

This management's discussion and analysis ("MD&A") is intended to assist readers in understanding the business environment, strategies, performance and risk factors of PyroGenesis Inc. ("PyroGenesis", the "Company" or "we"). The MD&A provides the reader with a view and analysis, from the perspective of management, of the Company's financial results for the fourth quarter and for the year ended December 31, 2024. The MD&A has been prepared in accordance with National Instrument 51-102, Continuous Disclosure Requirements, and should be read in conjunction with the audited consolidated financial statements and related notes thereto of the Company for the year ended December 31, 2024. (the "2024 consolidated financial statements") and the Company's annual information form for the year ended December 31, 2024 (the "Annual Information Form").

The 2024 consolidated financial statements and MD&A have been reviewed by PyroGenesis' Audit Committee and were approved by its Board of Directors on March 31, 2025. The Board of Directors is responsible for ensuring that the Company fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the MD&A. The Board of Directors carries out this responsibility principally through its Audit Committee. The Audit Committee is appointed by the Board of Directors and is comprised of independent directors. The Audit Committee reports its findings to the Board of Directors for its consideration when it approves the MD&A and consolidated financial statements for issuance to shareholders.

The following information takes into account all material events that took place up until March 31, 2025, the date on which the Company's Board of Directors approved this MD&A. Unless otherwise indicated, all amounts are presented in Canadian dollars. The Company's functional and reporting currency is the Canadian dollar.

Additional information regarding PyroGenesis is available on the System for Electronic Document Analysis and Retrieval ("SEDAR+") at [www.sedarplus.ca](http://www.sedarplus.ca), the Electronic Data Gathering, Analysis, and Retrieval system ("EDGAR") at [www.sec.gov](http://www.sec.gov) (up until the NASDAQ voluntary delisting in November 2023) and on the Company's website at [www.pyrogenesis.com](http://www.pyrogenesis.com).

## **FORWARD-LOOKING STATEMENTS**

This MD&A contains forward-looking statements and forward-looking information (collectively, "forward-looking statements") within the meaning of applicable securities legislation. All statements other than statements of historical fact contained in this MD&A are forward-looking statements, including, without limitation, the Company's statements regarding its products and services; relations with suppliers and clients; future financial position; business strategies; potential acquisitions; potential business partnering; litigation; and plans and objectives. In certain cases, forward-looking statements can be identified by the use of words such as "plans", "expects" or "does not expect", "is expected", "budget", "scheduled", "estimates", "forecasts", "intends", "anticipates" or "does not anticipate", or "believes", or variations of such words and phrases or state that certain actions, events or results "may", "could", "would", "might" or "will be taken", "occur" or "be achieved" and similar words or the negative thereof. Although management of the Company believes that the expectations represented in such forward-looking statements are reasonable, there can be no assurance that such expectations will prove to be correct.

In particular, this MD&A contains forward-looking statements that relate, but are not limited, to:

- the Company's business strategies, strategic objectives and growth strategy;
- the Company's current and future capital resources and the need for additional financing;
- the Company's ability to increase sales, including the results of the successful completion of the Company's current projects;
- management's expectation that the Company will achieve sustained annual growth and profitability, and that gross margins will increase resulting in a decrease in cost of sales as a percentage of revenue; and
- the Company's overall financial performance.

By their nature, forward-looking statements require assumptions and are subject to inherent risks and uncertainties including those discussed herein. In particular, forward-looking statements relating to future sales, growth and profitability are based on the assumption that current projects will be completed, and the Company will be awarded certain anticipated contracts pursuant to recent negotiations with, and statements made by, third parties. There is significant risk that predictions and other forward-looking statements will not prove to be accurate. Readers are cautioned to not place undue reliance on forward-looking statements made herein because a number of factors could cause actual future results, conditions, actions or events to differ materially from the targets, expectations, estimates or intentions expressed in the forward-looking statements.

Many factors could cause the Company's actual results, performance or achievements to be materially different from any future results, performance or achievements that may be expressed or implied by forward-looking statements, including, without limitation, risks and uncertainties relating to: the strength of the Canadian, US, European and Asian economies; operational, funding, and liquidity risks; unforeseen engineering and environmental problems; delays or inability to obtain required financing and/or anticipated contracts; risks associated with licenses, permits and regulatory approvals; supply interruptions or labour disputes; foreign exchange fluctuations and collection risk; competition from other suppliers, or alternative, less capital intensive, energy solutions; and risk factors described elsewhere under the heading "Risk Factors" in this MD&A and the Annual Information Form, and elsewhere in this MD&A and other filings that the Company has made and may make in the future with applicable securities regulatory authorities. We caution that the foregoing list of factors is not exhaustive, and that, when relying on forward-looking statements to make decisions with respect to the Company, investors and others should carefully consider these factors, as well as other uncertainties and potential events, and the inherent uncertainty of forward-looking statements.

Although the Company has attempted to identify significant factors that could cause actions, events or results to differ materially from those described in forward-looking statements, there may be other factors that cause actions, events or results not to be as anticipated, estimated or intended. There can be no assurance that forward-looking statements will prove to be accurate, as actual results and future events could differ materially from those anticipated in such statements. Accordingly, readers should not place undue reliance on forward-looking statements. Forward-looking statements are provided as of the date of this MD&A, and the Company assumes no obligation to update or revise such forward-looking statements to reflect new events or circumstances except as required under applicable securities laws.

The forward-looking statements contained herein are expressly qualified in their entirety by this cautionary statement. The forward-looking statements included in this MD&A are made as of the date of this MD&A or such other date specified herein.

## **BASIS OF PRESENTATION**

For reporting purposes, we prepared the 2024 consolidated financial statements in accordance with International Financial Reporting Standards ("IFRS") as issued by the International Accounting Standards Board. The financial information contained in this MD&A was derived from the 2024 consolidated financial statements. Unless otherwise indicated, all references to "\$" are to Canadian dollars. Unless otherwise indicated, all references to a specific "note" refer to the notes in the 2024 consolidated financial statements. Certain totals, subtotals and percentages throughout this MD&A may not reconcile due to rounding.

## **NON-IFRS MEASURES**

This MD&A makes reference to certain non-IFRS measures. These measures are not recognized measures under IFRS and do not have a standardized meaning prescribed by IFRS and are therefore unlikely to be comparable to similar measures presented by other companies. Rather, these measures are provided as additional information to complement those IFRS measures by providing further understanding of our results of operations from management's perspective. Accordingly, these measures should not be considered in isolation nor as a substitute for analysis of our financial information reported under IFRS.

We use non-IFRS measures, including EBITDA and Modified EBITDA, both of which are not considered an alternative to income or loss from operations, or to net earnings or loss, in the context of measuring a company's performance. EBITDA is used by management in order to facilitate operating performance comparisons from period to period, to prepare annual operating budgets and forecasts and to determine components of management compensation. Management believes that EBITDA is used by investors as it provides supplemental measures of operating performance and thus highlights trends in our business that may not otherwise be apparent when relying solely on IFRS measures, and to compare the results of our operations with other entities with similar structures. Modified EBITDA is used by management as it brings additional clarity to operating performance, as it eliminates variations in the fair value of strategic investments, among others, which may be beyond the control of the Company. Management believes that investors use Modified EBITDA for similar purposes as management and to evaluate performance while adjusting for non-cash discretionary expenses. Modified EBITDA allows a more appropriate comparison to other companies whose earnings or loss is not adjusted by fair value adjustments from strategic investments. The Company also uses "*Backlog*" or "*Backlog of signed and/or awarded contracts*" interchangeably, as a non-IFRS measure. Backlog figures allow management of the Company to foresee and predict their future needs and resource planning. Management believes that "Backlog" is used by investors to evaluate the Company, their future performance and better understand the production capacity.

**EBITDA:** We define EBITDA as net earnings before net financing costs, income taxes, depreciation and amortization. See "Results of Operations - Reconciliation of Non-IFRS measures (EBITDA and Modified EBITDA)".

**Modified EBITDA:** We defined Modified EBITDA as EBITDA and adjust for non-cash items namely share-based payments expenses and Changes in fair value of strategic investments. See "Results of Operations - Reconciliation of Non-IFRS measures (EBITDA and Modified EBITDA)".

**Backlog or Backlog of signed and/or awarded contracts:** This measure is defined as contracts with customers, firm purchase order and contracts agreed between us and the customer, whereby we can determine the proceeds and the obligations to perform.

## **OVERVIEW**

PyroGenesis Inc. is a leader in the design, development, manufacture and commercialization of advanced plasma processes. We provide engineering and manufacturing expertise, cutting-edge contract research, as well as turnkey process equipment packages to the defense, metallurgical, mining, additive manufacturing (including 3D printing), oil & gas, and environmental industries. With a team of experienced engineers, scientists and technicians working out of our Montreal office and our 40,902 sq. ft. (3,800 m<sup>2</sup>) and 31,632 sq. ft. (2,940 m<sup>2</sup>) manufacturing facilities, PyroGenesis maintains its competitive advantage by remaining at the forefront of technology development and commercialization. Our core competencies allow PyroGenesis to lead the way in providing innovative plasma torches, plasma waste processes, high-temperature metallurgical processes, and engineering services to the global marketplace. Our operations are ISO 9001:2015 and AS9100D certified, having been ISO certified since 1997. Since our acquisition of Pyro Green-Gas Inc. (formerly AirScience Technologies Inc), we now offer technologies, equipment, and expertise in the area of biogas upgrading, and air pollution control. As a result, we have extended our presence in Italy and India, and this acquisition provides potential synergies with our current land-based waste destruction offerings. Our common shares are listed on the Toronto Stock Exchange (TSX) (Ticker Symbol: PYR) and tradeable through the OTCQX Best Market (Ticker Symbol: PYRGF) and the Frankfurt Stock Exchange (FSX) (Ticker symbol: 8PY). In November 2023, the Company's Common Shares were voluntarily delisted from NASDAQ (see "Market for Securities – Delisting from NASDAQ" in the Annual Information Form). Effective November 5, 2024, the Company changed its name from PyroGenesis Canada Inc. to PyroGenesis Inc., reflecting a strategic evolution aligned with the Company's ongoing expansion and its commitment to serving a global market.

This MD&A includes the accounts of the Company, Pyro Green-Gas Inc (including the subsidiaries in Italy and India) as well as PyroGenesis International LLC ("PyroGenesis International), formerly Drosrite International LLC. In July 2024, the Company acquired Drosrite International LLC and renamed the entity to PyroGenesis International. Prior to July 2024, Drosrite International was owned by a member of the Company's key management personnel and close family member of the Chief Executive Officer ("CEO") and controlling shareholder and was deemed for the purposes of the consolidated financial statements to be controlled by the Company. Unless otherwise stated, reference to subsidiaries in the consolidated financial statements and this MD&A shall include PyroGenesis International and/or Pyro Green-Gas Inc. All transactions and balances between the Company and its subsidiaries have been eliminated upon consolidation.

**INFORMATION FROM CONSOLIDATED STATEMENTS OF COMPREHENSIVE LOSS FOR THE QUARTERS AND YEARS ENDED DECEMBER 31**  
(expresses in dollars):

	Three months ended December 31			Twelve months ended December 31		
	2024	2023	Variation 2024 vs 2023	2024	2023	Variation 2024 vs 2023
<b>Revenues</b>	\$ 4,224,138	\$ 3,028,255	\$ 1,195,883	\$ 15,652,321	\$ 12,345,081	\$ 3,307,240
Cost of sales and services	2,478,576	2,324,600	153,976	10,353,134	8,903,647	1,449,487
Gross profit	1,745,562	703,655	1,041,907	5,299,187	3,441,434	1,857,753
<b>Expenses</b>						
Selling, general and administrative (excluding share-based expenses)	112,841	8,676,703	(8,563,862)	8,890,881	27,851,213	(18,960,332)
Research and development, net	72,104	465,698	(393,594)	785,894	2,212,488	(1,426,594)
Total expenses (excluding share-based expenses)	184,945	9,142,401	(8,957,456)	9,676,775	30,063,701	(20,386,926)
Net income (loss) from operations (excluding share-based expenses)	1,560,617	(8,438,746)	9,999,363	(4,377,588)	(26,622,267)	22,244,679
Share-based expenses	1,158,477	730,039	428,438	2,112,005	3,113,040	(1,001,035)
Net income (loss) from operations	402,140	(9,168,785)	9,570,925	(6,489,593)	(29,735,307)	23,245,714
Changes in fair value of strategic investments and finance expense (income)	256,820	841,497	(584,677)	1,365,492	(1,009,386)	2,374,878
Other income - Gain from settlement	—	—	—	1,180,335	—	1,180,335
Income taxes	—	(221,747)	221,747	—	(221,747)	221,747
<b>Net income (loss)</b>	<b>\$ 145,320</b>	<b>\$ (9,788,535)</b>	<b>\$ 9,933,855</b>	<b>\$ (6,674,750)</b>	<b>\$ (28,504,174)</b>	<b>\$ 21,829,424</b>
Foreign currency translation gain (loss) on investments in foreign operations	(29,756)	20,296	(50,052)	(108,791)	(11,681)	97,110
<b>Comprehensive income (loss)</b>	<b>\$ 115,564</b>	<b>\$ (9,768,239)</b>	<b>\$ 9,883,803</b>	<b>\$ (6,783,541)</b>	<b>\$ (28,515,855)</b>	<b>\$ 21,732,314</b>
<b>Earnings (loss) per share</b>						
Basic	\$ 0.00	\$ (0.06)	\$ 0.06	\$ (0.04)	\$ (0.16)	\$ 0.12
Diluted	\$ 0.00	\$ (0.06)	\$ 0.06	\$ (0.04)	\$ (0.16)	\$ 0.12
<b>Modified EBITDA<sup>(1)</sup></b>	<b>\$ 1,797,642</b>	<b>\$ (7,895,927)</b>	<b>\$ 9,693,569</b>	<b>\$ (1,900,614)</b>	<b>\$ (24,429,815)</b>	<b>\$ 22,529,201</b>

<sup>1</sup> See "Non-IFRS Measures"

**INFORMATION FROM CONSOLIDATED STATEMENTS OF COMPREHENSIVE LOSS FOR THE YEARS ENDED DECEMBER 31** (expressed in dollars):

	Three months ended December 31			Twelve months ended December 31		
	2024	2023	2022	2024	2023	2022
<b>Revenues</b>	<b>4,224,138</b>	3,028,255	3,301,777	<b>15,652,321</b>	12,345,081	19,013,503
Cost of sales and services	<b>2,478,576</b>	2,324,600	2,822,062	<b>10,353,134</b>	8,903,647	10,869,616
Gross profit	<b>1,745,562</b>	703,655	479,715	<b>5,299,187</b>	3,441,434	8,143,887
<b>Expenses</b>						
Selling, general and administrative (excluding share-based expenses)	<b>112,841</b>	8,676,703	9,093,820	<b>8,890,881</b>	27,851,213	23,486,971
Research and development, net	<b>72,104</b>	465,698	740,603	<b>785,894</b>	2,212,488	2,317,973
Total expenses (excluding share-based expenses)	<b>184,945</b>	9,142,401	9,834,423	<b>9,676,775</b>	30,063,701	25,804,944
<b>Net income (loss) from operations (excluding share-based expenses)</b>	<b>1,560,617</b>	(8,438,746)	(9,354,708)	<b>(4,377,588)</b>	(26,622,267)	(17,661,057)
Share-based expenses	<b>1,158,477</b>	730,039	1,316,221	<b>2,112,005</b>	3,113,040	5,538,463
Net income (loss) from operations	<b>402,140</b>	(9,168,785)	(10,670,929)	<b>(6,489,593)</b>	(29,735,307)	(23,199,520)
Changes in fair value of strategic investments and finance expense (income)	<b>256,820</b>	841,497	264,231	<b>1,365,492</b>	(1,009,386)	8,891,523
Other income - Gain from settlement	<b>—</b>	—	—	<b>1,180,335</b>	—	—
Income taxes	<b>—</b>	(221,747)	(189,069)	<b>—</b>	(221,747)	75,984
<b>Net income (loss)</b>	<b>145,320</b>	(9,788,535)	(10,746,091)	<b>(6,674,750)</b>	(28,504,174)	(32,167,027)
Foreign currency translation gain (loss) on investments in foreign operations	<b>(29,756)</b>	20,296	(72,664)	<b>(108,791)</b>	(11,681)	(3,042)
<b>Comprehensive income (loss)</b>	<b>115,564</b>	(9,768,239)	(10,818,755)	<b>(6,783,541)</b>	(28,515,855)	(32,170,069)
<b>Earnings (loss) per share</b>						
Basic	<b>0.00</b>	(0.06)	(0.06)	<b>(0.04)</b>	(0.16)	(0.19)
Diluted	<b>0.00</b>	(0.06)	(0.06)	<b>(0.04)</b>	(0.16)	(0.19)
<b>Modified EBITDA<sup>1</sup></b>	<b>1,797,642</b>	(7,895,927)	(8,549,513)	<b>(1,900,614)</b>	(24,429,815)	(15,546,347)

<sup>1</sup> See "Non-IFRS Measures"

**SELECTED FINANCIAL INFORMATION** (expressed in dollars)

	December 31, 2024	December 31, 2023	December 31, 2022
Current assets	<b>19,351,220</b>	16,803,425	27,448,182
Non-current assets	<b>9,849,455</b>	11,631,926	20,218,568
<b>Total assets</b>	<b>29,200,675</b>	28,435,351	47,666,750
Current liabilities	<b>28,567,765</b>	23,811,144	25,797,473
Non-current liabilities	<b>4,096,298</b>	7,452,784	5,000,350
<b>Total liabilities</b>	<b>32,664,063</b>	31,263,928	30,797,823
<b>Shareholders' equity (deficiency)</b>	<b>(3,463,388)</b>	(2,828,577)	16,868,927

**FINANCIAL CONDITION** (expressed in dollars)

	<b>December 31, 2024</b>	December 31, 2023	<b>Variation 2024 vs 2023</b>
<i>Current Assets</i>			
Cash	<b>2,975,461</b>	1,802,616	1,172,845
Accounts receivable	<b>9,624,611</b>	9,265,665	358,946
Costs and profits in excess of billings on uncompleted contracts	<b>1,209,479</b>	648,813	560,666
Inventory	<b>2,542,633</b>	1,905,313	637,320
Investment tax credits receivable	<b>237,616</b>	352,530	(114,914)
Income tax receivable	<b>16,810</b>	15,900	910
Current portion of deposits	<b>693,729</b>	638,739	54,990
Current portion of royalties receivable	<b>1,041,419</b>	684,651	356,768
Contract assets	<b>441,991</b>	615,527	(173,536)
Prepaid expenses	<b>567,471</b>	873,671	(306,200)
<b>Total Current Assets</b>	<b>19,351,220</b>	16,803,425	2,547,795
<i>Non-Current assets</i>			
Deposits	<b>99,238</b>	46,045	53,193
Strategic investments	<b>30,774</b>	2,551,427	(2,520,653)
Property and equipment	<b>2,838,810</b>	2,855,226	(16,416)
Right-of-use-assets	<b>4,763,389</b>	4,200,635	562,754
Royalties receivable	<b>529,137</b>	529,017	120
Intangible assets	<b>1,588,107</b>	1,449,576	138,531
<b>Total Non-Current Assets</b>	<b>9,849,455</b>	11,631,926	(1,782,471)
<i>Current Liabilities</i>			
Bank indebtedness	<b>88,046</b>	181,267	(93,221)
Accounts payable and accrued liabilities	<b>12,855,422</b>	9,345,134	3,510,288
Billings in excess of costs and profits on uncompleted contracts	<b>9,010,451</b>	10,992,126	(1,981,675)
Current portion of term loans	<b>90,000</b>	117,500	(27,500)
Current portion of lease liabilities	<b>2,571,377</b>	524,802	2,046,575
Balance due on business combination	<b>1,787,271</b>	1,726,510	60,761
Current portion of convertible debenture	<b>1,021,596</b>	923,805	97,791
Current portion of convertible debenture loan	<b>1,143,602</b>	—	1,143,602
<b>Total Current Liabilities</b>	<b>28,567,765</b>	23,811,144	4,756,621
<i>Non-current Liabilities</i>			
Lease liabilities	<b>3,204,091</b>	4,582,090	(1,377,999)
Term loans	<b>218,774</b>	286,579	(67,805)
Convertible debenture	<b>673,433</b>	1,636,416	(962,983)
Convertible debenture loan	<b>—</b>	947,699	(947,699)
<b>Total Non-Current Liabilities</b>	<b>4,096,298</b>	7,452,784	(3,356,486)

Working capital, (expressed as current assets less current liabilities) varied year-over-year by \$2.2 million, mainly a result of:

- an increase in cash of \$1.2 million, explained in the section Summary of Cash Flows,
- an increase of \$0.4 million in accounts receivable as the Company's trade account receivable decreased from \$16.8 million to \$11.3 million, driven by improved collections, particularly in the receivables greater than 90 days, which decreased by \$5.9 million. Additionally, the allowance for expected credit losses was reduced by \$6.1 million, reflecting improved customer payment behavior and successful recoveries,
- an increase of \$0.6 million in costs and profits in excess of billings on uncompleted contracts related to the Company incurring higher project costs and recognizing more revenue than billings to the respective customers, mainly due to higher project activity to meet project milestones, improving profitability and avoiding rising costs, translating to future billings and cash flow once amounts are invoiced. Additionally, allowance for credit loss on costs and profits in excess of billings on uncompleted contracts decreased by \$0.2 million to \$0.4 million,
- an increase of \$0.6 million in inventory is primarily due to the procurement of materials and supplies in anticipation of increased project activity, as the Company gears up for new contracts and the realization of its current backlog, to ensure smooth execution and to mitigate potential supply chain disruptions and longer lead times for critical components,
- an increase of \$0.4 million in current portion of royalty receivables due to accretion and amounts carried forward from 2022 and 2023,

- a decrease of \$0.2 million in contract assets was primarily due to the advancement of projects thereby resulting in the amortization of such asset,
- a decrease in prepaid expenses of \$0.3 million was primarily due to a reduction in prepayments for the Directors and Officers insurance, driven by a more than 50% reduction in the premium, reflecting the corresponding reduction in the amount prepaid for future coverage,
- a decrease of \$0.1 million in bank indebtedness, due to the repayment of the credit facilities by Pyro Green-Gas and its Italian subsidiary,
- an increase of \$3.5 million in accounts payable and accrued liabilities was driven by an increase of \$2.1 million in accounts payable, reflecting higher short-term expenses due to increased operational activities, and accrued liabilities increased by \$1.1 million due to more expenses recognized but not yet paid, such as, taxes, bonuses and director and audit fees, offset slightly by decreases in commissions payables and amounts due to the controlling shareholder and CEO,
- an decrease of \$2.0 million in billings in excess of costs and profits on uncompleted contracts is due to the progress of work being completed and recognized as revenue, which has reduced the unearned revenue tied up in ongoing projects. The variation is directly correlated with the achievement of billing milestones and actual project progress, particularly in significant projects such as, the DROSRITE™ project in Saudia Arabia, the SPARC™ land-based waste destruction system, the 4.5MW plasma torch system, and the plasma torch for PFAS removal,
- an increase of \$2.0 million in current portion of lease liabilities is due to the reclassification of the option to buy one of the manufacturing facilities, currently leased, which the Company intends to complete in the short-term,
- an increase of \$0.1 million in the current portion of the convertible debentures, issued in July 2023, and,
- an increase of \$1.1 million due to the convertible loan and accumulated accretion being presented as a current liability due to its maturity date. The convertible loan was converted to 2,541,683 shares of the Company on February 21, 2025, to settle the loan.

