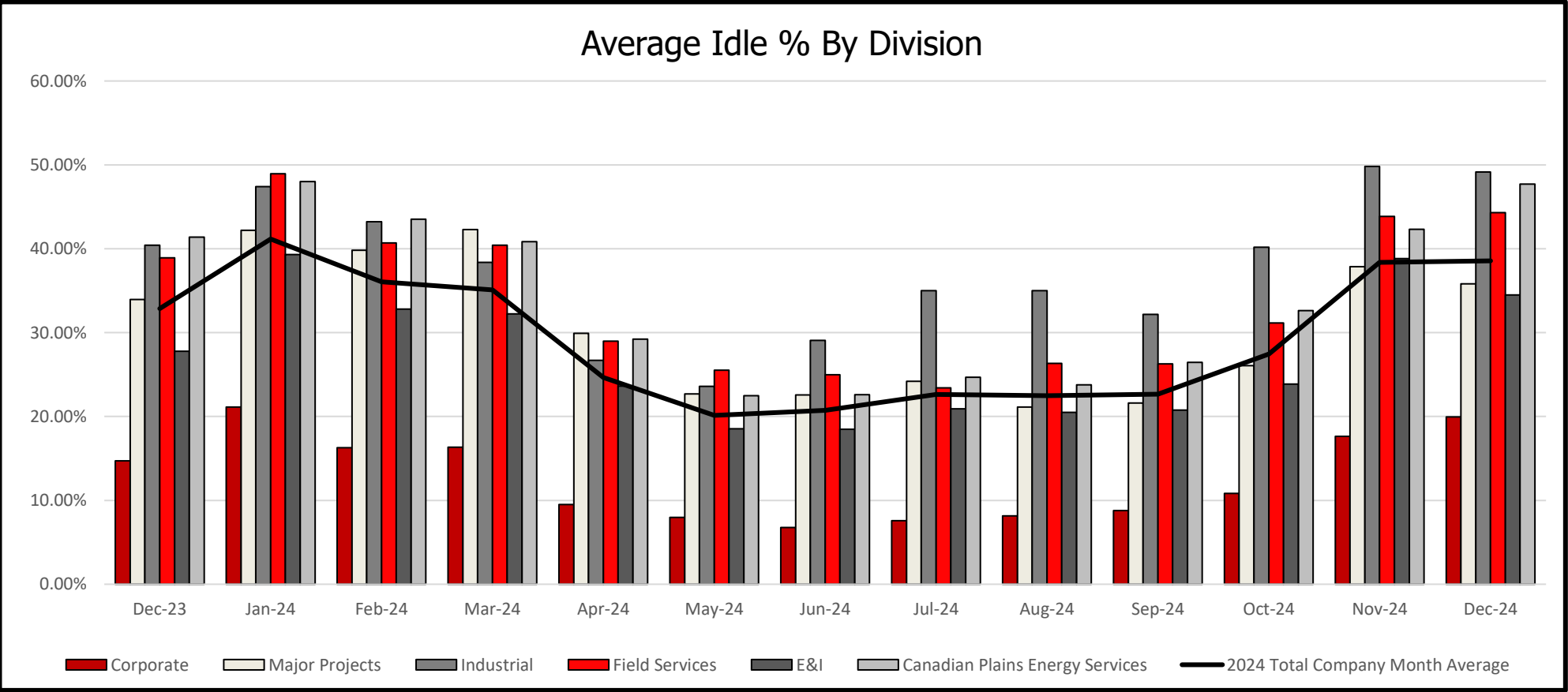
Type of Asset	Maintenance Schedule
NSC Vehicles	7000-10,000 kms
Non-NSC Vehicles	8000 Kms
Heavy Equipment	500 Hours

FLEET IDLE MANAGEMENT

In January 2024, Strike launched our Light Duty Vehicle Idle Management Program to contribute in the global effort to minimize emissions and impact on the environment. Strike leveraged Geotab to monitor and track company-wide idle time in order to influence best practices amongst our drivers. In the program’s first year, Strike saw a reduction of 13.8% idle time within our light duty vehicle fleet.

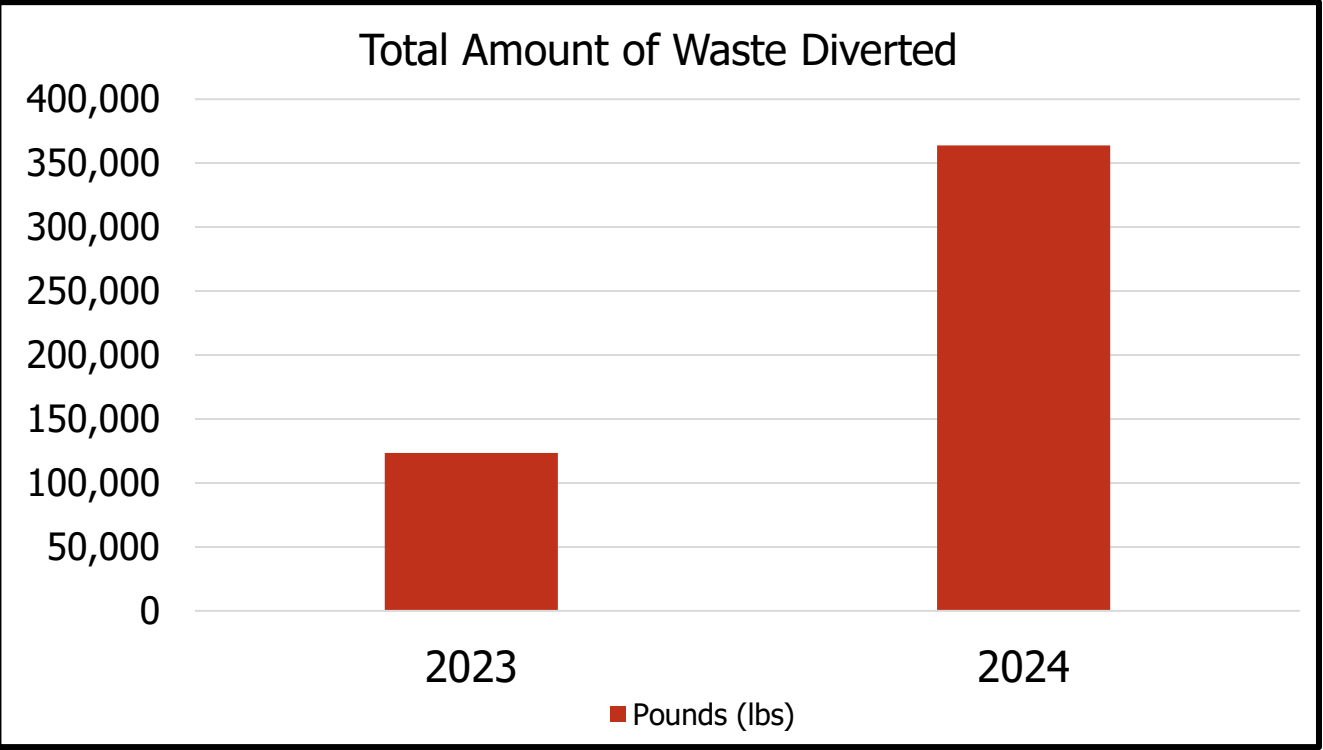
For 2025, Strike intends to carry-forward the best practices implemented in 2024 and introduce a weekly high idle time report to assist with targeted intervention.

ENVIRONMENT



WASTE MANAGEMENT & DIVERSION

In 2024, Strike saw the expansion of our Waste Management & Diversion Program which consisted of Crossfield, Whitecourt, Grande Prairie and Estevan operations. These business units successfully diverted 363,756lbs of material to recycling facilities. With the continued success of the program, in 2025 we will be including additional locations (Edson AB, Lloydminster AB, and the Mount Bracey Project Site) to continue to expand this initiative across the company.



299,605lbs



Steel

5,870lbs



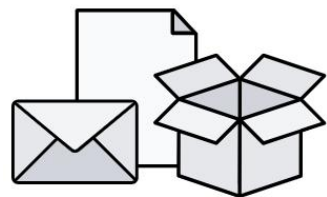
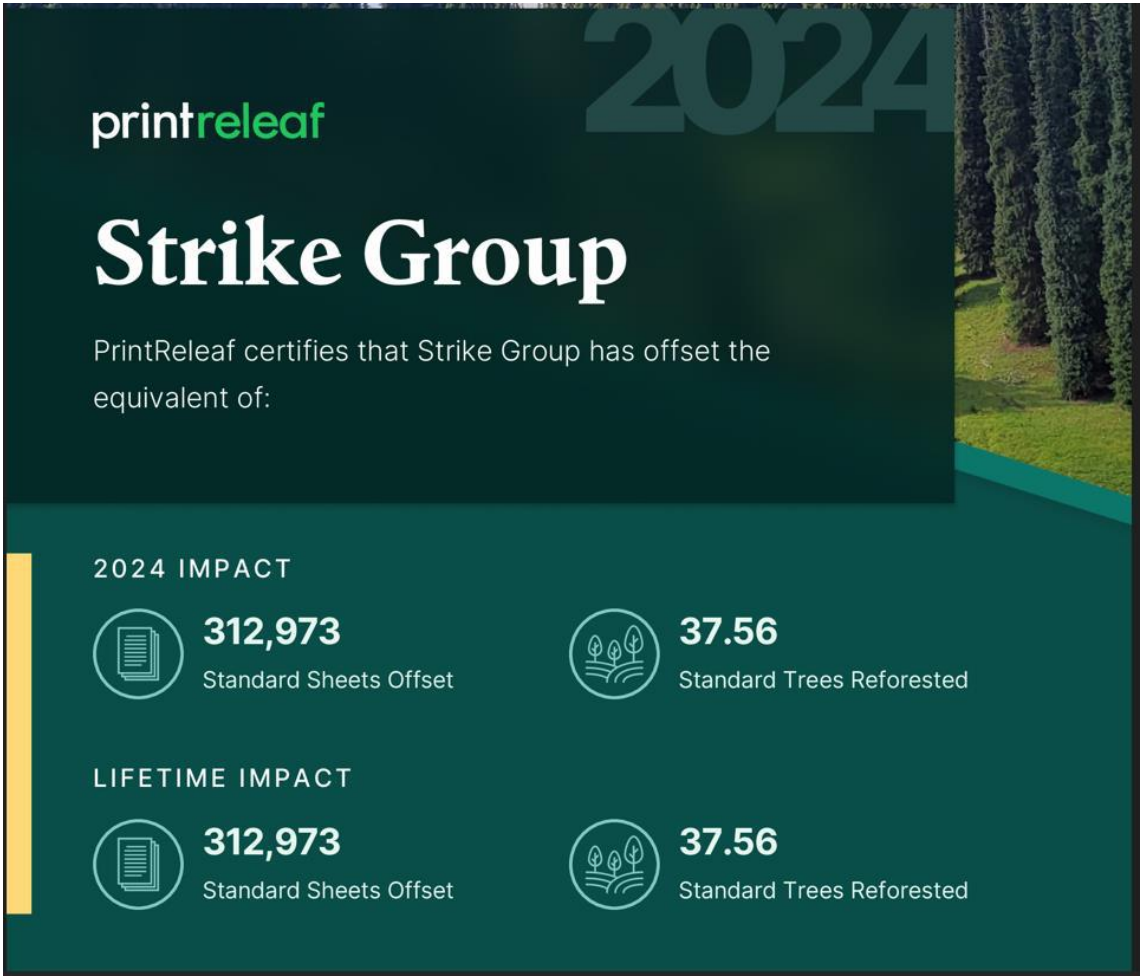
Cardboard

58,281lbs



Wood

PRINT RELEAF PROGRAM



Measure



Calculate



Offset

In 2024, Strike partnered with CIP Office Technology to implement their Print Releaf Program which leverages business printing activities to aid in reforestation programs around the world. Strike dedicated our tree contributions to the British Columbia reforestation program.

2025 initiatives:

- Continuation of Print Releaf program with CIP Office Technology.
- Expand the print program by converting non-CIP printers within Strike operations.
- Evaluate the print consumption data from our printers and convert into the purchase of tree seedlings for additional reforestation donations

SPILL MANAGEMENT

Hydraulic line failures contribute to the largest number of spill cleanups for Strike Group. All spills are quickly identified, contained and proper remediation is executed to minimize our impact on the environment.

In 2022, Strike revised its Environmental policy to enhance our commitment. Our practices and procedures support the mitigation of these risks and speak to our commitment to manage and reduce possible contaminants, and waste. These procedures ensure the health and wellbeing of our staff and stakeholders while also mitigating the potential risk to our surrounding environment.

Additionally, Strike is continually exploring opportunities to minimize its impact on the environment and will utilize environmentally friendly products (e.g., hydraulic fluids, frac mud, etc.) when working in environmentally sensitive areas.

Most Common Spill Source



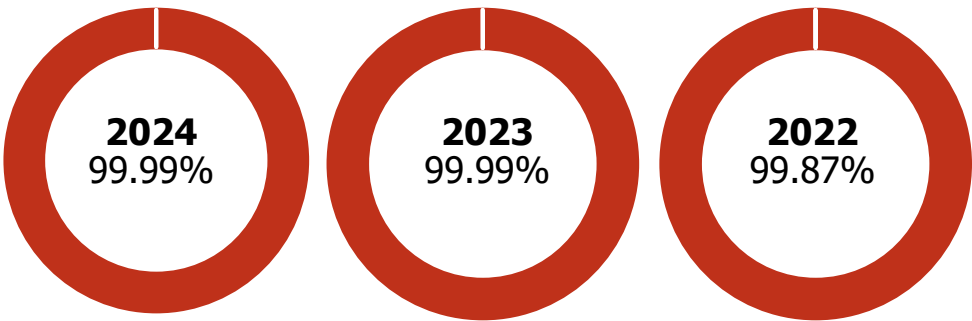
Equipment

Most Common Material Spilled



Hydraulic Fluid

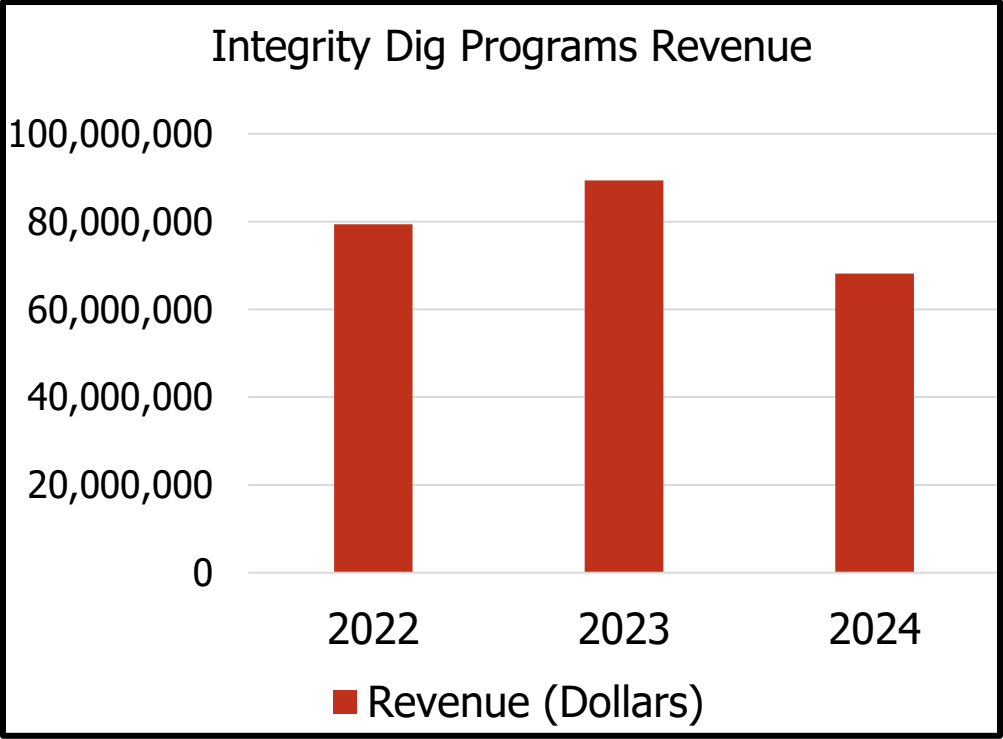
Percentage of Spill Recovered



ASSET MAINTENANCE AND RETIREMENT PROGRAMS

Strike has supported our customers over the years with their pipeline integrity programs. In recent years, Strike has enhanced its personnel experience and expertise to expand its service offerings to assist multiple customers in maintaining their pipeline assets across the Western provinces.