Non-current assets varied year-over-year by \$1.8 million, mainly a result of:

- a decrease of \$2.5 million in strategic investments is mainly attributable to the disposition of common share of HPQ Silicon Inc. during the year 2024, which includes the block sale in April 2024,
- an increase of \$0.6 million in right-of-use-assets due to a new lease agreement signed in the year, offset by recurring depreciation and a modification to an existing lease,
- an increase of \$0.1 million in intangible assets due to the addition of patents in the year and offset by the production backlog acquired during the 2021 business combination, which was fully amortized by January 2024, and,

Non-current liabilities varied year-over-year by \$3.4 million, mainly a result of:

- a decrease of \$1.4 million in lease liabilities due mainly to the reclassification of the liability of the option to buy one of the manufacturing facilities from non-current to current, offset by the additional lease liability from a newly contracted lease agreement,
- a decrease of \$1.0 million in convertible debentures due to the principal repayment of \$1.1 million and interest payment of \$0.2 million, offset by the interest and accretion of \$0.2 million incurred during the year, and,
- a decrease of \$0.9 million due to the convertible loan being presented as a current liability due to its maturity which is in less than one year.

## **RESULTS OF OPERATIONS**

**Revenues** (expressed in dollars)

PyroGenesis recorded revenue of \$4.2 million in the fourth quarter of 2024 ("Q4, 2024"), representing an increase of \$1.2 million when compared to \$3.0 million recorded in the fourth quarter of 2023 ("Q4, 2023"). Revenue for fiscal 2024 was \$15.7 million, an increase of \$3.3 million over revenue of \$12.3 million compared to fiscal 2023.

Revenues recorded in fiscal 2024 were generated primarily from:

	<b>Three months ended December 31</b>		<b>Variation</b>	<b>Twelve months ended December 31</b>		<b>Variation</b>
	<b>2024</b>	<b>2023</b>	<b>2024 vs 2023</b>	<b>2024</b>	<b>2023</b>	<b>2024 vs 2023</b>
High purity metallurgical grade silicon & solar grade silicon from quartz (PUREVAP™)	<b>358,792</b>	272,074	86,718	<b>1,076,653</b>	1,660,928	(584,275)
Aluminium and zinc dross recovery (DROSRITE™)	<b>2,089,586</b>	211,572	1,878,014	<b>3,583,504</b>	535,868	3,047,636
Development and support related to systems supplied to the U.S. Navy	<b>489,269</b>	1,076,798	(587,529)	<b>2,115,418</b>	3,245,618	(1,130,200)
Torch-related products and services	<b>246,496</b>	713,479	(466,983)	<b>5,226,262</b>	3,396,458	1,829,804
Refrigerant destruction (SPARC™)	<b>—</b>	245,887	(245,887)	<b>956,451</b>	605,962	350,489
Biogas upgrading and pollution controls	<b>862,483</b>	294,448	568,035	<b>1,762,432</b>	1,713,810	48,622
Other sales and services	<b>177,512</b>	213,997	(36,485)	<b>931,601</b>	1,186,437	(254,836)
<b>Revenue</b>	<b>4,224,138</b>	3,028,255	1,195,883	<b>15,652,321</b>	12,345,081	3,307,240

Q4, 2024 revenues increased by \$1.2 million, mainly as a result of:

- DROSRITE™ related sales increased by \$1.9 million due to significant progress on the contract with the Company's Saudi customer, highlighted by the successful manufacturing and delivery of the first three systems. Contributing factors to this increase include the completion of client site trials across Europe, as well as a rise in revenue from storage, ancillary services, and transportation associated with the DROSRITE units, at the request of the client,
- Support services related to systems supplied for the US Navy decreased by \$0.6 million due to the current stage of the project, whereas, in the comparable period, significant advancement was made related to inspection, packaging and shipment of the equipment to our customer in order to move forward with installation and commissioning,
- Torch-related products and services decreased by \$0.5 million, due to the completion of the project, with the Company currently providing continuous onsite support,
- SPARC™ related sales decreased by \$0.2 million primarily due to the completion of fabrication of long lead items scheduled for Q1, 2025, which were largely subcontracted, and the associated timing delays in project progress,
- Biogas upgrading and pollution controls related sales increased by \$0.6 million specifically due to the project advancement of the Company's gas desulfurization project.

Fiscal 2024 revenues increased by \$3.3 million, mainly as a result of:

- PUREVAP™ related sales decreased by \$0.6 million due to the ongoing phases of the project, with preparations in progress for continuous operations and the production of the first batch of material, anticipated in Q1, 2025,
- DROSRITE™ related sales increased by \$3.0 million due to the significant progress on ongoing projects, the completion of the European trials and the revenue generated from spare parts sales and storage services. These factors collectively contributed to the growth in revenue, reflecting accelerated project advancement and increased demand for associated products and services,
- Support services related to systems supplied for the US Navy decreased by \$1.1 million due to the current stage of the project, with the advancements contingent upon the client's inspections which were scheduled for Q4, 2024, and will be completed in Q1, 2025, partially offset, by the increase in awarded contracts for spare parts and engineering services from clients that are third-party suppliers of the US Navy,
- Torch-related products and services increased by \$1.8 million, driven by the completion and progress of the Company's key torch-related projects. This includes the successful completion of the PFAS destruction project, which confirmed that PyroGenesis' plasma torches can reduce energy requirements by up to 45%. Additionally, significant advancements were made in the 4.5MW torch system project, notably achieving the milestone of completing all major equipment. The Company also continues to provide ongoing onsite support,
- SPARC™ related sales increased by \$0.4 million, reflecting the steady progress achieved throughout the year. The pace is expected to accelerate with the anticipated completion of fabrication in Q1, 2025, followed by a structured ramp-up for delivery in fall 2025, and,
- Other sales and services decreased by \$0.3 million, which is primarily attributable to variations in project timelines, customer demand, and the timing of service contracts.

As of March 31, 2025, revenue expected to be recognized in the future related to backlog of signed and/or awarded contracts is \$54.4 million,<sup>1</sup> of which 87% is in US dollars. Revenue will be recognized as the Company satisfies its performance obligations under long-term contracts, which are expected to occur over a maximum period of approximately 3 years.

<sup>1</sup>This excludes the contract with Varennes Carbon Recycling following the March 21, 2025, announcement that the company managing the project filed for protection under the *Companies Creditor Arrangement Act*.

**Cost of Sales and Services** (expressed in dollars)

	Three months ended December 31		Variation	Twelve months ended December 31		Variation
	2024	2023	2024 vs 2023	2024	2023	2024 vs 2023
Employee compensation	1,055,164	884,656	170,508	3,873,129	3,514,765	358,364
Subcontracting	315,652	141,087	174,565	498,316	271,093	227,223
Direct materials	500,764	717,579	(216,815)	4,347,046	3,162,876	1,184,170
Manufacturing overhead & other	607,868	366,781	241,087	1,522,030	1,155,564	366,466
Foreign exchange charge on materials	—	—	—	—	—	—
Investment tax credits	(17,195)	(22,476)	5,281	(23,345)	(102,880)	79,535
Amortization of intangible assets	16,323	236,973	(220,650)	135,958	902,229	(766,271)
<b>Total Cost of Sales and Services</b>	<b>2,478,576</b>	<b>2,324,600</b>	<b>153,976</b>	<b>10,353,134</b>	<b>8,903,647</b>	<b>1,449,487</b>

**Gross Margin** (expressed in dollars except for gross margin which is expressed as a percentage)

	Three months ended December 31		Twelve months ended December 31	
	2024	2023	2024	2023
Revenues	<b>4,224,138</b>	3,028,255	<b>15,652,321</b>	12,345,081
Cost of Sales and Services	<b>2,478,576</b>	2,324,600	<b>10,353,134</b>	8,903,647
Gross Profit	<b>1,745,562</b>	703,655	<b>5,299,187</b>	3,441,434
Gross Margin %	<b>41</b>	23	<b>34</b>	28

Cost of sales and services were \$2.5 million in Q4 2024, representing an increase of \$0.2 million compared to \$2.3 million in Q4 2023. The increase was primarily driven by higher employee compensation costs, which rose by \$0.2 million from \$0.9 million to \$1.1 million, as well as an increase in subcontracting expenses, amounting to \$0.3 million, up from \$0.1 million, due to the use of additional external resources. Additionally, manufacturing overhead and other related costs saw a \$0.2 million increase to \$0.6 million, up from \$0.4 million, reflecting higher indirect production expenses. However, these increases were partially offset by a \$0.2 million decrease in direct material costs, which dropped from \$0.7 million to \$0.5 million, attributed to reduced material usage and lower prices. Furthermore, amortization of intangible assets decreased by \$0.2 million due to certain assets being fully amortized.

The gross profit for Q4, 2024 was \$1.7 million, or 41% of revenue, compared to a gross profit of \$0.7 million, or 23% of revenue, for Q4 2023. The increase in gross margin was primarily attributable to a reduction in direct material costs and a decrease in amortization of intangible assets. These factors contributed to improved profitability during the quarter.

Cost of sales and services for fiscal 2024 were \$10.4 million, compared to \$8.9 million for fiscal 2023, reflecting an increase of \$1.5 million and was primarily related to several factors. Employee compensation increased by \$0.4 million, from \$3.5 million to \$3.9 million, due to higher project activity levels, which led to an expanded workforce dedicated to revenue-generating projects. Subcontracting increased by \$0.2 million, from \$0.3 million to \$0.5 million, as a result of greater reliance on external resources and contractors, a significant increase in direct materials of \$1.2 million, from \$3.2 million to \$4.3 million, while manufacturing overhead and other related costs increased by \$0.4 million, from \$1.2 million to \$1.5 million, both driven by increased production activity. These increases were partially offset by a \$0.7 million decrease in amortization of intangible assets, which declined from \$0.9 million to \$0.1 million, due to certain assets being fully amortized.

The amortization of intangible assets for Q4, 2024 was \$0.02 million compared to \$0.2 million for Q4, 2023, and during the twelve-month period ended December 31, 2024, was \$0.1 million compared to \$0.9 million for the same period in the prior year. This expense variation relates mainly to the intangible assets in connection with the Pyro Green-Gas acquisition, which have been fully amortized by January 2024. These expenses were non-cash items, and the remaining intangible assets are composed of patents, and deferred development costs that will be amortized over the expected useful lives.

As a result of the type of contracts being executed, the nature of the project activity, as well as the composition of the cost of sales and services, as the mix between labour, materials and subcontracts may be significantly different. In addition, due to the nature of these long-term contracts, the Company has not necessarily passed on to the customer the increased cost of sales which was attributable to inflation, if any. The costs of sales and services are in line with management's expectations and with the nature of the revenue.

**Selling, General and Administrative Expenses** (expressed in dollars)

	Three months ended December 31			Twelve months ended December 31		
	2024	2023	Variation 2024 vs 2023	2024	2023	Variation 2024 vs 2023
Employee compensation	2,604,791	2,401,137	203,654	9,803,254	9,578,403	224,851
Share-based expenses	1,158,477	730,039	428,438	2,112,005	3,113,040	(1,001,035)
Professional fees	688,936	1,061,972	(373,036)	2,506,561	4,117,213	(1,610,652)
Office and general	185,886	332,353	(146,467)	1,009,501	957,608	51,893
Travel	148,140	122,191	25,949	314,139	388,906	(74,767)
Depreciation of property and equipment	67,904	138,815	(70,911)	366,696	615,685	(248,989)
Depreciation and write-off of ROU assets	182,554	182,251	303	902,777	685,854	216,923
Investment tax credits	—	(7,500)	7,500	21,110	(30,000)	51,110
Government grants	(82,943)	(67,594)	(15,349)	(214,215)	(378,282)	164,067
Other expenses	288,842	816,609	(527,767)	1,768,723	3,301,485	(1,532,762)
Foreign exchange charge on materials	(464,705)	252,764	(717,469)	(732,753)	342,377	(1,075,130)
Expected credit loss & bad debt	(3,506,564)	287,798	(3,794,362)	(6,854,911)	5,116,057	(11,970,968)
Goodwill impairment	—	2,660,607	(2,660,607)	—	2,660,607	(2,660,607)
Changes in assumption in cashflows of royalty receivables	—	495,300	(495,300)	—	495,300	(495,300)
<b>Total selling, general and administrative</b>	<b>1,271,318</b>	<b>9,406,742</b>	<b>(8,135,424)</b>	<b>11,002,887</b>	<b>30,964,253</b>	<b>(19,961,366)</b>

Included within Selling, General and Administrative expenses ("SG&A") are costs associated with corporate administration, business development, project proposals, operations administration, investor relations and employee training.

SG&A expenses for Q4, 2024 were \$1.3 million, compared to \$9.4 million for Q4, 2023, a significant decrease of \$8.1 million. The substantial decrease was primarily related to the reduction in expected credit loss & bad debt of \$3.8 million, which shifted from an expense of \$0.3 million in Q4, 2023, to a recovery of \$3.5 million, following the receipt of \$2.8 million in previously provisioned receivables. Additionally, the absence of a \$2.7 million goodwill impairment charge, which was recorded in Q4, 2023, further contributed to the reduction in expenses. A favorable impact in foreign exchange charge on materials of \$0.5 million, compared to an expense of \$0.3 million, a decrease of \$0.7 million, while other expenses decreased by \$0.5 million, from \$0.8 million to \$0.2 million. Changes in assumptions regarding cash flows from royalty receivables led to a \$0.5 million decrease in expenses, while professional fees dropped by \$0.4 million, from \$1.1 million to \$0.7 million, reflecting lower legal and consulting costs. Lastly, office and general expenses declined by \$0.1 million, from \$0.3 million to \$0.2 million, due to tighter cost controls. Overall, the \$8.1 million reduction in SG&A expenses was primarily driven by the recovery of previously provisioned receivables, the absence of goodwill impairment, and improved cost efficiencies across multiple categories.

During the twelve-month period ended December 31, 2024, SG&A expenses totaled \$11.0 million, marking a significant decrease of \$20.0 million from \$31.0 million in the prior year. The most notable factor in this reduction was a \$12.0 million improvement in expected credit loss and bad debt, which transitioned from a \$5.1 million expense in 2023 to a \$6.9 million recovery, following the receipt of two payments totaling \$6.9 million in previously provisioned receivables. The decline was further supported by the absence of a \$2.7 million goodwill impairment charge, which had been recorded in the previous year. Additionally, foreign exchange fluctuations on materials contributed to a \$1.1 million reduction. Professional fees were also reduced by \$1.6 million, from \$4.1 million to \$2.5 million, due to decreased reliance on external legal and consulting services. Similarly, other expenses declined by \$1.5 million, from \$3.3 million to \$1.8 million, driven by tighter cost management. Lastly, revisions in cash flow assumptions for royalty receivables resulted in a \$0.5 million reduction in expenses. These combined factors highlight the company's strategic focus on cost efficiencies and financial discipline throughout the year.

Share-based compensation expense for the three and twelve-month periods ended December 31, 2024, was \$1.2 million and \$2.1 million, respectively (three and twelve-month period ended December 31, 2023 - \$0.7 million and \$3.1 million, respectively), an increase of \$0.4 million and a decrease of \$1.0 million respectively, which is a non-cash item and relates mainly to 2022, 2023 and 2024 grants.

Share-based payments expenses as explained above are non-cash expenses and are directly impacted by the vesting structure of the stock option plan whereby options vest between 10% and up to 100% on the grant date and may require an immediate recognition of that cost.

**Depreciation on Property and Equipment** (expressed in dollars)

	Three months ended December 31			Twelve months ended December 31		
	2024	2023	Variation 2024 vs 2023	2024	2023	Variation 2024 vs 2023
<b>Depreciation of property and equipment</b>	<b>67,904</b>	<b>138,815</b>	<b>(70,911)</b>	<b>366,696</b>	<b>615,686</b>	<b>(248,990)</b>

The depreciation on property and equipment for the three and twelve-month periods ended December 31, 2024, remained stable at \$0.07 million and \$0.4 million, respectively, compared with \$0.1 million and \$0.6 million for the same periods in the prior year. The expense is determined by the nature and useful lives of the property and equipment being depreciated.

**Research and Development ("R&D") Costs, net** (expressed in dollars)

	Three months ended December 31			Twelve months ended December 31		
	2024	2023	Variation 2024 vs 2023	2024	2023	Variation 2024 vs 2023
Employee compensation	108,124	261,721	(153,597)	602,688	1,104,507	(501,819)
Investment tax credits	(9,727)	(18,079)	8,352	(31,175)	(50,216)	19,041
Subcontracting	595	16,164	(15,569)	595	88,104	(87,509)
Materials and equipment	15,864	169,444	(153,580)	246,131	547,433	(301,302)
Other expenses	(42,752)	36,448	(79,200)	(32,345)	522,660	(555,005)
<b>Total net R&amp;D expenses, net</b>	<b>72,104</b>	<b>465,698</b>	<b>(393,594)</b>	<b>785,894</b>	<b>2,212,488</b>	<b>(1,426,594)</b>

During the three-months ended December 31, 2024, the Company incurred \$0.07 million of R&D costs on internal projects, a decrease of \$0.4 million as compared with \$0.5 million in Q4, 2023. The decrease in Q4, 2024 is primarily related to a reduction of \$0.2 million in employee compensation (Q4, 2023 - \$0.3 million), a decrease of \$0.2 million in materials and equipment (Q4, 2023 - \$0.2 million), and a decrease of \$0.08 million in other expenses (Q4, 2023 - \$0.04 million). These decreases were primarily due to lower R&D project activity, as the Company strategically reallocated resources and funds toward revenue-generating projects.

During the twelve-months ended December 31, 2024, the Company incurred \$0.8 million of R&D costs on internal projects, compared to \$2.2 million for the same period in the prior year. The decrease is mainly due to lower levels of R&D activities requiring a reduction in employee compensation, less materials, equipment and subcontracting, decreasing to \$0.8 million as compared with \$2.3 million, a decrease of \$1.4 million, for the same period in the prior year.

In addition to internally funded R&D projects, the Company also incurred R&D expenditures during the execution of client funded projects. These expenses are eligible for Scientific Research and Experimental Development ("SR&ED") tax credits. SR&ED tax credits on client funded projects are applied against cost of sales and services (see "Cost of Sales" above).

**Financial expenses (income), net** (expressed in dollars)

	Three months ended December 31			Twelve months ended December 31		
	2024	2023	Variation 2024 vs 2023	2024	2023	Variation 2024 vs 2023
Interest on term loans	—	6	(6)	—	597	(597)
Interest on lease liabilities	65,461	94,547	(29,086)	263,106	362,051	(98,945)
Interest on convertible debentures	41,803	74,067	(32,264)	230,168	134,667	95,501
Interest on convertible loan	9,583	1,146	8,437	38,124	1,146	36,978
Interest accretion on and revaluation of balance due on business combination	(31,644)	37,480	(69,124)	60,761	(2,081,265)	2,142,026
Interest accretion on long term loan	28,146	8,594	19,552	22,195	34,009	(11,814)
Interest accretion on convertible debentures	74,542	86,234	(11,692)	245,808	151,452	94,356
Interest accretion on convertible loan	53,439	5,237	48,202	195,903	5,236	190,667
Penalties and other interest	35,088	27,806	7,282	170,727	215,664	(44,937)
Interest accretion of royalty receivable	(24,727)	(24,721)	(6)	(94,169)	(145,159)	50,990
<b>Finance expense (income), net</b>	<b>251,691</b>	<b>310,396</b>	<b>(58,705)</b>	<b>1,132,623</b>	<b>(1,321,602)</b>	<b>2,454,225</b>

Finance expenses for Q4 2024 remained stable at \$0.3 million, representing a slight decrease for the same period in the prior year. The decrease in finance expenses in Q4 2024 is primarily due to the decreased interest accretion on the balance due to on business combination offset by the interest accretion related to the convertible loan.

During the twelve-month period ended December 31, 2024, the finance expenses totaled \$1.1 million compared to an income of \$1.3 million for the 2023 comparable period, representing an increase of \$2.5 million year-over-year. The increase in finance expenses is primarily due to the 2023 revaluation of the balance due on business combination due to negotiations between the Company's Italian subsidiary and a customer who both agreed on the final acceptance of a contract, prior to final completion and the Company determined that a milestone related to the business combination would not be

achieved. As a result, the contract did not attain the pre-determined milestone in connection with the balance due on business combination, and reversals of the liabilities were recorded offset by the increase in interest and accretion related to the convertible debenture and convertible loan. Finance expenses for fiscal 2024 also increased due to the convertible debenture and convertible loan which were only issued for part of 2023.