Strike is well known for infrastructure construction, and maintenance services and prides itself on working alongside our customers to assist with their asset retirement programs. Supporting these programs affirms Strike’s commitment and core value of minimizing our impact on the environment.



ENERGY TRANSITION AND DIVERSIFICATION PROJECTS

Over the last several years, Strike has expanded its portfolio in diversified markets and has gained valuable experience working on various projects that support a “green world” by assisting various industries and our customers with the energy transition and emission reduction projects. The following are a few of the energy transition projects that Strike has completed:

- Construction of Carbon Capture Pipelines (as per photo)
- Fabrication and Assembly of Biomass Modules
- Fabrication & Piping Installation for Carbon Capture at SAGD Facilities
- Electrical work for Waste Heat Recovery expansion at Power Plants
- Installation of skids & equipment for Electromagnetic Heating Pilot Project

In 2024, Strike continued to expand its business offering in support of our customers diversification programs. A notable project executed by our Edson Business Unit was the Green House Gas Program. This program involved installing generators that utilize air instead of gas. This project involved the completion of 22 customer sites.

Strike continues to pursue opportunities and expand into new markets and industries which include clean energy, water/ wastewater, mining, forestry, agriculture carbon capture and hydrogen.





IN THIS SECTION

- Inclusion and Diversity
- Scholarship Program
- Employee Engagement Survey
- Safety Performance
- Safety Ambassador Program
- Indigenous Relations
- Indigenous Engagement
- Indigenous Contracting Spend
- Supporting Our Communities

INCLUSION AND DIVERSITY

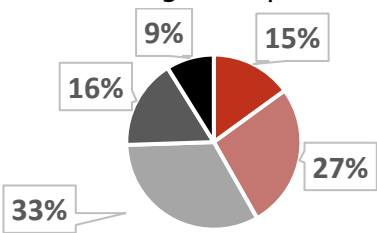
Strike believes that having a workforce that is diverse and inclusive is reflective of our core values and culture. Our work to build a more equitable organization is never finished. In 2023, Strike was vetted and approved as an 'Employer of Choice' through Women Building Futures (WBF). This honour highlights Strike's commitment to fostering inclusivity in the workplace and ensuring safe, equitable environments for all. Strike is dedicated to continue to learn and create connections and foster a culture where people of many backgrounds can succeed.

Employee Self Declaration Statistics

Percentage of Employees
Identifying as Female

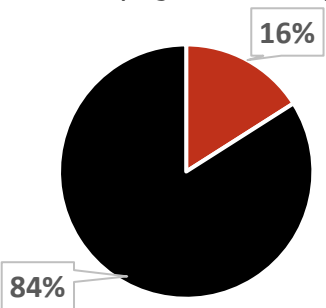
15%

Percentage of Employees by
Age Group



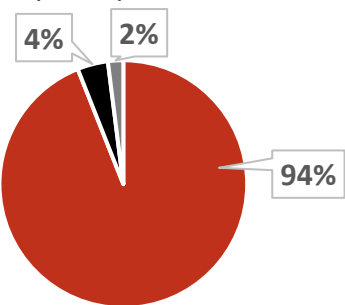
■ 18-24 ■ 25-34 ■ 35-44 ■ 45-54 ■ 55-64+

Percentage of Employees
Identifying as a Minority



■ Minority ■ Non-Minority ■ Visible Minority ■ LGBTQ2S+ ■ Veteran

Minority Groups Distribution



Industry Knowledge Sharing Presentation to CWIE



Whitecourt Welding Apprentices

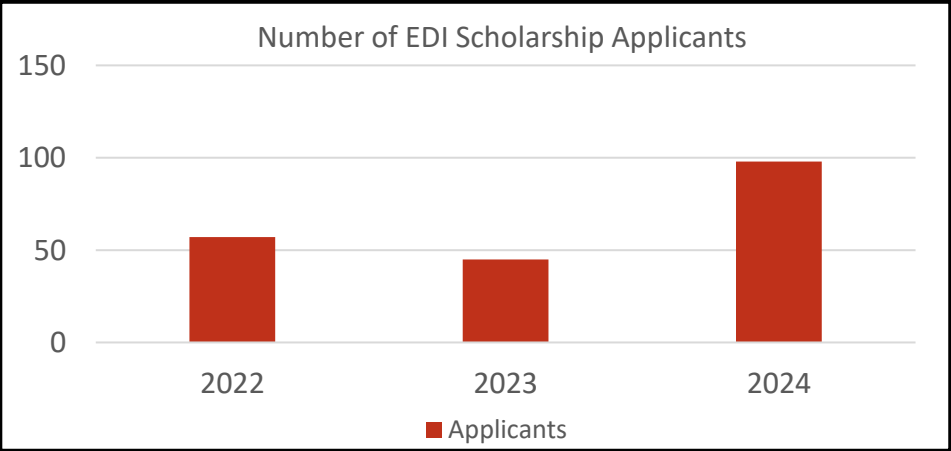
SCHOLARSHIP PROGRAM

We believe everyone should have an opportunity to education and are committed to removing financial barriers for underrepresented people to achieve their educational aspirations and goals.

Historically, Strike has supported students through scholarship contributions at SAIT, NAIT and Polytech. To enhance our future generations, Strike created an Equity, Diversity and Inclusion (EDI) Scholarship Program that focuses on supporting education and career building for our industry.

Annually Strike offers \$2,000 scholarships in the following categories:

- Women in Energy Scholarship,
- Canadian Immigrant Scholarship,
- Indigenous Scholarship,
- LGBTQ2S+ Scholarship, and
- Western Canadian Scholarship



Canadian Immigrant Scholarship



Women in Energy Scholarship

Total Amount Donated
Through Scholarship
Programs

\$55K



Western Canadian Scholarship



Indigenous Scholarship



LGBTQ2S+ Scholarship

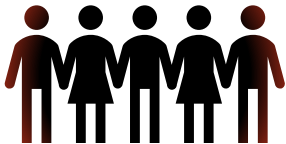
EMPLOYEE ENGAGEMENT SURVEY

Strike’s most valued asset is our employees. Annually we conduct an Employee Engagement Survey to capture the perspectives of our employees to identify what Strike is doing well and what opportunities there are for improvement. This process and input helps Strike steer its strategic business planning initiatives. The following are highlights from our 2024 Engagement Survey*:

SOCIAL

93%

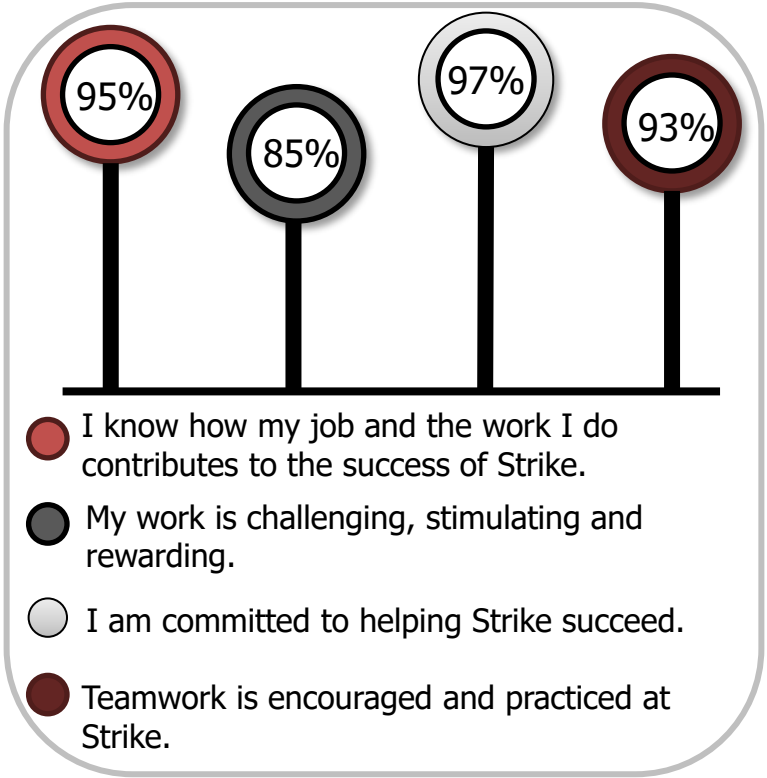
I know what is expected of me in my job.



4.4 out of 5 respondents say they would recommend Strike to others as a good place to work.

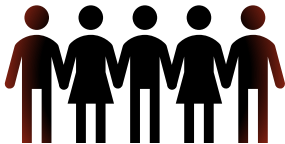
89%

I know what is expected of me in my job.



92%

I am treated fairly and with respect at Strike



4.4 out of 5 respondents agree that Strike’s core values accurately represent our culture

88%

I receive the support and cooperation I need from coworkers, and other groups to do my job

*Percentages shown above only consider Strongly Agree and Agree responses.

SAFETY PERFORMANCE

Strike has continued to work with our customers and industry throughout 2024 to ensure our Health, Safety and Environmental Program remains industry leading.

Our SOC Charity program achieved another year of great success with 72,221 Observation Cards completed across the organization leading to over \$36,000 donated to local charities. We also launched an online PPE store with our supplier Apparel Solutions which will assist in streamlining the process our workers to order Strike apparel and PPE.

Strike placed a focus on personal health this year through two month-long campaigns. In recognition of National Cancer Wellness Awareness Day in June, Strike had the privilege to share a very personal story from our Senior Estimator Cam Mulholland who generously volunteered to share his story to all of Strike in the hope that it will raise awareness about the risks of colorectal cancer and the importance of prescreening. In November, a focus on Mental Health with a presentation from Ryan Straschnitzki (Humboldt Broncos Crash Survivor) was hosted virtually for all of Strike to attend. As part of the Mental Health focus month, we also hosted a Moustache Competition over the month of November. These moustaches have become the symbol of this movement since they grab attention and can start a conversation.

97%

I have a clear understanding of Strike's safety program and standards

95%

I have a responsibility to help improve our Safety Performance at Strike

96%

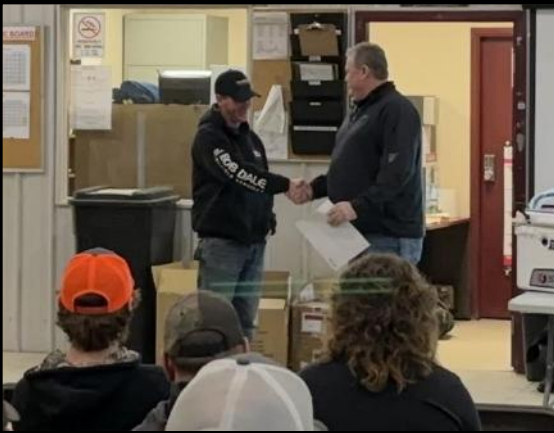
Agree that commitment to safety is a top priority at Strike

HSE Resource Library



SAFETY AMBASSADOR PROGRAM

Strike continued our Safety Ambassador Program to recognize workers who are safety leaders in our organization. The HSE Corporate Committee selects a peer nominated worker to be Strike’s Safety Ambassador. The following individuals were selected in 2024 for their dedication to making Strike a safe place to work:



Chad Raffan

“Chad is consistent at completing safety with enthusiasm, and diligence. Chad possesses a questioning attitude that is respectful and productive. He actively involves workers in the (tailgate) discussions by asking questions and tries diligently to make these processes as enjoyable as it can be; he regularly receives compliments from Client Representatives regarding the thoroughness of his daily safety meetings and his ability to successfully get workers involved in the discussion.”



Justin Rideout

“Justin has been leading the way with SOC’s, completing them on the daily since he started with Strike, along with promoting a safe work environment and safety culture. Justin completes well-detailed HIAC’s, addressing safety concerns with supervision ... and has done a great job buying into Strike’s safety culture.”



Romeo Claro Jr.

“Romeo’s HIAC’s are so well done, that one of our client reps took a copy of the HIAC to use as a sample when conducting evaluations on other contractors. Romeo’s leadership in action is through his dedication to ensuring his crew and others in the work area know the at-risk hazards. Romeo will ensure hazard reassessments are complete and will relay the changes to others throughout the day. Romeo will speak up when he sees a safety issue and take action to implement a safer alternative.”



Matt Carstairs

“Matt has been with Strike since the Integrity program commenced. Matt brings a positive attitude to work on a daily basis. Matt’s willingness to help others is exceptional and is a great asset to the team, and to working safely!”

SAFETY AMBASSADOR PROGRAM



Connor Leach

"Connor goes above and beyond when it comes to safety leadership on the job. Here are some of the ways in which he has shown leadership: Coaches and mentors less experienced workers. Asks to review SDS's for products he's working with. Hazard identification and control implementation leader. Very positive individual, a morale booster. All documentation is completed (no gaps) and in a timely manner. Connor is a key player within our organization."



Ron Hebert

"Ron has been demonstrating and executing great safety leadership on-site, he also takes the time to help mentor the new and younger workers to adopt our strong safety culture on-site. Ron is mentoring young workers, completing exceptional HIAC's, assisting new/young workers, and participating in safety meetings."



Mason Stanley

"Mason is the lead on the job, and he makes sure the workplace is clean and safe. He also makes sure that the guys do up their SOC cards and reminds them continuously. He goes over and above to ensure the workplace is safe and that the guys understand the importance of the SOC cards."



Mackenzie Falk

"Mackenzie always has paperwork completed for the task before he starts his work. Signage is up when testing, and alerts anyone coming through or near the task. Mack uses the jib crane when moving pipe to remove pinch points or equipment damage etc. Mackenzie is always eager to lend a hand and do things safely". "Mack is never shy to point out a possible problem. Not long ago we were picking up a spool with the skid steer however Mack suggested that it may be too heavy for the equipment, so we got a picker instead".

SAFETY AMBASSADOR PROGRAM



Justin Stuart

"Justin leads by example. Justin participates in each safety meeting and brings a field perspective to most topics we address. Justin is not only a dedicated employee but a leader in his execution of work. Justin recently volunteered to share his knowledge of pumpjack maintenance with our safety advisors. Justin took time to document step-by-step instructions for several tasks regarding various types of jacks. This information will aid in the development of safe job procedures which will be referenced for years to come."



Uke Llapi

"Uke's ongoing dedication to NSC compliance, road safety, and leading by example, driving appropriately to all the different road conditions Alberta has to offer. Uke consistently keeps his ELD in good standing and always performs a proper pre-trip inspection before hitting the road. Uke is an excellent mentor and sets the example of the professional and safe driver that Strike strives for. Thank you from the Fleet Team for all that you do and keep up the good work!"