**Strategic Investments** (expressed in dollars)

	Three months ended December 31			Twelve months ended December 31		
	2024	2023	Variation 2024 vs 2023	2024	2023	Variation 2024 vs 2023
<b>Changes in fair value of strategic investments</b>	<b>5,129</b>	531,101	(525,972)	<b>232,868</b>	312,215	(79,347)

During the three-months ended December 31, 2024, the adjustment to the fair market value of strategic investments for Q4, 2024 resulted in a slight loss compared to a loss in the amount of \$0.5 million in Q4, 2023, a favorable variation of \$0.5 million.

During the twelve-months ended December 31, 2024, the adjustment to the fair market value of strategic investments resulted in a loss of \$0.2 million compared to a loss in the amount of \$0.3 million for the same period in the prior year, a variation of \$0.08 million. The decrease in loss for the twelve-month periods ended December 31, 2024, is attributable to the variation of the market value of the common shares owned by the Company of HPQ Silicon Inc.

**Other Income – Gain from Settlement**

During the year 2024, Other Income includes a gain on settlement of legal proceedings with a third party which was also a customer of the Company's subsidiary, Pyro Green-Gas. As a result, the Company received a settlement of \$1.5 million and recognized a gain of \$1,180,335, included in Other Income, and the remainder as a reduction of accounts receivable.

**Comprehensive income (loss)** (expressed in dollars)

	Three months ended December 31			Twelve months ended December 31		
	2024	2023	Variation 2024 vs 2023	2024	2023	Variation 2024 vs 2023
<b>Comprehensive income (loss)</b>	<b>115,564</b>	(9,788,535)	9,904,099	<b>(6,783,541)</b>	(28,515,855)	21,732,314

The comprehensive income for Q4, 2024 of \$0.1 million compared to a loss of \$9.8 million, in Q4, 2023, represents a favorable variation of \$9.9 million, and is primarily attributable to the factors described above, which have been summarized as follows:

- an increase in revenue of \$1.2 million arising in Q4, 2024, and with a higher gross margin of 41%, and thus a gross profit of \$1.7 million, as opposed to a gross margin of 23% and gross profit of \$0.7 million in Q4 of 2023,
- a decrease in SG&A expenses of \$8.1 million arising in Q4, 2024 primarily due to a decrease in the allowance for credit loss of \$3.8 million, decrease in goodwill impairment of \$2.7 million, decrease in professional fees, office and general, changes in assumptions in cashflows of royalty receivables, and decrease in depreciation of property and equipment, offset by increases in employee compensation, and travel,
- an increase in share-based expenses of \$0.4 million,
- a decrease in R&D expenses of \$0.4 million primarily due to a decrease in employee compensation, materials and equipment, and other expenses,
- a decrease in net finance expenses (income) of \$0.06 million in Q4, 2024,
- a variation in the fair market value of strategic investments of \$0.5 million.

The comprehensive loss for the twelve-month period ended December 31, 2024, of \$6.8 million compared to a loss of \$28.5 million, for the same period in the prior year, represents a variation of \$21.8 million, and is primarily attributable to the factors described above, which have been summarized as follows:

- an increase in revenue of \$3.3 million, and annual gross margin of 34%, thus generating a gross profit of \$5.3 million, as opposed to 28% margins in 2023 which generated \$3.4 million in gross profit,
- a decrease in SG&A expenses of \$20.0 million was primarily due to the decrease of expected credit loss & bad debt of \$12.0 million, decrease of goodwill impairment of \$2.7 million, decrease in other expenses, professional fees, foreign exchange charge on materials, and changes in assumption in cashflows of royalty receivables, which is offset by an increase in employee compensation, office and general, and depreciation of right-of-use assets,
- a decrease in share-based expenses of \$1.0 million
- a decrease in R&D expenses of \$1.4 million primarily due to a decrease in employee compensation, subcontracting, materials and equipment, and other expenses,
- an increase in net finance expenses (income) of \$2.5 million is primarily due to the revaluation of the balance due on business combination recognized in 2023,
- a variation in the fair market value of strategic investments of \$0.08 million

**Reconciliation of Non-IFRS measures: EBITDA and Modified EBITDA** (expressed in dollars)

	Three months ended December 31		Variation	Twelve months ended December 31		Variation
	2024	2023	2024 vs 2023	2024	2023	2024 vs 2023
Comprehensive income (loss)	<b>115,564</b>	(9,788,535)	9,904,099	<b>(6,783,541)</b>	(28,515,855)	21,732,314
Depreciation of property and equipment	<b>67,904</b>	138,815	(70,911)	<b>366,696</b>	615,686	(248,990)
Depreciation of ROU assets	<b>182,554</b>	182,252	302	<b>902,777</b>	685,855	216,922
Amortization and write-off of intangible assets	<b>16,323</b>	221,752	(205,429)	<b>135,958</b>	902,592	(766,634)
Finance expenses (income), net	<b>251,691</b>	310,396	(58,705)	<b>1,132,623</b>	(1,321,602)	2,454,225
Income taxes	<b>—</b>	(221,747)	221,747	<b>—</b>	(221,747)	221,747
<b>EBITDA<sup>(1)</sup></b>	<b>634,036</b>	<b>(9,157,067)</b>	<b>9,791,103</b>	<b>(4,245,487)</b>	<b>(27,855,071)</b>	<b>23,609,584</b>
Other non-cash items:						
Share-based expenses	<b>1,158,477</b>	730,039	428,438	<b>2,112,005</b>	3,113,040	(1,001,035)
Change in fair value of investments	<b>5,129</b>	531,101	(525,972)	<b>232,868</b>	312,216	(79,348)
<b>Modified EBITDA<sup>(1)</sup></b>	<b>1,797,642</b>	<b>(7,895,927)</b>	<b>9,693,569</b>	<b>(1,900,614)</b>	<b>(24,429,815)</b>	<b>22,529,201</b>

<sup>1</sup> See "Non-IFRS Measures"

The EBITDA in Q4, 2024 was a \$0.6 million compared to an EBITDA loss of \$9.2 million for Q4, 2023, representing a favorable variation of \$9.8 million year-over-year. The variation in the EBITDA in the three-months ended December 31, 2024, compared to December 31, 2023, is due mainly to the decrease in comprehensive loss of \$9.9 million, and \$0.07 million decrease in depreciation of property and equipment, a decrease of \$0.2 million in amortization of intangible assets, and a decrease of \$0.06 million in net finance expenses (income).

The Modified EBITDA in Q4, 2024 was \$1.8 million compared to a Modified EBITDA loss of \$7.9 million for Q4, 2023, representing a decreased loss of \$9.7 million. The decrease in the Modified EBITDA in Q4, 2024 is attributable to the decrease as mentioned above in the EBITDA of \$9.8 million, an increase in share-based expenses of \$0.4 million and by the variation in the change of fair value of investments of \$0.5 million, based on the fair value of such investment.

The EBITDA for fiscal 2024, was a loss of \$4.2 million compared to an EBITDA loss of \$27.9 million for fiscal 2023, representing a variation of \$23.6 million year-over-year. The variation in the year-over-year EBITDA loss is due to the decrease in comprehensive loss of \$21.7 million, a decrease in depreciation of property and equipment, an increase in depreciation of right-of-use assets, a decrease in amortization of intangible assets, and an increase in net finance expenses of \$2.5 million and a decrease in income taxes of \$0.2 million.

The Modified EBITDA during the twelve-month period ended December 31, 2024, was a \$1.9 million loss compared to a Modified EBITDA loss of \$24.4 million, representing a decreased loss of \$22.5 million. The decrease in the Modified EBITDA loss is attributable to the improvement mentioned above in the EBITDA of \$23.6 million and a decrease in share-based expenses of \$1.0 million and a variation in the change of fair value of investments of \$0.08 million, based on the fair value of such investment.

**SUMMARY OF QUARTERLY RESULTS** (expressed in dollars)

	2024				2023			
	Q4	Q3	Q2	Q1	Q4	Q3	Q2	Q1
Revenues	<b>4,224,138</b>	<b>4,002,689</b>	<b>3,939,098</b>	<b>3,486,397</b>	3,028,255	3,685,725	3,039,479	2,591,622
Gross profit	<b>1,745,562</b>	<b>1,672,637</b>	<b>1,124,643</b>	<b>756,345</b>	1,745,562	1,099,392	1,927,664	526,573
Gross margin	<b>41.0</b>	<b>42.0</b>	<b>29.0</b>	<b>22.0</b>	41.0	30.0	63.0	20.3
Comprehensive income (loss)	<b>115,564</b>	<b>(3,907,068)</b>	<b>1,413,849</b>	<b>(4,405,885)</b>	(9,768,239)	(6,256,292)	(6,333,708)	(6,157,620)
Earnings (loss) per share								
Basic	<b>0.00</b>	<b>(0.02)</b>	<b>0.01</b>	<b>(0.02)</b>	(0.06)	(0.03)	(0.04)	(0.03)
Diluted	<b>0.00</b>	<b>(0.02)</b>	<b>0.01</b>	<b>(0.02)</b>	(0.06)	(0.03)	(0.04)	(0.03)

The majority of PyroGenesis' revenue is recognized over the time of the contract and is dependent on the timing of project initiation and execution, including project engineering, manufacturing, and testing.

**LIQUIDITY AND CAPITAL RESOURCES**

As at December 31, 2024, the Company had cash of \$3.0 million, included in the net working capital deficiency of \$9.2 million. Certain working capital items such as billings in excess of costs and profits on uncompleted contracts do not represent a direct outflow of cash. The Company expects that with its cash, liquidity position, the proceeds available from the strategic investment and access to capital markets it will be able to finance its operations for the foreseeable future.

The Company's term loan balance at December 31, 2024 was \$308,774, a decrease of \$93,305 since December 31, 2023. This variation was due to the repayment of the Canada Emergency Business Account ("CEBA") loan, and the monthly payments on the Economic Development Agency of Canada ("EDC") loan. The EDC loan is interest free and will remain so, until the balance is paid over the 60-month period ending March 2029. In 2024, the Company secured gross proceeds of \$2,804,600 from a private placement. On December 20, 2023, the Company closed a non-brokered private placement of a convertible loan for gross proceeds of \$1,250,000, and bore interest at 3%. In July 2023, the Company closed a brokered private placement for \$3,030,000, bearing interest at 10%. The average interest expense on the other term loans and convertible debenture is approximately 10%. The Company does not expect changes to the structure of term loans and convertible debentures in the next twelve-month period. The Company maintained one credit facility which bore interest at a variable rate of prime plus 3%, therefore 6.45% at December 31, 2024. Subsequent to December 31, 2024, this credit facility was reimbursed and the convertible loan was redeemed.

	Carrying Value	Total contractual amount	Less than one year	2-3 years	4-5 years	Over 5 years
Bank indebtedness	88,046	88,046	88,046	—	—	—
Accounts payable and accrued liabilities <sup>1</sup>	11,410,669	11,410,669	11,410,669	—	—	—
Term loans	288,410	382,500	90,000	180,000	112,500	—
Balance due on business combination	1,787,271	1,860,020	1,860,020	—	—	—
Lease liabilities	5,775,468	7,361,239	2,812,201	847,810	865,719	2,835,509
Convertible debentures	1,695,029	2,064,000	1,335,000	729,000	—	—
Convertible loan	1,143,602	1,268,958	1,268,958	—	—	—
	<b>22,188,495</b>	<b>24,435,432</b>	<b>18,864,894</b>	<b>1,756,810</b>	<b>978,219</b>	<b>2,835,509</b>

<sup>1</sup>Accounts payable and accrued liabilities exclude amounts which are not financial liabilities.

#### SUMMARY OF CASH FLOWS (expressed in dollars)

	Three months ended December 31		Twelve months ended December 31	
	2024	2023	2024	2023
Cash provided / (used) in operating activities	<b>(2,653,066)</b>	(1,320,634)	<b>(2,100,775)</b>	(12,045,503)
Cash provided / (used) by investing activities	<b>(427,905)</b>	1,479,439	<b>1,663,017</b>	3,054,212
Cash provided / (used) by financing activities	<b>(162,529)</b>	782,258	<b>1,522,492</b>	7,374,452
Effect of exchange rate changes on cash denominated in foreign currency	<b>75,662</b>	(12,045)	<b>88,110</b>	(26,194)
Increase (decrease) in cash	<b>(3,167,838)</b>	929,018	<b>1,172,844</b>	(1,643,033)
Cash - end of period	<b>2,975,461</b>	1,802,616	<b>2,975,461</b>	1,802,616

During the three-months ended December 31, 2024, cash flow used in operating activities was \$2.7 million compared with cash flows used in operating activities of \$1.3 million in the same period of the previous year. The use of cash during Q4, 2024, consists of the net income of \$0.1 million (Q4, 2023 – net loss of \$9.8 million) plus adjustments for operating activities of \$1.7 million (Q4, 2023 – \$0.3 million), including a net change in non-cash operating working capital items of \$1.7 million (Q4, 2023 – net change of \$2.7 million). The variation is due to the net income and to the increase in customer deposits received and recognized in Billings in excess of costs and profits on uncompleted contracts.

Investing activities resulted in a net use of funds of \$0.4 million in Q4, 2024, compared to a net source of funds of \$1.5 million in Q4, 2023. This was caused by an increase in the proceeds received from the disposal of strategic investments and fewer additions to property and equipment, offset by a slight increase in additions to intangible assets.

Financing activities in Q4, 2024, resulted in a net use of funds of \$0.2 million, compared to a net source of funds of \$0.8 million for the same period in 2023. In Q4, 2024, the net use of funds was mainly due to the principal repayments of the convertible debenture and interest paid. The variation of cash used by financing activities was also a result of an increase in repayments of the credit facilities, interest, and lease liabilities, offset by the proceeds received in Q4 2024 related to the exercise of warrants and stock options.

As a result, the net cash position of the Company decreased by \$3.2 million during the three-month period ended December 31, 2024, compared to an increase of \$0.9 million for the same period of the previous year.

During the twelve-months ended December 31, 2024, cash flow used by operating activities was \$2.1 million compared to \$12.0 million in the same period of the previous year. The use of cash consists of the net loss of \$6.7 million (2023 – net loss of \$28.5 million) plus adjustments for operating activities of \$5.0 million (twelve-month period ended December 31, 2023 – \$7.0 million), including a net change in non-cash operating working capital items of \$0.3 million (2023 – net change of \$9.8 million). The variation is due to the reduction of the net loss and significantly impacted by the collection of accounts receivable and customer deposits received and recognized in Billings in excess of costs and profits on uncompleted contracts.

Investing activities resulted in a net source of funds of \$1.7 million compared to a net source of funds of \$3.1 million, and mainly due to a reduction in net proceeds from the purchase and disposal of strategic investments offset by an increase in additions to property and equipment, and intangible assets.

Financing activities resulted in a net source of funds of \$1.4 million during the twelve-month period ended December 31, 2024, compared with a net source of funds of \$7.4 million for the same period in 2023. In 2023, the Company issued common shares in connection with a private placement and with an issuance of convertible debenture units and convertible loan for net cash proceeds of \$9.1 million, while these activities generated \$2.8 million in 2024. In 2024, the Company also repaid \$0.7 million less in bank indebtedness than it did in 2023. Payments under the convertible debenture began in February 2024, representing \$1.1 million. In addition, \$1.2 million was received in 2024 upon the exercise of warrants and stock options.

During the twelve-month period ended December 31, 2024, the net cash position of the Company increased by \$1.2 million compared to a decrease of \$1.6 million for the same period in the prior year.

#### **USE OF PROCEEDS FROM FINANCINGS**

<b><i>Description of intended use of funds from financings in the past 12 months</i></b>	<b><i>Proposed use of proceeds from financings completed in the past 12 months</i></b>	<b><i>Use of funds to Date</i></b>
March 8, 2023: Private Placement for total gross proceeds of \$5,000,000	Proceeds were intended and used for working capital and general corporate purposes	\$ 5,000,000
July 21, 2023: Private Placement of Convertible Debenture Units for total gross proceeds of \$3,030,000	Proceeds were intended and used for working capital and general corporate purposes	\$ 3,030,000
December 20, 2023: Private Placement of Convertible Debenture loan for total gross proceeds of \$1,250,000	Proceeds were intended and used for working capital and general corporate purposes	\$ 1,250,000
July 22, 2024: Private Placement for total gross proceeds of \$2,804,600	Proceeds were intended and used for working capital and general corporate purposes	\$ 2,804,600

#### **CAPITAL STOCK INFORMATION**

The authorized share capital of the Company consists of an unlimited number of common shares. As at March 31, 2025 PyroGenesis had 186,685,328 Common Shares, 6,861,993 share purchase warrants, 13,330,000 outstanding stock options issued, and 11,653,000 exercisable options issued.

#### **GOING CONCERN**

These consolidated financial statements have been prepared on the going concern basis, which presumes that the Company will be able to continue its operations for the foreseeable and will be able to realize its assets and discharge its liabilities in the normal course of business for the foreseeable future.

The Company is subject to certain risks and uncertainty associated with the achievement of profitable operations such as the successful signing and delivery of contracts and access to adequate financing.

The Company has incurred, in the last years, operating losses and negative cash flows from operations, and as a result, the Company has an accumulated deficit of \$128,563,782 as at December 31, 2024 (\$121,889,032 as at December 31, 2023). Furthermore, there have been unexpected delays in the collection of certain accounts receivable from contracts closed in a prior year. This has resulted in a shortfall in cash flows from operating activities that would be used in funding the Company's operations.

As at December 31, 2024, the Company has working capital deficiency of \$9,216,546 (working capital deficiency of \$7,007,719 as at December 31, 2023) including cash of \$2,975,461 (\$1,802,616 as at December 31, 2023). The working capital is net of an allowance for credit losses amounting to \$2,936,000 (\$9,278,135 as at December 31, 2023) as further described in Notes 7 and 8. The Company's business plan is dependent upon the successful completion of contracts and also the receipt of payments from certain contracts closed in a prior year and expects these payments to be made during fiscal 2025, as well as the achievement of profitable operations through the signing, completion and delivery of additional contracts or a reduction in certain operating expenses. In the absence of this, the Company is dependent upon raising additional funds to finance operations within and beyond the next twelve months. The Company has been successful in securing financing in the past and has relied upon external financing to fund its operations, primarily through the issuance of equity, debt and convertible debentures. The Company completed a private placement in October 2022 for an amount of \$1,318,980 and also completed another private placement in March 2023 for net proceeds \$4,960,483 (Note 21). In addition, in July 2023, the Company also completed a brokered private placement of convertible debenture units for gross proceeds of \$3,030,000 and in December 2023, the Company also completed a brokered private placement of convertible debenture units for gross proceeds of \$1,250,000 (Note 20). In 2024, the Company secured gross proceeds of \$2,804,600 from a further private placement. While the Company has been successful in securing financing, raising additional funds is dependent on a number of factors, some of which are outside the Company's control, and therefore there is no assurance that it will be able to do so in the future or that these sources will be available to the Company or that they will be available on terms which are acceptable to the Company. These conditions indicate the existence of a material uncertainty that may cast significant doubt about the Company's ability to continue operating as a going concern.

The consolidated financial statements have been prepared on a going concern basis and do not include any adjustments to the amounts and to classifications of the assets and liabilities that might be necessary should the Company be unable to achieve its plan and continue in business. If the going concern assumption were not appropriate, adjustments, which could be material, would be necessary to the carrying value of assets and liabilities, the reported expenses, and the classification of items on the consolidated statement of financial position.

#### **RELATED PARTY TRANSACTIONS**

During the year ended December 31, 2024, and 2023, the Company concluded the following transactions with related parties:

In 2024, no amount for property taxes and rent were charged by a trust whose beneficiary is the controlling shareholder and CEO of the Company (2023 - \$352,721), given that the property was disposed in 2023

In June 2023, the terms and conditions of the lease agreement between the Company and the trust were modified, to adjust the base rent and duration. As a result, the right-of-use asset increased by \$67,745, the lease liability increased by \$48,023, and a reduction of expense of \$19,722 was recorded in the statement of comprehensive loss. In November 2023, the property held by the trust was sold to a third party.

A balance due to the controlling shareholder and CEO of the Company amounted to \$597,180 (2023 - \$676,778) is included in accounts payable and accrued liabilities.

In March 2023, the President and CEO, along with a close family member, participated in a non-brokered private placement for gross proceeds of \$2,500,000 and \$99,650, respectively. A director of the Company also participated for an amount of \$20,000.

In July and December 2023, the President and CEO, participated in a brokered private placement for 2,000 unsecured convertible debenture units for gross proceeds of \$2,000,000 and a non-brokered private placement of a convertible loan in the amount of \$1,250,000.

In May 2024, the President and CEO provided a \$1,000,000 loan to the Company, bearing interest at 10%, with a maximum term of twelve months. The borrower agreed to waive the interest expense if the loan is repaid within sixty days from the loan date. The loan was repaid in July 2024.

In July 2024, the President and CEO, along with close family members, participated in a non-brokered private placement for gross proceeds of \$1,160,000 and \$278,400, respectively. Two directors of the Company also participated for a total amount of \$45,200.

The key management personnel of the Company, in accordance with IAS 24 Related Party Disclosures, are the members of the Board of Directors and certain officers. Total compensation to key management consisted of the following:

	Three months ended December 31			Twelve months ended December 31		
	2024	2023	Variation 2024 vs 2023	2024	2023	Variation 2024 vs 2023
Salaries - key management	397,003	216,937	180,066	1,617,973	1,236,804	381,169
Pension contributions	6,236	3,926	2,310	26,227	22,859	3,368
Fees - Board of Directors	35,300	41,700	(6,400)	161,700	182,252	(20,552)
Share-based compensation - officers	445,667	224,121	221,546	864,886	1,234,783	(369,897)
Share-based compensation - Board of Directors	310,667	394,042	(83,375)	687,316	1,305,746	(618,430)
Other benefits - key management	24,956	12,474	12,482	263,970	169,609	94,361
<b>Total compensation</b>	<b>1,219,829</b>	<b>893,200</b>	<b>326,629</b>	<b>3,622,072</b>	<b>4,152,053</b>	<b>(529,981)</b>

## **CORPORATE HIGHLIGHTS**

On January 16, 2024, the Company announced ongoing negotiations for a contract valued over \$10 million, the Company received a non-refundable down payment totaling \$667,252 (US \$500,000) from a US-based technology company.

On March 12, 2024, the Company announced accelerated construction of fumed silica reactor project with arrival of all major equipment.

On March 14, 2024, the Company announced a \$450,000 contract for the sale of a plasma torch/furnace system for advanced green cement development.

On March 26, 2024, the Company announced the acquisition of intellectual property rights related to the PUREVAP™ nano silicon reactor and non-silicon development.

On April 10, 2024, the Company announced it had signed a collaboration agreement with Constellium, one of the world's largest aluminum transformation and recycling companies, to develop plasma torches and associated processes as suitable heating sources for aluminum remelting furnaces.

Additionally, on April 10, 2024, the Company announced its block sale of 3,779,700 shares in HPQ Silicon Inc. to P. Peter Pascali, President and CEO of PyroGenesis, for an aggregate purchase price of \$661,448, representing a per share price of \$0.175.

On April 14, 2024, the Company announced it had received notice from its client, Progressive Planet, that the results from a series of tests revealed "superb" compressive strength for the PozPyro cement additive material produced by PyroGenesis' proprietary plasma process – a result that indicates a major step toward commercial feasibility. This plasma-based process – a collaboration with Progressive Planet – explores the feasibility of converting widely available, high-grade, crystalline silica into amorphous silica. The resulting amorphous silica can be used to enhance the strength of concrete as a replacement for fly ash.

On April 17, 2024, the Company announced it had entered into an agreement with a global leader in mining parts manufacturing to assess the applicability of PyroGenesis' fully electric plasma torches in the client's metal cast houses.

On April 24, 2024, the Company announced it had signed a small contract with one of the five largest steelmakers in the world to assess the applicability of PyroGenesis' fully electric plasma torches for use in the client's manufacturing facilities as a primary heat source in the steelmaking process, specifically during the production of direct reduced iron for use in electric arc furnaces.

On April 25, 2024, the Company announced it had received two separate project milestone payments totaling \$970,000.

On April 30, 2024, the Company announced the signing of an initial contract with an aerospace entity in Spain for the sale of PyroGenesis' titanium metal powder for use in additive manufacturing. The client is engaged in the development of advanced aeronautics technologies for the European aerospace industry.

On May 2, 2024, the Company announced it had been advised by its client, Progressive Planet, that the latest series of compressive strength tests on its PozPyro green cement additive product reveal impressive results, posting strength comparisons significantly above the acceptable standard for similar material. PozPyro enhances the strength of concrete as a replacement for fly ash, which is in diminishing supply.

On May 21, 2024, the Company announced that its wholly owned subsidiary Pyro Green-Gas Inc. and certain related persons have settled all ongoing legal proceedings involving Gas RNG Systems Inc. and certain related persons. The settlement was concluded on a no-fault basis and results in the payment of US\$1.1 million (approximately CAN\$1.5 million) to the PGG parties, with all parties to the proceedings providing full and final releases.

On May 23, 2024, the Company announced its subsidiary, Pyro Green-Gas Inc., had signed contracts totaling \$1.3 million with a global steel company based in India, for the development and supply of technology to desulphurize and clean the gas that is released during the creation of metallurgical coke from coal.

On May 30, 2024, PyroGenesis announced that they had notified HPQ Silicon Inc. of its intent to exercise its right to convert its annual royalty rights into a 50% ownership of HPQ Silica Polvere Inc., a wholly owned subsidiary of HPQ.

On June 5, 2024, the Company announced it had been advised by a global aerospace OEM company that PyroGenesis' Ti64 "coarse" powder has met all the necessary requirements to be added to the client's approved supplier list. The client will now begin the formal process of adding PyroGenesis to its internal approved supplier list for this specific powder.

On June 11, 2024, the Company announced that its subsidiary, Pyro Green-Gas Inc., has signed contracts totaling \$2.5 million for engineering, design, and fabrication of a thermal swing adsorption system for the dehydration of pure oxygen produced from electrolyzers at the Varennes Carbon Recycling plant – a large biofuel production project currently under construction in Varennes, Quebec.

On June 19, 2024, the Company announced receipt of a second signed contract from an aerospace client in Spain for the sale of PyroGenesis' titanium metal powder for use in additive manufacturing. The client, who placed an initial order with the Company in April 2024, is a global leader in aerospace propulsion. The client had indicated that the Company may qualify for a long-term contract following the successful completion of this contract.

On June 26, 2024, the Company announced the receipt of a US\$3 million (CAN\$4.1 million) payment of an outstanding receivable under the Company's existing CAN\$25+ million Drosrite™ contract.

On July 3, 2024, the Company announced that up to 4,107,850 common share purchase warrants will be amended. Commencing on July 17, 2024, the exercise price of the warrants held by holders wishing to participate in this repricing were reduced to \$0.75 per share.

On July 8, 2024, the Company announced the purchase of 100% control of Drosrite International LLC, a US-based private company, for CAD\$1.00.

On July 9, 2024, the Company announced the signing by HPQ Silica Polvere Inc. of a letter of intent with Evonik Corporation, a global specialty chemicals company that manufactures a wide range of high-performance materials including fumed silica.

On July 22, 2024, the Company announced that it had completed a non-brokered private placement consisting of the issuance and sale of 3,505,750 units at a price of \$0.80 per unit, for gross proceeds of \$2,804,600.

On July 23, 2024, the Company announced that its subsidiary Drosrite International LLC was renamed PyroGenesis International LLC.

On July 29, 2024, the Company announced it signed a 2-stage contract to complete a land-based Plasma Waste-to-Energy System for a European entity. The first stage consists of a conceptual and preliminary design phase for approximately \$2 million (€1.3 million) which commenced in Q3, 2024 and is scheduled to last no more than one year.

On September 3, 2024, the Company announced the signing of a contract with an entity engaged in the production of graphite. The first phase of the \$1 million contract is for the design and delivery of a customized pilot-scale plasma reactor and associated testing system.

On September 19, 2024, the Company was pleased to congratulate its client EarthGrid, which announced that it had signed a joint venture agreement with EnerTech, a Kuwait Investment Authority entity, to deploy infrastructure projects in four phases across the United States, Europe and the Middle East. The first two phases of the projects consist of an estimated US\$18 billion in US infrastructure projects.

On October 10, 2024, the Company announced the receipt of a purchase order of approximately US\$741,000 (approx. CA\$1,015,000) for after-sales component production, from the US Navy's shipbuilder, Newport News Shipbuilding.

On October 21, 2024, the Company announced a signed contract valued at approximately \$27 million (US\$19.6 million) from an existing U.S. client which provides technology and test services geared to solving critical defense, military, aeronautics, and space exploration challenges.

On November 12, 2024, the Company announced that the Company's name had been changed to PyroGenesis Inc. from PyroGenesis Canada Inc. Simultaneously, the French version of the Company's name had changed to PyroGenèse Inc. from PyroGenèse Canada Inc.

On November 19, 2024, the Company announced it had signed an initial energy transition contract with one of the three largest steelmakers in the world to assess the applicability of PyroGenesis' fully electric plasma torches for use in part of the customer's electric arc furnace (EAF) steelmaking and casting process.

On November 26, 2024, the Company announced the receipt of a US\$2 million (CAN\$2.8 million) payment representing a portion of an outstanding receivable under PyroGenesis' existing CAN\$25+ million Drosrite™ contract with Radian Oil and Gas Services Company.

On December 3, 2024, the Company announced the successful completion of a contract for the delivery, commissioning, and operation of its plasma torch system to destroy harmful Perfluoroalkyl and Polyfluoroalkyl Substances. The project is funded by the U.S. Department of Defense, which is seeking various PFAS-remediation technologies as part of its broader environmental clean-up mandate.

On December 19, 2024, the Company announced an agreement with HPQ Silicon Inc. to resolve an outstanding liability of \$4,941,440 owed to PyroGenesis, using a debt-to-equity conversion. Under the agreement, the outstanding liability will be converted into 17,968,873 units at a price of \$0.275 per unit. Each unit will be comprised of one common share of HPQ and one common share price warrant. Each warrant entitles PyroGenesis to acquire one common share of HPQ at a price of \$0.285 until the date that is two years following the effective date of this transaction.

On January 20, 2025, the Company announced the receipt of a US\$1.28 million (CA\$1.85 million) payment representing a portion of an outstanding receivable under PyroGenesis' existing CA\$25+ million Drosrite™ contract with Radian Oil and Gas Services Company.

On January 21, 2025, the Company announced the receipt of a US\$730,000 (CA\$1.04 million) payment for engineering and production milestones reached under PyroGenesis' existing CA\$4.1 million contract with an aeronautics and defense industry client.

On January 23, 2025, the Company announced the granting of European Patent EP 2 686 100 B1, titled "Steam Plasma Arc Hydrolysis of Ozone Depleting Substances". This granted patent covers PyroGenesis' cutting-edge process for the highly efficient destruction of ozone depleting substances, such as used refrigerants from end-of-life cooling apparatus.

On January 27, 2025, the Company announced that its subsidiary, Pyro Green-Gas Inc., had signed a contract totaling US\$1.74 million (approx. CA\$2.5 million) with one of the world's largest integrated environmental services companies as part of a large urban waste-to-energy project. An initial payment of CA\$400,000 had been received.

On January 31, 2025, the Company announced that up to 1,710,350 common share purchase warrants were amended. Of the 1,710,350 warrants, 1,520,350 warrants had an exercise price of \$0.75 and 190,000 warrants had an exercise price of \$1.25. The warrants have an expiration date of March 7, 2025. Commencing February 17, 2025, the exercise price of the warrants held by holders wishing to participate in this repricing was reduced to \$0.60 per share.

On February 3, 2025, the Company announced that its subsidiary, Pyro Green-Gas Inc., had signed a \$1.1 million second contract with the Varennes Carbon Recycling plant, a large biofuel production project currently under construction in Varennes, Quebec. As a result, the overall project contracts with Pyro Green-Gas increase in total to \$3.6 million.

On February 10, 2025, the Company announced that recent data from a current contract confirms that PyroGenesis plasma torches posted significantly lower operational energy requirements. Savings of up to 45%, when compared to legacy diesel burners, have been obtained in destroying PFAS.

On February 18, 2025, the Company announced that its subsidiary, Pyro Green-Gas Inc., had signed a contract totaling US\$511,000 (approx. CA\$725,000) with one of the world's largest integrated environmental services companies as part of a large urban waste-to-energy project.

On February 24, 2025, the Company announced that it had signed a €1.63 million (CA\$2.4 million) contract with aluminium and renewable energy company Norsk Hydro ASA as part of its stated plan to test plasma technology as one of the ways to replace fossil fuel with renewable alternatives in its aluminum casthouses.

On February 27, 2025, the Company announced that the next milestone for the fumed silica reactor pilot plant had been reached, with its successful week-long operation and the production of the first batch of materials.

On March 3, 2025, the Company announced that, given intense public speculation and investor requests, PyroGenesis now identifies Boeing as the global aerospace original equipment manufacturer that had previously been unnamed in company press releases. PyroGenesis further confirms that PyroGenesis' Ti64 "coarse" metal powder with a size fraction in the range of 45µm to 150µm, produced by PyroGenesis' NexGen™ plasma atomization system, had met all technical requirements for Boeing, and PyroGenesis continues to move forward in the approved supplier list process.

On March 21, 2025, the Company announced that Varennes Cellulosic Ethanol LP ("VCE") which is the entity managing the Varennes Carbon Recycling ("VCR") project, filed for protection under the *Companies Creditor Arrangement Act* ("CCAA") as part of its strategy to address liquidity challenges. This allows VCE to continue operations while seeking financial solutions under court supervision. PyroGenesis has been asked to continue its work on the project and would receive timely payments for contracted goods and services moving forward. PyroGenesis will continue to monitor developments closely and is hopeful that, through the CCAA process, VCE will reach a resolution that ensures the successful continuation of this important initiative.

## **CRITICAL ACCOUNTING ESTIMATES, NEW AND FUTURE ACCOUNTING POLICIES AND FINANCIAL INSTRUMENTS**

For a discussion of significant accounting policies, judgements, estimates assumptions and financial instruments, please refer to notes 4, 5 and 27 of the 2024 consolidated financial statements.

## **CONTROLS AND PROCEDURES**

The Company's shares are listed on the Toronto Stock Exchange ("TSX") since November 2020 and, from March 2021 until November 2023, on the NASDAQ. Prior to November 2020, the Company's shares traded on the TSX Venture Exchange ("TSXV"), and all requirements of the TSXV were attained by the Company. The Company acknowledged that being listed on the TSX, and NASDAQ would require more stringent disclosure controls, and started implementing such before the NASDAQ listing.

As a result of the graduation to the TSX and NASDAQ, the Company became subject to additional requirements under applicable securities laws relating to the establishment and maintenance of disclosure controls and procedures ("DC&P") and internal control over financial reporting ("ICFR"), as defined in NI 52-109 and, while its shares were listed on NASDAQ, the applicable rules of the U.S. Securities and Exchange Commission. Such requirements also include the assessment and evaluation of both DC&P and ICFR, which was not required while the Company was listed on the TSXV. Consequently, the Company continues to take several actions to improve its DC&P and ICFR, in accordance with the thresholds provided by the regulators. The Company

is currently implementing measures designed to improve its ICFR environment and remediate the control deficiencies that led to the material weaknesses identified below.

In accordance with the provisions of National Instrument 52-109 – Issuers' annual and interim filings ("NI 52-109") adopted by Canadian securities regulators, the Company has filed certificates signed by the Chief Executive Officer ("CEO") and Chief Financial Officer ("CFO") that report on, among other items, i) their responsibility for establishing and maintaining DC&P and ICFR for the Company, ii) the design of DC&P and the design of ICFR, and the effectiveness of DC&P and ICFR.

#### **Disclosure controls and procedures**

The Company under the supervision of the CEO and CFO, have designed DC&P (as defined in NI 52-109), in order to provide reasonable assurance that:

- material information relating to the Company is made known to the CEO and CFO by others; and
- information required to be disclosed by the Company in its filings, under applicable securities legislation is recorded, processed, summarized and reported within the time periods specified in securities legislation.

As of December 31, 2024, an evaluation was carried out under the supervision of the CEO and CFO, of the design and operating effectiveness of the Company's DC&P. Based on this evaluation, the CEO and CFO concluded that due to the material weaknesses in our ICFR as described below in Management's Annual Report on Internal Controls over Financial Reporting, the Company's DC&P were not effective as of December 31, 2024.

#### **Management's Annual Report on Internal Controls over Financial Reporting**

The Company under the supervision of the CEO and CFO, are responsible to design ICFR (as defined in NI 52-109) in order to provide reasonable assurance regarding the reliability of financial reporting and the preparation of consolidated financial statements for external purposes in accordance with IFRS as issued by the IASB.

As of December 31, 2024, an evaluation was carried out, under the supervision of the CEO and the CFO, of the effectiveness of the Company's ICFR. Based on this evaluation, the CEO and the CFO concluded that material weaknesses exist, as described below, and due to these material weaknesses, the Company's ICFR is not effective as of December 31, 2024. The control framework used to design and evaluate effectiveness of the Company's ICFR is established under the criteria set forth by the Committee of Sponsoring Organizations of the Treadway Commission (COSO) on Internal Control – Integrated Framework (2013 framework). A material weakness is a deficiency, or combination of deficiencies, in ICFR, such that there is a reasonable possibility that a material misstatement of the Company's annual or interim consolidated financial statements will not be prevented or detected on a timely basis.

In connection with the Company's evaluation of ICFR, the following control deficiency was considered to be a material weaknesses up to December 31, 2024 and any remediation that occurred in fiscal 2024:

Deficiency being remediated by the Company:

- **Complex Spreadsheet Controls:** The Company did not implement and maintain effective controls surrounding certain complex spreadsheets, including addressing all identified risks associated with manual data entry, completeness of data entry, and the accuracy of mathematical formulas, impacting complex spreadsheets used in fixed asset continuity schedules, production and revenue forecasting, and the calculation of the fair value of investments.

The Company has significantly improved the safeguarding of spreadsheets and data, through the addition of various controls, password protections, limiting access, and improved segregation of duties with the objective of reducing the possibility of error. The Company and management are comfortable with the data generated from such spreadsheets but continues to remediate this deficiency to ensure more robust procedures.

Deficiencies no longer considered a material weakness by the Company:

- **Control activities:** The Company did not fully design and implement effective control activities and has identified deficiencies relating to: (i) selecting and developing control activities that contribute to the mitigation of risks to acceptable levels, and (ii) deploying control activities through policies that establish what is expected and procedures that put policies into action.

The Company affirms that since the beginning of this deficiency and until December 31, 2024, numerous internal controls were added, including compensating controls to mitigate these risks, as well as adding additional levels of review and approval in order to reduce the risk related to control activities thereby improving the quality and reliability of financial information that is prepared and used by management. As a result of these improvements, management no longer considers this to be a material weakness.

- **Control environment:** The Company did not maintain an effective control environment and has identified deficiencies relating to appropriate organizational structure and authority and responsibilities. The Company did not have a sufficient number of trained resources with the appropriate skills and knowledge with assigned responsibilities and accountability for the design and operation of ICFR and for holding individuals accountable for their internal control-related responsibilities.

Prior to December 31, 2024, the Company determined that the appropriate improvements related to the control environment over reporting lines as well as authority, and responsibilities were implemented along with additional internal controls. Oversight and governance of financial reporting and related party transactions was not indicative of a control environment deficiency. The Company has financial reporting resources internally, or at their disposal to ensure they can deal with complex accounting matters, as well as period-end controls to mitigate the risk of misstatement in the financial information. The Company feels it has sufficient resources and segregation of duties and internal controls that this is no longer a material weakness.

- **Journal Entries:** The Company did not effectively design and maintain appropriate segregation of duties and controls over the effective preparation, review and approval, and associated documentation of journal entries, across its ERP platform. The Company did not have adequate review procedures for the recording of manual entries.

The Company has improved their processes to ensure that journal entries are sufficiently reviewed and approved, supporting analysis is also approved and compensating controls exist to ensure the financial information is free of misstatement. Due to the review procedure of journal entries, system access limitations, among other internal controls, the Company no longer considers this to be a material weakness.

- **User Access Controls:** The Company did not maintain effective user access controls to adequately restrict user access to financial applications and related data in accordance with job responsibilities.

Throughout fiscal 2023 and 2024, the Company has continued to implement controls to limit access to financial and non-financial applications, based on employee profile. The Company implemented IT environment best practices for access controls, including prompt changes and access limitation to appropriate users and systematic periodic reviews of account privileges, in addition to increasing the IT department's capabilities. These controls and additional automated access controls are being integrated into the new ERP system with an expected deployment in the upcoming quarters. The new ERP system will also be subject to such internal controls analysis to ensure it adheres to all access controls. The Company is confident that user access controls do not pose a risk of material weaknesses.

As a consequence, the Company did not have complete effective control activities related to the design, implementation and operation of process-level and management review control activities related to order-to-cash (including revenue trade receivables, and billings in excess of cost/cost in excess of billings), procure-to-pay (including operating expenses, prepaid expenses, accounts payable, and accrued liabilities), hire-to-pay (including compensation expense and accrued liabilities), long-lived assets, significant unusual transactions, related party transactions and other financial reporting processes for the entire year.

Aside from these material weaknesses, management has concluded that the Company's consolidated financial statements as at and for the year ended December 31, 2024, present fairly, in all material respects, the Company's financial position, results of operations, changes in shareholders' equity and cash flows in accordance with IFRS as issued by the IASB. There were no material adjustments to the Company's consolidated financial statements for the year ended December 31, 2024, and there were no changes to previously released financial results. However, because the deficiencies and material weaknesses create a reasonable possibility that a material misstatement to our consolidated financial statements would not be prevented or detected on a timely basis, the CEO and CFO concluded that as of December 31, 2024, the Company's design and operation of ICFR and DC&P were not effective.

#### **Management's Ongoing Remediation Measures**

During the year ended December 31, 2024, and beyond, management continues to implement remediation measures as outlined above. Management has performed an initial risk assessment using a top-down, risk-based approach with respect to the risks of material misstatement of the consolidated financial statements. In addition, compensating controls have been applied to the areas where the risks of material misstatement are considered moderate to high, throughout the various accounting cycles. The Company intends to also rely on the use outside resources to strengthen the business process documentation and help with management's self-assessment and testing of internal controls. In 2025, the Company's management, with oversight of the Audit Committee, continues to document, test, and refine internal controls, while adding additional automated controls which be an inherent part of the upgrade to a new ERP system. As a result, the Company will improve the design of control activities and strengthen process controls surrounding sales, purchases, payroll, among others, and will be call for fewer compensating controls.

Although the Company can give no assurance that additional material weaknesses in our ICFR will not be identified in the future, management believes the foregoing efforts strengthen our ICFR and DC&P and effectively remediate the identified material weaknesses.

Management continues to take remedial actions as necessary as they evaluate and improve the Company's ICFR environment.

#### **Changes in internal controls over financial reporting**

Other than the material weaknesses described above, and the remediation process described above, there were no changes to the Company's ICFR during the year ended December 31, 2024, that have materially affected, or are reasonably likely to materially affect, the Company's ICFR.

#### **Limitations on Effectiveness of Disclosure Controls and Procedures and Internal Control over Financial Reporting**

The Company's management recognizes that any DC&P and ICFR, no matter how well designed and operated, can provide only reasonable assurance of achieving their objectives. Because of their inherent limitations, DC&P and ICFR may not prevent or detect all errors or misstatements on a timely basis.