Tim Stevens

"Tim has been a consistent and steadfast advocate of Jedco/Strike's safety management system since he joined our team. He completes thorough and well-detailed HIACs and carries a positive attitude from project to project. Tim is a dedicated contributor to Strike's SOC program, submitting multiple SOC's per week that outline specific and well-defined hazards he encounters throughout his day. He is also quick to positively acknowledge the safe actions of others and document those observations as well."



Vincent Blais

"On a recent gas turnaround, Vincent's scope dealt with breaking integrity and replacing process piping which contained large amounts of a product called "Sulfinol X". Vincent took time to not only plan how to execute the work, but read through practices, procedures, and the SDS. When the crew was ready to break integrity, Vincent asked the Operations rep to walk through the system and prove a few points/verify zero energy. They discovered that the system had not been drained, chemical rinsed and neutralized as expected."

INDIGENOUS RELATIONS

We continue to develop strong relationships with Indigenous communities through respectful engagement which in turn brings mutual benefit to both the communities and Strike. Through these relationships we are demonstrating our commitment to our core value - Support the communities in which we live and work! Our ongoing efforts continue to play an important role in the inclusion of Indigenous communities, people and the path forward to truth and reconciliation.

SOCIAL



A PROUD MEMBER OF



CANADIAN COUNCIL FOR
**INDIGENOUS
BUSINESS**

PARTNERSHIPS

- Enoch Cree First Nation (AB)
- Moosomin First Nation (SK)
- Whitecap Dakota First Nation (SK)
- Western Region III Metis Nation (SK)
- Kelly Lake First Nation (BC)
- Dene Tha' First Nation – N'Deh Ltd. (AB)
- Ktunaxa Nation – Big Chief Industrial (BC)

PROJECT SCHOLARSHIPS

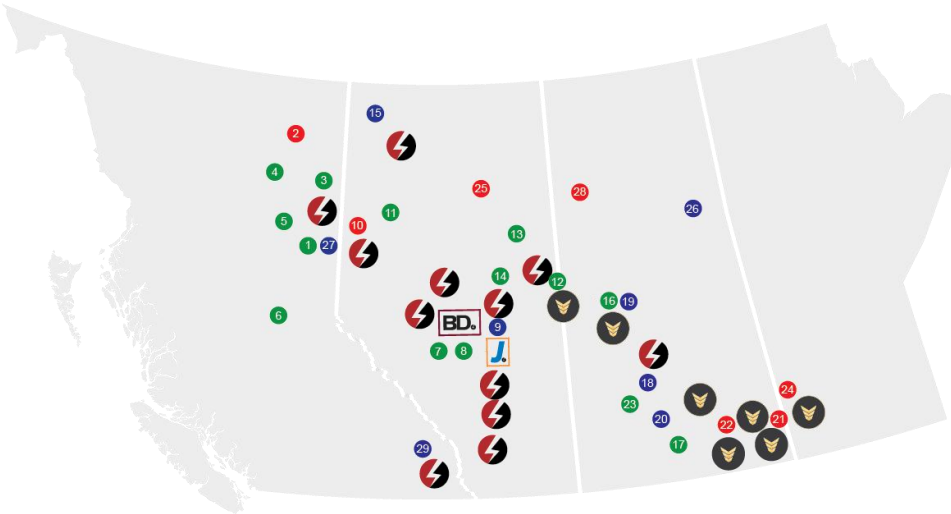
Strike has committed 6 x \$500 scholarships per year for 3 years (2025-2027) for Post-Secondary education and Trades to 6 BC Indigenous Communities within the Project geographical area.

INDIGENOUS ENGAGEMENT

We are continually making positive inroads with our Indigenous engagement efforts and partnerships. The focus is to build on these relationships to enhance Strike’s commitment to Indigenous communities and provide ongoing support of economic opportunities and reconciliation.

Throughout 2024, Strike supported a total of 32 events with donations & sponsorships with a Strike representation at 26 of the events. In 2025, we are committed to continue doing our part for the betterment of the communities and their people.

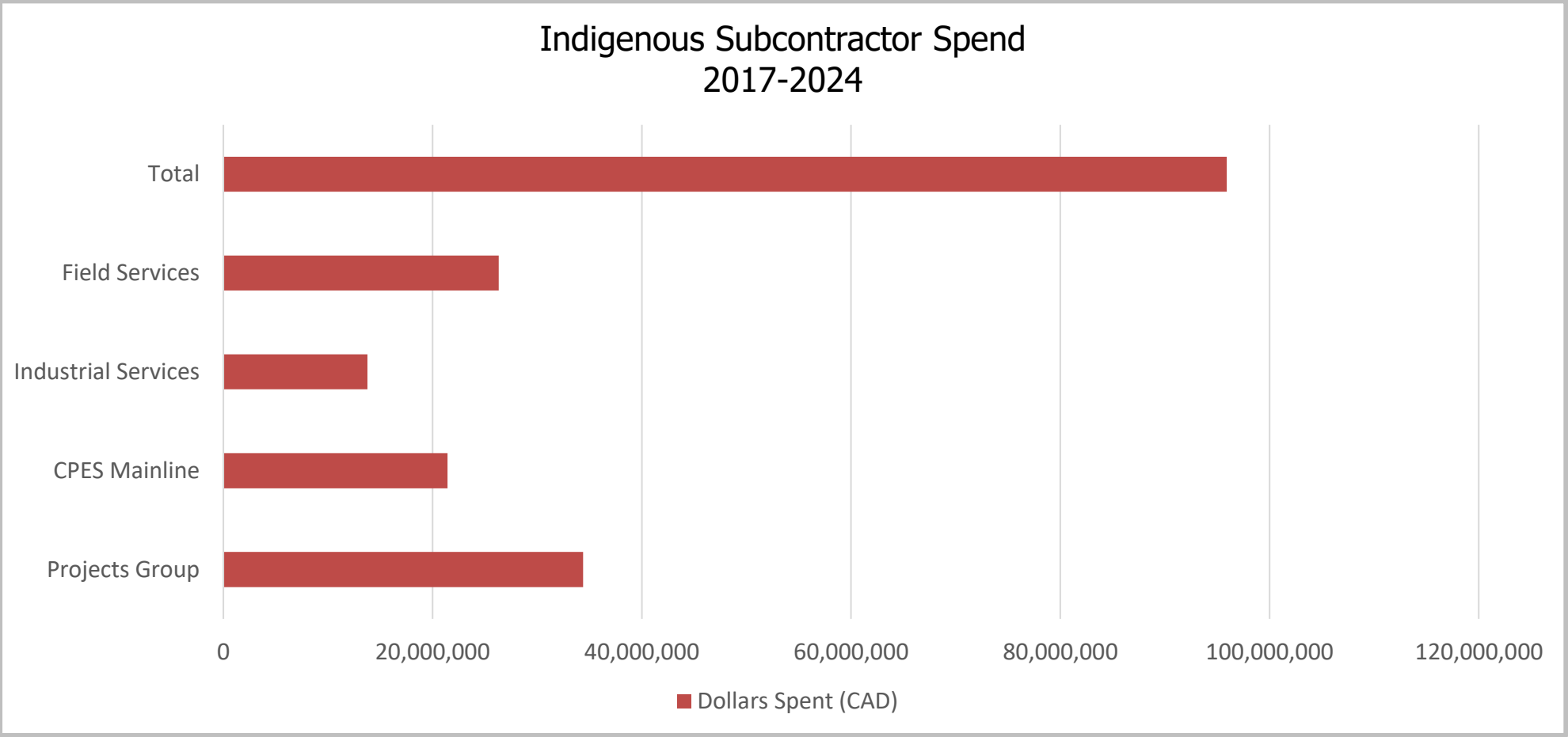
Currently, Strike has formalized 6 Agreements and is in partnership discussions with additional communities that align with our common values. We will continue to support these relationships through trust, respect, and collaboration to create successful outcomes.