#### **RISK FACTORS**

The Company has identified below certain significant risks relating to the business of the Company and the industry in which it operates. The following information is only a summary of certain risk factors and is qualified in its entirety by reference to, and must be read in conjunction with, the detailed information appearing elsewhere in this MD&A. These risks and uncertainties are not the only ones facing the Company. Additional risks and uncertainties not currently known to the Company, or that the Company currently considers immaterial, may also impair the operations of the Company. If any such risks materialize into actual events or circumstances, the Company's assets, liabilities, financial condition, results of operations (including future results of operations), business and business prospects, are likely to be materially and adversely affected. There is no assurance that risk management steps taken will avoid future loss due to the uncertainties described below or other unforeseen risks. An investment in Common Shares or other securities of the Company is highly speculative and involves a high degree of risk. Before making any investment decision, prospective investors should carefully consider all the information contained in this document including, in particular, the risk factors described below.

Certain factors may have a material adverse effect on the Company's business, financial condition and results of operations. Current and prospective investors should carefully consider the risks and uncertainties and other information contained in this MD&A, the 2024 consolidated Financial Statements and the Annual Information Form, particularly under the heading "Risk Factors" in the Annual Information Form, and in other filings that the Company has made and may make in the future with applicable securities authorities, Company's website at [www.pyrogenesis.com](http://www.pyrogenesis.com).

The risks and uncertainties described herein and therein are not the only ones the Company may face. Additional risks and uncertainties that the Company is unaware of, or that the Company currently believes are not material, may also become important factors that could adversely affect the Company's business. If any of such risks actually occur, the Company's business, financial condition, results of operations, and future prospects could be materially and adversely affected. In that event, the trading price of the Common Shares (or the value of any other securities of the Company) could decline, and the Company's securityholders could lose part or all of their investment.

### ***Risks Related to the Company's Business and Industry***

#### ***Operating Income (Loss) and Negative Operating Cash Flow***

Prior to December 31, 2024, the Company had a history of losses and negative cash flows. For the year ended December 31, 2024, the Company has a net loss of \$6.7 million, cash flows used in operations of \$2.1 million, and an accumulated deficit of \$128.6 million at December 31, 2024. To the extent that the Company has net losses and negative operating cash flow in future periods, it may need to allocate a portion of its cash reserves to fund such negative cash flow. The Company may also be required to raise additional funds through the issuance of equity or debt securities. There can be no assurance that the Company will be able to generate a positive cash flow from its operations, that additional capital or other types of financing will be available when needed or that these financings will be on terms favourable to the Company.

The Company's ability to continue as a going concern is dependent upon its ability in the future to grow its revenue, achieve profitable operations, successfully developing and introducing new products and, in the meantime, to obtain the necessary financing to meet its obligations and repay its liabilities when they become due. While the Company has been successful in securing financing in the past, raising additional funds is dependent on a number of factors outside the Company's control, and as such there is no assurance that it will be able to do so in the future. External financing, predominantly by the issuance of equity and debt, might be, sought to finance the operations of the Company; however, there can be no certainty that such funds will be available at terms acceptable to the Company, or at all. If the Company is unable to obtain sufficient additional financing, it may have to curtail operations and development activities, any of which could harm the business, financial condition and results of operations.

#### ***Actual Financial Position and Results of Operations May Differ Materially from the Expectations of the Company's Management***

The Company's actual financial position and results of operations may differ materially from management's expectations. The Company has experienced some changes in its operating plans and certain delays in the timing of its plans. As a result, the Company's revenue, net income and cash flow may differ materially from the Company's projected revenue, net income and cash flow. The process for estimating the Company's revenue, net income and cash flow requires the use of judgment in determining the appropriate assumptions and estimates. These estimates and assumptions may be revised as additional information becomes available and as additional analyses are performed. In addition, the assumptions used in planning may not prove to be accurate, and other factors may affect the Company's financial condition or results of operations.

#### ***Revenue Risks***

PyroGenesis may experience delays in achieving revenues, particularly with plasma gasification projects which have a long sales cycle. Revenues may be delayed or negatively impacted by issues encountered by the Company or its clients including:

- unforeseen engineering and/or environmental problems;
- delays or inability to obtain required financing, licenses, permits and/or regulatory approvals;
- supply interruptions and/or labour disputes;
- foreign exchange fluctuations and/or collection risk; and
- competition from other suppliers and/or alternative energy solutions that are less capital intensive.

There is no assurance that the business will perform as expected or that returns from the business will support the expenditures needed to develop it.

#### ***Concentration Risk and Credit Risk***

To date, a small number of customers have accounted for a majority of PyroGenesis' revenues. As its business expands, the Company expects that revenue distribution will be over a larger number of different customers. For the year ended December 31, 2024, sales of PyroGenesis to its three principal customers accounted for approximately 44% of its total revenue. For the year ended December 31, 2023, sales to two principal customers accounted for approximately 44% of PyroGenesis' total revenue. The loss of, or a reduction in, purchase orders or anticipated purchase orders from PyroGenesis' principal customers could have a material adverse effect on its business, financial condition and results of operations. Additionally, if one of PyroGenesis' customers is unable to meet its commitments to PyroGenesis, the Company's business, financial condition and results of operations could be adversely affected.

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The maximum credit risk to which the Company is exposed as at December 31, 2024 represents the carrying amount of cash, accounts receivable (except sales tax receivable), costs and profits in excess of billings on uncompleted contracts, deposits and royalties receivable.

Cash is held with major reputable financial institutions.

Management has established a credit policy under which each new customer is analysed individually for creditworthiness before the Company's payment and delivery terms and conditions are offered. The Company's review could include reviewing external ratings, if they are available, financial statements, credit agency information, industry information and in some cases bank references. The Company's exposure to credit risk is mainly influenced by the individual characteristics of each customer. In monitoring customer credit risk, customers are identified according to their characteristics such as their geographic location, industry, trading history with the Company and existence of previous financial difficulties.

The Company does not generally require collateral or other security from customers on accounts receivable, however, the contract terms may include the possibility of recourse in the event of late payment. The Company believes that there is no unusual exposure associated with the collection of these receivables.

The credit risk associated with costs and profits in excess of billings on uncompleted contracts is similar to that of accounts receivable, as these amounts are accumulated and converted to accounts receivable as invoicing milestones are reached.

The royalties receivable is due from a company in which the Company had a strategic investments, until the entirety of the shares were disposed in April 2024. The Company does not have collateral or other security associated with the collection of this receivable. The carrying amount of the royalties receivable have been discounted to reflect the time value of money and credit risk of the counterparty.

The deposits are payments made to suppliers and entities from which the Company leases property. The Company does not have collateral or other security associated with the collection of these deposits. As at December 31, 2024 and 2023, no loss allowance has been recognized in connection with these deposits and the maximum exposure is the carrying amount of these deposits.

During the years 2024 and 2023, provisions for expected credit losses were recorded, however, the accounts provisioned by the loss are still subject to enforcement activity in order to collect the balances due.

#### ***Technology Development and Manufacturing Capability Risks***

PyroGenesis recently expanded into new areas of business and, as a result, many of the Company's products are at various stages of the development cycle. The Company may be unable to commercialize such products, or it may be unable to manufacture such products in a commercially viable manner. Whilst management is confident in both its technology and in its team of experienced engineers, scientists and technicians, it cannot know with certainty, which of its products will be commercialized, when such products will be commercialized, or whether such products will be able to be manufactured and distributed profitably.

#### ***Product Revenues/History of Losses***

PyroGenesis has incurred losses in the majority of years since its inception. In the past the Company's operations have not generated sufficient earnings and cash flows to date to result in consistent profitability or positive cash flow. For the year ended December 31, 2024, the Company has a net loss of \$6.7 million which includes a loss from the change in value of strategic investment of \$0.03 million and cash flows used in operations of \$2.1 million. There can be no assurance that the Company will be able to continue to generate significant gains from the value of its strategic investments in the future.

#### ***Additional financing and dilution***

PyroGenesis may require additional financing. There can be no assurance that additional financing will be available to the Company when needed, or on terms acceptable to the Company.

PyroGenesis' inability to raise financing to support ongoing operations or to fund capital expenditures could limit the Company's growth and may have a material adverse effect upon the Company.

The Company does not exclude raising additional funds by equity financing. In addition, at March 31, 2025, 13,330,000 stock options are currently issued and outstanding, together with 6,861,993 share purchase warrants. In addition, the Company issued convertible debentures in July 2023, and a convertible loan in December 2023 (refer to note 20 of the 2023 consolidated financial statements), whereby warrants were issued in these offerings. The exercise of stock options and/or other exchangeable securities, as well as any new equity financing, represents dilution factors for present and future shareholders.

#### ***Reliance on Third Party Suppliers, Service Providers, Distributors and Manufacturers***

The Company's direct and indirect suppliers, service providers, distributors and manufacturers may elect, at any time, to breach or otherwise cease to participate in supply, service, distribution or manufacturing agreements, or other relationships, on which the Company's operations rely. Loss of its suppliers, service providers, distributors and manufacturers could have a material adverse effect on the Company's business and operational results. Further, any disruption in the manufacturing process done by third-party manufacturers could have a material adverse effect on the business, financial condition and results of operations of the Company. The Company cannot ensure that alternative production capacity would be available in the event of a disruption, or if it would be available, it could be obtained on favorable terms.

#### ***Manufacturing Facilities***

The vast majority of the Company's products are manufactured in its manufacturing facilities located in Montreal, Quebec, and third party facilities located in the United States, India, and Vietnam. Accordingly, the Company is highly dependent on the uninterrupted and efficient operation of these manufacturing facilities. If for any reason the Company is required to discontinue production at these facilities, it could result in significant delays in production of the Company's products and interruption of the Company's sales as it seeks to resume production. The Company may be unable to resume production on a timely basis. If operations at the facilities were to be disrupted as a result of equipment failures, natural disasters, fires, accidents, work stoppages, power outages or other reasons, the Company's business, financial condition and/or results of operations could be materially adversely affected.

#### ***Sales Cycle and Fixed Price Contracts***

PyroGenesis' sales cycle is long and the signing of new contracts is subject to delay, over which the Company has little control. The Company also enters into sales contracts with fixed pricing, which may be impacted by changes over the period of implementation. There is no assurance that delays or problems in fulfilling contracts with clients will not adversely affect the Company's activities, operating results or financial position.

#### ***Reliance on Technology***

PyroGenesis will depend upon continuous improvements in technology to meet client demands in respect of performance and cost, and to explore additional business opportunities. There can be no assurance that the Company will be successful in its efforts in this regard or that it will have the

resources available to meet this demand. While management anticipates that the research and development will allow the Company to explore additional business opportunities, there is no guarantee that such business opportunities will be presented or realized. The commercial advantage of the Company will depend to a significant extent on the intellectual property and proprietary technology of PyroGenesis and the ability of the Company to prevent others from copying such proprietary technologies. PyroGenesis currently relies on intellectual property rights and other contractual or proprietary rights, including (without limitation) copyright, trade secrets, confidential procedures, contractual provisions, licenses and patents, to protect its proprietary technology. PyroGenesis may have to engage in litigation in order to protect its patents or other intellectual property rights, or to determine the validity or scope of the proprietary rights of others. This type of litigation can be expensive and time-consuming, regardless of whether or not the Company is successful. PyroGenesis may seek patents or other similar protections in respect of particular technology; however, there can be no assurance that any future patent applications will actually result in issued patents, or that, even if patents are issued, they will be of sufficient scope or strength to provide meaningful protection or any commercial advantage to the Company.

Moreover, the process of seeking patent protection can itself be long and expensive. In the meantime, competitors may develop technologies that are similar or superior to PyroGenesis' technology or design around the patents owned by the Company, thereby adversely affecting the Company's competitive advantage in one or more of its areas of business. Despite the efforts of the Company, its intellectual property rights may be invalidated, circumvented, challenged, infringed or required to be licensed to others. It cannot be assured that any steps the Company may take to protect its intellectual property rights and other rights to such proprietary technologies that are central to the Company's operations will prevent misappropriation or infringement of its technology.

#### ***Changes to Contracts***

PyroGenesis is dependent upon its ability to establish and develop new relationships and to build on existing relationships with current clients. The Company cannot provide assurance that it will be successful in maintaining or advancing its relationships with current clients or procure additional clients. In addition, PyroGenesis cannot provide assurance that its customers and the end users of its products will continue to provide the Company with business, or that existing customers and end users will not seek to renegotiate or terminate existing contracts providing for the sale of the Company's products and technology based on circumstances on which the Company is not currently aware. Any termination or amendment of a contract under which the Company derives an important portion of its revenues and any adverse change in the relationship of the Company with its customers and end users, will have an adverse effect on the Company's business, financial condition and results of operations.

Sales to governments and governmental entities are subject to specific additional risks, such as delays in funding, termination of contracts or sub-contracts at the convenience of the government, termination, reduction or modification of contracts or sub-contracts in the event of changes in the government's policies or as a result of budgetary constraints and increased or unexpected costs resulting in losses or reduced profits under fixed price contracts.

#### ***Foreign Exchange Exposure***

PyroGenesis' products and services are increasingly being sold in markets outside of Canada, whilst most of its operating expenses and capital expenditures are denominated in Canadian dollars. As a result, the Company is exposed to fluctuations in the foreign exchange rates between Canadian dollar and the currency in which a particular sale is transacted, which may result in foreign exchange losses that could affect earnings. Foreign sales are predominantly denominated in U.S. dollars, as well as the Euro and Indian Rupee. The Company has not to date sought to hedge the risks associated with fluctuations in foreign exchange rates.

#### ***Competition***

The industry is competitive and PyroGenesis competes with a substantial number of companies which have greater technical and financial resources. There can be no assurance that such competitors will not substantially increase the resources devoted to the development and marketing of products and services that compete with those of the Company or that new or existing competitors will not enter the various markets in which PyroGenesis is active. There can be no assurance that competitors will not develop new and unknown technologies with which the Company may have difficulty competing. Furthermore, failure to remain cost competitive may result in PyroGenesis losing business to its competitors.

The plasma technology of PyroGenesis competes against other plasma and conventional technologies. Without limitation, the demand for the plasma technology of PyroGenesis, particularly in waste destruction and waste-to-energy systems, can be impacted by the commodity prices of the energy source used for the process and the price at which waste is accepted by landfills and traditional waste processing plants. While the Company believes that demand for sustainable waste management practices that have lower environmental impacts than traditional solutions such as landfill or incineration is increasing, the high flows of electricity necessary to operate the waste destruction and waste-to-energy systems of PyroGenesis have an impact on the operational costs of the Company's systems, and traditional solutions may constitute lower-cost solutions, particularly if commodity prices (including of oil and natural gas) remain low or experience a decline.

#### ***Management and Key Personnel***

PyroGenesis depends on the skills and experience of its management team and other key employees. The Company relies heavily on its ability to attract and retain highly skilled personnel in a competitive environment. PyroGenesis may be unable to recruit, retain, and motivate highly skilled employees in order to assist the Company's business, especially activities that are essential to the success of the Company. Failure to recruit and retain highly skilled employees may adversely affect PyroGenesis' business, financial condition, and results of operations.

#### ***Implementation of a strategic plan***

PyroGenesis' commercial strategy aims to leverage its products, consumables, and services whilst focusing on the resolution of problems within niche markets within the industries served by the Company. There can be no assurances as to the success of the Company's strategic plan, which should be considered from the risks perspective and difficulties frequently encountered by a developing business.

#### ***Adverse Decisions of Sovereign Governments***

PyroGenesis conducts an increasing portion of its business internationally. There is no assurance that any sovereign government, including Canada's, will not establish laws or regulations that will not be detrimental to the Company's interests or that, as a foreign corporation, it will continue to have access to

the regulatory agencies in other countries. Governments have, from time to time, established foreign exchange controls, which could have a material adverse effect on the Company's business, financial condition and results of operations.

### ***Risks Related to International Operations***

A substantial portion of the Company's sales are made to customers and end users outside Canada. The Company conducts its international operations directly or through distributors or other agents or intermediaries. The Company plans to continue to expand its international sales and marketing efforts. International operations are subject to a number of inherent risks, and the Company's future results could be adversely affected by a number of factors, including:

- unfavorable political or economic environments; requirements or preferences for domestic products or solutions, which could reduce demand for the Company's products;
- differing existing or future regulatory and certification requirements;
- unexpected legal or regulatory changes;
- greater difficulty in collecting accounts receivable and longer collection periods;
- difficulties in enforcing contracts; an inability to effectively protect intellectual property;
- tariffs and trade barriers, export regulations and other regulatory and contractual limitations on the Company's ability to sell its products; and
- potentially adverse tax consequences, including multiple and possibly overlapping tax structures.

Without limiting the foregoing, the Company's global operations and reliance on cross-border trade for certain aspects of its business, including the sale and delivery of its products to customers in the United States, could be adversely affected by the imposition of new tariffs, trade restrictions, or other protectionist measures by the U.S. government, or the expansion of existing tariffs. While the Company monitors trade developments closely and evaluates potential mitigation strategies, including alternative sourcing and pricing adjustments, there is no assurance that such measures will fully offset the impact of any new or increased tariffs.

Fluctuations in currency exchange rates could materially adversely affect sales denominated in currencies other than the Canadian dollar and cause a reduction in revenues derived from sales in a particular country. Financial instability in foreign markets could also affect the sale of the Company's products in international jurisdictions. In addition, the Company may be denied access to its end customers as a result of a closing of the borders of the countries in which its products are sold due to economic, legislative, political and military conditions in such countries.

There can be no assurance that such factors will not materially adversely affect the operations, growth prospects and sales of the Company and, consequently, its results of operations. In addition, revenues the Company earns in other jurisdictions may be subject to taxation by more than one jurisdiction, which could materially adversely affect the Company's earnings. Each of these factors could have an adverse effect on the Company's business, financial condition and results of operations.

### ***Governmental Regulation***

PyroGenesis is subject to a variety of federal, provincial, state, local and international laws and regulations relating namely to the environment, health and safety, export controls, currency exchange, labour and employment and taxation. These laws and regulations are complex, change frequently and have tended to become more stringent over time. Failure to comply with these laws and regulations may result in a variety of administrative, civil and criminal enforcement measures, including assessment of monetary penalties, imposition of remedial requirements and issuance of injunctions as to future compliance. The Company may be subject to compliance audits by regulatory authorities in the various countries in which it operates.

### ***Government-funded Defense and Security Programs***

Like most companies that supply products and services to governments, government agencies routinely audit and investigate government contractors. These agencies may review the Company's performance under its contracts, business processes, cost structure, and compliance with applicable laws, regulations and standards. The Company's incurred costs for each year are subject to audit by government agencies, which can result in payment demands related to costs they believe should be disallowed. The Company works with governments to assess the merits of claims and where appropriate reserve for amounts disputed. The Company could be required to provide repayments to governments and may have a negative effect on its results of operations.

Contrary to cost-reimbursable contracts, some costs may not be reimbursed or allowed under fixed-price contracts, which may have a negative effect on the Company's results of operations if it experiences costs overruns.

### ***Environmental Liability***

PyroGenesis is subject to various environmental laws and regulations enacted in the jurisdictions in which it operates, which govern the manufacturing, processing, importation, transportation, handling and disposal of certain materials used in the Company's operations. Management believes that it has adequate procedures in place to address compliance with current environmental laws and regulations. Furthermore, management monitors the Company's practices concerning the handling of environmentally hazardous materials. However, there can be no assurance that the Company's procedures will prevent environmental damage occurring from spills of materials handled by the Company or that such damage has not already occurred. On occasion, substantial liabilities to third parties may be incurred. The Company may have the benefit of insurance maintained by it or the operator, however, the Company may become liable for damages against which it cannot adequately insure or against which it may elect not to insure because of high costs or other reasons. The Company's clients are subject to similar environmental laws and regulations, as well as limits on emissions to the air and discharges into surface and sub-surface waters. While regulatory developments that may follow in subsequent years could have the effect of reducing industry activity, the Company cannot predict the nature of the restrictions that may be imposed. The Company may be required to increase operating expenses or capital expenditures in order to comply with any new restrictions or regulations.

### ***Product Liability and Other Lawsuits***

PyroGenesis is subject to a variety of potential product liabilities claims and other lawsuits related with its operations, including liabilities and expenses associated with product defects. The Company maintains product liability and other insurance coverage that management believes is generally in

accordance with the market practice in its industry, but there can be no assurance that the Company will always be adequately insured against all such potential liabilities.

A malfunction or the inadequate design of the Company's products could result in product liability or other tort claims. Accidents involving the Company's products could lead to personal injury or physical damage. Any liability for damages resulting from malfunctions could be substantial and could materially adversely affect the Company's business and results of operations. In addition, a well-publicized actual or perceived problem could adversely affect the market's perception of the Company's products. This could result in a decline in demand for the Company's products, which would materially adversely affect the Company's financial condition and results of operations.

The sale and use of products and processes developed by the Company may entail potential liability and possible warranty claims. The Company may be subject to personal injury claims for injuries resulting from use of its products. Although the Company maintains product liability insurance, there can be no assurance that such insurance will continue to be available on commercially reasonable terms or that the risks covered, or coverage amounts will be sufficient to cover all claims.

### ***Information Systems Disruptions***

The Company relies on various information technology systems to manage its operations. Over the last several years, the Company has implemented, and it continues to implement, modifications and upgrades to such systems, including changes to legacy systems, replacing legacy systems with successor systems with new functionality, and acquiring new systems with new functionality. These types of activities subject the Company to inherent costs and risks associated with replacing and changing these systems, including impairment of the Company's ability to fulfill customer orders, potential disruption of its internal control structure, substantial capital expenditures, additional administration and operating expenses, retention of sufficiently skilled personnel to implement and operate the new systems, demands on management time and other risks and costs of delays or difficulties in transitioning to or integrating new systems into the Company's current systems. These implementations, modifications, and upgrades may not result in productivity improvements at a level that outweighs the costs of implementation, or at all. In addition, the difficulties with implementing new technology systems may cause disruptions in the Company's business operations and have a material adverse effect on its business, financial condition, or results of operations.