CURRENT ENGAGEMENT STATUS:			JV* or MBRA**	On Going	Introductory			
1		Saulteau FN	11		Duncan FN	21		White Bear FN
2		Prophet River FN	12		Cold Lake FN	22		Ocean Man FN
3		Doig River FN	13		Heart Lake FN	23		Pasqua FN
4		Halfway River FN	14		Alexander FN	24		Birdtail Sioux FN
5		West Moberly FN	15		Dene Tha FN	25		Fort McMurray Metis Local 1935
6		McLeod Lake FN	16		Saulteaux FN	26		Peter Ballantyne Cree FN
7		Suncild FN	17		Carry The Kettle FN	27		Kelly Lake FN
8		O'Chiese FN	18		Whitecap Dakota FN	28		NR2 Metis SK
9		Enoch Cree FN	19		Moosomin FN	29		Ktunaxa FN
10		Horse Lake FN	20		Metis Western Region III	*Joint-Venture **Mutual Benefits Relationship Agreement		

INDIGENOUS SUBCONTRACTING SPEND

Strike has been committed to supporting and enhancing our Indigenous relationships through our subcontracting efforts. Since 2017, Strike divisions have prioritized engagement with Indigenous communities, business entities and affiliated partners to identify service offerings and capacity to support us in multiple awarded projects. The below graph highlights the Indigenous subcontracting spend amongst the various divisions from 2017-2024.



SUPPORTING OUR COMMUNITIES



Donated To Causes, Charities and Communities since 2004

\$2.25M+



SOCIAL



IN THIS SECTION

- Financial & Shareholder Sustainability
- Financial Audit Summary
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- Cyber Security
- Quality Modernization Program
- Employee Training
- 2024 Management Conference
- Polices and Procedures

FINANCIAL AND SHAREHOLDER SUSTAINABILITY

Strike Group is built to last! Our vision statement, “to be a sustainable, professionally led, and profitable organization,” applies not only to being good corporate citizens but also to our stable earnings profile and strong balance sheet. We maintain a focus on long-term financial health by emphasizing prudent financial management, debt control, and strategic reinvestment.

With over 20 years in business and recognition as one of Canada’s Best Managed Companies, Strike has established a strong track record of profitability and resilience, navigating the industry's cyclical highs and lows. We adopt a forward-thinking approach by integrating long-term capital planning, strategically diversifying our revenue streams to promote stability and mitigate risk and continually investing in innovation to enhance safety and efficiency. Our commitment to sustainable financial health enables us to uphold our core values: keeping employees safe and giving back to the communities where we live and work.

We take great pride in our commitment to shareholder stewardship, consistently prioritizing long-term value over short-term gains. Our approach is rooted in strategic reinvestment by empowering our people, advancing innovative technologies, and strengthening our operational capabilities. By maintaining disciplined capital allocation and fiscally responsible dividend strategies, we ensure financial resilience while creating enduring value for our shareholders. This balance of growth and prudence reflects our dedication to building a future-focused, high-performing organization.

We believe that robust governance and a strong commitment to ethical leadership are essential to protecting both our financial and social capital. While we operate as a private company, we uphold governance standards that reflect the discipline of a public organization. Our board is thoughtfully structured, with many directors holding ICD.D certification to ensure competency and accountability. Regular board meetings and active oversight further support our commitment to transparency, integrity, and long-term value creation.

Strike Group is a company that genuinely considers intergenerational thinking. We are not just building for today, but for future generations of employees, clients, and shareholders alike.

5

Board Meetings

50

Executive Committee Meetings

12

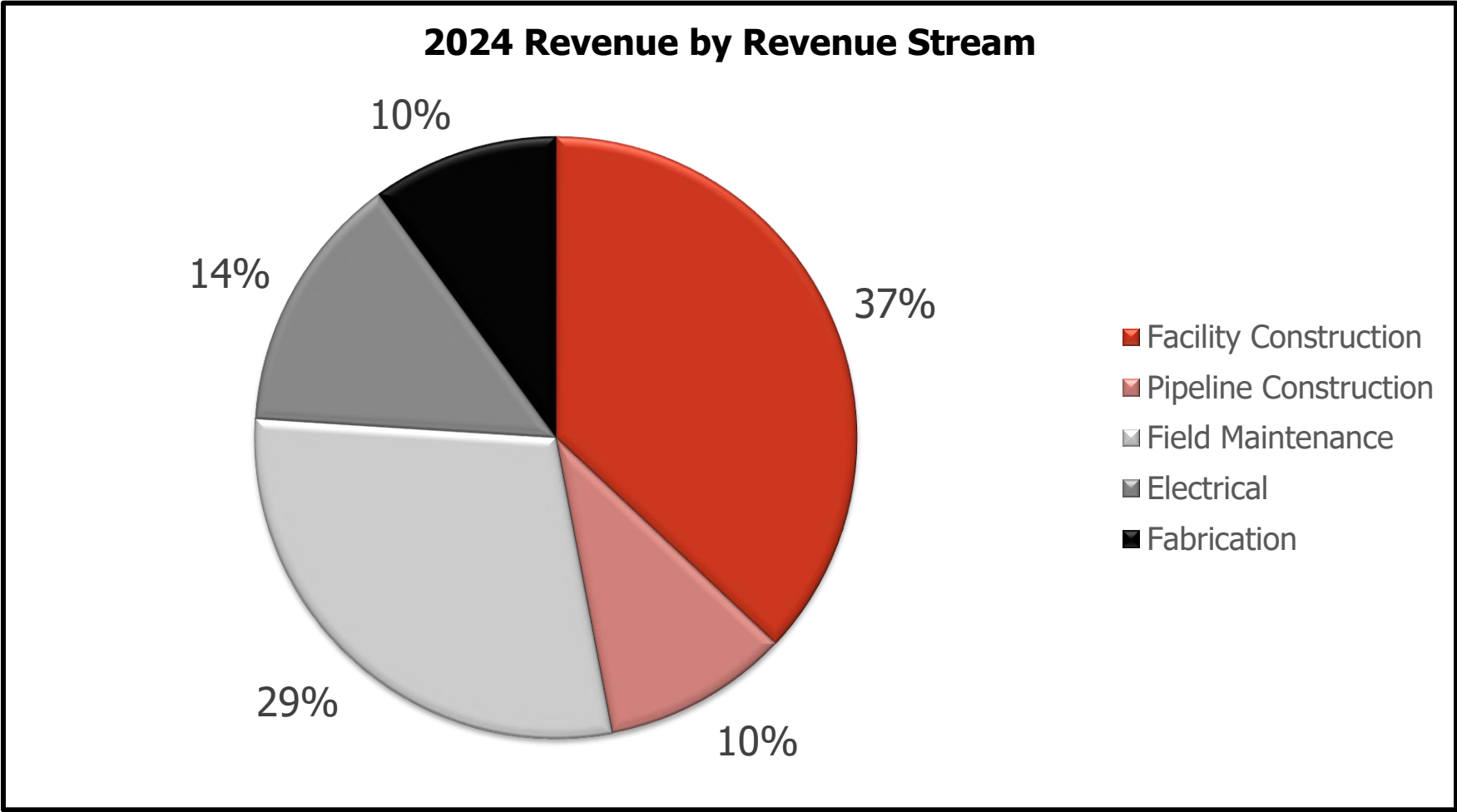
Leadership Committee Meetings

FORMAL OVERSIGHT



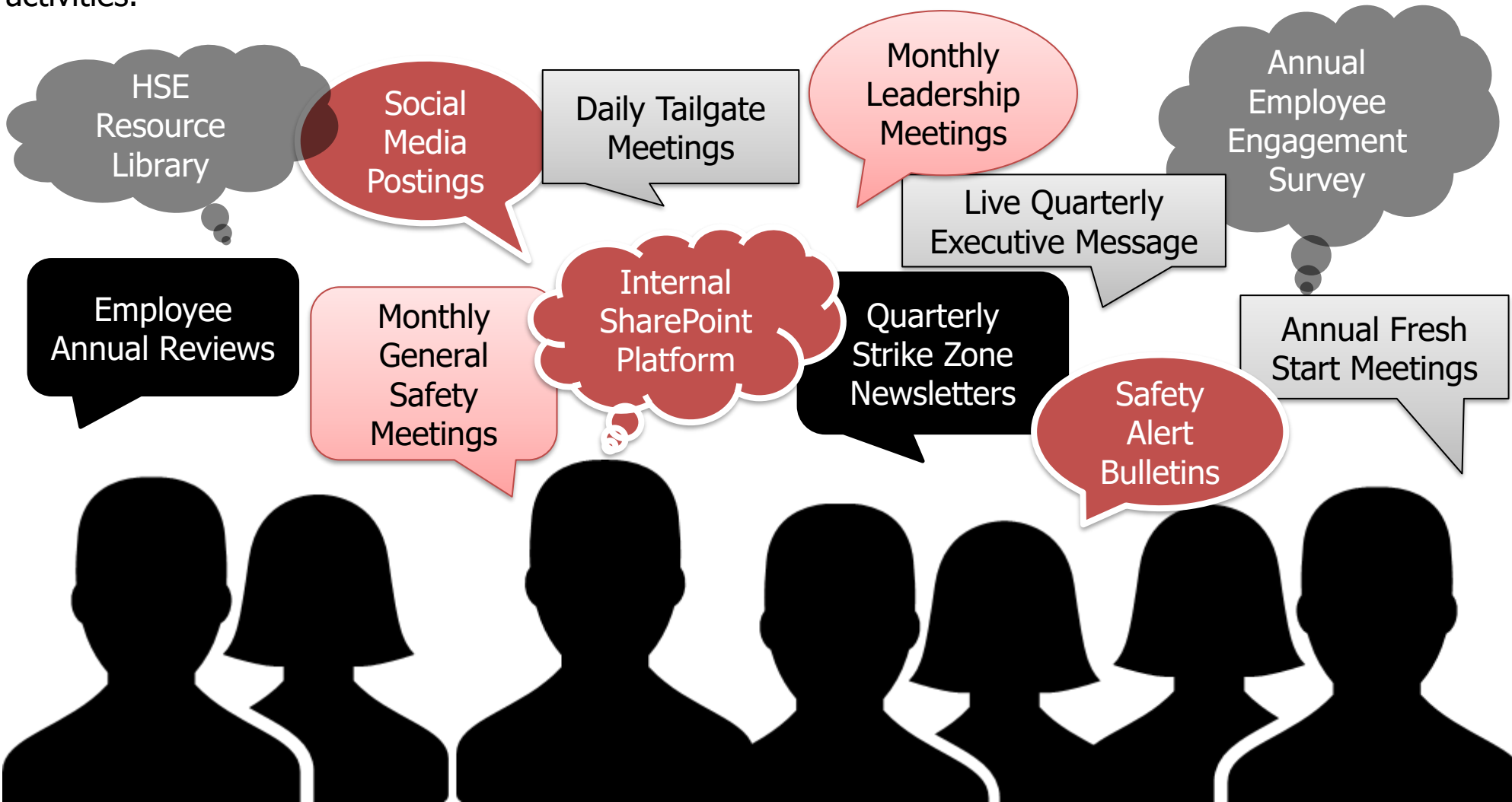
FINANCIAL AUDIT SUMMARY

Strike utilizes Deloitte LLP annually to conduct a financial audit regarding the financial position of its business operations to review our adherence to International Financial Reporting Standards (IFRS). On April 30, 2025, Deloitte issued an unmodified audit opinion on the 2024 Financial Statements of Strike Group.



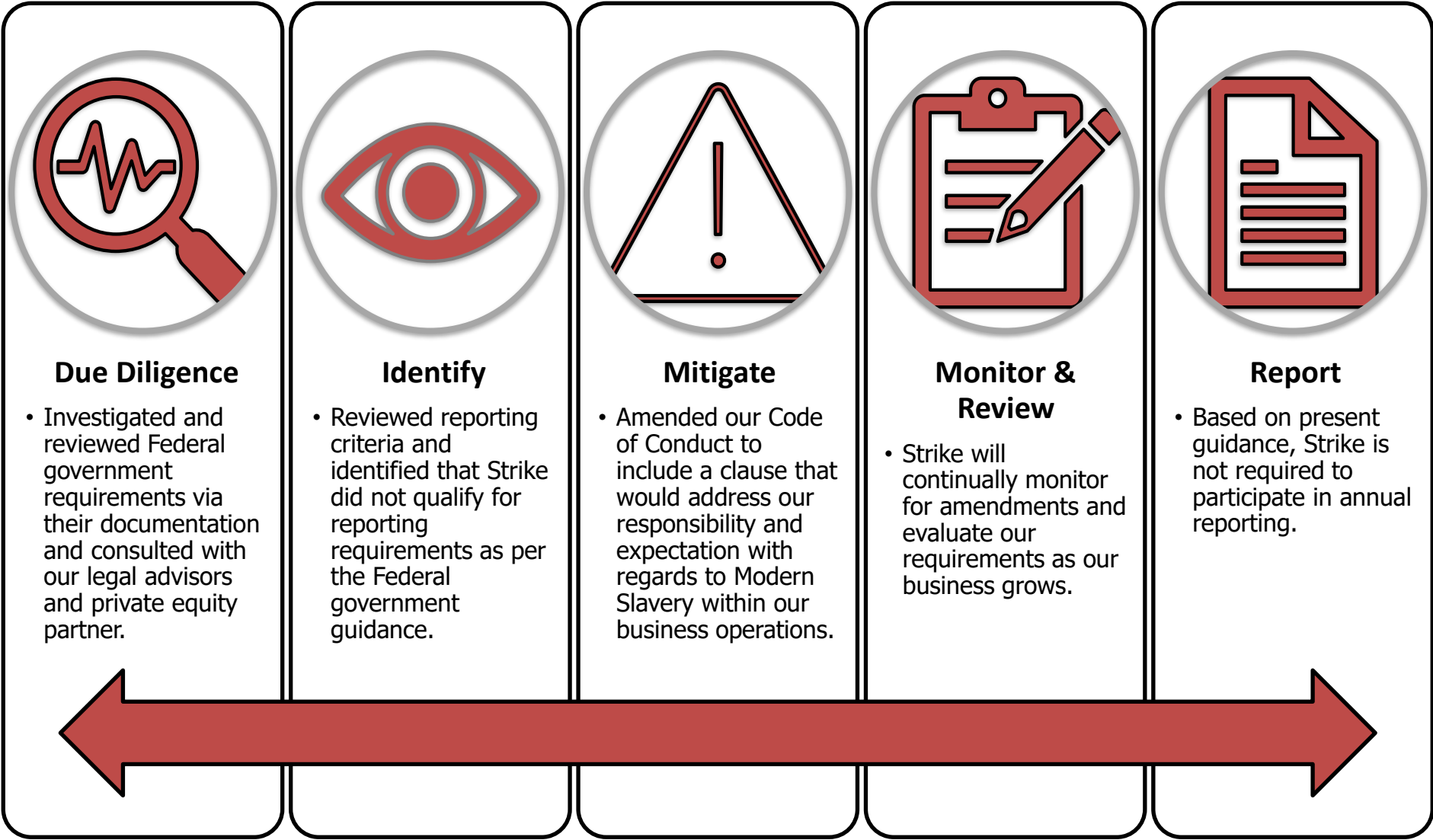
COMMUNICATION

Strike utilizes multiple communication platforms to inform and engage with our internal and external stakeholders regarding operational performance and business strategies. Through our top-down and bottom-up approach , Strike can ensure our workforce is engaged and knowledgeable of the company’s activities.