### ***Security Breaches***

As part of its day-to-day business, the Company stores its data and certain data about its customers in its global information technology system. Unauthorized access to the Company's data, including any regarding its customers, could expose the Company to a risk of loss of this information, loss of business, litigation and possible liability. These security measures may be breached by intentional misconduct by computer hackers, as a result of third-party action, employee error, malfeasance or otherwise. Additionally, third parties may attempt to fraudulently induce employees or customers into disclosing sensitive information such as usernames, passwords, or other information in order to gain access to the data of the Company's customers or the Company's data, including the Company's intellectual property and other confidential business information, or the Company's information technology systems. Because the techniques used to obtain unauthorized access, or to sabotage systems, change frequently and generally are not recognized until launched against a target, the Company may be unable to anticipate these techniques or to implement adequate preventative measures. Any security breach could result in a loss of confidence by the Company's customers, damage its reputation, disrupt its business, lead to legal liability and negatively impact its future sales.

### ***Public Health Crises***

Public health crises, including local, regional, national or international outbreak of a contagious disease, could have an adverse effect on local economies, the global economy, and the markets in which the Company operates and markets its products, and may adversely impact the price and demand for the Company's products and the ability of the Company to operate and market its products. Any such alterations or modifications could cause substantial interruption to the Company's business, any of which could have a material adverse effect on the Company's operations or financial results, and could include temporary closures of one or more of the Company's or its partner's offices or facilities; temporary or long-term labor shortages; temporary or long-term adverse impacts on the Company's supply chain and distribution channels; the potential of increased network vulnerability and risk of data loss resulting from increased use of remote access and removal of data from the Company's facilities.

### ***Litigation and Administrative Proceedings***

The Company may from time to time become party to litigation in the ordinary course of business which could adversely affect its business. Should any litigation in which the Company becomes involved be determined against the Company, such a decision could adversely affect the Company's ability to continue operating and the market price for the Common Shares and could use significant resources. Even if the Company is involved in litigation and wins, litigation can redirect significant Company resources. Litigation may also create a negative perception of the Company's brand. A summary of certain important legal proceedings is contained in the Company's Annual Information Form under the heading "Legal Proceedings".

As previously announced by the Company (see Press Release dated August 31, 2023), in August 2023, the Autorité des marchés financiers (the "AMF") initiated administrative proceedings against Mr. P. Peter Pascali, President and CEO, Mr. Alan Curleigh, Chair of the Board of Directors, and the Company with the Tribunal administratif des marchés financiers. The allegations largely relate to a series of connected transactions that occurred in 2018. The administrative penalty sought by the AMF and attributable to the Company is \$550,000. The Company remains of the view that the AMF's allegations are without merit, and, like Mr. Pascali and Mr. Curleigh, the Company looks forward to having the opportunity to defend itself, and be vindicated, before the tribunal. Further details are contained in the Annual Information Form.

### ***Trade Secrets May Be Difficult to Protect***

The Company's success depends upon the skills, knowledge and experience of its scientific and technical personnel, consultants and advisors, as well as contractors. Because the Company operates in a highly competitive industry, it relies in part on trade secrets to protect its proprietary products and processes. However, trade secrets are difficult to protect. The Company generally enters into confidentiality or non-disclosure agreements with its corporate partners, employees, consultants, outside scientific collaborators, developers and other advisors. These agreements generally require that the receiving party keep confidential, and not disclose to third parties, confidential information developed by the receiving party or made known to the receiving party by the Company during the course of the receiving party's relationship with the Company. These agreements also generally provide that inventions conceived

by the receiving party in the course of rendering services to the Company will be its exclusive property, and the Company enters into assignment agreements to perfect its rights.

These confidentiality, inventions, and assignment agreements, where in place, may be breached and may not effectively assign intellectual property rights to the Company. The Company's trade secrets could also be independently discovered by competitors, in which case the Company would not be able to prevent the use of such trade secrets by its competitors. The enforcement of a claim alleging that a party illegally obtained and was using the Company's trade secrets could be difficult, expensive and time-consuming and the outcome could be unpredictable. The failure to obtain or maintain meaningful trade secret protection could adversely affect the Company's competitive position.

### ***Risks Related to Acquiring Companies***

The Company may acquire other companies in the future and there are risks inherent in any such acquisition. Specifically, there could be unknown or undisclosed risks or liabilities of such companies for which the Company is not sufficiently indemnified. Any such unknown or undisclosed risks or liabilities could materially and adversely affect the Company's financial performance and results of operations. The Company could encounter additional transaction and integration-related costs or other factors such as the failure to realize all of the benefits from such acquisitions. All of these factors could cause dilution to the Company's earnings per share or decrease or delay the anticipated accretive effect of the acquisition and cause a decrease in the market price of the Company's securities. The Company may not be able to successfully integrate and combine the operations, personnel and technology infrastructure of any such acquired company with its existing operations. If integration is not managed successfully by the Company's management, the Company may experience interruptions in its business activities, deterioration of its employee and customer relationships, increased costs of integration and harm to its reputation, all of which could have a material adverse effect on the Company's business, financial condition and results of operations. The Company may experience difficulties in combining corporate cultures, maintaining employee morale and retaining key employees. The integration of any such acquired companies may also impose substantial demands on the management. There is no assurance that these acquisitions will be successfully integrated in a timely manner.

### ***Global Economic Uncertainty***

Demand for the Company's products and services are influenced by general economic and consumer trends beyond the Company's control. There can be no assurance that the Company's business and corresponding financial performance will not be adversely affected by general economic or consumer trends. In particular, global economic conditions are still tight, and if such conditions continue, recur or worsen, there can be no assurance that they will not have a material adverse effect on the Company's business, financial condition and results of operations.

Furthermore, such economic conditions have produced downward pressure on stock prices and on the availability of credit for financial institutions and corporations. If these levels of market disruption and volatility continue, the Company might experience reductions in business activity, increased funding costs and funding pressures, as applicable, a decrease in the market price of the Common Shares, a decrease in asset values, additional write-downs and impairment charges and lower profitability.

### ***Inability to Renew Leases***

The Company may be unable to renew or maintain its leases (commercial or real property) on commercially acceptable terms or at all. An inability to renew its leases, or a renewal of its leases with a rental rate higher than the prevailing rate under the applicable lease prior to expiration, may have an adverse impact on the Company's operations, including disruption of its operations or an increase in its cost of operations. In addition, in the event of non-renewal of any of the Company's leases, the Company may be unable to locate suitable replacement properties for its facilities or it may experience delays in relocation that could lead to a disruption in its operations. Any disruption in the Company's operations could have an adverse effect on its financial condition and results of operations.

### ***Financial Reporting and Other Public Issuer Requirements***

As a public company, the Company is subject to the reporting requirements of the Canadian Securities Administrators, or the CSA, and the rules and regulations of the listing standards of the TSX and OTCQX Best Market. The requirements of these laws, rules and regulations have increased and will continue to increase the Company's legal, accounting, and financial compliance costs, make some activities more difficult, time-consuming, and costly, and place significant strain on the Company's personnel, systems, and resources. The Company is continuing to develop and refine its disclosure controls and other procedures that are designed to ensure that information required to be disclosed by the Company in the reports that it will file with the CSA is recorded, processed, summarized, and reported within the time periods specified in CSA rules and forms and that information required to be disclosed in reports under applicable securities laws is accumulated and communicated to the Company's principal executive and financial officers. The Company is also continuing to improve its internal control over financial reporting. In order to improve the effectiveness of its disclosure controls and procedures and internal control over financial reporting, the Company has expended, and anticipate that it will continue to expend, significant resources, including accounting-related costs and significant management oversight.

The Company has identified certain material weaknesses in its internal controls, as more fully explained under the above section "Disclosure Controls and Procedures". Additional weaknesses in the Company's disclosure controls and internal control over financial reporting may also be discovered in the future. Any failure to develop or maintain effective controls or any difficulties encountered in their implementation or improvement could harm the Company's results of operations or cause the Company to fail to meet its reporting obligations and may result in a restatement of the Company's consolidated financial statements for prior periods. Any failure to improve and maintain effective internal control over financial reporting also could adversely affect the results of periodic management evaluations and annual independent registered public accounting firm attestation reports regarding the effectiveness of the Company's internal control over financial reporting that the Company will eventually be required to include in its periodic reports that will be filed with the CSA. Ineffective disclosure controls and procedures and internal control over financial reporting could also cause investors to lose confidence in the Company's reported financial and other information, which could have a negative effect on the trading price of the Common Shares. In addition, if the Company is unable to continue to meet these requirements, it may not be able to remain listed on the TSX, among others.

### ***Influence of the Significant Shareholders***

To the Company's knowledge, no shareholder beneficially owns, or controls or directs, directly or indirectly, more than 10% of the voting rights attached to the Company's outstanding voting securities, except for Mr. Photis Peter Pascali, President and Chief Executive Officer of the Company, who holds or controls, directly or indirectly, 79,517,781 Common Shares, representing in aggregate 42.59% of the total voting rights attached to the outstanding Common Shares, and 4,075,000 share purchase warrants and options to acquire an additional 4,820,000 Common Shares (increasing the total number of Common Shares held or controlled, directly or indirectly, by him to 88,412,781 Common Shares, or 42.74% of the Common Shares, on a fully diluted basis). He also indirectly holds convertible debentures issued by the Company as part of the Company's July 2023 offering and controls the lending party of the convertible loan executed in December 2023 (refer to note 20 of the 2023 consolidated financial statements). In addition, from time to time, the Company may have other shareholders who have the ability to exercise significant influence over matters submitted to the shareholders of the Company for approval, whether subject to approval by a majority of the shareholders of the Company or subject to a class vote or special resolution.

### ***Joint Venture/Partnership Arrangements***

The Company may participate in joint ventures and partnerships with third parties. A joint venture or partnership arrangement involves certain additional risks including: (i) the possibility that a partner may at any time have economic or business interests or goals that are inconsistent with those of the Company or take actions contrary to the instructions or requests of the Company or contrary to the Company's objectives; (ii) the risk that the partner could experience financial difficulties or seek the protection of bankruptcy, insolvency or other laws, which could result in additional financial demands on the Company; and (iii) the need to obtain the partner's consent with respect to certain major decisions. In addition, the sale or transfer of an interest in joint ventures and partnerships will generally be subject to rights of first refusal or first offer and certain other joint venture or partnership agreements may provide for buy-sell or similar arrangements. Such rights may be triggered at a time when the Company may not desire the sale but may be forced to do so because it does not then have the financial resources with which to purchase the other parties' interests. The terms of any joint venture or partnership arrangement may not allow the Company to realize anticipated benefits and may adversely affect the Company and its business.

### ***Limited Control Over the Company's Operations***

Holders of the Common Shares have limited control over changes in the Company's policies and operations, which increases the uncertainty and risks of an investment in the Company. The Board determines major policies, including policies regarding financing, growth, debt capitalization and any future dividends to shareholders of the Company. Generally, the Board may amend or revise these and other policies without a vote of the holders of the Common Shares. The Board's broad discretion in setting policies and the limited ability of holders of the Common Shares to exert control over those policies increases the uncertainty and risks of an investment in the Company.

### ***Change in Tax Laws***

New income, sales, use or other tax laws, statutes, rules, regulations or ordinances could be enacted at any time. Further, existing tax laws, statutes, rules, regulations or ordinances could be interpreted, changed, modified or applied adversely to the Company. These enactments and events could require the Company to pay additional tax amounts on a prospective or retroactive basis, thereby substantially increasing the amount of taxes the Company is liable to pay in the relevant tax jurisdictions. Accordingly, these events could decrease the capital that the Company has available to operate its business. Any or all of these events could harm the business and financial performance of the Company.

### ***Forward-Looking Information***

The forward-looking information included in this MD&A relating to, among other things, the Company's future results, performance, achievements, prospects, targets, intentions or opportunities or the markets in which it operates and the other statements listed are based on opinions, assumptions and estimates made by the Company's management in light of its experience and perception of historical trends, current conditions and expected future developments, as well as other factors that the Company believes are appropriate and reasonable in the circumstances. However, there can be no assurance that such estimates and assumptions will prove to be correct. The Company's actual results in the future may vary significantly from the historical and estimated results and those variations may be material. The Company makes no representation that its actual results in the future will be the same, in whole or in part, as those included in this MD&A.

### ***Credit Facilities***

The Company's credit facilities and financing agreements mature on various dates. There can be no assurance that such credit facilities or financing agreements will be renewed or refinanced, or if renewed or refinanced, that the renewal or refinancing will occur on equally favourable terms to the Company. The Company's ability to continue operating may be adversely affected if the Company is not able to renew its credit facilities or arrange refinancing, or if such renewal or refinancing, as the case may be, occurs on terms materially less favorable to the Company than at present. The Company's current credit facilities and financing agreements have no imposed financial covenants and obligations on the Company. In the event of the contrary, there is a risk that such loans may go into default if there is a breach in complying with such covenants and obligations, which could result in the lenders realizing on their security and causing our shareholders to lose some or all of their investment.

### ***Risks Related to the Company's Securities***

#### ***Potential Volatility of Common Share Price***

The market price of the Common Shares could be subject to significant fluctuations. Some of the factors that may cause the market price of the Common Shares to fluctuate include:

- the public's reaction to the Company's press releases, announcements and filings with regulatory authorities and those of its competitors;
- fluctuations in broader stock market prices and volumes;
- changes in market valuations of similar companies;

- investor perception of the Company, its prospects or the industry in general;
- additions or departures of key personnel;
- commencement of or involvement in litigation;
- announcements by the Company or its competitors of strategic alliances, significant contracts, new technologies, acquisitions, commercial relationships, joint ventures or capital commitments;
- variations in the Company's quarterly results of operations or cash flows or those of other comparable companies;
- revenues and operating results failing to meet the expectations of securities analysts or investors in particular quarter;
- changes in the Company's pricing policies or the pricing policies of its competitors;
- future issuances and sales of Common Shares;
- sales of Common Shares by insiders of the Company;
- third party disclosure of significant short positions;
- demand for and trading volume of Common Shares;
- changes in securities analysts' recommendations and their estimates of the Company's financial performance;
- short-term fluctuation in stock price caused by changes in general conditions in the domestic and worldwide economies or financial markets; and
- the other risk factors described under this heading of the MD&A.

The realization of any of these risks and other factors beyond the Company's control could cause the market price of the Common Shares to decline significantly.

In addition, broad market and industry factors may harm the market price of the Common Shares. Hence, the price of the Common Shares could fluctuate based upon factors that have little or nothing to do with the Company, and these fluctuations could materially reduce the price of the Common Shares regardless of the Company's operating performance. In the past, following a significant decline in the market price of a company's securities, there have been instances of securities class action litigation having been instituted against that company. If the Company were involved in any similar litigation, it could incur substantial costs, management's attention and resources could be diverted and it could harm the Company's business, operating results and financial condition.

#### ***Market Liquidity***

The market price for the Common Shares could be subject to wide fluctuations. Factors such as the announcement of significant contracts, technological innovations, new commercial products, patents, a change in regulations, quarterly financial results, future sales of Common Shares by the Company or current shareholders, and many other factors could have considerable repercussions on the price of the Common Shares. In addition, the financial markets may experience significant price and value fluctuations that affect the market prices of equity securities of companies that sometimes are unrelated to the operating performance of these companies. Broad market fluctuations, as well as economic conditions generally may adversely affect the market price of the Common Shares.

#### ***Dividends to Shareholders***

The Company does not anticipate paying cash dividends on the Common Shares in the foreseeable future. The Company currently intends to retain all future earnings to fund the development and growth of its business. Any payment of future dividends will be at the discretion of the directors and will depend on, among other things, the Company's earnings, financial condition, capital requirements, level of indebtedness, statutory and contractual restrictions applying to the payment of dividends, and other considerations that the directors deem relevant.

#### ***Impact of Future Sales by Existing Shareholders***

If the Company's shareholders sell substantial amounts of the Common Shares in the public market, the market price of the Common Shares could decrease. The perception among investors that these sales will occur could also produce this effect. All currently outstanding Common Shares other than those subject to lock-up agreements executed by certain existing shareholders will, subject to applicable securities laws, generally be immediately available for resale in the public markets.

Subject to compliance with applicable securities laws, the Company's officers, directors and their affiliates may sell some or all of their Common Shares in the future. No prediction can be made as to the effect, if any, such future sales of Common Shares will have on the market price of the Common Shares prevailing from time to time. However, the future sale of a substantial number of Common Shares by the Company's officers, directors and their affiliates, or the perception that such sales could occur, could materially adversely affect prevailing market prices for the Common Shares.

Additional Common Shares issuable upon the exercise of stock options may also be available for sale in the public market, which may also cause the market price of the Common Shares to fall. Accordingly, if substantial amounts of Common Shares are sold in the public market, the market price could fall.

### ***Working Capital and Future Issuances***

The Company may issue additional Common Shares in the future which may dilute a shareholder's holdings in the Company. The Articles permit the issuance of an unlimited number of Common Shares, and shareholders of the Company will have no pre-emptive rights in connection with any further issuances. The directors of the Company have the discretion to determine the provisions attaching to the Common Shares and the price and the terms of issue of further Common Shares.

Additional equity financing may be dilutive to holders of Common Shares. Debt financing may involve restrictions on the Company's financing and operating activities. Debt financing may be convertible into other securities of the Company which may result in immediate or resulting dilution. In either case, additional financing may not be available to the Company on acceptable terms or at all. If the Company is unable to raise additional funds as needed, the scope of its operations or growth may be reduced and, as a result, the Company may be unable to fulfill its long-term goals. In this case, investors may lose all or part of their investment. Any default under such debt instruments could have a material adverse effect on the Company, its business or the results of operations.

### ***Securities or Industry Analysts***

The trading market for Common Shares could be influenced by the research and reports that industry and/or securities analysts may publish about the Company, its business, the market or competitors. If any of the analysts who may cover the Company's business change their recommendation regarding the Common Shares adversely, or provide more favourable relative recommendations about its competitors, the share price would likely decline. If any analyst who may cover the Company's business were to cease coverage or fail to regularly publish reports on the Company, it could lose visibility in the financial markets, which in turn could cause the share price or trading volume to decline.

### ***Risks Related to the Company's Previous Status as a Foreign Private Issuer***

#### ***Information Publicly Available to the Company's U.S. Shareholders Prior to its Voluntary Delisting***

Until its voluntary delisting from NASDAQ in November 2023, the Company was a foreign private issuer under applicable U.S. federal securities laws. As a result, the Company did not file the same reports that a U.S. domestic issuer would file with the U.S. Securities and Exchange Commission (the "SEC"), although the Company was required to file with or furnish to the SEC the continuous disclosure documents that the Company was required to file in Canada under Canadian Securities Laws, in certain respects the reporting obligations are less detailed and less frequent than those of U.S. domestic reporting companies. In addition, the Company's officers, directors and principal shareholders were exempt from the reporting and short-swing profit recovery provisions of Section 16 of the U.S. Securities Exchange Act of 1934, as amended (the "Exchange Act"). Therefore, the Company's shareholders may not have known on as timely a basis when the Company's officers, directors and principal shareholders purchased or sold Common Shares as the reporting periods under the corresponding Canadian insider reporting requirements are longer.

While a foreign private issuer the Company was exempt from the rules and regulations under the Exchange Act related to the furnishing and content of proxy statements. The Company was also exempt from Regulation FD, which prohibits issuers from making selective disclosures of material non-public information. While the Company complied with the corresponding requirements relating to proxy statements and disclosure of material non-public information under Canadian securities laws, these requirements differ from those under the Exchange Act and Regulation FD and shareholders would not have received the same information at the same time as such information would have been provided by U.S. domestic companies. In addition, the Company was not necessarily required under the Exchange Act to file annual and quarterly reports with the SEC as promptly as U.S. domestic companies whose securities are registered under the Exchange Act.

In addition, as a foreign private issuer, the Company had the option to follow certain Canadian corporate governance practices, except to the extent that such laws would be contrary to U.S. securities laws, and provided that the Company disclosed the requirements it was not following and described the Canadian practices it followed instead. Until its voluntary delisting from NASDAQ, the Company relied on this exemption. As a result, the Company's shareholders would not have had the same protections afforded to shareholders of U.S. domestic companies that are subject to all U.S. corporate governance requirements.

#### ***Inability for U.S. Investors to Enforce Certain Judgments***

The Company is a corporation existing under the Canada Business Corporations Act. A number of the Company's directors and officers are residents of Canada, and substantially all of the Company's assets are located outside the United States. As a result, it may be difficult to effect service within the United States upon the Company or upon its directors and officers. Execution by United States courts of any judgment obtained against the Company or any of the Company's directors or officers in United States courts may be limited to the assets of such companies or such persons, as the case may be, located in the United States. It may also be difficult for holders of securities who reside in the United States to realize in the United States upon judgments of courts of the United States predicated upon civil liability and the civil liability of the Company's directors and executive officers under the United States federal securities laws. The Company has been advised that a judgment of a U.S. court predicated solely upon civil liability under U.S. federal securities laws or the securities or "blue sky" laws of any state within the United States, would likely be enforceable in Canada if the United States court in which the judgment was obtained has a basis for jurisdiction in the matter that would be recognized by a Canadian court for the same purposes. However, there may be doubt as to the enforceability in Canada against these non-U.S. entities or their controlling persons, directors and officers who are not residents of the United States, in original actions or in actions for enforcement of judgments of courts of the United States, of liabilities predicated solely upon U.S. federal or state securities laws.

### **RECENT DEVELOPMENTS AND OUTLOOK**

For PyroGenesis, 2024 was characterized by major technological advancement and improved economics, which combined to help the Company take important next steps forward into enterprise-wide energy transition projects, while also growing its total addressable market on both the high and low ends.

Over the past twelve months, the Company secured contracts with Constellium and Norsk Hydro ASA, followed by a third related agreement, post-quarter end, with GE Vernova. These contracts with three of the largest global companies in their respective fields, highlight how the business case for the Company's offerings have strengthened across the board. Both Norsk Hydro and Constellium have plans to electrify their aluminum casthouses, with Norsk Hydro publicly stating its intention to decarbonize the entire aluminum value chain. GE Vernova, a large global manufacturer of energy equipment,

signed a memorandum of understanding (MOU) to co-venture with PyroGenesis on the electrification of third-party furnaces across a variety of large installations and heavy industries.