MODERN SLAVERY ACT

In response to the Bill S-211 passed by the Canadian Federal Government in May 2023, Strike took the following actions to address our responsibilities:



CYBER SECURITY

- All network users within Strike and its related entities must complete annual security awareness training and are also required to acknowledge compliance with our Acceptable Computer Use and Electronic Communication Policy every year. In addition, all users are tested with a phishing email monthly. Phishing tests are being re-started in 2025, after a pause due to software conflicts.
- User password resets are enforced every 180 days. In addition, all users must authenticate via Multi-Factor Authentication (MFA) to access email and other Microsoft applications. MFA requirements have been expanded in 2022 to protect remote access to our environment.
- We use an email security gateway to classify and block malicious email. In early 2023, we implemented DMARC (Domain-based Message Authentication Reporting and Conformance) reject policy, to ensure emails sent from our domains cannot be spoofed.
- Strike restricts administrative access on our workstations, which helps protect against malicious software being installed. Additionally, the local administrator accounts on all workstations use unique, complex passwords.
- Our network is segmented in each of our business units, preventing guest and mobile devices from accessing our company network, and directing them to a separate internet connection instead.



QUALITY MODERNIZATION PROGRAM

In 2024, we made significant strides in our Quality Modernization journey, strengthening our leadership in quality management and laying a solid foundation for continuous improvement. Key achievements include:

Training & Development Successfully conducted a series of training sessions and quality summits, which were well received by operations and significantly enhanced our team’s capabilities and leadership emphasis.	Process Standardization Evaluating and harmonizing current practices, reporting mechanisms, data governance, and quality risk analysis to drive consistency and efficiency across the organization.	Enhanced Reporting Systems Upgraded the Non-Conformance Report (NCR) and Opportunities for Improvement (OFI) system, streamlining reporting and issue consolidation.	Performance Monitoring Developed new Key Performance Indicators (KPIs) and metrics to monitor performance, identify trends, and drive data-driven quality enhancements.
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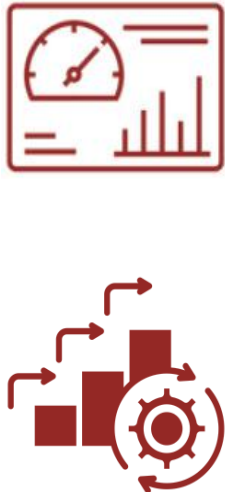
Supplier Collaboration
Strengthened supplier quality control processes through audits and joint improvement initiatives, fostering a shared commitment to product excellence. This partnership extends beyond price negotiations, aiming to achieve shared goals and continuously enhance product quality.

Comprehensive Gap Analysis

Identified key areas for improvement, ensuring timely and effective responses to quality issues while minimizing disruptions and fostering a culture of continuous improvement.

Digital Transformation Progress

Integrated advanced technologies, automation, and analytics to enhance product quality, optimize processes, and improve customer experiences. This transformation is not just about technology adoption but also about reimagining quality processes and empowering our operation teams.



EMPLOYEE TRAINING

Strike provides training opportunities to its employees through various platforms, mentorship and apprenticeship programs to support the enhancement of skills and career paths for its workforce. 2024 was a particularly busy year for training opportunities at Strike including:

- Expansion of our internal e-learning course offering to include Safe Work Permit and Gas Detection & Monitoring to all workers through our Learning Management System.
- A Quality Summit which offered workshops on Quality Risk Matrix, Inspection Test Plans (ITPs), and Turnover Data & Structure and the opportunity for valuable feedback from the field to ensure effective program implementation.
- Annual Management Trainee Networking and Mentoring in Calgary with Strike’s Corporate Services departments.



Quality Summit



Management Trainee Visit to Calgary

22,707

Hours of Training
Completed in 2024

13

of Internal e-School
Courses Offered

9368

of Strike e-School
Courses Completed in
2024

10

Enrolled in the
Management Trainee
program

2024 MANAGEMENT CONFERENCE

Strike conducts Manager Conferences biannually which brings management personnel from across the company together to focus on development of business strategy, growth, collaboration and team building.

2024 signified a significant milestone for Strike as we celebrated our 20th anniversary. At this conference we recognized three of our employees for their 20-year commitment to the company (shown bottom right, Kenny Knittig, VP of Field Services (left), Holly Oxner, Manager of Field Support Services (center), Stephen Smith, Chief Executive Officer (right)).



GOVERNANCE

POLICIES AND PROCEDURES

Strike has continued to be proactive in enhancing its business practices and maintaining its programs and systems. Through the course of 2024, Strike has updated and created the following number of policies, procedures, practices and forms:



Strike’s Quality Program enhanced its scope of work certifications with the following regulatory bodies:



In 2024, Strike continued to maintain with our certifying partner the Alberta Construction Safety Association for the Alberta Certificate of Recognition. We are currently preparing to undergo our 2025 COR audit .



PERFORMANCE SUMMARY

Data	Measurement	2024	2023	2022
Sector Exposure		100%	100%	100%
Upstream Oil & Gas	Percentage	37%	29%	25%
Midstream & Transportation	Percentage	53%	61%	64%
Downstream & Petrochemical	Percentage	4%	2%	2%
Diversified Industries	Percentage	6%	8%	9%
Service Exposure		100%	100%	100%
Facility Construction	Percentage	37%	29%	32%
Pipeline Construction	Percentage	10%	20%	22%
Field Maintenance	Percentage	29%	33%	29%
Electrical	Percentage	14%	10%	6%
Fabrication	Percentage	10%	8%	10%
Fleet and Fuel				
Vehicle Assets	#	381	341	325
Heavy Equipment	#	157	161	171
Fuel (Gas/Diesel)	Liters	6,400,000	5,788,863	6,064,559
Light Duty Idle Time Average	%	29.13%	43%	N/A
Facility Utilities (Scope 2)				
Natural Gas	m ³	153,212	200,891	128,426
Electricity	kWh	2,419,647	1,407,692	1,346,335
Water	m ³	1,738	4,532	4,603
Operational Footprint				
Office/Shop	Square Footage	309,371	304,371	291,371
Yard	Acres	122.54	122.54	121.04
Community Investment				
Total Community and Charity Contributions	\$	\$318,820	\$280,756	\$159,580
Indigenous Impact				
Formal Relationships with Indigenous Communities & Businesses	#	5	4	2
Indigenous Subcontracting Spend	%	17%	17%	17%
Total Indigenous Employment	%	10%	7%	10%

N/A – Data Not Available

PERFORMANCE SUMMARY

Data	Measurement	2024	2023	2022
Employment				
Total Employment	# Personnel	1,221	1,145	1,144
Salary Personnel	# Personnel	161	147	139
Hourly Personnel	# Personnel	803	773	755
Independent Service Providers	# Personnel	257	224	250
Total Hours	#	2,508,540	2,358,106	2,431,538
People & Diversity				
Female Leaders	#	9	9	9
Female Employees	#	156	139	153
Operating Centers				
Operations in Municipalities pop. <50k	#	17	16	15
Operations in Municipalities 500k>pop.>50k	#	5	5	5
Operations in Municipalities >500k	#	2	2	2
Education & Training				
Professional Development & Training	\$	\$631,597.00	\$583,266.00	\$475,009.77
Training Hours	#	22,707	19,728	12,331
Health & Safety				
Total Kilometers	#	10,245,735	9,858,395	8,761,820
Lost Time Incident Frequency (LTIF)	Frequency	0.00	0.00	0.08
Total Recordable Incident Frequency (TRIF)	Frequency	0.96	0.68	0.58
Reportable Spills	#	0	0	0
Governance				
Board Members	#	6	6	6
Executive	#	5	5	5
Leadership Meetings	#	12	12	12
Code of Conduct	Yes/No	Yes	Yes	Yes

N/A – Data Not Available

INQUIRIES

If you have any inquiries regarding Strike's 2024 Sustainability Report, please contact Rocco Romano (Manager, Sustainability & Community Relations) at sustainability@strikegroup.ca



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