This growing competitiveness exhibited in 2024 is the result of continued innovation, which after 30 years in business continues to be a mainstay of PyroGenesis' operations. The progression in plasma torch power that began accelerating in 2022 with a step up from 900 kW to 2.5 MW and continued in 2023 with another jump to 4.5 MW, hit an altogether different stride in October 2024 upon the signing of a contract for a 20 MW plasma torch, likely to be the most powerful ever produced commercially.

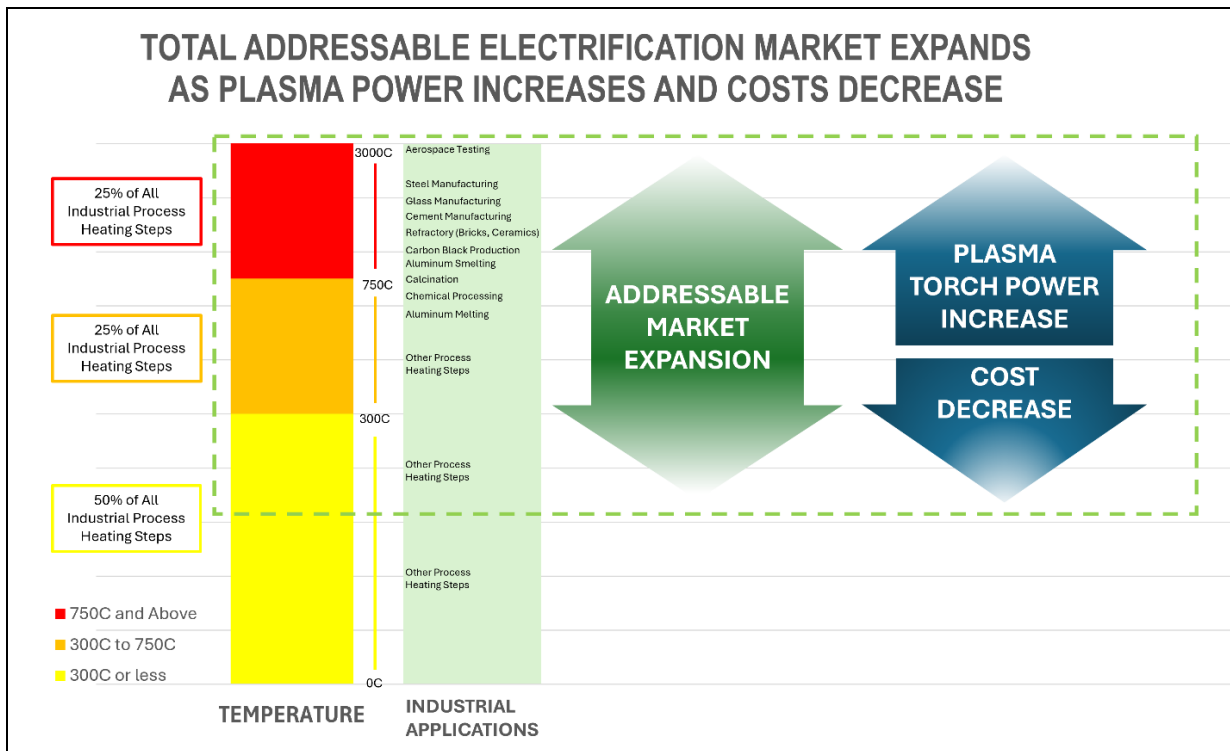
Meanwhile, system efficiency increased across the Company's solution spectrum, from plasma reactors to torches to materials production:

- The year started with an announcement that advancements made on the fumed silica reactor pilot plant project, developed to produce fumed silica in a single eco-friendly step direct from quartz, had led to potential EBITDA margins three times higher than industry average and a CAPEX 93% less than required to build a conventional fumed silica plant.
- In May, the Company's work on PozPyro, a green cement material additive, had shown compressive strength tests up to 99.5% above standards for similar material such as fly ash, while surpassing even the full-strength value of the Portland Cement control by up to 49.67%
- By winter, operational data from the Company's plasma torches used in 2024 for the destruction of 300 tonnes of PFAS "forever chemical"-contaminated materials as part of a project funded by the U.S. Department of Defense, along with data from other furnace test installations conducted in 2024, confirmed a reduction in energy requirements for plasma torches by up to 45% compared to fossil fuel burners. The furnace tests also revealed up to 30% reduction in metal melting time, and up to 80% energy reduction for casting ladle heating, among other results.
- Post-quarter end the Company released 2024 performance data for its NexGen™ plasma atomized metal powder production system, demonstrating increased yields of titanium metal powder up to 33-50%, increased operational uptime of more than 25%, and costs reduced by ~20%.

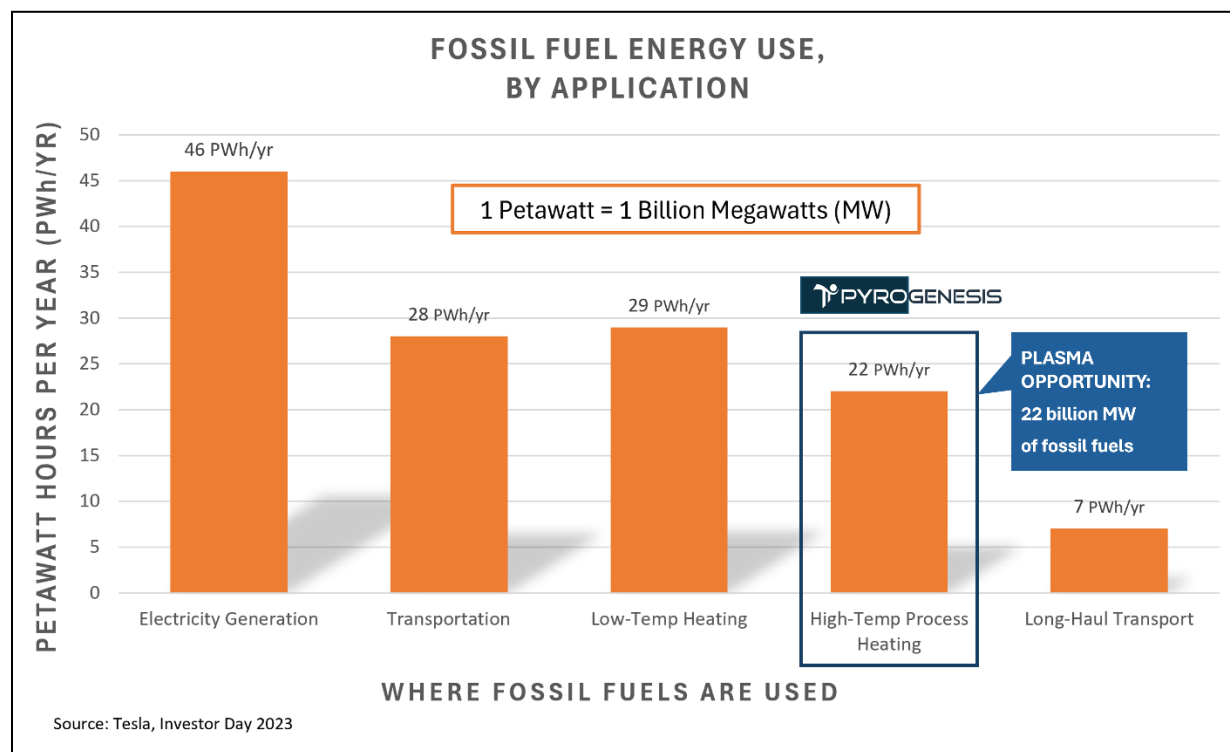
As this broad range of performance improvements continues in the quarters and years ahead, the effect is two-fold:

1. higher power plasma torches open doors to more intensive applications and higher heat industries
2. lower costs from higher efficiency and lower CAPEX brings less-intensive applications in smaller industries, and smaller customers, into view.

As a result, the total addressable market for the Company's offering is expanded at both the high and low ends:



To put this into perspective, fossil fuels used in industrial process heating – PyroGenesis' target market – account for approximately 17% of the fossil fuels used globally, an amount equivalent to 22 billion megawatts of power:



The Company expects future technology improvements to continue to drive down costs and improve project economics for current and potential customers.

With more comprehensive business cases possible, and with energy savings, efficiency gains, and lower costs now a proven part of the equation to complement CO<sub>2</sub> reduction in the suite of advantages, the possibilities for future market expansion and sales opportunities become clearer:

**Now:** aluminum, military, specialty manufacturing, clean technology, waste destruction

**New:** steelmaking, aerospace

**Next:** mass manufacturing / production, chemical, glass, calcination, cement.

The information below represents important highlights from the past quarter, followed by an outline of the company's strategy and outlook for 2025.

#### Q4 2024 Production and Sales Highlights

Q4 2024 continued the positive revenue growth trend that began in Q2 2023. Q4 2024 marks the 7th straight quarter of revenue improvement compared to the low revenue mark of Q1 2023, with six of those seven quarters – including this Q4 2024 – surpassing the previous quarter's revenues.

The Company operates primarily within three business verticals that align with economic drivers that are key to global heavy industry:

##### 1. Energy Transition & Emission Reduction:

- fuel switching, utilizing the Company's electric-powered plasma torches and biogas upgrading technology to help heavy industry reduce fossil fuel use and greenhouse gas emissions,

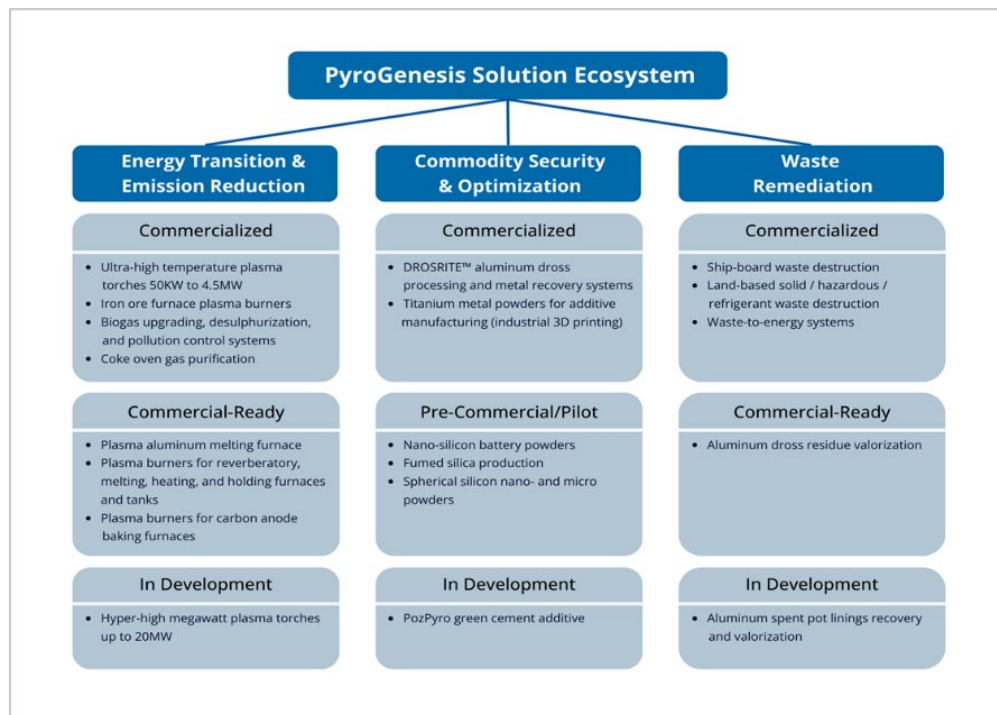
##### 2. Commodity Security & Optimization:

- recovery of viable metals, and optimization of production methods/processes geared to increase output, maximize raw material usage, and improve the availability of critical minerals,

##### 3. Waste Remediation:

- safe destruction of hazardous materials, and the recovery and valorization of underlying substances such as chemicals and minerals.

Within each vertical the Company offers a selection of solutions at different stages of commercialization:



The information below represents highlights from the past quarter for each of the Company's main business verticals.

#### Energy Transition & Emission Reduction

- In October**, [news release dated October 21, 2024], the Company announced a contract valued at approximately \$27 million for the development of a plasma torch system powered at 20 megawatts, from an existing U.S. client which provides technology and test services geared to solving critical defense, military, aeronautics, and space exploration challenges. The client, which previously ordered a 4.5MW plasma torch system from PyroGenesis in August 2023 [news release dated August 1, 2023], regularly serves as a prime contractor for the U.S. government. A plasma torch at this 20 megawatts power level, based on PyroGenesis' own research, represents one of the most powerful (if not the most powerful) plasma torches ever produced commercially. The project was expected to start within 30 days of the news release, with an estimated duration of 3 years
- In November**, [news release dated November 19, 2024], the Company announced a contract with one of the three largest steelmakers in the world to assess the applicability of PyroGenesis' full electric plasma torches for use in the customer's electric arc furnace steelmaking and casting process. The client had previously been referred to as Client C and is one of the world's largest companies in both steelmaking and iron ore pelletization.

#### Waste Remediation

- In October** [news release dated October 10, 2025], the Company announced a purchase order of approximately \$1,015,000 from Newport News Shipbuilding, for after-sales component production related to the US Navy aircraft carrier contract.
- In December** [news release dated December 3, 2024], the Company announced the successful completion of a contract for the delivery, commissioning, and operation of its plasma torch system to destroy harmful Perfluoroalkyl and Polyfluoroalkyl Substances ("PFAS"). PFAS are widely known as "forever chemicals" due to a strong molecular bond that resists degradation and have been connected to worldwide health issues. The project is funded by the U.S. Department of Defense, which is seeking various PFAS-remediation technologies as part of its broader environmental clean-up mandate. Under the previously announced contract, PyroGenesis received \$2.25 million and supplied a 1MW (one megawatt) plasma torch system with related peripherals. At the time of the news release, PyroGenesis had completed the commissioning of the system and had been able to operate it at full capacity, with more than 300 tonnes of PFAS-contaminated materials having been successfully treated at the client's facility using PyroGenesis' plasma system.

#### **Q4 2024 Financial Highlights**

- Throughout the majority of fiscal 2024, the Company actively monitored its selling, general and administrative expenses in order to maximize savings and reduce expenses. This active attention to cost optimization resulted in over \$3 million of cost reductions realized mainly from a change in the director's and officers' insurance, a reduction in professional fees, consulting and other expenses, along with adjustments to staffing and optimal use of employees. These are savings we will benefit from every year, going forward.
- In October** [news release dated October 31, 2024], the Company provided an update on the Repriced Warrants. As a result of the repricing, 1,457,500 of the Repriced Warrants have been exercised, for total proceeds to the Company of \$1,093,125.

- **In November** [news release dated November 26, 2024], the company received a payment of approximately \$2,800,000, representing a portion of an outstanding receivable under PyroGenesis' existing \$25,000,000 Drosrite contract with Raidan Oil and Gas Services Company.
- **In December** [news release dated December 19, 2024], the company announced an agreement with HPQ Silicon Inc. to resolve an outstanding liability of \$4,941,440 owed to PyroGenesis, using a debt-to-equity conversion. Under the agreement, the outstanding liability will be converted into 17,968,873 units at a price of \$0.275 per unit. Each unit will be comprised of one common share of HPQ and one common share price warrant. Each warrant will entitle PyroGenesis to acquire one common share of HPQ at a price of \$0.285 until the date that is two years following the effective date of this transaction. Upon issuance of the units to PyroGenesis, the outstanding liability shall be deemed fully satisfied.
- **Post quarter end, in January 2025** [news release dated January 20, 2025], the Company received a payment of approximately \$1,850,000, representing a portion of an outstanding receivable under PyroGenesis' existing \$25,000,000 Drosrite contract with Raidan Oil and Gas Services Company.
- **Post quarter end, in January 2025** [news release dated January 21, 2025], the Company received a payment of approximately \$1,04,000 under PyroGenesis' existing \$4,100,000 contract with a U.S. aeronautics and defense client for a 4.5MW plasma torch

#### **Q4 2024 Operational Highlights**

- **In November** [news release dated November 12, 2024], the Company announced a corporate name and address change.

PyroGenesis' corporate name was changed from PyroGenesis Canada Inc. to PyroGenesis Inc. Simultaneously, the French version of its name was changed from PyroGènese Canada Inc. to PyroGènese Inc.

"This change to our name is a subtle but indicative change," noted Mr. Pascali. "With sales across 21 countries and counting, this name change is part of an initiative to better express in all areas of communication that we are an internationally focused company with global reach."

This name change did not involve any restructuring, change of control, or other corporate reorganization. This decision solely pertains to a more inclusive and internationally resonant brand image. The name change did not affect trading of the Company's shares, which continued to trade on the TSX under the symbol PYR and through the OTCQX under the symbol PYRGF, with no change to the stock symbols.

Additionally, the Company announced that it had recently moved its headquarters to a larger office location in downtown Montreal. The move comes as a result of the Company having outgrown its previous headquarters after more than 30 years in Montreal's historic Griffintown neighbourhood.

The new office location resides in the heart of downtown near Montreal Central Station, the Queen Elizabeth Hotel, and the Bell Centre arena (home of the Montreal Canadiens), and provides more modern amenities and a smarter office layout, while also providing easier access for employees and customers that use public transit. PyroGenesis' new corporate headquarters address are located at 1100 René-Lévesque Boulevard West, Montréal, Québec, Suite 1825, H3B 4N4. Phone numbers will remain the same, with 514-937-0002 the main line.

- **In November** [news release dated November 20, 2025], the Company provided post-election comments and analysis in response to investor questions about the impact from the incoming Trump administration. In summary, PyroGenesis stated that it is positive about the potential economic impact the U.S. election outcome may have on the company. The potential benefits from President-Elect Donald Trump's campaign promises, in particular the commitments to (i) lower corporate taxation to stimulate business growth, (ii) reduce regulatory burdens and bureaucracy to accelerate project approvals, (iii) expand the energy sector to – in the campaign's own words – "unleash energy production from all sources, including nuclear", (iv) "to immediately slash inflation and power American homes, cars, and factories with reliable, abundant, and affordable Energy"<sup>1</sup>, are numerous and prescient, as America commits to a future of advanced manufacturing leadership, energy self-sufficiency, and supply chain protection.

"The expectation is that the newly-elected administration's initiatives will speed up capital projects, stir innovation, increase overall capacity of the energy grid, and lower energy costs. This could be highly beneficial to companies like ours that supply heavy industry with the high-temperature electricity-based solutions needed to modernize, optimize, and compete," said P. Peter Pascali, President and CEO of PyroGenesis

#### **OUTLOOK**

Consistent with the Company's past practice, and in view of the early stage of market adoption of our core lines of business, the Company is not providing specific revenue or net income (loss) guidance for 2025.

The following is an outline of the many factors that impact the Company's strategy and future success, plus key developments that are expected to impact subsequent quarters.

#### **Overall Strategy**

PyroGenesis provides technology solutions to heavy industry that leverage the Company's expertise in ultra-high temperature processes. The Company has evolved from its early beginnings as a specialty-engineering firm to being a provider of a robust technology eco-system for heavy industry that helps address key strategic goals.

The Company believes its strategy to be timely, as multiple heavy industries are committing to major carbon and waste reduction programs at the same time as many governments are increasingly supportive – from both a policy and financial perspective – of environmental technologies and infrastructure projects. Additionally, both industry and government are developing strategies to ensure the availability of critical minerals during the coming decades of increased output demand.

While there can be no guarantees, the Company believes the evolution of its strategy beyond greenhouse gas emission reduction, to an expanded focus that encapsulates the key verticals listed in the section "Q3 2024 Production and Sales Highlights", both (i) improves the Company's chances for success while (ii) also providing a clearer picture of how the Company's wide array of offerings work in tandem to support heavy industry goals.

PyroGenesis' market opportunity is significant, as major industries such as aluminum, steelmaking, manufacturing, cement, chemicals, defense, aeronautics, and government seek factory-ready, technology-based solutions to help steer through the challenging landscape of increasing demand, tightening regulations, and material availability.

As more of the Company's offerings reach full commercialization, PyroGenesis will remain focused on attracting influential customers in broad markets while at the same time ensuring that operating expenses are controlled to achieve profitable growth.

### **Key Performance Indicators**

The Company uses key performance indicators (KPIs) to monitor, analyze, and optimize organizational output and performance, with KPIs specific to different parts of its production and manufacturing (such as cycle time, capacity utilization, yield, changeover time, and scrap), plus a different set of KPIs designed to evaluate the broader corporate results and uptake, identify trends affecting the business, and make strategic decisions. This latter category of KPIs includes:

Industry Depth: number of customers within an industry and/or amount and % of revenue from that industry. To date, the Company's greatest depth has been with the aluminum, military, and government industries.

New Industry Engagement: as the energy transition and carbon/GHG-reduction trends grow, more industries are realizing the benefit of using PyroGenesis' technology. Over the past five years the Company has begun to penetrate the mining and metal, iron ore, aerospace, automotive, general parts manufacturing, steel, materials (especially silica and silicon), chemical, and cement industries, among others.

Customer Depth: the number of projects with a single customer and/or amount of revenue from that customer. The Company treats most customer identities as confidential unless otherwise approved or suggested by the customer.

New Customer Engagement: as a relatively small company with technology that is potentially of interest across thousands of companies in many different industries, the Company takes a cautious approach when engaging with new customers. Primarily, the Company evaluates the potential customer's access to capital, operational history, and reputation when weighing engagement. With regard to net new technology ideas or start-up customers, PyroGenesis considers the long-term commercialization potential of the idea, the possibility of revenue sharing or royalties, and access to capital. Aligning to the Company's three tier business model is imperative, though exceptions can be made.

Studies Undertaken: scientific and engineering studies have been a key part of new customer acquisition for much of the Company's history. A study such as a computational fluid dynamics (CFD) study is often the first phase requirement for a potential customer in investigating the potential future use of the Company's technology. Since transitioning from a legacy fossil fuel based system to the Company's all-electric plasma can be a transformative and often expensive proposition, a study allows a potential new client to better understand the future technological fit and prospective budgetary requirements, while also gaining an understanding of the high-quality working relationship with the Company. The wide array of different specs, uses, industries, and in-factory customization of furnace, heating, and melting machinery, mandates ground-up studies for most new initiatives. The Company's experience conducting studies and its exposure to more and different types of systems, especially over the last 5 years, has allowed the Company to further streamline and perfect its study process as a route to new business. The number, type, and duration of studies undertaken during each quarter varies.

Monthly Recurring Revenue: ongoing, repeating revenue is a major goal for the Company. To date, after-sale parts and components (such as those related to consumable aspects of plasma torches) have represented the largest revenue and growth potential on a recurring basis. As the energy transition trend grows and more plasma systems are sold, recurring revenue is expected to represent a much larger percentage of overall revenue. Other areas targeted for recurring revenue include sales of titanium metal powders, revenue from tolling contracts in areas such as aluminum dross treatment and metal recovery, and co-venture/royalty agreements such as those related to waste remediation.

Revenue Mix: PyroGenesis has established a technology eco-system comprised of a number of inter-related solutions, often referred to in previous Company communications as a "multi legged stool". This type of diversification offers a measure of protection to the Company in both difficult and rapidly changing economic environments. As such, the Company targets a wide versus a narrow mix of revenue sources.

Growth Mix: new revenue is currently driven by existing customers. A key goal for the Company is to develop an optimal mix of existing and new customer.

### **Cost Controls and Efficiencies**

PyroGenesis has been, and continues to, scrutinize both potential and existing projects to ensure that the utilization of labour and financial resources are optimized. The Company continues to only engage in projects that reflect significant benefits to PyroGenesis and the risks of which are defined. The Company intends to intensify its focus on project and budgetary clarity during this period of elevated inflationary pressures, by identifying alternative suppliers while constantly adjusting project resources. The early-stage project assessment process has also been refined to allow for faster "go / no-go" decisions on project viability.

Through an ongoing Cost Optimization program, the Company has further identified areas to reduce costs and expenses in 2025. Continuing the cost optimization program began in fiscal 2024, as described in the Q4 2024 Financial Highlights, which resulted in over \$3 million in savings, the Company has already identified areas of optimization in early 2025. To date the Company has identified savings in patent expenses, insurance and optimization of the workforce, for a net benefit of \$2 million. The Company has targeted between \$3-5 million in cost optimization for 2025. These are permanent cost savings which will benefit the Company on a recurring annual basis. All cost optimization is done with a view to not jeopardize revenues or market competitiveness.

## **Enhanced Sales and Marketing**

Against the backdrop of its 3-tiered strategy, the Company continues to increase sales, marketing, and R&D efforts in-line with – and in some cases ahead of – the growth curve for industrial change related to greenhouse gas reduction efforts

## **Macroeconomic Conditions**

With some continued uncertainty in the macroeconomic environment, including ambiguity in the banking sector with regard to interest rate adjustments, the continued inflationary pressures causing shifting demand dynamics across various industries at different times, and the possibility of recessionary conditions, it may be difficult to assess the future impact these events and conditions will have on our customer base, the end markets we serve, and the resulting effect on our business and operations, both in the short term and in the long term.

Despite these uncertainties, we continue to believe there is an accelerated need for PyroGenesis' solutions in the industries we serve as heavy industry continues to decarbonize / transition their energy sources, manufacture utilizing both lighter metals (such as aluminum) and additive manufacturing, and deal with tighter hazardous waste regulations.

While we expect these uncertainties and other macroeconomic conditions to continue to impact the variability in our quarter-to-quarter revenue, we believe our diversity in both customer base and solution set will continue to be a strong mitigating factor to these challenges. Additionally, the Company's ongoing efforts to reduce costs through various measures including the sourcing of more high quality, cost-competitive suppliers, further bolsters the Company against cost fluctuations.

The various military conflicts in the Middle East and Eastern Europe continue to create some level of global economic uncertainty, as well as supply chain disruptions that can change at any time. However, it's important to note that the Company does not have any operations, customers or supplier relationships in Russia, Belarus or Ukraine, and as such are not directly impacted at a customer level in these countries. The Company does have customer relationships and projects in Poland and will continue to monitor the situation in the region regarding challenges to the completion of current projects, which at this time are not inhibited.

As always, the Company monitors the potential impact macroeconomic events and conditions could have on the business, operations, and financial health of the Company.

Generally, the Company believes that broad-based threats to global supply chains increase awareness and interest in the many solutions the Company offers. This is particularly true within the minerals and metals industries, as manufacturers seek alternatives to offshore suppliers as well as technologies that could optimize output or recycle critical material from byproducts or waste – solutions that the Company currently offers.

## **Business Line Developments**

The upcoming milestones which are expected to confirm the validity of our strategies are outlined below. Please note that these timelines are estimates based on information provided to us by the clients/potential clients, and while we do our best to be accurate, timelines can and will shift, due to protracted negotiations, client technical and resource challenges, or other unexpected situations beyond our or the clients' control:

### **Business Line Developments: Near Term (0 – 3 months)**

#### Financial

##### Payments for Outstanding Major Receivables:

Regarding the outstanding receivable under the Company's existing \$25 million+ Drosrite™ contract, and as previously announced, PyroGenesis had agreed to a strategic extension of the payment plan, by the customer and its end-customer, geared to better align the pressures on the end-user's operating cash flows created by increased business opportunities.

#### Energy Transition & Emission Reduction

##### Plasma Torches for Metal Manufacturing:

The Company previously noted in an earlier Outlook that it was in advanced discussions with one of the world's largest producers of metal products to design and develop a plasma-based solution for use in improving precision in the manufacturing process. Upon receiving a purchase order, the Company conducted first round tests during Q4 2024 and Q1 2025 using a low wattage plasma torch. Next steps are to conduct tests using progressively larger torches during Q2 and Q3 2025. A long-term potential project has an approximate value of \$10 million.

##### Plasma-Based Glass Recycling:

The Company previously noted in an earlier Outlook that it was in advanced negotiations (with a long term >6-month target) with a global leader in glass recycling, to investigate plasma as part of the customer's energy transition initiatives. This project has advanced sooner than originally anticipated. Contracts are being finalized with the potential for the project to proceed now expected in the near term. The project is related to the spherization of recycled glass using plasma.

##### Plasma Torches for Aluminum Remelting Furnaces / Casthouses:

The Company has been working on aluminum remelting furnace solutions using plasma for use by secondary aluminum producers or any manufacturer of aluminum components that uses recycled or scrap aluminum. With gas-fired furnaces responsible for much of the scope 1 emissions of secondary aluminum production, aluminum companies have been searching for solutions that can help in the decarbonization efforts of aluminum remelting and cast houses.

The Company has two potential solutions: (i) the retro-fitting of plasma torches in existing remelting and cast house furnaces that currently use other forms of heating, such as natural gas; (ii) the manufacturing and sale of a PyroGenesis produced furnace based off the Company's existing Drosrite metal recovery furnace design, which has been in use commercially for several years. As mentioned in previous Outlooks, the Company has been working with different companies over the past few years towards these goals.

During Q4 2024, the first project under a letter of intent (LOI) previously signed with Constellium progressed to advanced negotiations, and a near-term announcement regarding this project is anticipated. The LOI for large-scale plasma remelting furnaces with Constellium, a global aluminum product manufacturer, was originally announced during Q2 2024 [news release dated April 10, 2024].

Separately, an existing contract with one of the world's largest manufacturers of products that serve the mining and defense industries [news release dated April 17, 2024] to examine the use of plasma in decarbonizing of its casthouses, was also discussed in previous Outlooks. Successful results from the test project which used plasma torches as part of the customer's high temperature process steps, have led to ongoing discussions for potential next steps. These discussions continue at both a local and international level for this global entity, with decisions around funding and funding cycle being the primary criteria.

Discussions also remain underway with other clients for similar contracts.

#### Furnace Electrification Co-Venture:

The Company previously noted in an earlier Outlook that it was in negotiations with a large global manufacturer of energy equipment to co-venture with PyroGenesis on the electrification of third-party furnaces. Post-quarter end [news release dated March 11, 2025], this co-venture was announced between PyroGenesis and the Power Conversion division of GE Vernova.

Phase 1 of the collaboration is to conclude a study (already commenced) for the implementation and retrofit using PyroGenesis plasma torches and GE Vernova's supporting electrical infrastructure, for a large facility in the iron ore pellet industry. Phase 2 of the collaboration will similarly include the preparation of a study for the implementation and retrofit using PyroGenesis plasma torches and GE Vernova's supporting electrical infrastructure, for a primary aluminum smelter casthouse.

#### Aluminum Cast House Decarbonization:

The Company previously noted in an earlier Outlook that it was part of a tendered bid process for the testing of plasma within an aluminum cast house of a leading global aluminum company, and that it had advanced past the preliminary tender phase to the full tender proposal phase, submitting its full proposal in August 2024, with the final client decision expected in the near- to mid-term.

Post-quarter end [news release dated February 24, 2025], the Company announced it was the winner of the tendered bid process and was awarded a contract for approximately \$2,400,000. The customer is Norsk Hydro ASA, a Norway-based aluminum and renewable energy company founded in 1905, that is often considered one of the most respected and influential leaders in heavy industry, with 32,000 employees across operations in 42 countries. Since entering the aluminium business in the 1960s, Hydro has become one of the largest aluminum producers in the world. The company posted 2024 revenues of US\$18.3 billion. Hydro intends to replace fossil fuel burners with PyroGenesis' plasma torches to test melt aluminum in the R&D casthouse at Sunndal Norway (the largest and most modern primary aluminum plant in Europe). Hydro's stated eventual goal is to eliminate the use of fossil fuels across the entire aluminum value chain. The project is expected to commence in the near term, with initial payment also expected during Q2 2025.

#### Aluminum Furnace Tests:

The Company has started, and will continue in the near term, live furnace tests of plasma as a process heat source in melting and holding furnaces with major aluminum companies, while also being in advanced discussions with other companies yet to be named for similar live furnace tests. Due to the nature of these tests and the increasing number of similar tests, the Company may choose not to announce every test session it engages in.

#### Iron Ore Pelletization Torch Trials:

##### **CLIENT B:**

As mentioned in previous Outlooks, the commissioning of the plasma torch systems – for use in the pelletization furnaces of a client previously identified as Client B – was underway, with the Company's engineers onsite at Client B's iron ore facility. The commissioning process includes installation, start-up, and site acceptance testing (SAT). The Company previously announced that it had shipped four 1 MW plasma torch systems for use in Client B's iron ore pelletization furnaces, for trials toward potentially replacing fossil-fuel burners with plasma torches in Client B's furnaces.

As also mentioned in previous Outlooks, this project continues to move forward after the commissioning suffered a series of unforeseeable delays and infrastructure challenges caused by, among other things, damaging torrential rainstorms that flooded and damaged the facility's electrical system and furnace components, and intermittent power outages that led to damage of the plasma burners cooling system.

Client B remains committed, and live trials using PyroGenesis plasma torches are occurring, are ongoing and will remain as such until the customer determines they have sufficient performance data. The latest information provided to the Company suggests a Q2 2025 timeline for the completion of this performance testing and data gathering phase, though this is an estimate.

##### **CLIENT C:**

Client C, a global market-leading client who the Company previously identified as one "who is not only a significant player in the iron ore pelletization industry but is also a major player in the steel industry", has been working with PyroGenesis over the past few years on various potential initiatives related to using plasma for decarbonization. PyroGenesis was previously awarded official supplier status to Client C as part of an impending initiative that was subsequently announced during Q4 2024 [news release dated November 19, 2024], for a contract to assess the applicability of PyroGenesis' fully electric plasma torches for use in part of the customer's electric arc furnace (EAF) steelmaking and casting process. The initial project is currently underway with a near-term Q2 2025 expected completion date.

With live pelletization furnace plasma trials (with Client B) continuing, as the latest development with Client C renews their commitment to investigating plasma, and as new interest from other entities continue to appear, the Company believes its position relative to both the steelmaking and iron ore industries remains strong. The early publicity and research results surrounding plasma's potential for use in iron ore pelletization opened the doors to these and multiple other industries for electrification of furnaces and other high heat applications using PyroGenesis plasma torches, which the Company believes will ultimately far surpass the specific iron ore pelletization application.

### Commodity Security & Optimization

#### Titanium Metal Powder:

The Company previously noted in earlier Outlooks that it had (i) cleared the final requirement to becoming an approved supplier of its titanium metal powder to a global aerospace original equipment manufacturer [press release dated June 5, 2024], and (ii) the formal certification process for adding the Company to the approved supplier list had begun and was expected to be completed in the near term.

Post-quarter end [news released dated March 03, 2025], the Company identified Boeing as the customer for whom this certification process is being conducted. The Company also stated that all technical requirements for titanium coarse metal powder have been met by PyroGenesis NexGen plasma atomized powder for Boeing, and that PyroGenesis continues to move forward in the approved supplier list process, with an expectation of being formally added to Boeing's supplier list in the near term.

#### Drosrite Factory Trials:

During Q4, the Company conducted on-site trials of the Company's Drosrite furnace system for the processing of aluminum dross, at the facilities of European aluminum manufacturers. Additionally, representatives from potential new customers conducted on-site visits at an existing PyroGenesis customer's factory, where a Drosrite system has been successfully operating for several years. Data from the various tests and site visits are currently being analyzed to help determine next steps towards the possible purchase of Drosrite systems.

### Waste Remediation

#### Plasma Resource Recovery System (PRRS):

As mentioned in previous Outlooks, the Company is in discussions with a European company for the Company's Plasma Resource Recovery System, for use in the pyrolysis of plastics. This potential project has progressed to final negotiations with an expected outcome in the near term.

#### SPARC Refrigerant Waste Destruction System:

The Company previously noted in an earlier Outlook that it was in negotiations (with a mid-term 3-6 month outlook) with a large US-based distributor of refrigerants and specialty gases, regarding PyroGenesis' SPARC system for the safe destruction of hazardous end-of-life refrigerants such as CFCs, HCFCs, and HFCs, with a potential contract amount of approximately \$2-3 million. The discussions continue and are expected to be concluded in the near term.

#### Plasma-Based Glass Valorization:

The Company is in final negotiations with an entity in Canada, for a plasma-based furnace for use in the melting and valorization of recycled glass, with an estimated contract value of ~\$2 million. This potential client is currently assembling funds from a consortium of international contributors, across government and private entities. The amount secured will determine a potential start and/or the scope of the project, with a current timeline for final decision estimated as near-term.

#### SPARC Refrigerant Waste Destruction System:

The Company is in negotiations with a Middle Eastern customer regarding PyroGenesis' SPARC system for the safe destruction of hazardous end-of-life refrigerants such as CFCs, HCFCs, and HFCs. The customer has access to a very large existing stockpile of these hazardous materials. Discussions continue as a possible co-venture, whereby PyroGenesis would receive revenue on a profit-sharing basis. PyroGenesis is currently doing due diligence on key elements related to the potential business model.

### **Business Line Developments: Mid Term (3-6 months)**

### Commodity Security & Optimization

#### Fumed Silica Reactor ("FSR") Project:

The Company previously noted in an earlier Outlook, that the Company's client HPQ Polvere (a wholly owned subsidiary of HPQ Silicon Inc.), had announced the successful completion of commissioning of the Fumed Silica Reactor (FSR) pilot plant that PyroGenesis has been designing, engineering, and constructing to convert quartz into fumed silica in a single and eco-friendly step. At that time, the pilot plant had commenced pre-commercial production tests of fumed silica.

Post-quarter end [news release dated February 27, 2025], PyroGenesis announced the successful production of the first batch of materials from a week-long operation of the pilot plant. The material produced was visually analyzed and confirmed to be consistent with material seen in the previous lab-scale size plant. Analysis was scheduled to be conducted at an independent laboratory, to verify structural and chemical properties with more quantitative data, and to validate product quality, all of which will be used for next step process optimization related to further tests. The results of those tests are expected in the near term, with commercial samples scheduled to be sent to key parties such as Evonik (under the terms of an existing letter of intent, or "LOI") and others under NDA in the period to follow. The objective of HPQ Polvere's LOI with Evonik is to outline the basis of collaboration during the FSR pilot scale phase with the goal to validate the ability of the FSR to produce low-cost, low-carbon material acceptable to Evonik's specifications. Evonik is a global specialty chemicals company that manufactures a wide range of high-performance materials including fumed silica. PyroGenesis previously announced in a press released dated May 30, 2024, its intent to exercise its right to convert its annual royalty rights into a 50% ownership stake of HPQ Polvere pursuant to a design and development agreement.

#### Plasma Torch System for Pyrolysis:

The Company is in discussions with a European entity for the sale of a plasma torch system and/or plasma reactor system, which the customer would utilize in their production of carbon black and hydrogen for use in batteries and graphite production.

#### Drosrite Systems:

The Company is in various stages of discussions with aluminum manufacturers to purchase Drosrite aluminum dross processing systems, including with two Middle Eastern aluminum companies for the purchase of multiple 5,000+ tonnes per year Drosrite furnaces. In addition, multiple European and American aluminum manufacturers are considering systems of various capacities.

Titanium Metal Powder:

The Company is in discussions several companies in both North America and Europe regarding the potential sale of multiple tonnes of titanium metal powder, across both "coarse" and "fine" powder cuts.

Green Cement Additive:

PozPyro is a cement additive material produced by PyroGenesis' as a collaboration with its client Progressive Planet. The proprietary plasma process converts widely available, high-grade crystalline silica into amorphous silica that can be used to enhance the strength of concrete as a replacement for fly ash which is in diminishing supply. Previous announcements [news release dated May 2, 2024] showed compressive strength tests for PozPyro of up to 99.5% above standards for similar material such as fly ash, while surpassing even the full-strength value of the Portland Cement control by up to 49.67%. A potential contract for a future pilot plant has an estimated value of \$15-20 million.

**Business Line Developments: Long Term (> 6 months)**

Commodity Security & Optimization

Silicon, Nano-Silicon, and Silica Production:

The Company is in discussions at quotation stage with several different potential customers who have expressed interest in PyroGenesis' advances methods for producing silicon, nano-silicon, and silica. The customers include:

- a major global automaker (whose interest lies primarily in nano-silicon for EV batteries) who is considering a lab-scale production system (approximate value of \$500,000) with a long-term potential pilot plant with an estimated contract value of \$10-15 million.
- a US battery manufacturer considering a lab-scale production system for anode material (approximate value of \$500,000)
- a raw material supplier to the construction materials industry who is considering a lab-scale production system (approximate value of \$150,000) with a long-term potential pilot plant with an estimated contract value of \$10-15 million.

Silica Compound Production:

The Company is in early-stage discussions with an Asian commodity producer to use plasma to transform waste into a variety of in-demand silica compounds.

Waste Remediation

Plasma Torch for Hazardous Waste Destruction:

The Company is in early-stage discussions with an operator of a large North American hazardous waste facility for the sale of a plasma torch system. The facility destroys a variety of hazardous waste, including PFAS "forever chemicals", currently using an incineration process.

Plasma Torches for Tunnel Boring:

As noted above, the Company is a party to a framework master agreement with EarthGrid, which included the payment to the Company of a non-refundable downpayment for \$667,000. Negotiations of a first substantial statement of work are ongoing and remain positive but depend in large part on the client's ability to secure funding in a timely manner. The client now anticipates proceeding with the purchase of a single plasma torch system in the near to mid term, followed by one or more larger orders in subsequent quarters, dependent upon the client's financing. While there is no guarantee this statement of work or additional ones will be completed, if successful the Company foresees the potential for a multi-phase, multi-year partnership with the client that may result in materially significant additional plasma torch orders over the next few years. EarthGrid continues to have challenges raising capital sufficient to make purchases under this agreement.

Plasma Waste-to-Energy System / Resource Recovery System (PRRS):

The Company previously announced the signing of a 2-stage contract for a land-based plasma waste-to-energy system with a European consortium. The first stage consists of a conceptual and preliminary design phase for approximately \$2 million, which commenced in Q3 and was scheduled to last no more than one year. The design of the Plasma Waste-to-Energy System is based on the Company's Plasma Resource Recovery System (PRRS), a waste-to-energy technology that eliminates toxic compounds while transforming waste into reusable products such as syngas and chemicals such as methanol. This project is currently on hold as the client lost its first stage financing. The client is looking for alternate funds. Until such time as those funds have been secured and the project restarted, \$2 million has been removed from the Company's reported backlog.

Plasma Torches for 3<sup>rd</sup> Party Waste-to-Energy Systems:

The Company has been in discussions over several years with a European entity, to act as a potential supplier of plasma torches for the entity's waste-to-energy initiative; the entity has at times, listed PyroGenesis as their torch supplier in various publications online. This entity has recently announced having entered into an agreement with a German multi-Billion-dollar leading technology company to accelerate green energy transition through waste-to-energy technology. The entity announced that it aims to establish 300 plants producing 1 million tons of hydrogen over the next several years.

**\*\* Please note that projects or potential projects previously announced that do not appear in the above summary updates should not be considered as at risk. Noteworthy developments can occur at any time based on project stages, and the information presented above reflects information on hand. Projects not mentioned may have simply not concluded or not passed milestones worthy of discussion.**

**FURTHER INFORMATION**

Additional information relating to Company and its business, including the 2024 consolidated financial statements, the Annual Information Form and other filings that the Company has made and may make in the future with applicable securities authorities, may be found on or through SEDAR+ at [www.sedarplus.ca](http://www.sedarplus.ca), or the Company's website at [www.pyrogenesis.com](http://www.pyrogenesis.com).

Additional information, including directors' and officers' remuneration and indebtedness, principal holders of the Company's securities and securities authorized for issuance under equity compensation plans, is also contained in the Company's most recent management information circular for the most recent annual meeting of shareholders of the Company.